



# Corporate Parenting Report and Plan 2017-2018

Getting it Right for West Lothian's Children & Families







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## Foreword

**As Corporate Parents we are committed to getting it right for every looked after child, young person and care leaver in West Lothian. The Children and Young People (Scotland) Act 2014 puts Corporate Parenting on a statutory footing and is defined as “the formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers”.**



We are committed and determined to improve the life experiences of our looked after children by narrowing the gap in outcomes between looked after children and young people and their peers.

This is West Lothian's first Corporate Parenting Plan and it is focussed on how partners will work together to tackle the identified outcomes gap.

The plan outlines the work of the Corporate Parenting Strategic Group, sets out partners' commitment to making positive change and highlights five areas of priority to be taken forward. The strength of our partnership will be a key driver in making the needed changes happen, alongside clear detailed action planning, robust scrutiny and measurement of progress.

Corporate parenting is not new and has been embraced for some time in West Lothian. We have made positive progress which we will build upon to realise our ambitions for our looked after children and care leavers.

Our commitment to becoming better corporate parents is underpinned by a long and active tradition of engagement with children and young people. In going forward this will be further strengthened by the establishment of the West Lothian Champions Board. This will provide

the structures and processes for our looked after children and young people to hold us, as Corporate Parents, to account for the progress that we make on delivering the commitments detailed within this plan.

We look forward as a partnership of corporate parents to working together to ensure that we improve the lives of West Lothian's looked after children, young people and care leavers.

Consultation on the plan will take place during Spring 2017. We would like to hear the views of children, young people, families and staff about the approach that we are taking and the priorities we have identified so far. Details of the consultation which will include online survey and focus groups will be published widely across West Lothian.

You can also make your views known at any time by emailing:

**[Childrensplan.Consultation@westlothian.gov.uk](mailto:Childrensplan.Consultation@westlothian.gov.uk)**

Jo MacPherson  
Chair  
Corporate Parenting Strategic Group



## Vision

In West Lothian we believe that every child should have the best start in life to enable them to realise their potential and achieve their aspirations. We want all children to become successful learners, confident individuals, effective contributors and responsible citizens. We will work to ensure that children are safe, nurtured, healthy, active, included, achieving, respected and responsible.

We have an additional responsibility to children and young people who are looked after and who have left care. We are determined to look after them as we look after our own children. Like any good parent, we want our children and young people to be healthy and happy, to enjoy school, do well there and to be secure and confident individuals.

We are ambitious and aspirational for our looked after children, young people and care leavers and are determined to support them to maximise their potential. We want our children and young



people to have loving, respectful relationships and happy lives; to have stable and nurturing homes; have the opportunity to go to college, university or into apprenticeships; find good jobs and have their achievement and successes celebrated.

We want them to be fully included and effective members of our communities and, in the fullness of time, to be good parents themselves.





## Listening to our looked after children and carers

**In West Lothian we want to ensure that all looked after children, care leavers, parents and carers have the opportunity to have a real say in matters that affect them.**



We currently have a range of ways of engaging and involving our looked after children and carers including:

- Having Your Say forum
- Viewpoint
- Advocacy services and Children's Rights service
- Residential House Activities
- Carers Consultative Forum
- Kinship Care Group

Looked after children and carers are also actively encouraged to attend all meetings where their needs and outcomes are to be discussed. If they choose not to attend, we ensure their views and voices are heard at their meetings and ensure they receive feedback on what was discussed after the meeting.

We recognise that while there is a range of activities taking place to promote the participation of our children and young people our approach

could be streamlined and we are committed to making improvements. In particular we will find more effective ways of engaging with our older care-experienced young people and our looked after children who are cared for at home.

An engagement working group has been established. This work will review the way we currently communicate and listen to our looked after children and carers. The working group will develop a clear structure and framework for our future activities.

West Lothian has also been successful in receiving funding from the Life Changes Trust to develop a Champions Board. This will provide a way for care experienced young people to talk directly to corporate parents, including senior officers, elected members and service providers. Through our Champions Board, care-experienced young people themselves will influence improvements in the services and support available to them.



# What is Corporate Parenting?

**“Corporate parenting refers to an organisation’s performance of actions necessary to uphold the rights and secure the wellbeing of a looked after child or care leaver, and through which their physical, emotional, spiritual, social and educational development is promoted, from infancy through to adulthood” (Scottish Government, 2015)**

This includes children, young people and care leavers who are:

- in residential care, including secure care
- in foster care
- in kinship care, who live with a family member other than a parent
- looked after at home
- disabled and who receive overnight respite
- left care – up to the age of 26 years

In simple terms, a corporate parent will carry out many of the roles a parent would and will be able to provide the children and young people they’re responsible for with the best possible support and care to maximise their potential and achieve the best possible life outcomes.

**The following organisations have been identified within the Children and Young People (Scotland) Act 2014 as Corporate parents:**

- |   |  |
|---|--|
| 1. The Scottish Ministers   | 12. Social Care and Social Work Improvement Scotland (The Care Inspectorate) |
| 2. A local authority  | 13. The Scottish Social Services Council                                     |
| 3. The National Convener of Children’s Hearings Scotland  | 14. The Scottish Sports Council  |
| 4. Children’s Hearings Scotland   | 15. The chief constable of the Police Service of Scotland                    |
| 5. The Principal Reporter   | 16. The Scottish Police Authority  |
| 6. The Scottish Children’s Reporter Administration  | 17. The Scottish Fire and Rescue Service                                     |
| 7. A health board   | 18. The Scottish Legal Aid Board   |
| 8. A board constituted under section 2(1)(b) of the National Health Service (Scotland) Act 1978 | 19. The Commissioner for Children and Young People in Scotland               |
| 9. Healthcare Improvement Scotland  | 20. The Mental Welfare Commission for Scotland                               |
| 10. The Scottish Qualifications Authority   | 21. The Scottish Housing Regulator   |
| 11. Skills Development Scotland   | 22. Bòrd na Gàidhlig   |
|   | 23. Creative Scotland  |
|   | 24. A body which is a “post-16 education body”                               |

# Duties and responsibilities of corporate parents

**The duties and responsibilities of corporate parents are outlined in Part 9, Section 58 of the Children and Young People (Scotland) Act 2014.**



Corporate parents need to make sure the rights of the children and young people in their care are respected. They should do this by:

- being alert to matters that affect their wellbeing
- assessing their needs
- promoting their best interests and listening to them
- providing and enabling access to opportunities
- making sure services are easy to access
- continuous improvement

Corporate parents should work together to support looked after children and care leavers and share responsibility for acting on behalf of the children and young people in their care. This includes:

- Sharing relevant information with each other
- Making sure their services are properly coordinated
- Funding sports, cultural and leisure activities on behalf of children and young people in their care
- Publishing plans about how to get better at helping children and young people in their care.





# What do we know about West Lothian's Looked after Children?

The number of our children looked after in West Lothian has remained at around the same level since 2012, showing only small changes. On 31 July 2015 there were 434 looked after children and this figure increased slightly to 449 on 31 July 2016. This generally equates to around 1.1% of the total 0-17 years population in West Lothian being looked after, with the Scottish average being 1.5%.



These figures do not take into account other looked after children who in 2015/16 included:

- around an additional 80 looked after children placed in West Lothian by other local authorities
- 25 children and young people considered looked after as a result of accessing overnight respite.

The following information provides more detail on what we know about our looked after children.

This includes comparisons to the Scottish figures for 2015 and 2016.

## Characteristics of our looked after children:

	Gender			Children aged under 5		Children aged 16 or over		Minority Ethnic Group		Additional Support Needs	
	Male	Female	% Male	Number	%	Number	%	Number	%	Number	%
Scotland 2015	8,297	7,107	54	3,153	20	1,880	12	567	4	2,032	13
West Lothian 2015	233	201	54	90	23	29	7	8	2	24	6
Scotland 2016	8,280	7,037	54	3,065	20	1,895	12	466	3	1,797	12
West Lothian 2016	252	197	56	94	21	28	6	6	2	27	6

## Our looked after children are accommodated in a range of placements:

	At Home		With friends/relatives		With foster carers provided by LA		With foster carers purchased by LA		In other community		In LA residential care		In other residential care	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Scotland 2015	3,927	25%	4,158	27%	3,891	25%	1,587	10%	312	2%	697	5%	832	6%
West Lothian 2015	126	29%	108	25%	140	32%	10	2%	5	1%	12	3%	33	8%
Scotland 2016	3,870	25%	4,279	28%	3,826	25%	1,566	10%	299	2%	717	5%	760	5%
West Lothian 2016	117	26%	124	28%	137	31%	17	4%	9	2%	13	3%	32	7%



At 31 July 2016 the following was also relevant in relation to our looked after children:

- 35 of our looked after children were placed outwith West Lothian
- There was an increase in our children and young people being looked after in Kinship placements
- There was an increase in the number of local authority foster care placements
- One third of the children looked after away from home had been accommodated for over 3 years

- We have cared for a small number of victims of human trafficking.

A number of our looked after children have experienced moves of care placement during the past 12 months. The number of care placement moves in West Lothian is slightly higher than that of the national average of 5.4%.

Of the children who have experienced 3+ placement moves 25% were under the age of 5 years.

## Educational attainment and positive destinations

Across Scotland educational attainments for looked after children are improving. However, there are still gaps in comparison with the general school leaver population. Our looked after children tend to have lower levels of educational attainment than their peers. These differences are, in part, linked to our looked after children tending to leave school at a younger age than their peers.

**The following figures relate to 2014/15. The figures for 2015/16 have yet to be published.**

- National figures indicate almost 73% of looked after school leavers were aged 16 and under (i.e. they left at the earliest point they could)
- Attainment figures for 11 looked after school leavers in West Lothian were higher than the National average;
  - o 1 or more qualifications at SCQF level 3
    - West Lothian 100%: National average of 86%
  - o 1 or more qualification at SCQF level 4
    - West Lothian 82%: National average of 73%
- Attendance at school can impact on attainment, however, in West Lothian figures indicate a slightly higher looked after child attendance rate of 93% compared with the National average rate of 92%.

During the same period, 2014/15, 91% of our looked after school leavers (5 young people) were in positive destinations directly after leaving school compared to the National average of 77%. This is positive, but a follow up survey 9 months later, shows only 64% remained in a positive destination compared to 69% nationally.





## Aftercare Services and access to employment, education or training

In July 2016 173 looked after young people were eligible for after care service in West Lothian. Whilst this was an increase since 2015, we have seen a reduction in the number of those accessing the service, with 115 young people taking up the service in July 2016.

	Eligible for aftercare service	% receiving aftercare services	% of those with known economic activity
Scotland 2015	3,599	69	40
West Lothian 2015	145	75	38
Scotland 2016	4,602	66	41
West Lothian 2016	173	67	38

The 115 young people accessing aftercare service go on to live in a range of accommodation. On 31 July 2016 this included:

	At Home	With friends/ relatives	Own tenancy/ independent living	Supported accommodation/ semi-independent living	Former foster carers	Homelessness	In custody
Number	5	1	70	14	6	18	1
Percentage	4%	1%	61%	12%	5%	16%	1%

A number of our young people have experienced one or more spells of homelessness and the 18 (16%) young people who were homeless during 2015/16 were aged between 16 - 21 years.

Development of opportunities to ensure our care leavers have access to employment, education or training are being progressed with 38 young people securing opportunities through the StepsN2 Work programme.





## What do our looked after children tell us?

In West Lothian Viewpoint is currently used to gather the views of looked after children. A total of 66 questionnaires were completed during the period July to December 2016. The information below provides a snapshot of some of the responses which are presented in the full report.

### 8 – children looked after away from home who were aged 5 - 7 years

Wellbeing Indicators	Question	Response	% Indicated a positive response
SAFE	Do you feel safe where you live?	Yes	100%
HEALTHY	Do you wake up much at night?	No	29%
ACHIEVING	Are you happy at school?	Yes	86%
NURTURED	Do you have a book or memory box with pictures or photos of you and your family?	Yes	57%
ACTIVE	Do you play the sports or games you like?	Yes	100%
RESPECTED	Do people ask you what you want to happen in the future?	Yes	71%
RESPONSIBLE	Do you know how to get help if you are not happy?	Yes	86%
INCLUDED	Do you get to visit or talk to your family you use to live with?	Yes	100%

### 58 – young people looked after away from home who were aged 8 - 17 years

Wellbeing Indicators	Question	Response	% Indicated a positive response
SAFE	Do you feel safe where you live now?	Yes completely	93%
HEALTHY	Do you have any worries or concerns about your health?	Not at all	83%
ACHIEVING	Do you get the help that you need at school?	Yes definitely	93%
NURTURED	Are you able to keep in touch with your family as much as you want to?	All the time	58%
ACTIVE	Can you do your hobbies or sports as often as you like?	Yes definitely	75%
RESPECTED	Do you think your views and opinions are listened to?	Yes, most of the time	82%
RESPONSIBLE	Have things that you have asked for been included in your child's plan?	Yes definitely	60%
INCLUDED	Can your friends visit where you live now?	Yes definitely	64%

This information is based on a relatively low number of responses. Increasing the use of Viewpoint will over time enable us to compare the information gathered and begin to identify

any themes or issues arising for looked after children. Feedback from looked after children informs our planning, service delivery and policy development.

## Our Planning

**A wide range of legislation, regulation and guidance provides the framework for our work with looked after children and their families.**



A wide range of legislation, regulation and guidance provides the framework for our work with looked after children and their families, including “Getting it Right for Looked After Children and Young People” and “Guidance on Health Assessments for Looked After Children in Scotland”. The concept of corporate parenting is not new. In 2008, the ‘These Are Our Bairns’ report identified key aspects of being a good corporate parent, including: early intervention, partnership working, improving outcomes and listening to the voices of children and young people. Work has been ongoing in West Lothian over years to improve the life experience of our looked after children. We have seen improvements to education outcomes, the length of time children are looked after before they are adopted and we have seen a steady rise in the numbers of our looked after children who are placed within their kinship network.

In West Lothian our Corporate Parenting Plan has been developed by the multi-agency Corporate Parenting Strategic Group (CPSG). The CPSG has representation from: NHS Lothian; Police Scotland; the Foster Carer Consultative Forum; Scottish Children’s Reporter Administration; West Lothian College; Children’s Rights Officer; Having Your Say Forum representative; Third Sector

Representative (from Barnardo’s Scotland); Social Policy; Education Services; Economic Development and Planning; and Housing, Customer and Building Services.

A range of activities has been undertaken by the CPSG to inform our priorities and subsequent plan. These have included a service mapping exercise, analysing both national and local information about looked after children; taking into account children and young people’s voices through a Children’s Rights Worker and Advocacy Worker; Viewpoint reports and finally through an initial training and engagement event supported by Who Cares? Scotland.

From this activity, the CPSG are committed to delivering a Corporate Parenting plan which facilitates positive practice and ensures looked after children are supported to achieve the best possible outcomes.

West Lothian Corporate Parenting Planning will be a live process with a clear action plan that will be reviewed regularly to ensure that we are targeting priority areas and meet the changing needs of our looked after children.

Future planning will be informed by a Strategic Needs Assessment which will be undertaken during the course of 2017/18.



## Governance Structure



The Children and Families Strategic Planning Group has the responsibility of taking forward the key priorities detailed within the Children's Services Plan of which corporate parenting is one. Lead responsibility for the Corporate Parenting Plan and wider children's services rests with the Children and Families Strategic Planning Group which reports directly to the Community Planning Partnership on performance and progress. The Corporate Parenting Strategic Group reports through this

structure. The planning activities carried out identified priority areas for improvement and five workstreams were formed to focus on this improvement work. Each of the workstreams has a detailed action plan in place which sets out specific actions and activities to drive these improvements forward. Engagement and partnership work also supports this improvement work and the Quality Assurance Self Evaluation (QASE) sub-committee will undertake self-evaluation activity in support of this.



# West Lothian Priorities

**Five priority areas for improvement have been identified by the CPSG and these form the basis of our initial corporate parenting plan.**



## West Lothian's five areas of priority are:

### 1) Improving the quality of our care and care planning

- Reduce the amount of time taken to make a decision on children returning home or having an alternative permanent placement plan in place
- Improving the quality of individual child planning including a focus on reducing the length of time children are on home-based supervision
- Reducing the number of placement moves experienced by children and young people

### 2) Improving health and wellbeing

- Improving timely access to assessment and effective health interventions for care experienced young people
- Increasing the numbers of looked after children and young people given opportunities to pursue sports, cultural and leisure activities

### 3) Supporting learning and raising attainment

- Improving attainment levels for looked after children and young people and ensuring that their learning needs are identified and addressed

- Increasing the number of children residentially looked after who are engaging meaningfully with their education and who are routinely attending school
- Supporting more looked after young people to remain at school beyond the statutory school leaving age

### 4) Supporting employment, training and positive destinations

- Increasing the number of looked after young people who are sustaining a positive destination after leaving school
- Increasing training and employment opportunities for looked after young people and care-experienced young people

### 5) Providing high quality through, continuing and after-care

- Increasing the number of looked after children remaining in their existing care placements beyond the ages of 16 and 18
- Reducing the number of care-experienced young people who experience homelessness



The five priority areas for improvement form the basis of West Lothian's first Corporate Parenting Plan. Improvements in these areas will enhance the overarching outcomes we have for our looked after children. West Lothian corporate parents will work together to ensure we:

- Put the voices of looked after children and carers at the heart of service design and delivery.
- Deliver services that are tailored to the individual and diverse needs of looked after children by ensuring effective joint commissioning and integrated professional working.
- Develop services that address health and wellbeing needs and promote high-quality care.
- Encourage the development of warm, caring relationships that nurture attachment and create a sense of belonging between looked after children and their carers so that the child or young person feels safe, valued and protected.
- Help looked after children to develop a strong sense of personal identity and maintain the cultural and religious beliefs they choose.
- Ensure looked after young people are prepared for and supported in their transition to young adulthood.
- Support looked after children to participate in the wider network of peer, school and community activities to help build resilience and a sense of belonging.
- Ensure looked after children have a stable experience of education that encourages high aspirations and support them to achieve their potential.
- Ensure local plans and strategies for children and young people's health and wellbeing fully reflect the needs of looked-after children and set out how these needs will be met.
- Ensure the professionals working with looked after children have an increased understanding of their diverse needs, improving their knowledge and skills.

**Additional activities will also be progressed and form part of the wider CPSG action plan, these will include:**

- Development of an Engagement Plan to ensure we have a clear framework for engaging with our looked after children and carers
- Development of a Champions Board to ensure looked after children are at the heart of our decision making
- Enhancing the quality of performance data on our looked after children to inform our planning and decision making
- Ensuring our looked after children have access to advocacy and support from the Children's Rights Officer service and Who Care's (Scotland)
- Develop and enhance training for professionals working with looked after children

**We expect the strength of our collaborative partnership working in West Lothian to make a difference and deliver improvements to our looked after children's wellbeing and outcomes.**



# Conclusion

**We, as Corporate Parents, are ambitious and aspirational for our looked after children, young people and care leavers and are determined to support them to maximise their potential. This Corporate Parenting Report and Plan sets out our priorities and commitments to improve outcomes for our looked after children and care leavers.**



Workstreams will take forward our priorities. These are led by senior responsible officers who will drive forward the implementation of the plan. Progress reports and performance information will be submitted to the Corporate Parenting Strategic Group on a quarterly basis. An annual report reflecting the progress we have made in improving outcomes for our looked after children and young people will be produced.

The Plan will be kept under review and from 2018 onwards it will benefit from the development of the Champions Board and from a Strategic Needs Assessment which will be undertaken to

inform our strategic commissioning. This will ensure that our children and young people have access to a range of support services which meets their needs.

We recognise that the delivery and implementation of the changes identified in the Plan will be challenging. We will work together as Corporate Parents to make these changes happen to ensure that we get it right for our looked after children and young people, to give them the best start in life and support them to achieve their aspirations.





# Action Plan

## IMPROVING THE QUALITY OF CARE AND CARE PLANNING

Effective care planning promotes permanence and reduces the need for emergency placements and placement changes. Good care planning supports the quality of the relationship between the child or young person and carer by minimising disruption, increasing attachment and providing greater placement stability.

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Our Children have the best start in life and are ready to succeed</li> <li>• People most at risk are protected and supported to achieve improved life chances</li> </ul>
<b>Wellbeing Indicators</b>	<ul style="list-style-type: none"> <li>• Safe, Nurtured, Included and Respected</li> </ul>
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>• Reduce the amount of time taken to make a decision on children returning home or having an alternative permanent plan in place</li> <li>• Improve the quality of individual child planning including a focus on reducing the length of time children are on home-based supervision</li> <li>• Reduce the number of placement moves experienced by children and young people</li> </ul>
<b>Action We Will Take</b>	<ul style="list-style-type: none"> <li>• Reduce the length of time from first being placed away from home to final decision being made</li> <li>• Continue to invest in a concurrency planning approach</li> <li>• Improve the formal reviewing process for children looked after at home</li> <li>• Increase the number of short breaks for disabled children</li> <li>• Develop the use of Viewpoint and other methods of gathering the views of children looked after at home</li> <li>• Increase the number of new foster carers and enhance training and support for all carers</li> </ul>

## HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Average length of time taken from becoming looked after to a recommendation to pursue permanence away from home – Target 10 months
- Average length of time taken from a recommendation to pursue permanence away from home to final decision by Agency Decision Maker – Target 3 months
- Percentage of children looked after at home who have been subject to a Compulsory Supervision Order of more than 12 months – Target 50%
- Percentage of looked after children with positive progress recorded during looked after children reviews, including looked after children at home – Target 95%
- Percentage of Looked After and Accommodated Children with 3 or more placements in the previous 12 months – Target 5.9%
- Percentage of looked after children using Viewpoint or other methods to provide their views as part of care planning – Target 40%

## IMPROVING THE HEALTH AND WELLBEING OF LOOKED AFTER CHILDREN

Looked after children should enjoy the same opportunities as their peers in taking part in activities to promote wellbeing. Looked after children should receive support to recognise, develop and achieve their full potential.

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Our children have the best start in life and are ready to succeed</li> <li>• People most at risk are protected and supported to achieve improved life chances</li> <li>• We live longer, healthier lives and have reduced health inequalities</li> </ul>
<b>Wellbeing Indicators</b>	<ul style="list-style-type: none"> <li>• Safe, Healthy, Active and Included</li> </ul>
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>• Improve timely access to assessment and effective health interventions for care experienced young people</li> <li>• Increase the numbers of looked after children and young people given opportunities to pursue sports, cultural and leisure activities</li> </ul>
<b>Action We Will Take</b>	<ul style="list-style-type: none"> <li>• Ensure the Mental Health and Mental Wellbeing Screening Group respond proactively to the needs of looked after children</li> <li>• Improve timely access to assessment and effective health interventions including routine access to a school nurse for all looked after children. Increase uptake of health assessments by using improvement methodology</li> <li>• Development of the Vulnerable and Looked After Child clinic to improve access, assessment and effective health interventions for children with complex needs</li> <li>• Work with the Champions Board to develop and expand the Child and Adolescent Mental Health Service (CAMHS) consultation clinics</li> <li>• Increase the numbers of looked after children and young people given opportunities to pursue sports, cultural and leisure activities</li> <li>• Further develop the panLothian Through Care After Care (TCAC) service as a partnership with health and local authority</li> <li>• Work with families to support registration and attendance at the dentist</li> </ul>

## HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Percentage of Mental Health and Well-being Referrals offered a service within 4 weeks who are Looked After Children – Target 80%
- Percentage of looked after children notifications received within 7 days of becoming looked after
- Percentage of comprehensive health assessments undertaken within a 4 week timeframe
- Percentage of children and young people with an appropriate health plan
- Percentage of eligible looked after young people receiving support from the TCAC nurse
- Percentage of looked after children referred to CAMHS and managed via consultation clinics
- Percentage of children and young people who said they exercised, played sport or did activities at least 3 times a week (Viewpoint) – Target 75%
- Percentage of children and young people registered with a dentist



## SUPPORTING LEARNING AND RAISING ATTAINMENT

Supporting learning and education to encourage high aspirations and individual achievement is central to improving immediate and long-term outcomes for looked after children.

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Our children have the best start in life and are ready to succeed</li> <li>• We are better educated and have access to increased and better quality learning and employment opportunities</li> <li>• People most at risk are protected and supported to achieve improved life chances</li> </ul>
<b>Wellbeing Indicators</b>	<ul style="list-style-type: none"> <li>• Nurtured, Achieving, Respected, Responsible and Included</li> </ul>
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>• Improve attainment levels for looked after children and young people ensuring that their learning needs are identified and addressed</li> <li>• Increase the number of children residentially looked after who are engaging meaningfully with their education and who are routinely attending school</li> <li>• Support more looked after young people to remain at school beyond the statutory school leaving age</li> </ul>
<b>Action We Will Take</b>	<ul style="list-style-type: none"> <li>• Improve attendance and attainment levels for children who are looked after</li> <li>• Reduce exclusion rates of looked after children</li> <li>• Reduce the number of children placed in external day and residential placements</li> <li>• Enhance the development of bespoke packages to meet individual needs</li> <li>• Increase the number of young people sustaining education, training or employment</li> </ul>

## HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Percentage of eligible Looked After Children 2 year olds attending family centres – Target 95%
- Percentage attendance at school for looked after children - Target 90%
- Rate of exclusions per 1,000 pupils for looked after children - Target 300
- Percentage of looked after children school leavers by level of attainment
- Number of looked after children in external residential placements – Target 20
- Percentage of looked after children remaining in school beyond their school leaving age

## SUPPORTING EMPLOYMENT, TRAINING AND POSITIVE DESTINATIONS

Access to training and employment has a key role to play in encouraging independence, improving wellbeing, closing the inequality gap, supporting young people into the labour market and minimising reliance on formal services

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• We are better educated and have access to increased and better quality learning and employment opportunities</li> <li>• We live longer, healthier lives and have reduced health inequalities</li> </ul>
<b>Wellbeing Indicators</b>	<ul style="list-style-type: none"> <li>• Active, Achieving, Respected, Responsible and Included</li> </ul>
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>• Increase the numbers of looked after young people sustaining a positive destination after leaving school</li> <li>• Increase training and employment opportunities for looked after young people and care experienced young people</li> </ul>
<b>Action We Will Take</b>	<ul style="list-style-type: none"> <li>• Ensure young people have an appropriate transition plan</li> <li>• Support more young people to attend further and higher education</li> <li>• Expand existing and develop new work placements, extended work placements, activity agreements and volunteering opportunities</li> <li>• Expand the opportunity for work placements within corporate parenting bodies</li> </ul>

## HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Percentage of looked after children, young people and care leavers who have engaged with the Youth Inclusion Project – Target 54%
- Percentage of looked after children, young people and care leavers in further or higher education
- Percentage of looked after young people and care leavers sustaining positive destinations – Target 64%



## PROVIDING EFFECTIVE AFTERCARE SUPPORT AND SERVICES

Effective transition or pathway planning is required to ensure looked after young people receive the appropriate practical and emotional support and advice, at the right time, to prepare for independence.

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Our children have the best start in life and are ready to succeed</li> <li>• People most at risk are protected and supported to achieve improved life chances</li> </ul>
<b>Wellbeing Indicators</b>	<ul style="list-style-type: none"> <li>• Safe, Achieving, Respected, Responsible and Included</li> </ul>
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>• Increase the number of looked after children remaining in their existing care placements beyond the age of 16 and 18</li> <li>• Reducing the number of care experienced young people who experience homelessness</li> </ul>
<b>Action We Will Take</b>	<ul style="list-style-type: none"> <li>• Increase Supported Adult Placements</li> <li>• Ensure young people have an appropriate transition plan and appropriate supports during this period</li> <li>• Develop transitional tenancy support for young people who are at risk of homelessness, substance misuse and offending</li> <li>• Increase the number of eligible care leavers accessing support services</li> </ul>

## HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Number of looked after young people in their care placement aged 16 and over – Target 28
- Number of young people in supported adult placements – Target 12
- Percentage of eligible care leavers who engage with aftercare services – Target 70%
- Percentage of young people in receipt of aftercare services with a Pathway Co-ordinator – Target 95%
- Percentage of young people in receipt of aftercare services with a Pathway Plan – Target 70%
- Percentage of eligible care leavers receiving an aftercare service with one or more episodes of homelessness – Target 20%





هذه المعلومات متوفرة بلغة بريل وعلى شريط وبخط كبير وبلفات الجالية.  
الرجاء الإتصال بخدمة الترجمة على الهاتف 01506 280000

এই তথ্য আপনি ব্রেইল, টেপ, বড় অক্ষরে এবং কমিউনিটির বিভিন্ন ভাষাগুলিতেও পাবেন। অনুগ্রহ করে ইন্টারপ্রেটেশন অ্যান্ড ট্রান্সলেশন সার্ভিসের সঙ্গে যোগাযোগ করুন। টেলিঃ 01506 280000

這份資料是可以凸字、錄音帶、大字印刷及社區語言的式本提供。請聯絡傳譯及翻譯服務部，電話：01506 280000

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یہ معلومات بریل (اندھوں کے رسم الخط)، ٹیپ، بڑے حروف کی طباعت اور کمیونٹی میں بولی جانے والی زبانوں میں دستیاب ہے۔  
براہ مہربانی انٹرنیٹنگ اینڈ ٹرانسلیٹنگ سروس سے ٹیلیفون نمبر 01506 280000 پر رابطہ قائم کریں۔

Informacje te mogą być przełożone na język Braille'a, dostępne na taśmie magnetofonowej lub wydane dużym drukiem oraz przetłumaczone na języki mniejszości narodowych.  
Prosimy o kontakt z Usługami Tłumaczeniowymi pod numerem 01506 280000

Information is available in braille, tape, large print and community languages. Contact the interpretation and translation service on **01506 280000**.

Text phones offer the opportunity for people with a hearing impairment to access the council. The text phone number is **01506 591652**. A loop system is also available in all offices.

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