

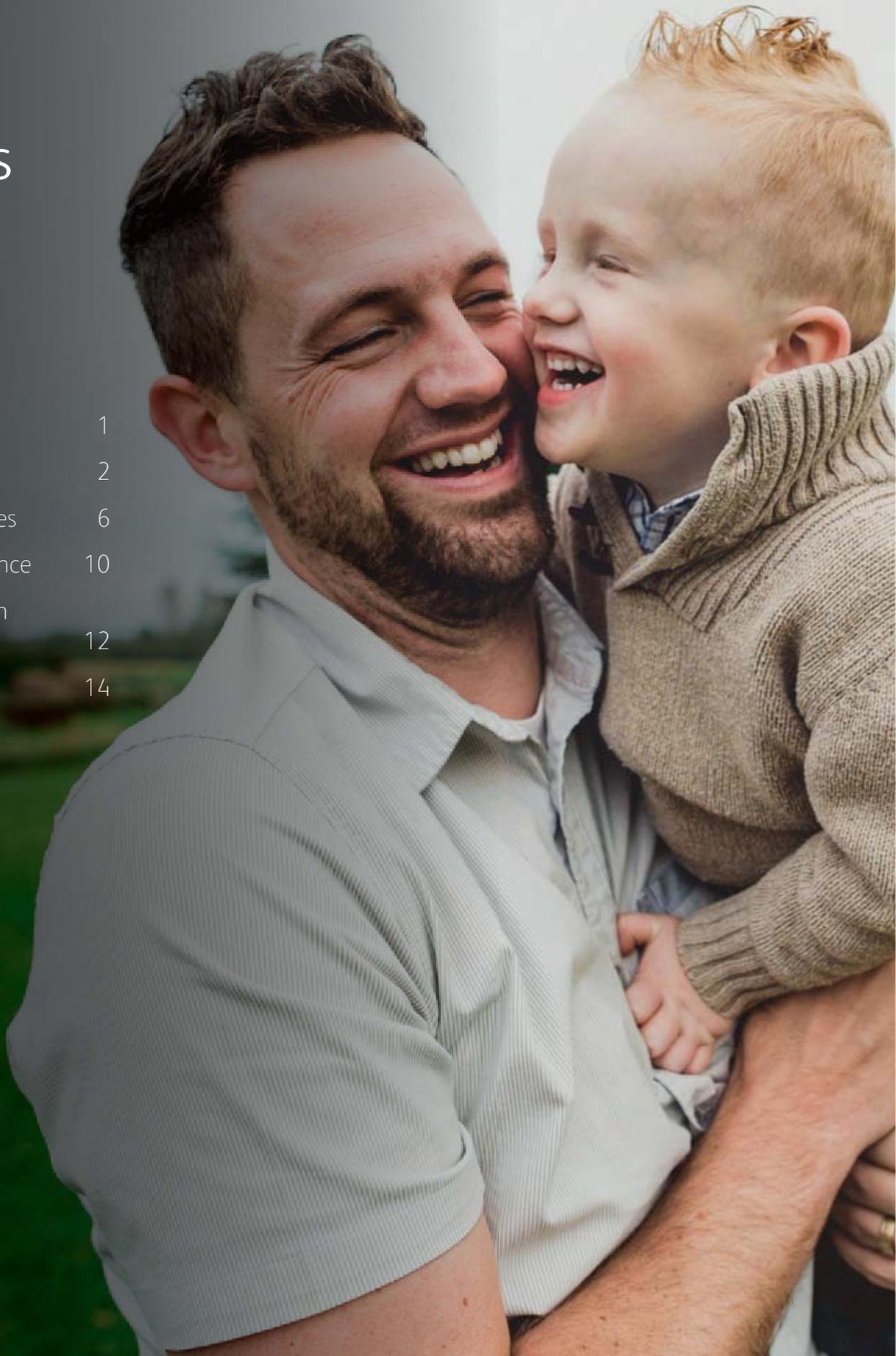
Improving care experiences

CELCIS Annual Report 2012–13



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Welcome



I am delighted to present this Annual Report for the period April 2012 – March 2013.

At CELCIS, we are committed to improving the life chances and opportunities for all looked after children and young people in Scotland. We believe in evidencing our performance by showing impact and continually ask ourselves ‘What has this done to improve the lives of our looked after children?’

We are working with others in Scottish Government, local authorities and third sector organisations, aiming to engage all those who touch the lives of looked after children; not only those who care directly for them such as residential child care staff, foster and kinship carers, and prospective adoptive parents, but also doctors, teachers, health visitors, early years practitioners and the many others in the corporate parenting family that the child or young person may come into contact with. I extend our thanks to all those who work with us in partnership, helping us to reach our goals and achieve the very best for our children and young people.

Our key aim is to support change and development across the sector at strategic, operational and practice levels to meet the needs of looked after children. Much of our work in this year has been to develop and begin to implement this work, and introduce new ways of working to ensure maximum impact.

Throughout this report you will see examples of our work that highlight the difference we make alongside our partners in this work.

You can find more detailed information on our website at www.celcis.org

Jennifer Davidson

Director

This year's highlights

4397

learning days delivered through online learning, specialist training, conferences and seminars.

The most popular courses and workshops were Understanding Suicide and Self-Harm in Children in Care and Care Leavers (ran eight times with 148 participants), Attachment (ran five times with 113 participants), Supervising and Developing your Staff (ran four times with 39 participants), and Communicating with Children with Social Communication Difficulties (ran three times with 38 participants).

33

countries represented at the 12th European Scientific Association on Residential and Foster Care for Children and Adolescents Conference (EUSARF) 2012.

Held in Glasgow from 3-7 September. Organised by CELCIS, this international conference over four days brought together 625 delegates. Over 200 speakers took part in 42 sessions, site visits, a ceilidh and a civic reception. The specifically designed website helped to effectively promote the event www.eusarf2012.org.

In addition to the main EUSARF conference, CELCIS invited people working with, or on behalf of, children around the globe to take part in a Global Conversation structured around the UN Framework of the Guidelines for the Alternative Care of Children, and keynote speaker Dr Bruce Perry shared his expertise on the neurosequential model of therapeutics with a captive audience as a pre-conference taster.

A young man and woman are walking together, smiling. The man is in the background, wearing a dark blue winter jacket with a fur-lined hood. The woman is in the foreground, wearing a denim jacket over a grey top, also smiling. They appear to be outdoors in a casual setting.

29,367

visitors to our website www.celcis.org

We also launched a new magazine Reach and developed our website and intranet. We began issuing e-bulletins to the sector detailing areas of our work.

380

delegates joined us in Glasgow at the SIRCC National Conference and the SIRCC Residential Child Care Awards.

Winners of the awards were announced during the conference dinner.

The hotly contested award for Residential Child Care Worker of the Year was jointly awarded to Richard Marshall of Sycamore Services and Audrey Weir of Forrest Street Children's House; Care Visions Residential Services won the Best Practice Award; the Innovative Partnership Award went to South Lanarkshire Social Work in partnership with Blue Triangle Housing Association (Glasgow); and Adrian Ward, in recognition of services to Residential Child Care scooped the Lifetime Achievement Award.

Full details are available on the CELCIS website.

137

visitors from 137 countries have visited the www.alternativecareguidelines website, which is currently available in three languages. More will be added in the future.

CELCIS was commissioned to produce *Moving Forward: Implementing the Guidelines for the Alternative Care of Children* by UNICEF and a consortium of international non-governmental organisations (NGOs).

We developed and published this implementation handbook for the United Nations' Guidelines. The handbook is the first global resource of its kind, and it aims to guide and equip legislators, policy-makers and decision-makers, as well as professionals and care providers in the area of child protection and looked after children.

A website that was designed and developed by CELCIS supported the launch of the handbook in March 2013. The handbook and the website were launched in English, French and Spanish and more languages are planned.



15

responses to consultations submitted by CELCIS.

We gave a response on the Post 16 Education (Scotland) Bill in collaboration with Who Cares? Scotland and Robert Gordon University; participated in the consultation on the Children and Young People (Scotland) Bill following a series of workshops bringing our partners together to inform our thinking; and gave evidence to the Scottish Parliamentary Education and Culture Committee on the Inquiry into Decision Making of Whether Children Should Be Taken Into Care. All of our responses are available on our website at www.CELCIS.org.



Outline of key activities

What follows is an outline of some of the key projects we have been delivering in the course of this year.

Throughcare and Aftercare

In order to create a sustained improvement in the circumstances and outcomes for care leavers we are working in a focused way in this important area of professional practice and policy. This is being done through systematic changes to strategic processes, procedures and planning within local authorities and key agencies. Working closely with the Scottish Throughcare and Aftercare Forum (STAF), a joint conference is planned for April 2013. We are engaging with local authorities who are keen to improve their Throughcare and Aftercare services. A national stakeholder survey about the current levels of throughcare and aftercare provision across all local authorities is underway, to identify issues and themes and inform future policy and practice developments. This research study aims to report by the end of 2013.

We delivered workshops, practice materials and coaching and mentoring during this reporting period, with direct engagement with local authorities and key partners across the sector.

The research briefing *Still Caring: Supporting care leavers in Scotland* was published and circulated across all local authorities to inform and influence practice and policy in line with the national LACSIG Throughcare and Aftercare Hub action plan.

Looked After Children Strategic Implementation Group

The Scottish Government's Looked After Children Strategic Implementation Group (LACSIG) aims to improve the way services work for looked after children, young people and their families. It facilitates the development and implementation of policy and practice. The LACSIG Programme Office is based within CELCIS and this oversees the day-to-day management.

Throughout this period LACSIG organised a series of high-profile regional events focused on improving permanency planning. These were a valuable opportunity for social work staff, Reporters and Panel Members to work together, to identify problems and develop solutions. The events also enabled the CELCIS Permanence and Care Team to engage with over 150 front-line practitioners across the country.

Over 40 local authority commissioning officers attended a Strategic Commissioning Masterclass in June 2012, focused on the potential of regional strategic commissioning. Led by members of England's South-West Peninsula Commissioning Board, delegates were given an insight into how local authorities can work together to reduce costs, improve their relationships with providers, and secure outcomes for children,

In response to concern about the consistently poor outcomes experienced by children on home supervision orders, LACSIG invited sector leaders to a special summit led by the Minister for Children and Young People. Areas for improvement were agreed, and potential reforms discussed. The summit secured a commitment from the Scottish Government that it would take steps to address the issues faced by families where a child is 'looked after at home'.

LACSIG has now entered its final year and preparations are underway for a replacement forum. Work has also begun on the establishment of the structure, remit and group membership for a review into foster care.

Improving educational outcomes

As a group, looked after children, in particular those living at home, have significantly poorer educational attainment than their peers. CELCIS is working in partnership with Scottish Government, Scottish Children's Reporter Administration (SCRA) and local authorities to address this issue. Phase 1 of this project was completed, interviewing designated managers in four local authorities. A Recognising Prior Learning (RPL) pilot was also completed and the findings were disseminated at the Scottish Learning Festival held in September. The RPL research report was published in December and a briefing paper on Home Supervision was published to coincide with a ministerial summit in October.



Outline of key activities

continued

Attachment-Informed Practice

We support an attachment-informed approach to reducing the lifelong impact of children's early experience of trauma, adversity and neglect. Initiated by LACSIG, CELCIS in partnership with Scottish Attachment in Action (SAIA) mapped the delivery of training across Scotland to identify key factors that enhance and inhibit the development of attachment-informed practice within organisations. CELCIS, alongside partners, is developing an action plan to take forward the conclusions of this mapping exercise.

CELCIS working with SAIA published Attachment Matters for All, which was launched at a Ministerial summit in late 2012.



Getting it Right for Looked After Disabled Children

Many disabled children and young people are looked after; they are estimated to account for about 11 % of all looked after children, yet this group is often 'hidden'. CELCIS was funded by the Scottish University Insight Institute (SUII) to deliver a series of four themed interdisciplinary, practice-based workshops to discuss and debate the key issues of:

- Being counted
- Being heard
- Being included and
- Being valued

These workshops brought together academics, policy makers, practitioners, third sector organisations and service user organisations. At the end of this reporting period, three out of the four workshops had taken place, all of which were very well attended. Podcasts and blogs from the events are available at www.scottishinsight.ac.uk.

Supporting the development of residential child care

CELCIS is committed to the development of residential child care services in Scotland to continue to improve the life chances of children and young people who are looked after in this setting. We support the continued development of the workforce and promote the implementation of policy.

Our consultancy service continued to work with individual residential care providers on a one-to-one basis, ranging from full review of the service to more focused reflective support.

Qualifying Education

We provide qualifications designed to allow staff working with looked after children to meet the Scottish Social Services Council's registration criteria. This is delivered in partnership with the University of Strathclyde, Robert Gordon University and Langside College. With the change in remit from the Scottish Institute for Residential Child Care (SIRCC) to CELCIS, the learning and development of residential child care workers was no longer funded by Scottish Government. This reporting period saw the end of the CELCIS funded courses at Langside College.

The undergraduate Honours Social Work Degree at the Robert Gordon University recruited a further 36 students to its Residential Pathway and BA in Social Pedagogy, bringing the total number of students over the four cohorts to 101.

The MSc in Advanced Residential Child Care at the University of Strathclyde recruited a further 15 students, bringing the total on this course to 40.

Work has also begun on a new online CELCIS International MSc in Child and Youth Care Studies in partnership with the School of Applied Sciences at the University of Strathclyde.

Case study permanence

Vision: To secure equality and sustainable improved outcomes for looked after children, achieved through working in partnership with stakeholders across Scotland.



The Scottish Children's Reporter Administration (SCRA) published Care and Permanence Planning for Looked after Children in Scotland in March 2011. The Report considered the pathways and decision-making processes in Scotland for 100 looked after children from the point they were identified as at risk, to the point of adoption or permanence.

The Scottish Government responded to the SCRA report in June 2011 outlining clear expectations for improvement across permanence practice in Scotland. CELCIS was to recruit a Permanence and Care Team (PaCT), to develop and deliver a transformational permanence improvement programme, funded for three years.

The aim of the project is to reduce unnecessary delay and drift in the care planning process, ensuring that the right decisions are made at an earlier stage. This will support children to meet developmental milestones and ultimately improve their long-term outcomes.

In the first half of this reporting year, CELCIS appointed the Permanence and Care Team (PaCT), including a team lead, two consultants, a researcher and administrative support.

The PaCT finalised the scoping of the permanence programme of work and provided a useful definition of permanence, in order to clarify our position for the sector. A priority of the programme is to actively engage with local authorities, and 20 out of the 32 local authorities in Scotland were working with us by the end of the period.

In September 2012 Clackmannanshire Council requested that CELCIS assist in developing and implementing an improvement plan for their permanence and child care planning processes. This request was made in recognition of the need to secure overall improvements in the delivery of children's services following the publication of the Independent Review commissioned by the Council into their permanence practice. The service in Clackmannanshire has been under significant pressure over the last year due to a number of staff changes and shortages.

An initial process mapping exercise at Clackmannanshire Council resulted in a review of procedures for permanence, peer reviews, tracking systems, staff training and mentoring activity with a focus on the long term team, which are now being incorporated as part of the 'business as usual' activity. Early indicators suggest that positive progress has been achieved in a number of key areas and detailed evaluation is underway.

In partnership, Celcis PaCT and South Lanarkshire Council are delivering improvements focusing on a number of areas. Working with staff, we are developing a vision and mission statement with South Lanarkshire, and underpinning models of practice that will support improvements in services to children and their families in the coming years. Learning and development regarding contact for all field work staff and a tool to improve early planning with families are being delivered. We are engaging with SCRA and Children's Hearing System through joint events attended by reporters and panel members, and supporting the development of a project specifically aimed at improving outcomes for very young children who cannot live with their birth families.



Case study protection through partnership

The insight into the issues will allow me to contribute more fully and effectively within the team. I will be able to rely on knowledge gained to be a “better resource” for the children I look after.



In response to increasing concerns about suicide and self-harm among looked after children, CELCIS was commissioned by Scottish Government to deliver a series of awareness-raising seminars aimed at senior managers in social work, health, education and the police throughout Scotland. The Protection Through Partnership seminars are delivered in partnership with Choose Life, the national programme for suicide prevention in Scotland.

The programme acknowledges the need for an integrated approach and a move away from individual working, bringing together key agencies into partnerships to protect looked after children. By bringing senior managers together to discuss such challenging topics as suicide and self-harm, we aim to develop understanding, improve care and mental health, and ultimately protect these vulnerable children and young people.

The seminars have challenged managers to ensure that there are shared relevant and effective policies, protocols and pathways in their local areas. The seminars are followed by specific training events for frontline staff and carers.

Key messages that delegates identified they would take away from the seminars for senior staff:

Senior staff mentioned the need:

- To increase and improve support and training for staff
- For multi-agency collaboration, communication and agreement
- For appropriate policies and guidance to be in place
- To understand the issues for young people

Participants at the learning and development/training sessions identified the following as key messages:

- It's important to speak openly about self-harm and suicide with colleagues and young people

- It's important to have good policies and procedures in place as well as good working practices
- There is a need to dispel myths about self-harm and suicide
- It's important to work positively with young people, to understand their issues and not to control

The programme is being evaluated by CELCIS and there are plans for a conference sharing the preliminary results of the evaluation and highlighting good practice early in 2014.

In this financial year a total of 376 managers and front line staff attended the seminars across five local authority areas.



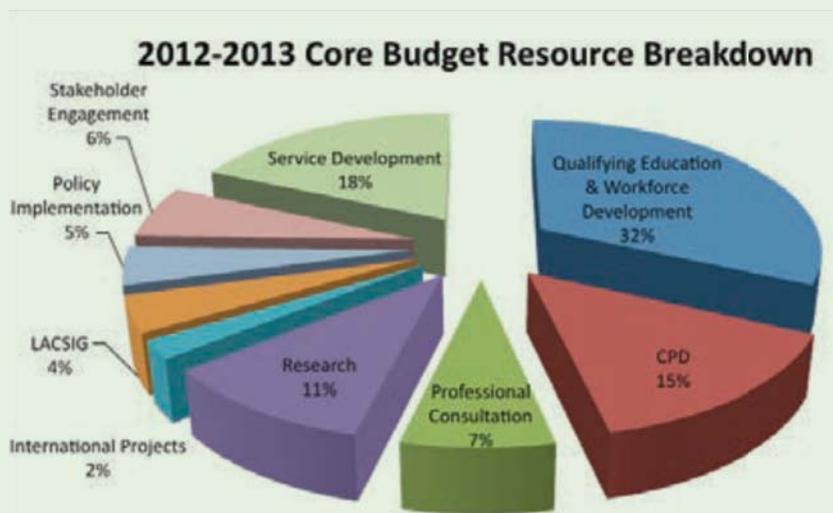
Financial statement

Opposite is a representation of the allocation of resources across CELCIS services. This is based on the distribution of posts and associated costs across the various service areas. Although staff will work primarily in one area they will support and deliver services in others.

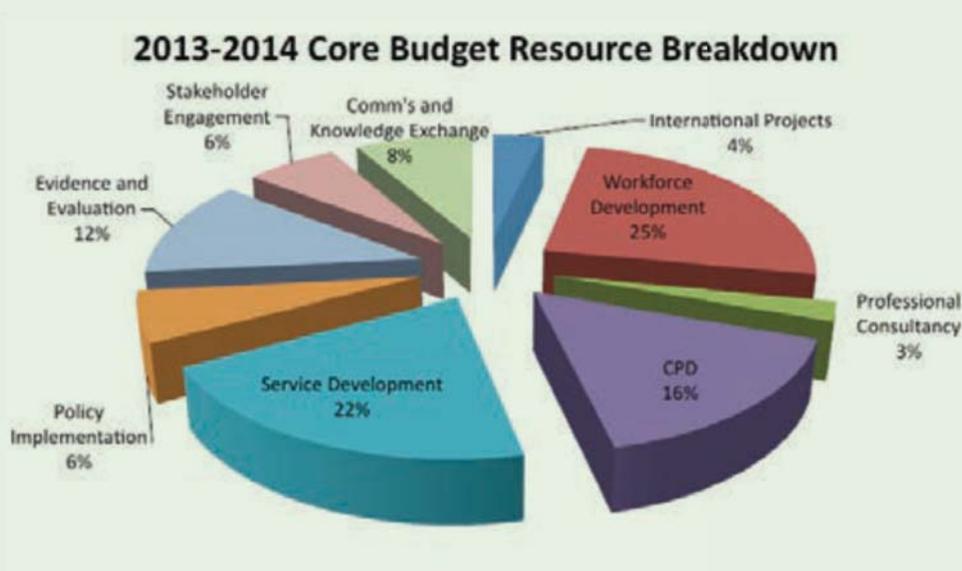
The pie charts demonstrate the shift in focus of resources from the actual expenditure for this year to the anticipated expenditure for next year. This reflects the continuing trend of increased resource allocation to Service Development following the transition from SIRCC to CELCIS.

The final budget position for the financial year reflects actual and committed funds of £3,771,915. Our funding is made up primarily of a grant from Scottish Government with additional funding coming from income generating activities.

2012–13 core budget resource breakdown



2013–14 core budget resource breakdown



Improving care experiences

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CEL CIS is the Centre for Excellence for Looked After Children in Scotland. Together with partners, we are working to improve the lives of all looked after children in Scotland. We do so by providing a focal point for the sharing of knowledge and the development of best practice, by providing a wide range of services to improve the skills of those working with looked after children, and by placing the interests of children at the heart of our work.