

DRAFT**Strategic Plan 2016-18**

1. Strategic Goal					
Promote the development and recruitment of all types of placements to enable us to ensure as far as possible our Children Looked After can be placed within a placement that meets their needs within North Somerset.					
Strategic objective	How will this be achieved	By When	By Whom	Progress assessment 2016-17	2017-18
1.1 Increase the proportion of Foster Carers and Supported Lodgings Hosts to meet the needs of children aged 11-18 within the North Somerset Boundary	To ensure a targeted evidenced based recruitment strategy, based on the Fostering Network and DoFE research will underpin all recruitment activity.	To be reviewed quarterly through the recruitment steering group.	Service Leader Fostering Team Leader/s Fostering Service		
	Target number of 20 Foster Carers a year to be recruited.	Annual Target.			
	Target number of 5 Supported Lodgings Hosts per year to be recruited.	Annual Target.			

	To develop a targeted recruitment campaign to run 3 x yearly focusing on high priority placements for children aged 11-18, representation from LGBT and BME communities and placements for Unaccompanied Asylum Seeking children.	To be reviewed quarterly through the recruitment steering group.			
	To create a dedicated recruitment and assessment team within the Fostering Service. To explore the appointment of an additional fostering Team Leader to increase management capacity within the service.	01 Sept 2017.	Service Leader Fostering Team Leader/s		
	Exploration of using attachment, Adult Attachment Interview Questionnaire to inform the recruitment of Foster Carers and matching with our Children Looked After.	01 June 17. To be reviewed quarterly through the recruitment steering group.	Fostering Team Leader/s Children Looked After Strategic Lead Designated Nurse		

	Review sufficiency arrangements within Fostering team staffing to undertake increased generated Fostering assessments.	01 June 2017.	Resource Service Leader Fostering Team Leader/s Fostering Recruitment team		
	To further increase the role of established Foster Carers within the recruitment and selection process in consultation with Foster Carers and North Somerset Foster Carers Association.	To be reviewed quarterly through the recruitment steering group.	Fostering Team Leader/s Fostering Recruitment team		
	Review the effectiveness of the current Emergency Placement system.	01 June 2017	Resource Service Leader Fostering Team Leader/s		

	Analyse the cost benefit of providing other specialist Fostering provision e.g. mother and baby placements.	01 June 2017.	Resource Service Leader Fostering Team Leader/s		
	To utilise the 'one council approach' and work with partners across the council to increase recruitment, advertising and marketing opportunities within the Fostering team.	Subject to quarterly review through the recruitment steering group.	Council partners Fostering Service Leader Fostering Team Leader/s Fostering Service		
	Review the current Family Link Service in conjunction with the Disabled Children's team. Consider whether an 'in-house' or commissioning model best meets the needs of children with disabilities requiring short breaks in North Somerset.	01 June 2017.	Fostering Service Leader/s Fostering Team Leader/s Family Link Team Disabled children's team		

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2. Strategic Goals					
Ensure that support arrangements for Foster Carers are sufficient to meet their needs.					
To provide a competitive support package to encourage foster care recruitment and retention and to promote placement stability for children looked after.					
Strategic Objectives	How will this be achieved	By when?	By Whom?	Progress assessment 2016-17	2017-18
2.1 Foster Carers to receive appropriate re-numeration linked to their skills, abilities and complexities of the child or young person they are caring for.	Review of remuneration package, payment for skills and current specialist scheme.	01 April 2017.	Resource Service Leader Fostering Team Leader/s		

2.2 Increase opportunities for Foster Carer Feedback	Develop an annual foster carer survey in conjunction with the North Somerset Foster Carers Association.	01 May 2017. To be repeated annually.	Resource Service Leader Fostering Team Leader/s Fostering Team North Somerset Foster Carers Association		
	Collect feedback through foster carer reviews and supervision. Gather feedback through consultation with the North Somerset Foster Carer Association.	Subject to quarterly review through the assessment and support steering groups.	Fostering Team Leader/s Fostering Team		
2.3 To provide Foster Carers to provide appropriate supervision, training and support to promote their own well-being and resilience, recognising the	Foster Carers have the opportunity to access confidential professional advice from the fostering network support line	In place, subject to regular 12 monthly review to ensure best value.	Fostering Team Leader/s		

emotional component of their role and being aware of the possible impact of secondary trauma.	through their fostering network membership.				
	To explore the possibility of reinstating 24 hour support to Foster Carers and Foster Carers counselling service.	01 Dec 2016.	Foster Team Leader/s		
	The Fostering Service will produce a high quality bi monthly newsletter to inform and support carers.	Bi monthly.	Fostering team leader/s Fostering Team		
	The fostering service will provide a range of support groups and review regularly with a view to increasing attendance and ensuring these are in line with the needs of the Foster Carers and the children they look after.	To be reviewed quarterly through the recruitment steering group.	Fostering team leader/s Fostering Team Consult		

	To continue to develop our social media presence as a tool for retention and support as well as recruitment.	Currently there is a social media presence on Facebook. Use of social media to be reviewed quarterly through the recruitment steering group.	Fostering team leader/s Fostering Team		
2.4 Increase foster carer participation and involvement and opportunity for peer support.	The Fostering Service will work closely with North Somerset Foster Carers Association and the Ambassadors group to improve Foster Carers involvement in service development.	Subject to quarterly review through the support steering group.	Resource Service Leader Fostering team leader/s Fostering Team		
	Peer support for Foster Carers to be reviewed via buddying / mentoring schemes.	01 May 2017.	Fostering team leader/s Fostering Team		

	The Fostering Service will introduce a yearly Foster Carer conference in consultation with Foster Carers and the North Somerset Foster Carers Association.	Annually.	Resource Service Leader Fostering team leader/s Fostering Team Consult		
	Positive recognition through the invitation of local media to appropriate events.	Subject to quarterly review through the support steering group.	Resource Service Leader Fostering team Leader/s		
	Celebrations and achievements to be recognised in the foster carer newsletter.	Subject to quarterly review through the support steering group.	Fostering team Leader/s Fostering Team		
	Utilise 'word of mouth' and participation of foster carers more effectively within recruitment strategy and events.	Subject to quarterly review through the recruitment steering group.	Fostering team Leader/s Fostering Team		
2.5 To ensure Foster Carers and Supervising Social Workers have access to best practice	To update and modernise current Fostering procedures	01 Dec 2016.	Resource Service Leader		

policies, procedures and research.	in line with best practice in consultation with Foster Carers and the North Somerset Foster Carers Association.		Fostering team Leader/s		
	Review the Foster Carer handbook.	01 April 2017.	Resource Service Leader Fostering Team Leader/s		
	To work on embedding the principles of evidenced based practice within Foster Carer supervision and development, including access to research in practice membership.	Subject to quarterly review through the support steering group.	Fostering Team Leader/s Fostering Team		

3. Strategic Goal					
Ensure high quality foster placements for our Children Looked After which will promote positive outcomes for children throughout their childhood into adult life.					
Strategic Objectives	How will this be achieved	By when?	By Whom?	Progress assessment 2016-17	Progress assessment 2017-18
3.1 To ensure the voice of our Children Looked After is heard to inform recruitment and matching of Foster Carers and Foster placements.	Annual survey to be completed to capture the views of Children Looked After to underpin recruitment and support activity. Ensuring feedback is regularly sought from children to inform Foster Carer reviews.	To be reviewed quarterly by the assessment and support steering groups.	Resource Service Leader Fostering Team Leader/s Fostering Team		

	<p>Strengthen links between the Fostering Service and Ambitious Voice and Unite.</p> <p>Strengthen the links between the Fostering and IRO Service.</p>				
<p>3.2 Foster Carers are robustly supervised and supported to ensure our Children Looked After experience safety, emotional warmth and stability within their placement setting.</p>	<p>The Supervising social Worker and the Team Leader will be responsible for ensuring the Fostering Service is fully compliant with the Fostering national minimum standards.</p>	<p>Mandatory objective.</p>	<p>Fostering Team Leader/s</p> <p>Supervising Social Worker/s</p>		
	<p>Review the delegated authority policy and provide further staff training for Social Workers and Supervising Social Workers so the principles of Delegated Authority are understood and</p>	<p>To be completed by 01 April 2017.</p>	<p>Resource Service Leader</p> <p>Fostering Team Leader/s</p>		

	implemented in practice.				
	To develop improved systems for data monitoring and compliance to ensure foster carer supervision dates and reviews are completed within statutory timescales.	01 April 2017.	Resource Service Leader Fostering Team Leader/s		
3.3 Foster Carers to receive appropriate support, supervision and training to promote and enable Foster Carers to parent therapeutically and to enable Foster Carers to provide and maintain a therapeutic environment for our Children Looked After, including children with complex needs.	Complete a training needs analysis of the Foster Carer training offer. Undertake a review of the current CONSULT service to explore whether additional training and advice can be provided to Foster Carers regarding children's mental health, emotional well-being and placement stability.	01 May 2017.	Resource Service Leader Fostering Team Leader/s Fostering Team Fostering Training Officer Consult		

	To review and explore the possibility of creating more group work opportunities to promote the independence skills of our Children Looked After and young people.	To be reviewed quarterly through the support steering group.	Resource Service Leader Fostering Team Leader/s Care Leavers Team Leader CLA Team Leader		
	Review the current training offered to Supervising Social Workers and Children Looked After Social Workers to ensure the principles of secure base, DDP and 5 ways to well-being are embedded across services that provide support for the placements of Children Looked After.	01 April 2017.	Resource Service Leader Fostering Team Leader/s Fostering Team Consult Fostering Training Officer		
	Embed secure base within supervising social workers supervision practice. Through training, supervision,	01 Sept 2017.	Resource Service Leader Fostering Team Leader/s		

	practice development and practice observations.		Fostering Team Consult Fostering training Officer		
<p>3.4 Decrease the current placement disruption rate for children placed less than 2.5 years to be in line with the national average of 11%.</p> <p>Ensure there is a robust and swift response and support to identified risk of placement disruption for Foster Carers and our Children Looked After.</p>	<p>Long Term Permanence and matching policy with placement disruption arrangements has been put into place. This now needs to be embedded across the Authority within Children Looked After, Fostering Service and Community Family Teams through training and championing.</p>	<p>Subject to regular quarterly review through the Children Looked after progress group review.</p> <p>Formal evaluation to be undertaken prior to 01 Sept 2017.</p>	<p>Resource Service Leader</p> <p>Fostering Team Leader/s</p> <p>Fostering Team</p> <p>IRO Team</p> <p>CLA Team</p> <p>Community Family Team</p> <p>Principle SW</p>		
	<p>Robust placement support plans to be completed in line with the long term matching and permanence policy, to identify clear timelines and</p>	<p>To be reviewed quarterly through the Children Looked After progress group.</p>	<p>Resource Service Leader</p> <p>Fostering Team Leader/s</p> <p>Fostering Team</p>		

	accountability for the support of vulnerable placements where children may have additional complex needs.		IRO Team CLA Team Community Family Team Principle SW		
	Improve diversity and proportion of Foster Care placements through targeted recruitment to enable better matching to take place.	Target of 20 recruited placements per year. To be reviewed quarterly through the recruitment steering group.	Resource Service Leader Fostering Team Leader/s Fostering Team		
	To provide specialist support via our CONSULT service to support carers in meeting the needs of children whose mental health and / or emotional wellbeing has been effected by a difficult early history and complex family relationships.	Consult review to be undertaken and completed by 01 December 2016 with performance measures set as part of this review. The effectiveness of service will be reviewed 6 monthly thereafter.	Fostering Team Leader/s Fostering Team Consult		
3.5 Increase the proportion of Foster placements where	Review the 'Staying Put' policy in conjunction	01 April 2017.	Resource Service Leader		

Staying Put arrangements are utilised for young people post 18.	with recommendations for 'staying close.'	Subject to quarterly review through the support sub group.	Fostering Team Leader/s		
	Review the support arrangements for Foster Carers and Supported Lodgings hosts who provide 'Staying Put' arrangements for children.				
	Ensure the voice of children and young people underpin all staying put decisions.	Integral to all planning for children and young people.	Fostering Team Leader/s CLA Team Community Family Team Care Leavers Team Leader Care Leavers Team		
3.6 To ensure our Children Looked After feel supported within their education and learning and that their Foster Carers value their achievements.	In partnership with the Virtual Head develop an aim higher strategy for children who are looked after including the involvement of Foster Carers.	01 April 2017.	Resource Service Leader Virtual Schools Head		

	Ensure the results of the bright spots survey is shared with our foster carer population.	01 Nov 2017 through the Foster Carer newsletter.	Fostering Team Leader/s Fostering Team		
3.7 To ensure all our Children Looked After and young people develop appropriate independence skills throughout their childhood so they feel confident and prepared to move on from Foster Care to the next stage of their lives.	ASDAN pilot is being trialled in conjunction with the leaving care team. This will be evaluated early 2017 and is a potential pathway which may support Foster Carers and Children Looked After to develop appropriate independence skills.	Evaluation Dec 2016/early 2017	Resource service Leader Fostering Team Leader/s Care Leavers Team Leader		
	To review the current mechanisms in which the independence pathways and needs of children and young people are identified, assessed and addressed.	01 April 2017.	Resource Service Leader Fostering Team Leader/s Care Leavers Team Leader CLA Team Leader		

	Review Foster Carer training and development and supervision, in conjunction with our leaving care service, to include further principles of developing independence for our Children Looked After.	01 April 2017.	Resource Service Leader Fostering Team Leader/s Care Leavers Team Leader CLA Team Leader		
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