



Children's Social Care Services Reform Programme

WORKSTREAM 6 - REGIONAL CARE AND JUSTICE CAMPUS IMPLEMENTATION

TERMS OF REFERENCE

AIM OF CHILDREN'S SOCIAL CARE SERVICES STRATEGIC REFORM BOARD

1. The programme will seek to deliver reform within children's social care services to address a range of known service challenges, particularly in relation to an ever-increasing volume and complexity of case work. It will also seek to draw together disparate strands of reform work in this area already underway, including the Regional Care and Justice Campus Programme and workforce-related reform.
2. Subject to reform aims being met, we would expect to see an improvement in outcomes for children known to children's social care services, for those responsible for their care and for the groups of staff working with them at all levels.
3. The Workstream will also take full account of the outcome of Children's Services Review and, in particular, the guiding principles of: **taking advantage of the scale of NI; working at pace and without drift or delay; engagement with children and families as appropriate; the value of the contribution of foster carers; minimisation of privatisation; and the need to consult where relevant.**

PURPOSE AND ROLE

The purpose of the workstream will be:

- Where possible, to prevent young people from entering secure care in the first instance, by way of targeted, individual support in their community; and
- Where a secure placement is required, to ensure that it is for the shortest time possible, prepares the young person for reintegration to their community and provides them with the supports they require beyond their time in secure accommodation.

The role of the Workstream is to:

1. Promote co-ordinated activity and collaboration within and across organisational boundaries;
2. Monitor progress against agreed milestones, providing support and challenge, as necessary;
3. Advise on contingencies and counter-measures to mitigate the impact of any potential risks to progress; and
4. Expedite decision making should implementation issues require escalation.

OBJECTIVES

The overall objective of this workstream is to improve outcomes for some of the most vulnerable children in Northern Ireland by:

- a. achieving harmonisation across Lakewood Secure Care Centre and Woodlands Juvenile Justice Centre by the sharing of services, facilities, practice, training and physical space; and
- b. developing or improving services that:
 - i. help children and young people consolidate the progress made in secure care to attenuate the risk of returning to secure care and assist in successful community placement living; and
 - ii. help children and young people avoid admission to secure care (in either centre) in the first place.

In relation to (a) above, Harmonisation, this will include the following:

- Standards for secure care: develop a set of common standards to inform practice delivery within and on the edges of secure care which inform the regulation and inspection of secure care services.
- Northern Ireland Framework for Integrated Therapeutic Care: implement a single integrated therapeutic model of care across both facilities.
- Multi-disciplinary Service: provide all young people in Lakewood and Woodlands with equitable access to a single multi-disciplinary therapeutic service.
- Health: ensure all young people within Lakewood and Woodlands receive healthcare which meets their needs and have the same access to services as those in a community setting.
- Education: provide all young people in secure facilities with equitable access to a range of education and training opportunities, and a consistent learning experience irrespective of their location.
- Vocational Training: within the existing vocational training framework, and in advance of a new education model, enable young people from Lakewood to safely learn vocational skills within the Woodlands facility.

- Partnership: establishment of a partnership board with responsibility for the harmonisation agenda.
- Training: embed an approach where staff from both secure facilities are trained together where possible and appropriate.
- Space: develop and implement an agreed approach to the sharing of space within the Woodlands footprint by youth justice and children's secure care.
- Managing Safety and Security: develop and implement an agreed approach to the mitigation and management of risk to ensure the safety and security of young people and staff within both facilities.
- Legislation: identify and progress any legislative amendments that may be required to give effect to harmonisation.

In relation to (b) above, Prevention, this will include the following:

- Wider FITC: commence roll out of the introduction of a single model of therapeutic approach across residential settings where children are looked after to enable children's home staff across the five Health and Social Care (HSC) Trusts to support and manage children's behaviours and prevent escalation to regional secure facilities, including the development of individualised and integrated care planning to assist in placement transitions.
- Minimising unnecessary admissions to the JJC: With a particular focus on care-experienced children and young people, scoping and analysis of admissions to the JJC, exploration and development of options for minimising unnecessary admissions particularly under PACE and remand, including options for alternative accommodation.
- Admissions Panel: taking account of learning from the pilot phase of the Panel's work, deliver proposals for the formal establishment of a regional, independently chaired Panel responsible for decision-making relating to admissions to secure, including secure care admission reviews under Regulation 10 of The Children (Secure Accommodation) Regulations (Northern Ireland) 1996, and in respect of children on the edge of secure. Within the scope of this workstream is the development of the role of the Panel in the prevention of admissions to secure, and to support successful reintegration and transitions to community placement from secure.
- Staffing and Skills Mix within Children's Homes: Led by SPPG, with reporting to the workstream, this workstrand will complete an examination of the residential workforce giving consideration to skills mix and capacity issues.

MEMBERSHIP

The membership is as set out below:

Name	Position / Organisation
Peter Toogood	Co-Chair, Deputy Secretary for Social Services Policy Group, DOH
Beverley Wall	Co-Chair, Director of Reducing Offending, DOJ
Eilís McDaniel	Director of Family and Children's Policy Directorate, DoH
Stephen Martin	Youth Justice Agency Chief Executive, DoJ
Claire McClelland	DE, Director, Raising Aspirations, Supporting Learning and Empowering Improvement.
Elaine Craig	EA, Interim Assistant Director Children and Young People's Services
Mary Aughey	Woodlands JJC, Director
Brendan Whittle	Director of Hospital and Community Care, SPPG/DOH
C/Inspector Darren Fox	PSNI
Kerry Lee Weatherall	BHSCT, Interim Director of Children's Community Services
Lyn Preece	SEHSCT, Director of Children's Services & Executive Director of Social Work
Graeme Wilkinson	DfE, Director of Skills Strategy & Policy
David Polley	DfC, Director of Housing & Supply Policy
Deirdre Webb	Assistant Director Children and Young People, PHA
Pauline McMullan	AHP Consultation, PHA
Gavin Quinn	Acting Director Mental Health Policy

The Joint Chairs will keep the membership under review and may invite other parties to participate as necessary and appropriate.

GOVERNANCE, ACCOUNTABILITY AND REPORTING

The Workstream is accountable to the Children's Social Care Strategic Reform Board (CSCSRB), which is chaired by the Deputy Secretary, Social Services Policy Group, Peter Toogood. The Workstream, through the co-chairs, will:

- provide timely reports on progress to the Children's Social Care Strategic Reform Board, using Programme reporting templates;
- draw emerging risks to the immediate attention of the Board;
- escalate any issues for resolution to the Board; and
- provide a constructive challenge function in relation to progress across the portfolio of work (through whatever structures) undertaken as part of the Workstream.

FREQUENCY OF MEETINGS

The Workstream will meet on a four monthly basis and may be convened on a needs basis as issues emerge.

SECRETARIAT

Secretariat for the Workstream will be provided by the Regional Care and Justice Campus Programme Team.

REVIEW

The Terms of Reference of the Workstream will be regularly reviewed to determine whether the aim, purpose and role remain valid.

