



Centre for excellence
for looked after children in Scotland

Annual Report 2011–2012

Improving care experiences



Executive summary



We are delighted to present this, our first annual report as CELCIS, the Centre for Excellence for Looked After Children in Scotland. CELCIS was established in September of 2011, and this report is based on the first six months since our launch and the six months of transition prior to becoming CELCIS.



This has been such an exciting time for us as we lay the foundations for our future work and it has been an interesting and informative exercise to reflect on our first six months. We have been busy engaging with those who work with and influence children and young people through their whole care journey, with the overall aim of improving the lives of children and young people in Scotland who are looked after or have recently left care. By doing this we will ensure that they have the best possible life chances. It is important that we work collaboratively with others to achieve these goals.

CELCIS incorporates the Scottish Institute for Residential Child Care (SIRCC), but with a greatly enhanced remit to work with not only those working in residential child care, but all those who touch the lives of these children and young people. This includes health and social care services, social workers, healthcare workers, independent and voluntary agencies, schools and colleges, practitioners, parents, carers including foster carers, and kinship carers. This has been a massive widening of our scope from a workforce of approximately 6,000 to over 60,000.

In order to fulfil our ambitions, we embarked on an organisational restructure and change programme and from this a recruitment drive to fill vacant posts. We will continue to ensure we have the right people in post to push forward with detailed objectives, and offer our staff opportunities to learn and develop within CELCIS.

As a new organisation one of our first tasks was to rebrand and launch CELCIS, and we are working towards ensuring that those people who work in the looked after children sector know of us and what we do, and that we support them effectively. Our website was launched and has continued to develop with us. We revised and transformed our range of specialist courses, events and learning and development opportunities. We are working internally to ensure we have the business processes and monitoring systems in place to support us.

We set ourselves some tough targets and we have taken great strides forward, achieving much in a very short space of time. We do not intend to get complacent, as there is still so much to be done to improve the lives and outcomes for looked after children and young people. We are mindful always to keep the needs of looked after children at the very heart of everything we do.

We are working on a five-year Corporate Plan, which will give us the strategic lead and direction required to fulfil our ambitions. We look forward to continuing to work in partnership with you in the coming year.

Jennifer Davidson

Jennifer Davidson

Romy Langeland

Romy Langeland

Introduction



The Scottish Government commissioned a consultative scoping study into the potential role of a Centre for Excellence for looked after children and young people in Scotland. This project was carried out between March 2010 and June 2010 by an independent consultant with support provided by the Scottish Institute for Residential Child Care (SIRCC).

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CELCIS, the Centre for Excellence for Looked After Children in Scotland, builds on the valuable work already going on in Scotland to improve the physical health, and social, educational and emotional wellbeing of children and young people that are looked after.

CELCIS incorporates SIRCC, the Scottish Institute for Residential Child Care, which was established in April 2000 to reflect the importance and the growing challenges of providing effective residential child care services. We continue to support and promote residential services but our remit has widened to include all those who care for, or who touch the lives of looked after children and young people.

We aim to come alongside all of those professions and practitioners who work and live with looked after children. In order to do this effectively we work at practice, managerial and strategic levels.

Based within Strathclyde University, we are primarily funded by the Scottish Government and work closely with government to help turn policy and research evidence into practice. We do this by delivering a range of services including training, research, events and seminars, consultation responses, our work with the Looked After Children's Strategic Implementation Group (LACSIG) and direct consultancy.

The focus of our work

In consultation with the looked after children's sector and to align with key policy initiatives of the Scottish Government, we have identified six priority areas that have bearing on the work we do:

Corporate parenting

To support and promote the role of local authorities and associated partner agencies as caring and effective corporate parents for looked after children and young people.

Family and community support

To promote the important role of families and communities for looked after children and young people, whether they are living with their families or are accommodated away from home.

Permanence, stability and transitions

To promote the importance of well-planned and supported transitions for all looked after children and young people.

Diversity and disability

To promote understanding of the barriers relating to diversity and disability with looked after children and young people across policies and services.

Advocacy and human rights

To ensure that children and young people's voices, views and experiences are heard, listened to and taken into account.

Leadership and management

To support the continued development of high-quality leadership, within all roles, in the development and delivery of services.



We direct our work at practice and operational levels with practitioners and managers of services, and at strategic levels including elected members, health boards and Scottish Government. We achieve our goals through working with our partners, who are essential to our work. We do this by sharing knowledge and developing and promoting good practice.

The services that we offer allow us to work in an integrated way. We bring policy, practice, and research together as we focus on a specific issue or project. Our professional staff have direct practice experience across a range of services.

We have a role to play in ensuring all those involved in the care of children and young people who are looked after have the skills and knowledge to improve the lives and the outcomes for all of these children.

We are placing the interests of looked after children at the very heart of our work. Our focus is on the whole journey of a child throughout their looked after experience, and hence our stakeholders include all those who may touch on the life of the child, at any point throughout that journey. And so, we are keen to ensure that professionals from across the sector learn from each other so that policy and practice develops through working together in the best interest of the child.

Corporate Governance

Two levels of governance within CELCIS provide the direction and scrutiny for the organisation: the Strategic Steering Group (SSG) and the Partnership Group (PG). This two-tier level of governance ensures we are fully accountable and transparent as we deliver on our objectives against Corporate and Business Plans. The membership of both groups reflects our commitment to collaboration and working in partnership.

The Strategic Steering Group (SSG) provides strategic leadership, approves the policies, plans and budgets required to achieve our core objectives, and monitors performance against them. It is the most senior standing group and decision-making body within CELCIS and ensures that we comply with our mission and focus, and apply our resources exclusively in this area of work.

Membership of the SSG is currently:

Independent Chair

- Romy Langeland, Independent Chair, CELCIS

Senior representatives

- Professor Tony McGrew, Executive Dean, University of Strathclyde
- Professor Andy Kendrick, School of Applied Social Sciences, University of Strathclyde
- Alistair Gaw, Head of Support to Children and Young People, Edinburgh City Council
- Neil Hunter, Chief Executive, Scottish Children's Reporter Administration (SCRA)
- Dr Linda de Caestecker, Director of Public Health for NHS Greater Glasgow and Clyde



Independent members

- The PG is represented by PG member Angela Morgan, CCPS representative (Coalition of Care & Support Providers in Scotland) & Director, Includem

In attendance

- Jennifer Davidson, Director, CELCIS
- Steven Paterson, Depute Director, CELCIS

The SSG is accountable to the Scottish Government for the output of CELCIS' work.

The **PG** has an advisory role, and influences the direction of CELCIS through the SSG, by:

- informing our corporate plan, business plan and on-going work
- informing the SSG on direction, services, objectives and collaboration
- ensuring the SSG engages with children and young people, and the people who work with them

- facilitating collaboration and creating synergy between PG members and third-party organisations
- identifying areas of development and opportunities around practice, policy and legislation
- identifying and promoting best practice
- providing recommendations to the SSG on the direction of CELCIS.

Membership of the group is determined by Partnership Group Agreement.

Chair

- Romy Langeland, Independent Chair, CELCIS and SSG

Core/key partners

- Ilona Richards, National Co-ordinator, STAF (Scottish Throughcare & Aftercare Forum)
- Sara Lurie, Director, The Fostering Network
- Barbara Hudson, Director, BAAF (British Association for Adoption & Fostering)
- Phil Barton, EtCS representative (Educating Through Care Scotland), Director, Starley Hall School
- Angela Morgan, CCPS representative (Coalition of Care & Support Providers in Scotland) & Director, Includem
- Beth Smith, Director, Multi-Agency Resource Service (MARS), University of Stirling
- Dorothy Hawthorn, ADSW representative (Association of Directors of Social Work) & Head of Child Care and Criminal Justice, Renfrewshire Council
- Duncan Dunlop, Chief Executive, Who Cares? Scotland
- Terry Mclean, Associate Head of School, School of Applied Social Sciences, Robert Gordon University (RGU)
- John Rafferty, Head of Faculty for Education, Care and Sport, Langside College

In attendance

- Jennifer Davidson, Director, CELCIS
- Steven Paterson, Depute Director, CELCIS
- Services representative, SIRCC
- CELCIS Stakeholder Participation Lead



The Scottish Government is our primary funder and our resources include our core grant from the Scottish Government, funding that is linked to specific outputs or outcomes, and other non-specific funding. We work closely with Ministers and civil servants to implement policy into practice and advise on new policy in development. The outcomes of the Scottish Government's grant funding to CELCIS is monitored by the Scottish Government on a quarterly basis.

CELCIS will operate under Best Value Principles, the common framework for continuous improvement in public services in Scotland. Best Value is a key foundation of the Scottish Government's Public Services Reform agenda. By operating under the principles of Best Value, we can insure that our internal operations and delivery of services consistently withstand external scrutiny.



Our aims

Our overarching aim is to improve the lives of children and young people in Scotland who are either currently being looked after or who have left care and are undergoing what could be, for many, a complex transitional period. We achieve this through working with our partners: Who Cares? Scotland, Robert Gordon University (RGU), Langside College, Scottish Throughcare & Aftercare Forum (STAF), The Fostering Network, British Association for Adoption & Fostering, Educating Through Care Scotland, Coalition of Care & Support Providers in Scotland, Multi-Agency Resource Service, NHS, the Association of Directors of

Education in Scotland, and the Association of Directors of Social Work.

As the number of children looked after by local authorities continues to rise, we know it is essential to equip all those who touch the lives of looked after children by providing more and better avenues for ongoing learning and improvement and to encourage and facilitate the sharing of knowledge. CELCIS aims to be a focal point for the sharing of knowledge and development of best practice.

How we work with others

Collaboration is absolutely central to our work and we plan the services we offer in association with a wide range of strategic partners. We appreciate that many different professional disciplines work in many different ways and we are keen to share and learn from these different methods and approaches. As a Centre for Excellence we not only share the work of CELCIS, but highlight the good practice that currently exists in Scotland and further afield.

The work of the Looked After Children Strategic Implementation Group (LACSIG) provides a focus for our work. LACSIG is facilitating a fundamental change in the way services work as it brings together a mix of strategic, operational and frontline professionals from across Scotland's public, private and voluntary sectors. By promoting a joined-up approach to developing, implementing and evaluating initiatives, LACSIG is facilitating culture change. CELCIS is the LACSIG programme office for the Scottish Government, and we provide a range of support to LACSIG through our research, events, consultation and project management services.

CELCIS ensures that the experiences of children and young people have impact on our services and direction, and learn from their knowledge and views. We facilitate regular stakeholder engagement and use a genuine participation model to gather, respond and share these views.

We have representation on a number of key advisory groups including: LACSIG; Doran Review; ADSW Children and Families Committee/Residential Child Care Sub-Group; Care Inspectorate Programme Board – Children's Services; Scottish Government Throughcare and Aftercare Working Group; Getting our Priorities Right; PPP Advisory Group; Looked After Children Research Network; Scottish Healthy Care Network; Looked After Children Education Forum; Life Changes Trust; and Review of National Occupation Standards.

Performance



Internal

During this reporting period there was significant organisational change, and it has primarily been a time of transition to CELCIS. This has involved the development and implementation of a revised organisational structure to meet the growing demands and needs of the organisation and to enable us to deliver our services efficiently in line with our remit. The revised internal structure also ensures we are adaptable, fit for purpose, and in a strong position to meet future needs.

Part of the revised structure includes the formation of new teams to tackle growing areas of our work such as our new focus on permanence and care, and we are currently recruiting this team, which we hope to have in place by late summer.

This summer will see the CELCIS office relocate from its present home at the University of Strathclyde's Jordanhill Campus to the University's Glasgow City Centre Campus. Plans are well underway to ensure a smooth transition with minimum disruption to services.

CELCIS has worked to ensure that internal processes, procedures and governance arrangements are put in place, and a new Business Model has been developed to enable us to monitor the impact of our services.

We have also put in place a programme of continuing professional development events for staff to further develop knowledge of the wider looked after children sector from a wide range of perspectives. This ongoing programme has included contributions from the looked after sector including our partner organisations.

External

Working with our partners, the management team has revised the services CELCIS offers and delivers in line with the organisation's revised scope and remit.

Qualifying Courses

CELCIS provides training and learning opportunities leading to qualifications designed to ensure staff working with looked after children meet the Scottish Social Services Council's (SSSC) registration criteria. Our qualifying education is provided through a number of partners including Langside College, the University of Strathclyde in Glasgow, and Robert Gordon University in Aberdeen. A range of further education courses - National Certificates (HNC), Scottish Vocational Qualifications (SVQ), and undergraduate and postgraduate courses - have all been delivered.

Over the past ten years, SIRCC in partnership with Langside College delivered qualifications required for the residential sector to meet their registration requirements with SSSC. During this year, a total of 288 students completed courses. Over the years, hundreds of residential child care workers have completed HNCs, SVQs and Professional Development Awards. These courses were recognised through the Care Accolades and SQA Awards, receiving a total of four programme and overall awards during the lifetime of the service.

A total of 63 students are currently enrolled with the School of Applied Social Sciences, based within University of Strathclyde on the Undergraduate Honours Social Work Degree: Residential Pathway.

As part of the changed remit and scope of CELCIS, courses at Langside will no longer be available from September 2012 and the Honours Social Work Degree: Residential Pathway from the Glasgow School of Social Work is no longer taking new applicants.

Glasgow School of Social Work continues to offer a Masters course, an MSc in Advanced Residential Child Care. The MSc course is unique in the British Isles in offering a Masters level award specifically in residential child care. This course recruits 15 new entrants per year and there are currently 40 students enrolled in total. Further work is underway at the University of Strathclyde to explore the potential internationalisation of the MSc.

Robert Gordon University offers a BA (Hons) Social Work (Residential Child Care) and has just broadened its offering to include a BA Social Pedagogy, both of which are now open to all practitioners working with looked after children. The course currently has 101 students.

Continuing Professional Development, Specialist Courses and Events

A total of 2055 learning days were delivered by CELCIS during this reporting period through a combination of online learning, specialist training, conferences, workshops, seminars and events. These learning days cover a range of topics, provide a valued source of continuing professional development, and meet the post-registration requirements set by SSSC.

We base our learning and development programme on evidence based practice from research and consultation, where delegates are given the opportunity to explore new and emerging themes and issues, as well as networking opportunities.



Major conferences planned include the SIRCC National Conference in June and the International EUSARF Conference in September 2012.

A strategic decision was taken to introduce fees for many specialist courses, and we were mindful to set fees at a level both to cover costs and remain affordable to public, private and third sector organisations. This coupled with the transition of the organisation into CELCIS saw a drop from the original target of deliverable learning days; however, there was a marked increase in uptake as the year progressed. Plans are also under way to determine how CELCIS can best market these courses and events.

A scoping project has started to look at developing and delivering an appropriate range of online learning and development resources. This will give flexibility to participants to learn at a place and time convenient to them and widen the availability of our courses.

Professional Consultation

CELCIS offers a range of evidence-based professional consultancy to all providers of services for looked after children. We are able to draw on the expertise of our own professional staff and also work in partnership with

other organisations to ensure that we can respond to the needs of agencies and individuals. Consultancy services range from the full review of an entire service to detailed individual or team discussions and support.

We continue to be approached by a number of agencies and organisations to provide help and support during crises, and to work with them to initiate and sustain cultural change.

The consultancy team undertook a staff development project with a residential school, working with staff to deal with trauma and to understand and implement a new model of care.

A number of other projects are currently underway, including: working with teams and individuals to develop and maintain best practice; an attachment mapping project, which is the first step in embedding attachment theory and practice in the qualifying and post-registration training for professionals; planning, developing and implementing a programme on suicide prevention and responding to self-harm for inter-agency policy makers and senior managers; a review of a children's home for a local authority and individual support for a unit manager.



Research

Research and evaluation have a major role to play in informing and improving outcomes for looked after children and young people. CELCIS is committed to an evidence-based, practice approach to all of our work and believe that practitioners, managers and carers should always be critical and reflective, and ready to use their learning in the workplace.

Our objective for this reporting period was to undertake ten research projects, a combination of organisational, sector and LACSIG-led research, and to implement three methods of delivery and dissemination for each completed project. The CELCIS research team met this target in the following ways:

Research was disseminated through a number of channels, including the publication of research reports, articles in professional and academic journals (including CELCIS' own Scottish Journal of Residential Child Care), books and book chapters, and presentations at seminars and major sector events.

CELCIS completed a number of research projects in this reporting period. For example, a literature review was carried out on the subject of learning provision for children and young people with complex additional support needs. This is known as The Doran Review.

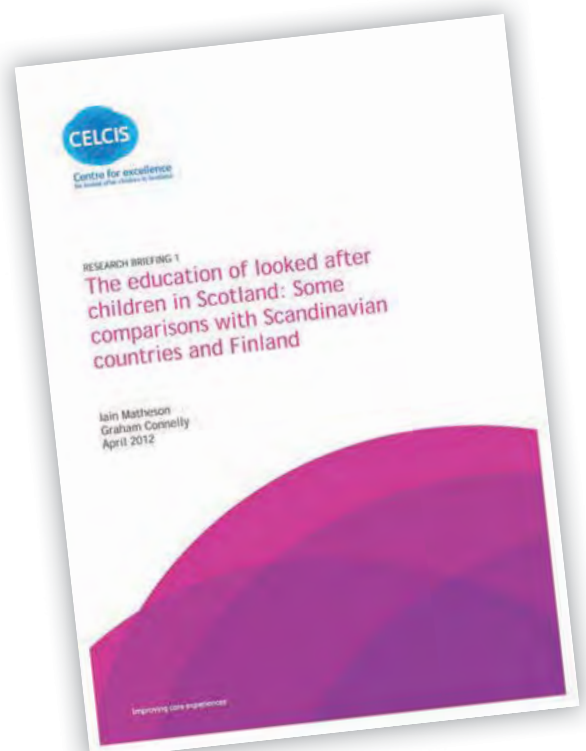
CELCIS published a research briefing entitled 'Education of looked after children in Scotland: some comparisons with Scandinavian countries and Finland'. This research supported the inquiry by the Education and Culture Committee of the Scottish Parliament into the educational attainment of looked after children. This review was intended to stimulate thinking in relation to the important questions for policy and practice in Scotland, and to form the basis for future research to determine why these differences may exist and what could be done to support

improvement. The research briefing is the first in what will become a series.

CELCIS provided a policy brief for the Sheriffs Association on issues relating to courts and legal in-care planning. This led to a follow-up paper commissioned by CELCIS, completed by Clan Childlaw, looking at reviewing of Court judgements relating to Permanence cases.

CELCIS published an evaluation report on a social pedagogy training course that was delivered in partnership with Orkney Islands staff and a training organisation, Thempra, over a three-month period in 2011. The purpose of the evaluation was to provide systematic evidence of the impact the social pedagogy training had on participants' day-to-day practice and inter-agency or inter-professional working, and to suggest areas for future development.

We have also worked on collaborative projects with Education Scotland, Scottish Children's Reporter Administration and Scottish Government Analytical Services division.



International work

At CELCIS we maintain international links and see this as a two-way process, bringing international perspectives, learning and experiences to the Scottish scene, and sharing our knowledge in return. This happens through speakers at conferences, exchange visits, research projects or email conversations.



We respond to requests from abroad for information and help to advise visitors who want to understand Scottish practice or understand how our system works. This includes our UK links, and staff have regular contact with colleagues in government and professional bodies in all parts of the UK and the Republic of Ireland. In this reporting period we have welcomed visitors from Hong Kong, Turkey, and Singapore.

An international partnership between CELCIS and Westwater International was commissioned by UNICEF Macedonia to help develop the capacity of inspection, monitoring, training and standard setting for the Government of Macedonia to manage staff of Macedonia's 20 centres for social work and eight institutions for children.

CELCIS assisted with a professional development programme for training staff from Hong Kong on the briefing for the design of residential care units in collaboration with the General Manager of Cholmondeley child care, Christchurch, New Zealand.

CELCIS is currently co-hosting an international group on the 'education of children in care' on the social networking platform, LinkedIn. This has recruited over 100 members in 12 countries since September 2011 and is helping inform how we understand, research and address similar issues across borders.

The CELCIS website has evolved with the organisation and has seen an increase in international visitors during this reporting period. There is an average of over 450 visitors from outwith the United Kingdom to our website every month.

LACSIG

The Looked After Children Strategic Implementation Group (LACSIG) is a Scottish Government-backed initiative to facilitate improvement in the care system. It brings together a mix of strategic, operational and front-line professionals, from across Scotland's public, private and voluntary sectors. It represents a joined-up approach to developing and implementing initiatives in the interests of looked after children, young people and care leavers.

Founded in May 2010, in response to the recommendations of the National Residential Child Care Initiative (NRCCI), LACSIG and its 'Activity Hubs' have, to date, concentrated on issues relating to care planning, education, health, workforce development and the commissioning of services. LACSIG represents a joined-up approach to developing and implementing practice and works to ensure that the needs of care leavers and looked after children and young people are kept firmly in focus.

The programme office, based at CELCIS, provides support to LACSIG.

Stakeholder Engagement

A stakeholder strategy is currently being developed and implemented. Consultation, engagement and partnership-working are all key to the work of CELCIS and the promotion of young people's views is central to this.

CELCIS carried out a stakeholder survey targeted at staff working with young people who are looked after. Around 500 respondents completed the survey in December 2011 and the findings helped to direct the work of CELCIS and identify gaps in practice. Initial reporting and analysis was completed in March 2012.

On behalf of Scotland Excel, CELCIS commissioned Who Cares? Scotland and The Fostering Network to undertake a consultation on the National Foster Care Contract. Who Cares? Scotland consulted with children and young people and The Fostering Network consulted with foster carers. The views of children, young people and foster carers will help to inform the national contract which is being developed by Scotland Excel. This work is due to be completed in June 2012.

As part of the Stakeholder Engagement Strategy, CELCIS began the development of its Participation Model for Children and Young People. Who Cares? Scotland was commissioned to support this work. In the initial stages a Young Persons' Advisory Group was established, as part of the CELCIS Governance Model. The first group meeting is due to be held in May 2012.

Policy

CELCIS influences and responds to policy relating to looked after children and their families and carers on the basis of sound evidence. We have an important part to play in supporting the implementation of policy into practice, using an integrated approach to projects and combining policy practice, research and consultancy. We work to ensure that existing and new policy reflects the needs of looked after children and the workforce. This includes raising awareness among MPs, elected members and other key stakeholders. We support the implementation of key policy areas within the sector and ensure in particular that strategic initiatives led by LACSIG are underpinned by best practice and key messages from research, and by stakeholder engagement and consultation.



CELCIS monitors key legal and policy developments. This includes concerns related to young people leaving care and the ongoing legal responsibilities of local authorities supporting them into adulthood.

We have reviewed specific policies and initiatives that have focused on particular groups within the looked after children population, taking into account primary legislation, regulations and guidelines, and frameworks, including Getting it Right for Every Child (GIRFEC), Curriculum for Excellence and the Scottish Government's National Performance Framework.

CELCIS supported the Scottish Parliament's Education and Culture Committee in its inquiry into the educational attainment of looked after children, which was launched in September 2011. The Chair of the Committee, Stewart Maxwell MSP, announced a call for evidence in Autumn 2011. The Committee is due to report its findings in summer 2012.

In addition CELCIS has responded to several policy consultations in collaboration with stakeholders:

- Improving Advocacy for Children and Young People (February 2012)
- Rights of Children and Young People Bill (December 2011)
- Scottish Parliament homeless inquiry – Having and Keeping a Home (February 2012)
- Review of the Unified Voluntary Sector Fund and CLD HQ Funds (February 2012)
- Secure Accommodation (Scotland) Regulations (March 2012)
- Mental Health Strategy for Scotland (January 2012)

Communication

As a new organisation, we have established a brand and associated guidelines to give CELCIS an identity that our stakeholders will come to recognise. Our website continues to grow and evolve with us and has become a repository of information not just on CELCIS but on the wider looked after children sector.

We promote all our events, seminars and training opportunities through our website. Our web statistics show a steady increase in both UK and international visitors. We have begun to issue e-bulletins to our stakeholders to inform them of key events and messages, started the process of publishing our first magazine for the looked after children sector and published an edition of the SIRCC Journal.

To reinforce our key messages we also use social media, particularly Facebook and Twitter and our followers for both are steadily increasing. We plan to use Twitter live at events such as the SIRCC and EUSARF conferences to stimulate debate and conversation and facilitate networking.

National Resource Centre

The CELCIS library and resource centre has provided a full library and information service to the whole of the looked after children sector. Library loans provided both personally and by post have remained steady. A regular summary of journal articles and newspaper reports was published and circulated and work on identifying and developing a new web-based catalogue began.

The way forward



At CELCIS, we plan to build on our successes and we are currently finalising our five-year Corporate Plan and one year Business Plan for 2012-2013. The Business Plan is framed by the CELCIS Logic Model which details our short, medium and long-term objectives and the steps we are taking to achieve our ambitious goals.

The services that we offer allow us to work with an integrated approach. We bring policy, practice, and research together as we focus on a specific issue or project. Our professional staff have direct practice experience across a range of services and we have a comprehensive programme of consultancy and continuing professional development courses which includes seminars, events and workshops that cover a wide range of topics.

We will continue to apply this integrated approach to those projects either in development or under way including our work on suicide prevention, permanence, throughcare and aftercare, education and looked after children, attachment and trauma-informed practice.

Planning is underway issue a quarterly magazine to the looked after children sector and a monthly e-bulletin to keep our stakeholders informed of the work of CELCIS and the wider sector.

What we plan to deliver

We have a number of projects planned across all areas of our work which will include the team efforts of research, consultancy and learning and development, and we will deliver the SIRCC Annual Conference and the International EUSARF Conference. We will continue to respond to consultations, particularly on the Children's Services Bill.

Work is under way to examine the possibility of CELCIS becoming a training site for Scotland for the Childhood Trauma Academy's Neurosequential Model of Therapeutics. A cross-organisational and inter-disciplinary steering group has been formed to move this forward.

A number of research projects will continue or start in the next year, including: the evaluation of the recognition of prior learning for looked after children programme; evaluation of Glasgow City Council's Enhanced Residential Services; the project aimed at improving the educational outcomes of looked after children; support for the evaluation of the GIFT (Glasgow Infant and Family Team) project; and a study of Scottish universities' experience of the Buttle UK Quality Mark entitled Going to university from care.

The Scottish Human Rights Commission (SHRC) commissioned CELCIS to promote the Human Rights Framework for people affected by historical child abuse when in care, by organising an InterAction to consider how recommendations made by the SHRC in 2010 can be taken forward in practical and meaningful ways. CELCIS will establish a process including a web presence to help gather information from all parties affected by historic child abuse.

CELCIS has been commissioned to produce an international handbook on the United Nations (UN) framework: the Guidelines for the Alternative Care of Children, which were approved by the UN General Assembly in 2009. The purpose of the handbook is to provide specific guidance on how the guidelines can be practically implemented around the globe, bridging a gap that currently exists among service providers and child protection specialists. This project is due for completion in the autumn.

The 2012 International Summit of Youth in Care is being led by young people with care experiences and supporting organisations. Delegates will gather in Baltimore in June to set an international agenda for change for young people in care and digitally link live to delegates in Scotland and around the world. A young person from Who Cares? Scotland will take part in the Summit in Baltimore as Scotland's Correspondent, while other young people will video conference into the event for a day.

In our policy work, a number of projects are ongoing, including: developing Guidance on the Role of the External Manager in partnership with Scottish Government to take forward the NRCCI recommendations; participation in the Cross Party Group for Children and Young People; a review of the national We Can and Must do Better training materials; and participation in LACSIG subgroups.

We are working on a proposal for Scottish Universities Insight Institute (SUII) with a focus on Getting it Right for Looked After Disabled Children and Young People; SUII supports knowledge exchange series involving international and UK academics, policy makers, service providers and service users organisations.

We will report on our achievements against these plans in our next annual report.

Resource allocation



We have prepared a representation of the allocation of resources to services. This is based on the distribution of posts and associated costs across the various Service Areas on which we have and will report.

It should be noted this is representational and staff, although working primarily in one service area, will support and deliver services in other areas. Central costs have been broken down as a unit cost and spread across the service areas identified.

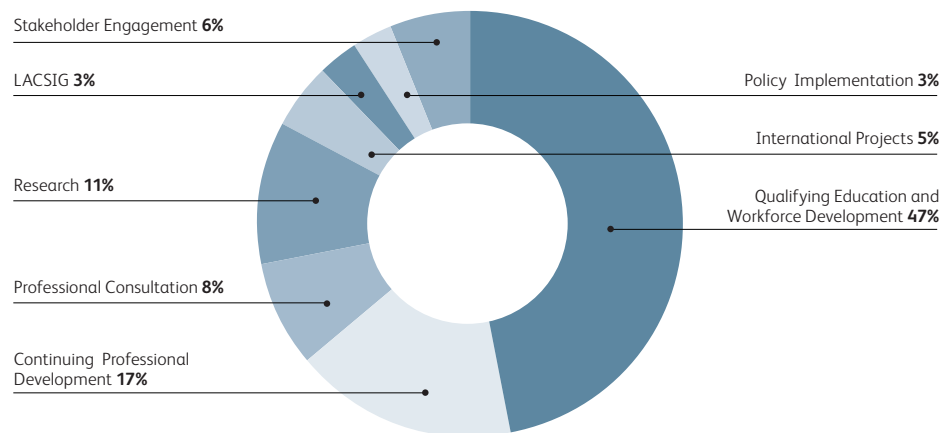
emphasis of SIRCC. This is most apparent in the reduction in the allocation of resources to Qualifying Education and Workforce Development from 47% last year to 26% in the projected budget in 2013–2014.

The pie charts reflect the actual expenditure for the year ending 31st March 2012 and the projected expenditure for the current and next financial year. This provides an illustration of the transfer of resources into new and developing areas of work from those which were the

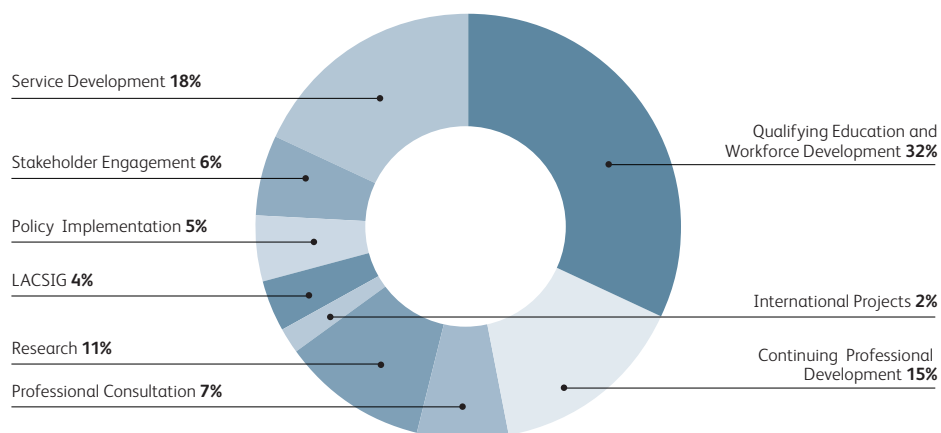
Summary of Budget 2011– 2012

The final budget position for the financial year reflects actual and committed expenditure of £3,253,336 against our core Scottish Government grant of £3,185,626. The budget deficit was met by income generation.

Resource Allocation 2011–2012



Resource Allocation 2012–2013





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for looked after children in Scotland

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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.