

Recommendation	Workforce	Structure/ Governance	Service Delivery	Next Steps/ Planning	Operational	Other
1. Northern Ireland is not that large compared to the rest of the UK and to the Republic of Ireland and this should be considered in how children's services are organised and delivered.				✓		
2. Action should be taken to tackle through welfare benefits changes the increasing prevalence and intensity of child poverty.						✓
3. Action needs to be taken to address the children's social care workforce crisis.	✓					
4. There is the need for more help for families to assist them to care well for their children.			✓			
5. Now is the <i>time for action</i> to tackle the difficulties for children and families and for children's social care described in the TOR and within this report, and the action needs to be taken without drift or delay.				✓		
6. In deciding how to respond to this Review there should be a wide and inclusive consultation which draws on the wisdom of all who have experience and engagement with and within children's social care.				✓		
7. There is a clear and firm recommendation for a region-wide children's and families' arms-length body. So much which follows is likely to be dependent for its impact on having a regional ALB.		✓				
8. The organisations delivering children's social care services should undertake their own staff recruitment.	✓					
9. Grading and banding structures need to be reviewed and revised.	✓					
10. Alongside a greater skills mix, re-establish the trainee social worker role and qualification route.	✓					
11. There should be a focus on staff retention.	✓					
12. Statutory children's and families' social care services need to be located within an organisation where this is the primary focus of the organisation.		✓				
13. Future arrangements need to allow the leaders of statutory children's social services to focus on the services without the allocation of other roles and responsibilities.		✓				
14. The relationship with the Department of Health should be re-set in line with the intentions of the 2022 Health and Social Care Act (Northern Ireland).		✓				
15. Consideration should be given to establishing a children's and families social care division in the Department of Health.		✓				
16. There should be the further development and deployment of multi-professional and multi-agency frontline teams and services to assist children and families.			✓			
17. There should be the further development of a skills mix within children and families frontline teams and services.			✓			
18. The Executive and Department of Health should create and use powers to mandate, and processes to assist, the development of integrated multi-agency services.		✓				

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19. The existing children's social care information systems should be compared and the best performing adopted as the region-wide system rather than Encompass being developed to incorporate the information systems requirements for children's social care.				✓		
20. Introduce a trainee social worker programme.	✓					
21. Build on and enhance Post-Qualifying Development programmes and qualifications for social workers and link them to specialist areas of practice and to career progression within statutory children's social care services.	✓					
22. There needs to be a re-set and re-focus for children's social care services to give a greater focus and attention to family support.			✓			
23. The success and contribution of Sure Start should be recognised and with it, along with other family support services, expanded, including for children aged 4-10 years			✓			
24. Re-arrange the statutory services team structure to have more of a community focus and presence.			✓			
25. Previous reviews of foster care policies and services should be updated and acted upon now and not allowed to drift.					✓	
26. Foster carers should be recognised and positioned as valued members of the children's social care workforce.					✓	
27. The experience and expertise of foster carers should be harnessed through, for example, the region-wide introduction of the Mockingbird model.					✓	
28. Consideration should be given to the public sector provision of additional smaller children's homes.					✓	
29. Do not allow the privatisation of care of children.					✓	
30. Respite care for disabled children should be expanded and with children receiving respite care not seen as looked after children.					✓	
31. Extend the transition period where appropriate and necessary for young people moving to adult services					✓	
32. Introduce a region-wide transitions advice and advocacy service.					✓	
33. Accommodation within the positive post-18 services needs to be expanded and more readily available.					✓	
34. Implement the major recommendations of the Gillen Review of the family courts.					✓	
35. Create less formal opportunities for the judiciary and leaders of children's social care services to build relationships and shared agendas to tackle current pressures and difficulties between the courts and children's social care services.					✓	
36. An independent parent-led organisation(s) should be funded to provide support and advocacy for parents engaged with children's social care services.		✓				

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37. Children and young people in care, and leaving care, should be able to identify and name a person they trust who will be recognised as a continuing presence alongside the young person in their engagement and relationships with children's social care services.					✓	
38. A decision should be taken to introduce a region-wide children's and families Arms-Length Body which includes current HSCTs' statutory children's social care services along with other allied services and professions closely related to children's social care.		✓				
39. Appoint a Minister for Children and Families to give political leadership and focus to the intentions of the 2015 Children's Co-operation Act and to be a children and families champion across government and alongside the Children's Commissioner.		✓				
40. Within the context of developing a region-wide children's social care ALB there should be the development of a regional care and justice centre within the Woodlands site.					✓	
41. The Lakewood site could then be available for repurposing to provide within-region services as an alternative to young people being placed within services outside of Northern Ireland.					✓	
42. There should be the development of emotional health and well-being services separate from clinical CAMHS services.		✓				
43. Within Beechcroft consideration should be given as to how best to tackle the concerns about young people with challenging and confrontational behaviours being within the same hospital ward space as young people with eating disorders.					✓	
44. There should be reflection about whether young people with a learning disability should be cared for and assessed within a hospital in-patient service. If this is to continue, action should be taken to tackle the isolation of the in-patient service.					✓	
45. The regional children's ALB should develop its own quality assurance and development processes and with independent participation within the processes.		✓				
46. The process, as already intended, of undertaking Case Management Reviews, should be speedier and more participative.					✓	
47. The relationship between the statutory funders of services and the VCS sector which provides services needs to be re-set as more of a partnership rather than a purchasing relationship.						✓
48. There should be longer-term funding commitments and horizons rather than the insecurity of annual budgets.						✓
49. There is without doubt the need for increased funding and investment to respond to the increasing poverty creating difficulties for children and families and to allow them to receive the help and assistance they need.						✓
50. The difficulties facing children's social care services need to be tackled with pace.				✓		
51. There should be a wide consultation on the proposals and recommendations from this Review.				✓		
52. Within six months, and the start of the New Year, decisions should be taken and action initiated to make the significance changes necessary to tackle the long-standing systemic and endemic				✓		

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difficulties for children's social care which impact on children and families and on the practitioners and managers who throughout this Review have demonstrated their commitment and their expertise but who are hampered and hindered by the current arrangements.						
53. There should be an annual conference, with participation by young people and parents and all who seek to provide help, to track progress and with a key role for a proposed cross-cutting Children's Minister along with the independence of the Children's Commissioner in facilitating the conference.						✓