

CORPORATE PARENTING PANEL

**Venue: Town Hall,
Moorgate Street,
Rotherham. S60 2TH**

Date: Tuesday, 9th April, 2019

Time: 3.30 p.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act, 1972
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency
3. Apologies for absence
4. Declarations of Interest
5. Minutes of the previous meeting held on 5th February 2019 (Pages 1 - 10)
6. Young Inspectors' Fostering Report
7. Fostering Recruitment (Pages 11 - 19)
8. Revised Foster Carer Fees and Allowances (Pages 20 - 27)
9. National Implementation Adviser for Care Leavers Annual Report (Pages 28 - 55)
10. The House Project (HP) (Pages 56 - 68)
11. Ofsted Focussed Visit (Pages 69 - 77)
12. Big Hearts Big Changes - Market Management Project (Pages 78 - 87)
13. Corporate Parenting Performance - February 2019 (Pages 88 - 110)
14. Looked After Children Update April 2019 (Pages 111 - 115)

15. Date and Time of Future Meetings: -
Tuesday, 2nd July, 2019

15th October

17th December

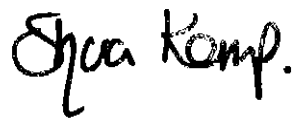
4th February, 2020

31st March

all commencing at 3.30 p.m.

Membership of the Corporate Parenting Panel: -

Councillors G. Watson (Deputy Leader and Children and Young People's Services Portfolio holder), V. Cusworth (Chair of the Improving Lives Select Commission), P. Jarvis (second representative of the Improving Lives Select Commission), M. S. Elliott (Minority Party representative/Adoption Panel representative) and J. Elliot (representative on the Fostering and Adoption Panels).



Sharon Kemp,
Chief Executive.

CORPORATE PARENTING PANEL
Tuesday, 5th February, 2019

Present:- Councillor Watson (in the Chair); Councillors Cusworth, M. Elliott and Jarvis.

Also present were:- Ailsa Barr, Peter Douglas, Catherine Hall, Tina Hohn, Ian Walker, Rebecca Wall and Cathryn Woodward.

Members of the Looked After Children Council present were Adorabella, Angelina, Brogan Jordan, Kaylen, Kiran, Manny and Zusanne together with Lisa Duvalle.

Apologies for absence were received from Councillor J. Elliot, Tracey Arnold and Jon Stonehouse.

49. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at the meeting.

50. MINUTES OF THE PREVIOUS MEETING HELD ON 18TH DECEMBER, 2018

Consideration was given to the minutes of the previous meeting held on 18th December, 2018.

Resolved:- That the minutes of the previous meeting held on 18th December, 2018, be approved as a correct record of proceedings.

51. ROTHERHAM THERAPEUTIC TEAM - ANNUAL REPORT 1ST APRIL 2017-31ST MARCH 2018

Ian Walker, Head of Service, presented the Rotherham Therapeutic Team's annual report for 1st April, 2017 to 31st March, 2018.

The report provided performance and activity data on the Service, reports on the activity and functioning of the Therapeutic Team and detailed Service delivery that had occurred during the year and those that were planned in 2019/20.

The In-house Therapeutic Team had been developed to meet the therapeutic, mental health and emotional needs of children in care whose needs were often overlooked/misunderstood and included a Clinical Psychologist lead, 4 Therapeutic Intervention Workers as well as highly skilled and experienced workers. The Service aimed to provide a swift initial intervention in order to avoid long waiting times in accessing intervention i.e. CAMHS.

The main headlines were:-

- The Intensive Intervention Programme (IIP) had seen an increase of provision to include 5 part-time workers. The Team was also supported by up to 3 trainee Clinical Psychologists and one Social Work student and/or an Art Therapy trainee
- The Team provided Rotherham's Statutory Post-Adoption Support Service, liaised with the Adoption Team, commissioned therapy using the Adoption Support Fund and the Statutory Post Special Guardianship Order Service
- Nationally the Team worked alongside the LAC Nursing Team and the Clinical Commissioning Group to ensure that children living in different parts of the country received CAMHS and other services as appropriate
- The Team had worked with 610 cases during the reporting year 457 of which were new referrals
- There had been 211 referrals into the Service in relation to Children in Care, with 94 children additionally referred with high scoring SDQs (Strengths and Difficulties Questionnaire)
- 357 interventions had been delivered
- Over 30 Children in Care, their carers and the professionals working with them had received an intervention from the IIP. This comprised the 'higher risk' children including those who had experienced multiple placement moves, those at risk of childhood sexual abuse and/or exploitation or children and young people who had histories of complex developmental, familial trauma who needed lengthy packages of therapy
- 35 new Post-Adoption Support assessments undertaken with a further 141 families receiving ongoing support
- Dedicated worker within the Team who provided support to carers of children with an adoption plan as well as a dedicated Post Adoption support Worker who undertook assessment, provided support or, where relevant, signposted to alternative provision
- 104 successful applications made to the Adoption Support Fund for post-adoption intervention. 72 children living with 65 families had been supported through the Fund
- 117 new Special Guardian referrals had been received. The Service was actively working with 70 families
- 'Team Around the Child' approach deployed to ensure everyone was working together to keep children safe, to support education,

placement stability and security for the child

- The Service planned to:-
 - Build on the IIP as a model of best practice for the most vulnerable children
 - Roll out Fostering Service workshops on the emotional needs of children in care and best practice in supporting carers and children
 - Work with the Adoption Service to review best practice guidance when moving children onto Adoption
 - Recruitment of 2 therapists to the Team to work with eligible post-adoption and post-SGO families
 - Develop links with Edge of Care and Early Help Services
 - Consider additional therapeutic models
 - Continue to use ASF effectively to support local families
 - Work with Performance and Quality Team and Liquid Logic to make better use of performance analytics

Discussion ensued with the following issues raised/clarified;-

- It would require substantial investment for other authorities to replicate the IIP. Rotherham was unique in having this Service
- Proposed discussions to take place with Independent Fostering Agency providers as to whether Rotherham could sell/reduce the cost of a placement because of the skills being provided to their foster carers for not only the child they were currently caring for but also future children
- The management team were very keen to work with universities on IIP regarding research in providing an evidence base for it
- Dr. Sara Whittaker had met with the Virtual School and was keen to work on some of the education data that was derived from the PEPS and attendance monitoring as it was felt that IIP was having an impact on what was happening within schools
- Through the Virtual School Governing Body it was hoped to extend the range of performance measures in respect of education i.e. persistent absence, exclusions etc.
- Initially it had been young people of 13 years and above but there were now children of 8 years old in the Programme. 8 years was felt to be the right age to be able to have the ability to engage at a therapeutic level
- The Virtual School was looking at children of that age who it was thought could be children who required support and, along with the

Social Worker, which would fit the criteria for the therapeutic work

Resolved:- That the report be noted.

52. THE MUSLIM FOSTER CARER PROJECT

Ian Walker, Head of Service, reported on the work taking place on the Muslim Foster Carer Project.

A Muslim Foster Carer Working Party had been established which included some of the Service's existing Muslim foster carers, Borough Councillor and the South Yorkshire Police Specialist Community Engagement Officer. However, it had since become apparent that it had resulted in limited impact.

A partnership was currently being developed with the Rotherham Muslim Community Forum (RMCF) to support the work. The Forum had also engaged with Mercy Mission UK who had a proven track record of recruiting Muslim foster carers for a number of local authorities.

It was planned that RMCF would use their strong local connections to highlight the pressing need for Muslim foster carers and to act as an initial point of contact for any expressions of interest. The initial expressions of interest would then be passed onto the Mercy Mission UK who would make an initial visit to the family in order to undertake a very broad viability assessment. Where appropriate, they would then refer the family to the Fostering Service for the full assessment to commence. The families would be supported throughout the assessment process by RMCF.

Mercy Mission UK would be seeking a monthly retainer underwrite marketing and administrative costs as well as a finder's fee for every placement payable only at the point of approval. They were reasonably confident that they could recruit up to 12 new foster carers from the Muslim community in Rotherham over the course of 2019/20.

The report detailed the financial implications of the proposal.

Resolved:- That the report be noted.

53. CORPORATE PARENTING PERFORMANCE DECEMBER 2018

Consideration was given to the report presented by Cathryn Woodward, Performance and Data Officer Social Care, provided a summary of performance for key performance indicators across Looked After Children Services for December, 2018. This was read in conjunction with the accompanying performance data report at Appendix A detailing trend data, graphical analysis and benchmarking data against national and statistical neighbour averages where possible.

A Service overview and context was provided which stated that at the end of 2018 a reduction in the number of Looked After Children had started to be seen with more children leaving care and less children entering care. The reduction in some of the longer term LAC had impacted the long term placement stability figure, however, the performance for placement stability indicators remained good overall. The second phase of the Right Child Right Care project had begun in January 2019 where a new cohort of children and young people were tracked with the focus of securing long term permanent homes for them and, where appropriate, moving children out of care. Also the Lifelong Links programme of work had commenced with the aim of improving outcomes for those children who did not have a plan to live with their family or secure permanence through adoption by helping them to make lifelong links with people who were important to them.

The report also drew attention to:-

- A reduction in the number of LAC since the last meeting of the Panel to 634 – the lowest number since the beginning of the financial year. The net reduction had slightly reduced the rate of LAC per 10,000 population to 112% from a high of 115.6%. However, Rotherham was still exceptionally high in comparison to statistical neighbours
- The percentage of children who ceased to be Looked After due to permanence was at 29% for the financial year an increased on the previous 2 years of 27.9% (2016/17) and 27.3% (2017/18)
- The percentage distribution by legal status remained consistent with 53% of children subject to full Care Orders, 31% on an Interim Care Order, 10% on Placement Orders with Care Order and 5% under Section 20
- The proportion of LAC with an up-to-date care plan had declined to 86.4%, the lowest so far this year. Team managers had been directed to address the shortfalls and would be a focus at performance meetings over the coming month
- 93.8% Statutory Reviews within timescale
- 96.5% statutory visits
- Due to a number of children ceasing to be Looked After through the 'Right Child Right Care' programme, the overall number of children had reduced to 65.8%
- The number of LAC with 3 or more placement moves in the last 12 months continued to improve – at the end of December the figures was at its lowest at 11.9% of LAC experiencing multiple placement moves

- 83.9% of LAC placed in family based settings including internal fostering, independent fostering, pre-adoption placements and those placed with parent/family/friends
- Known delays in the inputting of data for both Health and Dental information. The figures reported by the LAC Health Team were higher than those recorded in local systems
- Below last year's performance of 55% of Initial Health Assessments in time with only 46.2% recorded so far this year
- Up-to-date Health Assessments was also at a low of 82.2% at the end of December from 94.4% in July
- Dental performance had reduced to 66% from 76% in August
- 97% of LAC had a PEP meeting during the 2018-19 Autumn term with 86% of them being complete and signed off by the Virtual School. Schools were actively chased for incomplete PEPs, therefore, the figure would continue to rise
- At the end of December, 94.4% eligible LAC population had a PEP
- There had been a realignment of the performance reporting for the Care Leavers cohort to reflect the requirements of legislation. Performance would now be reported on the wider cohort of young people identified as care leavers as opposed to previous classifications arising as a consequence of allocation of a Personal Advisor
- The number of young people receiving a Care Leavers service at the end of December was 294
- The proportion of care leavers in suitable accommodation remained strong and had slightly improved to 96.3%, the highest this financial year
- The number of care leavers who were in Education, Employment or Training had slightly improved to 63.6% and placed Rotherham in the top quartile
- 70.5% of LAC were in foster placements
- One new foster carer approved – 150 inhouse fostering households
- 12 new foster families approved so this financial year with a further 7 assessments ongoing hopefully given a total of 19 approvals over 2018-19

- 17 de-registrations since April with a further 3 to be considered at the January Fostering Panel
- Target set of a net increase of 15 new foster families every year over the course of the next 3 years
- 7 new assessments that would be allocated in January
- 25 children had been adopted, 28% of which were adopted within 12 months of receiving the formal decision
- 23 children had become Looked After and placed in an adoption placement within the average of 380 days as opposed to the national target of 426 days. However, the national target between receiving a Placement Order and being match with an adoptive family was 121 days. For the 25 children so far there had been an average of 214 days
- 7 further children had Court dates set for Adoption order and one had an application lodged
- 27 children were already in their adoptive placements, 12 of which were able to lodge because the children had been in place for more than 10 weeks
- 17 sets of adoptive parents had been fully approved so far this financial year with a further 7 at stage 1 and 6 at stage 2 of the recruitment process
- Average caseloads for LAC teams 1-3 were high at 15.5 and teams 4-5 was 14.4
- Recruitment within the Court and Permanence Teams was becoming increasingly challenging and were currently operating on 75% capacity

Discussion ensued with the following issues raised/highlighted:-

- If a young person decided they did not want a Health Assessment their wish had to be respected
- There was no age limit for foster carers. The reasons for deregistration varied ranging from becoming grandparents, illness, bereavement, change in financial circumstances. A number had resigned during the investigation process
- The foster carer support package was currently being revamped and would include a designated Support Worker to provide them with the support they required and an identified buddy foster carer

- Members of the Improving Lives Select Commission were to meet with Rebecca Wall to gain a better understanding of the LADO process

Resolved:- That the contents of the report and accompanying dataset (Appendix A) be received and noted.

54. LOOKED AFTER COUNCIL - UPDATE

Adorabella, Angelina, Brogan Jordan, Kaylen, Kiran, Manny and Zusanne gave a powerpoint presentation on the work of the LAC Council which highlighted:-

- Pride of Rotherham Award 2018
- Young Volunteer of the Year 2018
Kiran Meharban
- Remembrance Sunday Service and Parade 2018
Brogan had laid the wreath
- Xmas Crafts LAC Council and Lil LAC Club
- Raising funds for LAC Council and Lil LAC Club Activities through:-
LAC Health Assessment
LACC NHS Consultation
Delivering training “Total Respect” to Social Workers, corporate parents and foster carers
Fundraising opportunities
CIDON Construction sponsorship etc.
Opened their own bank account
- Media Policy
The LAC Council produced DVDs, Voice Recordings, Pictures and Photographs as part of their LAC Council Training Sessions. All of these materials were owned entirely by the members of the LAC Council. Any use of these moving images, voices, photographs or pictures etc. without explicit consent by the Rotherham LAC Council was strictly prohibited. Any requests for public viewing of LAC Council materials should be made via email to **Lisa.duvalle@rotherham.gov.uk**
This would be added to the LACC Constitution
- “Total Respect” Training delivery by the LACC
25th April 9.30 a.m.-4.00 p.m. in the Garden Room, Rotherham Town Hall
15 places available for corporate parent, Social Workers, PA’s, foster carers
Professionals learning through young peoples’ experiences in care.

This training was an opportunity for professionals to learn from our children and young people

Email Lisa Duvalle if interested in attending

- Sheffield Film Festival
Rotherham LACC's film 'Precious Things'
22nd February at 9.30 a.m.-1.00 p.m. in the Dorothy Fleming Lecture Theatre, Arundel Gate, Sheffield

Discussion ensued with the following issues raised:-

- The LACC had received £400 for taking part in the Health Assessment
- The Virtual School would be interested to making use of the LACC's services with regard to a future consultation exercise
- The LACC was set up as a community group so could now draw down funding
- The plans for 2019 included planning for summer activities, appointment of Treasurer and Vice-Treasurer and solution focus
- The LACC would be attending a residential in August – Children in Care Council Regional meeting – for 3 nights at a cost of £95 per young person. It was suggested that each of the Corporate Parenting Panel members could be linked to a specific young person and be responsible for the collecting of sponsorship to contribute to the cost of the residential

Resolved:- (1) That the update be noted.

(2) That the LACC consider the offer of the Corporate Parenting Panel to be responsible for the obtaining of sponsors and also to discuss what event they would undertake for the sponsorship.

(3) That Lisa and Alisa discuss (2) further.

55. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006 (information relates to finance and business affairs).

56. ILACS SELF-ASSESSMENT LAC AND CARE LEAVERS

Ian Walker, Head of Service, submitted for information the ILACS self-assessment of LAC and Care Leavers.

Discussion ensued with the following issues raised:-

- Right Child Right Care
- IIP
- Regional Adoption Agency
- Foster care recruitment

Resolved:- That the report be noted.

57. DATE AND TIME OF THE NEXT MEETING: -

Resolved:- That a further meeting be held on Tuesday, 9th April, 2019, commencing at 3.30 p.m.

YOUNG INSPECTORS REPORT

ROTHERHAM

FOSTERING RECRUITMENT

FEBRUARY 2019



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Introduction:

Rotherham Metropolitan Borough Council has placed young people at the heart of inspecting services delivered to children, young people and their families.

The 'Young Inspector Programme' was set up in May 2015 to make sure Children and Young people's services are meeting quality standards, and that the voices of the most vulnerable children and young people are listened to and acted upon.

Guided by Ofsted frameworks, locally developed standards and legislation, the Young Inspectors test compliance against standards to inform service improvements and identify areas of positive practice. Ensuring the views and experiences of young people are actively listened to and acted upon to make a difference is integral to the outcomes of the programme.

Fostering Recruitment Inspection Details:

Date of Inspection:	Tuesday 19 th February 2019
Inspection Team:	<ul style="list-style-type: none"> • 5 Young Inspectors – Adiba, Haleemah, Faatimah, Ibrahim and Amariya • Young Inspector Co-ordinator – Ashlea Harvey
Inspection Theme:	<ul style="list-style-type: none"> • Quality of Service <p>Methods:</p> <ul style="list-style-type: none"> • Website Inspection • Telephone Mystery Shopping
<p><i>This report has been compiled by the Young Inspector Co-ordinator and Young Inspector Programme Manager from the Young Inspectors direct feedback.</i></p> <p><i>The Young Inspectors ensure that balanced feedback is provided and appreciate that not every finding, issue or suggestion will inform an improvement action</i></p>	
<p>Overall 6 positive points and 9 suggestions/findings/issues identified</p>	

INSPECTION RESULTS

Telephone Mystery Shopping

Scenario – One young inspector made a telephone call to Rotherham Fostering Recruitment Team to make an enquiry about becoming a Foster Carer

Four young inspectors listened to the telephone call and responses and each one gave their feedback, alongside the young inspector who made the call.

Overall 10 Positives and 18 Suggestions/Findings/Issues from the mystery shop telephone call. This mystery shop was telephone recorded and this information has been saved. If you wish to listen to the call, please contact Ashlea Harvey.

Positives:

- The telephone call was answered within 3 rings
- The member of staff answering the call provide a greeting
- The member of staff gave their name
- When asked if they fully understand what will happen next (this could be you will receive a welcome pack, further telephone call etc.) the young inspectors said:
 - 80% (4/5) said yes
 - 20% (1/5) were unclear
- When asked if the member of staff listened to your question and wanted to help you become a Foster Carer?
 - 80% (4/5) said yes
 - 20% (1/5) were unclear
- What was the one thing you felt went really well with the call the young inspectors said:
 - “She clarified everything”
 - “That she asked about confidentiality”
 - “They talked how safe children should be”
 - “The lady explained lots of detail about fostering very clearly”
 - “Talked about the process”

Suggestions/Findings/Issues:

- Telephone number was not clear when doing a website search
It was the 5th option on the list following a search. Private foster agencies are higher on the list
- The member of staff did not ask how they could help
- We had to wait approximately 10 minutes for a return telephone call, the first member of staff who answered the call, could not help with the enquiry.

- There was personal questions about why I wanted to be a Foster Carer – the quotes from the young inspector are:

“They were asking personal questions about why I couldn’t have children and they were talking about the process of being a foster carer.”

“She explained about fostering. Asking personal information. Talked about having to have DBS Checks and a health medical.”

“Talked about the process and talked about medical issues.”

“Talked about the process of fostering, information about it. Asked questions about your life and DBS check.”

“Explained about fostering, asked personal information, checks and health assessments.”

- When asked if they felt they had clear information about becoming a Foster Carer for Rotherham the young inspectors said:
 - 60% (3/5) said No
 - 40% (2/5) said Yes
- When asked if they felt the member of staff you have spoken to was very knowledgeable about of the Fostering service, she gave you positive, realistic information the young inspectors said:
 - 60% (3/5) said Yes
 - 40% (2/5) were unclear
- When asked if they were made to feel that becoming a Foster Carer would be a positive experience the young inspectors said:
 - 40% (2/5) said Yes
 - 40% (2/5) were unclear – Did not mention any support you get
 - 20% (1.5) said No
- Was their one thing that really worried you about the telephone call the young inspectors said

“The information needs to be clear”

“When she asked about my medical”

“She was quite intrusive about certain topics”

- Is there one thing that you think could be changed to make things better for potential Foster Carers when they are making an enquiry the young inspectors said:

“Telephone number needs to be on the website and the information about it”

“When they ended the calls 3 times”

“More open and encouraged to foster carer. Be aware of what time periods you can foster for and how long it takes to be approved.”

Website Inspection:

3 Young Inspectors reviewed the website

These are the overall results from the views of the 3 young inspectors.

Young Inspectors put into the search bar – Fostering in Rotherham

The chose the website Fostering Rotherham Borough Council

Overall 7 Positives and 14 Suggestions/Findings/Issues from the website inspection.

For some of the following questions, young inspectors were asked to rate 0 to 10 how good they felt the information was, with 0 being very poor and 10 being as good as it can be.

- How easy was it to find the information
 - 4/10 It did not mention any contact details and had to search for the number in the search engine and track the number
 - 4/10 This was because there was no contact number, where you can see it
 - 6/10
- Do you feel you were provided with all the information you needed
 - Lots of information was provided in detail about the process of becoming a Foster Carers and what procedures you have to go through to become one
 - No because it did not tell me how long it would take
 - No because there was no contact information
- How helpful was the information?

- 8/10 The information was quite helpful because it allowed an insight into what it is to become a Foster Carer and was clear of all the steps included
- 5/10 The information was very blunt
- How customer friendly is the information on the website
 - 8/10 Easy read
 - 9/10 It has information
 - 8/10 Easy to understand
- How easy is the website to navigate around
 - 4/10
 - 5/10
- Do any links on the webpage work
 - 4/10 It is very hard to find the telephone number
 - 5/10 No telephone number
- Please provide any comments about what is good about the website
“The website contained lots of images and videos.”
“Videos”
- Please provide any comments about what could be made better/improved
 - Telephone number
 - Finding the telephone number
- What overall rating would you give the website
 - Fair
 - Good

Fostering Recruitment

DATE: – February 2019

The inspection included telephone mystery shopping and website inspection.

The Young Inspectors have reviewed the findings from each of the activities and have recommended that actions are prioritised from the findings in the Fostering Recruitment Report. They have highlighted the themes of what they felt was working well and what they were worried about and have given the service an overall rating.

Overall they found 17 Positives and 32 Suggestions/Findings/Issues – full report already shared with service.

What's working well?

Telephone Mystery Shopping:

1. The telephone was answered after 3 rings
2. The person answering the phone, gave a greeting
3. The person answering the phone, gave their first name
4. Following the return telephone call, the person explained what a DBS check was and that I would need to have one of these
5. They discussed about Children Safety and fostering supported children to feel safe
6. They felt the person answering the call, was listening to them

Website Inspection

1. The young inspectors said the information Was quite helpful because it gave you an insight into what it is to become a Foster Carer and the processes/steps you will go through.
2. There were videos and pictures which made the information personal
3. The wording is easy to read and easy to understand

What are we worried about?

Telephone Mystery Shopping:

1. The first person answering the telephone call could not answer the enquiry, we had to wait 10 minutes for a call back
2. The young inspectors felt the questions they were asked following their enquiry about becoming a foster carer, were very personal and a bit off putting – they talked about the legal side of a DBS check and asked personal questions about health
3. The questions could have been upsetting to someone "Asked why I couldn't have children of my own?" "Asked had I been medically diagnosed that I could not have children?" "Asked if adoption would be an option, I have considered"
4. The young inspectors said it was not clear about support they would receive in the journey to become a Foster Carer
5. Overall the young inspectors did not get a positive message about the journey to become a foster carer
6. The telephone number was not easy to find

Website Inspection

1. It is difficult to find contact details, these are not clear, for something personal, people may want to speak with someone and the telephone contact number is difficult to see
2. It does not give any timescales about how long it would take to be approved to be a foster carer or how long each step takes
3. The website was not easy to navigate around
4. Some of the information could be a bit clearer, some of the information is blunt, but some people may think this is being straight to the point.

No.	Issue / recommendation / area for development – These are the suggestions from the Young Inspectors	Lead / Action owner	Required By (Date)	RAG Status
1. Process for Initial Enquiry				
1.1	<p>Have an agreed positive message that will be used consistently for all initial enquiries about wanting information about becoming a Foster Carer, for all members of the team can use.</p> <p>Have a checklist, that is ticked off to say that all relevant information has been shared with anyone enquiring about becoming a Foster Carer</p>			
2. Be Encouraging				
2.1	<p>Be more encouraging about becoming a Foster Carer, give some positive information, the benefits of taking on this role – maybe share a positive story about a child and/or carer.</p> <p>Talk about where support will be given and when, talk about Foster Carer groups and how these support carers.</p>			
3. Don't be too personal				
3.1	Explain the criteria for becoming a Foster Carer – do not ask intrusive, personal questions			
4. Communication				
4.1	Make the telephone number to make an enquiry prominent on information, also promote other ways to make initial enquiry i.e. online enquiry			
5. Website Review				
5.1	<p>Information on the website needs to be consistent with information on leaflets and what is given in person etc.</p> <p>The information on the website, could tell a story – going through the process</p> <p>Enquiry; Applying; Training; Acceptance – Stories from children, young people and carers.</p> <p>Clearly display the telephone number for enquiries</p>			

Summary Sheet

Report Title

Revised Foster Carer Fees and Allowances

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Jon Stonehouse

Report Author(s)

Catherine Boaler (Service Manager- Fostering & Adoption)

Ward(s) Affected

All

Summary

- 1.1 Rotherham Council, as a 'Child Centred Borough', which is reflected in the intention of the Children and Young People's Services Directorate to be rated 'outstanding' has in pursuit of this ambition produced a revised 'offer' for Foster Carers in regards to the fees and allowances that they receive.
- 1.2 This report seeks to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in Rotherham in a foster family environment.
- 1.3 Rotherham has a shortage of all foster care placements, but particularly foster care placements for adolescents and larger sibling groups. The Council places too many young people in Independent Fostering Agencies (IFA's) and residential care.

Recommendations

It is recommended that the Director Leadership Team approves the implementation and changes to Foster Carer Fees and allowances as follows:

- An additional skill level fee to paid to the carer when caring for more than one child

- The weekly allowance, to cover the expense involved in caring for a child to remain the same (Slightly above national minimum average recommended)
- Changes to payments to Foster Carers for Birthdays, Christmas/ Cultural Celebrations and Holiday Pay for the child in placement.

List of Appendices Included

Appendix 1- In House Fostering Rates- Benchmarking Exercise

Background Papers

Revised Recruitment & Sufficiency Strategy

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

1. Recommendations

It is recommended that the Director Leadership Team approves the implementation and changes to Foster Carer Fees and allowances as follows:

- An additional skill level fee to paid to the carer when caring for more than one child
- The weekly allowance, to cover the expense involved in caring for a child to remain the same (Slightly above national minimum average recommended)
- Changes to payments to Foster Carers for Birthdays, Christmas/ Cultural Celebrations and Holiday Pay for the child in placement.

2. Background

- 2.1 This report seeks to improve the care experience for children and young people in Rotherham by ensuring that wherever possible they are looked after in Rotherham in a foster family environment. This is in accordance with the authority's ambition to become an outstanding children's services authority.
- 2.2 It is well understood that the needs of children and young people can only be met effectively if they live in an environment that provides a high quality of care and support. In general this is located within a family home setting, which additionally is also the most cost effective placement. It also follows that, wherever possible, children and young people should be placed within their own community which enables them to continue to have contact with the people and community of the most importance to them, thus promoting a strong sense of self, fundamental to resilience in later life.
- 2.3 Rotherham Metropolitan Borough Council currently has 642 children in care. Around 170 are placed with Rotherham Borough Foster Carers. Rotherham has a shortage of all foster placements but particularly of placements for

adolescents and for larger siblings groups. There are too many children and young people placed out of borough because there are not enough local placements.

- 2.4 The lack of sufficient foster placements means that Rotherham relies on the use of independent fostering agencies or residential provision, all of which are more costly. This has led to a position where there is significant pressure on the external placement budget. In house placements are also more likely to maintain placement stability because the SW support is more readily at hand and the placements are likely to be more local thus maintaining links for the child with family and community which assists to provide placement stability.

3. Key Issues

- 3.1 In response to the current sufficiency position this proposal forms part of the work to transform the local authority's in-house fostering agency 'offer'. This includes a review of Rotherham's fostering provision, including a review of the payments to Foster Carers. It is anticipated that some existing Rotherham foster households may be able to increase the number of children they care for and provide an opportunity to increase placements.
- 3.2 However, the Council will not meet its sufficiency of placement provision for 'Looked after Children' without attracting additional carers to foster for Rotherham and ensuring existing Foster Carers are retained and developed.
- 3.3 The consultation with Foster Carers (At the Foster Carer Forum) considered the elements of the current fees and allowances as follows:
- An additional skill level fee to paid to the carer when caring for more than one child
 - The weekly allowance, to cover the expense involved in caring for a child to remain the same (Above National minimum average recommended)
 - Changes to payments to Foster Carers for Birthdays, Christmas/ Cultural Celebrations and Holiday Pay for the child in placement.
- 3.4 Whilst financial incentives are a consideration, Foster Carers have said that they regard the level of support received from their fostering social worker as being critical to their fostering experience. This was also true when managing complex placements. They identified the wrap around support provided in such circumstances makes the difference to their commitment to foster for Rotherham.
- 3.5 In reviewing the fee rate and developing the 'offer' it is essential to ensure the fostering service remains financially competitive, whilst supporting the recruitment and retention of more locally based Foster Carers.
- 3.6 The outcome of the consultation and review is that the proposed 'offer' incorporates financial incentive and ongoing good quality support, training and development for Rotherham's Foster Carers.

4. Options considered and recommended proposal

- 4.1 Option One: Take no action. This is likely to result in a continuation of the current position where an unacceptable number of children and young people are placed in residential care, and with independent providers and/or away from the borough and 'at a distance' from their family, schools and support networks. This would have an adverse impact on outcomes for children and costs would continue to remain high.
- 4.2 Option Two: **(recommended option)**: To develop a foster carer 'offer' that incorporates the following: competitive financial incentives for caring for additional children/ young people, good quality support and training and development. This will require some investment, but an increase in the number of these placements will be a key enabler in improving outcomes and reducing the overall cost of placement provision.

The Proposal: Revised Fees and Allowance 2019/2020

Skill Level	1 st placement	2 nd placement	Subsequent placements
1	£100.00	£100.00	£50.00
2	£125.00	£125.00	£62.50
3	£175.00	£175.00	£87.50
4	£360.00	£360.00	£180.00

<Full payment for 1st placement and 2nd Placement, 3rd Placement 50%>

Child Age Amount

0-4	£133.54
5-10	£152.12
11-15	£189.37
16+	£230.30

<Allowances to remain the same>

Birthdays, Christmas and Holiday allowances to be paid in addition to the above allowances.

Age	Birthday	Christmas/Cultural celebrations	Holiday
0-4	£133.54	£133.54	£267.08
5-10	£152.12	£152.12	£304.24
11-15	£189.37	£189.37	£378.74
16 plus	£230.30	£230.30	£460.60

<Birthdays & Christmas/ Cultural celebrations= 1 weeks allowance>

<Holiday Pay= 2 weeks allowance>

RMBC-Current Fees and Allowances

Skill level	1 st placement	2 nd placement	Subsequent placements
1	£100.00	N/A	N/A
2	£125.00	N/A	N/A
3	£175.00	N/A	N/A
4	£360.00	N/A	N/A

Child Age	Amount
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0-4	£133.54
5-10	£152.12
11-15	£189.37
16+	£230.30

Birthdays, Christmas and Holiday allowances to be paid in addition to the above allowances.

Age	Birthday	Christmas/Cultural celebrations	Holiday
0-4	£121.85	£182.77	£243.70
5-10	£137.98	£206.97	£275.96
11-15	£168.09	£252.13	£336.17
16 plus	£ 206.25	£309.39	£412.51

Recommended National minimum weekly allowance (2019-2020)

Child Age	Amount
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0-4	£132.00
5-10	£146.00
11-15	£167.00
16+	£194.00

5. Consultation

- 5.1 This report has been written in consultation with the finance department.
- 5.2 A consultation with Foster Carers (at the Foster Carer Forum) regarding the rationale and options for a revised Fees and Allowances was undertaken and has informed this proposal.

- 5.3 Foster carers were very clear that their motivation to foster was not solely based on finance. However, they felt that the skills payment for additional placements felt 'fair' and may provide more of an incentive to take additional placements where possible and to attract new foster carers to Rotherham.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Subject to DLT approval, the revised payment structure will be introduced from April 2019.

7. Financial and Procurement Implications

- 7.1 The cost of implementing the proposed fostering allowances based on the current number of children with existing in-house foster carers would be an additional £321k per year. Based on the proposed allowance scheme the average cost of an in-house placement would be £18k, an increase of £2k per annum, per child compared to the current scheme.
- 7.2 The current average cost of an IFA placement is £44k, meaning there would be a cost reduction of £26k should a child be placed in an in-house placement at the proposed scheme rates rather than an IFA.
- 7.3 To breakeven with this proposal an additional 12.3 children will be required to transfer from IFA to in-house foster carers, and therefore increasing the net increase of in-house placements from 23 (15 + 8 carer adaptations) to 36 in the 2019/20 financial year.

8. Legal Implications

- 8.1 The current proposals demonstrate that Rotherham Metropolitan Borough Council has implemented a fair approach in that it has considered amounts paid by neighbouring local authorities; whilst also taking into account the recommended national minimum payments for allowances to devise proposals which will assist it in improving services and carrying out its statutory duties towards its looked after children.

9. Human Resources Implications

- 9.1 None predicted.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The proposal seeks to attract additional Foster Carers and placements such that wherever possible, children and young people can be placed within their own community. This will enable them to continue to have contact with the people and community of the most importance to them, promoting a strong sense of self, fundamental to resilience in later life.

11 Equalities and Human Rights Implications

- 11.1 The proposed changes to fees and allowances have been developed following consultation with foster carers (at the Foster Carer Forum). The overall assessed impact is concluded to be a positive one in terms of enhanced skill level fees (for additional placements) along with good support, and training. Foster carers felt that the changes were positive in terms of future recruitment and retention of foster carers.

12. Implications for Partners and Other Directorates

- 12.1 None noted.

13. Risks and Mitigation

- 13.1 There is a risk that Foster Carers may receive an increase in payments for additional placements without increasing the number of children being cared for although this is felt to be very unlikely. If the planned number of Foster Carers does not increase then this could have a negative impact on the Councils budget. This is mitigated by the change in approach and the recruitment resource identified in this proposal, which will include the revised marketing/ Recruitment strategy to specifically attract Foster Carers with the capacity to care for adolescents and children with more complex needs.
- 13.2 The revised changes will offer an inducement to potential Foster Carers to offer their services to Rotherham Council and it is hoped will lead to current carers considering additional placements/ placements of sibling groups.

14. Accountable Officer(s)

Approvals Obtained from:-

	Named Officer	Date
Strategic Director of Finance & Customer Services	Neil Hardwick	26.03.19
Assistant Director of Legal Services	Rebecca Pyle	26.03.19
Head of Human Resources (if appropriate)	Amy Leech	26.03.19

Report Author: Catherine Boaler (Service Manager -Fostering & Adoption)



Nadhim Zahawi MP

Parliamentary Under-Secretary of State for Children and Families

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Directors of Children's Services
Lead Members for Children

14 December 2018

Dear Directors of Children's Services,

REPORT BY NATIONAL IMPLEMENTATION ADVISER FOR CARE LEAVERS

I attach a report compiled by Mark Riddell, the national implementation adviser for care leavers. Mark was appointed to work with all local authorities to help them implement the new care leaver provisions introduced through the Children & Social Work Act; and to offer consultancy support to any local authority that wanted to benefit from his expert advice.

During his first year in post, Mark has visited around 40 local authorities and identified a number of examples of how local authorities are implementing the new duties effectively, as well as innovative practice more generally – which have been brigaded in his report under the 5 outcomes set out in the cross-Government care leaver strategy, 'Keep on Caring'.

I know that, like me, you are passionate about improving the outcomes of care leavers and I hope Mark's report provides some ideas on how you can make sure that your leaving care service is responding fully to the challenges that they face.

If you haven't already taken up Mark's offer of support and would like to talk to him about how he might be able to support you to develop your leaving care service further, please contact him at: Mark.Riddell@education.gov.uk.

Yours sincerely,

Nadhim Zahawi MP

Parliamentary Under-Secretary of State for Children and Families



Department
for Education

National Implementation Adviser for Care Leavers' First Year Report

October 2017 to October 2018

Ministerial foreword



When children and young people are taken into care, the State becomes their parent. And in fulfilling that role, the State needs to be as ambitious and aspirational as any other parent is for their children. It needs to provide the love and support that all children need in order to thrive; it needs to help them prepare for the challenges of independent adult life; and it needs to help them to access the opportunities they need to progress and make successful lives.

Local authorities are the primary parent. It is they who make the day to day decisions about where children in care and care leavers live, who cares for them and what additional support they will receive to help them overcome their difficult starts in life, such as additional support to improve their educational attainment, or emotional health and well-being.

The quality of support that local authorities provide is therefore vital. That is why, building on the existing set of duties on local authorities, we have extended the support package that local authorities are required to provide to care leavers, including a new duty to consult on and publish their 'local offer'; and a duty to offer Personal Adviser support to all care leavers to age 25.

To support local authorities to introduce these changes my predecessor, Edward Timpson, appointed Mark Riddell to be the national implementation adviser for care leavers. Over the last year, as well as attending lots of national and regional events, Mark has visited over 40 local authorities to offer advice and support. He has told me that many local authorities are responding positively to the new challenges and I am encouraged by what he has told me about the additional commitments that LAs are including in their local offers, which are now beginning to be published. For example, we know that around half of LAs have decided to introduce Council Tax exemptions for care leavers.

Now that Mark has been in post for a year, I have asked him to compile examples that highlight some of the innovative ways that local authorities are taking forward their new responsibilities and improving the lives of care leavers. This report shows how LAs are being creative in responding to the challenges that care leavers face. Examples have been brigaded under the 5 outcomes set out in the cross-Government care leaver strategy – Keep on Caring. I encourage you all to review this report and think about how you can replicate the good practice in it in your own local areas.

A handwritten signature in black ink, appearing to read 'N. Zahawi'.

Nadhim Zahawi MP
Minister for Children & Families

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Summary

Reflections from the National Implementation Adviser for Care Leavers on his findings from his visits from local authorities in his first year in post.

Expiry or review date

This guidance will be reviewed before October 2019.

Who is this publication for?

This guidance is for:

- Local authorities

Main points

This report is based on Mark Riddell's visits to local authorities in his role as the national implementation adviser for care leavers following the passage of the Children and Social Work Act 2017. It celebrates his findings of what is working well and identifies good practice relating to provision for care leavers that all local authorities will find useful. The report also identifies some key challenges that local authorities will need to address in order to provide consistently high quality services for care leavers that fully reflect the corporate parenting principles they should be embedding across services for care leavers.

Reflections from the National Implementation Adviser for Care Leavers



I am pleased to be publishing my first annual report just after we have celebrated Care Leavers week in October 2018.

It has been an interesting year for me, leaving local government after many years and taking up my role as National Implementation Adviser for Care Leavers. My journey in local government has always been both professionally and personally rewarding but

none more so than with Trafford Council when, in 2016, it was the first local authority in the country to be judged by Ofsted to be 'outstanding' under the care leavers sub-judgement. With this brought huge amounts of interest both from local authorities across the country and from central government.

In my first meeting with the former Children's Minister, Edward Timpson, I advised him that Trafford's approach was underpinned by one key principle – in everything we do, or change, or develop, we have to ask ourselves 'is that good enough for my child'. If that's the starting point what you will find is that discussions and decisions take on a whole new meaning. The Minister was particularly interested in Trafford's Corporate Parenting approach - how we had consulted on and delivered our local offer, including the additional discretionary services we offered over and above care leavers' legal entitlements; and how we had introduced an offer for all our care leavers through to age 25.

Over the last 12 months I have visited over 40 local authorities to offer advice on introducing the new duties brought in through the Children & Social Work Act. It has been heartening to see how positively the sector is responding to the challenge. During those visits I have learnt a huge amount and seen some excellent ways in which local authorities are improving their offer to care leavers, which I have pulled together in this report.

One of the most encouraging things I have seen is the way in which the work to develop their local offer has helped local authorities to work more closely with key partner agencies and stakeholders, especially at a leadership and strategic level.

This report celebrates what is working well and tells a positive story about the difference we are making to the lives of care leavers. But of course there is still a long way to go before every care leaver receives the level of support that we would consider to be good enough for our own children. I have set out my thoughts on the key challenges ahead at the end of the report

Nevertheless, as this report illustrates, there are many examples where local authorities are making a positive difference to care leavers and are being energized and supported in their efforts to change things for the better.

Keep on Caring strategy/context

The government has made clear that it is passionate about improving the lives and life chances of care leavers. It has said that young people leaving care constitute one of the most vulnerable groups in our society, and stated that both government and wider society have a moral obligation to give care leavers the support they need as they make the transition to adulthood and independent living.

There has been much good work done over the past few years to improve that support, including the launch of the Keep on Caring Strategy in July 2016 and the new care leaver-related provisions in the Children & Social Work Act 2017. I am hoping that we can continue to build and deliver services to care leavers that improve their outcomes and life chances.

However, outcomes for care leavers remain much worse than for their counterparts in the general population and the quality of leaving care services provided by local authorities' remains variable. The care leaver cohort is also changing, as more children enter care at age 16 and over, and with more unaccompanied asylum seeking children (UASC) entering the care system. These changes present new challenges for us all.

The strategy identifies and describes how the State, as corporate parents, will support care leavers to achieve five key outcomes. For the purpose of my Annual Report I will focus on these five key outcomes, making references to practice I have observed, citing good practice examples from local authorities, many of which are being introduced as a result of consulting care leavers on their new local offers.

From November 2017 to October 2018, I have visited 37 local authorities who took up the offer of free consultation and advice regarding their care leaver services (see Annex 1 for a description of the 2 consultation options available to local authorities).

This report draws on examples from these local authorities, as well as good practice that I saw in the New Belongings Project, for which I was the lead officer for the North West.

The visits to local authorities represent most of my work during my first year in my role as national implementation adviser. But I have also attended meetings of all of the Regional Leaving Care Forums and the National Leaving Care Benchmarking Forum and presented to their members on introducing the new legislation and highlighting good practice examples of local authorities' local offers. I have also met with Children in Care Councils both locally and regionally.

Outcome 1: Better prepared and supported to live independently

The first outcome in Keep on Caring is that all young people leaving care should be better prepared and supported to live independently. In this report, I have focussed on four key areas that I believe local authorities should be addressing in order to achieve this outcome for care leavers:

- How local authorities have used the new corporate parenting principles to develop a local offer that reflects the contribution that every part of the local authority (not just Children's Services) can make, to ensure that care leavers get the support they need;
- How local authorities have subsequently improved their local offer, taking account of the feedback that they received from care leavers;
- How local authorities have implemented the new duty to offer Personal Adviser support to all care leavers to age 25; and
- How local authorities are ensuring that care leavers develop the knowledge and skills to live independently; and have access to the practical and emotional support they need.

Corporate Parenting

From both my own experience and what I have seen on my visits to local authorities, having a strong Corporate Parenting ethos is the bedrock for good services for care leavers. Strong leadership from the Chief Executive in the local authority is key, as well as having the right membership on the Corporate Parenting Board.

The Model

Most local authorities I visited had a traditional Corporate Parenting Board, where elected members, senior officers and children in care councils come together to discuss particular themes affecting children in care and care leavers, alongside reviewing their local data. An alternative approach I have been advising local authorities to adopt is the 'Champion' model that was developed in the New Belongings project. This approach involves elected members taking on the 'champion' role for a particular area of business/service, for example, housing. The way in which this model has been applied in the London Borough of Waltham Forest and in Barnsley is set out below:

London Borough Waltham Forest

Corporate Parenting Board Meetings – our new approach

In Waltham Forest, the lead member believed that a thematic approach would bring a new focus to the work of the board and enable a more creative and dynamic environment which would better support the delivery of key priorities.

Each meeting focuses on one or two thematic questions related to the key outcomes for care leavers (health/housing/engagement in EET), which enables more time at board meetings to focus on solutions. The Chair has also created executive board meetings, which meet 5 times a year prior to the Board. The purpose of these meetings is to hear directly from front line staff and young people representatives. This approach ensures meetings have a focus on the areas of most importance, which will really make a difference to young people's outcomes.

The board includes a care leaver champion who has been employed by the leaving care team to lead participation work with care leavers in the local authority, who can bring the voice of care leavers to the heart of the decision making process. The champion is playing an active role in shaping support to young people but also feeding back to the Board regarding the views of children. The champion sits on the Board as well as on the Children's Services scrutiny committee. Being directly employed by the council supports the importance of the role and enables her to better network and reach young people who might not otherwise want to engage. In July, she addressed the full Council in the chamber, articulating the continuing challenges and needs of care leavers and reminding elected members of the importance of their Corporate Parenting role and responsibilities.

Barnsley Council

Members of the Corporate Parenting Panel in Barnsley have formally agreed:

1. that their role is to act as 'pushy parents' for their children in care and care leavers and that the agreed litmus test, which is referred to consistently in meetings and all activities is, "would this be good enough for my child?";
2. to raise the aspirations of and for care leavers and hold officers to account at every Corporate Parenting Panel and Overview & Scrutiny committee against indicative performance outcomes;
3. that the panel would set more aspirational outcomes for their care leavers and to focus on, for example, raising EET outcomes and participation;
4. that a care experienced young person would be appointed as a full and equal member of the panel, to offer challenge from the Care4Us Council;
5. that senior leaders would mentor young people leaving care;
6. that the Care4Us Council attend the full Council's cabinet yearly to report on the Pledge and Takeover Challenge activities; and

7. that Senior Leaders and the Lead Member for children routinely meet with young people, as well as accompanying Social Workers on visits to quality assure practice, and hear the experience and views of children and young people.

Here is an example of a story that was told to a Corporate Parenting Board that changed housing practice and an end to the use of 'intentionality' for care leavers.

Stories are the new data

'I moved into my new flat and was so excited. It was my own place. After a few days I got a knock on my door. I answered the door and there was a man standing there. He was quite old. He said he lived downstairs and if I ever needed anything to give him a shout. I said thank you and closed the door. An hour later the same man knocked on my door this time offering me to join him for tea. Which I again said no thank you and closed the door. That evening I went out with a few friends and after telling them where I lived I was informed that there was a schedule one offender living in the block of flats and they described the man who had knocked on my door twice. I went home frightened and did not do much for a week. I froze. I locked myself in and refused to answer the door to anyone. I finally got the courage to answer the door to my personal adviser. It was agreed that this flat was not safe for me and that I would not return to it. I was told by housing that I had made myself homeless and that I had no options to be re-housed. We challenged this and after a long time I managed to get another flat. Would you say 'that is good enough for your child'.

The example shows the importance of not just looking at data as it does not always tell the whole story. Stories can be much more powerful than data in getting members actively involved in championing improvements for care leavers and shows how powerful the user's voice can be in changing policy and practice. This was discussed in length at the Board and it was agreed that this 'was not good enough for their children'. The social housing provider no longer applied 'intentionality' to care leavers and have become members on the Corporate Parenting board.

Membership of the Board and Key Partner Agencies

With the new statutory duties in place, this is an ideal opportunity to ask 'have we got the right people in the room?'. My visits to local authorities and discussions with Board members indicate that partner agencies are often not represented on corporate parenting boards. This inhibits multi-agency responses to the challenges care leavers face. The local offer provides an opportunity to work with partners such as Jobcentre Plus, CCGs, adult mental health services, YOS/Probation, Housing, Police, etc.

However, I have seen some encouraging examples of joint working in a number of local authorities such as:

- in Coventry, it has agreed that a Housing worker will be placed in the leaving care service to support care leavers into independence and to be tenancy ready. Already they are seeing the benefits of this by care leavers feeding back that they are now better prepared to maintain their tenancies; and
- Norfolk has arranged a half day event where they brought all of their key partners, elected members and operational staff together into the same room to discuss in detail the offers from each key partner agency. A number of ambitions have now been set including that no care leaver will be made homeless and any accommodation being used will be of high quality.

The Local Offer for Care Leavers

The local offer for care leavers is the result of each part of the local authority thinking about how its services can be tailored so that care leavers achieve the best possible outcomes, having taken account of the Corporate Parenting principles. Taking a whole council approach will strengthen the local offer and will help care leavers make a successful transition to independence. I have set out some examples of the way in which some authorities have developed their local offers.

London Borough of Bromley

One approach I have seen was in Bromley where their offer is being driven by their CEO. Their approach is that they are serious about their new corporate parenting duties and that they are not doing this in isolation. Bromley have set up consultation meetings with care leavers and 'local offer' meetings with all key partner agencies involved with care leavers and have got 'into the detail' of what is the actual offer to care leavers. In doing this, Bromley quickly realised that there were significant disparities between what each agency was offering and in reality what care leavers actually needed. As the offer is being driven at the highest level there is a greater strategic buy in from internal and external providers and therefore developing the local offer together was easier to negotiate.

Kingston Upon Hull

In Hull where their local offer is also being driven by both their CEO and Director of Regeneration they have agreed that their 'local offer' needs to be constantly revisited to ensure it is providing the support that care leavers need. Hull has therefore created a 'Local Offer' role with responsibility for reporting to the CEO and the Board. This is the first dedicated post I have come across and following a follow up visit to Hull – six months after the initial two day formal visit - their local offer has seen huge developments. Here are just a few examples of their strengthened offer:

- New dedicated hub for care leavers – providing an integrated service with key partner agencies in the same location.
- Investment of additional leaving care Personal Advisers.
- A 16+ model now being developed (previously was an 18+ model).
- Council Tax Exemption to 25yrs being progressed.
- Reduced travel costs for care leavers with ambition of having free travel for care leavers across Hull.
- Jobs for care leavers in ‘family business’ – 3 care leavers started work recently in Hull City Council.
- City wide approach to improving care leavers’ engagement in EET with the Director of Regeneration as Champion for care leavers looking to secure offers of support for care leavers from Business/Private/3rd Sector.
- Agreement by their social housing provider that ‘priority’ actually means priority for care leavers with no banding, etc.

Further examples of good local offers can be found on the following links below:

- Waltham Forest:
https://search3.openobjects.com/mediamanager/walthamforest/fsd/files/care_leavers_offer_booklet_1.pdf
- North Yorkshire: <https://www.northyorks.gov.uk/core-offer-care-leavers>
- Stockport: <https://www.stockport.gov.uk/care-leavers-local-offer/>

Extending support from a Personal Adviser to all care leavers to age 25

In April this year, local authorities were required to extend existing entitlements so that all care leavers will be able to access support from a local authority Personal Adviser to age 25. In most of the authorities I have visited they have taken a proactive approach to this new duty by informing care leavers before they turn 21yrs old and keeping in contact if care leavers choose not to receive a full support service from their Personal Adviser after age 21. For the care leavers who have been closed under the previous legislation there has been a mixed approach to how that cohort are reached and tracked.

In relation to the extended support to care leavers up to 25yrs I have seen some really good examples where local authorities have used a number of flexible approaches for keeping in touch with care leavers who don’t necessarily need or want a full service from the leaving care team. In Darlington, care leavers can access their ‘Hub’ at any time and meet other care leavers and support is offered through peer mentor relationships. In York, care leavers meet up regularly to have a ‘shared tea’ to form relationships and to reduce isolation when 9 to 5 services have closed.

Cheshire East Council

In Cheshire East, they sent a recorded delivery letter to all care leavers informing them of the new duty and are now in contact with most of their care leavers. They wanted to take a proactive approach so they could plan ahead in any eventuality especially where care leavers may have entered the prison system or were homeless or at risk of being homeless. In doing this, the number of care leavers requesting a service was around 25%.

As this is a new requirement, I have been advising local authorities to keep local data and in particular the number of care leavers who have returned for a service, the reason for the return, the financial element if appropriate, the time it takes to assess and resolve a particular return issue i.e. personal adviser time. This will enable local authorities to gather evidence in building up a national picture over the next few years so that central government are clear about the current and future level of investment needed.

Warwickshire County Council

Part of the Local Offer in Warwickshire involved creating a Drop-In Centre for its Leaving Care and Unaccompanied Asylum seeking young people, where they could come to relax, play games, watch TV, access the internet or just generally socialise as well as having improved access to social care support. The plan is to develop the service so that the hub can be a “one stop shop” and agencies such as housing, health, CAMHS, and DWP will also run surgeries and training events from this venue.

Being well prepared and supported to live independently

In preparing care leavers to be better supported to live independently, in Trafford they have an Independent Living Skills Workbook which is started at 16yrs and is completed by the young person, their care provider and their Personal Adviser and is used as their housing application form. It covers all aspects of living independently from managing your money, changing a plug and being tenancy ready.

In Stockport, they have engaged Pure Insight in offering mentors for care leavers which supplements the support offered by the Personal Adviser and offers a different perspective from someone in the local community with real life experiences. And in Havering they have opened ‘The Cocoon’ where care leavers can just drop in for a cup of tea or for a more formal discussion with a leaving care worker around any particular issue. The Cocoon is the one stop shop/integrated approach for their care leavers for advice around issues like debt, paying bills, sexual health, housing issues, etc.

Stockport Borough Council

Stockport Family's Leaving Care Team have worked closely with local charity Pure Insight for a number of years, and their services are focused on the emotional health and wellbeing of all care leavers living in Stockport. Their services include a volunteer mentor scheme, which provides care leavers living independently to have someone to talk to at evenings and weekends. This combats the isolation and loneliness that is reported by young people living in their own tenancies. Other projects include a drop in café and Sunday lunch club, mums and tots groups and various gym and other positive activities.

Stockport also offers free gym passes to all care leavers being supported by the Leaving Care Team, but also all care leavers who have requested their case is closed but have signed up to their Lifelong Policy. It also provides free museum and heritage passes for all care leavers living in Stockport.

Other services that are being developed in line with PA to 25 years and the Local Offer include:

- Developing a peer mentor scheme;
- Extending the relationship between the LAC nurse and care leavers up to the age of 25 years;
- Free travel for care leavers living in Greater Manchester, which is a key factor in enabling care leavers to develop networks of support and increase participation in local communities

London Borough of Wandsworth

Wandsworth asked it's leaving care team staff and young people how the Future First – leaving care offices - could be improved to make a space that care leavers would be more likely to drop in to and use. Based on their feedback, the Council invested in a refurbishment of the access area for service users to make a larger, more open space, with access to computers. Young people chose the furnishings to ensure the space felt approachable and young person friendly. Sessions are driven by care leavers and what is important to them. Specialist agencies will use the space to offer good advice around health, managing money, EET opportunities and housing advice.

Mark Riddell with a group of care leavers at their new Future First resource.



Further examples of good local offers are included in annexes 4 to 7 at end of the report.

I have included in Annex 3 examples of the changes introduced by both the London Boroughs of Waltham Forest and Bracknell Forest six months after my two day visit.

Outcome 2: Improved access to education, training and employment

The second key outcome is improved access to education, employment and training. Unfortunately, the national picture is that only 52% of care leavers are in EET, which in my view is not acceptable. I believe that we have to be more ambitious and set local targets around 70%-80%. One simple way that local authorities can improve their care leavers' EET rate is to provide ring-fenced/supported opportunities in the Council and with local partners/businesses and work closely with regeneration and community development colleagues in the local authority to bring their local businesses into the 'corporate family'.

Here are a few examples of what local authorities are doing to promote care leavers' engagement in EET:

Suffolk County Council

In Suffolk, they have made considerable efforts to engage with the Suffolk Chamber of Commerce. As a result they have put on events where local employers and partner organisations have been able to engage with the local authority and make a pledge of support and develop a local version of the Suffolk Covenant to extend their local offer beyond the statutory minimum. At a recent event they received over 45 offers from the business sector and partner organisations, such as work based placements with local employers.

London Borough of Wandsworth

Wandsworth has invested in supporting care leavers to engage in EET by creating two participation apprenticeships posts, both ring fenced for care leavers. Their experience of the care system in Wandsworth has helped to embed the voice of our care leavers at the core of its leaving care service and the development of its local offer.

It has also permanently increased the number of ETE workers in the Future First (the leaving care team) from 1FTE to 3FTE to provide targeted, bespoke support. A focus on education, employment and training has also led to 5 apprenticeship posts and two fixed term full time employment posts at the Council all being ring-fenced for care leavers.

Warwickshire County Council

A dimension to Warwickshire's Local Offer has been to ring-fence apprenticeships for Care Leavers within the Council. They currently have eight of their young people either working or about to start work within the Leaving Care Team, Participation service, and transformation team, including one young person who was an unaccompanied asylum

seeking child. As well as fulfilling its corporate parenting responsibility to these young people by promoting their access to career development opportunities, they in turn are proving to be invaluable sources of support in helping to further develop the service and promoting better outcomes for care leavers across the county. In all of these examples the local authorities have reported an increase in their EET figures of around 10%, which is really encouraging.

The case studies above are good examples of improving EET opportunities for care leavers. I have also seen local authorities working in partnership with organisations like Drive Forward to offer a bespoke EET programme to prepare and support care leavers to get ready for EET opportunities, alongside building CVs and interview skills.

Trafford Council worked closely with their local college and offered funding to support a six week pre-employment programme over the summer holidays to 10 care leavers of whom eight went on to either employment, education or training. I have also heard about a scheme in North Lincolnshire where care leavers collect old furniture, renovate it and then sell it or give it to care leavers when setting up their first home.

The Government is funding a number of care leaver social impact bond pilots, which use a 'payment by results' approach to helping care leavers into EET, with the up-front funding being provided by a social investor. I am keen to see how the care leaver SIBs work and plan to visit the pilots during my second year.

Outcome 3: Experiencing stability and feeling safe and secure

The third key outcome is that care leavers should experience stability in their lives, and feel safe and secure. In this section I have chosen to focus primarily on housing, as most if not all local authorities I have visited report this as a challenging area. Across the country it's a mixed picture with authorities in the north reporting more availability of social housing but in more deprived areas raising the question of suitability and safety. Whilst in London and the south east, the question of lack of availability and affordability are the predominant features. With these in mind, local authorities continue to develop and promote Staying Put arrangements and strengthening their Supported Accommodation Frameworks.

Here are a few examples of how local authorities are strengthening their housing options for care leavers:

Kingston Upon Hull

Hull are currently working on an ambitious 'housing framework' that young people cannot fall out of. This is in conjunction with the Targeted Youth/Housing options team.

This is based on the Care Leavers Accommodation and Support Framework (developed by Barnardo's in partnership with St Basil's). Hull is putting a business case forward for an additional housing options adviser in the leaving care team so that they can ensure all care leavers have a housing options interview early on to make clear the offers available; and to support the development of independence skills and the reality of living independently. There has also been some discussion around an accredited scheme to promote the development of independent living skills 'passport to a property' to further support this, also with a specific post attached.

Hull has gone even further in strengthening its housing offer. For care leavers who are successful in being allocated a property Hull now has an extended rent free period to enable their personal advisers to ensure setting up home is completed in the timescales that suit the care leaver. There is an agreement for all white goods to be installed and the property decorated prior to move in date.

London Borough of Wandsworth

A dedicated Housing Officer has worked alongside the Council's Housing and Regeneration team and with housing associations to ensure that there is sufficient suitable accommodation for care leavers. As a result, no care leavers have been placed in B&B since November 2015; Housing and Regeneration have increased nominations for our care leavers; care leavers accommodation has been recommissioned to include

capacity for more flexible, individualised support; and care leavers continue to provide feedback via their Young Inspectors scheme.

The case studies above are good examples of local authorities working really hard to improve their housing offer to care leavers. The House Project, which was originally funded in round one of the Innovation Programme was set-up to support care leavers to develop positive solutions to housing challenges as they leave care. The project is based on co-operative principles, and is run with and for, ten care leavers aged 16+ at any one time. The project involves the transfer of ten council properties to the project and allowed young people to stay in the property for as long as they wanted.

The House Project was further funded in Round Two of the Innovation Programme to scale up their work by both setting up and supporting projects in five other local authorities (Islington, Oxford, Warwickshire, Rotherham and Doncaster).

The projects' impact has seen care leavers successfully managing their tenancies, securing long term accommodation quicker which promoted their stability and motivation to seek EET opportunities.

Outcome 4: Improved Access to Health Support

The fourth key outcome is improved access to health support for care leavers. In advising local authorities around their health offer I have asked them to consider a 'favoured approach' to care leavers. What I mean by this is a mixed approach to meeting the health needs of care leavers and not 'a one size fits all' approach. Most local authorities provide an in-house CAMHS service for children in care. The health offer to care leavers is less explicit. On my visits I have been told that CAMHS services are under pressure with greater demand being made by higher numbers of children coming into care resulting in longer waiting lists and changes in eligibility. In turn what does this mean for care leavers post 18yrs? In many cases it means accessing mainstream universal services who are also under pressure. The outcome for care leavers is that leaving care teams end up responding to crisis with limited long term impact with care leavers ending up in high level interventions, i.e. hospital beds, mental health units and prison.

With this in mind local authorities and health providers are working really hard to improve their health offer. Here are a few examples:

Stockport Borough Council

Within the Stockport Leaving Care Team there is a team of Intensive Support Workers who can also provide support during evenings and weekends, to support the emotional wellbeing of young people living in the community and who feel isolated. It also has a Mental Health Practitioner from the Transitions team seconded to the Leaving Care Team 2 days a week. This worker provides a link between children's and adult mental health services, provides a consultation role to the leaving care staff and provides training on mental health and direct interventions. There is a facility to fast track referrals to Beacon Counselling for care leavers and they also have a contract with Samaritans.

London Borough of Wandsworth

Wandsworth has worked closely with health partners to ensure that all care leavers receive a health summary – Health Passport - when they leave care. The leaving care service also has a dedicated counsellor who carries out direct work with young people and proactively engages in developing partnerships with other health providers including Drive Forward and Working with Men and Mind.

London Borough of Waltham Forest

Waltham Forest is developing a coherent vision for the commissioning and delivery of services including access to CAMHS up to age 25 as a mandatory expectation. They have also appointed two Primary Mental Health workers who offer systemic consultation to professionals within the service, alongside externally and one to one consultations for children in care and care leavers.

Outcome 5: Achieving Financial Stability

The fifth and final key outcome is that care leavers should achieve financial stability. This is quite a broad outcome for care leavers and I will focus on two areas. Firstly, how local authorities are ensuring their Personal Advisers are providing advice and support to help care leavers manage their money. The second is where central government and in particular other government departments can give care leavers a helping hand as they journey through independence in the same way that we do as parents for our own children.

I have seen some good examples in a number of local authorities for example in:

- Dudley Council where the leaving care team have regular sessions with care leavers to look at money management and debt avoidance by using the Barclays Money Management website.
- Darlington they get colleagues from their finance directorate to attend sessions with care leavers to explore their understanding of managing money and offer a range of solutions to avoid the use of money lenders and pay day loans.
- Another way of creating financial stability is by offering a Council tax exemption to care leavers up to 25years - there are now over 70 local authorities who have put a Council Tax exemption in place.

In some authorities, they have developed a Protocol with their Benefits agency that promotes a 'last resort' sanction approach for care leavers, with clear communication channels between the Jobcentre Plus offices and leaving care teams. This ensures that if a sanction is to be imposed that the care leaver gets the right support to get through the sanction to prevent them from having to use money lenders or build up arrears.

I have also heard from members of the National Leaving Care Benchmarking Forum that a number of local authorities are:

- considering when housing benefit arrears occur that a ceiling is put on that debt and acts as a marker so that housing benefit colleagues can then contact the respective leaving care worker so that the debt does not escalate to the point of debt recovery and possible court action; and
- supporting care leavers to access Credit Union accounts

It is encouraging that Government has introduced a new £1,000 bursary for care leavers who take up an apprenticeship. However, many care leavers still struggle with poverty and debt and addressing this issue needs a cross-Government commitment.

Aims and Ambitions for 2019-20

Aims

My overarching aims for 2019-20 are:

- To continue to promote the implementation of the care leaver-related provisions in the Children & Social Work Act 2017 so that care leavers receive the best possible help and support from their local authority Corporate Parents.
- To work across government to ensure there remains a continued and committed approach to care leavers and to explore how the role of the State in supporting care leavers can be strengthened.

I will do this by:

- Continuing to offer consultancy support to local authorities who wish to take up the offer.
- Engaging with leaving care national and regional forums.
- Sharing good practice across the sector by attending seminars and conferences.
- Reviewing local authority local offers.
- Engaging with care leavers through their regional forums.
- Continued dialogue with Ministers and other government departments.

Ambitions

- The ambitions I would like to set for local authorities, which are shared by the local authorities I have visited, are as follows:
- To set a target of between 70%-80% for their young people engaged in EET.
- To employ care leavers in the 'family business' by ring fencing apprenticeships and paying national living wage and in particular to employ a Care Leaver Ambassador in the leaving care team.
- To exempt all care leavers from Council tax up to 25yrs.
- To ensure that no care leaver is made homeless and that any accommodation offered by the local authority is of a high standard that would be good enough for your own child.
- That local authorities adopt a favoured approach to care leavers especially as they transition through services such as adult and health with one referral pathway.

Annex 1

Brief outline for two day visits.

Day One

Time	Sessions
9.00am – 10.30am	CEO, Executive member, Leader of Council and Director and Senior officers to discuss the progress from last Ofsted, What 'good' looks like, New Statutory Duties, the development of the 'local offer' for all 16yrs to 25yrs old, Corporate Parenting Strategy and the extended PA support to all care leavers up to 25yrs.
11am-12.30	Heads of Services for children in care and care leavers and team managers to discuss the operational model for leaving care for 16yrs old to 25yrs olds, Pathway planning processes, the impact on a strengthened 'local offer', the PA duty to 25yrs, what works well in practice and how Corporate Parenting is disseminated across the service.
1.30pm – 3pm	Team manager and PA's to discuss how the leaving care service is delivered operationally with a focus on strengths and challenges, caseloads and the new statutory duties.
3.30pm – 5pm	Meeting a group of care leavers to discuss the existing Corporate Parenting offer, new care leavers strategy and how it feels to be a care leaver.
Day two – am	
9.30am – 10.30am	Diagnostic discussion and agreements on way forward with Head of Service, Team manager and Personal Advisor reps
11.00am – 12.00	Feedback discussion and recommendations from diagnostic discussion with CEO, Leader, Director, Head of Service, Team manager and Personal Advisor reps.
<u>12:00</u>	End of formal visit. Follow up visit in 6 months.

Brief Outline for 3hr Roundtable

<p>10am – 1pm</p>	<p>This is a 3hr roundtable discussion. The first session – about an hour or so and is with Corporate Parenting Board Members, DCS, Senior Managers, the leaving care manager and a few Personal Advisors on what ‘good’ looks like with ideas being shared about good practice, interpreting data and the new statutory duties. The second session also for about an hour is focused on the ‘local offer’, the delivery model for leaving care and resources. At the end of the visit you will be asked to set some goals/aspirations that you would like to achieve for care leavers that can then be ratified by your Corporate Parenting Board and CiC Council/Care Leavers Forum.</p> <p>The timing of these meeting are usually 10am to 1pm with a break in the middle.</p>
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Annex 2

Overarching Principles to underpin the New Corporate Parenting Duties

Through the work of the New Belongings Project a number of overarching principles were identified that Corporate Parenting Boards should adopt when considering their new Corporate Parenting Duties. In advising local authorities in strengthening their Boards in line with the new duties I am asking them to consider working through the following principles:

- Care-proofing of policy: Corporate parents recognise the vulnerability of care leavers as young adults, and prioritise and reference them in policy documents
- Assumption of entitlement: Corporate parents will assume all care leavers are entitled to services, support and opportunities. Where discretion exists in definitions of vulnerability, or in giving priority access, these will be in favour of care leavers.
- Relationships are the 'golden thread' of good practice. Corporate parents will demonstrate that priority is given to relationship-based practice, based on understanding, empathy, respect, and 'stickability'. They will do this by minimising staffing changes, understanding caseloads and complexity, promoting consistency in workers and considering changes to services based on individual need rather than age.

Each of the above if adopted alongside the new Corporate Parenting Duties will make a difference to the offer to care leavers. I have already begun to see the impact this is having in a number of local authorities where elected members are championing a particular theme for example housing on the Corporate Parenting Board. The elected member is given the information and data around suitability, affordability and safe accommodation for care leavers and also meets with leaving care workers to see how this works on the ground and if there are any exceptions or instances where care leavers are placed at risk i.e. of homelessness or eviction or placed in accommodation that is not good enough. The elected member reports this back to the Board and to the housing provider. The outcome for care leavers of this approach is that more housing options were considered including 'taster flats or training flats' that could also be used also as emergency accommodation to prevent homelessness.

Annex 3

As a result of my visits most local authorities use the feedback to pull together an action plan. Here are two examples of what has been achieved by the London Borough's of Waltham Forest and Bracknell Forest six months after my visit.

London Borough of Waltham Forest

1. An independent company has been involved in updating the Care Leavers offer into digital format. Young people, Leaving Care Coaches and social workers have played an active role in the redesign of current format. The Care Leavers offer has also been reorganised into age related sections 16 – 17 years old, 18-21years old and 22 – 24 years old.
2. The staffing structure for care leaving service has been developed to include three new permanent Leaving Care Coach posts as well as two agency LCC posts. With the increased number of LCC's caseloads have reduces drastically. Once all LCC's are in post end of September 2018 this will bring the caseloads further down.
3. Terms of Reference for Corporate Parenting Board has been developed to reflect partnership accountability.
4. Benefits partners have been involved in developing the offer (Council Revenues and Benefits & DWP). Care Leavers who struggle with rent and Council Tax debt - Benefits officers have agreed to use their discretion under the Discretionary Council Tax Hardship scheme to reduce their liability to nil.
5. Close working relationship has been forged with DWP
6. There continue to be close corporation with Housing Providers to improving the Care Leaver offer: timeliness, preparation, intentional homelessness, choice and range of offers.
7. Engage health partners in developing and delivering a 16 to 21 mental health offer for Care leavers Looked After Children. With support from LAC Health Strategic Partnership Board health partners are currently contributing towards the care leavers offers.
8. A Care Leaver's Champion has successfully been appointed in the leaving care team.
9. Virtual school have been successful in a bid to the DWP for a Community Fund Care leaver's project. An exciting "Pathways in to work" media-themed project, which also includes peer mentoring training. DWP – Business Training Community Partnership (Iona McArdle)The bid will fund the following : employability workshop, Peer mentoring, Tottenham Hotspur - British School of Coaching will offer the peer mentoring course, an apprentice will be appointed who will develop an online menu of support pathways to make the wider offer to care leavers more accessible.

London Borough of Bracknell Forest

Having listened to the views of the care leavers who met with the National Implementation Adviser for Care Leavers, Mark Riddell, we have progressed a number of things:

- Refurbishment of Holly House with Look Ahead Housing has started and the first block available to care leavers and will be operational soon. The remaining refurbishment will continue with a completion date prior to Christmas and where more care leavers will benefit from these joint housing arrangements.
- Our Virtual Care Leavers group/meeting has progressed further with a new format looking at a RAG rating system in supporting care leavers.
- We have also welcomed the Job Centre Plus (staff member - lead for care leavers) as a regular participant at our team meetings. This has made a huge difference to the support offered to Care Leavers, especially in relation to Universal Credit.
- We are also looking at incorporating the Young Person Housing Panel with our Virtual Care Leavers group to facilitate a more robust working relationship with Housing and a better outcome for Care Leavers as one of our partner agencies.
- We are liaising with the lead member for transport in regards to free bus passes for care leavers in Bracknell Forest Council
- We continue to work towards supporting care leavers out of area with council tax charges.



Department
for Education

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Summary Sheet

Committee Name and Date of Committee Meeting

Directorate Leadership Team
14th March 2019

Report Title: The House Project

Is this a Key Decision and has it been included on the Forward Plan?

Yes

Strategic Director Approving Submission of the Report

Jon Stonehouse, Strategic Director of Children and Young People's Services

Report Author(s)

Christian Palfrey- Project Manager, The House Project, Leaving Care

Ward(s) Affected

All

Summary

The House Project is a concept developed originally by Stoke on Trent City Council in response to recognition that young people leaving the care of the local authority faced significant barriers to accessing permanent, safe, secure and suitable accommodation.

The key elements of the project were the offer of suitable, safe and long-term post care housing alongside a holistic and bespoke package of training and support that focused on increasing young people's independent living and personal skills and their participation in education, employment and training (EET).

The co-operative model aimed to increase young people's sense of community and integration, and choice in their transitions from care to independent adulthood. A key aim of the project was to reduce the feelings of isolation and powerlessness that many care leavers can experience after leaving care.

Rotherham was one of the areas to be approached by the DfE to become part of the next phase of Innovation projects. The project attracts £370,000 of DfE funding.

The Cabinet and Commissioners Decision Making Meeting on the 11th June 2018 approved that Rotherham Metropolitan Borough Council (RMBC) become part of the next phase of DfE Innovation Funded Projects to explore the feasibility of developing an alternative housing solution for Care Leavers in Rotherham.

Recommendations

1. That Rotherham Metropolitan Borough Council (RMBC) approve the extension of the House Project, including the extension of the three staff members from March 2020 to March 2022.
Project Cohort Timeline (Appendix A)
2. That it be acknowledged that Rotherham Care Leavers will continue to be responsible for the design, development and delivery of the project and will be supported by a range of officers from across the Council to ensure the project is delivered within the principles and practices of RMBC as well as the vision and principles of the project.

List of Appendices Included

Appendix A House Project Cohort Timeline
Appendix B Profiled Budget Forecast

Background Papers

DfE Evaluation Report 'Making a House a Home – Stoke House Project March 2017

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

The House Project

1. Recommendations

- 1.1 That Rotherham Metropolitan Borough Council (RMBC) approve the extension of the House Project, including the extension of the three staff members from March 2020 to March 2022.
Project Cohort Timeline (Appendix A)
- 1.2 That it be acknowledged that Rotherham Care Leavers will continue to be responsible for the design, development and delivery of the project and will be supported by a range of officers from across the Council to ensure the project is delivered within the principles and practices of RMBC as well as the vision and principles of the project.

2. Background

- 2.1 In October 2018 the Leaving Care Service launched the House Project (HP) and recruited a Project Manager and two Project Facilitators.
- 2.2 The initial work concentrated on developing the recruitment and selection procedure with some of our care leavers that ensured those selected successfully had shown commitment and they gained a sense of achievement from completing the selection process.
- 2.3 The only eligibility criteria were to be the correct age and in education, employment or training or willing to work towards this. The HP did approach one of our young parents but they felt the timing of the project was not suitable for them. Four of the selected young people have an EHC plan for SEND needs. Support needs include mental health & physical health needs, substance misuse needs and risk of criminality. Young people are exploring and forming their identity. The project supports in offering a safe environment.
- 2.4 Two young people are siblings that currently live in different placements in Barnsley and Huddersfield. We plan on moving them into HP properties that are close to each other, promoting important family networks and in line with their wishes and feelings.
- 2.5 Between the 10 young people they have experienced 41 placement moves and have voiced excitement about their future plans to have a flat which they will make their secure and long term home.
- 2.6 Ten young people have been selected for the HP. Current placement costs are £1,051,962. Two placed in Foster Care, five in Residential Children's Homes, three in Semi-independent accommodation. Four are placed out of authority in Northumberland, Huddersfield, Barnsley and Lincoln respectively.
- 2.7 Two young people were in out of authority placements at the point of identifying them for the HP. Working with them the HP has supported them to move back to Rotherham into Semi-independent placements with the plan to complete the

six month HP independence programme before progressing to their HP property.

- 2.8 The HP has worked closely with the young people's placements, ensuring inclusivity for those out of authority to be part of the six- month HP independence programme. This has included a young person staying overnight in Rotherham once a week with staff support so they can attend the weekly sessions on a Monday night and complete 1:1 work with their project facilitator. The HP has capacity to be flexible and creative with the support it can offer to help those that are out of authority return back to Rotherham.
- 2.9 At the time of this report a further 60 young people are placed in out of authority residential children's homes. The House Project will aim to support 3 to 5 out of authority placements each year.
- 2.10 The six month independence programme started in January 2019 and will run until July 2019. Over the six months the 10 young people will meet weekly on a Monday from 17:00-19:00 and see their project facilitators once a week for one to one key working sessions.

In the weekly meetings to date they have:

- Decided on the ground rules for when they meet and the structure to the meetings
- Attended an Art Graffiti session and met the National House Project film company
- Planned a two day outdoor residential trip and attended the trip
- Started initial planning for a House Project short film & attended a National House Project Conference day in Oxford.
- Attended an Online Safety & Healthy Relationship workshop
- Attended a Substance Misuse workshop

The remaining weekly meetings have been planned and some examples of what is coming up can be seen below:

- To plan and run an activity that benefits others
- To make a film about their local House project
- To plan and manage a meeting to develop policy for safety and what to do when things go wrong
- Learn basic DIY skills
- Learn how to complete a basic project management plan for refurbishing a property
- Complete a short first aid course
- Attend a money master class with the potential to achieve a Level 1 Personal Money Management accreditation
- Attend a Mental Health awareness workshop

- 2.11 The two project facilitators meet each young person once a week to provide individual key working support. They have been focusing on developing young people's resilience by developing their interests and hobbies. This has included attending dance, boxing, and music and art classes.

- 2.12 They will work with each young person to develop their independence skills and this is evidenced in their portfolio folder. This will be certificated by the National House Project and potentially used to award them the living independently ASDAN course.
- 2.13 The support also focuses on ensuring our young people are in employment, training or education. Four young people have joined the project as NEET. One has attended the Princes Trust one week 'Game design programme', one has secured a two week work experience place with Fortem maintenance team as they have an interest in becoming a plumber, one has applied for a health assistant apprenticeship and been offered an interview and one is exploring the RMBC 30 day placements to experience different jobs and build confidence.
- 2.14 The HP is in the process of securing a psychology service to support the project. It is expected that this will be in place by the 29.03.19 and is built into the cost of the HP.

In terms of specific psychological support for the House Project this will include:

Two days of 'team formulations': to help the team make sense of a young person's story to help inform team understanding and support for the young person. These 'team formulations', where possible and safe, with input from the young person, help to develop a sense of shared understanding, hopefully helping to improve 'caregiver sensitivity' and consistency of approach.

One day per month psychological consultation for the team (to include individual time for the project manager, and project facilitators and time to bring 'team' together): clinical supervision/psychological consultation to support the team's own well-being and ongoing 'formulation' and practice of their work with young people, with a particular emphasis on understanding the impact of complex trauma on systems of support.

- 2.15 The HP has been working with services across the borough to support the project. Divert have delivered substance misuse workshops. Fortem have offered to help our young people with the refurbishment work in their flats, initially by helping with the project planning and then providing skilled workers from their maintenance team to assist and guide our young people through the refurbishment work.
- 2.16 The HP has developed partnerships within the council and has worked with housing to secure 10 properties that will be leased to the Leaving Care service. Agreements have been reached that the HP will be covering full cost for these properties. Once the young person is ready and those supporting them agree the property will return to the Housing and Communities Service portfolio and the young person will become a council tenant. The Housing and Communities Service has been very supportive and helpful towards the HP.
- 2.17 The HP has been working with virtual schools for those returning from out of authority to support a smooth transition back. The HP group of 10 will deliver a short presentation at the designated teacher network event on the 08.04.2019 to create awareness of the project to training providers.

- 2.18 The National House Project hold monthly meetings for all the local authorities that have the House Project. These are called 'Community of Practice days' and are open to all the HP staff members and will cover different themes from developing the EET offer to workshops on 'attachment' delivered by Changing Minds, psychological service. The National House Project Young Persons Steering Group meets every six weeks and our HP has been in attendance at every meeting.
- 2.19 The National HP attends each LA monthly to meet the individual teams. In addition to these meetings Project Managers only from April 2019 will now attend a quarterly meeting and the location will rotate between the different LA.
- 2.20 The feedback from the National House project is that they are pleased with the progress made and how well we know our young people. They have full confidence that we will have a great House Project.
- 2.21 The HP currently has a 'Participation and Young Person's Apprentice' position advertised as being ring fenced for care leavers. This is the first time leaving care has had the option to do this.
- 2.22 The post is funded by the HP and the role will include work with the leaving care teams to support and develop effective participation and co-production of ideas with our care leavers, represent Rotherham at the National Leaving Care Benchmarking Forum and assist the Leaving Care Team to support other young people to participate.
- 2.23 Experience shows that where services have employed a participation worker who is care experienced that there is an added credibility to the function. It creates an authenticity to the role as the worker understands the realities of being a care leaver. Experience also shows that when services employ care experienced young people in participation functions, engagement increases.
- 2.24 The apprenticeship is a temporary post, fixed term for 18 months. They will have the option to achieve a level 2 or 3 qualification in Youth Work. In the second year we will look for opportunities within the LA to progress the young person so they remain employed. Apprentices would be allowed access to the talent pool in the last three months of their contract.
- 2.25 The HP is two months into the six month induction programme and focus areas for 2019 include:
- To view and accept the 10 properties and complete the refurbishment work.
 - To complete the six month induction programme and independence work for participants in their 1:1 support sessions.
 - Further develop the HP policy through co-production in the weekly meetings.
 - To test out their properties before moving in.
 - Plan a House Project Graduation.

- Develop the House Project promotional material and to promote the HP to the next cohort.
- Attend the National House Project Independence workshop.

2.26 It is planned that the refurbishment work will be completed before the end of the six month induction and the 10 young people will get to try their flats out for short-periods of time before fully moving into them. The project facilitators will create a short 'taster flat experience' that will allow them to get to know their home and complete tasks from locating the 'stop cock' to phoning the gas company.

2.27 Colleagues from RMBC have been invited to an independence workshop. The workshop arranged for the 22nd March 2019 is to consider the possible options available to house projects and local authorities in relation to independence. It will be an opportunity to hear about different models, share thoughts and ideas and think about what model suits local authorities best. The workshop will be facilitated by Heather Rolinson from the DFE Innovation Unit.

2.28 Previous determinations were that Rotherham's HP would mirror independence by leasing the properties to the Leaving Care Service. Care Leavers will be responsible for the design, development and delivery of the project. To date this has been working well and allows our young people to take ownership, responsibility and increase their sense of community. All future plans and developments with regards to the House Project will be in line with RMBC values and direction.

3. Key Issues/ Risks/Concerns/Mitigation

3.1 The work for securing the second cohort of ten young people will need to commence in October 2019 to ensure the cohort timeline is adhered to. This is also particularly relevant for those placed out of authority. This allows the House Project staff time to develop a relationship with that young person.

3.2 If the House Project concludes in March 2020 then the current cohort of 10 young people would have only been placed in their properties for 8/9 months. Due to a delay in starting the project those 10 young people would lose the support from the House Project before some of them are ready. An exit plan would need to be devised that includes filling this gap in support by using existing services within the leaving care team or partner agencies.

4. Options considered and recommended proposal

4.1 **Option 1:** The project is not extended in March 2020 and the staff team's contracts are not renewed. The apprentice position would complete the remaining duration of their contract in the other leaving care teams. The current 10 young people would continue to be supported by the leaving care teams and partner agencies if required.

4.2 **Option 2:** It is recommended that Rotherham approve the extension of the House Project from March 2020 to March 2022.

5. Consultation

- 5.1 Presentation and approval at DLT.
- 5.2 The Housing and Communities Service has been consulted.
- 5.3 Media and Communications team have been consulted and supports the project.
- 5.4 Significant informal consultation has occurred with Care Leavers who are supportive.
- 5.5 Informal consultation with social workers evidences that they are supportive of the project. Within the last two months since the project has started to take shape we are seeing social workers actively approaching us about the House Project.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The current House Project will be live until March 2020.
- 6.2 This proposed extension is for a two year period until March 2022. A detailed project plan will be developed with the Leaving Care Service.

7. Financial and Procurement Implications

- 7.1 The project will receive £370,000 of DfE Innovation Funding, although each staged payment will be reliant on Rotherham CYPS achieving the previous phase. To date £240,000 has been received and discussions are ongoing with the National House Project for the dates of the remaining two payments. The project is on target to receive all payments.
- 7.2 The House Project aims to have a cohort of 10 young people per annum, with the first identified cohort of 10 care leavers consists of 5 residential, 2 independent fostering and 3 semi-independent placements. The gross estimated placement savings of the first cohort are £1.052m, with £565k of placement cost reductions linked to the House Project included in the CYPS financial recovery plan. The remaining £487k being available to be redirected to the House Project to fund the service when DfE innovation monies are exhausted, see appendix B for details.
- 7.3 The estimated gross savings per annum of the project are as follows:

Year	Gross Aggregate Saving	Cost of Service	Saving
2019/20	£0.736m	£0.372m	£0.364m
2020/21	£1.481m	£0.397m	£1.084m
2021/22	£2.230m	£0.403m	£1.827m

**The above savings assumes that 70% of young people in the cohort successfully complete the project. The funding also does not take account of naturally reductions from young people turning 18.*

7.4 The CYPS financial recovery plan assumes an aggregate saving of £2.073m over a 3 year period which will be achieved based on a 70% or greater success rate.

7.5 The report proposes that the staffing structure for the project is extended until 31 March 2022. The team consists of a Band L Project Manager, 2 * Band G facilitators and an apprentice at an annual cost of £139,556 in 2019/20.

8. Legal Implications

8.1 The proposals contained in this report raised a number of legal issues that were worked through in detail as part of the original project.

8.2 Some of these areas included the types of tenancy and licensing agreements utilised, as well as the requirements to support the young people to manage the properties.

9. Human Resources Implications

9.1 This proposal would require the Project Manager, two Project Facilitators and the apprentice post to be extended until March 2022

10. Implications for Children and Young People and Vulnerable Adults

10.1 The Project addresses those issues and difficulties facing young people as they transition from a regulated placement into their own accommodation. This project therefore directly impacts on services and support for young people aged 16 – 21.

10.2 Early indications from the initial evaluation of 'Making a House a Home' Stoke's House Project published by DfE in March 2017 suggested that young people are settling into their new routines and homes and that participation in the project had been a valuable experience for them.

10.3 The extension of the project offers potential invest to save opportunities in terms of the placement decisions, costs associated with LAC placements and as young people move into adulthood.

11. Equalities and Human Rights Implications

11.1 Care Leavers are a distinct group within their peer group who face multiple adversities and challenges as a result of becoming looked after and then leaving the care of the authority.

11.2 This project seeks to redress these aspects by offering young people the opportunity to develop and manage an arrangement that supports them become active and full participants in society. It encourages equality of access

and encourages opportunities to build self-esteem and belief. Young people will be the focus for the project and will lead the project with support from colleagues and partners across the borough.

12. Implications for Partners and Other Directorates

12.1 The project requires close working with colleagues within the council from housing, finance and legal services. Strong relationships are already in place and this project will build on these relationships. Housing and finance colleagues have been heavily involved in the discussions for the project and consider it a project worthy of investigation.

12.2 There are developing relationships with external partners as a result of a focus on supporting more young people into education employment or training. Partners are keen to work with our young people and look at innovative ways to support this.

12.3 There are also existing and increasingly well established relationships with the Police, Adult Mental Health and adult social care as a result of the work routinely undertaken to support young people make safe and secure transitions as well as the management of risk. The service would utilise these relationships to develop the project and seek further support.

13. Risks and Mitigation

13.1 If a young person left the project, this may affect the amount of placement savings if another young person is not available to take their space on the project.

14. Accountable Officer(s)

Jon Stonehouse, Strategic Director of Children and Young People's Services

Ian Walker as Head of Service for LAC and Leaving Care

Sharon Sandell – Service Manager Leaving Care

Approvals Obtained from:-

	Named Officer	Date
Strategic Director of Finance & Customer Services		
Service Manager of Legal Services	Rebecca Pyle	12.03.2019
Head of Procurement (if appropriate)	Not required	N/A
Head of Human Resources (if appropriate)	Amy Leech	06.03.19

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

Appendix A

House Project Cohort Timeline

November 2018- December 2019

Identify young people for the House Project **cohort 1**

January 2019- June 2019

Cohort 1- Six-month training programme to develop their necessary independence skills

July 2019-August 2019

Cohort 1- Move into a property and sign a House Project/leaving care tenancy.
Support continues

October 2019- December 2019

Identify young people for the House Project **cohort 2**

January 2020- June2020

Cohort 2 -Six month training programme

March 2020

York University complete their evaluation of the five local authorities chosen to have the House Project. Funding ends and project is now financially sustainable

July 2020-September 2020

It is estimated that the majority of the House Project properties with the **1st cohort** will transfer back to LA and they would sign introductory tenancies with Housing

July 2020- August 2020

Cohort 2- Move into a property and sign a house project/leaving care tenancy.
Support continues

October 2020 -December 2020

Identify young people for the House Project **cohort 3**

January 2021- July 2021

Cohort 3-Six month training programme

July 2021-September 2021

It is estimated that the majority of the House Project properties with the **2nd cohort** will transfer back to LA and they would sign introductory tenancies with Housing

July 2021- August 2021

Cohort 3- Move into a property and sign a house project/leaving care tenancy.
Support continues

January 2022- March 2022

Cohort 3-Handover of support to leaving care accommodation services or partner agencies where required. Those ready will sign introductory tenancy and become a council tenant

Appendix B

House Project projected Income and Expenditure

	Y1	Y2	Y3	Y4
	2018/19	2019/20	2020/21	2021/22
	SET UP YEAR			
	£	£	£	£
Revenue (redirection from placement profile)		55,860	396,703	402,803
Innovation Funding	- 53,000	- 317,000		
Total income	- 53,000	- 317,000	396,703	402,803
Rent - HRA		45,000	45,900	46,818
Accommodation costs (Repairs, void property costs)	5,565	28,700	29,274	29,859
Refurbishment of houses	-	75,000	75,000	75,000
Project support staff	39,870	139,556	156,055	159,176
Project support costs	7,564	84,604	90,474	91,950
Total costs	53,000	372,860	396,703	402,803
Placement Savings				
Projected placement savings on project - Year 1		1,051,752	1,402,336	1,402,336
Projected placement savings on project - Year 2			713,509	1,070,264
Projected placement savings on project - Year 3				713,509
Budget profile for placement savings - Year 1		565,344	753,792	753,792
Budget profile for placement savings - Year 2			565,344	753,792
Budget profile for placement savings - Year 3				565,344
Total project saving against budget profile		- 486,408	- 796,709	- 1,113,181
Total savings against revenue requirement		- 430,548	- 400,007	- 710,378

Ofsted Focussed Visit

March 2019

PERMANENCE PLANNING

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Rotherham
Metropolitan
Borough Council



What's working well

Improved practice in respect of PLO:-

- Most recent S20 Audit (Feb 19) evidenced appropriate use or a clear rationale for S20 placements and thus minimal drift.
- Of the 33 children subject of s20, 6 were UASCs, 10 by virtue of receiving short-breaks, 6 were 17+, 8 in PLO/legal process and 3 with a plan for rehab
- All admissions presented to PLO Panel including emergency admissions so that:
 - Opportunities for rehab fully explored.
 - All family options exhausted and viability assessments appropriately front loaded.
 - Adoption planning including EPP considered at earliest opportunity.

Improving Placement Stability

- Long-term placement stability tracker
 - Process managed within Performance Clinics
 - 21 long-term matches achieved in 2018/19
 - 13 more with Panel date already booked (7 x IFAs)
- Better use of SGO/CAOs
 - Early use of ISO/ICAO at initial hearings
 - 28 LAC stepped down to SGO/CAO in 2018/19
 - 83 children made subject of SGO/CAO not previously LAC over same period
 - 273 placements financially supported by CYPS
 - Post SGO Support Worker to encourage greater sign up by carers
 - Letterbox co-ordinator

A 'Good' Adoption Service

- 32 adoptions successfully completed – 22 of these children in the 'Hard to Place' categories.
- Time-limited searches by exception only and in accordance with identified needs of the child.
- RMBC acknowledged as regional EPP leads – 6 EPPs in 2018/19 with 7 more in process.
- Only 1 disrupted adoption and this was pro-actively planned by CYPS.
- 35 more children already in adoptive placements 25 of whom are in 'Hard to Place' categories.
- Post-adoption support
 - RTT – plus dedicated sw.
 - ASF – 136 applications/£437k
- A collective commitment to ensure the RAA does not impact on performance and adoption outcomes for our children.

Innovative Practice

- Intensive Intervention Programme using predictive analytics to identify and support the most vulnerable towards increased placement stability.
- Right Child Right Care – providing targeted and performance managed interventions to support more looked after children to permanence arrangements.
- Edge of Care Service - significant investment in a range of edge of care services (PAUSE, MST, FGC, Edge of Care Team) to support children to remain living with birth/extended families and to support Looked After Children to return home.
- Life-Long Links (2nd wave) to re-establish long-term social and family connections using FGC model and social mapping processes to improve placement stability.
- The House Project – contributing to the 'Coming Home' objectives in supporting 16 and 17 year olds to move for Out of Authority placements and towards semi-independent living.

Areas for Further Development

- Although the quality of Life-Story has significantly improved it can be produced too late and is not yet widely available beyond children in the adoption pathway.
- Insufficiency of in-house foster carers can impact on matching practices and placement stability.
- Foster carer retention has been an issue
- A small number of pre-birth assessments have been concluded too close to the end of the pregnancy to allow for a full 12 week consideration within the PLO process.
- Quality of some Care Plans and Support Plans can dissuade the Court from endorsing early permanence

What We Are Doing About It?

- Continued RCRC implementation until we are confident it has become embedded practice
- Improved foster care recruitment
 - Revised Marketing and Placement Sufficiency Strategy
 - Foster Carer Diversity Scheme
 - Mockingbird
 - Challenge 63
 - Fostering Network retention project
- Task & Finish Group has produced a Pre-birth Planning Process and Tracker with milestones measured in Performance Clinics
- Production of Life-story work to become a performance measure
- Improve the quality of Care Plans via the continued drive for 'Outstanding' social work practice.

Informal Feedback – Going Well

- Significant improvement in Permanence Planning for looked after children.
- A real focus on securing the long-term future for LAC with some very creative interventions that are well-adapted to the needs of individual children.
- Progress is very evident and effective strategic management has built on existing strengths and improved management oversight.
- RCRC is a successful enterprise and is progressing to becoming standard practice.
- The Service is reflective and adaptive having embraced the learning identified in previous Peer Reviews.
- There is strong evidence of front-loading assessments and twin track planning.

Areas for Further Action

- Sws are able to well-articulate the plans for their children but they are less well reflected in case files in a consistent way .
- The unique identity of our children is not always captured in assessments especially in regard to ethnic identity and some of our risk assessments are not sufficiently robust to inform placement decisions and permanence plans.
- The IRO footprint is increasingly evident but the impact of this is still limited in respect of wider planning and learning.
- Sufficiency is an issue (N.S.S.) in terms of both demand and the complexity of our young people leading to a small but significant number of unregulated placements.

Committee Name and Date of Committee Meeting

CYPS Directorate Leadership Team, 28th March 2019

Report Title

Big Hearts Big Changes – Market Management Project

Options to Increase the Recruitment of In-House Foster Carers**Is this a Key Decision and has it been included on the Forward Plan?**

No

Strategic Director Approving Submission of the Report

Jon Stonehouse, Strategic Director of Children and Young People's Services

Report Author(s)

Jenny Lingrell, Assistant Director Commissioning Performance & Inclusion
01709 254836 or jenny.lingrell@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

The purpose of the Market Management Project is to increase the range of options available to provide sufficiency of accommodation for Rotherham's Looked After Children.

The draft LAC Sufficiency Strategy demonstrates that there are not enough in-house foster carers to meet current demand. The principles set out in the LAC Sufficiency Strategy suggest that in-house foster care is the best way to meet the needs of many of Rotherham's Looked After Children, and that this provides the best value for money.

The current Foster Carer Recruitment Strategy has not yielded a net gain in Foster Carers as the pace of (appropriate) de-registrations has outstripped the approval of new Foster Carers.

A new draft Foster Carer Recruitment Strategy has been prepared but it is acknowledged that current and planned activity may not provide the pace and volume of recruitment that is required. The Market Management Project Group has explored a number of options that have the potential to significantly accelerate progress towards increasing the number of Rotherham foster carers.

Recommendations

1. DLT is asked to approve options to increase the pace and rate of foster carer recruitment

List of Appendices Included

- Appendix 1 Draft Foster Carer Recruitment Strategy
- Appendix 2 Draft LAC Sufficiency Strategy
- Appendix 3 Draft Proposal from Bright Sparks

Background Papers

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Improving Lives Select Commission informal workshop

Council Approval Required

No

Exempt from the Press and Public

No

Big Hearts Big Changes – Market Management Project
Options to Increase the Recruitment of In-House Foster Carers

1. Background

- 1.1 The draft LAC Sufficiency Strategy demonstrates that there are not enough in-house foster carers to meet current demand. The principles set out in the LAC Sufficiency Strategy suggest that in-house foster care is the best way to meet the needs of many of Rotherham's Looked After Children, and that this provides the best value for money.
- 1.2 The current Foster Carer Recruitment Strategy has not yielded a net gain in Foster Carers as the pace of (appropriate) de-registrations has outstripped the approval of new Foster Carers.
- 1.3 A new draft Foster Carer Recruitment Strategy has been prepared but it is acknowledged that current and planned activity may not provide the pace and volume of recruitment that is required. The Market Management Project Group has explored a number of options that have the potential to significantly accelerate progress towards increasing the number of Rotherham foster carers.

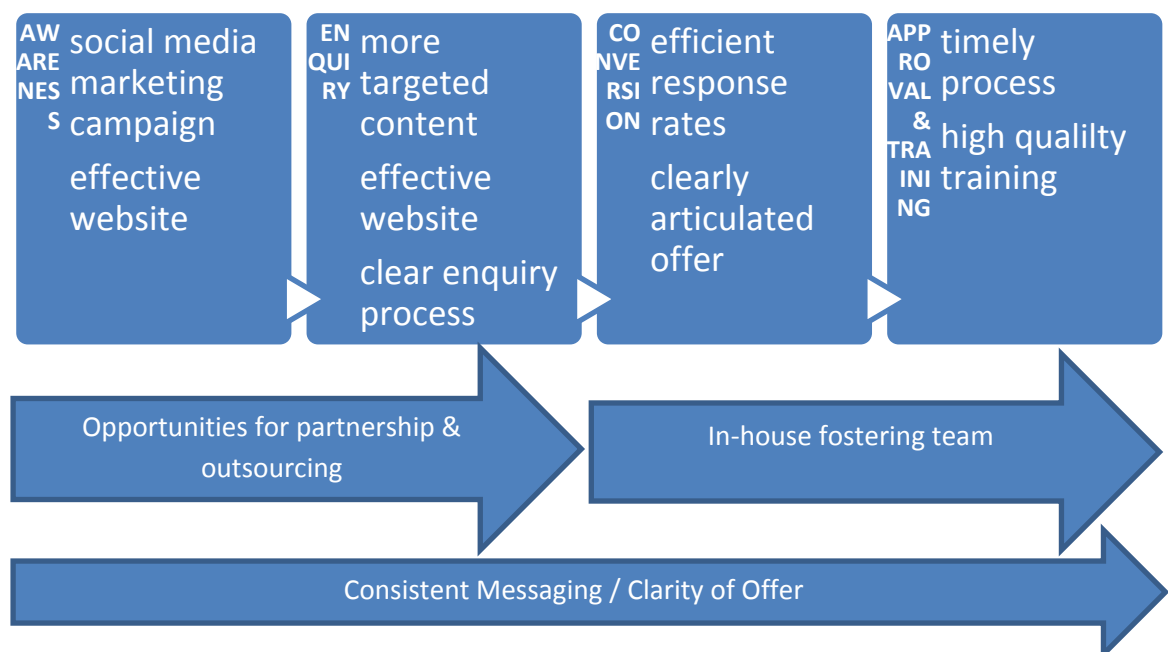
2. Key Issues

- 2.1 The draft Foster Carer Recruitment Strategy references recent research commissioned to support local authorities recruit more foster carers. Fostering Network together with the Department for Education, identified that there are two key groups of potential foster carers: pioneers and prospectors.
- 2.2 Pioneers are motivated by an intrinsic desire to 'do the right thing' and to contribute to improving society. This group are motivated by the outcomes they can deliver rather than being motivated primarily by financial gain. This makes things like the support available a primary consideration when choosing between a foster carer for a local authority or an independent fostering agency.
- 2.3 Prospectors are motivated by monetary gain and maximising their own standing and importance; they will look for opportunities to advance and take pleasure in recognition and reward.
- 2.4 The Narey Report (2018) identifies that social media is increasingly being used to improve recruitment. The Fostering Network suggests that as many as 38% of all enquiries now come through the internet. Rotherham's digital presence at the moment is almost non-existent; the website is hard to reach and navigate, and Twitter and Facebook accounts are not well used.
- 2.5 The key strands of activity identified in the Draft Foster Carer Recruitment Strategy are to:
 - Raise awareness through social media, word of mouth, campaigns in the workplace, neighbourhood engagement and using stakeholders and key influencers;

- Improve the rate of conversion from initial enquiry through to final approval by increasing efficiency, articulating the Rotherham offer more effectively, including Rotherham's values, support offer and fees and allowances;
- Continue targeted work, including Muslim Foster Carer project and new projects to encourage transfer from Independent Fostering Agency (IFA) to in-house Rotherham Carer.

2.6 For the purposes of considering options to enhance this approach, the process has been broken down into four phases: awareness, enquiry, conversion, approval and training. The options considered for partnership working and outsourcing relate to the first two steps of the process and consider where they may be an opportunity to work with other organisations to raise awareness and generate warm enquiries, allowing the fostering team to focus on conversion and the approval and training process.

2.7 In addition to the work summarised below there may be targeted, community-based projects that would be led by the fostering team, for example, working in a specific ward to generate awareness through face to face events.



3. Options considered and recommended proposal

3.1 Option 1 – Co:Create

3.1.1 The emphasis of the Co:Create proposal is to co-design and embed a value based approach to the recruitment process.

3.1.2 The proposal focuses on the six phases of a co-production exercise, preceded by time to plan and develop the project with the fostering team. The phases are to:

- Empathise – this phase focuses on understanding the perspectives of key stakeholders and identifying what matters most to children and young people, prospective and existing foster carers, people who are started but not completed the recruitment process and the RMBC Fostering Team
- Define – this phase involves creating a clear picture of the process and, particularly, understanding key touch-points that could be enhanced to ensure that prospective foster carers remain engaged.
- Ideate – co-designing ‘what good looks like’ through a series of workshops
- Prototype – modelling a changed process that builds on the information gathered so far and increases levels of interest and likelihood of conversion. It is also proposed that this phase would involve co-design and production of paperwork, policies and procedures.
- Test – putting the changes into action
- Deliver – includes a programme of training for RMBC staff.

3.1.3 The timescales for this work would be to commence in April 2019 and reach the final phase in August 2019.

3.1.4 The costs identified in the proposal are as follows:

Planning & development 4 days	£1,400
Empathise 5 days plus participant expenses	£2,100
Define 6 days plus participant expenses	£2,250
Ideate 6 days plus participant expenses	£2,450
Prototype 8 days plus participant expenses	£2,950
Test 8 days plus participant expense	£2,800

Staff training 4 days plus participant expenses	£1,550
Implementation 4 days plus participant expenses	£1,400
Total (including VAT)	£20,280

- 3.1.5 This proposal is has co-production at its heart and lacks any marketing or social media expertise. The focus is on getting the messaging right and ensuring that this is embedded in the approach of the Rotherham team who respond to enquiries. The co-production focus relies on understanding what has worked best in the past for Rotherham, rather than exploring new technologies or innovation or delivering any increase in the scale. The cost of the full proposal is less than the cost of a member of staff, and would doubtless add value to the process. However, it is not the recommended option, (although training for the staff team in value-based recruitment could be explored as a stand-alone element).

3.2 Option 2 – You Can Foster

- 3.2.1 Placements North West is a regional collaboration that exists in order to improve outcomes for children and young people, and provide value for money, by promoting a regional approach to commissioning children's social care placements.
- 3.2.2 You Can Foster is a regional fostering campaign delivered by Placements North West. Since its conception in 2010 the project has generated enquiries from prospective foster carers through regional marketing activity. You Can Foster in its current format comprises of a brand (refreshed in 2016) and a website. Advertising drives enquiries through to the website from which they are distributed to local authorities for processing. You Can Foster currently generates around 20% of the region's enquiries. You Can Foster currently includes local authorities from the North West, North Yorkshire, West Yorkshire and South Yorkshire.
- 3.2.3 Placements North West is funded by the 23 local authorities in the North West and hosted by Bolton Council. All procurement and invoicing procedures go through Bolton Council.
- 3.2.4 You Can Foster is seeking to extend its reach into more local authorities in the region. Rotherham has the option to 'subscribe' this this model at a cost of £1423 per annum
- 3.2.5 This spend would include a digital campaign covering participating Yorkshire authorities to include:
- Low level Adwords spend over the whole year (amount agreed by participating LAs)
 - Two Facebook fortnight long campaigns run at times agreed by participating LAs and with spend agreed by participating LAs)

- 3.2.6 The advantage of this approach is that it is low cost, and will raise awareness of fostering. Work to date in the North West has proved successful. However, the levels of advertising spend remains modest in the context of what is spent by Independent Fostering Agencies, and the level of enquiries will only increase proportionately. The messaging will not be specific to Rotherham.
- 3.2.7 It is recommended that Rotherham engages in this project as the investment and risk is low. However, it is not recommended that this is the only approach as it is unlikely to generate the level of response that is required.

3.3 Option 3 – Freelance Marketing Resource

- 3.3.1 The Fostering Team have received quotes from two freelance marketing professionals. Both would offer support with a social media campaign on a fee for service basis. Both are experience marketing professionals but do not have direct experience of running a campaign to recruit foster carers. The quotes below only include an advertising budget where this is directly referenced.
- 3.3.2 There is a risk that the investment in consultant time would not yield the results anticipated, or that significant further expenditure would be required to deliver the number of enquiries that are needed to convert into ‘warm leads’.

3.3.3

Quote 1	
Campaign creation, strategy, support & management (including graphic GIF and animated content	£550 a month
Consultation fee	£240 a month (estimate)
Suggested advertising budget	£100 a month minimum

Quote 2	
Audit & Strategy Development	£1500
Initial creation of social media assets including images and animation	£1250
Creation of social media assets thereafter	£500 a month
Social Media Management March to September	£2700
Optional facilitation of Q&A session	£400
Optional Blog writing	£300 per blog
Optional photography	£200 per half day shoot

3.4 Option 4 – Partnership with Bright Sparks

- 3.4.1 Bright Sparks is a creative communications and business development agency; they have recently done a significant piece of work to explore regional sufficiency arrangements for Looked After Children. They combine detailed knowledge of market management for Children and Young People's Services with marketing and digital design expertise.
- 3.4.2 The primary goal of the project would be to create an Inbound Marketing Funnel, designed to move people from the initial awareness raising and engagement stage through to the lead prospect stage and into the Fostering Services assessment and approval pipeline. This would be a pilot exercise to understand a new model of service that can then inform service development and commissioning intentions for the future.
- 3.4.3 The full scope of the proposal is set out in the appendix. Further work would be needed to define at which stage enquiries from prospective foster carers would be handed over to the RMBC Fostering Team.
- 3.4.4 The proposal sets out costs, including an aggressive (and expensive social media campaign), as though Rotherham were engaging with the provider on a fee per service basis.
- 3.4.5 The proposal also sets out preliminary thoughts about how an innovation partnership between RMBC and Bright Sparks might be explored; this would share the risk of investment in a social media campaign and explore the best handover points between marketing experts and fostering experts.
- 3.4.6 This is the most ambitious option; it is also the most costly and has the potential to yield the best results. In order to progress in full, a business case would need to be developed to demonstrate how the cost of current sufficiency arrangements could be saved to invest in a more innovate and aggressive way of recruiting foster carers.

- 3.5 **The recommended option is Options 2 and further exploration of Option 4.** Whilst a full business case is developed, work might commence immediately to re-design the Fostering Recruitment microsite on a fee for service basis. An improved website experience will add value to every element of the Fostering Recruitment Plan. It is recommended that some of the activity outlined in the Co-Create proposal is delivered by in-house resources in the Performance Team.

4. Consultation on proposal

- 4.1 No consultation work has been undertaken yet. It is proposed that consultation takes place with existing foster carers and prospective carers who did not progress their enquiry with Rotherham. This work would be covered if the Co:Create proposal was progressed. Alternatively, it could be scoped for delivery in-house by the Performance Team.

- 4.2 The Looked After Children's Council may wish to be involved in this work; the project team would need to seek their views.

5. Timetable and Accountability for Implementing this Decision

- 5.1 There is an urgent need to recruit more in-house foster carers. The preferred options need to be implemented as quickly as possible. All options identified are in a position to mobilise quickly.

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 6.1 Full procurement advice to be sought following approval of recommendations from DLT. Option 4 will require the exploration of a pilot phase and / or the use of European Innovation Partnerships guidance, which may support the development of an innovative solution to a problem, particularly where risk is being shared between two partners.
- 6.2 Once the options are agreed clarity is required as to whether the costs of the proposals will be met from savings within the in-house fostering team due to a change in responsibilities, through estimated cost reductions to IFA placements, or a combination of both.

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 7.1 Legal advice to be sought pending recommendation of DLT. Any contractual obligations

8. Human Resources Advice and Implications

- 8.1 The report proposes engaging with external organisations on a fee for service or partnership basis rather than delivering work through internal resources. If the proposals are agreed they will add capacity to support the work of the Fostering Team. If significant additional demand is generated and it is agreed that the Fostering Team will respond to this demand, further consideration may be needed of whether additional in-house resources are required.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 This report relates directly to work that is intended to improve outcomes for Rotherham's Looked After Children.

10. Equalities and Human Rights Advice and Implications

- 10.1 A draft Equality Analysis has been completed for the Market Management Project and identifies all equalities and human rights advice and implications relevant to this report.

11. Implications for Partners

- 11.1 The recruitment of in-house foster carers will mean that more children are able to remain in Rotherham and continue to be educated in Rotherham schools and be supported through local services.

12. Risks and Mitigation

- 12.1 The Market Management Project Risk Register has been developed and includes all risks relevant to this report.

13. Accountable Officer(s)

Jenny Lingrell, Joint Assistant Director Commissioning, Performance & Inclusion

Catherine Boaler, Service Manager, Fostering & Adoption

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive		Click here to enter a date.
Strategic Director of Finance & Customer Services (S.151 Officer)	Named officer	Click here to enter a date.
Assistant Director of Legal Services (Monitoring Officer)	Named officer	Click here to enter a date.
Assistant Director of Human Resources (if appropriate)		Click here to enter a date.
Head of Human Resources (if appropriate)		Click here to enter a date.

Council Report

Corporate Parenting Performance

Title

Corporate Parenting Performance Report – February 2019

Is this a Key Decision and has it been included on the Forward Plan? No

Strategic Director Approving Submission of the Report

Report Author(s)

Cathryn Woodward (Performance and Data Officer – Social Care)
Ian Walker (Head of Service Children in Care)

Ward(s) Affected

All

Summary

- 1.1 This report provides a summary of performance for key performance indicators across Looked After Children (LAC) services. It should be read in conjunction with the accompanying performance data report at Appendix A which provides trend data, graphical analysis and benchmarking data against national and statistical neighbour averages where possible.

Recommendations

- 2.1 The Panel is asked to receive the report and accompanying dataset (Appendix A) and consider issues arising.

List of Appendices Included

Appendix A – Corporate Parenting Monthly Performance Report – Feb 2019

Background Papers

Ofsted Improvement Letter
Children's Social Care Monthly Performance Reports

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required No

Exempt from the Press and Public No

Title: Corporate Parenting Performance Report – February 2019

1. Recommendations

- 1.1 The Corporate Parenting Panel is asked to receive the report and accompanying dataset (Appendix A) and consider issues arising.

2. Background

- 2.1 This report provides evidence to the council's commitment to improvement and providing performance information to enable scrutiny of the improvements and the impact on the outcomes for children and young people in care. It should be read in conjunction with the accompanying performance data report which provides trend data, graphical analysis and benchmarking data against national and statistical neighbour averages.
- 2.2 Targets, including associated 'RAG' (red, amber, green rating) tolerances, are included. These have been set in consideration of available national and statistical neighbour benchmarking data, recent performance levels and, importantly, Rotherham's improvement journey.
- 2.4 Please note that all benchmarking data is as at the latest data release by the DfE and relates to 2017/18 outturn
- 2.5 The narrative supplied within the report has been informed by the Deputy Director for Children's Services and the Head of Looked After Children Services.

3. Key Issues

3.1 Service Overview and Context

- 3.1.1 In February, we had the first increase in the month end number of LAC since October. The post-Christmas period often evidences a spike in referrals resulting in CiN, CP and an eventual rise in LAC numbers. In addition children are less likely to be adopted or achieve permanence over the Christmas period as this can be an emotionally challenging time for them and reduce the chances of such moves being ultimately successful.
- 3.1.2 The second year of Right Child Right Care programme has begun. 228 children have been identified as potential candidates for discharges from care in 2019. 48 of these will turn 18 and the remaining 180 fall under the identified categories of: Adoption; Aged 14-16 years; Long Term Matched; placed with Family and Friends; or in placement for more than 18 months. Other children at baseline fell under these categories, but when assessed, it was not deemed appropriate for those children at this time. The project aim is to ensure the child is in the right care. This also means that some children will fall 'out of scope' as the year progresses and it

becomes apparent that the plan for the child is not deemed appropriate for discharge this year.

- 3.1.3 We have identified 10 children for participation in the Lifelong Links programme. The project aims to improve outcomes for those children who do not have a plan to live with their family or secure permanence through adoption, by helping them to make lifelong links with people who are important to them. In turn, this should improve placement stability for those children. The programme will begin following initial training and set up of processes.

3.2 Looked After Children Profile

- 3.2.1 In February, we had 26 children admitted to care and only 6 children ceased to be looked after. This gave us a total of 645 LAC at the end of the month.
- 3.2.2 The rate of LAC per 10k population is 113.3%. The highest we have experienced has been 114.8% in August 2018. We are exceptionally high in comparison to our statistical neighbours who for 2018 were recorded at 87.8%.
- 3.2.3 The percentage of our children who ceased to be looked after due to permanence remains at 29% so far this financial year. This is an increase on our previous 2 years of 27.9% for 16/17 and 27.3% for 17/18. Permanence includes SGO, Residence Order and Adoption.
- 3.2.4 Table 1 provides a breakdown of the LAC population by age group against the latest national comparator data. This shows that, overall, Rotherham's LAC age profile follows a similar distribution to the national. The most notable difference being the lower proportion aged over sixteen (17% compared to 23%).

Table 1 – Age distribution of Looked After Children at the end of the month

Age Band	Number	% of total	Latest National comparative data (Mar-18)
Under 1	50	8%	6%
1 – 4	94	15%	13%
5 - 9	139	22%	19%
10 - 15	253	39%	39%
16+	109	17%	23%
Total	645		

- 3.2.5 Further to this the average age of children admitted to care has reduced from 10.5 at the start of 2018 to only 6 over the past six months. This is of relevance because CYPS performance data evidences that the younger a child comes into care the shorter the time they spend in care, the greater the chance of them moving to permanence and the less expensive their placement costs

3.2.6 The percentage distribution by legal status remains a consistent picture with 52% of children subject to full care orders, 30% on an Interim Care Order, 11% are on Placement Orders and 5% under Section 20. We have 1% (4 children) who are Accommodated with breaks.

3.3 LAC Plans

3.3.1 Our target for care plans is 95%. Our highest this year has been 92.8% in the summer with a low of 83.9% in January. At the end of February we had 87% of children with an up to date care plan. We are approaching year end, and by comparison, at year end 2017/18, we were at 89.5% of up to date care plans with a slightly lower number of LAC at 628. Care Plans will be the area of focussed activity for March in order to further drive up performance.

3.4 Reviews

3.4.1 Statutory Reviews over the last few months has maintained well with 93.9% of cases reviewed within timescale in the month of February. This has been an improvement on the earlier months this year, where we constantly sat between 80 and 90% up to the month of October. This is partly owed to the stabilisation of our IRO staffing. It must, however, be noted that we have a planned reduction in agency staff at the end of March 2019, therefore IRO caseloads will be closely monitored over the next couple of months.

3.5 Visits

3.5.1 Statutory visits have remained consistent across the year with 97.4% of visits up to date and complete within timescale. Further to this the quality of the recording of these visits also seems to have significantly improved over the course of the past 12 months as evidenced by the Head of Service whom reads the previous 3 statutory visits whenever opening a case file.

3.6 Placements

3.6.1 As is evidenced by research the best indicator of a positive outcome for looked after children is the extent to which they have been supported to remain living in the same placement or with as few placement disruptions as possible. Placement stability is most likely to be achieved by good matching processes; high levels of support provided to foster carers; and strong relationships being developed by social workers with their young people to ensure they are best placed to address any issues as and when they arise.

3.6.2 At the end of February we had 62.5% of LAC in long term stable placements, similar to the start of the year figure of 62.3%. We did reach a high of 69.7% in October, which was higher than the statistical neighbour average of 68.2%. However, as predicted through the initiatives to discharge children from care to secure

permanence such as SGO using the Right Child Right Care programme, some of those long term cases have now left care. Although a decline in performance these are, most importantly, positive outcomes for our children and subsequently, for the service in terms of capacity and demand management.

- 3.6.3 For stability through the number of placement moves, 13.4% of our LAC have experienced 3 or more placement moves in the previous 12 months period. This is a slight improvement since the start of the year at 14.4%, but a slight performance decrease since the low of 12.1% in the summer.
- 3.6.4 The number of LAC placed in family based settings including internal fostering, independent fostering, pre-adoption placements and those placed with parent/family/friends, remains stable at 82.9%, and slightly above the 81.1% at the beginning of the year.
- 3.6.5 There has been a steady increase in the numbers of children placed with parents but this evidences the increase in rehabilitation work being implemented by the LAC teams over the course of the past few months. Many of these Care Orders should be discharged over the course of the coming months.

3.7 Health and Dental

- 3.7.1 During the month of February, all initial health assessments that were undertaken were complete in time. This is the first time we have ever achieved 100% and is a reflection of the co-working with health over the last few months to implement changes aimed at improving this measure. The annual figure remains at 51.3%, which is lower than the 17-18 figure of 55.7% but looking forward, the improvements and escalation processes implemented should see an improved picture for 2019/20. We are, still working on these improvements and have outstanding issues to overcome, including the on-going requirement for specific parental consent to be given for S20 accommodated children and the option for children who achieve LAC status by virtue of receiving 75 nights short-breaks care, undergoing a desk-top IHA, given the significant range of other health appointments these children are likely to receive. A consultation process is currently being undertaken with the parents of these children with the likely outcome being that they do not want their child to undergo yet another health process.
- 3.7.2 For ongoing health assessments for the overall LAC cohort, we had 84.3% of LAC with an up to date assessment at the end of February. This is a decline in performance compared to previous months but slightly higher than the 2017/18 year end figure of 83.7%. However, delayed inputting could predict an increase in this figure when we rerun the reports next month. A service improvement that has taken some time to achieve, but will help combat this issue on a more permanent basis, is that the LAC

Nurse Team have now been given inputting rights onto Liquid Logic. This should eliminate much of the delay in recording. Also, the LAC Nurse is now co-located with the LAC teams at Riverside House. This should support further improvements in the whole Health Assessments process and continue to strengthen multi agency working.

- 3.7.3 Dental assessments were a key focus in performance activity during February. Subsequently, we hit a high of 91.9% of LAC with an up to date Dental Assessment, a significant improvement on the entire year.

3.8 LAC Education

- 3.8.1 Rotherham has a local standard to ensure that each PEP is of good quality and refreshed every term (rather than the annual minimum standard).
- 3.8.2 As reported at the last Corporate Parenting Panel, 97% of LAC had a PEP meeting during the autumn term 2018-19.
- 3.8.3 At the end of February, 94.6% of eligible LAC population had a Personal Education Plan. We have not fallen below 93.4% at any month in the entire year.
- 3.8.4 The performance and data function of the Virtual School is currently in transition and will soon be undertaken by the CYPS Performance and Quality team. As a result, future reporting will incorporate data on exclusions, attendance and progress within this report.

3.9 Care Leavers

- 3.9.1 There was a realignment of the performance reporting in December of the Care Leavers cohort to reflect the requirements of legislation. Therefore RMBC is now reporting performance on the wider cohort of young people identified as care leavers. This gives us a cohort of 300 Care Leavers at the end of February, a significant increase on the 239 at the end of November.
- 3.9.2 The percentage of Care Leavers with a Pathway Plan is at 83.9%. 82.9% have an up to date Pathway Plan. This is a slight improvement since we first increased our cohort in December to include a wider range of eligible young people, with the cohort growing even further this last 2 months (from 294 in December to 300 in February). The cases without a Pathway Plan tend to be young people aged 16. The majority of these young people will have an in date care plan and it will be addressed by transitioning young people to a pathway plan on Liquid Logic.

- 3.9.3 We have achieved a high this year of 97.3% of care leavers living in suitable accommodation at the end of February.
- 3.9.4 The number of care leavers who are in Education, Employment or Training has also improved to 65%. This is a significant increase since the year start figure of 61%, which was already placing Rotherham in the top quartile, and above the statistical neighbour average of 56%.

3.10 Fostering

- 3.10.1 At the end of February we had 67.6% of our LAC in fostering placements. This figure excludes relative/friend placements.
- 3.10.2 We have 148 in house fostering households. Despite approving a new household in February, this is a reduction of 2 carers since our last report following 2 de-registrations in January and 1 in February. This remains the most significant performance pressure for the LAC Service.
- 3.10.3 In the year to date, we have approved 10 new fostering households and have a further 13 assessments ongoing. 3 of these will be considered by Panel before the 1st of April.
- 3.10.4 The newly approved households have been negatively offset by the number of de-registrations we have had this year. A number of these have been resignations by carers who have undergone the LADO process, even where allegations were unfounded. As a lesson learned and a mitigating action to avoid resignation following future LADO investigations, the Fostering Team are developing a refined offer of support for carers undergoing this process. This will be supported by a revised Foster Care Allowance Scheme that is currently under review.
- 3.10.5 As previously reported, the Recruitment Team visit to Lincolnshire has now been arranged for March to assess if there is any learning to be had from their recruitment practices.
- 3.10.6 DLT have now approved the Foster Carer Diversity Project (previously named the Muslim Foster Carer Project) which will be having a soft launch on the 20th March and it is hoped that this will have a positive impact on our recruitment performance and subsequently, our in house fostering service.

3.11 Adoptions

- 3.11.1 Rotherham's policy is to persevere in seeking adoptive placements for all children for as long as it is reasonable to do so. Whilst this can impact on performance figures, this practice does give the necessary reassurance that the adoption service is 'doing the right thing' by its children by doing everything it can to secure permanent family placements.
- 3.11.2 We have achieved permanence through adoption for 31 children so far this year. This is already an increase on the 27 we achieved for the whole of 2017-18.
- 3.11.3 A third of the children adopted complete the process within 12 months of the children receiving their formal decision that they should be adopted.
- 3.11.4 The national target for the number of days between a child becoming LAC and having an adoption placement is 426 days. The average for our 31 adoptions so far this year is 385.3 days and well within the target.
- 3.11.5 The national target for the number of days between a child receiving a placement order and being matched to an adoptive family is 121 days. The average for the children adopted this year has been 212.5. However, note that the national average for last year was 220 days, for which we fall within.
- 3.11.6 Looking forward to 2019-20, we have a further 3 adoptive families who have lodged their application and are awaiting a court date; 11 children in their adoption placement for more than 10 weeks but the application is yet to be lodged; and a further 15 children in placement but for less than 10 weeks. This gives us a very good starting point for adoption performance next year.
- 3.11.7 For adopter recruitment, we have successfully approved 22 families this year, a significant increase on the 14 approved in 2017-18. This gives us a larger pool of adopters for the next financial year and will contribute to a positive budgetary impact in 2019-20.

3.12 Caseloads

- 3.12.1 An adjustment has been made for calculating average caseloads for Advanced Practitioners and Newly Qualified Social Workers. We now count AP's as 0.4 of their contracted FTE and NQSW's as 0.6 of their contracted FTE, to reflect the true capacity for Social Workers in these categories.

3.12.2 The maximum case load in February remained at 23 for LAC teams. The average caseload for LAC teams 1-3 has continued to increase throughout the year and is at a high of 19.2. Teams 4 and 5 have increased to an average of 16.5 cases. This is reflective of the high numbers of LAC, but in addition to this, there has been some long-term sickness which is being covered by colleagues in Team 4 for the foreseeable future. Subsequently, high caseloads does have an impact on performance overall.

4. Options considered and recommended proposal

4.1 The full corporate parenting performance report attached at Appendix A represents a summary of performance across a range of key national and local indicators with detailed commentary provided by the service director. Commissioners are therefore recommended to consider and review this information.

5. Consultation

5.1 Not applicable

6. Timetable and Accountability for Implementing this Decision

6.1 Not applicable

7. Financial and Procurement Implications

7.1 There are no direct financial implications to this report. The relevant Service Director and Budget Holder will identify any implications arising from associated improvement actions and Members and Commissioners will be consulted where appropriate.

8. Legal Implications

8.1 There are no direct legal implications to this report.

9. Human Resources Implications

9.1 There are no direct human resource implications to this report. The relevant Service Director and Managers will identify any implications arising from associated improvement actions and Members and Commissioners will be consulted where appropriate.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The performance report relates to services and outcomes for children in care.

11. Equalities and Human Rights Implications

- 11.1 There are no direct implications within this report.

12. Implications for Partners and Other Directorates

- 12.1 Partners and other directorates are engaged in improving the performance and quality of services to children, young people and their families via the Rotherham Local Children's Safeguarding Board (RLSCB). The RLSCB Performance and Quality Assurance Sub Group receive this performance report within the wider social care performance report on a regular basis.

13. Risks and Mitigation

- 13.1 Inability and lack of engagement in performance management arrangements by managers and staff could lead to poor and deteriorating services for children and young people. Strong management oversight by Directorship Leadership Team and the ongoing weekly performance meetings mitigate this risk by holding managers and workers to account for any dips in performance both at a team and at an individual child level.

14. Accountable Officer(s)

Ian Walker, Head of Service Looked After Children and Care Leavers
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Ailsa Barr Interim Assistant Director Safeguarding Children
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Corporate Parenting Monthly Performance Report

As at Month End: February 2019

Please note: Data reports are not dynamic. Although care is taken to ensure data is as accurate as possible every month, delays in data input can result in changes in figures when reports are re-run retrospectively. To combat this at least two individual months data is rerun for each indicator.

Document Details

Status: Issue 1

Date Created: 20/03/19

Created by: Performance & Quality Team

Performance Summary

As at Month End: February 2019

*'DOT' - Direction of travel represents the direction of 'performance' since the previous month with reference to the polarity of 'good' performance for that measure. Colours have been added to help distinguish better and worse performance. Key Below;-

- improvement in performance / increase in numbers

- no movement - numbers stable with last month

- decline in performance, not on target / decrease in numbers

	NO.	INDICATOR	GOOD PERF IS	DATA NOTE (Monthly)	2018 / 19					DOT (Month on Month)	RAG (in month)	Target and Tolerances			YR ON YR TREND				LATEST BENCHMARKING			
					Dec-18	Jan-19	Feb-19	YTD 2018/19	DATA NOTE			Red	Amber	Target Green	2014/15	2015/16	2016/17	2017/18	STAT NEIGH AVE	BEST STAT NEIGH	NAT AVE	NAT TOP QTILE THRESHOL
LOOKED AFTER CHILDREN	6.1	Number of Looked After Children	Info	Count	634	629	645	-	As at mth end					n/a	407	432	488	627				
	6.2	Rate of Looked After Children per 10,000 population aged under 18 (Council Plan Indicator)	Low	Rate per 10,000	111.3	110.5	113.3	-	As at mth end					99.1	70	76.6	86.6	110.8	87.8	62.0	64.0	-
	6.3	Admissions of Looked After Children	Info	Count	15	19	26	249	Financial Year					n/a	175	208	262	330				
	6.4	Number of children who have ceased to be Looked After Children	High	Count	29	26	6	225	Financial Year					n/a	160	192	215	194				
	6.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption)	High	Percentage	17.2%	50.0%	33.3%	29.0%	Financial Year			<33%	33%>	35%+	37.5%	40.1%	27.9%	27.3%				
	6.6	Number of SGOs started (Legal Status)	High	Count	3	4	4	48	Financial Year			range to be set										
	6.7	Percentage of LAC who have ceased to be looked after due to a Special Guardianship Order	High	Percentage	3.3%	19.2%	16.7%	11.4%	Financial Year			range to be set			-	-	9.8%	8.2%	12.3% (2017)	22.0% (2017)	12.0% (2017)	17.0% (2017)
	6.8	LAC cases reviewed within timescales	High	Percentage	94.5%	91.0%	93.9%	88.0%	Financial Year			<90%	90%>	95%+	94.9%	83.3%	91.3%	90.6%				
	6.9	% of children adopted	High	Percentage	13.8%	11.5%	50.0%	13.8%	Financial Year		YTD	<20%	20%>	22.7%+	26.3%	22.4%	14.4%	13.9%	19.2%	32.0%	13.0%	19.0%
	6.10	Health of Looked After Children - up to date Health Assessments	High	Percentage	87.1%	87.7%	84.3%	-	As at mth end			<90%	90%>	95%+	81.4%	92.8%	89.5%	83.7%				
	6.11	Health of Looked After Children - up to date Dental Assessments	High	Percentage	84.0%	87.0%	91.9%	-	As at mth end			<90%	90%>	95%+	58.8%	95.0%	57.3%	72.5%				
	6.12	Health of Looked After Children - Initial Health Assessments carried out within 20 working days	High	Percentage	46.2%	60.9%	100.0%	51.3%	Financial Year			range to be set			20.0%	8.4%	18.2%	55.7%				
	6.13	% of LAC with a PEP	High	Percentage	98.0%	97.3%	94.6%	-	As at mth end			<90%	90%>	95%+	76.0%	97.8%	97.0%	93.6%				
	6.14	% of LAC with up to date PEPs (Report Termly - End Jul, Dec, Mar)	High	Percentage	97.0%	-	-	-	As at term end			<90%	90%>	95%+	-	-	98.9%	97.4%				
	6.15	% of eligible LAC with an up to date plan	High	Percentage	86.4%	83.9%	87.0%	-	As at mth end			<93%	93%>	95%+	98.8%	98.4%	79.1%	89.5%				
	6.16	% LAC visits up to date & completed within timescale of National Minimum standard	High	Percentage	97.0%	97.6%	97.4%	-	As at mth end			<95%	95%>	98%+	95.2%	98.1%	74.0%	97.5%				
CARE LEAVERS	7.1	Number of care leavers	Info	Count	294	300	300	-	As at mth end					n/a	183	197	223	256				
	7.2	% of eligible LAC & Care Leavers with a pathway plan	High	Percentage	83.4%	82.4%	83.9%	-	As at mth end			<93%	93%>	95%+	-	69.8%	99.3%	93.9%				
	7.3	% of eligible LAC & Care Leavers with an up to date pathway plan	High	Percentage	69.9%	73.6%	82.9%	-	As at mth end						-	-	-	70.3%				
	7.4	% of care leavers in suitable accommodation	High	Percentage	96.3%	96.7%	97.3%	-	As at mth end			<95%	95%>	98%+	97.8%	96.5%	97.8%	96.1%	88.3%	94.0%	84.0%	91.0%
	7.5	% of care leavers in employment, education or training	High	Percentage	62.6%	63.3%	65.0%	-	As at mth end			<70%	70%>	72%+	71.0%	68.0%	62.9%	64.1%	56.0%	73.0%	51.0%	59.0%
PLACEMENTS	8.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	65.1%	64.6%	62.5%	-	As at mth end			<68%	68%>	70%+	71.9%	72.7%	66.2%	61.2%	67.6%	78.0%	70.0%	74.0%
	8.2	% of LAC who have had 3 or more placements - rolling 12 months (Council Plan Indicator)	Low	Percentage	12.8%	14.1%	13.4%	-	Rolling Year			13%+	13%<	10.8%<	12.0%	13.0%	11.9%	13.4%	10.6%	8.0%	10.0%	8.9%
	8.3	% of LAC in a family Based setting (Council Plan Indicator)	High	Percentage	83.8%	82.4%	82.9%	-	As at mth end			range to be set 85%>			-	-	81.1%	81.0%				
	8.4	% of LAC placed with parents or other with parental responsibility (P1)	Low	Percentage	6.5%	7.9%	8.4%	-	As at mth end			range to be set			-	-	5.3%	4.3%				
	8.5	% of LAC in a Commissioned Placement	Low	Percentage	52.7%	53.9%	51.3%	-	As at mth end			range to be set			-	43.6%	43.2%	50.5%				
FOSTERING	9.1	Number of LAC in a Fostering Placement (excludes family/friend carers)	High	Count	443	428	436	-	As at mth end			range to be set			-	-	353	414				
	9.2	% of LAC in a Fostering Placement (excludes family/friend carers)	High	Percentage	69.9%	68.0%	67.6%	-	As at mth end			range to be set			-	-	72.3%	66.0%				
	9.3	Number of Foster Carers (Households)	High	Count	150	148	148	-	As at mth end			range to be set			-	156	161	154				
	9.4	Number of Foster Carers Recruited	High	Count	1	0	1	10	Financial Year			range to be set			-	13	32	16				

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↑

- improvement in performance / increase in numbers

↔

- no movement - numbers stable with last month

↓

- decline in performance, not on target / decrease in numbers

	NO.	INDICATOR	GOOD PERF IS	DATA NOTE (Monthly)	2018 / 19					DOT (Month on Month)	RAG (in month)	Target and Tolerances			YR ON YR TREND				LATEST BENCHMARKING			
					Dec-18	Jan-19	Feb-19	YTD 2018/19	DATA NOTE			Red	Amber	Target Green	2014/15	2015/16	2016/17	2017/18	STAT NEIGH AVE	BEST STAT NEIGH	NAT AVE	NAT TOP QTILE THRESHOL
	9.5	Number of Foster Carers Deregistered	Info	Count	0	2	1	20	Financial Year	↓		range to be set			-	16	22	25				
ADOPTIONS	10.1	Number of adoptions	High	Count	4	3	3	31	Financial Year	→				n/a	-	43	31	27				
	10.2	Number of adoptions completed within 12 months of SHOBPA	High	Count	2	3	1	11	Financial Year	↓				n/a	-	23	12	16				
	10.3	% of adoptions completed within 12 months of SHOBPA	High	Percentage	50.0%	100.0%	33.3%	35.5%	Financial Year	↓		<83%	83%>	85%+	37.0%	53.5%	38.7%	59.3%				
	10.4	Average number of days between a child becoming Looked After and having a adoption placement (A1)	Low	YTD Average	380.2	365.5	385.3	-	Financial Year	↓		511+	511<	487<	393.0	296.0	404.0	325.3	479.7	362.0	520.0	455.0
	10.5	Average number of days between a placement order and being matched with an adoptive family (A2)	Low	YTD Average	214.6	197.8	212.5	-	Financial Year	↓		127+	127<	121<	169	136	232.9	124.8	205.6	89.0	220.0	171.8
Caseloads	11.4	Maximum caseload of social workers in LAC	Low	Average count	23	23	23	-	As at mth end	→		21+	20<	18<	-	19.2	17.0	18.0				
	11.5	Average number of cases per qualified social worker in LAC Teams 1-3	Within Limits	Average count	15.5	16	19.2	-	As at mth end	↑		over 1% above range	1% above range	14-20	-	-	-	12.6				
		Average number of cases per qualified social worker in LAC Teams 4 - 5	Within Limits	Average count	14.4	15	16.5	-	As at mth end	↑		over 1% above range	1% above range	14-20	-	-	-	11.8				

LOOKED AFTER CHILDREN

DEFINITION

Children in care or 'looked after children' are children who have become the responsibility of the local authority. This can happen voluntarily by parents struggling to cope or through an intervention by children's services because a child is at risk of significant harm.

PERFORMANCE ANALYSIS

As was predicted last month, February brought a significant increase in the numbers of looked after children although the actual figure is slightly less than reported given that there are still 6 children in the process of being discharged on the Liquid Logic pathway. This would bring the actual numbers of LAC down to 639 and at present there are firm plans for 18 children to be discharged from care in March and 21 children to be discharged in April.

9 of the children admitted to care over the course of the month were teenagers which has therefore reversed the trend of a declining average age for children being admitted to care. A review is taking place of each of these admissions to ascertain if anymore focussed work at an earlier stage could have diverted them from becoming looked after. It may significant to note that 16 of the 26 admissions were sibling groups and a further 2 were unaccompanied minors.

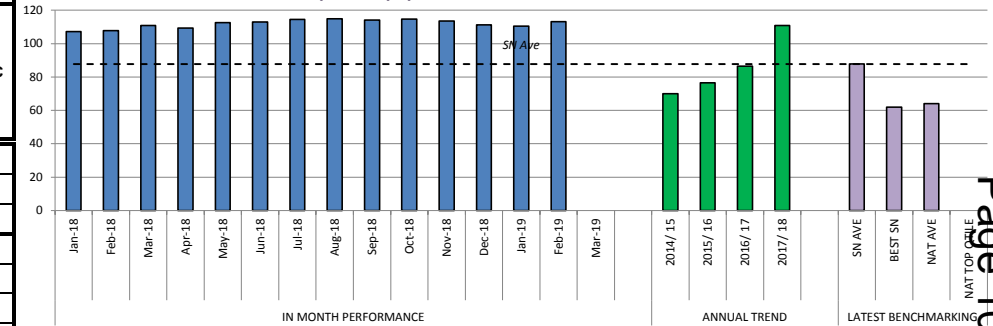
It is also of some relevance that the legal process is delaying children's permanence plans being achieved given that 6 Adoption Hearings have had to be postponed over the course of the month due to birth parents appealing against this plan and there is little the local authority can do to address this issue.

Data Note: An issue has arisen within the Liquid Logic system which is impacting on the reporting LAC children. For some children who have left care and have had previous care episodes, the same 'end date' is copying into the previous episodes within the system. This has been reported, however, until this is rectified we will be unable to accurately report on measures regarding children ceasing care.

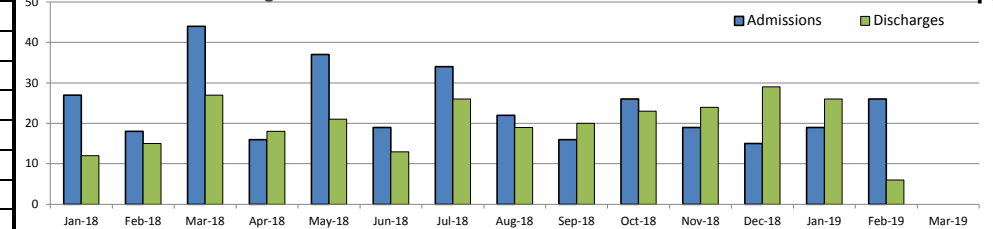
6.2	6.1	6.3	6.4	6.5	6.6	6.7
Rate of children looked after per 10K pop	Number of LAC	Admissions of children looked after	No. of children who have ceased to be LAC	% of children ceased to be LAC due to permanence	Number of SGO's started (Legal Status)	% of children ceased to be LAC due to an SGO

IN MONTH PERFORMANCE	Jan-18	107.3	607	27	12	16.7%	4	8.3%
	Feb-18	107.8	610	18	15	28.6%	4	7.1%
	Mar-18	110.8	627	44	27	34.6%	16	15.4%
	Apr-18	109.4	619	16	18	22.2%	0	0.0%
	May-18	112.6	637	37	21	38.1%	5	13.6%
	Jun-18	112.9	643	19	13	30.8%	3	15.4%
	Jul-18	114.5	652	34	26	38.5%	4	18.5%
	Aug-18	114.8	654	22	19	15.8%	1	5.0%
	Sep-18	114.1	650	16	20	10.0%	10	10.0%
	Oct-18	114.7	653	26	23	34.8%	8	22.2%
	Nov-18	113.6	647	19	24	41.7%	6	8.3%
	Dec-18	111.3	634	15	29	17.2%	3	3.3%
	Jan-19	110.5	629	19	26	50.0%	4	19.2%
	Feb-19	113.3	645	26	6	33.3%	4	16.7%
	Mar-19							
YTD	2018/19	-	-	249	225	29.0%	48	11.4%
ANNUAL TREND	2014/ 15	70.0	407	175	160	37.5%	-	-
	2015/ 16	76.6	432	208	192	40.1%	-	-
	2016/ 17	86.6	488	262	215	27.9%	-	9.8%
	2017/ 18	110.8	627	330	194	27.3%	67	8.2%
LATEST BENCHMARKING	SN AVE	87.8						12.3% (2017)
	BEST SN	62.0						22.0% (2017)
	NAT AVE	64.0						12.0% (2017)
	NAT TOP QTILE	-						17.0% (2017)

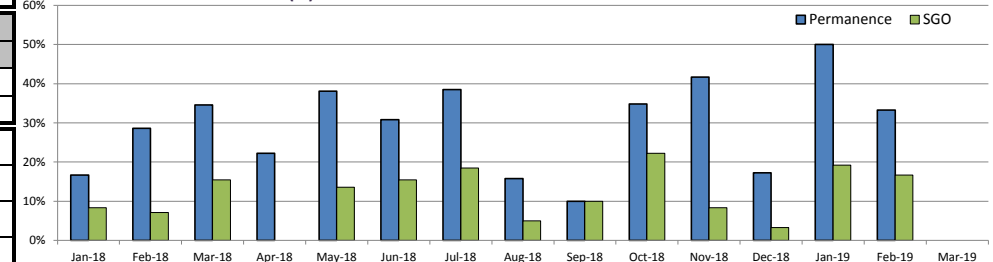
Rate of Looked After Children per 10K pop



Admissions and discharges from care



Children Ceased to be LAC (%)



LOOKED AFTER CHILDREN - REVIEWS, PLANS & VISITS

DEFINITION

The purpose of LAC review meeting is to consider the plan for the welfare of the looked after child and achieve Permanence for them within a timescale that meets their needs. The review is chaired by an Independent Reviewing Officer (IRO)

The LA is also responsible for appointing a representative to visit the child wherever he or she is living to ensure that his/her welfare continues to be safeguarded and promoted. The minimum national timescales for visits is within one week of placement, then six weekly until the child has been in placement for a year and the 12 weekly thereafter. Rotherham have set a higher standard of within first week then four weekly thereafter until the child has been permanently matched to the placement.

PERFORMANCE ANALYSIS

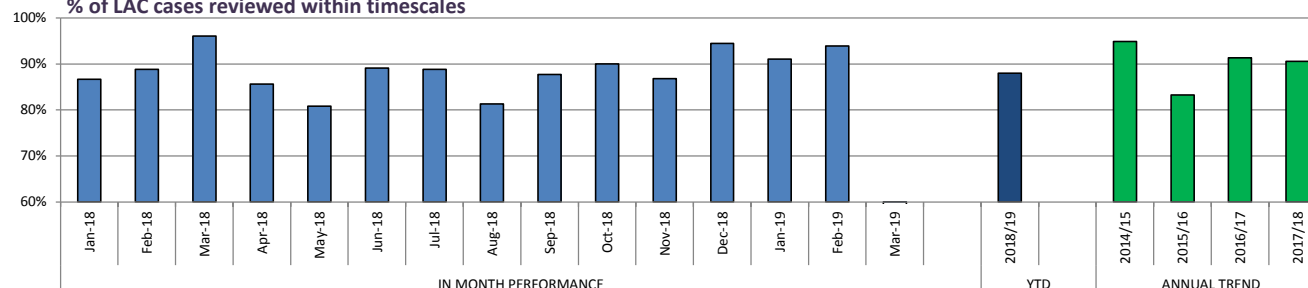
Performance in respect of Statutory Reviews in timescale has positively increased in February, as our cohort of IRO staffing has stabilised. IRO caseloads will be closely monitored over the next couple of months as we have a planned reduction in agency staff at the end of March 2019.

Performance in respect of Care Plans has also increased over the course of the month with the completion of Care Plans being the area of focussed activity for March in order to further drive up performance.

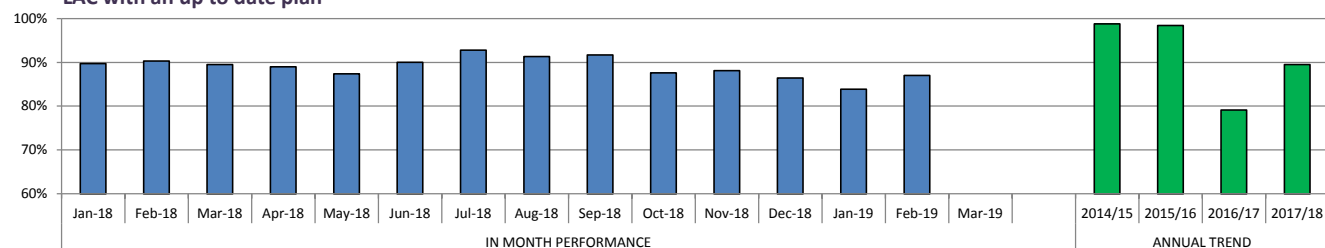
Completion of Statutory Visits has consistently remained above 97% for the past 7 months and as previously identified the vast majority of the remaining shortfall is due to delayed inputting onto Liquid Logic and this continues to be a focus within the LAC Performance Clinics. Further to this the quality of the recording of these visits also seems to have significantly improved over the course of the past 12 months as evidenced by the Head of Service whom reads the previous 3 statutory visits whenever opening a case file.

		6.8		6.14		6.16	
		% of LAC cases reviewed within timescales		LAC with an up to date plan		% LAC visits up to date & complete within timescale of National Minimum standard	
IN MONTH PERFORMANCE	Jan-18	150 of 173	86.7%	89.7%	597 of 608	98.2%	
	Feb-18	119 of 134	88.8%	90.3%	590 of 607	97.2%	
	Mar-18	148 of 154	96.1%	89.5%	614 of 630	97.5%	
	Apr-18	119 of 139	85.6%	89.0%	602 of 623	96.6%	
	May-18	131 of 162	80.9%	87.4%	604 of 638	94.7%	
	Jun-18	131 of 147	89.1%	90.0%	615 of 642	95.8%	
	Jul-18	167 of 188	88.8%	92.8%	631 of 657	96.0%	
	Aug-18	100 of 123	81.3%	91.3%	646 of 658	98.2%	
	Sep-18	136 of 155	87.7%	91.7%	634 of 653	97.1%	
	Oct-18	144 of 160	90.0%	87.6%	634 of 653	97.1%	
	Nov-18	171 of 197	86.8%	88.1%	636 of 650	97.8%	
	Dec-18	120 of 127	94.5%	86.4%	615 of 634	97.0%	
	Jan-19	122 of 134	91.0%	83.9%	615 of 630	97.6%	
	Feb-19	108 of 115	93.9%	87.0%	630 of 647	97.4%	
	Mar-19						
YTD	2018/19	1449 of 1647	88.0%	-		-	
ANNUAL TREND	2014/15		94.9%	98.8%		95.2%	
	2015/16		83.3%	98.4%		98.1%	
	2016/17	652 of 714	91.3%	79.1%		74.0%	
	2017/18	1502 of 1658	90.6%	89.5%		97.5%	

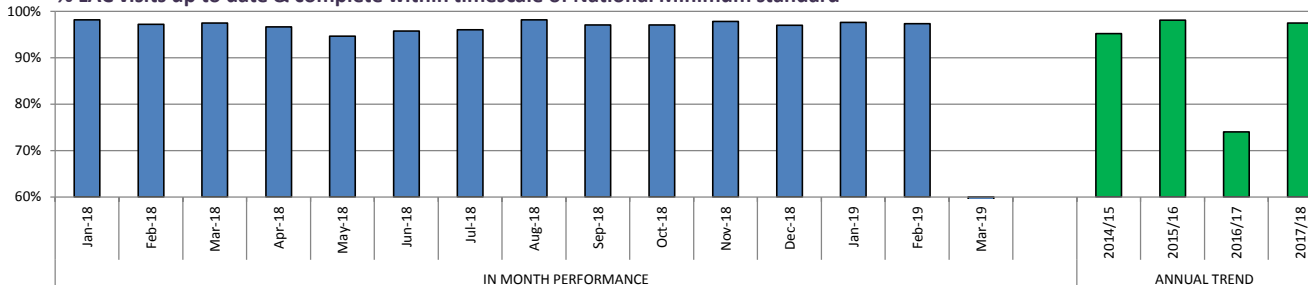
% of LAC cases reviewed within timescales



LAC with an up to date plan



% LAC visits up to date & complete within timescale of National Minimum standard



LOOKED AFTER CHILDREN - HEALTH

DEFINITION

Local authorities have a duty to safeguard and to promote the welfare of the children they look after, therefore the local authority should make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.

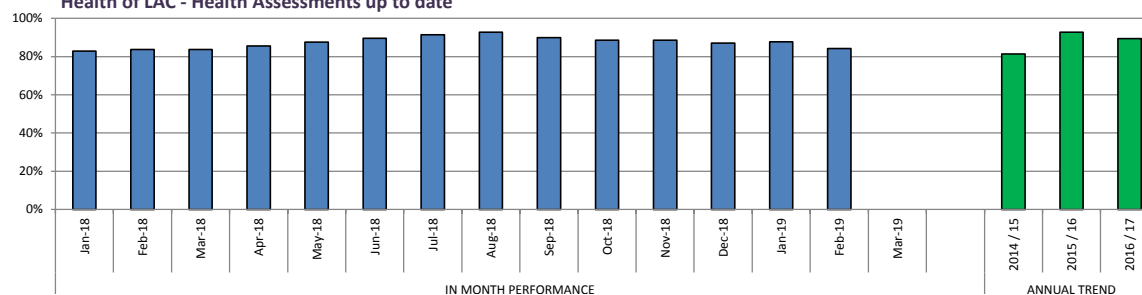
PERFORMANCE ANALYSIS

For the first time ever, CYPS achieved 100% in respect of 'Initial Health Assessments being completed in timescale' over the course of February which is reflective of the tenacious multi-agency work that has been focussed on this performance measure. There are, however, still a few glitches that need to be ironed out including the on-going requirement for specific parental consent to be given for S20 accommodated children to access their IHA. This is despite it seeming to be covered in the S20 agreement signed by parents at the point of admission. As well as the option for children who achieve LAC status by virtue of receiving 75 nights short-breaks care, undergoing a desk-top IHA, given the significant range of other health appointments these children are likely to receive. A consultation process is currently being undertaken with the parents of these children with the likely outcome being that they do not want their child to undergo yet another health process.

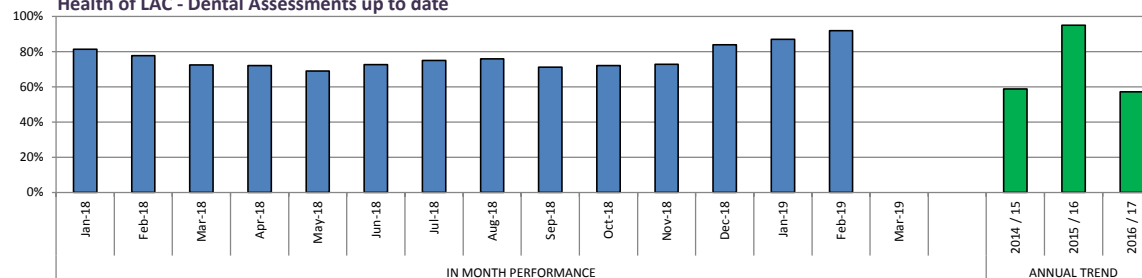
Dental checks were the focussed area of activity for February within the LAC Service and these increased to 91.9% in February - the highest level achieved for many months. There has, however, been a slight reduction in Review Health Assessments taking place, but once again this is likely to be an inputting issue given that the data reported by the LAC Nurses is consistently higher than that reported by CYPS. The LAC Nurse Team have finally been given inputting rights onto Liquid Logic which should address this issue in the coming months. The LAC Nurse is also now co-located with the LAC teams at Riverside House which should support further improvements in the HNA process.

		6.10	6.11	6.12	
		Health of LAC - Health Assessments up to date	Health of LAC - Dental Assessments up to date	Health of LAC - No. Initial Health Assessments In Time	Health of LAC - % Initial Health Assessments In Time
IN MONTH PERFORMANCE	Jan-18	82.9%	81.5%	9 of 18	50.0%
	Feb-18	83.7%	77.8%	6 of 19	31.6%
	Mar-18	83.7%	72.5%	10 of 18	55.6%
	Apr-18	85.5%	72.1%	13 of 25	52.0%
	May-18	87.5%	69.0%	7 of 24	29.2%
	Jun-18	89.6%	72.6%	15 of 33	45.5%
	Jul-18	91.4%	75.0%	11 of 17	64.7%
	Aug-18	92.8%	76.0%	5 of 16	31.3%
	Sep-18	90.0%	71.3%	9 of 25	36.0%
	Oct-18	88.6%	72.1%	15 of 27	55.6%
	Nov-18	88.6%	72.9%	14 of 21	66.7%
	Dec-18	87.1%	84.0%	6 of 13	46.2%
	Jan-19	87.7%	87.0%	14 of 23	60.9%
	Feb-19	84.3%	91.9%	12 of 12	100.0%
	Mar-19				
YTD	2018 / 19	-	-	121 of 236	51.3%
ANNUAL TREND	2014 / 15	81.4%	58.8%		20.0%
	2015 / 16	92.8%	95.0%		8.4%
	2016 / 17	89.5%	57.3%		18.2%
	2017 / 18	83.7%	72.5%	132 of 237	55.7%
LATEST BENCHMARKING	SN AVE				
	BEST SN				
	NAT AVE				
	NAT TOP QTILE				

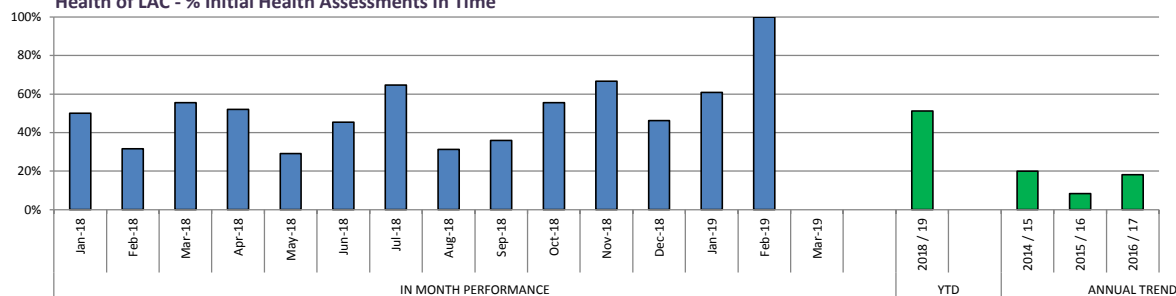
Health of LAC - Health Assessments up to date



Health of LAC - Dental Assessments up to date



Health of LAC - % Initial Health Assessments In Time



LOOKED AFTER CHILDREN - PERSONAL EDUCATION PLANS

DEFINITION

A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. The government have made PEPs a statutory requirement for children in care to help track and promote their achievements. Prior to September 2015 PEPs were in place for compulsory school-age children only. PEPs are now in place for LAC aged two to their 18th birthday.

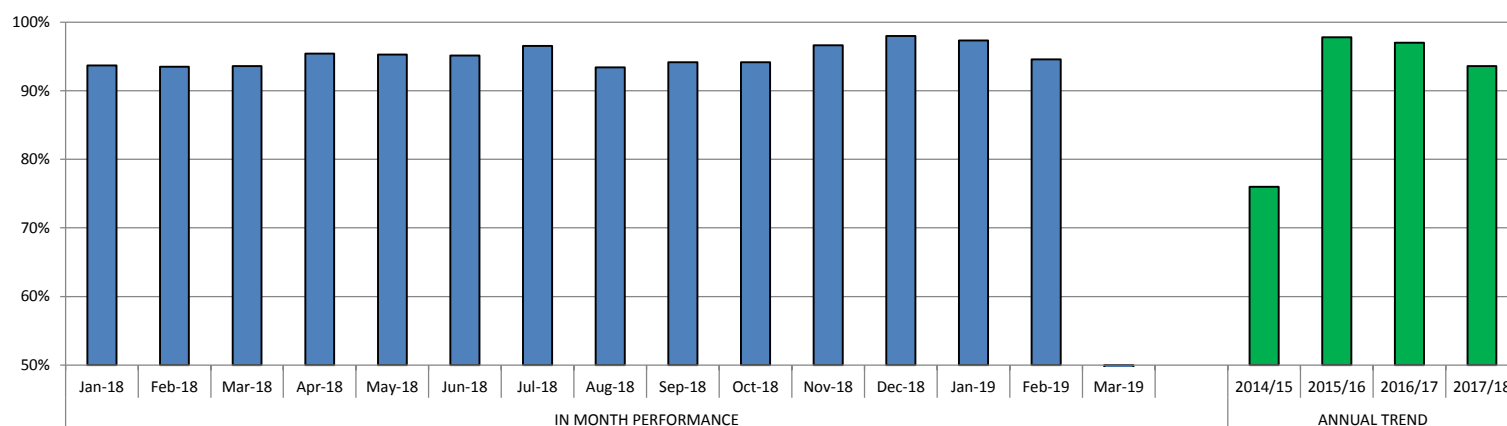
PERFORMANCE ANALYSIS

Termly PEP performance continues to be strong with there being no current indication that it will fall below the regularly achieved 97%

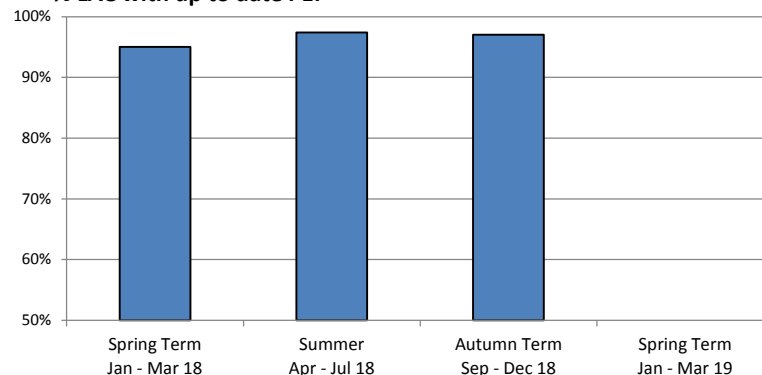
As previously reported, following discussions at the Virtual School Governing Board it has been agreed to expand the performance report to include numbers of LAC subject of fixed term exclusions, those receiving less than their 25 hour statutory entitlement and those on reduced timetable arrangements to give a more detailed picture of the education provided to our looked after children. This is currently being actioned by the Performance Team and Virtual School who are planning to have this in place by April 19.

		6.13		6.14
		% LAC with a Personal Education Plan		% LAC with up to date Personal Education Plan (Termly)
IN MONTH PERFORMANCE	Jan-18	446 of 476	93.7%	95.0% Spring Term 2018
	Feb-18	446 of 477	93.5%	
	Mar-18	454 of 485	93.6%	
	Apr-18	461 of 483	95.4%	97.4% Summer Term 2018
	May-18	467 of 490	95.3%	
	Jun-18	470 of 494	95.1%	
	Jul-18	476 of 493	96.6%	
	Aug-18	468 of 501	93.4%	97.0% Autumn Term 2019
	Sep-18	483 of 513	94.2%	
	Oct-18	484 of 514	94.2%	
	Nov-18	491 of 508	96.7%	
	Dec-18	485 of 495	98.0%	Spring Term 2019
	Jan-19	477 of 490	97.3%	
	Feb-19	474 of 501	94.6%	
	Mar-19			
YTD	2018/19	-	-	-
ANNUAL TREND	2014/15		76.0%	-
	2015/16		97.8%	-
	2016/17		97.0%	98.9%
	2017/18		93.6%	97.4%

% LAC with a Personal Education Plan



% LAC with up to date PEP



CARE LEAVERS

DEFINITION

A care leaver is defined as a person aged 25 or under, who has been looked after away from home by a local authority for at least 13 weeks since the age of 14; and who was looked after away from home by the local authority at school-leaving age or after that date. Suitable accommodation is defined as any that is not prison or bed and breakfast.

PERFORMANCE ANALYSIS

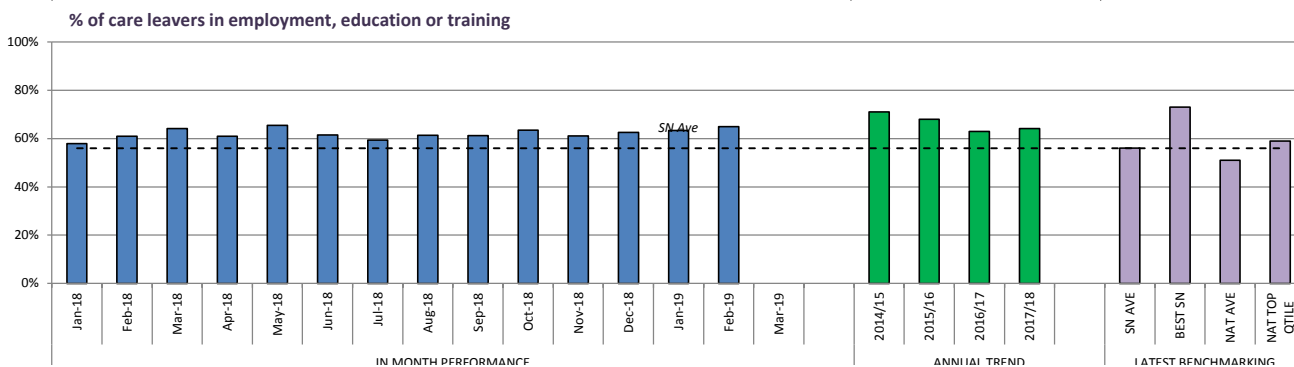
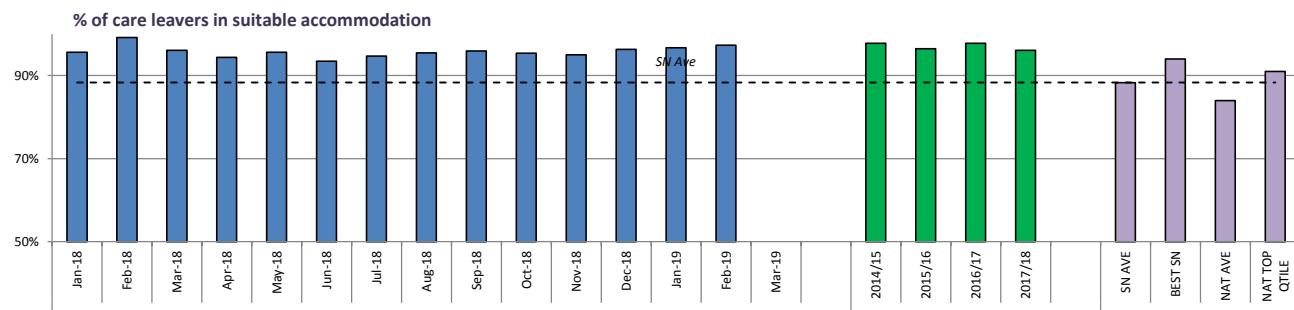
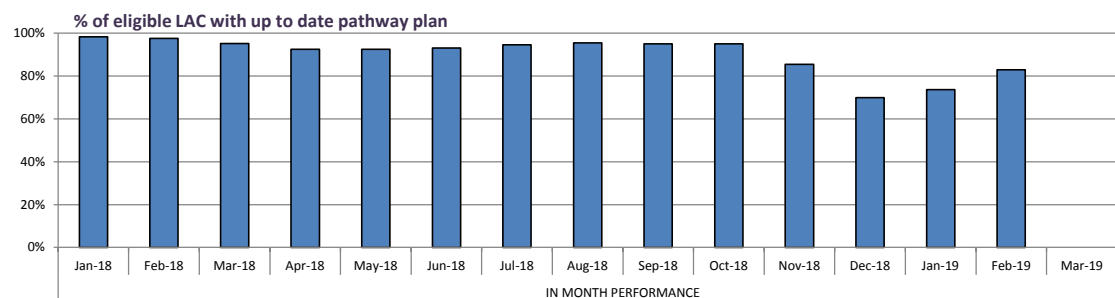
Despite the number of care leavers being supported by the service increasing from 246 a year ago to 300 in February, performance has increased within the Leaving Care Team across the board. The number of Care leavers with a Pathway Plan has increased from 82.4% to 83.9%, but more reassuringly those with an up to date plan has increased from 73.6% to 82.9%.

Care leavers in suitable accommodation has increased from 96.7% to 97.3%, and care leavers who are EET increasing from 63.3% to 65%.

The Leaving Care Team have also reviewed 36 Out of Authority placements as part of the 'Coming Home' project, out of which 14 step-down plans have already been completed. There are a further 6 young people with a firm plan and confirmed step-down plan in place, 9 children with a plan that still need to be confirmed and 7 children with no current step-down plan in place. This process has contributed significantly to the Market Management Strategy.

Data Note: Following data validation in December 18, it was found that a number of cases were not being counted correctly within the Leaving Care cohort. This has now been rectified in Liquid Logic which has caused the cohort number to increase.

		7.1	7.2	7.3	7.4	7.5
		Number of care leavers	% of eligible Care Leavers with a pathway plan	% of eligible Care Leavers with up to date pathway plan	% of care leavers in suitable accommodation	% of care leavers in employment, education or training
IN MONTH PERFORMANCE	Jan-18	238	94.5%	98.3%	95.6%	57.9%
	Feb-18	246	93.9%	97.5%	99.2%	60.9%
	Mar-18	256	93.9%	95.2%	96.1%	64.1%
	Apr-18	267	93.2%	92.4%	94.4%	61.0%
	May-18	249	93.2%	92.4%	95.6%	65.5%
	Jun-18	247	93.4%	93.0%	93.5%	61.5%
	Jul-18	244	95.0%	94.6%	94.7%	59.4%
	Aug-18	243	95.8%	95.4%	95.5%	61.3%
	Sep-18	245	95.4%	95.0%	95.9%	61.2%
	Oct-18	241	95.4%	95.0%	95.4%	63.5%
	Nov-18	239	94.9%	85.5%	95.0%	61.1%
	Dec-18	294	83.4%	69.9%	96.3%	62.6%
	Jan-19	300	82.4%	73.6%	96.7%	63.3%
	Feb-19	300	83.9%	82.9%	97.3%	65.0%
	Mar-19					
YTD	2018/19	-	-	-	-	-
ANNUAL TREND	2014/15	183	-	-	97.8%	71.0%
	2015/16	197	69.8%	-	96.5%	68.0%
	2016/17	223	99.3%	-	97.8%	62.9%
	2017/18	256	93.9%	70.3%	96.1%	64.1%
LATEST BENCHMARKING	SN AVE				88.3%	56.0%
	BEST SN				94.0%	73.0%
	NAT AVE				84.0%	51.0%
	NAT TOP Q TILE				91.0%	59.0%



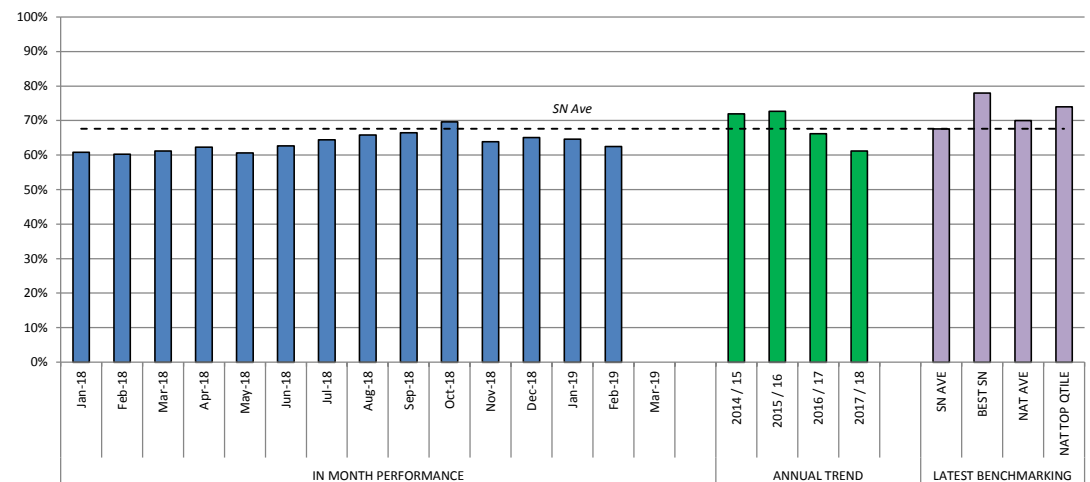
LOOKED AFTER CHILDREN - PLACEMENTS

DEFINITION	A LAC placement is where a child has become the responsibility of the local authority (LAC) and is placed with foster carers, in residential homes or with parents or other relatives.
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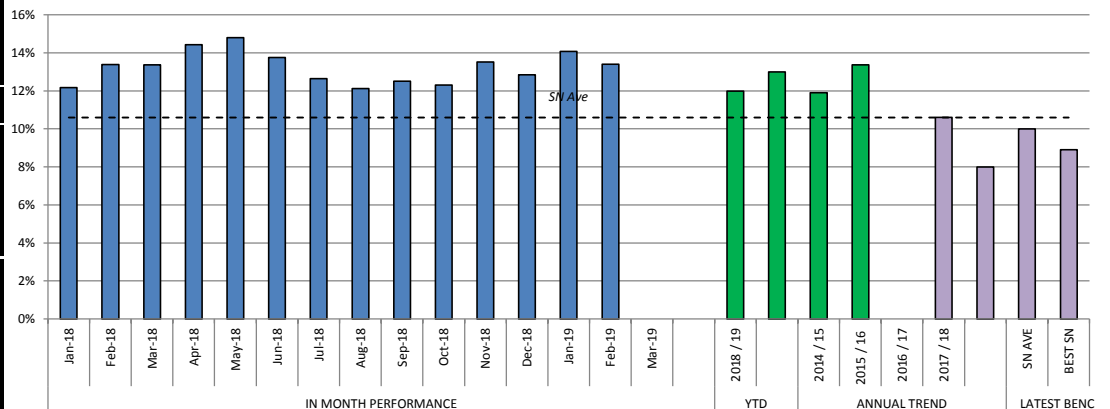
PERFORMANCE ANALYSIS	<p>There has been a slight decline in the long-term placement stability performance, but in reality this is because the numbers of children in the cohort has increased with the actual number of children in the same placement for 2+ years remaining exactly the same.</p> <p>The number of LAC with 3 or more placement moves has improved slightly from 14.1% to 13.4% (or 2 children in real terms) and the proportion of children in family based settings has also slightly increased to 82.9%. Most reassuring the numbers of children in a commissioned placement has fallen from 53.9% to 51.3% - a real term reduction of 8 children to 331 which is the lowest number since June 2018. This comes despite the significant number of admissions to care over the course of February and should contribute to successful implementation of the Demand Management Strategy.</p> <p>There has been a steady increase in the numbers of children placed with parents but this evidences the increase in rehabilitation work being implemented by the LAC teams over the course of the past few months. Many of these Care Orders should be discharged over the course of the coming months.</p> <p>The other issue of significance related to placement stability is that the numbers of children reported as being Missing from Care remains markedly below that reported at the start of last year when at its highest 99 missing, involving 33 children, with 11 children being missing more than three times. In February this had reduced to 28 missing episodes, relating to 13 children and only 4 with more than 3 episodes.</p>
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		8.1	8.2	8.3	8.4	8.5
		Long term LAC placements stable for at least 2 years	LAC who have had 3 or more placements - rolling 12 mth	% of LAC in a family Based setting (includes living with parents)	% of LAC placed with parents or other with parental responsibility (P1)	LAC in a Commissioned Placement (Fostering & Residential)
IN MONTH PERFORMANCE	Jan-18	93 of 153 60.8%	73 of 600 12.2%	82.4%	5.5%	293 of 607 48.3%
	Feb-18	91 of 151 60.3%	81 of 605 13.4%	81.5%	5.0%	302 of 610 49.5%
	Mar-18	90 of 147 61.2%	83 of 621 13.4%	81.0%	4.3%	315 of 627 50.2%
	Apr-18	91 of 146 62.3%	89 of 617 14.4%	81.1%	4.7%	317 of 619 51.2%
	May-18	91 of 150 60.7%	94 of 635 14.8%	80.8%	5.0%	319 of 637 50.1%
	Jun-18	94 of 150 62.7%	88 of 640 13.8%	81.0%	5.0%	338 of 643 52.6%
	Jul-18	96 of 149 64.4%	82 of 649 12.6%	82.2%	5.1%	345 of 652 52.9%
	Aug-18	100 of 152 65.8%	79 of 652 12.1%	82.9%	6.0%	340 of 654 52.0%
	Sep-18	99 of 149 66.4%	81 of 648 12.5%	82.3%	5.7%	342 of 650 52.6%
	Oct-18	101 of 145 69.7%	80 of 650 12.3%	82.8%	6.0%	342 of 653 52.4%
	Nov-18	92 of 144 63.9%	87 of 644 13.5%	83.3%	6.6%	331 of 647 51.2%
	Dec-18	97 of 149 65.1%	81 of 631 12.8%	83.8%	6.5%	334 of 634 52.7%
	Jan-19	95 of 147 64.6%	88 of 625 14.1%	82.4%	7.9%	339 of 629 53.9%
	Feb-19	95 of 152 62.5%	86 of 642 13.4%	82.9%	8.4%	331 of 645 51.3%
	Mar-19					
YTD	2018 / 19					
ANNUAL TREND	2014 / 15	110 of 153 71.9%	49 of 409 12.0%	-	-	-
	2015 / 16	109 of 150 72.7%	56 of 431 13.0%	-	-	188 of 431 43.6%
	2016 / 17	96 of 145 66.2%	58 of 488 11.9%	81.1%	5.3%	211 of 488 43.2%
	2017 / 18	90 of 147 61.2%	83 of 621 13.4%	81.0%	4.3%	315 of 624 50.5%
LATEST BENCHMARKING	SN AVE		67.6%	10.6%		
	BEST SN		78.0%	8.0%		
	NAT AVE		70.0%	10.0%		
	NAT TOP QTILE		74.0%	8.9%		

% long term LAC placements stable for at least 2 years



% LAC who have had 3 or more placements - rolling 12 months



FOSTERING

DEFINITION

A foster care family provide the best form of care for most Looked after children. Rotherham would like most of its children to be looked after by its own carers so that they remain part of their families and community .

PERFORMANCE ANALYSIS

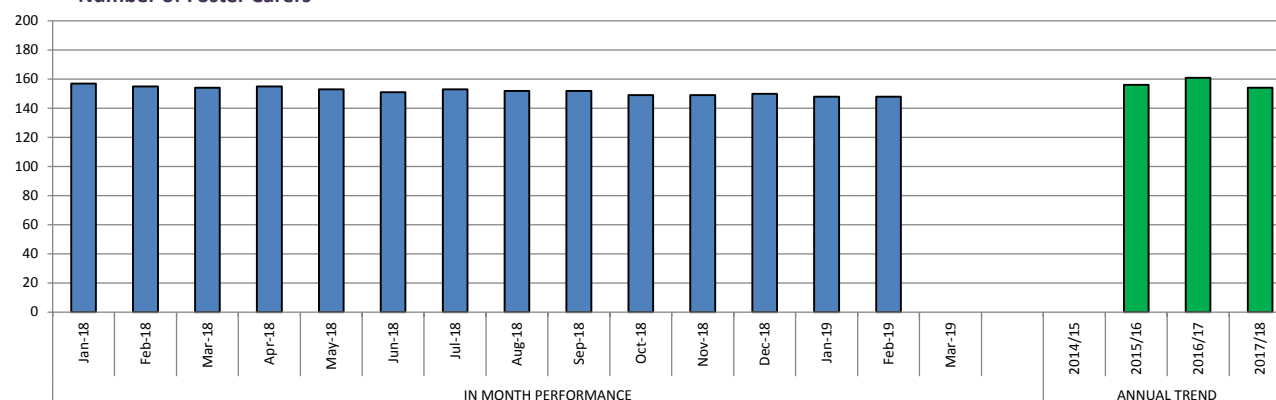
There have now been 10 new foster families approved so far this year with a further 13 assessments on-going or about to be presented to Foster Panel, 3 of which will be considered by Panel before 1st April. Combined with the approvals achieved already in March the recruitment team has met its target of 15 new foster families approved over the course of the financial year. However, these are more than offset by the 20 de-registrations/resignations over the same period. Over the course of the year a number of resignations have been submitted by foster carers who have undergone the LADO process even when the allegations have been unfounded. As a result the Fostering Team are currently developing a refined offer of support for carers undergoing this process in order to try to reduce the rate of resignations. This will be supported by a revised Foster Care Allowance Scheme that is currently under review.

The Recruitment Team will be visiting Lincolnshire next month to assess if there is any learning to be had from their recruitment practices. DLT approved the Foster Carer Diversity Project (previously Muslim Foster Carer Project) which will be having a soft launch on the 20th March and it is hoped that this will have a positive impact on our recruitment performance.

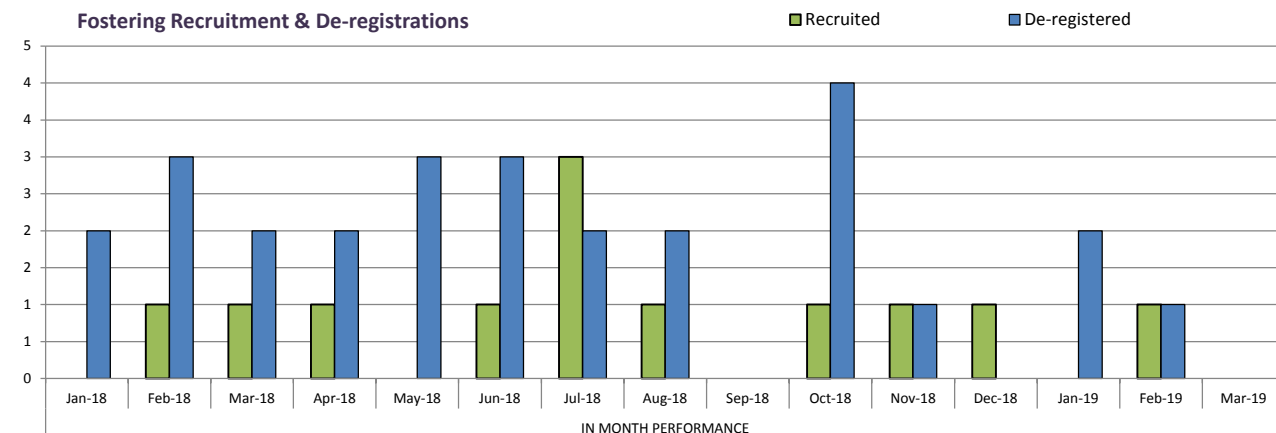
Despite the intense amount of activity being undertaken this remains the most significant performance pressure for the LAC Service.

		9.1	9.2	9.3	9.4	9.5
		Number of LAC in a Fostering Placement (excludes relative/friend)	% of total LAC in a Fostering Placement (excludes relative/friend)	Number of Foster Carers (Households)	Number of Foster Carers Recruited (Households)	Number of Foster Carers De-registered (Households)
IN MONTH PERFORMANCE	Jan-18	398	65.6%	157	0	2
	Feb-18	399	65.4%	155	1	3
	Mar-18	414	66.0%	154	1	2
	Apr-18	409	66.1%	155	1	2
	May-18	418	65.6%	153	0	3
	Jun-18	427	66.4%	151	1	3
	Jul-18	443	67.9%	153	3	2
	Aug-18	439	67.1%	152	1	2
	Sep-18	437	67.2%	152	0	0
	Oct-18	443	67.8%	149	1	4
	Nov-18	441	68.2%	149	1	1
	Dec-18	443	69.9%	150	1	0
	Jan-19	428	68.0%	148	0	2
	Feb-19	436	67.6%	148	1	1
	Mar-19					
YTD	2018/19	-	-	-	10	20
ANNUAL TREND	2014/15	-	-	-	-	-
	2015/16	-	-	156	13	16
	2016/17	353	72.3%	161	32	22
	2017/18	414	66.0%	154	16	25

Number of Foster Carers



Fostering Recruitment & De-registrations



ADOPTIONS

DEFINITION

Following a child becoming a LAC, it may be deemed suitable for a child to become adopted which is a legal process of becoming a non-biological parent. The date it is agreed that it is in the best interests of the child that they should be placed for adoption is known as their 'SHOBPA'. Following this a family finding process is undertaken to find a suitable match for the child based on the child's needs, they will then be matched with an adopter(s) followed by placement with their adopter(s). This adoption placement is monitored for a minimum of 10 weeks and assessed as stable and secure before the final adoption order is granted by court decision and the adoption order is made .
Targets for measures A1 and A2 are set centrally by government office.

PERFORMANCE ANALYSIS

31 children have now been adopted over the course of the financial year which surpasses last year's total of 27 with one more month still to go. Despite this improved performance it is clear that there could have been more adoptions successfully completed but for the number of appeals being submitted by birth parents. There are currently further cases where appeals have been submitted and while natural justice would indicate that birth parents should be given every opportunity to challenge the decisions of the Family Court, in some cases these appeals serve only to achieve delays in permanence for these children. As a result of the appeals process the performance in respect of the A1 scorecard declined from 365 days, to 385 days, and the A2 scorecard declined from 197 days, to 212 days.

In addition to this a further 3 adoptive parents have lodged their application and are awaiting a court date, 11 children have been placed for 10+ weeks but the application is yet to be lodged and there are another 15 children who have yet to be in their adoptive placement for 10 weeks. As a result CYPS is well-placed to improve its adoption performance even further in 2019/20

Over the course of 2018/19, 22 sets of adoptive parents have been fully approved compared to 14 adopters in 2017/18, and this should have a positive budgetary impact in the next financial year.

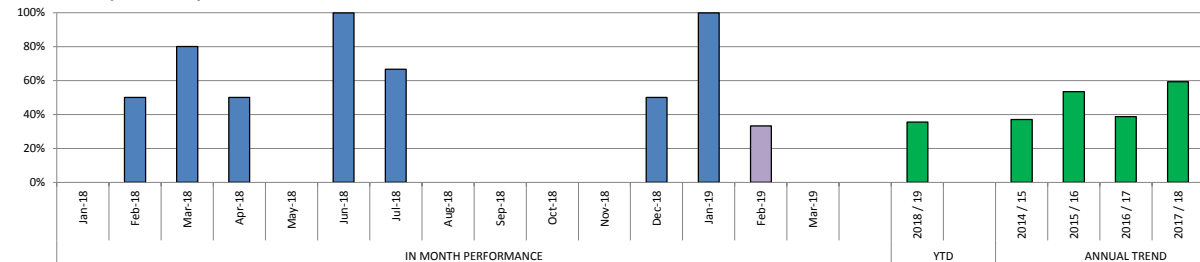
Data Note: Taken from manual tracker. Data requires inputting into LCS

		10.1	10.2	10.3	10.4	10.5
		Number of adoptions	Number of adoptions completed within 12 months of SHOBPA	% adoptions completed within 12 months of SHOBPA	Av. No. days between a child becoming LAC & having a adoption placement (A1) (ytd. ave)	Av. No. days between placement order & being matched with adoptive family (A2) (ytd. ave)
IN MONTH PERFORMANCE	Jan-18	0	0	-	315.0	137.0
	Feb-18	2	1	50.0%	311.9	134.9
	Mar-18	5	4	80.0%	325.3	124.8
	Apr-18	2	1	50.0%	370.0	146.5
	May-18	3	0	0.0%	469.0	260.2
	Jun-18	2	2	100.0%	369.0	201.9
	Jul-18	3	2	66.7%	339.4	163.8
	Aug-18	2	0	0.0%	353.9	196.6
	Sep-18	0	0	-	353.9	196.6
	Oct-18	2	0	0.0%	351.4	185.7
	Nov-18	7	0	0.0%	409.7	235.1
	Dec-18	4	2	50.0%	380.2	214.6
	Jan-19	3	3	100.0%	365.5	197.8
YTD	2018 / 19	31	11	35.5%	-	-
ANNUAL TREND	2014 / 15	-	-	37.0%	393.0	169.0
	2015 / 16	43	23	53.5%	296.0	136.0
	2016 / 17	31	12	38.7%	404.0	232.9
	2017 / 18	27	16	59.3%	325.3	124.8
LATEST BENCHMARKING	SN AVE				479.7	205.6
	BEST SN				362.0	89.0
	NAT AVE				520.0	220.0
	NAT TOP QTILE				455.0	171.8

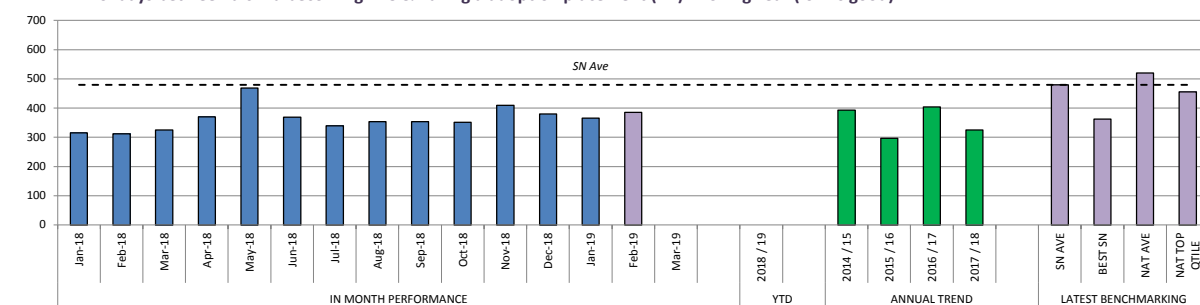
*Annual Trend relates to current reporting year April to Mar - not rolling year

**adoptions have a 28 day appeal period so any children adopted in the last 28 days are still subject to appeal

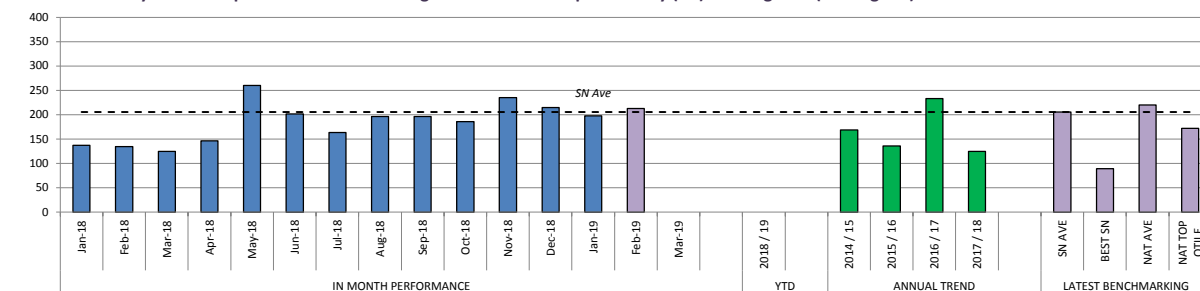
% adoptions completed within 12 months of SHOBPA



Av. No. days between a child becoming LAC & having a adoption placement (A1) - Rolling Year (low is good)



Av. No. days between placement order & being matched with adoptive family (A2) - Rolling Year (low is good)



CASELOADS

DEFINITION

Caseload figures relate to the number of children the social worker is currently the lead key worker. All averages are calculated on a full time equivalency basis, based on the number of hours the worker is contracted to work.

Please note that for February 19 onwards an adjustment has been made for calculating average caseloads. The report now makes an adjustment on FTE for Advanced Practitioners and Newly Qualified Social Workers as follows: AP's: 0.4 of their contracted FTE and NQSW's: 0.6 of their contracted FTE.

PERFORMANCE ANALYSIS

After a period of review to ensure that the reported capacity in the LAC teams was truly reflective of actual capacity, taking into account reduced caseloads for Newly Qualified Social Workers (NQSWs) and Advanced Practitioners (AP's). Social workers plus some team managers are still holding a very small number of cases. In addition to this there is some long-term sickness which is having to be covered by colleagues in Team 4 for the foreseeable future.

Data Note:

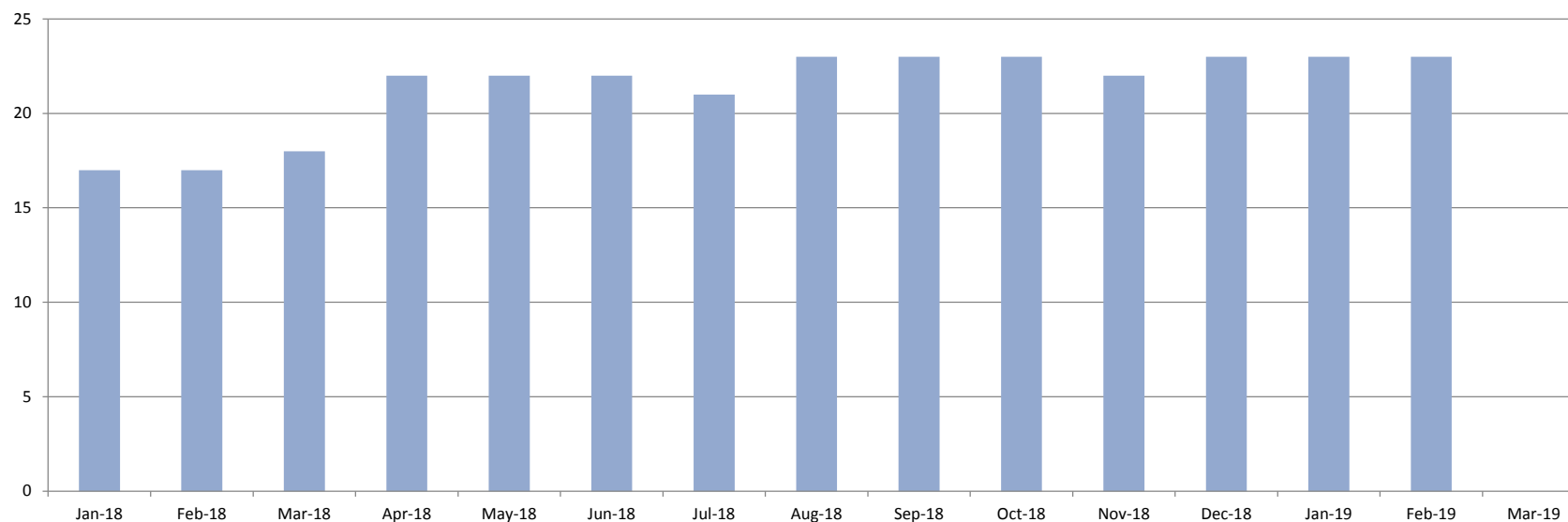
11.4	11.5	
Maximum caseload of social workers in LAC Teams	Av. no. cases in LAC Teams	
	Teams 1-3	Teams 4 & 5

IN MONTH PERFORMANCE	Jan-18	17	11.6	9.7
	Feb-18	17	12.9	10.7
	Mar-18	18	12.6	11.8
	Apr-18	22	12.8	14.4
	May-18	22	12.5	12.8
	Jun-18	22	12.9	13.5
	Jul-18	21	13.5	15.0
	Aug-18	23	13.8	14.1
	Sep-18	23	15.0	14.3
	Oct-18	23	14.6	13.8
	Nov-18	22	15.5	14.4
	Dec-18	23	15.5	14.4
	Jan-19	23	16.0	15.0
	Feb-19	23	19.2	16.5
	Mar-19			

YTD	2018/19	-	-	-
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ANNUAL TREND	2014/15	-	-	
	2015/16	19	14.1	
	2016/17	17	11.6	
	2017 / 18	18	12.6	11.8

Maximum caseload of social workers



Rotherham Looked After Children's Council & Lil' LAC CLUB

Update Report for April 2019 - Corporate Parenting Panel

Summary

The LAC Council and Lil' LAC Club have been busy having fun, socialising and working together achieving fabulous results by continuing to help shape Rotherham Services through working on 2 new LAC Voice campaigns, A) 'Caring Language' Campaign to challenge and change Care System Jargon and B) 'Free Leisure Pass' Campaign, to acquire leisure passes for looked After and leaving care young people 13+. The LACC have engaged in a co-production workshop to inform Child Friendly Rotherham and are preparing to deliver 'Total Respect' Training for Corporate Parents. The group has also shared their good practice in changing policy and practice in Rotherham through their 'Precious Things' DVD being shown at Sheffield Film Festival, and continue to search for funding to support the LAC Council weekly sessions. The LIL LAC CLUB have welcomed Sharon Kemp (CEX) & Tina Hohn (Virtual School) to their fun packed sessions, making puppets, game playing, music and dancing. The numerous experiences and opportunities offered to young people at the LAC Council and Lil' LACC are specifically designed to increase social capital, self-awareness and self-esteem, to foster resilience and support better outcomes for our vulnerable young people. Here are some of the things that we have been doing to achieve these outcomes that we would like to share with you;

LAC Council Voices Shaping Services

Caring Language Campaign - Challenging Care System Jargon

The Rotherham LAC Council engaged in an exciting piece of research around the language that is used within social care alongside 13 other local authorities. The young people were asked what words they didn't like and which they were okay with. This research informed a glossary called '*language that cares*' produced by the Adolescent and Children's Trust (TACT). The research by TACT includes the Rotherham LAC Council quotes and was also published in Children & Young People Now magazine. Here are some points around the word PEP (personal education plan) that Rotherham Looked After Children's Council shared with TACT:-

"It's not just about the word PEP itself, it is how it is used in school. Some teachers openly announce in class that the LAC Student has a PEP meeting and this will arouse the interest from the rest of the students, leaving the looked after student to explain what it is and why they have it" Adorabella Rotherham LAC Council

"I don't want everyone to know I'm in care..... it makes me feel different to everyone else in school so when the teacher says I have a PEP she is telling them I am different and I am looked after. It's embarrassing having to explain when I didn't want them to know in the first place" Rotherham LAC Council

The language that cares research has highlighted not only words that young people don't like in Rotherham but also generated discussions into how these words are used by social workers, foster carers and teachers. LAC Council are presenting the main points of their '*Caring Language*' Campaign to change Social Care Language to Ian Walker (Head of Service) and Cllr Gordon Watson (LAC Champion) at the Corporate Parenting Panel. The '*Caring Language*' Campaign aims:

- 1) To raise awareness of Rotherham LAC Council's recommendations for changes in 'Care Language'
- 2) To change the current use of Care Language by professionals in Rotherham
- 3) To stop teachers and other professionals from exposing students' care status to peers or other parents.

Some of these changes will include:

{	My Plan instead of 'Care Plan'	}
	Family Activity Base instead of 'Contact Centre'	
	Family Time instead of 'Contact'	
	(My Name) Review Meeting instead of 'LAC Review'	
	My Name instead of 'LAC or Foster Child'	

LAC 'Free Leisure Pass' Campaign

Rotherham LAC Council have renewed their call for a 'Free Leisure Pass' for Rotherham Looked After Young People. The PASS would give Looked After Children and Care leavers aged 13 to 21/24 years the opportunity to engage in free leisure activities across the borough. The group discussions have asserted that a free PASS would benefit young people by supporting a healthy lifestyle both physically and emotionally by promoting positive mental health through exercise and social interaction. Plus, a free PASS would foster greater personal independence where young people could afford to engage in Leisure activities with friends making their way to venues on public transport, independent from Foster Carers. Increasing friendships would increase social capital and help protect our young people from poor outcomes.

The group have been discussing the campaign name ahead of the campaign launch.

Child Friendly Rotherham Workshop –

On Wednesday 20th March the LAC Council hosted the Child Friendly Rotherham workshop for young people & delivered by Co-create. Young people formed the interview panel for 4 practitioners who delivered an 'elevator pitch' about the area they are responsible for:

1. All children and young people have a voice and are listened to (Tereasa Brocklehurst)
2. A vibrant borough with age-appropriate, fun things to do (Polly Hamilton)
3. All places in Rotherham to be safe, clean and welcoming (Tom Smith)
4. Bring together and celebrate Rotherham's diverse communities (Ian Stubbs)

The young people then prepared questions for each practitioner and scored how these themes are going 1 = not going anywhere and 5 = made lots of progress. The workshop was also recorded through an illustrator who created young person friendly slides to tell their story.

All information from this workshop will now be analysed and inform an action plan for Child Friendly Rotherham.

Coram Voices – writing competition



4 of our LAC Council members wrote about their personal experiences of 'growing up' in the care system in Rotherham and submitted them to Coram Voices, a writing competition for Looked After and Leaving Care young people. Although none of our young people were shortlisted this year they all proudly received a certificate that they are putting in their memory boxes. Their poetry will be used in the Total Respect training in April.

Total Respect Training

All professional places for the 'Total Respect' training due to be delivered by our LAC Council have now been filled for April. The training will be delivered to a broad mix of Corporate Parents including Social Workers, RMBC Councillors and PA's. The young people continue to develop the content and their delivery and are looking forward to their first training day. Other Total Respect Training days will be released shortly for July.

Sharing our Good Practice

Experts by Experience

The Rotherham LAC Council were proud to share their 'Precious Things' DVD which was co-produced with Rotherham College of Arts & Technology media students and the LAC Council & Lil LAC Club, which was shown at the Sheffield Film Festival in February. The LACC film was shown at Sheffield Hallam University alongside other films under the theme '*experts by experience*' highlighting the voices of vulnerable children in sharing their lived experiences. This was an exciting experience for the young people who were praised by audience members and event staff for their moving film. The group felt very proud to have their work chosen and are looking into the potential to create another DVD to be included in next year's film festival. In addition, the group enjoyed spending the day in Sheffield peace gardens and visiting the Millennium Gallery & Museum. The group felt a sense of independence and empowerment walking around Sheffield city centre and mixing with people from diverse backgrounds.



Fundraising

The LAC Council have received additional funding from CIDON Construction who has agreed to pay for 20 weeks venue hire at Myplace to hold their weekly LAC Council meetings. This welcome funding has come as the LAC Council have grown to 18 young people and the free venues on offer to us are now too small to hold the entire group and staff comfortably.

In addition, the LACC letter to Tesco Rotherham sent last year has finally attracted some attention and Tesco has given the LAC Council £35.00 to purchase refreshment items such as dilute pop and crisps for the group.

Lil' LAC Club -Activities

Our Lil' LAC Club (Lil' LACC) are going from strength to strength, meeting up at the group and building friendships with other LA Children. We continue to actively recruit new members to the LIL LAC Club to give as many children the opportunity to have fun, meet and make new friends and play games together in a safe welcoming environment.



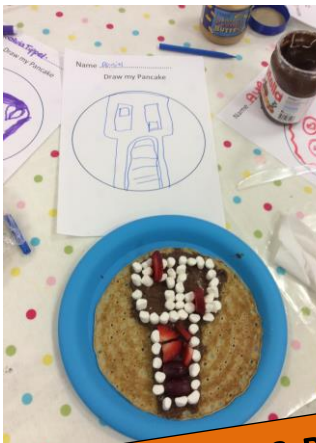
The children have been visited by Tina Hohn (Virtual School) who said she really enjoyed seeing the children play communication games and was pleasantly surprised with how well the children behaved and engaged with each other in this environment.



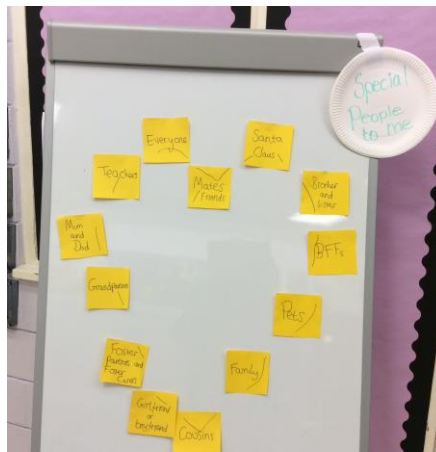
The Lil LAC Club was also visited by Sharon Kemp CEX. On the evening Sharon met the children and characteristically joined in with 'Sun Shines on' Game, musical statues and got stuck in making the children's sandwiches at break time. The children enjoyed playing a host of music based games, hoola hoop games, and being creative making their own puppets to take home.



The children really enjoy the arts and crafts activities and these are not only FUN but have an educational element. For example, the children were asked who were 'special people to me' and worked as a group to remember all these people. Once their list was exhausted the children created a card for that person saying why they are so special. They also made a 'little bag of happiness' for someone special to them. On pancake day the children drew their own pancake designs first then copied them creating their own sticky chocolatey pancakes.



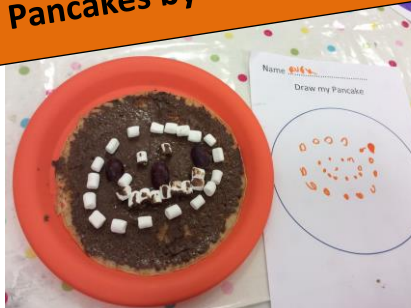
Pancakes by Daniel & Ruby



Special People to me!



Puppet Making



LACC Guests - Young people from the LAC Council and Lil LAC Club would like to thank all of our guests, friends, volunteers and supporters who have visited us. These include:-

Sharon Kemp – Chief Executive RMBC

Tina Hohn – Virtual School

Teresa Brocklehurst, Strategic Co-ordinator, Children, Young People and Families Consortium

Polly Hamilton, Assistant Director Culture, Sport and Tourism

Tom Smith, Assistant Director Community Safety and Street Scene

Ian Stubbs, Community Engagement Coordinator

Cllr Alan Atkin & Chair of Child Friendly Rotherham Board

Claire France Project Officer with South Yorkshire Police

Jane Galloway -Procurement Manager CIDON Construction

Steve Simpson – Director CIDON Construction

LAC Voice, Influence & Participation Volunteers

Thank You All ☺

Contact Name:

Lisa Du-Valle

**LAC Voice, Influence & Participation Lead
Children in Care**

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