

ROTHERHAM LOOKED AFTER CHILDREN STRATEGY – 2014 to 2017

1. INTRODUCTION

1.1. Rotherham Metropolitan Borough Council takes its role as Corporate Parent to Looked after Children very seriously. Members and officers understand that looked after children as a group are more vulnerable than their non-looked after peers and that in general, outcomes and life chances are poorer for looked after children than for other children.

1.2. At the same time, it is also recognised that children and young people in care, like their non-looked after peers, need additional support to overcome disadvantage, and have the potential to succeed and prosper in life, so long as they are afforded the right support and opportunities, and the awareness that they as a group are more vulnerable to poor outcomes does not translate into a self-fulfilling prophecy of low aspiration.

1.3. This strategy is an ongoing initiative, rather than a completed piece of work. It sets out improved outcomes for all our children and young people in care and what needs to be done by all those involved in the development and delivery of services to looked after children. Whilst the local authority is the lead agency in developing and implementing this strategy, it has and is being developed and implemented by a range of professionals working in the local authority and key partner agencies, such as, for example, colleagues in health and schools. For a full list of group members see 1.6 below.

1.4. This document and the strategy are separate to but linked to and informed by the following:

- The Corporate Parenting Strategy
- The Children and Young People's Plan 2013-16
- The Looked After Children Statement
- The Corporate Parenting Promise to Looked After Children
- The Pledge to Looked After Children

1.5. A Looked After Children Strategy Group has been established to develop and implement this strategy. The group meets regularly to take the work forward, and has developed smaller sub project groups to take the lead on individual priority areas.

1.6. The Looked After Children Strategy Group is made up of multi-agency professionals working with looked after children in local authority services and professionals working with looked after children in key partner agency services. Membership of the group is as follows:

Paul Dempsey – Service Manager, Family Placements and Residential Services, RMBC, CYPS.

Phil Bradley – Service Manager, Children in Need North and Looked After Children, RMBC, CYPS

Lorraine Lichfield – Virtual School Head – Education

Martin Smith – Get Real Team Manager – Education

Sara Whittaker – Team Manager, Looked After and Adopted Children Support and Therapeutic Team, RMBC, CYPS

Karen Holgate - Looked After Children Nurse, Health

Adrian Hobson – Commissioning, RMBC, CYPS

Paul Stinson – Commissioning, RMBC, CYPS

Morri McDermott – Operations Manager, Residential Services, RMBC, CYPS

Lisa Duvalle – Voice and Influence Officer, RMBC, CYPS

Andy Symcox – Fostering Recruitment Team Manager, RMBC, CYPS

Helen Mangham – Adoption Team Manager, RMBC, CYPS

Rebecca Wall – Independent Reviewing Team Manager, RMBC, CYPS

Mark Connolly – Service Manager, Action for Children Looked after Children and Leaving Care Service.

Anne Hawke – Performance and Improvement Officer, RMBC, CYPS

2. STRATEGY DRIVERS

2.1. There are a number of key drivers for developing an updated strategy for looked after children, as follows:

- The local authority and partner agencies are responsible for making sure that outcomes for Looked after Children are as good as possible in all aspects of their lives as children, young people and in achieving successful independence as adults. This needs to be reviewed and refreshed in conjunction with looked after children.
- The need for a shared vision and agreed priority objectives for all those working with looked after children, both within the local authority and with partner agencies and professionals.
- The requirement and aspiration to improve outcomes for our looked after children.
- The need to ensure our services match up to the new requirements set out in the new Ofsted inspection framework for Children in Need of Help and Protection, Children Looked After and Care Leavers.
- The need to ensure that looked after children services are good value for money, such that we achieve maximum benefit to children's wellbeing and outcomes from our budget, and we invest in services that are evidence based and have a positive impact.

3. STRATEGY DEVELOPMENT

3.1. The work in developing and implementing this strategy is essentially centred on answering four key questions:

3.2. As a service, (the word 'service' here is used to refer to the whole package or range of services provided by the local authority and partner agencies to looked after children) where do we want to be?

This is about our vision for the service and for looked after children, and identifying priority objectives.

3.3. Where are we now?

In order to answer this question we need to understand how well we are performing in improving children's outcomes in all the key areas. Where are we strong and where are we less strong? Have we already taken sufficient action to improve outcomes or services for the future or is further action or new initiatives required? What do children and young people say about our services? What about foster carers, adopters, and parents?

3.4. How will we get from where we are now to where we want to be?

What strategies and action programmes do we need to initiate in order to improve services and outcomes? From reviewing services around the country and learning from theory and practice, what should we be doing differently? What are children and young people telling us to do in order to improve services? We will need to identify and focus on what works.

3.5. How will we know we are there?

This is about setting clear goals and targets at the outset so that we can measure our progress. Examples include our performance against national performance indicators, outcomes from Ofsted inspections of looked after children services, and the extent to which feedback from children and young people indicates that services are improving and that they are involved in decisions about their lives and service delivery and service development.

4. WHERE DO WE WANT THE SERVICE TO BE?

4.1 Vision

As a group of multi-agency professional involved in developing and delivering services to looked after children we asked ourselves:

What kind of service do we want to be?

And, how do we want to approach our work?

We have resolved to:

- **Have high aspirations for looked after children**
- **Be strong and inspiring leaders**
- **Have a clear and consistent focus on education**
- **Do all that is possible to ensure looked after children enjoy stable, safe and permanent relationships**
- **Listen and account for the voice of looked after children and young people**
- **Understand and implement what works in improving outcomes**
- **Provide the kind of care and support for looked after children that we would expect and would be good enough for our own children**

4.2. Priority Objectives

The above vision statements set out some key principles about how we will deliver looked after children's services. The following priority objectives define what key achievements and improvements we will be striving to make over the next two years in relation to looked after children's outcomes.

All of the objectives are measureable and they relate to key aspects of children's development. They have been identified as it is clear that success in achieving them will have a significantly positive impact on children during their childhood and in their ability to develop successfully and happily as adults.

Priority Objective 1:

To improve the degree and timeliness of placement stability and permanence and ensure children are able to enjoy continuity of relationships.

Priority Objective 2:

To improve the emotional wellbeing and physical health of looked after children.

Priority Objective 3:

To improve educational progress and attainment and narrow the gap between attainment of looked after children and their non-looked after peers.

Priority Objective 4:

To improve the support for and opportunities open to care leavers sufficiently to increase the number and proportion of them who are in employment, educations or training (EET)

Priority Objective 5:

To listen to children and young people so as to ensure that their views influence their own plans, as well as wider service delivery and development.

5. ACHIEVING OUR PRIORITY OBJECTIVES

In taking the strategy forward we have asked ourselves those four key strategic questions, where do we want to be, where are we now, how do we get from where we are now to where we want to be, and how will we know when we get there, in respect of each of the five priority objectives we have identified.

In addition, key services and teams working with looked after children will develop their annual service development plans based around how they develop to meet the five objectives.

The following sections look at these questions for each of our objectives.

6. PRIORITY OBJECTIVE 1:

To improve the degree and timeliness of placement stability and permanence and ensure children are able to enjoy continuity of relationships.

6.1. Where do we want to be?

6.1.1. We want a Sufficiency Strategy that delivers the necessary number and range of accommodation options for looked after children in and local to Rotherham.

6.1.2. We want our organisational structures to promote continuity of relationships for looked after children with staff and carers and not to create barriers to continuity.

6.1.3. We want our fostering service to provide placements for the range of children and young people requiring them and to leave us less dependent on independent sector fostering and residential provision, much of which is at a distance from Rotherham.

6.1.4. Where children cannot safely be cared for in their immediate birth or extended families, we want to achieve early permanence for as many children as possible via adoption.

6.1.5. We want placement breakdowns to be reduced to a minimum, and support for placements to prevent breakdown to be increased and to include therapeutic input, and planned wraparound support.

6.1.6. We want to be using innovative methods to recruit adopters for sibling groups, disabled children, and older children so that we can secure adoption for as wide a group of children as possible.

6.1.7. We want to proactively seek legal permanence for looked after children through supporting extended family, foster carers, and other connected persons to secure Special Guardianship Orders.

6.1.8. We want our performance against national performance indicators in respect of placement stability for looked after children to improve compared to now and to be better than the national average performance and that of our statistical neighbours.

6.2. Where are we now?

6.2.1 In relation to sufficiency of accommodation, there are currently significant gaps in local provision.

- Significant strides have been made in increasing in-house fostering resources but more progress is needed to recruit local foster carers for teenagers
- Too many children and young people are placed outside and at distance from Rotherham in independent fostering and residential provision
- There is insufficient placement choice for placements made in an emergency
- We have been successful at achieving adoption for difficult to place children but still need to do more.
- A new sufficiency strategy is being drafted and action is being taken to implement it

6.2.2 We will make progress with our organisational structure with the proposed transfer of the Action for Children post 16 LAC and Leaving Care Service into the Local Authority. The Service will transfer on 1st April 2014 and it will improve the 'journey' for young people by removing the need for a change of social worker at age 16 and a change of personal advisor at 18.

There are still other points in a child's journey when they are forced to have a change of social worker by our organisational structure, as children move through the 'Duty Team', the 'Children in Need Team', and then the 'LAC Team'.

Contact for looked after children with their birth families is managed and supervised by a team of unqualified workers, organised and located centrally.

6.2.3 Reliance on high cost and mostly out of borough independent fostering agency placements has reduced from a high of **133** placements in April 2012 to **111** in December 2013 but further progress is needed. The number of in-house fostering placements in December 2013 is **146**. Significant progress is needed ensure that the in-house service is able to accommodate a larger proportion of our looked after population.

6.2.4 We currently have a very high percentage of children leaving care via adoption at **21%** for 2012/13 against national performance of 13%. Progress is needed to increase timeliness of adoptions so that children are placed with their adoptive families without unnecessary delay. Current performance against Adoption Scorecard Measures 1 and 2 is poor. On scorecard measure 1 for 2012/13 it took on average **659 days** between a child becoming looked after and being placed with their adoptive family. On scorecard measure 2, it took on average **309 days** between a child being made subject to a Placement Order and an agency decision on a match for that child in 2012/13. As well as seeking to reduce delay in the adoption process we will be particularly looking to establish early permanence through implementing Fostering to Adopt.

6.2.5 Disruption rates are not high but support for foster carers could be improved, as could systematic learning from disruption meetings.

6.2.6 We have low numbers of kinship foster carers, with **9** currently, and low numbers of children leaving care via Special Guardianship Orders compared to the national average.

6.2.7 Placement stability for looked after children is relatively low with **11%** of looked after children experiencing three or more placements in the year in 2012/13 and just **64%** of children looked after for 2.5 years or more being in the same placement for the last two years.

6.3. How will we get from where we are now to where we want to be?

The following are actions that are already being taken to move the service from where we are to where we want and need to be.

6.3.1. Development of a new Sufficiency Strategy to improve the number and range of placement options for looked after children and young people. Work is on-going on development and delivery of this strategy but the following key actions have been identified:

- Development of a new in-house fostering resource, 'Fostering Plus' to accommodate adolescents and children with complex needs in local family placements. The service will provide more intense placement support, including therapeutic support, in order to reduce placement breakdown and

improve stability. It is intended that the service, as it grows, will reduce the need to place young people in residential accommodation and to place them at distance from Rotherham.

- Maintaining additional staffing in our adoption service in order to build and improve upon our success in 2013/14 in increasing the number of children placed for adoption and adopted.
- Development of a new 'Fostering to Adopt' initiative, in line with Government and Ofsted requirements. Fostering to Adopt aims to place children whose plans are very likely to be adoption with prospective adoptive parents who are also approved as foster parents before the child's plan for adoption has been legally endorsed by the Court. This allows for children to be placed with their forever parents at a younger age.
- Reviewing and revising our commissioning strategy in relation to independent residential accommodation. Commissioners will work with the market to develop more independent provision for our use in and much closer to Rotherham.
- Review of the service and remit of Silverwood Local Authority Children's Home to explore number and nature of placements offered.

6.3.2. Development of roadshow workshops on placement stability for staff. The workshops will be delivered to children's social workers and staff in family placement and residential services over the early months of 2014. The workshops focus on good practice in achieving placement stability and are informed by theory and research findings.

6.3.3. Restructuring the model of service delivery for care leavers and for looked after children aged 16 and 17 to ensure that organisational structures promote continuity of relationships. The current LAC service for 16 and 17 year olds and the leaving care service are provided by Action for Children.

Currently, when Looked after Children reach age 16 they have to have a new social worker and move to the Action for Children service. They also have to change to a new personal adviser when they turn 18 and move from Action for Children's under 18 team to their over 18 team. We think these changes are not helpful for young people at these key transition points in their life and can be avoided. From April 1st 2014 the service detailed above will be run in-house directly by the Council. The new model will allow for young people to keep the same social worker up to age 18 when they leave care and the same personal advisor from age 16 to 25.

These changes will help us to achieve continuity of relationships for young people.

6.4. How will we know when we get there?

6.4.1. Placement stability statistics for looked after children according to Government performance indicators will be significantly improved compared to now, higher than the national average, and higher than statistical neighbours.

6.4.2. The proportion of our looked after children placed in family placements compared to residential placements will have increased compared to now, and will be above the national average and higher than statistical neighbours.

6.4.3. The number of percentage of children adopted from care will have increased compared to now

6.4.4. Our performance on timeliness of adoptions as measured against Adoption Scorecard Measures 1 and 2 will have improved significantly and will be much closer to or meeting Government targets.

6.4.5. Our performance on all measures of the adoption scorecard will be improved compared to now and will be higher than the national average and statistical neighbours.

6.4.6. The proportion of our looked after children placed out of borough will have decreased significantly and be below the national average and statistical neighbours.

6.4.7. Children and young people tell us that they have good stable relationships, they feel safe, have people they can talk to if worried or feeling unsafe, and they feel attached to and part of the family/residential home that they live in.

7. PRIORITY OBJECTIVE 2:

To improve the emotional wellbeing and physical health of looked after children.

7.1. Where do we want to be?

7.1.1. We want to be able to improve children and young people's emotional wellbeing from when they first become looked after and to be able to demonstrate that we are doing so. We will need to make systematic use of the Strengths and Difficulties Questionnaire to measure progress here.

7.1.2. We want to have a good understanding of the needs of our looked after population in relation to emotional wellbeing and have therapeutic services and placements options to respond to and meet all such need.

7.1.3. We need a CAMHS strategy and service for looked after children that allows for looked after children in need to have prioritised and timely access to services.

7.1.4. We need all staff and carers involved with looked after children to understand normal and abnormal child development, theories on attachment theory and separation and loss and for their work parenting and caring for looked after children to be informed by such knowledge and understanding.

7.1.5 We want high performance on the percentage of children and young people accessing health assessments and dental appointments regularly and timely.

7.2. Where are we now?

7.2.1 We are not systematically collating and evaluating outcomes across the looked after children population from the Strengths and Difficulties Questionnaires. The questionnaires are currently completed around each looked after child's birthday. This does not always allow for an early assessment of the child's emotional wellbeing on entering care, which in turn would allow us to measure the impact on emotional wellbeing of the new care placement over time.

7.2.2 We need to develop a greater understanding of need in order to inform planning and delivery of services.

7.2.3 The Clinical Commissioning Group are currently drafting a new CAMHS strategy.

7.2.4 Training for staff and carers across the service on attachment is good and the in-house Looked After and Adopted Children's Therapeutic Support Team is an excellent resource for delivering service wide training and case consultation

7.2.5 Progress is needed in increasing timeliness for initial health assessments for children on admission to care and for accessing dental appointments

7.3. How will we get from where we are now to where we want to be?

7.3.1. We will systematically use the Strengths and Difficulties Questionnaire as a means to measure children and young people's emotional wellbeing on entry to care and periodically to measure progress.

7.3.2. We will use collated results for the Strengths and Difficulties Questionnaire to inform our commissioning and delivery of therapeutic services.

7.3.4. Commissioners will work with the local CAMHS to ensure there is provision of sufficient services to meet the needs of our looked after children population.

7.3.5. The Looked After and Adopted Children's Support and Therapeutic Team(LAACST) will support the new Fostering Plus foster care placements to ensure placements for adolescents and children with complex needs benefit from therapeutic input. We need to maintain and improve on this.

7.3.6. Managers and commissioners will work with CAMHS, the Looked After and Adopted Children's Therapeutic Support Team and other identified services to develop therapeutic support services for young people who have been sexually exploited.

7.3.6 Joint work will take place between social care and the Looked After Children's Nurse and other health service professionals to improve timeliness of initial health assessments

7.4. How will we know when we get there?

7.4.1 We will have a system in operation for systematically monitoring, reviewing and collating outcomes overtime of Strengths and Difficulties questionnaires.

7.4.2 Such a system will allow us to measure the changing Strengths and Difficulties outcomes for individual children on their 'journey' in care and the overall level of need and demand for support services for the whole population.

7.4.3 Analysis will show that children's emotional wellbeing will have improved as a result of being looked after.

7.4.3 There will be a CAMHS strategy in place that will set out how need in relation to emotional wellbeing will be met from Tier 1 to Tier 4.

8. PRIORITY OBJECTIVE 3:

To improve educational progress and attainment and narrow the gap between attainment of looked after children and their non-looked after peers.

8.1. Where do we want to be?

8.1.1. We want all children to progress and achieve in education to their full potential.

8.1.2. We want to reach a position where almost all of our looked after children progress at least 2 levels between key stages

8.1.3. We want to maximise the proportion of looked after children who achieve 5 A to Cs at GCSE level including English and Maths.

8.1.4. We want the gap between attainment of looked after children and attainment of their non-looked after peers to reduce.

8.1.5. We want all staff and carers involved with looked after children to have a good understanding about education and to act as champions and advocates promoting children's involvement, progress and attainment.

8.1.6. We want key educational staff in the local authority and in schools, for example Designated Teachers, to understand about the particular needs of looked after children.

8.1.7 We want to support as many of our young people as possible to go to university.

8.1.8. We want our Virtual School to cater for children and young people aged 0 to 25.

8.2. Where are we now?

8.2.1 Performance at GCSE level in summer 2013 was high, with 23% of looked after children achieving 5 A – C grades including English and Maths. This was significantly higher than the national average for looked after children.

8.2.2 Progress monitoring systems for the Virtual School need improvement so that we are more fully aware of children's progress and able to challenge and take corrective action where progress is not in line with expectations.

8.2.3 There is a high rate of Personal Education Plan completion but the quality of plans is variable. We need to raise the overall quality to ensure plans contribute to improved progress and attainment.

8.2.4 The Virtual School is currently focussed on the education of children aged 4 to 16, and is not yet focussing on 16 to 18 year olds and beyond.

8.3. How will we get from where we are to where we want to be?

8.3.1. Our Virtual School Head Teacher is now deployed full time in this role and can from now on focus exclusively on it.

8.3.2. Revising Personal Education Plan templates to ensure the document more requires clear details about educational progress and attainment.

8.3.3. Establishing a new procedure for the completion of Personal Education Plans which involves the Designated Teacher in the school taking the lead role.

8.3.4. Establishing a new joint education and social care panel, chaired by the Virtual School Head Teacher, to address individual admissions/exclusion cases. Panel to meet monthly and include Virtual School Head Teacher, Service Manager looked after Children, Get Real Team Manager and Admissions Officer/Manager.

8.3.5. Work towards extending the remit of the Virtual School so that it spans age 0 to 25.

8.4. How will we know when we get there?

8.4.1 Looked after young people in year 11 will achieve predicted grades at GCSE and the proportion of pupils achieving grades A-C including English and Maths will be consistently equal to or higher than the national average.

8.4.2 Progress monitoring systems will enable us to analyse each child's progress on a term to term basis and this information will be used to develop the Personal Education Plan and to agree with the school how the Pupil Premium will be used to support the child's progress.

8.4.3 Most looked after children will be progressing in line with national expectations.

8.4.4 Personal Education Plans will be high quality, will be informed by data about the child's progress, will identify actions to support future progress, and will detail how the Pupil Premium will be used to contribute to progress and attainments.

8.4.5 The Virtual School will have the capacity to focus on looked after young people's education at age 16 to 18 and beyond.

9. PRIORITY OBJECTIVE 4:

To improve the support for and opportunities open to care leavers sufficiently to increase the number and proportion of them who are in employment, educations or training (EET)

9.1. Where do we want to be?

9.1.1. We want a more integrated service for older young people looked after and care leavers and one that promotes continuity and stability of relationships.

9.1.2. We want a higher number of care leavers aged 19 in education, employment or training compared to now and to have a proportion higher than our statistical neighbours.

9.1.3. We want all care leavers to be living in suitable accommodation.

9.2. Where are we now?

9.2.1 We currently have a separate service run by Action for Children as a commissioned service which provides the Looked after Children social work service for 16 and 17 year olds and the Leaving Care and Leaving Care Accommodation Service. A proposal has been approved to transfer all of these services in-house to be directly operated by the Local Authority.

9.2.2 As at January 2014 53.6% of care leavers aged 19 were in education, employment or training.

9.2.3 As at January 2014 96.4% of care leavers were living in suitable accommodation.

9.3. How will we get from where we are now to where we want to be?

9.3.1. The LAC service for young people aged 16 and 17 and the leaving care service is being transferred on April 1st 2014 to become a service run in-house directly by the local authority again. The new model of service proposed will enable young people to maintain their existing social worker up to age 18, rather than having to change social worker at age 16 in the current service, and to retain the same personal advisor from age 16 to 25 rather than having one before age 18 and a different one beyond 18.

9.3.2. We will develop our ability to enable young people in foster care to stay living with their foster carers through enhancement of a range of 'Staying Put' and supported lodgings arrangements.

9.3.3. We will look to work with voluntary organisations to enable young people to take advantage of opportunities to volunteer that will develop their confidence, skills, experiences and employability.

9.4. How will we know when we get there?

9.4.1 The percentage of care leavers in education, employment or training will match or exceed the national average.

9.4.2 The percentage of care leavers living in suitable accommodation will match or exceed the national average.

9.4.3 More young people in foster care will be enabled to stay living with their foster carers when they turn 18 in Staying Put/Supported Lodging arrangements.

10. PRIORITY OBJECTIVE 5:

To listen to children and young people so as to ensure that their views influence their own plans, as well as wider service delivery and development.

10.1. Where do we want to be?

10.1.1 We want a well-functioning Looked after Children Council

10.1.2 We want children and young people's views to properly influence service delivery and service development

10.1.3 We want looked after children and young people, where appropriate, to participate in the delivery and development of the service.

10.2. Where are we now?

10.2.1 We have a Looked after Children Council that functions well but could be improved by being more representative of the looked after population

10.2.2 We collect the views, wishes and feelings from individual looked after children from many sources, for example, statutory looked after children reviews, but are not systematically collating and analysing it as whole in order to identify patterns and trends and to use such analysis to inform service development

10.2.3 We have a children's rights service, Right2Rights

4.10.2. Disabled children using Liberty House and Cherry Tree children's homes meet regularly as a group, Orchard Stars, with a children's advocate. Regular residents meetings are held for young people residing at our three mainstream residential children's homes

10.3. How will we get from where we are now to where we want to be?

10.3.1. Development and support of the LAC Council so that it is as representative as possible of looked after children and takes a key lead role steering and championing looked after children's involvement and influence on service development and service delivery.

10.3.2. Regular collation and review of consultation papers completed by children and young people for their statutory looked after children review and the review of the foster carers.

10.3.3. Annual survey of looked after children covering same issues as those covered by the national annual survey undertaken by the Children's Commissioner, so as to allow for comparison with what young people across the country are saying about being in care.

10.3.4. On-going involvement of young people in staff recruitment, and staff and foster carer training.

10.3.5. On-going training for staff and carers on listening and engaging with children and young people.

10.3.6. Regular meetings between the Elected Members on the Corporate Parenting Panel and the LAC Council.

10.3.7. Supporting the LAC Council to review the extent to which the local authority and partner agencies are delivering on promises made in the Pledge to Looked after Children.

10.3.8. Involvement of the LAC Council in the development of this LAC Strategy.

10.3.9. Communication strategy to be developed to ensure that all children and young people know about their 'entitlements' as looked after children and care leavers.

10.4. How will we know when we get there?

10.4.1 The Looked after Children Council will be much more representative of the looked after population and it will play a key role in service development and calling the service to account. Its representatives will include children and young people who live in foster care, residential care, in house and in borough placements and those who live in independent sector placements and those who live out of borough. The Council will have both males and females as representatives and have a young person who uses our services for disabled children

10.4.2 Systems for collating and analysing individual children's feedback from existing consultation activity such as reviews will be in place and the resulting analysis will be used to inform service development

10.4.3 Where appropriate, young people will be involved in service delivery via participation in activity such as staff recruitment and training and training for foster carers

10.4.4 The Looked after Children Council will have good links and easy access to the Corporate Parenting Panel and the two bodies will work together to monitor and support and challenge those managing services for looked after children

10.4.5 Looked after children via the Looked After Children Council will be able to monitor and measure the service on progress in delivering on this Looked after Children Strategy and on meeting our promises as made in the Pledge.

Paul Dempsey,

Service Manager, Family Placements and Residential Services

14.1.14