

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Friday 1 March 2019

Notice of Meeting

Dear Member

Corporate Parenting Board

The **Corporate Parenting Board** will meet in the **Meeting Room 1 - Town Hall, Huddersfield** at **10.00 am** on **Monday 11 March 2019**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Corporate Parenting Board members are:-

Member

Councillor Viv Kendrick (Chair)

Councillor Karen Allison

Councillor Fazila Loonat

Councillor John Lawson

Councillor Donna Bellamy

Councillor Cahal Burke

Gill Addy

Christine Bennett

Julie Bragg

Tom Brailsford

Steve Comb

Keith Fielding

Martin Green

Charlotte Jackson

Colleen Kenworthy

Barry Lockwood

Sanna Mahmood

Elaine McShane

Mel Meggs

Jo-Anne Sanders

Ophelia Rix

Melanie Tiernan

Janet Tolley

Chair of Children's Scrutiny Panel

Designated Nurse for Looked after Children/Care Leavers

Practice Improvement Lead (Children's Services)

Service Manager (Children and Families)

Head of Joint Commissioning

Head of Corporate Parenting

Kirklees Fostering Network

Head of Localities Offer (Children and Families)

Improvement Partner (Children's Services)

Kirklees Fostering Network

Kirklees Fostering Network

Looked after Children and Leaving Care

Service Director, Family Support and Child Protection

Director for Children's Services

Service Director for Learning and Early Support

Head of Safeguarding and Quality Assurance

Service Manager, Family Support and Child Protection

Virtual School Headteacher

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Board/Apologies

The Chair will welcome everyone to the meeting and announce any apologies received.

2: Minutes of previous meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on the 14th February 2019.

3: Interests

7 - 8

The Board Members will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interest.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Board will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The Board will hear any questions from the general public.

7: Ofsted and Improvement Board update

The Board will consider a verbal update on key issues from Ofsted and the Improvement Board.

Contact: Steve Comb, Head of Corporate Parenting

8: Children's Performance Highlights update (March 2019) 9 - 18

The Board will consider a report giving key highlights on Performance Monitoring data for the Children's Service in March 2019

Contact: Steve Comb, Head of Corporate Parenting

9: Corporate Parenting Strategy 19 - 38

The Board will consider the draft Corporate Parenting Strategy.

Contact: Steve Comb, Head of Corporate Parenting
Stephen Bonnell, Policy and Partnerships Officer

10: Future focus of the Corporate Parenting Board and Agenda Plan 2018/19 39 - 50

The Board will consider the future focus of the Corporate Parenting Board and agenda plan for the 2018/19 municipal year.

Contact: Helen Kilroy, Principal Governance & Democratic Engagement Officer

11: Updates from Board Members on interaction with Services

The Board will consider verbal updates from Board Members on interaction with Services.

Contact: Helen Kilroy, Principal Governance and Democratic Engagement Officer

12: Dates of Future Meetings

To note future meeting dates of the Board during the 2018/19 municipal year:

- Monday 15th April 2019, 10.30 am
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Contact Officer: Helen Kilroy

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Thursday 14th February 2019

Present: Councillor Viv Kendrick (Chair)
Councillor Karen Allison
Councillor John Lawson
Christine Bennett
Julie Bragg
Tom Brailsford
Steve Comb
Barry Lockwood
Sanna Mahmood
Jo-Anne Sanders
Ophelia Rix
Janet Tolley

Apologies: Councillor Donna Bellamy
Martin Green
Mel Meggs
Melanie Tiernan

1 Introductions and Apologies

The Chair welcomed everyone to the meeting and apologies had been received from Cllr Donna Bellamy, Mel Meggs, Martin Green and Melanie Tiernan.

2 Minutes of Last Meeting

The Board considered the minutes of the meeting held on the 21st January 2019.

RESOLVED -

1. The minutes of the meeting of the Board held on the 21ST January 2019 were agreed as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

It was agreed that all agenda items would be held in public session.

5 Deputations/Petitions

No deputations or petitions.

6 Public Question Time

No questions were received from members of the public.

7 Ofsted and Improvement Board update

The Board considered a verbal update on key issues from Ofsted and the Improvement Board, presented by Steve Comb, Head of Corporate Parenting.

Steve Comb highlighted the following key points:-

- The Corporate Parenting Strategy would be considered by the Improvement Board shortly;
- Discussions had taken place with Ofsted regarding the 3 mainstream children's homes in Kirklees – 2 homes for children with disabilities still required further remedial work and the service were looking at moving the children to Orchard View and Elm Grove whilst the remedial works took place;
- Preparation was underway for the forthcoming Ofsted Inspection of Children's Services and officers were engaging with other local authorities around the region to learn from their inspections;
- The service was working hard to ensure all data was up to date and accurate and were mapping how this looked against other local authorities;
- Liquid Logic Champions were in place to help develop the system.

The Board was informed that Ophelia Rix was leading the development of Liquid Logic to ensure the system was working correctly and that investigations were currently underway to check that any issues which were having an impact were being prioritised and tested.

RESOLVED -

1. The Board noted the update on Ofsted and Improvement Board and thanked Steve Comb for his contributions.

8 Children in Care Services Performance Highlights

The Board considered an update giving key highlights on Performance Monitoring data for the Children's Service in December 2018, presented by Steve Comb, Head of Corporate Parenting and Janet Tolley, Virtual Head Teacher.

The Board agreed to consider a future report on the stability of placement moves to include more in-depth information as to what was involved, in particular regarding foster carers.

Steve Comb informed the Board that feedback which had been received had been positive regarding the Legal Gateway Permanence Panels and the board welcomed the positive work of this Panel.

Janet Tolley advised the Board that statistics on educational attainment and progress would be shared with the Corporate Parenting Board when available.

The Board raised concerns regarding the numbers of persistent absentees and asked how many children were engaged or still of concern. The Board was informed that the Children's Commissioner had requested that a focus was needed on persistent absentees and agreed that the Board should have this in view including how many were on track and how many had moved school. Janet Tolley advised the Board that there could be a genuine reason why a child was persistently

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absent from school, for example, due to illness and that the service should concentrate on those cases where there were genuine concerns. Janet Tolley further explained that each case had to be dealt with on its own merits and that the best approach would be adopted to help the child or young person to engage. The Board agreed to consider a future report giving further detail on persistent absentees from school, including case studies – date to be determined.

Julie Bragg advised the Board that there were currently 4 young people leaving care who were refusing to have contact or engage. The Board noted that in some cases care leavers wanted to move on with their lives and did not want to continue to be involved with the Social Care system. The Board was informed that no young people were currently in bed and breakfast accommodation. Julie Bragg further explained that officers were engaging with care leavers to help them on their employment, education and training journey.

Gill Addy, Designated Nurse for Looked after Children, agreed to meet separately with Ophelia Rix, Head of Safeguarding and Quality Assurance, to discuss some areas of Liquid Logic where changes needed to be made. Gill Addy agreed to try and attend some of the meetings of the Legal Gateway Permanence Panels, though due to lack of capacity within the team this was not always possible. Christine Bennett confirmed that there were mechanisms in place to share information from the Panel meetings with Gill Addy and her team.

Julie Bragg advised the Board that a new drop-in centre for looked after children and care leavers would be opened sometime in April 2019 which was similar to the No 11 facility in Huddersfield.

RESOLVED -

1. That the update on Performance within Children's Services be noted.
2. The Board agreed to consider a future report on stability of placement moves – date to be determined.

The Board agreed to consider a future report giving further detail on persistent absentees from school, including case studies – date to be determined.

9 Number and age of Children in Care

The Board considered a report giving the latest data showing the number and age of children in care presented by Julie Bragg, Service Manager for Children and Families.

Julie Bragg highlighted the following key points:-

- The number of children in care at the end of December 2018 was 629 and week ending 11th February was 633 so was showing a slight increase;
- The Legal Gateway Permanence Panel were checking that children in care should remain in care and were reassessing their individual circumstances;
- There had been an increase in the number of unaccompanied child asylum seekers;
- As at 31st December 2018 there were 106 children placed outside the district.

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In response to a question from the Board regarding what proportion of children living outside the district were in different placements, the Board agreed that future performance reports should include this information.

The Board welcomed the information included within the report regarding statistical neighbours.

RESOLVED -

1. The Board noted the report on Overview of number of children in care and thanked Julie Bragg for her contributions.
2. The Board agreed to consider information in future performance reports regarding the number of children who were placed outside the district, outlining what proportion were in different placements

10 Voice of the Child Development Plan

The Board considered a report on the Voice of the Child Development Plan presented by Ophelia Rix, Head of Safeguarding and Quality Assurance.

Ophelia Rix advised the Board that Kirklees needed to continue to respond to the changing views of children and young people and that work was in progress to develop an action plan which would be signed off by the end of March 2019.

The Board was informed that the Voice of the Child Development Plan would be shared with the Children in Care Council and Care Leavers Forum to get their views and feedback.

Christine Bennett advised the Board that she was liaising with Ophelia Rix on children in care with a disability, to ensure that the voice of the child who did not have a 'natural' voice could get involved and engaged.

In response to a question from the Board regarding what difference the work on the voice of the child would make to children and young people in care, Ophelia Rix explained that it would take some time to be able to demonstrate what a difference the Plan had made but that co-production with other services and partners would be overly written into the plan. The Board noted that officers were committed to progressing the work on the voice of the child as a priority.

The Board was informed that the Voice of the Child Development Plan was for children of all ages and that links would be made with foster carers who could advocate on behalf of younger children.

Julie Bragg advised the Board that officers were exploring an App for Care Leavers and were talking to a number of other local authorities who were currently using the App. Gill Addy explained that a Health App was in place and a link would be sent to the carer and young person following a health assessment to seek feedback on their experience.

Ophelia Rix advised the Board that officers were working with Kirklees Democracy, Community groups and local businesses to help to shape the next steps and actions of the Voice of the Child Development Plan.

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Gill Addy advised the Board that health were introducing an “age and stages” questionnaire which would be a way for carers to express the emotions and experience of babies and that this would be rolled out in April 2019.

The Board agreed that officers needed to get the message on the voice of the child across to all elected members and agreed that considerations should be given as to how this work could be taken forward and shared with all Councillors via their political groups.

Sanna Mahmood advised the Board that quarterly Corporate Parenting meetings with Children in Care Council and Care Leavers Forum would be arranged and would be attended by the Director of Children’s Services, Service Managers and various teams which would give young people an opportunity to ask questions about the services they received.

RESOLVED -

1. The Board noted the report on the Voice of the Child Development Plan and thanked Ophelia Rix for her contributions.
2. The Board agreed that co-production should be written into the Voice of the Child Development Plan.

The Board agreed that consideration should be given as to how the information within the Voice of the Child Development Plan could be shared with all Councillors via the political groups.

11 Developing Role of the Corporate Parenting Board and agenda plan for 2018/19

The Board considered a report on the developing role of the Corporate Parenting Board and the agenda plan for 2018/19 and beyond, presented by Steve Comb (Head of Corporate Parenting).

The Board members suggested the following topics and events to be considered in the future:-

- Customer and Exchequer – services for care leavers, eg Council Tax reductions
- KNH – Housing
- Representatives from Local Businesses
- Apprenticeships – how do we create more apprenticeships for Care Leavers
- Health and Wellbeing of children in care and care leavers
- Informal sessions with internal and external partners to talk about the role of corporate parenting
- The Board suggested that Elected Members on the Board could become Corporate Parenting Champions and attend other forums to promote and challenge the role of the Corporate Parent and to be an advocate for the voice of the child.

The Board suggested that the 3 main aims of the Board should be the following:-

- a. That Elected Members on the Board become Corporate Parenting Champions
- b. That informal events be arranged to invite partners and services to talk about the role of corporate parenting

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- c. That Visitors be invited to the Board, eg Chair of Licensing Committee – what is being done to keep children safe in Kirklees?

RESOLVED -

1. The Board noted the report on the Developing role of the Corporate Parenting Board and agenda plan for 2018/19 and thanked Steve Comb for his contributions.
2. The Board agreed to the officer recommendations outlined within 6.1 and 6.2 of the report.
3. The Board agreed that a proposal on the future work programme and role of the Board be considered at the next meeting which reflected the suggestions made on future agenda items and work of the Board to be taken forward.
4. The Board agreed the agenda plan for the remainder of the 2018/19 municipal year.
5. That the additional agenda items be added to the agenda plan for the 2018/19 municipal year and amendments be made as agreed.
6. That the Governance Officer be authorised to liaise with officers on agreed actions.

12 Updates from Board Members on interaction with Services

The Board considered verbal updates from Board Members on interaction with services.

Cllr Kendrick, Chair of the Board, gave a summary of events, visits and meetings she had recently attended, as follows:-

- Drop-in Centre in Dewsbury;
- Early Support Launch on the 30th January 2019;
- Staff Engagement Session on the 7th February 2019.

RESOLVED -

1. The Board noted the updates from the Chair of the Board on interaction with services.

13 Dates of Future Meetings

The Board noted future meeting dates of the Board during the 2018/19 municipal year.

RESOLVED -

1. That the Corporate Parenting Board would meet on the following dates:-
 - Monday 11th March 2019, 10.30 am
 - Monday 15th April 2019, 10.30 am

KIRKLEES COUNCIL

COUNCIL/CABINET/COMMITTEE MEETINGS ETC

DECLARATION

CORPORATE PARENTING BOARD

Name of Councillor

Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed:

Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

(a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

(b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Corporate Parenting Board
Date: 11 March 2019
Title of report: Children in Care Services Performance Highlights

Purpose of report

This report outlines key performance highlights for children in care and care leavers up to January 31st 2019.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	Not applicable – for information
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Elaine McShane Not applicable Not applicable
Cabinet member portfolio	Cllr V Kendrick (Children)

Electoral wards affected: None

Ward councillors consulted: None

Public or private: Public

Have you considered GDPR? Yes GDPR considered no service users identified

1. **Summary**

The key performance highlights for children in care and care leavers up to January 31 2019 are as follows:-

Number of children in care

The number of children in care remains currently stable with a reduction of 39 since January 2018, number of children in our care January 2019 633

Placement Stability and support

For Placement Stability the placement support team are very active and we have implemented innovative solutions to support several placements. An example of plans to limit unplanned moves is as follows: where a foster carer or placement is given 28 day notice, the Team Manager will coordinate a meeting within 5 working days to look at what can be provided to avoid placement breakdown and to maintain the current placement.

We have reinstated Placement Stability Meetings to identify when and what support placements require. Placement Support Team are increasingly focussing their work on some of our most troubled children and young people to help build resilience in placements The rate has reduced positively in Jan 19 to 6.2% (39 children). The 12-month average is 8.0%. Kirklees remains below the England 2018 rate of 10% and the Statistical Neighbours 2018 rate of 9.2%.

Decision making for looked after children

The Legal Gateway Permanence Panel continues to support consistency in regards to decision making in relation to children becoming looked after, planning in relation to long term placement moves for children and young people is considered at the permanence panel. A weekly External Placement Review Panel is now in place, to provide better oversight of children who are not placed in council provision. An External Placement Review of all children who are placed out of Local Authority to consider their care planning and explore options of returning to the local area if this is in line with meeting the children and young person's needs. We have reviewed all children in care who were placed at home on interim or full care orders as a legal status (Placed with Parents), this has led to more stability in those numbers.

Health for children in care

What difference did we make?

Initial health assessments

Kirklees rolling 12-month data for Jan shows 85.9% were completed in timescales. Locala monthly data at source, reports that 100% were completed in timescales with no breaches. The difference between the figures has been analysed.

This shows that there are some situations that can negatively affect the LA data, as it stays visible for 12 months. Examples are: 1) an unaccompanied asylum seeker who was given LAC status and then went missing, to eventually have his LAC status removed, but the IHA shows as outstanding. 2) An IHA that was completed by another local authority before being transferred to Kirklees. 3) Children whose whereabouts are unknown i.e. refugees who returned home soon after LAC status given. A regular process of reconciliation between the Designated Nurse and PIU is established monthly, to enable the anomalies to be considered.

Review health assessments

Kirklees rolling 12-month data for Jan 19 for developmental assessments, i.e. children under 5 years old, stands at 74.4% and annual assessments, i.e. children over 5 years old, was 81.9% on time. Locala monthly data at source records that 100% of the developmental and 85% of the annual assessments were completed in timescales. January was a challenging month. It has the highest number of RHAs due in the year. There was sickness in the LAC health admin team and this impacted on the information being transferred from Locala to LA. In addition to Liquid Logic (LL) issues. There was also a capacity issue in the community nursing teams, who complete a large number of RHAs. There were 15 breaches, (9 in-house late i.e. 2 children on holiday, 4 staff sickness, 1 refusal, 1 placement move, 1 sudden bereavement in carer family) (4 completed late out of area i.e. 1 capacity, 2 admin oversight, 1 no reason given)

Dental Checks within last 12 months

Kirklees rolling 12 month data for Jan 19 shows that 88.4% of LAC have been recorded as having received a dental check. This figure is inaccurate, due to the need for LL to have the most recent date up-loaded. This is less obvious for children up to age 5 as this is asked at their 6 monthly RHA. For children over age 5, this information is reported at the annual RHA. If the dental visit is after the RHA the information will be missing until it is next RHA. In February, all carers of LAC showing as outstanding in January were contacted individually and the information uploaded onto LL. This is an ongoing issue that we are aware of, but monthly collection will always show an inaccurate picture. A recent request has been made to the Locala data service to provide monthly figures to allow future comparisons. Locala's 'Registered with Dentist' data shows 100% of looked after children up to age 5 (omitting babies under 18 months) & 99% of children age 5 -18ys were registered at the dentist (The LAC nurses ensured that the outstanding UASC who was not registered, obtained their NHS number which then allowed for dental registration)

Substance misuse

There has been a positive reduction to 2.53% in the number of young people who were identified at their last review health assessment, as having a dependant problem with substances. Consideration must be given to the difficulty in obtaining an accurate figure, as it is dependent on the young person admitting the extent of the issue, given that it is illegal and they may not wish to

share the information. Those young people who refuse any support are discussed with the local support service, to try to have a targeted response. Any young person mis-using substances at any level are offered support.

One Adoption West Yorkshire

Managers from One Adoption West Yorkshire have attended the Corporate Parenting Board in January 2019, and will be invited to a future meeting to update again.

Senior Managers from One Adoption meet with relevant senior managers within the council on a regular basis. We have implemented a new arrangement for Agency Decision Maker, bringing us in line with our colleagues in Leeds and the remaining three local authorities in West Yorkshire, to ensure continuity and consistency for care proceedings dealt with in the Leeds Court Centre.

Early permanence placements

We continue to consider early permanence placements for children with a plan for adoption and have made some improvements in this area in terms of timescales for children.

Child permanence reports

We have established weekly clinics to support children's social workers who are undertaking child permanence reports, sibling assessments and considering whether a plan for adoption is appropriate. This is a joint initiative between the Assessment & Intervention Service and One Adoption and will be supported by regular training and workshops.

Children with a plan for adoption

We continue to consider early permanence placements for children with a plan for adoption and have made improvements in this area in terms of timescales for children. There is now a fully agreed and operational flow chart which outlines the process involved for all workers from the two agencies and clarifies roles and responsibilities.

Senior managers from One Adoption are meeting with relevant senior managers with the council on a regular basis.

We have implemented a new arrangement for Agency Decision Maker, bringing us in line with our colleagues in Leeds and the remaining three local authorities in West Yorkshire, to ensure continuity and consistency for care proceedings dealt with in the Leeds Court Centre.

We have established weekly clinics to support children's social workers who are undertaking child permanence reports, sibling assessments and considering whether a plan for adoption is appropriate. This is a joint initiative

between the Assessment & Intervention Service and One Adoption and will be supported by regular training and workshops.

One Adoption continue to attend legal gateway on a weekly basis in order to track children with a plan for adoption and to ensure a family finder is allocated. If an adoption placement ceases then One Adoption have a 'disruption review' and their new procedure is on our procedures website. There will be work with Kirklees staff as to the implementation of this process.

We have a structured Agency Decision Making process in relation to adoption planning. This includes legal and medical advice as well as advice from One Adoption West Yorkshire.

Adoption Support Fund – there has been an increase in successful applications for Kirklees children that resulted in an increase of support, training and therapeutic input.

What do we want to improve?

The family finding team at One Adoption with responsibility for Kirklees will be moving to Civic Centre in the near future, which will improve areas of communication and partnership working to assist timely adoptions.

In January 2019, 12.6% (19 children) were adopted as a percentage of children leaving care in a 12 month rolling period. The average timescale increased in Jan 19, with an average of 349.3 days as compared to 292.7 days in Dec 18. Overall this remains very good performance compared to the Statistical Neighbours and National averages, 532.5 and 520.0 days respectively, from the most recent Adoption Scorecard (3-year average outcome to March 2017). Kirklees performance on the Scorecard was 549 days, so there has been a considerable improvement since this time.

Early Permanence Planning

There is now a fully agreed and operational flow chart which outlines the process involved for all workers from the two agencies and clarifies roles and responsibilities.

Adoption Support Fund

There has been an increase in successful applications for Kirklees children that resulted in an increase of support, training and therapeutic input. If an adoption placement ceases then One Adoption have a 'disruption review' and their new procedure is on our procedures website. There will be work with Kirklees staff as to the implementation of this process.

EDUCATION

What difference did we make?

The initial PEP Completion rate had increased to September 2018. All initial PEP's have been completed within 10 working days of notification to the Virtual School since 01/09/2018. The issue appears to be related to the time taken to update Liquid Logic with new into care details.

Attendance is steady as is the number of persistent absentee pupils.

We continue to maintain a strong focus on pupils not in full-time educational provision. Wherever possible we look to ensure a return to full time education as soon as possible but these situations are often very complex. The number of young people not in full-time education has decreased, we have 2 young people not on a school roll for exceptional reasons and they have a personalised package of education in place. Whilst we keep this as a priority, performance is now better than Statistical Neighbours and the national picture

What do we want to improve?

PEP Completion. We continue to work with social work teams to improve both PEP and initial PEP completion. This includes weekly updates to Social Work managers and regular chase up emails and phone calls to Social Workers where there is missing information. This is a concern for us and the implementation of Liquid Logic had contributed to a decline in performance within timescale. We appear to also have an ongoing issue around the notification of when a young person comes into care, impacting on initial PEP completion data.

We are working together across services to try to resolve these issues, for example to enable a PEP alert for all Social Workers on the Liquid Logic system.

Looked after Children involved in the criminal justice system

Three years ago, Kirklees YOT became aware that successful outcomes for LAC young people we worked with were significantly worse than those of the general YOT population, with less than 30% successful completions by LAC compared with over 60% for the general YOT population. We have taken various measures to address this including having specialist YOT Officers who work with all LAC cases. Over the past 2 years there has been a welcome increase in the percentage of LAC young people having a successful outcome to their YOT intervention. In fact during 2017/18, 75% of LAC young people on Orders to the YOT successfully completed their intervention, compared with 68% of the general YOT population, a remarkable turn-around.

For the 1st Quarter of this year (Apr to June) the percentage of LAC offending is 2.13%, a very slight reduction on the same period last year of 2.32%.

The 2nd Quarter (July – Sept 18) again gives a figure of 2.13% of LAC offending, this indicates that we are on target for 2018/19 to have the same LAC offending rate as in 2017/18. The 3rd quarter (Oct to Dec 18) the percentage of LAC offending is 0.61%, which gives us a total of 4.88% April to

Dec 18. All being well, the continuing of this trend for the next quarter will result in a reduction in the LAC offending for the full year

What do we want to improve?

Compared to last year there has been a small increase in the percentage of LAC offending. In the year 2016/17, 6.14% of LAC had offended, compared to 2017/18 when the figure was 7.26%. While the overall performance this last year is disappointing, given the steady reduction over the previous few years, the figure of 7.26% is significantly lower than 2012/13 when almost 10% of LAC offended. The YOT will continue to closely monitor the figures to ensure that we are ready to respond should the situation deteriorate. The latest published figures for a full year (2015/16) show a national average of 5% of LAC offending, while regionally the range was between 5% and 9%. It should be noted that these returns are provided by each local authority individually and we are not aware of any validation exercise. Also numerous local authorities, locally and nationally have not submitted any figures.

LEAVING CARE

Contact with care leavers

We are maintaining a high percentage of care leavers we are in touch with, at the end of quarter two we were in touch with 99% of care leavers, this has to be viewed in the context of this group all being aged 18 plus. In some situations, young people are not wanting to keep contact with their Personal Advisor, the team work innovatively to keep in touch, we have a best practice protocol in place.

Number of young people in suitable accommodation

There has been a small decrease in the number of young people in suitable accommodation since December 2018 down from 90.6% to 89.8% in January 2019. We continue to maintain strong links with KNH and Housing and the Housing Panel is enabling us to ensure that suitable accommodation is available in a timelier manner when young people are moving to their own accommodation. We have recently made some strong links with private housing providers and are considering how collectively we can improve our skills for independence training. We now have life skills and pre-tenancy training in place held weekly at "No.11" and where possible link young people with tenancy support when housed in KNH tenancies.

Kirklees Commitment to Care Leavers

The Kirklees Commitment for Care Leavers was launched on Friday 17th January alongside reviewing our service provision for "No.11" to ensure that this is more effective. There has been consultation with Children and Young People along with partner agencies for the development of our offer. We are also working on opening a similar service to number 11 in the North of the district to improve reach with our young people.

Personal Advisors

The majority our Young People aged 17 have an allocated PA, as well as an allocated Social Worker. We have been able to strengthen our pathway planning in relation to developing timely transitions with young people.

Education Employment Training

Our performance in relation to Employment, Education and Training (EET) indicator is a focus for improvement we are now 7% above statistical neighbours with 58% of care leavers in education employment or training we have a C&K Careers Advisor in the Leaving Care Service. We have a pro-active multi agency group to improve opportunities in partnership working and there is a real desire to ensure our young people are afforded the best of opportunities in relation to EET. We are also working on opening a similar service to number 11 in the North of the district to improve reach with our young people.

We continue to work with the Personal Advisors to ensure pathway plans are completed in a timely manner to meet targets with a focus going forward on the improvement of the quality of plans, the involvement of young people and ensuring we capture their wishes and feelings.

Number of young people with a pathway plan

The number of young people with a pathway plan has now improved to 92%. We have recruited new Personal Advisers this has led to improved Pathway Planning. We continue to work with the Personal Advisors to ensure pathway plans are completed in a timely manner to meet targets with a focus going forward on the improvement of the quality of plans, the involvement of young people and ensuring we capture their wishes and feelings.

CHILDRENS HOMES

The Councils five Ofsted Registered Childrens Homes have all been inspected unannounced by Ofsted within this financial year, for their main annual inspection four are graded as Good and one Outstanding.

2. Information required to take a decision

Not applicable

3. Implications for the Council

3.1 Working with People

Not applicable

3.2 Working with Partners

Not applicable

3.3 Place Based Working

Not applicable

3.4 Improving Outcomes for Children

Oversight and monitoring of children in care performance to continue at future Corporate Parenting Boards to monitor progress, as requested by the Chair.

3.5 Reducing demand of services

Not applicable

3.6 Other (eg Legal/Financial or Human Resources)

Not applicable

4. Consultees and their opinions

Not applicable

5. Next steps

Managers to lead the focus on areas of performance with staff, in areas where outcome data is not what we expect it to be.

6. Officer recommendations and reasons

That the report and key highlights on performance within Children in Care Services be noted.

7. Cabinet portfolio holder's recommendations

Not applicable

8. Contact officer

Steve Comb, 01484 221000
steve.comb@kirklees.gov.uk

Janet Tolley, 01484 221000
janet.tolley@kirklees.gov.uk

9. Background Papers and History of Decisions

Monthly performance information is used to inform the narrative for this report

10. Service Director responsible

Jo-Anne Sanders, Service Director (Learning and Early Support)
Elaine McShane, Service Director (Family Support and Child Protection)

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Name of meeting: Corporate Parenting Board
Date: 11th March 2019
Title of report: Draft Corporate Parenting Strategy 2019-22

Purpose of report

1. To discuss the draft Corporate Parenting Strategy (both the broad approach and the details)
2. To ask for recommendations on who else should provide detailed input

[\(Link to Report Template Guidance – please read before writing your report\)](#)

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Significant effect on two or more electoral wards
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes To be done before deadline
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Elaine McShane (27/2/19) Steve Comb (27/2/19)
Is it also signed off by the Service Director (Finance)?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning?	N/A
Cabinet member portfolio	Children's – Cllr Viv Kendrick

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

(Have you considered GDPR?): Yes (no personal information included in this report)
Check [\(Link to Report Template Guidance – please read before writing your report\)](#)

1. **Summary**

The Corporate Parenting Strategy aims to build a corporate parenting ethos at all levels and in all parts of the organisation. It is also the umbrella strategy how we deliver our corporate parenting responsibilities.

2. **Information required to take a decision**

We are developing a Corporate Parenting Strategy to evidence, guide, and be accountable on our commitments to develop a strong Corporate Parenting ethos

3. **Implications for the Council**

3.1 **Working with People**

Corporate parenting means listening to and working with our children and care leavers, not making decisions about them without their involvement. This is therefore working with them, not doing to them.

3.2 **Working with Partners**

Our various partnership boards will have an important oversight role in the delivery on this strategy.

3.3 **Place Based Working**

Corporate parenting requires tailored support to our children in care and care leavers, and recognises that their environment can make the difference between a stable secure environment and one where the child or care leaver does not feel comfortable.

3.4 **Improving outcomes for children**

The Strategy emphasises effective developing an effective corporate parenting ethos throughout the organisation, developing the aspirations and achievements, health and wellbeing, and independence of our children in care and care leavers.

3.5 **Other (eg Legal/Financial or Human Resources)**

N/A

4. **Consultees and their opinions**

Colleagues across Council services have been identified and discussions are taking place on priorities, including with colleagues in Corporate Parenting, No.11, Children's Rights, Early Support, Assessment and Intervention, Education, Safeguarding, and Inclusion, and Health Improvement (Public Health).

Children in Care Council and Care Leavers Forum were consulted in July 2018 and February 2019.

This draft has been sent to the Kirklees Fostering Network for feedback.

Children's Scrutiny Panel to be consulted informally because other items have taken priority for the March agenda and the April session will not be early enough engagement for Scrutiny.

5. **Next steps and timelines**

Further development:

- Further discussions and consultation with stakeholders, including our children in care, care leavers, elected members, services, and service partners to develop the draft ongoing between now and the 20th March (which is the deadline for LM, where a final draft should be presented).

- Agree comms support and deadlines etc.
- Improvement Board 21st February
- Corporate Parenting Board 21st February

Governance:

1. SLT 12th March
2. ET 19th March
3. Portfolio Holder's Briefing 18th March
4. LMT
5. Cabinet

25th March (Final Version for Sign-Off)
16th April (Final Version for Sign-Off)

6. **Officer recommendations and reasons**

1. To discuss the draft Corporate Parenting Strategy (both the broad approach and the details)
2. To ask for recommendations on who else should provide detailed input

7. **Cabinet portfolio holder's recommendations**

N/A

8. **Contact officer**

Steve Comb
Head of Corporate Parenting
steve.comb@kirklees.gov.uk

Stephen Bonnell
Policy & Partnerships Officer
stephen.bonnell@kirklees.gov.uk

9. **Background Papers and History of Decisions**

N/A

10. **Service Director responsible**

Elaine McShane
Family Support and Child Protection

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Corporate Parenting Strategy 2019-22

V1.3 DRAFT FOR COMMENT & DISCUSSION (27/2/19)

‘Achieving the best for our children and care leavers’

[PICTURE OF DIVERSE GROUP OF CHILDREN]

Foreword from the Council

Children and young people looked after by Kirklees Council are amongst the most vulnerable in our society. As corporate parents, we want for our children in care and care leavers what every good parent would want for their children: happy, healthy, and successful lives.

The questions we ask ourselves across the Council must always be: how will this help our looked after children and care leavers, and would this be good enough for my child?

To understand this fully, we need to listen to our children and care leavers and respond to their needs. We are making progress in this and finding new opportunities for the voice of our children and care leavers to shape what we do across the Council.

The whole Council has a responsibility to protect and promote our children and care leavers. Every elected member and every officer in every service shares this responsibility. We want our children in care and care leavers to have the best start in life, so they can aspire and achieve and live healthy, independent, and fulfilling lives.

This Strategy provides the overview of everything we're doing across the Council to deliver the best for our children in care and care leavers.

The needs of children and young people run through everything we do; the way we work with partners is central to delivering better outcomes. We will continue to have conversations with partners and colleagues across the council on the values and principles that need to underpin our role as corporate parents and further improvement work.

SIGNATURES OF:

- The Leader
- Cabinet Member for Children's
- Chief Exec
- Strategic Director for Children's
- SD for Adult Social Care
- SD for Econ & Infrastructure
- SD for Corp Strat & PH

Pledge to children in care

#DreamBelieveAchieve

Engage-Inspire-Progress

We want young people to be involved in the decisions that are made about them. We want to help young people to take control of their lives, to work to understand how much they can do and the impact they can have. And we will want to pool all the ideas and talents of young people to improve services so they meet what children and young people need and expect.

We pledge:

- To help and support you to stay safe and have a healthy and active lifestyle.
- To involve you in all decisions about your life.
- To want you to do well and encourage you to do and be the best that you can.
- To support you throughout your education and to plan for the future.
- To listen and make sure you know what will happen next.
- To celebrate your achievements.
- To make sure you have lots of different people to support you.
- To help you have new experiences and develop your own interests.

Commitment to care leavers

As a care leaver, you are legally entitled to a range of support and services from the local authority. Our Commitment to Care Leavers sets out the detail of how we can support you to plan for your future and the support you need in reaching your goals. We will provide this support from the age of 16 onwards, up to the age of 25 if needed.

We produced our Commitment to Care Leavers with the help of the Care Leavers Forum and the Children in Care Council. We will keep asking them their views about our services they receive along with other care leavers we are in contact with, to make sure that what we offer matches what you need.

Based on this feedback, we will annually review and develop our 'Commitment to Care Leavers' offer to make sure that these are the things that are important to you.

Children in Care say our priorities should be (from the Kirklees Children in Care Council February 2019)...

To improve the lives of all children in care:

- change the future
- make productive change
- show and give us as many opportunities as possible
- talk with us, listen, understand children's needs in care, and be willing to support us
- help young people from a young age enjoy being included instead of feeling guilty
- support and give children a voice and support the Children in Care Council to help get our ideas across
- make changes to the care system
- help us when we are actually struggling for example by giving us bus passes and not taking so long because managers need to agree

Care Leavers say our priorities should be (from the Kirklees Care Leavers Forum, February 2019)...

To change things, and make things better for the young people living in care to make their lives better:

- Help us to get somewhere instead of nowhere
- Someone to listen and be more understanding about our feelings as people haven't gone through what we have went through and we are saying things for a reason
- keep things confidential
- talk about problems that children leaving care face and discuss what to do to solve this
- help us within the care system as well as to help the people that are leaving care to support them
- to be able to work as a team for all of us to have our own voices and choices
- use the power of the Care Leavers Forum to get the care leaver's opinions and try make the system work
- Care Leavers Forum to be involved in stuff for future foster kids
- help us when we are actually struggling for example Bus Passes and Gym Passes
- For PAs: do more by being more pro-active

The Council

Kirklees Council is the democratically elected body governing local services for the 440,000 citizens living in the area. There are 69 councillors and a Leader with a Cabinet that works with officers to ensure everything we do is delivering for local citizens. Our mission is to make Kirklees an even better place to live, work, visit, and invest.



'We're Kirklees' is the way we describe the next phase of our journey to change the way we work to make Kirklees an even better place to live, work, visit, and invest:

- Working with people, not doing to them: organisations working together with people and communities to enable them to solve problems and make the most of their strengths and opportunities;
- Working with partners: organisations sharing knowledge, skills, and resources to work smarter together; and
- Place-based working: recognising that each town, village, and community has its own unique stakeholders, strengths, and opportunities that can help them solve their local problems locally, and working to support and enable this.

The Council has a shared vision, developed with partners in the private, public, and third sector, that Kirklees has both a strong sustainable economy and a great quality of life – leading to thriving communities, growing businesses, high prosperity, and low inequality, where people enjoy better health throughout their lives.

Underpinning this shared vision are our seven shared outcomes, plus one internal one for us (that we work more efficiently and effectively).

Our Vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

People in Kirklees are as well as possible for as long as possible



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

People in Kirklees experience a high quality, clean, sustainable and green environment



Aspire and achieve

People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning

PLUS



Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.

Key strategies

Alongside the Corporate Plan 2018-20 ([link](#)), the Kirklees Economic Strategy 2019-25 ([link](#) **CABINET DRAFT VERSION**) and the Joint Health & Wellbeing Strategy 2014-20 ([link](#)) set out the Council's overarching plans for delivering a strong sustainable economy and a great quality of life. The Economic Strategy's aim is to enable an inclusive and productive economy, with every person aspiring and achieving their ambitions, and recognising the positive difference that work and the economy bring to people's health and wellbeing. The Joint Health & Wellbeing Strategy's vision is that by 2020 no matter where they live, people in Kirklees live their lives confidently, in better

health, for longer, and experience less inequality. It recognises children in care and care leavers as particularly vulnerable groups. It contains a Strategic Thinking Framework to address key health and wellbeing issues, and this Corporate Parenting Strategy has been developed in line with those questions.

By way of summary, the other key strategic documents that will deliver on this umbrella strategy are:

- Improvement Plan ([link](#))
- Kirklees Pledge to Children in Care
- Kirklees Commitment to Care Leavers
- Kirklees Voice Improvement Plan (under development)
- Interim Sufficiency Strategy 2019 ([link](#))
- Kirklees Safeguarding Board Early Support Strategy ([link](#))
- Kirklees Integrated Commissioning Strategy ([link](#))
- Kirklees Future in Mind Transformation Plan (2018 refresh) ([link](#))
- Kirklees Health & Wellbeing Plan 2018-23 ([link](#))

The Council's Improvement Journey

In June 2017, Kirklees entered into an Improvement Partnership with Leeds City Council. This Strategy forms part of Kirklees Council's efforts to deliver the outcomes stated in the Improvement Plan ([link](#)), which are, in turn, our response to Ofsted's recommendations following their September-October 2016 inspection ([link](#)).

The Improvement Plan sets out the stages of improvement we will make to take us from where we are now to an embedded culture of practice where we, and all partner agencies, are consistently and confidently doing the right things for children and young people. Ensuring children get the best start in life is everyone's business and owned by all.

Corporate Parenting

What Corporate Parenting is

We have parental responsibilities for 634 (January 2019) children who are in our care and offer support, advice, and guidance to 255 care leavers (January 2019) up to the age of 25, who were formerly in our care. Each elected member and officer has a duty to deliver on our responsibilities as a corporate parent. This means seeking for our children and young people the outcomes that every good parent would want for their own children.

Corporate Parenting Principles

In 2017 the Children and Social Work Act introduced a set of Corporate Parenting Principles for children in care and care leavers up to the age of 25 years. Kirklees Council and our partners believe adherence to these principles is the key to ensuring we deliver outcomes for our children and young people in care and care leavers.

In order to thrive, children and young people have certain key needs that good parents generally meet. The Corporate Parenting principles set out seven principles that local authorities must have regard to when exercising their functions in relation to children and young people in care, as follows:

- Act in the best interests, and promote the physical and mental health and well-being, of children in care and care leavers;
- Encourage those children and young people to express their views, wishes and feelings;
- Take into account the views, wishes and feelings of those children and young people;
- Help those children and young people gain access to, and make best use of, services provided by the local authority and its relevant partners;
- Promote high aspirations, and seek to secure the best outcomes for those children and young people;
- Be safe, have stability in their home lives, relationships and education or work;
- Prepare those children and young people for adulthood and independent living.

Shaped by these principles and our approach, our mission is to give our children in care and care leavers the best start in life through effective safeguarding, high quality health and wellbeing support, and support to aspire and achieve.

This document outlines how we will do this. It provides an overall understanding of how the more detailed plans fit together, and these are linked to throughout the document.

Context

National context of looked after children and care leavers

Nationally, the majority of children in care achieve better outcomes than they would have if they were not taken into care and often experience better outcomes than the wider group of children in need. However, children in care are particularly vulnerable to poor outcomes when it comes to education, employment, justice, and health. Less than one-in-six (14%) looked after children achieved 5 A*-C GCSEs (including maths and English) in 2015, compared to more than one-in-two (55%) of all children. National figures tell us that looked after children are five times more likely to face exclusion than their peers. Looked after children are also hugely overrepresented in the youth justice system: in 2015-16 it was estimated more than a third (39%) of children in secure training centres had been in care, despite children in care accounting for around 1% of all children.

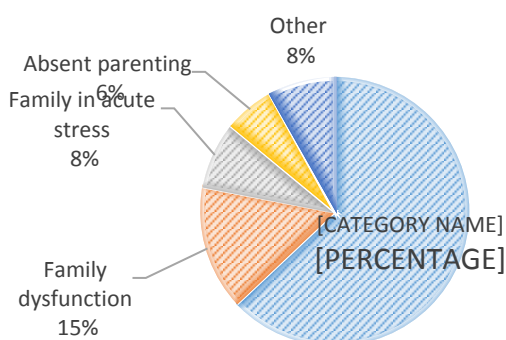
These outcomes follow children to adult life as well. Almost a quarter of the adult prison population has previously been in care according to two studies ([link](#)), and children who have been in care reoffend at roughly twice the rate of children who have never been looked

after. 50% of children in custody have been in care, according to an independent review from the Prison Reform Trust ([link](#)). Only 2% of children in care are in care for 'socially unacceptable behaviour' (as the primary reason for being in care), so it is clear that the reasons for these outcomes are more complex than their own choices in life. 63% of children are in care because of abuse and neglect according to the latest available national figures ([link](#)), which has lasting effects on anyone, not least a young child. It is estimated that nearly half of all children in care had a diagnosable mental health issue in 2015, and the proportion of care leavers not in education, employment, or training aged 19-21 was 40%. Some types of early trauma increase the likelihood of problems with family functioning, anxiety disorders, addictions, personality disorders, eating disorders, sexual disorders, and suicidal behaviour ([link](#)). Abuse and neglect can have a significant impact on later health and mental health ([link](#)). Clearly, children in care are more likely to experience a subsequent lifetime of disadvantage.

Sources: *Department of Education, Children Looked After in England, 2017; Outcomes for children looked after, 2017; Bazalgette.L et. Al, 2015* ([link](#)) + Kirklees JSNA ([link](#))

Some of these poorer outcomes are caused by circumstances prior to coming into care, but the right support can help mitigate these challenges and vulnerabilities by empowering and enabling children and young people and opening up doors to the same opportunities as any other child that their background might have prevented them accessing.

Primary reason for being in care in England (March 2018)



The number of looked after children in England has risen from around 60,000 in 2007 to 72,700 in 2017. This is an increase of 21% over the ten-year period. This compares to an AA% increase in the number of children and young people under-18s in England in the same period. As of November 2018, the number of looked after children in England per 10,000 population was 64.

Recent analysis ([link](#)) of the most recent Ofsted inspections suggests that 63% of local authorities are providing services for children in need of help and protection, children looked after, and care leavers, which either require improvement or are inadequate. Only 2% of local authorities are rated outstanding.

Local context

In Kirklees, the number of looked after children nearly doubled in the same ten-year period 2007-2017, from 385 in March 2007 to 699 in March 2017, with a large increase between 2005 and 2013 (from 312 to 639). This is likely due to a number of factors, including national and local high-profile cases, which led to closer scrutiny of children in need. The number is now beginning to stabilise in response to increased efforts to keep families together, and so the number of looked after children in Kirklees in November 2018 was 637, a reduction of 62 or just under 10% since 2007. This means that as of November 2018, Kirklees has 63.8 looked after children per 10,000 population, just under the England average of 64 per 10,000 population and significantly lower than our statistical neighbours (86.1 per 10,000).

Placement stability for children in our care in Kirklees: 49 children looked after experienced three or more placements in the period December 2017-November 2018.

Care leavers in education, employment, or training was 45.4% in October 2018, compared to 51.1% for our statistical neighbours and 51% for England. In Kirklees 89.1% of care leavers live in suitable accommodation in Kirklees in October 2018 compared to 84% in England), but this is not as good as our statistical neighbours where the 2018 figure was 90.7% in suitable accommodation. (These are the latest figures permitting national comparisons.

Keeping families together

The key context for all our corporate parenting is that only those who really need it come into care, and that, where possible, children and young people and their families are supported to stay together. We will support families to stay and thrive together, so they are resilient enough to manage challenging circumstances. The Council as a whole provides universal services such as libraries and parks and targeted interventions such as public health programmes that are the foundation of a great quality of life for everyone. We will ensure that children at risk of being taken into care, children in our care, and care leavers are not inadvertently inhibited from benefitting from these opportunities because of their background, circumstance, and experiences. The Council also has special responsibilities to children identified as being in need, and the early support provided to these children in need by the Council and our partners can make the difference between a child thriving in a familiar home environment and facing the disruption of moving into care.

Keeping families together is a key part of ensuring we have a good local sustainable corporate parenting offer. Ultimately we are all working to ensure that children and young people in Kirklees have the best start in life. Moving into care is a disruptive experience and it is important that children only move into care when they really have to, so that we are not causing unnecessary disruption to their lives. That's why keeping families together is an important part of our overall corporate parenting strategy. With the right support, many families can stay together.

Context:

- We have focussed a lot on improving children's social care and now we are catching up with early support, helping to keep families together with earlier support
- Our key principle is 'whole family working'
- Our community hubs work well.
- We have four designated children's centres.
- The number of children in our care and on child protection plans is reducing, but we now need to know why: whether it is because of our work (and, if so, to identify what worked and why) or external factors (and, if so, prepare for changes in these factors).

Key activities:

- Family Mental Health & MST (now mainstreamed following initial DfE-funding).
- Develop the relationships between service areas and between the Council and its partners, to mitigate the silos we work in. The Early Support Partnership will help with the partnership side of this.
- Public Health initiatives through Thriving Kirklees and Nurturing Parents programmes.
- Family Support Offer
- Family Group Conferencing
- A review of our children's centres to identify their strengths, weaknesses, opportunities, and challenges.
- Measuring the success of early support is hard. We will continue to develop our measures and data so we can improve this.
- Focus on a good 0-5 offer and a good offer for older children and young people, recognising that both groups require specialist skills, whilst taking a more holistic view of the child's life.

Key Strategies

- Improvement Plan ([link](#))
- Interim Sufficiency Strategy 2019 ([link](#))
- Kirklees Safeguarding Board Early Support Strategy ([link](#))
- Kirklees Integrated Commissioning Strategy ([link](#))
- Kirklees Future in Mind Transformation Plan (2018 refresh) ([link](#))
- Kirklees Health & Wellbeing Plan 2018-23 ([link](#))
- SEND Strategy

Our Corporate Parenting Vision

The Council's vision for corporate parenting is that children and families can stay and thrive together, being resilient enough to manage challenging circumstances, that children in care and care leavers aspire and achieve and have a great quality of life, and that care leavers have control over their lives and access the same opportunities as any other adult.

To deliver this, we have four focus areas: a strong corporate parenting ethos at all levels of the organisation, resilient families, long-lasting placements, and confident independent care leavers.

Our corporate parenting priorities

1. Corporate parenting ethos

Firstly, we will nurture a strong Corporate Parenting ethos at all levels of the organisation. We will continue to train, educate, and raise awareness of this vision at all levels of the organisation. We must all realise that children and young people in care have the same needs as any other child: to be loved, cared for, and feel safe, and our activities must support this alongside our children's health, education, and placement support.

The questions we ask ourselves across the Council must always be: how will this help our looked after children and care leavers, and would this be good enough for my child?

Activities:

- Continue awareness-raising sessions with elected members
- Engagement with key services across the Council

Key strategies:

- Improvement Plan ([link](#))
- Kirklees Pledge to Children in Care
- Kirklees Commitment to Care Leavers
- Kirklees Voice Improvement Plan (under development)

2. Children in care thriving in stable placements

We will ensure that local placements and education and health services are properly coordinated to meet the often complex needs of our children in care, to prevent the additional disruption of placement breakdown or having to be placed outside of the district and far away from familiar places and support networks, when safe.

Moving into care is a challenging experience. Children have to forge new trusting relationships and get used to a new environment, which take energy and time. This can include getting used to a new school or other education setting and a new area. All placements must include a looked after child having their accommodation, health, and education needs met.

The Council's placement support team is very active, and has implemented innovative solutions to support several placements.

All of our placements must enable and be strengthened by services that support:

- Our children to be healthy and well: We want all of our placements to support looked after children to be as physically and mentally well as possible. This includes giving them not just the support they need for long-term health complications, but ensuring they have access to the

same social and leisure opportunities as other children, which is important for their mental wellbeing.

- Our children to aspire and achieve their best: It is important to emphasise that this is not just about how we meet the bare minimum requirements but how we support looked after children to aspire and achieve, so they are set up for successful, independent adult lives.
- Our children to have control over their lives: Voice
- Our children to be protected from harm: Children in care and care leavers are amongst the most vulnerable children and young people in our district. The safety of our looked after children is a central consideration in all our decisions. We have to consider safety 'in the round' in particular cases. Just like the other principles, there is no one-size-fits-all for safety.

Our mission is to drive improvement in the quality, variety, and availability of local services and listen effectively to our children in care, both new and existing, so that we can enable placement stability and minimise further disruption to their lives. Our Children & Young People's Interim Sufficiency Strategy 2019 sets out our interim measures to improve local services. In 2020, we will be setting out a longer-term plan.

Particular vulnerabilities, requiring specialist support include children and young people and care leavers:

- Involved in the criminal justice system (supported through the Youth Offending Team)
- With complex health needs (supported through all age disability and our health partners)
- With learning disabilities (supported through schools and the Virtual School)
- With mental health needs (supported through CAMHS)

The placement support team is now focussing its efforts on the most vulnerable children and young people to help build their resilience so they can build children and young people's resilience so they can handle challenges that would otherwise disrupt their placements.

Key strategies:

- Improvement Plan ([link](#))
- Kirklees Pledge to Children in Care
- Kirklees Voice Improvement Plan (under development)
- Interim Sufficiency Strategy 2019 ([link](#))
- Kirklees Integrated Commissioning Strategy ([link](#))
- Kirklees Future in Mind Transformation Plan (2018 refresh) ([link](#))
- Kirklees Health & Wellbeing Plan 2018-23 ([link](#))
- SEND Strategy

3. Care leavers moving into independence at a pace that suits them

Fourthly, we want to support our children in care in the transition into independent living at a pace that suits them and in a way that meets all their additional needs. Confident care leavers with control over their lives can aspire and achieve as much and at times more than those who haven't been in care, despite their challenging start in life. We want to build the number of these success stories across the district.

Care leavers are nurtured through positive, lasting relationships with their personal advisors to aspire and achieve and live healthy, confident lives. Our care leavers become more and more independent at a pace that suits them.

- Listening to care leavers. You can read more about how we will do this in our Voice Improvement Plan (under development).
- Positive and lasting relationships between young people and personal advisers (PAs), who have manageable caseloads, that start and are established well before the moment of leaving care.
- Robust, specific planning for young people's futures that engages young people by taking account of their individual needs and allows them to move towards independence at a pace that suits them. This will include assessing what skills individuals need, such as financial skills like budgeting, and supporting them to learn them in a way that meets their needs.
- Relaunch and continue to improve the offer for care leavers and the facilities at No. 11, our drop-in and support centre, as well as providing the same offer in a No. 11 centre in Dewsbury, ensuring that both enable and support care leavers into adulthood in the right way.
- Meeting accommodation placement needs:
 - A supportive place to live, in an environment that encourages and enables the young person to succeed.
- Supporting care leavers into sustainable employment:
 - Create opportunities within the Council for care leavers and remove obstacles to care leavers accessing these opportunities, building on the support package provided to services that wish to take a care leaver apprentice.
 - Build closer relationships between children's services and a range of partners in the public, private, and third sectors and exploit existing relationships to identify and create more work experience, employment, and training opportunities for care leavers
- Meeting health needs:
 -
- Continue to improve our support offer to care leavers through annual reviews of Our Commitment to Care Leavers in Kirklees (2018-19 version: [link](#)).
- Developing our Keeping in Touch Policy, and using Care Leavers Week annually as an opportunity to reengage with care leavers and update them on our developing support offer.

Key strategies:

- Improvement Plan ([link](#))
- Kirklees Commitment to Care Leavers
- Kirklees Voice Improvement Plan (under development)

Oversight & Accountability

Corporate Parenting Board will have oversight of progress on this umbrella strategy and the various strategies that sit below it. Through regular updates, they will ensure that the right progress is being made towards the vision set out in this document the four underlying objectives via workstreams across the Council. The Children's Scrutiny Panel will also be regularly updated on progress relating to this strategy.

Other key stakeholders that will receive updates on our corporate parenting include:

- Improvement Board
- Kirklees Safeguarding Children Board
- Partnership Governance Board (governing partnership arrangements between Kirklees and Leeds City councils)

How will we know if things are going well

- Positive educational outcomes for children in care
- Care leavers in education, employment, or training
- More placement stability
- Fewer children in care residing outside the Kirklees district and more than 20 miles from home
- Workforce stability, reducing social work and personal advisor turnover
- Timely permanence planning for children in care, with timeframes driven by the needs of the child
- Low numbers of children in care involved in the criminal justice system
- Children's health outcomes to improve across a range of measures, including both physical and emotional health and wellbeing
- All care leavers have their own personal advisor
- Number of children in need, children on a child protection plan, and children in care to decrease
- Audits to show improvements in case work recording, assessment, and planning relating to children in care reflecting and recording the needs, views and goals of children and young people in assessment and planning
- Achieve positive inspection outcomes relating to children in care (including children's homes inspections, fostering, social work inspections, services full inspection, and monitoring visits)

Research that has supported the development of this strategy

- The latest figures (as of February 2019) on looked after children in England can be found here: <https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2017-to-2018>
- In 2016, the Prison Reform Trust published 'In Care, Out of Trouble: How the Life Chances of Children in Care can be transformed by protecting them from unnecessary involvement in the criminal justice system'
<http://www.prisonreformtrust.org.uk/Portals/0/Documents/care%20review%20full%20report.pdf>
- Children's Commissioner Stability Index 2018:
<https://www.childrenscommissioner.gov.uk/wp-content/uploads/2018/05/Childrens-Commissioners-2018-Stability-Index-Overview.pdf>

Name of meeting: Corporate Parenting Board
Date: 11 March 2019
Title of report: FUTURE FOCUS AND WORK PROGRAMME OF THE CORPORATE PARENTING BOARD

Purpose of report

To further discuss and agree specific actions relating to the future focus and work programme of the Corporate Parenting Board, following discussion at the Board on 14 February 2019.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	Not applicable – for information
Date signed off by <u>Strategic Director</u> & name	Elaine McShane for Mel Meggs (1.3.19)
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Not applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Not applicable
Cabinet member portfolio	Cllr V Kendrick (Children)

Electoral wards affected: None

Ward councillors consulted: None

Public or private: Public

Have you considered GDPR? Yes GDPR considered no service users identified

1. Summary

CORPORATE PARENTING BOARD – FUTURE FOCUS AND WORK PROGRAMME

On the 14th February 2019, the Corporate Parenting Board considered a report which facilitated a discussion relating to the future focus and work plan of the Board.

The Board members suggested the following topics and events to be considered in the future:-

- Customer and Exchequer – services for care leavers, eg Council Tax reductions
- KNH – Housing
- Representatives from Local Businesses
- Apprenticeships – how do we create more apprenticeships for Care Leavers
- Health and Wellbeing of children in care and care leavers
- Informal sessions with internal and external partners to talk about the role of corporate parenting
- The Board suggested that Elected Members on the Board could become Corporate Parenting Champions for specific elements of service delivery for example education or employment or housing and attend other forums to promote and challenge the role of the Corporate Parent and to ask about the voice of the child.

The Board agreed:-

- a. That Elected Members on the Board become Corporate Parenting Champions
- b. That informal events be arranged to invite partners and services to talk about the role of corporate parenting, a decision need to be taken in relation to frequency of the Board, and how the work of the Board is blended between visiting services and receiving commenting on reports, and visits to service provision and meeting with children and young people in care and care leavers
- c. That Visitors be invited to the Board, eg Chair of Licensing Committee – what is being done to keep children safe in Kirklees?

RESOLVED:-

1. That the forward plan of the Board would focus on the wider responsibility of the council as a corporate parent, and the engagement of a wide range of partners both within and outside of the council, and adherence with seven key principles of corporate parenting .
2. That the Board broadens its agenda beyond routine monitoring of data reports and strategies utilising its unique position to raise awareness and further improve outcomes for our children in care and care leavers.
3. That a proposal on the future work programme, frequency and role of the Board be considered at the next meeting which reflected the suggestions made on future agenda items and work of the Board to be taken forward.

The Board agreed that there should be a link with the Communications Team to promote good news stories considered by the Board.

2. **Information required to take a decision**

Agreement of the Board members is sought on the frequency of the Board meetings and the activity of Board between meetings to hold informal sessions with a range of partners who currently work with children in care and care leavers and to engage with new partners.

3. **Implications for the Council**

3.1 **Working with People**

For the Board to engage with Children and Young People in Care and Care Leavers and practitioners.

3.2 **Working with Partners**

For the Board to engage with a range of partners who currently work with Children in Care and Care Leavers and for the Board to proactively engage potential new partners.

3.3 **Place Based Working**

Not applicable

3.4 **Improving Outcomes for Children**

For the Board to monitor and ensure that the seven key principles for Corporate Parenting that the Council subscribes to are applied in practice, and that the Corporate Parenting Strategy is delivered.

3.5 **Reducing demand of services**

Not applicable

3.6 **Other (eg Legal/Financial or Human Resources)**

Not applicable

4. **Consultees and their opinions**

Corporate Parenting Board

5. **Next steps**

The Corporate Parenting Board to agree the future work plan and frequency of meetings and what activity takes place between meetings.

6. **Officer recommendations and reasons**

That the report be noted, and Corporate Parenting Board agree a future work plan.

7. **Cabinet portfolio holder's recommendations**

Not applicable

8. **Contact officer**

Steve Comb, 01484 221000
steve.comb@kirklees.gov.uk

9. **Background Papers and History of Decisions**

Draft Corporate Parenting Strategy and seven key principles

10. **Service Director responsible**

Elaine McShane, Service Director (Family Support and Child Protection)

Corporate Parenting Board

Agenda Plan 2018/19

Date of Meeting	Issues for Consideration	Officer Contact
<p style="text-align: center;">Monday 9 July 2018</p> <p>Pre-meeting 9.30 am – 10.30 am Public Meeting 10.30 am – 12.30 pm Mtg Room 1, HTH</p>	<p style="text-align: center;">Pre-meeting (Informal)</p> <p>Educational attainment and progress – LAC outcomes data 2017 SFR analysis</p> <p>Performance Monitoring report</p> <p>Training Briefings – Officers to advise</p> <p style="text-align: center;">Public Items:</p> <p>One Adoption WY Annual Report</p> <p>Key Performance Data (summary) – verbal</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Foster Care Recruitment and future membership of Foster Panels to include quoracy</p> <p>Keep on Caring Action Plan</p> <p>Sufficiency Strategy and Action Plan</p> <p>Training for CPB Members</p> <ul style="list-style-type: none"> - LGA Corporate Parenting Total Respect 	<p style="text-align: center;">J Tolley</p> <p style="text-align: center;">Mandy Prout (One Adoption)</p> <p style="text-align: center;">S Comb J Tolley</p> <p style="text-align: center;">Steve Comb</p> <p style="text-align: center;">S Comb</p> <p style="text-align: center;">J Bragg Team Manager (Leaving Care)</p> <p style="text-align: center;">S Comb/S Bonnell</p> <p style="text-align: center;">S Comb</p>

Corporate Parenting Board

Agenda Plan 2018/19

	Updates from Board Members on interaction with services	Board members
	Corporate Parenting Board Agenda Plan 2018/19	H Kilroy
<p>Monday 24 September 2018</p> <p>Pre-meeting 9.30 am – 10.30 am Public Meeting 10.30 am – 12.30 pm Mtg Room 1, HTH</p> <p>Apols: G Addy, Cllr F Loonat</p>	<p style="text-align: center;">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p>LGA Training - Feedback</p> <p style="text-align: center;">Public Items:</p> <p>Change to Membership – Chair of Children’s Scrutiny Panel</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Refreshed foster carer handbook</p> <p>Children’s Rights – Annual Report</p> <p>Independent visitors scheme (quarterly report)</p> <p>Annual Report on Youth Offending Team and their work with children in care</p> <p>Overview of number of children in Care (snapshot) including age profile</p> <p>Care Leavers Local Offer Action Plan</p>	<p>S Comb</p> <p>All</p> <p>H Kilroy</p> <p>S Comb J Tolley</p> <p>S Comb</p> <p>A Quinlan</p> <p>M Tiernan</p> <p>M Tiernan</p> <p>R M Smith</p> <p>J Bragg</p> <p>J Bragg</p>

Corporate Parenting Board

Agenda Plan 2018/19

	<p>Updates from Board Members on interaction with services</p> <p>Corporate Parenting Board Agenda Plan 2018/19</p>	<p>Board Members</p> <p>H Kilroy</p>
<p>Monday 19 November 2018</p> <p>Pre-meeting 9.30 am – 10.30 am</p> <p>Public Meeting 10.30 am – 12.30 pm</p> <p>Mtg Room 1, HTH</p> <p>Apols: J Sanders</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p>Head Teachers Report on educational outcomes of looked after children</p> <p align="center">Public Items:</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Head Teachers Report on educational outcomes of looked after children <p>OFSTED and Improvement Board Update (verbal)</p> <p>Annual Report on the health of looked after children</p> <p>CSE and Missing Provision – overview from April to October 2018</p> <p>Recruitment and Retention of Foster Carers</p> <p>Annual report on Complaints and Compliments for Children in Care</p> <p>Update report from CICC and CL Forum and the Pledge</p>	<p>S Comb</p> <p>J Tolley</p> <p>S Comb</p> <p>J Tolley</p> <p>S Comb</p> <p>G Addy</p> <p>O Rix</p> <p>A Quinlan</p> <p>Y Mughal</p> <p>S Mahmood/ M Tiernan</p>

Corporate Parenting Board

Agenda Plan 2018/19

	CAMHS Local Transformation Plan 2018	T Brailsford
	Corporate Parenting Board Agenda Plan 2018/19	H Kilroy
Monday 21 January 2019	Pre-meeting (Informal)	
Pre-meeting 9.30 am – 10.30 am Public Meeting 10.30 am – 12.30 pm Mtg Room 1, HTH	Performance Monitoring report	J Tolley/S Comb
Apols: M Tiernan, Cllr K Allison, J Sanders, T Brailsford, B Lockwood, K Fielding, M Green	Public Items:	
	Change to Membership – Julie Bragg (Service Manager – Children & Families)	H Kilroy
	One Adoption Agency 6 monthly Report (April to Sept)	M Prout (One Adoption)
	Key Performance Data (summary)	
	- Children’s Services	S Comb
	- Education	J Tolley
	OFSTED and Improvement Board Update (verbal)	S Comb
	Number of children in care with a Youth Offending Order (comparable data and trends)	R Smith
	Overview of number of children in Care (snapshot) including age profile	J Bragg
	Independent Visitors Scheme – Quarterly Report (Quarter 3)	C Berridge/S Miles
	Marketing Plan for Recruitment of Foster Carers	A Quinlan
	Corporate Parenting Board Agenda Plan 2018/19	H Kilroy

Corporate Parenting Board

Agenda Plan 2018/19

	Future of Corporate Parenting Board	H Kilroy (SC to write report)
<p>Thursday 14th February 2019</p> <p>Pre-meeting 9.00 am – 10.00 am Public Meeting 10.00 am – 12 noon Mtg Room 1, HTH</p> <p>Apologies: Cllr Donna Bellamy, Mel Meggs, no reps from KFN</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p align="center">Public Items:</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Number of Children in Care</p> <p>Voice of the Child Development Plan</p> <p>Corporate Parenting Board Agenda Plan 2017/18 (include proposed 6 weekly meetings for 2019/20)</p>	<p>S Comb/J Tolley</p> <p>S Comb J Tolley</p> <p>S Comb</p> <p>J Bragg</p> <p>O Rix</p> <p>H Kilroy</p>
<p>Monday 11 March 2019</p> <p>Pre-meeting 9.30 am – 10.00 am Public Meeting 10.00 am – 12 noon Mtg Room 1, HTH</p> <p>Apologies: Christine Bennett, Janet Tolley</p>	<p align="center">Pre-meeting (Informal)</p> <p>Performance Monitoring report</p> <p align="center">Public Items:</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>Corporate Parenting Strategy</p> <p>OFSTED and Improvement Board Update (verbal)</p>	<p>S Comb</p> <p>S Comb</p> <p>S Bonnell/S Comb</p> <p>S Comb</p>

Corporate Parenting Board

Agenda Plan 2018/19

	Corporate Parenting Board Agenda Plan 2017/18 and future work programme for 2019/20	H Kilroy/S Comb
<p>Monday 15 April 2019</p> <p>Pre-meeting 9.30 am – 10.00 am Public Meeting 10.00 am – 12 noon Mtg Room 1, HTH</p>	<p align="center">Pre-meeting (Informal)</p> <p>Educational attainment and progress – LAC outcomes data and SFR analysis</p> <p>Performance Monitoring report</p> <p align="center">Public Items:</p> <p>NO QUESTION TIME (pre-election period)</p> <p>Key Performance Data (summary)</p> <ul style="list-style-type: none"> - Children’s Services - Education <p>OFSTED and Improvement Board Update (verbal)</p> <p>Update report - Risk and Vulnerability progress to date</p> <p>Statement of Purpose for Registered Children’s Homes (Annual)</p> <p>Statement of Purpose for Fostering Service (Annual)</p> <p>Overview of number of children in Care (snapshot) including age profile</p> <p>Update on persistent absentees of LAC from school (including case studies)</p>	<p>J Tolley</p> <p>S Comb/J Tolley</p> <p>S Comb J Tolley</p> <p>S Comb</p> <p>O Rix</p> <p>L Caunce</p> <p>S Comb</p> <p>J Bragg</p> <p>J Tolley</p>

Corporate Parenting Board

Agenda Plan 2018/19

	Corporate Parenting Board Agenda Plan 2018/19 and 2019/20	H Kilroy
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Future reports (dates yet to be agreed):

- Future shape of service and relationship with partners (E McShane/S Comb) – date tbc
- Action Plan on the Fostering and Placement services in Kirklees (A Quinlan) – date tbc
- Early Help and edge of care (S Tariq) – date tbc
- Corporate Parenting Board Strategy (S Comb) – date tbc
- Update on pilot to mentor and provide role modelling for young people in placements and children’s homes around school attendance (J Tolley) – date tbc
- Kirklees Fostering Network (achievements, current priorities and future aspirations)
- Update on the work being undertaken jointly between the Youth Offending Team, Children’s Social Care and the Police regarding criminal exploitation to develop systems and to ensure the Council was keeping children safe (R Smith) – date tbc
- Consideration of information from reps of the Care Leavers Forum on their experiences of living in supported accommodation (S Mahmood to organise)
- Stability of placement moves (S Comb) – date tbc

Annual reports:-

- Private Fostering Annual Report (A Quinlan) – date tbc
- Annual report on Complaints and Compliments for Children in Care (Y Mughal) – date tbc
- Annual report on children who go missing from care (Lead Officer tbc) – date tbc
- Annual report on the work of the leaving care service (J Bragg) – date tbc
- Annual report on children and young people placed outside the Kirklees boundary (S Comb) – date tbc
- Corporate Parenting Board Annual Report (S Comb) – date tbc
- Annual Health Report (G Addy) – date tbc

Quarterly reports:

- Fostering Agency Report (April to June) (A Quinlan) – date to be confirmed
- Fostering Agency Report (July to Sept) (A Quinlan) – date to be confirmed
- Fostering Agency Report (Oct to Dec) (A Quinlan) – date to be confirmed
- Fostering Agency Report (Jan to March) (A Quinlan) – date to be confirmed

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