

Public Document Pack



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

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Please ask for: Helen Kilroy

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Friday 20 April 2018

Notice of Meeting

Dear Member

Corporate Parenting Board

The **Corporate Parenting Board** will meet in the **Meeting Room 3 - Town Hall, Huddersfield** at **10.00 am** on **Monday 30 April 2018**.

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 Erin Hill (Currently on Maternity Leave)

Councillor Karen Allison

Councillor Andrew

Marchington

Councillor Fazila Loonat

Councillor Gemma Wilson

Jo-Anne Sanders

Interim Service Director for Early Help and Learning

Martin Green

Deputy Assistant Director

Janet Tolley

Virtual School Headteacher

Tom Brailsford

Head of Joint Commissioning

Elaine McShane

Head of Children's Social Work - Leeds

John Walsh

Service Manager, Safeguarding Services

Steve Comb

Interim Head of Corporate Parenting

Melanie Tiernan

Service Manager, Family Support and Child Protection

Ophelia Rix

Head of Safeguarding and Quality Assurance

Agenda

Reports or Explanatory Notes Attached

Pages

1: Introductions and 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 Board held on 12 March 2018.

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: Presentation by Children in Care Council (CCIC) and Care Leavers Forum (CL Forum)

The Board will consider a presentation from the Chairs of the Children in Care Council and Care Leavers Forum.

Contact: Ophelia Rix, Head of Safeguarding and Quality Assurance
Melanie Tiernan, Service Manager (Family Support and Child Protection)

7: Review of Membership and Terms of Reference of Corporate Parenting Board 9 - 14

The Board will review the Terms of Reference and agree the Membership of the Board prior to Council Annual General Meeting on the 23rd May.

Contact: Helen Kilroy, Principal Governance & Democratic Engagement Officer

8: Ofsted update 15 - 18

The Board will consider a verbal update on Ofsted.

Contact: Steve Comb, Interim Head of Corporate Parenting

9: CSE and Missing Provision 19 - 22

The Board will consider a report on CSE and Missing Provision.

Contact: Ophelia Rix, Head of Safeguarding and Quality Assurance

10: Statement of Purpose for Registered Children's Homes (Annual report) 23 - 82

The Board will consider an Annual Report on the Statement of Purpose for Children's Homes in Kirklees.

Contact: Laura Counce, Residential Service Manager

11: Statement of Purpose for the Fostering Service (Annual report) 83 - 110

The Board will consider an Annual Report on the Statement of Purpose for the Fostering Service.

Contact: Steve Comb, Interim Head of Corporate Parenting

12: Corporate Parenting Strategy for Kirklees 2018-2020 - Corporate Parenting Function and the seven principles of Corporate Parenting 111 - 158

The Board will consider a draft of the Corporate Parenting Strategy for Kirklees 2018-2020 and a report outlining the Corporate Parenting Function and the seven principles of Corporate Parenting.

Contact: Steve Comb, Interim Head of Corporate Parenting

13: Corporate Parenting Board Agenda Plan for 2017/18 and looking forward to 2018/19 159 - 168

The Board will consider the progress of the Board during the 2017/18 municipal year and identify issues to put forward for consideration during 2018/19.

Contact: Helen Kilroy, Principal Governance & Democratic Engagement Officer

14: Dates of Future Meetings

To note the proposed dates for the 2018/19 municipal year:-

- Monday 9th July 2018, 10 am
 - Monday 24th September 2018, 10 am
 - Monday 19th November 2018, 10 am
 - Monday 21st January 2019, 10 am
 - Monday 11th March 2019, 10 am
 - Monday 15th April 2019, 10 am
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Contact officer: Helen Kilroy – Tel. 01484 221000

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 12th March 2018

Present: Councillor Viv Kendrick (Chair)
Councillors Allison, Loonat
Ophelia Rix, Head of Safeguarding and Quality Assurance
Janet Tolley, Virtual School Head Teacher
John Walsh, Service Manager (Safeguarding Services)
Melanie Tiernan, Service Manager
Martin Green, Head of Localities Officer (Children and Families)
Scott Deacon, Participation Officer
Steve Comb, Interim Head of Corporate Parenting

In attendance: Helen Kilroy, Principal Governance & Democratic Engagement Officer
Julie Chew, One Adoption

Apologies: Cllrs Hill and Watson
T Brailsford, E Mc Shane, J Sanders

1 Introductions and Apologies

The Board welcomed Melanie Tiernan to the meeting.

Apologies for absence were received on behalf of Councillor Hill and Watson, Tom Brailsford, Elaine McShane and Jo-Anne Sanders.

2 Minutes of previous meeting

The Board considered the minutes of the meeting held on 22nd January 2018 and noted apologies from Councillor Loonat.

The Board discussed the visit from officers from Leeds Council to the Fostering and Placement Services and agreed to consider the Action Plan when it was available.

RESOLVED –

1. That the minutes of the meeting held on 22nd January 2018 be amended to record apologies from Councillor Fazila Loonat and be approved as a correct record.
2. That the Board consider the Action Plan on the Fostering and Placement services in Kirklees as soon as it was available – date to be determined.

3 Interests

No interests were declared.

4 Admission of the public

All items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were received.

7 Overview update on One Adoption

The Board considered a report giving an overview update on One Adoption and welcomed Julie Chew from One Adoption to the meeting.

Julie Chew highlighted the main challenges faced by One Adoption since it had started in April 2017 and the key points were as follows:-

- IT had been the biggest challenge as One Adoption had moved onto the Mosaic System and key IT training would be undertaken on the Mosaic case recording system for all staff;
- One Adoption had an adoption support team based in Kirklees;
- There were currently less adoptive families around, but more children were needing adoption;
- Information evenings were taking place and interest in adopting was on the increase;
- As soon as someone was approved for adopting they were placed on the waiting list for a child;
- One Adoption were making use of early permanence places and placing children with approved adopters;
- Some cases required a decision within 24 hours which could be outside of the fostering panels, eg decisions to make approved adopters temporary foster carers;
- Social Workers attended a monthly meeting to discuss potential children for adoption;
- There were ongoing access issues to other local authority legacy systems and problems with fire walls, but progress was being made and solutions were being found;
- One Adoption Panels – 11 Panels were set up originally, but this had reduced to 7 panels per month held in 3 locations – 2 in Huddersfield, 3 in Bradford and 2 in Leeds;
- Membership on the Adoption Panels had now settled and training for Panel Members was taking place and Panel papers were now circulated electronically;
- More applicants were currently in the middle of the adoptive process so the number of children matched should increase;
- Number of children matched with an adoption was similar to the numbers across the rest of West Yorkshire;
- One Adoption were represented at Legal Gateway meetings in Kirklees.

The Board considered the performance data relating to Kirklees Children for Quarters 1, 2 and 3 which was outlined within the report.

The Board agreed to receive the comparable adoption data for quarter 4 for West Yorkshire and the One Adoption Annual Report at a future meeting of the Board. The Board agreed to receive information regarding the 'journey of a child' both prior to and since One Adoption had been in place so that there were some clear comparators for the Board to consider.

In response to a question from the Panel regarding what difference One Adoption had made, Julie Chew advised that it was hard to evidence until a full year of data was available for analysis and could be shared with the Board.

Resolved –

1. That the Overview update on One Adoption be noted and that Julie Chew be thanked for attending the meeting.
2. That the Board consider a future report giving comparable data for West Yorkshire in Quarter 4.
3. That the Board consider an Annual Report on One Adoption, which should include an update on further progress and what difference One Adoption had made to children and young people – date to be determined.

8. Ofsted update

The Board considered a verbal update from Steve Comb, Interim Head of Corporate Parenting, on the scheduled monitoring visit by Ofsted on the 13th and 14th March 2018.

Steve Comb advised the Board that Ofsted planned to meet with a number of officers focusing on looked after children, children in care and placement with parents (children on legal orders).

The Board was advised that a focused piece of work had been undertaken by officers in Kirklees in preparation for the visit which included progress made since the monitoring visit in 2016 and data where there had been both challenges and improvements. Steve Comb advised the Board that Kirklees was hoping for some feedback from Ofsted shortly after the planned monitoring visit and that it was hoped this would include some positive messages that could be shared with staff.

Steve Comb advised the Board that Copthorne Children's Home had been closed by Ofsted following an inspection in November 2017. The Board was informed that Kirklees was in dialogue with the children's home. Steve Comb advised the Board that it was anticipated the number of looked after children at the home would be reduced from 6 to 4, but that further feedback from Ofsted was expected in the near future. Steve Comb explained that the Statement of Purpose for the Copthorne Children's home would be revised in accordance with Ofsted's recommendations.

The Board was informed that Members from the Children's Scrutiny Panel had recently visited Healds Children's Home and the Chair of the Corporate Parenting Board would be visiting the home in the near future.

In response to a question from the Panel regarding why children in Kirklees were placed back at home, Steve Comb advised that people and families changed and made progress. The Board was also informed that Courts could sometimes place a child back at home on an interim care order while further assessments took place.

In response to a question by the Panel regarding the position of the Children's Service in terms of the 2 year timeline on progress, Ophelia Rix confirmed that it was a rolling programme time plan and that the Leeds Improvement Team had come to Kirklees in 2017 which was almost a year after the initial inspection by Ofsted in 2016. Ophelia Rix further explained that progress had been made and the Service was beginning to see the change and it was important that this was shared with Ofsted.

RESOLVED –

1. That the Ofsted update be noted.

9 Future shape of service and relationship with partners

The Board agreed to defer consideration of the update on the future shape of the Children's Service and relationship with partners to a future meeting.

RESOLVED –

- 1) The Board agreed to defer consideration of the update on the future shape of the Children's Service and relationship with partners to a future meeting – date to be determined.

10 Corporate Parenting Board relationship with Children in Care Council and Care Leavers Forum

The Board considered a verbal report on the Corporate Parenting Board relationship with Children in Care Council (CCIC) and Care Leavers Forum (CL Forum) from Ophelia Rix, Head of Safeguarding and Quality Assurance.

The Board were informed that the Chairs of the CCIC and CL Forum would be attending the Board in April to give an update on progress and the Board noted that they would be invited to attend a future meeting of the CCIC and CL Forum in the near future.

Ophelia Rix circulated a paper at the meeting outlining the role of the Corporate Parenting Board and the responsibility of local authorities towards children and young people in care. The Board noted that the Board should be able to evidence and challenge what difference was being made to children and young people.

The Board discussed the Corporate Parenting Board Strategy for 2017-2019. The Board agreed to set up a Working Party to include the Chair and other Members of the Board to review and update the Strategy and consider the new draft at the Board meeting in April 2018. The Board agreed that the Strategy should be updated to demonstrate how it links with the 10 point improvement plan, to reflect Ofsted's priorities, the Children's Act and include

the 7 Corporate Parenting principles for looked after children and care leavers.

RESOLVED –

1. That the update on Corporate Parenting Board relationship with Children in Care Council (CCIC) and Care Leavers Forum (CL Forum) be noted.
2. That the Board consider a presentation by the Chairs of the CCIC and CL Forum at the April Board meeting.
3. That the Corporate Parenting Board Strategy be reviewed, updated and considered at the next Board meeting in April.

11 Overview of number of children in care

The Board considered a report giving an overview of the number of looked after children in care, presented by Steve Comb, Interim Head of Corporate Parenting.

Steve Comb highlighted the following key areas from the report:-

- The Sufficiency Strategy was being updated – sufficiency was a challenge and Kirklees wanted as many of our children and young people to be placed within the Kirklees boundary as possible;
- 'Refer a Friend' scheme was now in place which was offering £500 if an existing foster carer referred a friend and they became a foster carer;
- A review had been undertaken of the recruitment of foster carers –foster carers who were transferring to Kirklees from another local authority retained their existing fee for 2 years but after that time they would be paid the Kirklees standard rate;
- Foster Care week would be held in May 2018;
- Kirklees was building relationships with private Children's Home providers and were hoping to seek agreement that more vacancies would be allocated to Kirklees children in the first instance;
- Children in care was 669 as of Friday 9th March, measured against a population of 10,000;
- There were more children in care currently than in recent years.

RESOLVED –

1. That the Overview of number of children in care be noted and that Steve Comb and Julie Bragg be thanked for the report and their contributions.

10 Corporate Parenting Board Agenda Plan

The Board considered the Agenda Plan for the remainder of the 2017/18 Municipal year.

The Board agreed to consider future reports on the following issues:-

- Review of Corporate Parenting Board Strategy – April 2018;
- Preparation for SEND Inspection – Mandy Cameron to be invited to a future meeting of the Board – date to be determined;
- That the Board receive a presentation by the Chairs of the CCIC and CL Forum at the April Board meeting.

RESOLVED –

1. That the Corporate Parenting Board Agenda Plan for 2017/18 be updated as agreed.
2. That the Board's supporting officer be authorised to liaise with attendees to address the agreed actions.
3. That the Board consider a draft agenda plan for the 2018/19 municipal year at the April meeting.

11 Dates of Future Meetings

To note future meeting dates of the Board during the 2017/18 municipal year:
- Monday 30 April 2018, 10am

To note the provisional dates for the 2018/19 municipal year:-

- Monday 9th July 2018, 10 am
- Monday 24th September 2018, 10 am
- Monday 19th November 2018, 10 am
- Monday 21st January 2019, 10 am
- Monday 11th March 2019, 10 am
- Monday 15th April 2019, 10 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: 30th April 2018

Title of report: Revised Terms of Reference and Membership

Purpose of report:

To provide Corporate Parenting Board with revised draft Terms of Reference and Board Membership for consideration and agreement prior to them being presented for adoption to Annual Council in May 2018.

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
Date signed off by Director & name	Sal Tariq (E McShane 18.4.18)
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	No financial implications
Is it also signed off by the Service Director - Legal Governance and Commissioning?	No legal implications
Cabinet member portfolio	Cllr V Kendrick – Children's Services

Electoral wards affected: N/A
Ward councillors consulted: N/A

Public or private: Public

1. Summary

- 1.1 The report presents revised Terms of Reference and membership for the Board to be considered and proposed for adoption at Annual Council in May 2018. The existing terms of reference were agreed by Annual Council on 24th May 2017. The Terms of Reference and Membership are appended to this report.

2. Information required to take a decision

- 2.1 The information required to take a decision is contained in Appendix 1.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

The Corporate Parenting Board ensures that Council fulfils its statutory duties as corporate parents for Looked After Children. It hold services and partners to account for their performance in terms of the outcomes for looked after children and where early intervention and prevention approaches should be adopted or improved.

3.2 Economic Resilience (ER)

A key consideration of the Board relates to the extent that looked after children are prepared for adulthood including their ability to gain and sustain paid employment.

3.3 Improving Outcomes for Children

The Corporate Parenting Board provides the oversight and accountability function for the outcomes of all Kirklees looked after children.

3.4 Reducing demand of services

The Corporate Parenting Board drives improvements in outcomes for looked after children and in doing so should reduce the demand for services once looked after children leave the care system.

4. Consultees and their opinions

- 4.1 Not applicable

5. Next steps

- 5.1 Corporate Parenting Board consider, amend and agree the terms of reference and membership for adoption at the Annual Council meeting.

6. Officer recommendations and reasons

- 6.1 It is recommended that Corporate Parenting Board considers the revised terms of reference and agrees them prior to them being recommended for adoption at the Annual Council meeting in May 2018.

7. Cabinet portfolio holder recommendation

- 7.1 The recommendation by the portfolio holder for Children's Services will be that the terms of reference are adopted by Annual Council meeting in May 2018, following their consideration at the Corporate Parenting Board in April 2018.

8. Contact officer

Martin Green – Head of Localities Officer (Children and Families) 01484 221000
Steve Comb – Interim Head of Corporate Parenting 01484 221000

9. Background Papers and History of Decisions

- 9.1 Terms of Reference Corporate Parenting Board – 24th May 2017 Annual Council Meeting

10. Assistant Director responsible

- 10.1 Elaine McShane, Service Director – Family Support and Child Protection

Purpose: To ensure that the Council fulfills its responsibilities as good corporate parents for all their children in care.

The Corporate Parenting Board is accountable to Full Council through its Cabinet. Initial reporting of concerns will be escalated by the cabinet portfolio holder to appropriate governance bodies including Cabinet.

The Board will meet for a minimum of six times per annum.

Membership:

Cabinet Portfolio Holder Member
Elected Members representing all political parties
Service Director, Family Support & Child Protection – to be confirmed
Head of Corporate Parenting
Virtual School Head Teacher
Virtual School Chair of Governing Body
Service Director, Learning and Early Support
Health Commissioning Representative
Head Safeguarding and Quality Assurance
Head of Localities Offer (Children and Families)
Service Manager (Family Support and Child Protection)
Service Manager, Safeguarding Services – to be confirmed

Potential new Members:-

Designated Nurse for Looked after children
Representative from Kirklees Fostering Network

Representatives from a range of services and partner agencies will be invited as appropriate and will receive papers including: Director of Children’s Services, Kirklees College, Calderdale and Kirklees Careers, Multi-Agency Safeguarding Hub, Sufficiency Team, Performance Team, Kirklees Foster Carers Network and Kirklees Neighbourhood Housing

Terms of Reference:

- 1 To consider and recommend ways in which the Council can improve the life chances of all children in care and care leavers.
- 2 To advise the Council’s Cabinet and other governance bodies of actions that need to be taken.
- 3 To bring to the attention of the Council’s Overview and Scrutiny Management Committee any areas which may warrant Scrutiny consideration
- 4 To ensure there are good partnerships between council departments and partner agencies and that Council services and partners are held to account for their strategies and operational delivery.
- 5 To provide an opportunity for the voice of our children and young people to inform the considerations and recommendations of the Board.
- 6 To maintain a strategic overview of new developments, initiatives, plans, policies and strategies that impact on services for children and young people in or leaving our care.
- 7 To monitor the performance of the Council by receiving regular progress reports on all performance data relating to Corporate Parenting Services.
- 8 To receive regular reports on the progress and needs of care leavers including employment, further

education, training, housing and health.

9. To consider statutory reports from the Adoption and Fostering Services, Independent Reviewing Officers, Residential and Youth Offending Teams and make recommendations.
10. To agree an annual work programme setting out its key priorities and areas for action.
11. To prepare an Annual Report on the areas considered by the Board, including its work programme, for presentation to Council and Kirklees Health and Wellbeing Board.
- 11 To acknowledge and celebrate in the achievements of children and young people in care and support and participate in annual celebration events.
- 12 Review on an annual basis the Statements of Purpose of the Kirklees Fostering Service and Kirklees Registered Children's Homes
- 13 To receive an Annual Report on:-
 - One Adoption (West Yorkshire)
 - Children who go missing from care
 - Health of looked after children
 - The educational outcomes for looked after children
 - The work of the Leaving Care Service
 - Children and young people placed outside the Kirklees boundary
 - Youth Offending Team relating to their work with children in care
 - Private Fostering Service
 - Children's Rights and Advocacy
 - Complaints and Compliments
 - Membership and Terms of Reference of the Board
 - The Sufficiency of Placements for Children in Care

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9 April 2018

Mr Steve Walker
Interim Director of Children's Services
Kirklees Council
Civic Centre 3
Huddersfield
HD1 2YZ

Dear Mr Walker

Monitoring visit of Kirklees Council children's services

This letter summarises the findings of the monitoring visit to Kirklees Council children's services on 13 and 14 March 2018. The visit was the fourth monitoring visit since the local authority was judged inadequate for services for children in need of help and protection and children looked after in October 2016. This visit was carried out by Her Majesty's Inspectors, Rachel Holden and Matthew Reed and Ofsted Inspector, Cath McEvoy. The local authority has made a small amount of progress in strengthening the foundations for service improvement.

Areas covered by the visit

During the course of this visit, inspectors focused on the experiences of children looked after who are placed with their parents. In addition, inspectors reviewed progress being made in relation to:

- staff support, supervision, induction and training
- the dispute resolution process
- performance data and the quality assurance framework across children's services
- the oversight and challenge of the corporate parenting board.

A range of evidence was considered during the visit, including the tracking and sampling of children's electronic case records, supervision records, audit information and performance information provided by staff and managers. Inspectors spoke to a range of staff, including social workers and managers, as well as the lead member.

Overview

Senior managers are now realistic about service improvement and what more they have to do to ensure that services for children are safely and consistently provided. There is increasing stability at a senior manager level and this is starting to have a positive impact on building the foundations for securing service improvement. The strong support and high level of challenge being modelled by senior managers is starting to have a positive impact on staff morale. A comprehensive professional development framework is better supporting staff to access learning and training opportunities.

Increasingly robust and tailored data reports have been developed and are starting to be used more confidently by frontline managers to support their oversight of practice. However, supervision and management decision-making are not leading to purposeful planning or clear direction and challenge in cases where there is drift or delay. Independent reviewing officers (IROs) are highlighting concerns about children's case progression, but at times the proposed actions are procedural and are not making a difference to children's circumstances. No children were found to be in situations of unassessed risk in the cases seen. However, care planning is not sufficiently effective, and support to families is not sufficiently focused. There is historic drift and delay for some children and some of these issues are entrenched and will take time to address.

Findings and evaluation of progress

Prior to the visit, managers had already completed a series of audits on cases of children placed with their parents. The local authority found that too many cases subject to these orders had not been appropriately managed and that children had been subject to these arrangements for too long. Between October 2016 and March 2018, approximately 40% of these orders had been discharged appropriately and the remaining cases are now subject to regular review by managers. Timescales are now set for the completion of assessments and court dates applied for where appropriate. Inspectors received feedback from a partner agency that there has been an improvement very recently in the quality of applications to court. While further improvements are planned, a tracking system has been implemented, and thus is improving oversight.

All children are assessed as safely placed at home. However, in some of the open cases there is still evidence of recent drift and delay. Children's and families' assessments are not routinely updated and this is impacting on timely planning for children. In addition, managers and IROs are not consistently challenging or being sufficiently impactful about tackling drift and delay for children. The IRO service has recently improved their dispute resolution processes, but there is further work to be done to ensure consistency and to continue to shift the focus from process to practice and the progress of children.

Management oversight and decision-making are not consistently recorded. Decision-making by senior managers at the permanency panel is not always translated into plans for children's care. Senior managers are aware that these decision-making panels are not working effectively and are taking appropriate action to address this, but it is too early to see the impact. In addition, placements with parents' agreements are not adequately completed, and this does not support oversight or focused planning or make expectations clear to parents.

Children are being seen regularly while placed at home, and where appropriate their views are acted upon. Social workers know their children and families well and in some cases have completed effective direct work. However, in some children's files the recording of visits and work that has taken place is at times absent or delayed. Therefore, it is challenging to monitor impact and progress being made. This does not best support the tackling of drift and delay.

The quality assurance framework is being implemented incrementally. Social workers and frontline managers are fully involved in the development of the audit process. This is supporting a shift in culture, with social workers and their managers starting to recognise that the framework is supportive, constructive and a critical aspect both in ensuring that children are safe, and in improving the quality of practice. Audit themes are being used to help inform service prioritisation. However, there is more to do to improve audit quality. The current grading system is not as clear as it needs to be to facilitate scrutiny and robust challenge or to provide assurance that children are safe.

Progress in the use and understanding of data is being embedded. All staff report an increase in the usefulness and usability of data reports. The bespoke reports are now enabling managers to better manage performance. Managers evidenced that they are using the reports to understand and challenge performance issues within teams, although this is not impacting sufficiently on children.

The corporate parenting board is not providing sufficiently robust oversight or challenge about the quality of practice and the pace of change needed in this area has been too slow. The data set presented to the board has until recently been unwieldy, which has prevented effective scrutiny and challenge. There is more to do to ensure appropriate membership of the board, both in relation to partners and influence from children.

All staff who spoke with inspectors say that they are receiving better support from their managers and that they feel more confident to ask for advice and guidance. Where caseloads still remain high in some service areas, they are being monitored, and there is an appropriately focused action plan to address this. A continuous programme of recruitment to secure more permanent and experienced social workers and managers is starting to have an impact.

Staff induction, continual professional development and training pathways have been refreshed. Tracking of mandatory training to measure impact and to ensure that all

staff have the skills required to undertake their work is effective. Recently rolled out restorative practice workshops are helping to embed a culture of strong support and high level of challenge, but it is too soon to see the difference that this is making to children. Some staff say that they need time to trust newer models and ways of working, but morale is improving.

Supervision is now regular and workers report that managers are more accessible. Senior managers are aware that there is still much to do to embed good quality of practice across the service. Poor supervision practice has been a key feature in hindering service improvement and action taken to address this has been slow, albeit with a rationale to ensure that the workforce can contribute to service developments. A group of staff has recently been tasked with devising and trialling a new format for supervision that is currently being piloted.

A copy of this letter will be sent to the Department for Education and published on the Ofsted website.

Yours sincerely

Rachel Holden
Her Majesty's Inspector

Proposal of the Development of a Risk and Vulnerability Team



Reporting Period	April 2018
Report of	CSE and Missing
Report to	Corporate Parenting Board
Report Originator	Ophelia Rix (Approved by Elaine McShane 18.4.18)
Date	30th April 2018

The overall vision of the service will be to reduce the risk of Child Sexual Exploitation (CSE), Child Criminal Exploitation (CCE) and episodes of children missing from home and care. The aim is to provide a flexible and responsive service that will be tailored to the needs and wishes of the young person and their family and practice will be based on a Whole Family, Child Centred and Relationship Based approach.

In the month of February 2018 there were 125 children referred to social care due to missing episodes, all of which will have been offered a missing return interview. There are currently 72 children who have been referred to the gang prevention team who are believed to be associated with or at risk of gang affiliation.

There are approximately 90 children (this fluctuates between 75 and 90 in any month) who have been assessed as at risk from sexual exploitation. The risk levels vary from low to medium risk.

There are clear links between CSE, Missing and CCE and a more joint approach is required in order to address these issues, prevent and reduce risks. In order to enable these developments to be successful consideration of increased strategic and operational capacity is necessary, to ensure an effective multi-agency and focused approach.

In order to safeguard all children and young people from sexual and criminal exploitation in Kirklees and reduce incidents of children being missing from home or care it is critical that the partnership capacity and early help response is increased by way of development of a multi-agency risk and vulnerability team areas of development should include -

- Establishing a safe space where young people can share their concerns with professionals who will listen to them. The focus should not only be on the child

but a whole family approach is often required therefore services should be offered to parents to give them insight and an appreciation of the effects of trauma

- providing specialist counselling services or have a clear pathway on how to ensure children's emotional needs are addressed and are offered therapeutic services
- delivering positive activities to empower, build self-esteem and confidence such as sport, music, arts and volunteering
- improving the way local organisations work together to support the most vulnerable young people who are at risk from CSE, Missing and CCE
- working with children who repeatedly go missing to ensure that they are kept safe and well not only offering missing return interviews but offering interventions that will reduce missing episodes and risk
- Auditing multi agency practice, provision and response for the purposes of practice improvement
- Contribution to developing high standards of practice, to assist with training and awareness raising to social work teams, professional agencies, third sector and voluntary agencies.

The emphasis of work required to drive forward a strategic and operational response to effectively tackle child sexual exploitation, in line with the identified key priorities and challenges, these being

- Develop our ability to identify areas of concern / "hotspots" within Kirklees
- Develop the CSE/Missing multi-agency operational hub
- Increase awareness, responsiveness, performance management, and quality assurance of cluster and early help based responses to low risk CSE/Missing
- Improve quality and analysis in the CSE/Missing Risk matrix and consistency in its use
- Identify and implement strategies for working with hard to reach communities, and with those children and young people whose vulnerability to CSE/Missing is hidden.

Purpose of the Development of Risk and Vulnerability Team

In order to safeguard all children and young people from sexual and criminal exploitation in Kirklees and reduce incidents of children being missing from home or care it is critical that the partnership capacity and early help response is increased by way of development of a multi-agency risk and vulnerability team.

However, in order to enable these developments to be successful consideration of increased strategic and operational capacity is necessary, to ensure an effective multi-agency and focused approach. This forward planning is particularly important to build upon the achievements to date in regards to the work undertaken by the CSE and Missing team whilst also recognising the requirement to respond

strategically and in line with legislation and statutory guidance to the emerging safeguarding issues that are associated with child sexual exploitation and more predominately with children missing from home or care and from the view of universal services, child trafficking and criminal exploitation.

Service provision in response to Missing

The service will provide missing from home and care return home interview that will take place within 72 hours of the child returning home subject to a timely referral of the data relating to the child's details.

The interview will be an opportunity to hear from the child and to understand the risks and issues faced by the child while missing. Help the child feel safe and understand that they have options to prevent repeat instances of them running away, explore the push and pull factors as well as any risk factors. This should include discussing with the child or young person;

- The frequency of the child's missing episodes
- Whether the child has been hurt or harmed
- The child's risk of sexual exploitation or trafficking
- Any involvement the child may have had in criminal activity or substance misuse
- Whether the child has had any contact with people who pose a risk to children
- Any on-going risk factors that may impact on the child going missing again; either at home or away.

If the worker undertaking the return home interview has concerns for the child's welfare and/or safety, a referral must be made to children's social care. Where a child has no case worker the missing worker will identify support networks and actively refer the child on.

The service may undertake case work sessions but only for a short period of time with the aim of sign posting into supportive services. Short term case work may where appropriate involve supporting families and or carers.

Service provision in response CSE

Kirklees CSE team has undertaken considerable work to ensure that children and young people are better safeguarded from sexual exploitation; however the complexities of child sexual exploitation mean that it is not a straightforward challenge to address or one that can be dealt with quickly or by a single agency. The emphasis now is to maintain the impetus to drive forward strategic and operational developments to effectively tackle child sexual exploitation in line with the identified key priorities and challenges, these being;

- To increase awareness, knowledge and process to identify areas of concern / "hotspots" within Kirklees and enhance our intelligence sufficiently to accurately identify taxi firms/hotels/other business of concern and agree best disruption tactics

- Increase awareness, responsiveness, performance management, and quality assurance of early help based responses to CSE and improve the quality and analysis in the CSE Risk matrix and consistency in its use
- Identify and implement strategies for working with hard to reach communities, and with those children and young people whose vulnerability to CSE is hidden.

Name of meeting: Corporate Parenting Board
Date: 30th April 2018
Title of report: Statement of Purpose for Registered Children's Homes

Purpose of report

This report gives an overview of the Statement of Purpose of the three mainstream children's residential homes run by Kirklees Council.

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?	not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	not applicable
The Decision - Is it eligible for call in by Scrutiny?	not applicable
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?	Sal Tariq (Elaine McShane) 18.04.2018 n/a n/a
Cabinet member portfolio	Cllr Viv Kendrick

Electoral wards affected: n/a

Ward councillors consulted: n/a

Public or private: Public

1. Summary

This report gives an overview of the Statement of Purpose of the three mainstream children's residential homes run by Kirklees Council.

The running of children's residential homes is regulated by Ofsted and involves a full inspection once per year and then depending on the outcome a home could receive an interim inspection in between. The Children's Home Regulations 2015 is the regulatory framework which informs Ofsted's inspections.

The three homes are:

- Healds Road – 6 beds (Staincliffe – Dewsbury)
- Copthorne Gardens – 4 beds (Bradley, Huddersfield)
- Woodlands – 6 beds (Lindley, Huddersfield)

All three homes care for children with emotional and behavioural difficulties between the ages of 13 and 16 years old on admission. Their primary purpose is to care for and support young people to achieve good outcomes in their lives. This includes:

- Education
- Contact and relationships with their family and friends
- Having good health
- Accepting specialist help and support when it's needed
- Having hobbies and interests outside of the home and school
- Helping a young person prepare for semi-independence or independence

Many of the young people who come and live in our residential homes have had traumatic experiences in their lives and therefore our focus is on providing a warm nurturing environment where young people feel safe and can begin to engage positively. This takes much longer for some young people than others; the relationships staff and young people develop are essential to enabling good outcomes

A model called Pillars of Parenting is used in all three homes which is an emotional warmth model of caring for young people which draws from the knowledge base of applied psychology, theory and research and is designed to empower the main carers of young people in care. Based on the evidence from attachment science, this recognises that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about therapeutic change for the young person.

The model uses two methods:

- The use of structured, group consultations, facilitated by a clinical or educational psychologist, designed to enable residential staff to agree specific support strategies for each child
- A short programme of professional development for the residential staff to ensure that they understand the theory and research, which underpins the important tasks that they are carrying out.

The Statement of Purpose also sets out the following important factors in the care of a young person:

- The arrangements for supporting the cultural, linguistic and religious needs of young people
- Consultation with young people about the care they receive – ensuring that the young person's voice is heard and acted upon

- Equality and Children’s Rights – the Children’s Rights Service is actively promoted within the homes and each young person has their contact details
- A Safe Area Assessment is done for each home to assess the risk factors associated with its geographical location
- Approach to safeguarding, preventing bullying and young people who go missing – ensure that robust procedures are in place to keep young people safe
- Admission Criteria and Procedure – this sets out how admissions are assessed for suitability and how a young person is admitted into the home
- Positive behaviour and Physical intervention – a restorative approach is used in each of the homes; the focus is on using a positive approach to resolve any issues inside or outside of the home. This approach will ideally prevent the need for sanctions or physical intervention.
- Moving on from the home
- Complaints procedure including details of the Children’s Commissioner for England
- The staff team – this details each staff member and their qualifications. The Registered Manager of a home has to be approved by Ofsted and pass a Fit and Proper persons test

A young person friendly guide is also produced for young people to be given on or before admission. This is available on the Kirklees website and gives young people information on what they can expect living in one of our homes.

Our key partners are:

- Children’s Services Social Work teams (Assessment & Intervention and Looked after Children’s Service)
- Child Protection and Review unit (Independent Reviewing Officers)
- Virtual School
- Kirklees CSE (Child Sexual Exploitation) team
- West Yorkshire Police
- Youth Offending Team
- Looked after Children nurses (Locala)
- The Base (drug and alcohol support services)
- West Yorkshire Fire Service
- Child and Adolescent Mental Health Services (CAMHS)

2. Information required to take a decision

No decision is required from this report.

3. Implications for the Council

3.1 **Early Intervention and Prevention (EIP)**
n/a

3.2 **Economic Resilience (ER)**
n/a

3.3 **Improving Outcomes for Children**

Providing effective and consistent care in line with the Children’s Home Regulations contributes towards achieving good outcomes for looked after children. Ofsted monitor the effectiveness of the homes twice per year through

full and interim inspections to ensure appropriate progress is being made and where there are challenges these are being acted upon in a timely way.

3.4 Reducing demand of services

n/a

3.5 Other (eg Legal/Financial or Human Resources)

n/a

4. Consultees and their opinions

n/a

5. Next steps

Copthorne House – one of our children’s residential homes had its Ofsted registration suspended in November 2017. This was due to safeguarding and fire safety concerns. We have been working with Ofsted to meet the requirements of the compliance notices. It will re-open in May 2018 as a 4 bedded home.

Six bedded homes can be complex to manage; therefore we will be looking at the make-up and offer of our in-house provision to ensure it meets the Service’s sufficiency needs for the future.

The Development of a Local Sufficiency

A Sufficiency Strategy for looked after children resources is currently in the approval pathway and has recently been presented to the Chief Executive and to Executive Team. This strategy, with an action plan, will seek to improve recruitment and retention of our foster carers and update our children’s homes to meet present and future needs of our children in care and care leavers. Our intention is to reduce the number of children and young people placed out of area and also increase the number placed within our own Council provision.

A Specialist Accommodation Project Board is now in place examining accommodation needs of a range of our vulnerable adults and children including our looked after children and care leavers. The Head of Corporate Parenting is now a member of the board, and a specific piece of work in relation to sourcing smaller properties for children home development.

Intent and ambition

The Specialist Accommodation project aims to transform models for the provision of care and support in Kirklees to meet the needs of our citizens throughout their life course.

Intent and ambition

- This project aims to transform operations in the future to meet the 9 design principles for ASC (see next page) and the following ambitions:

Development of a proactive, corporate approach to the commissioning of specialist accommodation

Designing and establishing co-production mechanisms and processes

Influencing market provision and working in partnership to provide appropriate solutions

Development of specialist accommodation models that are outward looking and a coherent part of the wider community

Supporting the achievement of targets for the delivery of new homes

Providing future proofing in design, delivery and operational models

Objectives

To be able to meet the lifestyle choices and aspirations of those who may wish to access care and support, the project will:

- Set out projections of need in the specialist accommodation sector and establish the long term approach to its commissioning within Kirklees.
- Deliver additional capacity in Extra Care Housing market in the public, private and not for profit sectors.
- Develop and take forward scheme(s) for the full range of specialist accommodation (see list below) for delivery in the short and medium term.

The programme will develop the approach to commissioning and delivery of specialist accommodation in Kirklees to address the housing needs of the following:

- Extra Care Housing for adults
- All age disability – learning and physical
- People with mental ill health including dementia
- People at risk of domestic abuse
- Looked after children
- Vulnerable young people (such as care leavers or teenage parents);
- Step down (short term) re-ablement
- Individuals and families at risk of or recovering from homelessness
- People recovering from substance dependencies
- Offender and ex-offenders



6. Officer recommendations and reasons

n/a

7. Cabinet portfolio holder's recommendations

8. Contact officer

Laura Caunce – Residential Service Manager

Laura.caunce@kirklees.gov.uk

Contact number: 07528 988920

Steve Comb – Head of Corporate Parenting

Steve.comb@kirklees.gov.uk

Contact number:

9. Background Papers and History of Decisions

Statement of Purpose for each of the Kirklees residential homes are attached.

10. Service Director responsible

Elaine McShane



COPTHORNE HOUSE CHILDREN'S HOME

STATEMENT OF PURPOSE AND FUNCTION



**Copthorne Gardens
Bradley, Huddersfield
HD2 1RH
01484 420544**

Interim Residential Manager: Ben Lancaster

Date: November 2017

Responsible Individual: Elaine McShane

Date: January 2018

Updated: March 2018

URN SC356963 (Ofsted)

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Copthorne House has a Statement of Purpose that is built upon and around the Children Act 1989, the United Convention on the Rights of a Child 1989, Human Rights Act 1998 and 2004, Care Standards Act 2000, Leaving Care Act 2000 Children's Homes Regulations 2015, the Children Act 2004, Disability Discrimination Act, Working Together 2015, and the Equality Act 2010.

We aim to achieve a standard of excellence in our services and therefore welcome comments from any person having access to this document.

Contents

1. Caring for young people

- 1.1: The range of needs of the young people who the home provides care for
- 1.2: The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them
- 1.3: The arrangements for enabling young people to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills
- 1.4: The arrangements for supporting the cultural, linguistic, and religious needs of the young people
- 1.5: The promotion of contact between young people and their family and friends
- 1.6: Consultation with young people about the care they receive
- 1.7: Equality and Children's Rights
- 1.8: Accommodation and Location
- 1.9: Approach to safeguarding young people, preventing bullying and missing children
- 1.10: Admission criteria and procedure
- 1.11: Moving on from the home
- 1.12: The arrangements for dealing with complaints
- 1.13: Details of how a person, body or organisation involved of the care or protection of a child can access the home's child protection policies or the behaviour management policy

2. Young People's Behaviour

- 2.1: The home's approach to supporting positive behaviour and the use of physical intervention

3. Education

- 3.1: The arrangements for young people to attend local schools and the provision made by the children's home to promote the educational attainment of young people.

4. Health & Health Promotion

- 4.1 Meeting health needs

5. The Staff Team

- 5.1: Experience and qualifications of staff working at the children's home

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

5.2 Staff profiles

6. Governance

6.1: Responsible Individual

6.2: Responsible Body

6.3: Organisational Structure

6.4: Ofsted

1. Caring for young people

1.1 The range of needs of the young people who the home provides care for

Copthorne House provides residential care for up to four young people with emotional and behavioural difficulties aged between 13-16 years on admission.

The admission criteria is for young people who have been assessed as needing residential care due to them being unable to live within their own or foster families due to the breakdown in family relationships and/or where they are deemed to be at risk of significant harm.

1.2 The home's ethos, the outcomes the home seeks to achieve, and the approach to achieve them

The purpose of Copthorne House is to provide a safe, stable and consistent living environment within which a young person has the opportunity to develop to their full potential. As corporate parents, we believe that residential care should always be a positive experience for young people. We encourage our young people to:-

- Build and maintain positive family links/relationships by encouraging and supporting contact and working to the longer term living arrangements in the young person's care plan or pathway plan.
- Take full advantage of the education and training opportunities available to them
- Complete individual and direct work with staff and other professionals to come to terms with past experiences and trauma. Young people are supported to develop positive strategies for coping and keeping themselves safe
- Accept help and support from other agencies when they need it
- Take part in wider activities and hobbies in the community
- Build and sustain friendships
- Participate in a programme of ongoing work to prepare for independence

We aim to provide a nurturing homely environment and to prepare young people to move onto the next stage of their lives whilst living at Copthorne House. Young people will be given the opportunities to develop and enhance their practical, social, emotional, and educational skills in order to become part of a family, or engage in a smooth transition into another appropriate placement, either family based, residential provision, or to achieve semi-independence successfully.

Pillars of Parenting – Psychology based support

Copthorne House uses Pillars of Parenting - An 'Emotional Warmth model' of caring for a young person which draws from the knowledge base of Applied Psychology theory and research and is designed to empower the main carers of young people in care. Based on the evidence from attachment science, this recognises that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about therapeutic change for the young person.

The model uses two methods:

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1. The use of structured, group consultations, facilitated by a clinical or educational psychologist, designed to enable residential staff to agree specific support strategies for each child
2. A short programme of professional development for the residential staff to ensure that they understand the theory and research, which underpins the important tasks that they are carrying out.

The Pillars of Parenting approach offers a theoretical explanation, backed up by evidence from neurobiological science and child psychology research, which is that the often-poor life outcomes of looked-after children and young people result from the initial and continuing impact of abuse, neglect and parental rejection, which have occurred before any contact with the care system.

1.3 The arrangements for enabling young people to take part in and benefit from a variety of activities that meet their needs and develop and reflect their creative, intellectual, physical and social interests and skills.

Leisure time is an important element in the learning and growth process for young people. It means that staff can spend good quality time with young people which can greatly help in the development of positive relationships.

Examples of activities on offer are:

Camping	Swimming
Go-Karting	Cycling
Canoeing	Water based activities
Ice Skating	Theatre
Bowling	Cinema
Fitness Centres	Snooker/Pool
Horse Riding	Gym
Football	Forest Trips/Walks
Golf	Badminton/Tennis
Fishing	Trips
Community resources	Cultural activities & festivals

All activities will need parental and/or Social Worker consent and Risk Assessments are evaluated and authorised by the Manager or Deputy Manager.

Taking part in cultural activities is actively promoted for a, not just because this is a legal right, but also because this helps to educate all young people about the multi-cultural society in which we live, and also to celebrate diversity.

The young people are encouraged to be involved in the planning of their holidays and short breaks.

1.4 The arrangements for supporting the cultural, linguistic, and religious needs of the young people

At the point of referral, the young person's linguistic needs, religion, beliefs and culture are taken into consideration and every effort is made to ensure an appropriate staffing structure that takes into account, gender, culture and ethnicity is in place at Copthorne House.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

The home endeavours to create an atmosphere and environment which is free from any form of discrimination. Young people are encouraged to explore, celebrate and take pride in their religious/cultural identity. Young people will be provided with practical, educational and social activities that promote diversity, ethnicity and religious needs such as personal care items, food/dietary needs and leisure items.

1.5 The promotion of contact between young people and their family and friends

Copthorne House encourages and supports young people to maintain and develop good relationships with family, relatives and friends. Contacts and frequency of contacts will be identified at the Placement Planning Meeting and set out in the young person's Care/Pathway Plan. Contact will be reviewed as part of the young person's Review.

Friends and relatives of young people living at Copthorne House will be encouraged to visit the home (unless the placement planning meetings agree it's not appropriate).

Staff will ensure that these visitors are made welcome and are at ease. Young people are consistently and pro-actively encouraged to keep in contact with their family and friends in line with their Care Plan and staff are available to give practical support to make this contact possible.

1.6 Consultation with young people about the care they receive

As part of the daily running of Copthorne House the young people are consulted on all aspects of their care such as choice of meals, decoration and furniture in the home, new staff appointments, holidays, activities, incentives etc. The young people are encouraged to host their own meetings, write the minutes and have control of agenda items. These meetings take place at a frequency decided by them, but at least monthly.

Young people review their plans regularly through discussions with their key worker, during Statutory Visits and at their LAC Reviews. All young people are encouraged to take an active role in their reviews, from the initial decisions in respect of who should be invited; reviewing the recommendations from the last review, to setting the scene for the current review by completing specific consultation forms. Following the review the young people spend time with their key worker to ensure that they understand the decisions that are made.

Participation in the Children in Care Council is promoted and support offered to enable young people to take part.

1.7 Equality and Children's Rights

Kirklees Council is committed to treating all individuals equally in all aspects of its work and will endeavour to promote Equal Opportunities with staff and all organisations and individuals with whom it works.

Children's Rights are actively promoted and each young person has individual details of the Children's Rights Service. The young people are given clear guidance and support to understand the Complaints Procedure and this is reinforced on a regular basis through individual sessions with key workers.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

1.8 Accommodation and location

Copthorne House is a four bedded home that provides accommodation for both males and females, situated in the Bradley area of Huddersfield. The home is approximately 3 miles from Huddersfield town centre, with easy access to the M62 and within easy reach of leisure and social facilities. The building is large in size and offers open living spaces which help young people form positive relationships whilst still benefitting from their own privacy.

Each bedroom is fully furnished, has an en-suite bathroom and young people have a key to their own room. Young people at Copthorne House are encouraged and supported to personalise their rooms by choosing their own bedding, pictures/posters, and photographs.

Copthorne House has gardens to the front and rear; this offers outdoor living space for young people and a great opportunity to engage in outdoor activities.

The right to privacy will be respected and no member of staff will enter a bedroom without first knocking, unless there are serious concerns about a young person's safety, other residents or staff.

A Safe Area Assessment and Report (SAAR) with regard to the location of the home was reviewed in January 2018. Consultation has been sought from schools, police, youth justice and Children's Social care to inform and support the assessment of any potential risk.

1.9 Approach to safeguarding young people, preventing bullying and missing children

Safeguarding

All young people have a right to be safe from harm. This involves the need for staff to be vigilant about dangers both inside and outside the home. All staff are trained to level 3 which includes 'Working Together to Safeguard children', CSE e-learning and a level 3 advanced safeguarding module (the staff team training matrix is available on request). Further training is provided by the Kirklees Safeguarding Children Board and Kirklees Council's Learning and Development Team. Further training includes:

- Attachment
- Understanding the signs of neglect
- Impact of Domestic Violence
- E-Safety
- CSE for Practitioners
- Sexual Abuse: Dispelling Myths and Reducing Risks

All staff follow the West Yorkshire Consortium Online Safeguarding Children Procedures:

<http://westyorkscb.proceduresonline.com/index.htm>

The Kirklees Children's Residential home procedures compliment the above safeguarding procedures and can be found at:

<http://kirkleeschildcare.proceduresonline.com/index.htm>

The Responsible Individual monitors all safeguarding concerns and children and young people's complaints and does this in consultation with the Registered Manager.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Young people living at Copthorne House have the right to a high level and standard of protection from harm and this includes the vetting of visitors. The selection and recruitment of staff is consistent with the Children's Homes Regulations 2015 and the Safeguarding Vulnerable Groups Act 2006.

The Kirklees Safeguarding Children Board (KSCB) coordinates local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together.

<http://www.kirkleessafeguardingchildren.co.uk/>

Bullying Prevention

We are committed to creating an environment where everyone has the right to work, learn and live in an atmosphere free from victimisation and fear. It is essential that young people are able to build positive social relationships with other people; bullying undermines this objective and will not be tolerated. A proactive approach is adopted with children and young people being educated in this area through group and individual work, outside agencies, and general discussion.

We will create and sustain a culture and ethos of zero tolerance to bullying. Essential elements of our approach are:

- Training staff to identify potential risk, bullying incidents, and manage support around these using a restorative approach.
- Being able to talk freely through any difficulties with both the person being bullied and the alleged bully with the help if necessary of another person.
- Being able to talk freely with the Manager, key worker or other members of staff.
- Being able to talk to an independent person such as a teacher, friend, relative or their Social Worker. Young people will be given details of the Children's Rights Service and advocacy services and how to contact these.
- Being given knowledge and understanding of what bullying is and how victims may feel. This information is also outlined in the young person's introduction and also in the young persons' guide.

Procedures are in place which inform staff of how to deal with a suspicion or allegation of bullying against the Registered Manager or staff in the home.

Staff meetings are used to discuss bullying; our approaches to it and our policy are reviewed as required. Equally young people discuss bullying in their residents' meetings.

All reported incidents of bullying are taken very seriously and fully investigated. If a complaint of bullying has been received, the young person will be closely monitored as to their emotional progress, education and general well-being.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

We will take all reasonable steps to try to resolve the situation between the victim and perpetrator by attempting to find a "middle ground" between the two, through resolution. All outcomes will be recorded and contracts agreed if needed.

Missing from Care

We recognise that going missing can be one of the most common methods that young people use to cope with anxiety or demonstrate their confusion and distress. Staff will work with young people to ensure that they feel safe and settled in the home and do not feel the need to go missing. Every incident of a young person being missing from home will be dealt with seriously, and is monitored by senior management. All young people have a Missing From Care risk assessment which clearly details what action to take if a young person goes missing.

All young people who go missing from care will be reported to the Police in line with the *West Yorkshire Joint Protocol for Children Missing from Home or Care Reporting Procedures* and individual risk assessments. We will then ensure that the following people are contacted as soon as possible:

- Social Worker (via EDT outside office hours)
- IRO
- Appropriate parents
- Other significant adults

A multi-agency approach is adopted to ensure that appropriate safeguarding strategies are identified to prevent or reduce instances of a young person going missing from care. Should a young person go missing the outlined strategies will be included in an updated placement plan which provide a framework for practice for all staff in safeguarding the welfare of the child.

On return from a 'missing' period the young person will be offered support in terms of their physical and emotional needs and be given the opportunity to contact family, friends or their Social Worker immediately or any other person independent to the home. An Independent Return Interview will be offered to the young person by an allocated worker from the Targeted Youth Service. The education provision to which the young person attends will also be contacted the following day so that support and understanding for the young person can be offered. The risk of a young person going missing from Copthorne House will be assessed and detailed in their individual risk assessments and placement plan. This will be event driven and will be reviewed and monitored as required.

1.10 Admission criteria and procedure

The home has a referral and admissions process that supports all children and young people who move into a residential home to be admitted in a planned and sensitive manner. The home will ensure that arrangements are planned in order to make the arrival and admission of a young person as pleasant as possible.

The home normally has planned admissions where the child or young person has a say in their placement and future plans for their care and welfare.

The placement referral process includes a detailed Impact Assessment which determines whether the placement can meet the individual needs of the young person prior to any

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

introduction. The Registered Manager will speak to the young person's social worker and previous carers to inform the impact assessment. Young people will not be placed in our care without careful consideration of the impact on other young people in placement as well as the young person needing a placement.

The following criteria will be considered as part of the Impact Assessment:

- The home has the resources to accommodate the young person appropriately. Can the young person's needs be met either directly by Copthorne House or in conjunction with outside agencies and networks.
- There is an agreed and viable plan for the young person's medium to long-term placement
- The wishes and feelings of the young person and their parent(s) (or those with parental responsibility) been obtained and acted upon, i.e. if the young person or parents are unsure or unhappy about the proposed placement, have alternatives been actively sought
- Whether education is in place
- Whether the young person would be an appropriate match in the current cohort of young people

Emergency placements will only be considered if:

- We have the relevant details of the child's behavioural patterns and contact arrangements received in advance.
- On receipt of this we feel that the child or young person will not disrupt the progress of the children/young people already in placement.
- We can meet the needs of the child as stated in this Statement of Purpose and Function.

Admission Process

If it is agreed that the young person can be admitted to Copthorne House, the following paperwork will be provided:

- Medical Consent signed by person with parental responsibility
- A copy of the Care Order
- Placement agreement
- Placement Plan
- Delegated Authority
- Missing Risk Assessment
- Up to date Care / Pathway Plan
- CSE Risk Assessment (If appropriate)
- Personal Education Plan (within 20 days of placement)
- Up to date Health Assessment
- Last LAC Review minutes (First one within 20 working days of the start date of placement)
- Previous assessments of the young person's needs, either educational, social, or emotional

Staff will visit a young person in their current placement and then invite and encourage the young person to visit Copthorne House.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Initial visits to Copthorne House by the young person allow them to see the home during its usual working day. This will include spending time with the current residents, staff and Management. We request that the young person be accompanied by their Social Worker, a close member of their family or a significant adult.

We recognise that any move for a young person is a traumatic experience and that every effort must be made to welcome and reassure the young people on their arrival. As such we will try to ensure the following:

- That the young person's key worker is there to welcome them
- That the young person is introduced and welcomed by the Manager and/or Deputy Manager
- That the other young people are around where possible to welcome the young person
- That the young person's bedroom has been prepared for their arrival, although they will be able to choose their own decoration
- That they are shown around the building
- That time is taken to ensure that arrangements are in place to get the young person to school, existing activities and contact
- That the young person has received a copy of the young person's' guide

The young person will receive a copy of the Council's Complaints' Procedure to ensure that all young people understand their rights.

The Placement Planning Meeting will take place within 72 hours of the young person's admission. This will be attended by the young person, their parents, members of their family, the young person's key worker, the Manager of Copthorne House and the young person's Social Worker.

The aim of the meeting will be to establish a placement plan and to outline clear objectives, expectations and responsibilities for the placement. It will also ensure that all parties understand their part within this plan and agree both on the objectives and implementation.

1.11 Moving on from the home

When it is decided that a young person will move on from the home, the home will work with the new provider, foster carer or family member to plan the right transition for the young person. This will involve supporting the young person to visit where they will be living, getting to know the significant adults and spending some time there before making the final move. The home will keep in touch with the young person if they want this and it is deemed appropriate and helpful.

1.12 The arrangements for dealing with complaints

The responsibility for responding to and monitoring complaints sits with the Registered Manager.

The following people may complain:

- The young person
- The parent of a young person
- Any person who has parental responsibility
- Foster parents

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

- Any person who has interests in the young person's welfare

Each Young person is issued with a copy of the Complaints Procedure and a copy of the Children's Guide, which contains guidance on how to make a complaint. Significant family members and placing Social Workers are also given these documents.

If the complaint is regarding the Registered Manager this should be presented to the Responsible Individual.

Any complaint made by a young person will be treated seriously. Simple explanation and discussion will resolve many complaints provided that they are received with respect and given serious consideration. Any such complaint and explanation or any action taken to resolve the complaint will be recorded in the Complaints Book.

In the first instance complaints can be brought to the Registered Manager to try to resolve the problem and will be responded to within 7 days. However, young people are encouraged, supported and assisted to complete a complaints form should they wish, they are also given the contact number of Yasmin Mughal, the Complaints Manager along with a complaints form. Complaint forms are given to young people on admission to Copthorne House and extra copies are available around the home when required.

Yasmin Mughal
Complaints, Comments & Compliments Unit,
3rd Floor
Somerset Buildings
10 Church Street
HD1 1DD
Telephone – 01484 221000

The Children's Rights Service
Brian Jackson House
New North Parade
Huddersfield
HD1 5JP
Telephone number: 01484 223388
Freephone 0800 389 3312 13

Young people's Social Workers will also provide support, advocacy and representation as part of their work with young people. Kirklees Council's Children's Services department is located at:

Civic Centre 1
High Street
Huddersfield
HD1 2NF

Telephone number: 01484 221000 (automated service – ask for the Social Worker by name)

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

Childline – A charity offering confidential advice and support. 0800 1111

Ofsted inspect and regulate services which care for children and young people and regularly inspect Copthorne House. Complaints can be made to Ofsted directly telephone 0300 123 1231. Ofsted complaints procedures can be found at www.ofsted.gov.uk

The Children's Commissioner – Anne Longfield
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
Telephone number: 020 7783 8330

All the above Agency's telephone numbers are available in the Young People's Guide, which young people are provided with on or before admission to Copthorne House.

1.13 Details of how a person, body or organisation involved of the care or protection of a child can access the home's child protection policies or the behaviour management policy

Copies of all policies and procedures, including safeguarding and behaviour management, are stored within the home and can be accessed by a person, body, or organisation upon request.

2. Young People's Behaviour

2.1 The home's approach to supporting positive behaviour and the use of physical intervention

When a young person comes to live in the home they are given a copy of the 'Young Person's Guide'; this sets out what is expected of them in terms of appropriate and socially acceptable behaviour.

The home is fully committed to working with young people using a restorative approach to resolving conflict and preventing harm. Building good relationships with young people is centre to this. The home will work with all parties affected by a particular incident and bring them together to play a part in repairing the harm and finding a positive way forward.

Staff will try to prevent negative behaviour arising by using de-escalation or diversion techniques. There is a Positive Handling Plan in each young person's Daily Living Plan which details how staff will support young people in difficult situations. If this fails, a number of consequences can be used. Consequences may include removing a young person from a group activity (for example, an outing) or removing a privilege (for example, use of the computer). If the behaviour poses a physical threat to other young people, to staff or to the young person concerned, physical intervention may be used. Staff are fully trained in Team Teach restraint techniques and this training is refreshed every year. All consequences, rewards and physical interventions are recorded fully, monitored and evaluated by the manager.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

The aim of using both sanctions and physical interventions is to help the young person to focus on the consequences of their behavior and to learn a more socially acceptable way of reacting to a situation or feelings in the future.

The home reserves the right to remove any personal belonging of any young person that they believe may be a danger to themselves or others, or that may be used in criminal activities e.g. any form of weapons etc. These items may be confiscated and the police informed where necessary.

3. Education

3.1 The arrangements for young people to attend local schools and the provision made by the children's home to promote the educational attainment of young people.

Copthorne House is committed to the right of every young person to have access to appropriate education provision and will support them to achieve their full educational potential. Many young people looked after by Copthorne House will be supported to attend their current school, however if this is not possible their key worker will liaise with the relevant education, health and social care professionals to ensure that the needs of the young person are accurately assessed and appropriate education provision is identified, secured and maintained within the local community.

Young People will be actively encouraged to participate in out of school hours learning and activities. Differentiated resources and study aids will be provided to meet the needs of a range of ages and abilities including those with special educational needs. All children and young people will be encouraged and supported to complete their homework.

Young people with special educational needs will receive support in line with their ECHP to achieve their full potential.

4. Health & Health Promotion

4.1 Meeting health needs

Young people should be able to lead a healthy lifestyle, be empowered to take control of their lives, and actively contribute to decisions made to promote their individual health on a daily and more long-term basis.

Young people resident at the home will be registered with a local G.P; optician and dentist if they are not already registered. They will be encouraged to have a medical assessment when they first become looked after and at least annually after that. This will be undertaken by the looked after children's nurse.

Any visits to hospital (for treatment), doctors, dentist, opticians etc will be recorded on the young person's file. Staff (or parents if appropriate) will accompany young people on these visits (though at the request of the young person they may not be present if the young person is to be examined).

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Prescribed medication will normally be kept in a locked medical cabinet. The dosage, frequency of administration, possible side effects etc. will be recorded, it will also be recorded if the young person refuses to take their prescribed medication.

Young people will be encouraged to take a positive attitude to their health care and will receive information regarding alcohol and other substance abuse, HIV and Aids, sexual matters etc. as appropriate. The staff will follow the guidance from the Sexual Health Service regarding sexual health and contraception. As some of the young people accommodated may be sexually active condoms will be available. Young people will be discouraged from smoking and provided with assistance to stop if requested.

Young people will be supported with their emotional wellbeing through CAMHs and the local authority's Placement Support Team. This will be in the form of both direct work with young people and in-direct work with staff equipping them with the necessary knowledge and skills to provide effective care

If a young person suffers serious harm or has a serious accident, serious illness, notifiable infectious disease or dies whilst accommodated at the home Ofsted will be informed as per schedule 5 of the Children's Homes Regulations.

Information regarding the effectiveness of health care provision offered will be recorded within the young person's case file and considered as part of Statutory Visits, Planning Meetings and Lac Reviews.

Health care advice and support is provided by the following qualified health care professionals.

Registered Paediatric nurse.

RGN (Registered General Nurse)

Educational Psychologist

Clinical Psychologist

Sexual Health Nurse

Substance Misuse Worker

5. Staffing

Copthorne House has a balanced staff team taking into consideration equalities, experience, qualifications and skills in order to create the best opportunities to support and guide young people. Staffing levels are carefully assessed to ensure the right levels of support to the cohort of young people resident in the home.

Staff are encouraged to continually develop their knowledge and skill base through a wide range of training and development opportunities. All staff are subject to DBS (Disclosure & Barring Service) enhanced disclosures and reference checks before they commence employment, and are appraised on an annual basis with regular supervisory sessions.

COPTHORNE HOUSE CHILDREN'S HOME - STATEMENT OF PURPOSE & FUNCTION

5.1 Experience and qualifications staff working at the children's home

The Copthorne House staff team consists of:-

Interim Manager
Deputy Manager
Senior Residential Care Officers
Residential Care Officers
One Domestic Assistant
One (part-time) Business Support Officer

Staff come from a wide range of backgrounds and bring differing levels of skill and experience. It is expected that all Residential Care Officers will achieve NVQ Level 3 in Residential Childcare; Kirklees Council will ensure that they are supported by relevant training and supervision to fully carry out the responsibilities of their posts.

All members of staff receive annual appraisals and regular reflective supervision sessions with a member of the management team in line with best practice, Children's Home Regulations, and Kirklees guidance. This will be a minimum of six weekly or 9 times over 12 months. These sessions cover the young people's care plans, staff roles and responsibilities, personal and professional development, the organisation's objectives, any practice issues, housekeeping and any other concerns. Reflective supervision is conducted in private and, as far as practical, free from interruption environment.

At Copthorne House the staff team are also provided with daily informal supervision. The management team operate an open door policy, and encourage staff to discuss any issues they have together as a team.

Staff sickness is covered, if possible, by substantive staff. If this is not possible then casual or agency staff will be provided, there will be at least an equal number of substantive staff on duty. The registered manager is responsible for ensuring that there is always adequate staff cover.

The training record of the unit as a whole is monitored to ensure that the needs of the young people and of the staff team are met.

HEALDS ROAD

SC033367

STATEMENT OF PURPOSE AND FUNCTION

Written statement prepared pursuant to The Children's Homes Regulations 2015 and Guide to the Children's Homes Regulations including Quality Standards April 2015

Revised: November 2017

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The Quality and Purpose of Care

1.1 UNDERPINNING PRINCIPLES:

Healds Road acknowledge that residential work is a professional task, which requires professional behaviour. Work will be undertaken consistently throughout the staff team based on the following values and principles.

All young people will be considered as individuals, different and above all equal, with unique needs and potentials. Age, gender, health, personality, race, culture, religious background and life experiences will be taken into account when assessing their individual needs and providing them with comprehensive care episodes. Young people accommodated at Healds Road will receive the same standard of service irrespective of race, religion or sexuality. All staff will promote awareness raising and implement fully departmental policy with regards anti-discriminatory practice.

All young people have the right to have their physical, developmental and emotional needs met, the right to protection from harm and the right to be listened to, be treated with dignity and respected as individuals and to be responded to in the most appropriate way. Young people will feel safe and secure within Healds Road and the boundaries that are provided.

Continuity of relationships is important and attachments will be respected, sustained and developed where appropriate.

Young people's long term welfare will be protected by prompt, positive and pro-active attention to promote healthy lifestyles and assisting them achieve their full potential in educational placements.

Young people's wishes and those of their family will be elicited, taken into account and given serious consideration ensuring individual choice. Staff will ensure that any wishes expressed are respected and actions taken on their behalf.

All young people have the right to be prepared for independence prior to leaving care.

The rights of young people are recognised and upheld.

Confidentiality is maintained in line with policy.

Healds Road aim is for every young person accommodated to have the support they need to.

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Well Being

Staff are committed to developing positive professional working relationships with partner agencies and service providers by acting as advocates for children & young people to ensure the best possible outcomes for young people in our care.

Healds Road provide residential services to young people within the overall framework of Government legislation and local policy and procedures.

1.2 AIMS AND OBJECTIVES:

Healds Road will accommodate no more than six young people who live within the Kirklees area (or for whom they may have responsibility) of either sex and between the ages of ten and eighteen years.

Should a young person wish to remain in the home whilst going through a transition such as starting university or training for the army, this can be considered provided it is agreed during their last review with clear timescales and with permission from the head of service. An assessment of any risk that may impact on the other young people will also be taken into consideration living here at the same period.

The young people accommodated will initially be unable to live within their own or alternative families and may exhibit behavioural and emotional problems and will be accommodated as part of a Care Plan or Pathway Plan (16+)

The home aims to offer a secure, stable and safe environment where young people may live and be assisted to reach their full potential until they are either ready to live independently, can return home or live within an alternative family / residential provision. Young people will receive help, information and advice on acquiring the life skills needed to make a successful transition to independent / supported living.

All children living within the home will have a LAC Care Plan, LAC Placement Agreement and if required a Pathway Plan which will be regularly reviewed. The staff employed at the home will aim to ensure that these Plans are implemented and followed, offering support and advice to the young people accommodated as and when necessary.

We aim to ensure that the young people's educational needs are met and that they are supported to ensure that they reach their full educational potential.

We aim to ensure the health needs of all the young people resident will be met and monitored. The importance of healthy lifestyles will be promoted within the home. Care will be given to providing a balanced and nutritional diet, appointments for medical appointments will be organised and facilitated, help and advice will be provided to young people where appropriate re issues relating to substance misuse, smoking, sexual health etc.

We aim to ensure that all the cultural and religious needs of the young people resident are met and provision will be made within the home if necessary to meet these needs.

We will try to ensure that the young people are not discriminated against in any way and the staff will advocate on behalf of the young people if required.

We will assist and enable young people to access local community activities and facilities where appropriate.

The home will plan to look after young people on a medium to long term basis and will be flexible in meeting the changing needs / circumstances of the young people accommodated.

Healds Road provide residential services within the framework of KMC's policies and procedures, the 1989 Children Act and Children's Homes (England) Regulations 2015.

1.3. DESCRIPTION OF THE HOME:

The ground floor of the home consists of:

Kitchen / Dining Room
Utility /Laundry Room/ Storage Cupboards
General Office / Managers Office
Computer room

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Lounge
Private Pay phone Area
Toilet

The first floor consists of:

- 1 Waking Night staff Office
- 1 Staff shower room
- 1 Meeting room
- 1 Storage room
- 6 Children's Bedrooms
- 1 Children's Bathroom/ WC
- 1 Separate WC
- 1 Children's Shower Room

All bedrooms are fully furnished and each young person will have their own key to their room.

The home will accommodate up to six young people who have been assessed as needing residential care due to them being unable to live within their own or substitute families due to the levels of identified risk involved i.e. being at risk of significant harm and neglect. The home may also accommodate young people as directed by the Courts.

The young people will normally be least 10 years old, and will still be of compulsory school age on admission and could be of either sex. They may however, be older than compulsory school age if admitted from other locally provided accommodation, but no older than 18 yrs on admission. (A younger child could be placed as an emergency 4.6).

We aim to provide a relaxed, comfortable, pleasant environment with room for communal activities and for private space. There is a lounge, separate dining room, kitchen and laundry, which the young people are encouraged to use.

Each young person has his/her own bedroom, which they are able to individualise. Young People receive weekly pocket money, personal allowances, birthday and religious festival money and any additional costing required to meet cultural needs and hobbies of particular interest to the young person.

We aim to promote a feeling of belonging by encouraging the young people to participate in the decisions around outings, food, menu planning etc. We recognise the value creating links with the Home and encourage membership of local Youth Clubs and other organisations.

Leisure facilities include television and DVD's, games console, various sports equipment, games and books (educational and fictional).

We work in partnership with families wherever feasible in order to optimise contact arrangements; this principle also extends to extended family members and friends, if appropriate.

1.4 LOCATION TO THE HOME:

Healds Road is a purpose built home. The home is set in its own self-contained garden with a medium size lawn to the rear of the building where a variety of activities can be conducted (weather permitting!)

There are a variety of shops within easy walking distance of the house, sports/playing fields are situated down the road. Games are often played at the rear of the house. The nearest town centre is approx. 1 mile away and is easily accessible by a frequent bus service. The towns of Wakefield, Huddersfield, Barnsley and Sheffield can also be accessed by bus, the bus stop being a short walk away from Healds Road.

SAFE AREA ASSESSMENT & REPORT

Healds Road have carried out a Safe Area Assessment and Report (SAAR) with regard to the location of the home. Consultation has been sought from schools, police, youth justice and Childrens Social care to inform and support the assessment of any potential risk. This in-conjunction with attendance at the local "Integrated Working" meeting which involves police and partner agencies help to identify any safeguarding concerns that may impact on the safety and well-being to the child and young people living at Healds road.

1.5 RELIGIOUS OBSERVANCE:

When a young person is accommodated at Healds Road their religious and cultural needs will be identified prior to admission or on admission. All the necessary arrangements will be made, e.g. diet, dress, and prayers etc. following discussions with the young person; to ensure religious beliefs are maintained. All staff will be provided with guidance on culturally sensitive practice.

If a young person is of sufficient age and understanding and wishes to change or cease to practise their religious persuasion, the implications will be fully discussed with them and support provided.

We employ a diverse staff team through the organisation. The staff come from a variety of different ethnic backgrounds or share different values, religions and beliefs and foods. Healds Road promote positive relationships, professional and personal, that support self-esteem with cultural issues.

1.6 COMPLIANTS:

The Kirklees Complaints and Compliments procedure document is given and explained to each young person at the point of admission.

The home would always wish young people and their parents(s) or their representatives to bring any complaints to their attention of the staff so that they can be resolved as quickly and informally as possible. The young people, their parent(s) or representatives may also make a complaint to their social worker or Unit Manager (Residential) who will ensure that it is investigated appropriately (if the complaint concerns abuse at the home please see section concerning Bullying and/or Child Protection). There is a formal complaints procedure (that can be easily accessed by contacting the Complaints and Compliments Unit) they can be contacted directly and will assist and support the young person in managing the complaint.

Ofsted will be notified of any serious complaint about the home or staff working there.

In the first instance complaints can be brought to the Registered Manager to try to resolve the problem and will be responded to within 7 days. However, young people are encouraged, supported and assisted to complete a complaints form should they wish, they are also given the contact number of Yasmin Mughal, the Complaints Manager along with a complaints form. Complaint forms are given to young people on admission to Healds Road, and extra copies are available around the home for easy access.

Yasmin Mughal
Complaints, Comments & Compliments Unit,
3rd Floor
Somerset Buildings
10 Church Street
HD1 1DD
Telephone – 01484 221000

Children's Rights Service: A group set up to support and assist young people in care.

The Children's Rights Service

Brian Jackson House
New North Parade
Huddersfield
HD1 5JP.
Telephone number: 01484 223388
Freephone 0800 389 3312 13

Social Worker Support: Young people's Social Workers may also provide support, advocacy and representation as part of their work with young people.

Telephone number: 01484 221000

Childline – A charity offering confidential advice and support. 0800 1111

Ofsted: This body is responsible for conducting inspections twice a year. They can be contacted by young people or staff that may have concerns about how the Home is operating. They can be contacted at:

Ofsted
Piccadilly Gate
Store Street
Manchester
M1 2WD
Tel: 0300 1231231
Fax: 08456 404049
Email: enquiries@ofsted.gov.uk

The Children's Commissioner – Anne Longfield OBE
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
Telephone number: 020 7783 8330

All the above Agency's telephone numbers are available in the "Young People's Booklet", which young person are provided with on or before admission to Healds Road.

1.7

All substantive staff receive training in safeguarding and behaviour management. Staff required working with Young People in any capacity within the home must have a full Disclosure and Barring check.

Safeguarding Procedures are accessible to all staff via the following links:

Children's Residential Procedures:

<http://kirkleeschildrenhome.proceduresonline.com/index.htm>

Children and Adults Procedures:

<http://kirkleeschildcare.proceduresonline.com/index.htm>

These can be made available on request

Children's Wishes and Feelings standard

2.1. The young people at Healds Road will be encouraged to make their views about their care and plans being made for them known to staff in several ways, e.g. Young people are expected to contribute to their individual Daily Living Placement Plans. Young people's meeting will take place on a regular basis where suggestions and issues about the home and those people in it can be raised allowing views made known. Menus can be discussed, ideas for holidays listened to and complaints aired etc.

All young people who live within the home will have an allocated keyworker. The keyworker will hold regular key working or consultation sessions to gather the young person's views around the quality of their care they receive within the home.

The young people are also encouraged to access the Children's Rights service, which can act as an advocate for young people when required. Young people can become a member of the Children in Care Council - a group open to all young people who are aged 12 and over. This group looks at the issues that affect them in their daily life, service developments affecting them, and provides forum for consultation with staff that are developing services directed at children and young people.

2.2 EQUALITY & DIVERSITY:

The home endeavours to create an atmosphere and environment, which is free from discrimination of any form, regardless of race, culture, disability, social status, disease age or sexuality. Staff within the home actively encourage and enable residents to maintain their dignity, freedom of choice and their rights as an individual.

Young people are supported to understand their responsibilities alongside equality and diversity and their rights. The young people are supported to have a positive image of themselves, by enabling and encouraging them to have experiences which they may

otherwise not have, and by ensuring that the young people can speak and make choices for themselves whenever possible. Where necessary, the staff will enable young people to challenge discrimination if it arises, or they will challenge it on behalf of them.

Young people are helped to understand the individual identity of other accommodated young people and staff and to respect them with equal fairness and value.

We embrace the different cultures, actively promoting the celebration of religious practice and special days.

We want to meet people's needs as best we can and we realise that treating people fairly does not necessarily mean treating everyone as if they are the same.

2.3

Our experience tells us that it's the little things we do that can make living with us a happy time. One of the ways we deliver our aims to you is through our core values. We have six core values, these are; privacy, dignity, choice, independence, rights and fulfilment.

Privacy

Everyone has the right to have their privacy respected and not infringe on the privacy of others.

We will not enter your room without knocking and waiting for an invitation to enter

We will not intrude into your private thoughts

We will respect your wishes to keep aspects of your life private

We will provide personal care in a way that maintains your privacy

Dignity

Everyone has the right to be treated with dignity at all times.

We will address and talk to you in a way that you feel comfortable with

We will preserve your individuality

We will provide personal care in a way that respects you as an individual

Choice

Everyone has the right to make choices on their day-to-day living and take major decisions, while making sure they do not have any negative effect on other people.

We will help you make informed decisions by giving you full information on a range of choices

We will respect your choice of how you wish to be addressed

We will respect your choice of lifestyle

We will respect your day-to-day decisions and guide you if you affect other people

Independence

You have the right to maximise your abilities and in doing so keep your degree of independence

We will promote your independence in all aspects of personal care and will only provide assistance when needed

We will enable you to maintain your own medication if it is safe to do so

We will enable you to manage your own money if it is safe to do so

Rights

Everyone will have their rights respected and upheld.

We will respect your right to be consulted on how we deliver our services

We will respect your right to be treated fairly and without discrimination

Fulfilment

Every person has the right to feel fulfilment in their day-to-day lifestyle.

We will work with you to put together a plan of care that suits your physical and emotional needs

We will seek and value your opinions

We will ensure the atmosphere is both positive and helpful

We will treat you as an equal and value your contribution

The Education standard

3.1 .EDUCATION:

There is an expectation that the young people resident at Healds Road will attend the school that they were on roll at (or other educational provision provided for them), or work placement prior to their admission on a regular basis. The school will only be changed if it is deemed necessary to meet the young person's educational needs and with the agreement of those having parental responsibility. If the young person is not attending school for any reason the staff will liaise with the social worker, parents, education department, virtual head, education support team and leaving care team etc. to ensure that the ongoing educational needs of the young person are met.

The staff at the home will make every effort to ensure that the young people attend school. The young people will be provided with facilities to do homework, school uniforms and other equipment will be purchased when required, staff will attend school functions with the young people whenever appropriate (this could include parents evenings, sports days, school plays and any other school events etc.). Young people will be encouraged and supported financially to take part in school activities, trips, clubs etc.

The staff will liaise with a named teacher on a regular basis (which may be daily if there are concerns). If there are issues of attendance staff may accompany the young people to school or transport via taxi's arranged.

The education of any young person accommodated at Healds Road will be discussed at each review and Placement Planning Meetings to ensure that their educational attainment / needs are being addressed. It will be a requirement that each young person accommodated at Healds Road has a copy of their Personal Education Plan on their residential file.

If a young person is excluded from school for whatever reason the staff at Healds Road will attempt to occupy them with educational activities provided in liaison with their school, during the school day. A non-school attender time table will be put in place.

Healds road has provided a room with computers, desk and books where young people can complete educational work including homework.

Those young people that attend school on a regular basis will be rewarded in some way each week. Achievements, however small, will be celebrated and the young person rewarded for their achievement.

Where appropriate for all looked after children will be supported by the home with additional support by the Virtual Head for Kirklees schools

The Enjoyment and Achievement standard

4.1 RECREATION / ACTIVITIES:

All the young people resident in the home will be encouraged to continue to attend any recreational, sporting or cultural activities that they were involve in prior to their admission. The staff of the home will provide transport or finance to enable attendance to continue. If a uniform or other 'kit' is needed the home will also provide the finances to purchase these.

If the young people are not involved in any recreational, sporting or cultural activities the staff will encourage the young people resident to join any local clubs or make use of any local facilities that the young people themselves have identified or that the staff have suggested. Again transport and any 'uniform' or 'kit' required will be purchased by the home.

The home provides holidays, days out, educational visits and excursions, every young person accommodated in the home will be encouraged to choose and attend where appropriate.

The Health and Wellbeing standard

5.1 HEALTH CARE:

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It is expected that the required information regarding a young person's health will be discussed at the initial impact assessment meeting and also contained in the relevant LAC Documentation, e.g. immunisations, allergies, medical conditions, medication taken regularly etc. It will also be required that the person with parental responsibility sign the Medical Consent form contained in new Placement agreement document, prior to admission.

Young people resident at Healds Road will be registered with a local G.P; Optician and Dentist if they are not already registered. They will be encouraged to have a medical assessment when they first become looked after and at least annually after that. This will be undertaken by the local authorities looked after children's nurse.

Where a young person is sixteen or over, or considered of sufficient understanding, medical treatment will only be administered with their consent.

Any accidents and illnesses will be recorded on the young person's daily records as well as the homes accident and injury log book, if these are of a serious nature, a schedule 5 will be sent to Ofsted. Any visits to hospital (for treatment), doctors, dentist, opticians etc will be recorded on the young person's file and staff (or parents if appropriate) will accompany young people on these visits (though at the request of the young person they may not be present if the young person is to be examined). The staff will also advocate on behalf of the young person if they are requesting to be examined by a doctor (or other medical professional) of the same sex.

Prescribed medication will be kept in a locked medical cabinet in the office. The dosage, frequency of administration and possible side effects etc. will be recorded as will if the young person refuses to take their prescribed medication.

Young people will be encouraged to take a positive attitude to their health care and will receive information regarding alcohol and other substance abuse, HIV and Aids, sexual matters etc. as appropriate. The staff will follow the Guidance from the Teenage Pregnancy Unit and the authorities designated LAC nurse re: sexual health and contraception. As some of the young people accommodated may be sexually active, condoms will be available. Young people will be discouraged from smoking and provided with assistance to stop if requested.

If a young person suffers serious harm or has a serious accident, serious illness, notifiable infectious disease or dies whilst accommodated at the home Ofsted will be informed as per schedule 5, Children's Homes Regulations.

Health care advice and support for the home is provided by 2 qualified health care professionals –

15

Helen Wilcock - Registered Paediatric Nurse (RN Child)

Ruth Gathercole - RGN (Registered General Nurse)

RM (Registered Midwife)

SCPHN (SN) BSc Hons Specialist Community Public Health Nurse
(School Nursing)

Psychology-based support – Pillars of Parenting: The 'Emotional Warmth model' of child care, which the Pillars of Parenting provides, draws from the knowledge base of Applied Psychology theory and research and is designed to empower the main carers of young people in public care. Based on the evidence from attachment science, this recognises that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about therapeutic change for the young person.

To achieve such psychology-based support, two methods are used: the use of structured, group consultations, facilitated by a clinical or educational psychologist, designed to enable residential staff to agree specific support strategies for each child, and additionally a short programme of professional development for the residential staff to ensure that they understand the theory and research, which underpins the important tasks that they are carrying out.

The Pillars of Parenting approach offers a theoretical explanation, backed up by evidence from neurobiological science and child psychology research, which is that the often-poor life outcomes of looked-after children and young people result from the initial and continuing impact of abuse, neglect and parental rejection, which have occurred before any contact with the care system (see Cameron and Maginn (2009 and 2011) and Maginn and Cameron (2013).

(See appendix1)

The Positive Relationships standard

6.1 CONTACT:

Contact with family, friends, and other significant people where appropriate will be encouraged whilst the young person is resident in Healds Road. A private area will be made available for young people to receive visits from family and friends, unless it has been decided that this may not be in their best interests. Court Orders may also prohibit who the young person has contact with or the circumstances in which contact with certain people may take place.

The staff would ask that wherever possible visits are planned in advance to ensure that the young person is prepared and available.

Young people are able to receive telephone calls from family and friends within reasonable hours and a private pay phone is available to use. The young people may use the 'office' telephone to contact social workers and parents

The Protection of Children standard

Healds Road is equipped with CCTV on the outside of the building which monitors the front, sides and background areas of the house. The home also has a security alarm system; this is mainly used when the building is unoccupied. These systems allow the home to be closely monitored to ensure the whereabouts of those entering and leaving the building, along with safeguarding and promoting the welfare of the children and young people.

We have CCTV security consisting of 5 cameras pointing at the following:

- Car Park / Gate
- Garage Doors
- Front Door
- Back Door
- Tarmac & Grassed Garden Areas

7.1 CHILD PROTECTION:

All new members of staff working within the home will have undergone check by the disclosure and barring service.

All staff are aware of their duty to report any behaviour by other members of staff and professionals that they would consider to be inappropriate and or abusive under 'Whistle Blowing' Procedure and all staff must be alert to this possibility.

If an allegation of abuse is made against a member of staff, any other employee or 'independent professional' (doctor, dentist etc.) the child's interests will be taken as paramount.

The allegation of abuse will be investigated by the local authority designated officer (LADO) and follow Local Safeguarding Children's Board Policy and Procedures and will result in the member of staff being suspended from duty whilst the investigation is conducted.

The Officer should consider all the details of the incident and any evidence to support or refute the allegation. In deciding the level of investigation the 'Looked After' designated Officer will determine which of the following categories the allegations might represent:

Acceptable professional behaviour, i.e. the allegation concerns appropriate action by the member of staff concerned.

Unacceptable professional behaviour, i.e. this may require action under the Disciplinary Procedures but falls short of abuse.

Abusive behaviour, i.e. as defined in the Safeguarding Procedures.

The LADO will refer the matter immediately to the Child Protection and Review Unit if there are grounds to believe that there has been abusive behaviour. A strategy meeting will then be held to determine how to proceed further.

All residential staff will be alert to the possibility of "Child to Child" abuse, be it physical, sexual, emotional or neglectful and the legal duty to investigate such matters.

When abuse of a young person is alleged to have been carried out by another child or young person, or it is suspected, the Safeguarding Procedures must be followed in respect to both the abused and alleged abuser.

Any incidence of a young person being involved in Child Sexual Exploitation and the instigation and outcomes of any child protection enquiries involving a young person accommodated in the home will result in Ofsted being informed via Scd5 notification.

The home will be visited monthly by an independent person in accordance with Regulation 44 - Children's Homes Regs 2015 who will also highlight any safeguarding concerns they observe during their visit.

7.2. BEHAVIOURAL SUPPORT:

The home believes that rewarding positive / acceptable behaviour is beneficial to the well-being and development of the young people accommodated in it.

The home also believes that young people should be consulted about the management of the home and what the staff are trying to do for them.

The above will foster good relationships between the staff and young people and thus reduce the need for control, restraint and use of sanctions.

However, if a young person is exhibiting 'unreasonable' / unacceptable behaviour the staff may use the following measures of control:

Verbal reprimand, withdrawal from group and recreational activities, extra household chores for the day, extra supervision, return of item's obtained without the owner's consent, requirement to apologise.

Staff may use a number of consequences when normal levels of control are not appropriate and must take into account the young person's level of development and understanding, this can include:

Reparation, withdrawal from an activity, additional chores or staff supervision of pocket monies.

If any of the above consequences have been applied the young person that they relate to will in most circumstances, be able to 'earn' back the consequence. A Restorative Approach is encouraged with a view to the young person reflecting on how inappropriate behaviours may impact on others and how this can be readdressed.

The home reserves the right to remove any personal belonging of any young person that they believe may be a danger to themselves or others, or that may be used in criminal activities e.g. any form of weapons etc. These items may be confiscated and the police informed where necessary.

Physical restraint may only be used only as a last resort: 'When staff have good grounds for believing that immediate action is necessary to prevent a child from significantly injuring himself, others, or causing serious damage to property' (DOH Circular 4/93).

The least intrusive method of control must be used and failure of a particular strategy to secure compliance will not automatically signal the immediate use of a more forceful form of intervention.

Physical restraint will only be used as an act of care and control and not as a punishment. Physical interventions, when to use them, and the techniques to be used may already have been discussed and agreed in individual young people's Positive Handling Plans.

If it is safe to do so, staff will use diversion techniques prior to any restraint. If a restraint proves to be necessary the young person shall be warned first. If possible two members of staff should be involved in the restraint and should use the least amount of force and least intrusive hold

necessary to protect the young person, others, themselves or property. Young people should not be routinely taken to the ground.

The young person involved in any restraint should be spoken to (when they are ready) by any member of staff and the reasons why they were restrained should be explained. The young person's understanding of why they were restrained should be recorded and they should be asked if they wish to make a complaint or medical treatment. This conversation will also be recorded.

All substantive staff working at Healds Road will have received training in positive and protective handling strategies within a holistic setting response to behaviour management. All substantive staff will receive additional training in 'Team Teach and Team Teach advanced and it will be these techniques and strategies that they will be expected to use when managing behaviour in the home.

All sanctions and incidents of restraint will be recorded in the appropriate file and in the young person's individual file and other relevant forms such as incidents forms completed. The Unit Manager (Residential) and young person's social worker (or if unavailable their Team Manager) will be informed of any restraint as soon as is practicably possible and have the incident forms sent to them.

On any young person's admission to the home they will be informed that violent, abusive and criminal behaviour is not acceptable and if they assault a member of staff or cause criminal damage the matter may be reported to the Police.

All serious incidents within the home necessitating Police involvement leading to cautions/convictions will be communicated to Ofsted using the Schedule 5 Notification procedure.

Where a young person's safety and wellbeing would be compromised by them leaving the building, staff may temporarily lock external doors as outlined in the Kirklees Protecting Vulnerable Young People. Staff may also temporarily remove mobile phones or sim cards in the interest of safeguarding a young person. It may be identified in the impact assessment or planning meeting that these temporary safety measure are needed to be in place for individual young people.

7.3 BULLYING

Kirklees Children & Young People Service guidance shall be followed re Bullying.

A Restorative Approach will be used in addressing Bullying.

Bullying shall be defined as deliberately hurtful behaviour that is repeated often over a period of time and is difficult for those being bullied to defend against.

The three main categories of bullying are:

Physical, hitting, kicking etc.

Verbal, name calling, insults, racist remarks, swearing

Indirect spreading malicious stories, exclusion from a social group.

On receiving a complaint or an incident being witnessed an investigating officer will be identified from within the Home.

The Officer will interview both the victim and perpetrator, record the complaint and pass it to the Registered Manager.

The Registered Manager will assign a member of staff to offer support and to whom the victim can talk in confidence.

The Registered Manager, in consultation with the Investigating Officer and / or Unit Manager (Residential) will decide what action is to be taken and why.

The decision on effective action will then be communicated to the victim along with all the options available to them if they are unhappy with the decision. (This procedure does not prevent any young person making direct referral for Police involvement in the event of a physical assault).

A copy of the complaint and its outcome will then be sent to the appropriate social workers and the Unit Manager (Residential).

The Registered Manager will be required to establish a monitoring procedure for the young people involved and also to review practice and procedures concerning staff deployment and levels of supervision.

A complaints and compliments service is available to all young people and young people may choose to involve them at any stage. (please refer to para 20 Complaints).

7.4 ABSENT/MISSING FROM THE HOME:

If a young person fails to return to the home, the home will implement the joint protocol with West Yorkshire Police – Young people missing and absent policy and procedures revised (2014).

All young people will have a missing/absent from home risk assessment in place.

When a young person who is reported to the Police returns to the home of their own free will, the staff will inform the Police of their return. Where a parent/carer has indicated their wish to be made aware they may also be informed.

As soon as is practicably possible the young person's social worker will be informed of their being missing and will also be informed of their return. The social worker should then attend the home to see the young person and question the reasons for them being missing from home, in accordance with KC policy and procedures.

WOODLANDS CHILDREN'S HOME

1B Lidget Street, Lindley, Huddersfield. HD3 3JB

Registration Number: SC033326

Statement of Purpose

Registered Manager:

Martin Steele

Responsible Person:

Elaine McShane

**Service Director – Family Support and Child Protection
Kirklees Council – Children's Services
Civic 3
3 Market Street Huddersfield HD1 2EY**

Updated on January 2018

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Quality and Purpose of Care

1. Children we will accommodate

Woodlands will accommodate six young people who live within the Kirklees area (or for whom the Local Authority have responsibility) of either sex and between the ages of ten and eighteen years.

The Young People accommodated will initially be unable to live with their own or alternative families and may exhibit behavioural and emotional problems. We understand that the children we care for are likely to be suffering trauma as a result of their early life experience.

We will strive to offer a secure, stable and safe environment where young people can live and be assisted to reach their full potential until such time as they are either ready to live independently, can return home or live within an alternative family / residential provision. Young People will receive support, information and advice on acquiring the life skills needed to make a successful transition to independent or supported living.

All Young People will be considered as individuals, different and above all equal, with unique needs and potentials. Age, gender, health, personality, race, culture, religious background and life experiences will be taken into account when assessing their individual needs and providing them with comprehensive care episodes.

All young people have the right to have their physical, developmental and emotional needs met, the right to protection from harm and the right to be listened to, be treated with dignity and respected as individuals and to be responded to in the most appropriate way. Young people will feel safe and secure within Woodlands and the boundaries that are provided.

2. Ethos

Young people living at Woodlands will receive the same standard of service irrespective of race, religion or sexuality; all staff will promote awareness and implement the Local Authorities policy in regard to anti-discriminatory practice.

Young people's wishes and those of their family will be elicited, taken into account and acted upon to ensure individual choice. Staff will ensure that any wishes expressed are respected and actions taken on their behalf.

We understand that continuity of relationships is important and attachments will be respected, sustained and developed where appropriate.

All children living at Woodlands will have a Care Plan, Placement Agreement and if required a Pathway Plan which will be regularly reviewed. Staff at the home will strive to ensure that these plans are implemented and followed, offering support and advise to the Young People accommodated as and when necessary.

Woodlands operate a Key Working system, the Key Worker will advocate for a Young Person consistently throughout their stay to ensure that the Care Plan in place reflects that needs of the Young Person. The Key Worker will meet with the Young Person regularly to gain their view of their care and ensure that there is progress in the following areas.

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Well Being

Young people's long term welfare will be protected by prompt, positive and pro-active attention to promote routines, healthy lifestyles and by assisting them to achieve their full potential in educational placements

Staff will work closely with partner agencies, developing positive professional relationships to ensure the best possible outcomes for the Young People in our care.

3. Accommodation

Woodlands is a purpose built home. We can accommodate 6 children of mixed gender between the ages of 10 and 18. Woodlands is situated in Lindley, Huddersfield; approximately 1.5 miles from the town centre and within easy reach of leisure and social facilities. The home is set in a self-contained garden with a lawn to the rear of the building where a variety of activities can be conducted (weather permitting!)

The ground floor of the home consists of:

Lounge
Kitchen
Laundry Room
Dining Room
Office No.1
Office No.2
Games Room
Payphone Booth
Toilet

The first floor of the home consists of:

4

- 6 Children's Bedrooms
- 1 bathroom including toilet
- 1 Toilet WC
- 1 Shower room
- 2 Storage room
- 1 Meeting Room
- 1 Shower room

We have CCTV security consisting of 6 cameras pointing at the following:

- 1 Viewing the entrance
- 2&3 Viewing the car park
- 4 Viewing the side of the house
- 5&6 Viewing the back of the home

Bedrooms are fully furnished, each Young Person will have a key to their room and be given the opportunity to personalise their room by choosing a colour scheme that they like.

Leisure facilities include 2 televisions, DVD's, games console, sports equipment, games and books (educational and fictional). The games room has 6 computers that offer "public access" to the internet.

There are a variety of shops within walking distance of the house. Outdoor games can be played at the rear of the house. The nearest town is Huddersfield, which is accessible by a frequent bus service. The towns of Wakefield, Leeds, Dewsbury, Barnsley and Sheffield can also be accessed by bus, the bus stop being a short walk away from Woodlands.

We aim to provide a relaxed, comfortable, pleasant environment with room for communal activities and for private space. There is a lounge, separate dining room, kitchen and laundry, which the young people are encouraged to use.

Each young person has his/her own bedroom, which they are able to individualise. Young People receive pocket money, personal allowances, birthday and religious festival money and any additional costing required to meet cultural needs and hobbies of particular interest to the young person.

We aim to promote a feeling of belonging by encouraging the young people to participate in the decisions around outings, food, menu planning etc. We recognise the value of creating links with the Home and encouraging membership of local Youth Clubs and other organisations.

We work in partnership with families wherever feasible in order to optimise contact arrangements; this principle includes extended family members and friends, where appropriate. Family and friends are encouraged to visit the Home.

4 Location

Woodlands is situated in Lindley, the village of Lindley is a thriving village on the edge of Huddersfield that contains a variety of shops that can cater for all needs.

Lindley could be described as an affluent area and house prices reflect this. The Huddersfield Royal Infirmary is located just outside the village and is in walking distance of our property.

We can see the local church from our property and just beyond this we have a "Sainsbury's Local" across from the Local Sainsbury's is the Lindley Social Club; this is also the venue for the Sunday League football team.

We are set back from the road and cannot be seen by passing traffic.

Woodlands have carried out a Safe Area Assessment and Report (SAAR) with regard to the location of the home. Consultation has been sought from schools, police, youth justice and Children's Social care to inform and support the assessment of any potential risk. This in-conjunction with attendance at the local "Integrated Working" meeting which involves police and partner agencies help to identify any safeguarding concerns that may impact on the safety and well-being to the child and young people living at Woodlands.

5 Meeting diversity needs

Prior to admission we will obtain as much information as possible about a Young Person's needs. Once accommodated we will talk with the Young Person to gain their views on religious and cultural needs. Following this we will put in place any necessary arrangements around diet, dress, and religious observance.

We are aware that some parents may have strong views on this area and they will be consulted about these issues and where appropriate the Young People will be encouraged to maintain their religious and cultural activities.

All staff at Woodlands are provided with guidance on culturally sensitive practice.

If a young person is of sufficient age and understanding and wishes to change or cease to practise their religious persuasion, the implications will be fully explored with them.

The home endeavours to create an atmosphere and environment, which is free from discrimination of any form, regardless of race, culture, disability, social status, age or sexuality. Staff within the home actively encourage and enable residents to maintain their dignity, freedom of choice and their rights as an individual.

Young people are supported to understand their responsibilities alongside equality and diversity and their rights.

Young people are helped to understand the individual identity of other Young People and staff and to respect them with equal fairness and value.

We embrace the different cultures, actively promoting the celebration of religious practice and special days. We want to meet people's needs as best we can and we realise that treating people fairly does not necessarily mean treating everyone as if they are the same.

(See Kirklees Equality & Diversity Policy Statement)

<http://intranet.kirklees.gov.uk/Policies-and-procedures/Council-wide/Equality-and-Diversity>

6 Complaints

Children in the Home will be supported to make complaints when they feel the need.

The Kirklees Complaints and Compliments procedure document is given and explained to each Young Person at the point of admission.

In the first instance complaints can be brought to the Registered Manager to try to resolve the problem this will be responded to within 7 days. However, young people are encouraged, supported and assisted to complete a complaints form should they wish, they are also given the contact number of Yasmin Mughal, the Complaints Officer along with a complaints form. Complaint forms are given to young people on admission, and extra copies are available around the home for easy access.

Whilst staff would always wish Young People and their parents(s) or their representatives to bring any complaints to the attention of the staff so that they can be resolved as quickly and informally as possible. The young people, their parent(s) or representatives may also make a complaint to their Social Worker or Unit Manager (Residential) who will ensure that it is investigated appropriately (if the complaint concerns abuse at the home please see section concerning Bullying and/or Child Protection).

There is a formal complaints procedure (that can be easily accessed by contacting the Complaints and Compliments unit) they can be contacted directly and will assist and support the Young Person in managing the complaint.

Complaints, Comments & Compliments Unit,
Ground floor, Civic Centre 1
High Street, Huddersfield HD1 2NF
Telephone number: 01484 221000
Email: childrencomplaints@kirklees.gov.uk

Children's Rights Service: A group set up to support and assist young people in care.

The Children's Rights Service
Brian Jackson House

New North Parade
Huddersfield
HD1 5JP.
Telephone number: 01484 221000
Freephone 0800 389 3312 13

Ofsted: This body is responsible for conducting inspections at the home twice a year. They can be contacted by young people or staff that may have concerns about how the Home is operating. They can be contacted at:

Ofsted
Piccadilly Gate
Store Street
Manchester
M1 2WD
Tel: 0300 1231231
Fax: 08456 404049
Email: enquiries@ofsted.gov.uk

The Children's Commissioner – Anne Longfield OBE
The Office of the Children's Commissioner
Sanctuary Buildings
20 Great Smith Street
London
Telephone number: 020 7783 8330

Social Worker Support: Young people's Social Workers may also provide support, advocacy and representation as part of their work with young people.

Civic Centre 1
High Street
Huddersfield
HD1 2NF
Telephone number: 01484 221000

Childline – A charity offering confidential advice and support. 0800 1111
All the above Agency's telephone numbers are available in the "Young People's Booklet", which young person are provided with on or before admission to Woodlands.

Ofsted will be notified of any serious complaint about the home or staff working here.

7 Child Protection

All substantive staff receive training in safeguarding and behaviour management.

Staff required working with Young People in any capacity within the home must have a full Disclosure and Barring check.

Safeguarding Procedures are accessible to all staff via the following links:

Children's Residential Procedures:

Children and Adults Procedures:

<http://kirkleeschildcare.proceduresonline.com/index.htm>

These can be made available on request

Staff at Woodlands are aware of their duty to report any behaviour by other members of staff that they would consider to be inappropriate and or abusive under 'Whistle Blowing' Procedure and all staff must be alert to this possibility.

All new members of staff working in the home will have undergone checks by the Disclosure and Barring Service.

If an allegation of abuse is made against a member of staff, any other employee or 'independent professional' (doctor, dentist etc.) all such incidents will be reported to the LADO and the child's interests will be taken as paramount.

The Senior Nominated Officer will refer the matter immediately to the Child Protection and Review Unit if there are grounds to believe that there has been abusive behaviour. A strategy meeting will then be held to determine how to proceed further.

All staff receives training in safeguarding and behaviour management and will be alert to the possibility of "Child to Child" abuse, be it physical, sexual, emotional or neglectful and the legal duty to investigate such matters.

When abuse of a young person is alleged to have been carried out by another child or young person, or it is suspected, the Safeguarding Procedures must be followed in respect to both the abused and alleged abuser.

Views Wishes and Feelings

8 Consultation

The Young People at Woodlands will be encouraged to make their views about their care and plans made for them known to staff in several ways. Young people are invited to work closely with their Key Worker to discuss their care in regular meetings and where needed the Key Worker is expected to advocate on behalf of the Young Person to ensure that their voice is heard.

A Young People's meeting will take place on a regular basis where issues / problems about the home and people in it can be raised and feelings made known. Menus will be discussed along with ideas for holidays and grumbles can be aired.

Our Young People are encouraged by their Key Worker and supported to engage with the review process in order that they can feel part of the process and decision making.

We support Young People to fill out a consultation paper that breaks down areas of care and asks them to rate the homes performance. We use this information to improve practice in the home and hopefully the care experience for children.

The Young People are also encouraged to access the Children's Rights service, which can act as an advocate for Young People when required. Our Young People can become a member of the Children in Care Council, a group open to Young People 12 and over. This group looks at the issues that affect them in their daily life, service developments affecting them, and provides a forum for consultation with staff that are developing services directed at children and young people. These Young People can also be part of the recruitment process for Social Worker's and residential staff in Kirklees

9 Anti-Discriminatory Practice

All staff at the Home are aware of the discrimination faced by young people with difficulties and the fact that some of Young People may face additional discrimination due to their ethnicity, gender, social class, and so on. We try, through our work with the Young People, to counteract this.

We do this by encouraging our Young People to have a positive image of them-selves, by enabling and encouraging them to have experiences which they may otherwise not have, and by ensuring that the young people can speak and make choices for themselves whenever possible. Where necessary, the staff will enable Young People to challenge discrimination if it arises, or we will challenge it on their behalf.

Our experience tells us that it's the little things we do that can make a child's stay with us a happy one.

We have six core values, these are; privacy, dignity, choice, independence, rights and fulfilment.

Education

10 SEN

The home will support YP with Special Educational Needs in line with their Educational, Health and Care Plan (EHC). Key Workers will attend EHC reviews wherever possible.

Key Workers will undertake visits to the Young Person's school to evaluate progress and how the home can support the Young Person with their educational needs.

Young Person living at Woodlands will be linked to the virtual school and supported by their staff. This service is led by the Virtual Head Janet Tolley.

When a child is admitted to the Home we inform the Virtual Head and arrangements are made to support the Young Person with their school needs.

Where a child has a Statement we will focus on understanding the child's needs in this area and work closely with education to ensure that the child is supported to achieve their full potential.

11 The home is not registered as a school

12 Arrangements for children to attend school

There is an expectation that any Young Person living at Woodlands will attend school, or a work placement. The child's school will only be changed if it is deemed necessary to meet the Young Person's educational needs effectively and with the agreement of those having parental responsibility.

If the young person is not attending school for any reason staff will liaise with the Social Worker, parents, education department, virtual head, virtual school support team and leaving care team etc. to ensure that the ongoing educational needs of the young person are met.

Staff at the home will make every effort to ensure that Young People attend school. Young People will be provided with facilities to do homework, school uniforms and other equipment will be purchased when required, staff will attend school functions with Young People whenever appropriate (this could include parent's evenings, sports days, school plays and any other school events etc.).

Young people will be encouraged and supported financially to take part in school activities, trips, clubs etc. Staff will liaise with a named teacher on a regular basis (which may be daily if there are concerns). If there are issues with attendance staff may accompany Young People to school or transport them via taxis.

The education of every Young Person accommodated at Woodlands will be discussed at each review and Placement Planning Meetings to ensure that their educational attainment / needs are being addressed. It will be a requirement that each young person accommodated at Woodlands has a copy of their Personal Education Plan on their residential file.

If a young person is excluded from school for whatever reason staff at Woodlands will strive to occupy them with educational activities provided in liaison with their school, during the school day. Woodlands provides a room with computers, desk and books where young people can complete educational work such as homework.

Those young people that attend school on a regular basis will be rewarded in some way each week. Achievements, however small, will be celebrated and the young person rewarded for their achievement.

Enjoy and Achieve

13 Activities

The Young People living at Woodlands will be encouraged to continue to attend any recreational, sporting or cultural activities that they were involved in prior to their admission. We will provide transport or finance to enable attendance to continue. If a uniform or other 'kit' is needed the home will also provide the finances to purchase these.

If the young people are not involved in any recreational, sporting or cultural activities we will encourage the Young People to join any local clubs or make use of any local facilities that they have identified or that the staff have suggested. Again transport and any 'uniform' or 'kit' required will be purchased by the home.

We encourage our Young People to take part in "challenges" these can be charity events such as runs, walks and cycle rides. We also try to engage our Young people in outdoor activities with a view to completing walks at some of North Yorkshires highest peaks.

The home provides a summer holiday, days out, educational visits and excursions, every young person accommodated in the home is encouraged to choose and attend where appropriate.

14 Health

Young People living at Woodlands will be registered with a local G.P; Optician and Dentist if they are not already registered. They will be encouraged to have a medical assessment when they first become looked after and at least annually after that. This will be undertaken by the local authorities looked after children's nurse.

Where a young person is sixteen or over, or considered of sufficient understanding, medical treatment will only be administered with their consent.

Any accidents or illness will be recorded on the Young Person's daily records as well as the homes accident and injury book. Any visits to hospital (for treatment), doctors, dentist, opticians etc will be recorded on the young person's file and staff (or parents if appropriate) will accompany young people on these visits (though at the request of the young person they may not be present if the Young Person is to be examined).

Staff will also advocate on behalf of the Young Person if they are requesting to be examined by a doctor (or other medical professional) of the same sex.

Prescribed medication will be kept in a locked medical cabinet in the office. The dosage and frequency of administration will be recorded as will if the young person refuses to take their prescribed medication.

Young people will be encouraged to take a positive attitude to their health care and will receive information regarding alcohol and other substance use, HIV and Aids, sexual health and any information deemed appropriate. Staff will follow the Guidance from the Teenage Pregnancy Unit and the authorities designated LAC nurse re: sexual health and contraception. As some of the young people accommodated may be sexually active, condoms will be available. Young people will be discouraged from smoking and provided with assistance to stop if requested.

Healthcare advice and support for the home is provided by 2 qualified health care professionals –

Helen Wilcock - Registered Paediatric Nurse (RN Child)

Joanne Ambler - RGN (Registered General Nurse)
RM (Registered Midwife)
SCPHN (SN) BSc Hons Specialist Community Public Health Nurse

As a Local Authority we have adopted the Pillars of Parenting as a way of working with Young People. This involves our residential staff completing a series of assignments and being accredited. See Appendix -

15 Positive Relationships

Generally contact for our children is dictated by the child's Care Plan. This can be Court directed for children who are accommodated under s31 orders. For children who are accommodated under s20, contact would normally be planned at a review.

We aim to work closely with the child, their Social Worker and family to ensure that contact is a positive experience. Where contact is positive we strive to ensure that it takes place as planned by checking contact arrangements and providing transport.

Key Workers have a duty to advocate on behalf of children and work closely with the child to ensure that the child is happy with contact and that contact takes place as planned.

Protection of children

16 Monitoring and surveillance

We do not have any surveillance cameras in the home. We have a monitoring system on the front door and the side (emergency exit) door. This is in the form of a beeper alert that indicates when the door is opened.

17. Fire and Emergency

In the event of the fire alarm sounding, there is a clear fire procedure in place to support the safe evacuation of individual young people and staff as per risk assessment. If it is established that a fire has occurred, staff on

duty will support all young people and any visitor to the home to leave the building by the nearest exit closing all doors behind them and will then assemble outside at the front of the building.

There is a designated fire marshal allocated at the start of each shift who is responsible for taking the lead if the fire alarm were to be actuated.

The fire service will be called (999) by the designated fire marshal whenever the alarm is actuated. When everyone is safely evacuated, the Fire Service will investigate the cause of the alarm actuating. When the Fire Service is satisfied that there is no risk and the alarm has been reset the staff and young people can re-enter the building. If the building is deemed unsafe, there is a Contingency Plan in place to take all young people to a place of safety.

It is the duty of all staff on discovery of a fire to actuate the alarm at the nearest break glass point and to assist all young people to evacuate the building.

(A copy of the fire procedure is available on request)

Fire tests are conducted weekly (on Mondays) at Woodlands; any faults are reported immediately and dealt with promptly. Full evacuation drills are conducted on a regular basis in line with Kirklees Buildings Control Fire Safety requirements.

Smoke detectors are fitted in all rooms within the home, all doors are fire doors, with automatic closers, and there is an emergency lighting system.

Fire extinguishers and fire blankets are provided within the home and are regularly checked and maintained by fire officers.

All staff and young people are aware of and regularly updated on fire procedures.

Electrical and gas installations are inspected at least annually. Boilers are maintained at least annually and all certificates are kept on file on Woodlands.

The local fire authority has been consulted about the fire precautions used in the home and associated emergency procedures, the local fire service visit Woodlands and have a copy of the layout of the building to assist them should they need to evacuate Woodlands in an emergency.

18 Behavioural support

We believe that rewarding positive and acceptable behaviour is beneficial to the well-being and development of children. A Restorative Approach is encouraged with a view to the Young Person reflecting on how inappropriate behaviours may impact on others and how this can be addressed.

At the times when a Young Person is exhibiting unreasonable or unacceptable behaviour we may use the following measures of control:

Verbal reprimand, removal from the group in the form of timeout. Extra household chores for the day, extra supervision, requirement to apologise and the withdrawal of recreational activities.

Staff may use a number of consequences when normal levels of control are not appropriate and takes into account the Young Person's level of development and understanding. We discuss with each child the measures of control that they agree to and we record this on the form "permissible sanctions" this is kept in the child's daily file.

If any of the agreed consequences have been applied the Young Person will in most circumstances be able to 'earn' back the consequence using the Restorative Approach.

We reserve the right to remove personal belongings that pose a risk to health and that we believe may be a danger to the child or others, or that may be used in criminal activities, for example any form of weapon. These items may be confiscated and the police informed where appropriate.

Physical restraint may only be used as a last resort: 'When staff have good grounds for believing that immediate action is necessary to prevent a child from significantly injuring himself, others, or causing serious damage to property'.

The least intrusive method of control must be used and failure of a particular strategy to secure compliance will not automatically signal the immediate use of a more forceful form of intervention.

Physical restraint will only be used as an act of care and control and not as a punishment. Physical interventions, when to use them, and the techniques to be used will have been discussed and agreed with Young People and recorded in their Positive Handling Plan.

If it is safe to do so, staff will use diversion techniques prior to any restraint. If a restraint proves to be necessary the young person will be warned where appropriate. If possible two members of staff should be involved in the restraint and should use the least amount of force and least intrusive hold necessary to protect the young person, others, themselves or property. Young people should not be routinely taken to the ground.

The young person involved in any restraint should be spoken to (when ready) by any member of staff and the reasons why they were restrained should be explained. The young person's understanding of why they were restrained should be recorded and they should be asked if they wish to make a complaint or medical treatment. This conversation will also be recorded.

All the staff will receive additional training in 'Team Teach and Team Teach advanced and it will be these techniques and strategies that they will be expected to use when managing behaviour in the home. Team Teach focusses on positive and protective handling strategies that have their foundation in diversion and conflict avoidance.

All sanctions and incidents of restraint will be recorded in the appropriate file and in the young person's individual file and other relevant forms such as incidents forms completed. The Unit Manager (Residential) and young person's social worker (or if unavailable their Team Manager) will be informed of any restraint as soon as is practicably possible and have the incident forms sent to them.

On any young person's admission to the home they will be informed that violent, abusive and criminal behaviour is not acceptable and that if they assault anyone in the Home or cause criminal damage the matter may be reported to the Police. Staff should take a reasonable and proportionate response to antisocial behaviour.

Staff may also temporarily remove mobile phones or sim cards in the interest of safeguarding a young person. It may be identified in the impact assessment or 72hr planning meeting that these temporary safety measure need to be in place for individual young people. Any such long term measures must be identified in a young person's Care Plan.

At Woodlands we also believe that Young People should be consulted about the management of the home and what the staff are trying to do for them.

The above will foster good relationships between the staff and young people and thus reduce the need for control, restraint and use of sanctions.

19. Bullying Prevention

We are committed to creating an environment where everyone has the right to work, learn and live in an atmosphere free from victimisation and fear. It is essential that young people are able to build positive social relationships with other people, bullying undermines this objective and will not be tolerated. A pro-active approach is adopted with children and young people being educated in this area through group and individual work, outside agencies, and general discussion.

We aim to create and sustain a culture and ethos of zero tolerance to bullying. Essential elements of our approach are:

- Training staff to identify potential risk, bullying incidents, and manage support around these using a restorative approach
- Being able to talk freely through any difficulties with both the person being bullied and the protagonist with the help if necessary of another person.
- Being able to talk freely with the Manager, key worker or other members of staff.
- Being able to talk to an independent person such as teacher, friend, relative or their Social Worker. To include being given knowledge of their Children's Rights Service and advocacy services and how to contact these.

- Being given knowledge and understanding of what bullying is and how victims may feel. This information is also outlined in the young person's introduction and also in the young persons' booklet.

Procedures are in place that informs staff of how to deal with a suspicion or allegation of bullying against the Registered Manager or staff in the company.

Staff meetings are used to discuss bullying; our approaches to it and our policy are reviewed as required. Equally young people discuss bullying in their house meetings.

We are aiming to foster the notion within the individuals that:

- Bullying is wrong and unacceptable
- It is important to "tell"
- It is "safe" to tell

All reported incidents of bullying are taken very seriously and fully investigated. If a complaint of bullying has been received, the young person will be closely monitored as to their emotional progress, education and general well-being.

We will take all reasonable steps to try to resolve the situation between the victim and perpetrator by attempting to find a "middle ground" between the two, through resolution. All outcomes will be recorded and contracts agreed if needed.

KIRKLEES PLACEMENT PERMANENCE AND SUPPORT SERVICE - FOSTERING SERVICE

STATEMENT OF PURPOSE

The role of Foster Carer is vitally important for children who, for a wide range of reasons, require to be cared outside of their immediate families. The recruitment of, and support to Foster Carers, is a core activity for Kirklees Council, and one which must be undertaken with great care, commitment and professionalism. I am pleased to be able to endorse this updated Statement of Purpose for the Fostering Service, which spells out the expectations which we have of both ourselves, and of those special people who choose to become foster carers. We may not always get it right, but this Statement represents our aspirations to be the best that we can be. Providing a warm, supportive and truly caring environment for other people's children is a complicated and sometimes challenging task. The Council is committed to doing all that it can to support carers, in order that they experience the satisfaction of providing a home in which children and young people can become the best that they can be.

Elaine McShane
Service Director
Family Support & Child Protection

Introduction

This Statement of Purpose has been developed in accordance with Standard 16 of the National Minimum Standards for Fostering Services 2011. This requires fostering agencies to produce a Statement of Purpose which will be a useful source of information to staff, foster carers, parents of the children and young people who are Looked After by Kirklees Council and placed in foster care. It also explains the facilities and services of the Fostering Service which are delivered in accordance with fostering legislation and regulatory frameworks including:

The Children Act 1989 Guidance and Regulations Volume 4: Fostering Services

The Fostering Services (England) Regulations 2011

The Children Act 1989 Guidance and Regulations Volume 2: The Care Planning, Placement and Case Review

The Care Planning, Placement and Case Review (England) Regulations 2010 and 2015

Fostering Services: National Minimum Standards 2011

Foster Carer Charter 2011

The Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013 and 2015

Children Act 1989

Disability and Equality Act 2010

Human Rights Act 1998

The Children (Leaving Care) Act 2000

Training, Support and Development Standards (TSD) for Foster Carers

The Statement of Purpose sets out the aims, objectives, values and principles of Kirklees Council Fostering Service. We place great emphasis on working with children and their families to promote and maintain stability, safety and security for looked after children and young people in Kirklees.

We look to support our children's right to have a family life where they can form and maintain effective relationships, fulfil their potential and achieve the best possible outcomes within a stable, caring and encouraging environment.

This Statement of Purpose is reviewed and updated annually and is available to all members of staff, foster carers, children and birth parents and is publicly available on our fostering website. A copy of this statement is accessible to Ofsted and the Kirklees Fostering Network. It is included in the Foster Carers' Handbook.

Organisation and Structure

- The Fostering Service is part of the Placement Permanence and Support Service, which is located within the Family Support and Protection Section of the Kirklees Directorate for Children and Young People.
- The role of the Service is to recruit, train, supervise and support foster carers including kinship Carers, who are referred to as Connected Person or Friends & Family Carers.
- The Manager of the Fostering Service is responsible to the Head of Service for Corporate Parenting and is part of the Children's Management Team (see Structure Chart).

Structure of the Service

Director for Children and Young People

|

Service Director, Family Support & Protection Services

|

Head of Corporate Parenting

|

Service Manager Placement Permanence & Support Service

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6 Fostering Team Managers

Where to find us

- The Director is based on the 1st Floor, Civic Centre 3, High Street, Huddersfield, HD1 2YZ.
- The Service Director is based at the Civic Centre 3, High Street, Huddersfield, HD1 2NF

- The Fostering Service is based within the Placement Permanence & Support Service, Ground Floor, Civic Centre 1, High Street, HD1 2NF. The telephone number is 01484 221000 and the email address is family.placement@kirklees.gov.uk.
- Based on this site are the Duty and Advice Service, the Assessment and Intervention Service, the Looked after Children and Care Leavers Service and we are co-located with One Adoption West Yorkshire.

Facilities

- The building has a shared main reception for all services. There is a shared telephone number/switch board.
- The Office is open from 8.45 – 5.15 (Mon – Thurs) Fri 8.45 – 4.45.
- There is ample public parking available within walking distance and access to the building for people with a disability.
- An answer phone service is available out of office hours. There is also a free phone service for fostering enquiries on 0800 389 0086.
- Information and enquiries about fostering can be made via the web site at www.kirklees.gov.uk/fostering or go to Kirklees Council and type in Fostering. .
- The Emergency Duty Service provides an out of hours service for contact in an emergency on 01484 414933.
- There is also KFN (Kirklees Fostering Network) who provide a 24/7 Service, 365 days a year dedicated support service for carers on 07866 635147.

Staffing

- The Service Manager manages the Fostering Service. There are six Team Managers. There is additional Interim Team Manager capacity at present to assist with recruitment and panel activity.
- 1 x Recruitment Team Manager
- 2 x Supervisory Team Managers

- 2 x Connected Persons Team Managers
- 1 x Placement Team Manager
- 1 x Placement Support Team Manager
- The Business Support Team which includes Panel Business Support is managed by a designated Business Support Manager.
- All the Managers and Social Workers are registered with the Health and Care Professional Council (HCPC) and are professionally qualified. All Managers and Social Workers hold a relevant social work qualification (CQSW, DipSW, Bachelor or Master Degrees in Social Work).
- Details of staff qualifications are available via the service.

Aims of the Service

- To provide continuously improving quality placements with foster carers for all those children and young people where it is assessed as being in their best interests to be cared for in a family setting
- To recruit foster carers who can meet the assessed needs of the children requiring placement and who reflect the cultural, ethnic, religious, and linguistic background of the children placed with them.
- As part of the Directorate for Children and Young People, to assist looked after children and care leaving young people within Kirklees to improve and drive up their life chances and outcomes. This involves working with colleagues within the Directorate multi-agency networks involved with children and young people.

Objectives

- For most children and young people who become Looked After, a fostering placement will be the first choice of placement unless an assessment indicates that a particular child's needs cannot be met in this way.
- To assess and where appropriate, approve relatives or close family friends as carers for children of all ages where this is seen to be in the best interest of the child.

- To recruit foster carers where children can be sufficiently close to their homes to enable them to retain important links, whether this be to family, school, or friends.
- To ensure that a child's physical and emotional health care needs are met and that a positive healthy lifestyle is encouraged to develop each child. The Placement Support Team is a multi-agency team with access to Camhs Practitioners who work directly with foster carers and looked after children to achieve positive mental, psychological and emotional health.
- To ensure that all our children are achieving to the highest standard educationally. Our foster carers receive support and guidance from the Virtual Headteacher and dedicated practitioners in this service.
- We work to an equal opportunities framework and all carers embrace these principles.
- Carers are treated as fellow professionals and are an important part of the team caring for the children and payment levels reflect their skill and experience.
- Regular audits identify any gaps in provision and the marketing strategy enables the Service to target and prioritise areas of greatest need.
- If children have to be placed with carers who do not reflect their background, carers and children will be given the support and advice to enable them to retain their identity.
- To obtain regular feedback from young people in placement about the service they receive, in advance of their Foster Carers' Review and when they leave the placement.
- A Supervising Social Worker from the Placement Permanency and Support Service is allocated for each carer and is responsible for ensuring that the care offered is of a good standard.
- Annual reviews of carers are used to evaluate their experiences, skills and any required changes to their profiles.
- Regular meetings take place with representatives from the Kirklees Fostering Network. (The support group set up by and for Kirklees foster carers).
- The Service pays the membership fee to the Fostering Network for each carer, with a view to ensuring that they receive up to date information about the national

developments in the fostering service. The Fostering Network also provides advice and support around e.g. mortgages, insurance, tax etc

- There are clear safeguarding procedures for the investigation of any allegations against a carer and these are set out in the procedures manual for staff and foster carers.
- The staff within the Service are qualified, experienced in working with children, committed to developing a quality service, and themselves receive regular supervision and annual appraisal.

Principles and Core Values

- The principles and core values within the Fostering Service are driven by improving the life chances for all our looked after children and Care Leavers.
- The welfare of the child is paramount. A child centred approach is central to the recruitment and training of carers and in making placements. The child's needs in relation to ethnicity, culture, language, gender and disability are taken into account.
- The service aims to make a range of foster carers available to ensure that placements to be well-matched and to thereby minimise the moves children may experience.
- Payments to foster carers should be at a level that will support recruitment and retention strategies. Foster carers should be appropriately rewarded for their time and commitment in line with their skills, identified in their approval profile.
- The Looked after Children paperwork and assessments assist in monitoring service provision and outcomes. They are actively used in placement planning meetings to ensure that the needs of the children are met.
- Independent Fostering Agencies should be a placement option for children who could benefit from fostering and where in house provision is not available. We actively work with our Commissioning Department to ensure we achieve the best outcomes for our children as well as obtaining value for money.
- Carers should not care for greater numbers of children than they are approved for without completion of an out of profile document.
- If a carer is being considered for more children than within their approval profile or above the limit of three children, this is discussed in detail and potential risks

assessed with the Team Manager. This includes consideration of the needs of the children already placed and their views as part of the decision making process. An out of profile or exemption document is completed and this is signed and agreed by the Service Manager and should be presented to panel within 3 months if the child is still in placement.

- If an exemption is required, written consent is obtained from the Service Manager or in her absence, the Head of Service. Any exemption is reported to the next available Fostering Panel. The action required within 7 days of agreeing an exemption is set out in Regulation 23 of the Care Planning, Placement and Case Review (England) Regulations 2010.
- Foster Carers' Terms of Approval can only be amended following a review as outlined in Regulation 28 of the Fostering Regulations (England) 2011 and updated in the 2013 amended Regulations.
- Foster Carers are provided with the standard equipment necessary to provide the service.
- If particular specialist equipment or adaptations are required to meet that child's need, this will be considered by the Service Manager who will assess the application in line with budgetary restrictions and if necessary refer to the Head of Service. Such requests are assessed by the Occupational Therapist in the Disabled Children's Service.
- Foster Carers have access to a prompt and responsive supervision and support service. This includes support from the Multi-Agency Placement Support Team.
- All foster carers receive preparation and assessment prior to approval. On-going training and support is seen as essential to their development and ability to meet the needs of children.
- There should be compliance with the National Minimum Standards for Foster Care and with the legislative/DOH guidance framework within which the service operates. Foster carers are also required to complete the TSD (Training Support Development) workbooks in their first year of practice.
- Consultation with foster carers will contribute to decisions about service developments.
- Those making enquiries or applications to foster should receive a prompt, courteous and efficient response.

- There are clear written policy statements covering all aspects of service provision and the regular Newsletter to all our Foster Carers is designed to keep them informed and to exchange information.
- The Service's performance against policy and objectives is monitored and subject to a process of continuous improvement.
- Links are maintained with professional bodies in the field of family placement in order to keep abreast of professional and legal changes. We have corporate membership of BAAF/Coram and Fostering Network.
- There is consultation with fostered children through liaison with the Children's Rights and Participation Service and other means as appropriate – including the young people's website. Young People who are placed in Foster Care take part in the delivery of Skills to Foster Training; they are part of the Assessment process and their feedback helps in decision making in the area of recruitment.
- Our Pledge has been developed by the Children's Rights Team. This is currently being updated. It is a promise to the looked after Child from Kirklees. A copy of this is given to the enquirer where an IV (Initial Visit) is undertaken. For more information on this visit www.kirklees.uk/kick.
- A partnership with the Kirklees Fostering Network is developed and maintained through regular meetings.
- Appropriate out of hours support is available to foster carers and children.
- We have a support group for the sons, daughters and grandchildren of foster carers which enables them to be included in the service and have their role acknowledged as well as having some fun. This is an activity based group running in the school holidays.
- There is an immediate investigation of an allegation or complaint against a carer in line with the authority's Safeguarding Procedures to ensure the safety of that and any other child placed.
- All carers have independent support offered via the Fostering Network.
- Carers are made aware of the Safeguarding Procedures that will be followed.
- Any carer wishing to adopt a child in placement with them is given due consideration and the same initial process is followed as with other applicants wishing to adopt via One Adoption West Yorkshire.

Services Provided

Staff in the Fostering Service are responsible for the recruitment, training, supervision and support of all the foster carers who offer a range of placements.

All carers are provided with a range of training and are expected to complete the TSD Workbook within the first year of approval and attend training which enables them to progress through the skills levels.

Procedures and Processes for Recruiting, Approving, Training, Supervising, Supporting and Reviewing Carers

- We have a dedicated Fostering Recruitment Team, which comprises of a small team of 4 Fostering Advisors, an Interim Team Manager and dedicated Business Support. This team has defined targets to achieve each financial year for new foster placements.
- Team Members come from diverse backgrounds such as teaching, residential care and adoption support. Specialist marketing input is also embedded within the team structure.
- A Marketing Strategy is in place and continually updated to meet the current needs of the Fostering Service and which is also in line with the Sufficiency Guidance from Government regarding the number of placements required in Kirklees. Recruitment is the core activity of this team and is targeted towards the changing needs of LAC and service developments as required.
- A range of recruitment activities are used to attract carers including adverts, articles and 'real life' stories from approved foster carers in the local press, special events, information drop in sessions, promoted posts on Facebook, council owned media, alongside various activities with the Kirklees Fostering Network.
- Retention activities are also a core activity of this team. These include: co-facilitating Foster Carer Support Groups; organizing and facilitating the service wide 'Celebration Event' for Foster Carers; Partnership working with Huddersfield Giants in securing free season tickets for fostering households; working collaboratively with KFN to facilitate family activity days and ensuring that foster

carers are kept abreast of service developments through the Foster Carer Newsletter.

- We work closely with the KFN, informing them of campaigns and consulting them when refreshing artwork.
- The fostering webpages are regularly reviewed and updated and include 'real life' experiences of our approved foster carers, anonymised profiles of children and briefly outlines the fostering process. Enquirers can contact the team online or via a Freephone telephone number.
- The fostering pages of the Kirklees website includes 2 DVDs, one a basic introduction to fostering and one of a foster family sharing their experiences of fostering.
- Applications are welcomed from anyone who can meet the required foster carer competencies and have a sufficient level of literacy and language skills to meet the requirements of the TSD Workbook.
- Foster carers also need a sufficient level of literacy and language skills to be able to advocate for the children in their care.
- Due to the demands of fostering it would usually be expected that applicants have sufficient life experience to carry out the required tasks. There may be exceptions to this rule when applicants are seeking to care for a specific child (family and friends care).
- Smoking is discouraged and no one who smokes will be considered for children under the age of 5 or children of any age who have respiratory or heart problems. We can re-assess if the applicants have then given up for at least and a year and would want to foster children under 5 years of age.
- There is no upper age limit but all applicants must be sufficiently healthy and active to be able to offer care to a child.
- Applications are welcomed from people regardless of marital or employment status, gender, religion, ethnicity, cultural background, disability or sexuality.
- There is an immediate exclusion for anyone who has been convicted of an offence against a child or a serious offence against an adult.
- All enquirers are able to speak to the Recruitment Team about their interest in fostering and to gain more information about becoming a foster carer.

- During this initial contact call (Initial Response) there is an information exchange so we ask a number of standard questions to help us build up a picture of the enquirer and they can ask questions of us. At this stage the enquirer may just request the Information Booklet to consider. This Booklet covers all the types of family placement and the tasks and expectations required of a foster carer. If so this can be sent out and the call will be NFA'd (no further action) and followed up with a letter.
- It may be identified at this stage (Initial Response) that the enquirer does not have a spare bedroom, or other details that would rule them out. The Fostering Advisor would talk this through with them and this would be closed down also, following the process above.
- If the enquirer is still interested and wants to progress to an Initial Visit and the Worker agrees with this the Initial Response will be sent to the Manager to make the decision based on the Fostering Advisor's findings and allocate to a worker for an Initial Visit (IV).
- The allocated Fostering Advisor makes an initial visit (taking a copy of the Information Booklet) to discuss their interest and circumstances in more detail. On this visit any immediate issues may be identified which might preclude approval e.g. lack of space, medical issues or a specific criminal record. All applicants need to demonstrate a level of literacy/language skills which will enable them to meet the required competencies. A short written piece of work is undertaken at this time to help identify any issues in this area.
- The Fostering Advisor will advise the applicant of any concerns and the likely decision regarding proceeding with the enquiry if they are wanting to progress to the Assessment Stage to become Foster Carers.
- The outcome of the initial visit is confirmed by letter which will either contain the Essential Information Form (EIF) which is a formal application. If this is their wish, they complete the application form which gives their signed consent for all the statutory checks with other agencies and a full medical with their own GP. Or they receive confirmation and the reasons why it is not appropriate to proceed.
- On the return of the EIF the Applicants will be invited to the Skills to Foster Training and be allocated a Social Worker who will undertake the assessment. This can be Stage 1 or a concurrent assessment depending on the applicants' personal circumstances and the manager's decision, based upon the visiting social workers

recommendations. Applicants can withdraw by notifying us in writing at any time during the assessment process.

- All our recruitment material is regularly reviewed and updated where necessary. We are currently in the process of undertaking this to ensure that we are compliant to Data Protection Legislation.

Initial Training and Assessment

- All applicants are required to attend the 'Skills to Foster' Initial Training prior to going to the Fostering Panel.
- These courses are run bimonthly and are block booked the year before so that they are well planned.
- The groups take place for 3 days 9.30 a.m. - 4.30 p.m. usually over 2 consecutive Saturdays and one Sunday for prospective carers followed by a half day on the following Saturday (9.30 – 12.30) for the Portfolio Workshop.
- Carers undergoing assessment are provided with guidance by their Assessing Social Worker to support them in completing their portfolio of evidence of competencies.
- Training for all groups is based on the National Fostering Network course, *Skills to Foster*.
- The areas covered are:
 1. Why children come into care
 2. The legal setting
 3. Child development and understanding/managing behaviour
 4. Awareness of child protection/safer caring
 5. Working with parents, social workers and other professionals
 6. Moving children on
- The purpose of this training is to help applicants understand the full range of tasks and requirements of foster carers. The course is underpinned by issues of equality and diversity which are considered throughout the course.

- It is also an additional assessment tool whereby social workers and applicants consider whether fostering is right for them. It can help applicants to decide which type of fostering they are most suited to.
- Social workers from the Recruitment and Supervisory Teams run the course along with other professionals in the field of child care, experienced foster carers and some looked after children.

The Assessment and Approval Process

Once the application is made a Social Worker is allocated to undertake the assessment. This involves a detailed family study using the British Agencies for Adoption and Fostering (BAAF) Form F which covers the following:

- Family Background and childhood including education
 - Adult life including employment and previous relationships
 - Personality and current relationships
 - Household members (including children) and lifestyle
 - Other children (including adults) and social/support network
 - Caring for Children (Parenting Capacity)
 - Working effectively with others
 - Understanding identify and diversity
 - Motivation and timing of application
 - Preparation, training, expectations and the impact of Fostering
 - Understanding of Safe Caring
 - Own children
-
- Prospective carers will be asked to complete a competency portfolio as part of the assessment.
 - Any children will be interviewed, including those not living at home, and their views sought on another child joining the household.
 - Significant ex partners are interviewed.
 - All statutory checks are carried out.
 - Enhanced checks are undertaken (DBS) on both applicants, all people aged 17 and over in the household, and regularly staying visitors i.e. adult children.
 - Applicants are required to have a full medical conducted by their GP and paid for by the Fostering Service. The Medical Advisor then informs and advises the

service and the Fostering Panel of any medical issues, which may affect their ability to undertake the fostering task.

- Written references are taken from three referees. Two must be non-related and are interviewed about their views on the applicants' suitability to foster.
- References are also taken up from schools where the prospective foster carer has school age children and from any employers where the work is with children.
- We also seek a reference from a Fostering Agency where applicants have previously or currently approved as Foster Carers with this agency.
- Where applicants have lived overseas, we seek international checks as appropriate.
- We are committed to completing the Form F and bringing to panel within 5 months of receiving their application form.
- Their worker presents the Form F and the front sheet of competency portfolio. Signed off by the Social Worker and Team Manager to the Fostering Panel.
- The Fostering Panel is made up of a cross section of people involved with or have knowledge of children and young people, which includes social workers, foster carers, a local councillor, medically trained individuals and other independent members.
- The Panel makes a recommendation to the Agency Decision Maker who is the Head of Service for Corporate Parenting.
- The Agency Decision-Maker makes the final decision taking into consideration the Panel's recommendation.
- Applicants are notified by their worker of the recommendations by phone.
- Notices are then issued giving terms of approval or reasons for not being approved and details of the appeals procedure.
- The Panel also considers the proposed matches of children requiring long-term placements to approved families. Panel also considers extensions to Reg 24s and the approval of connected persons' carers.

- For a foster carer who has completed a portfolio and training, the reward element (wage) for fostering commences at the time of them becoming available as carers or, for long-term carers, when they are matched to a child. The child's allowance element is paid from the date of placement.
- Where it is decided that the immediate placement of a child is required and it is assessed as being in the child's best interest to place them with a person known to them, but who is not an approved foster carer, they may be approved under Regulation 24 and 25 of the Care Planning Regulations 2010.
- An assessment of the suitability of the carer(s) and their household, including checks with relevant agencies, must be carried out by the child's social worker and authorised by a Service Manager before the child can be placed.
- These details are passed to the Connected Persons Assessment Team in the Fostering service to undertake, if required, the assessment for approval as family and friends foster carers. Placements made under Regulation 24 are presented to Fostering Panel on completion of references, DBS and Medical checks. We initially have 16 weeks for the completion of the assessment but this may be extended only once by a further 8 weeks if the assessment is taking a longer period due to problems in receiving checks etc
- Any applicant(s) who are not recommended by the Fostering Panel may appeal and make representations about the recommendation to the Fostering Panels Agency Decision Maker or to the Independent Reviewing Mechanism.
- Applicants are informed of their rights of appeal by letter and forwarded a leaflet giving details of the I.R.M (Independent Reviewing Mechanism)

Different types of foster carers

Short-term Carers

- Carers are recruited to take children and young people when they first come into care from home if family members are unable to care for them.
- It is the first choice of placement for all children.
- Placements can last from a few days up to about two years whilst permanent plans are made. This is likely to be a return home or to family members or move on to an alternative permanent family, which for younger children is likely to be

adoption. For older children, this could be either a long-term foster placement or residential placement.

- Regular support groups are run for all our foster carers, including connected persons, long term foster carers and a group aimed at birth children and grandchildren of foster carers.
- The carers also run their own support group known as KFN (Kirklees Fostering Network). They organise both formal and informal events such as coffee mornings and provide informal support. They provide 24/7 telephone support as detailed previously.
- A number of carers are able to provide foster care for mothers and their babies who require this.

Emergency Carers

- These carers offer placements to children when they first come into care.
- The Placement Team offers a Duty Service and contacts these carers in the event of a child needing a placement within office hours. This Service is available from 8.45am to 5.15pm Monday to Thursday and 8.45am to 16.45 on Friday. We have an Emergency Duty Team who deal with placements out of office hours and over the holiday periods.
- These carers may take children in the evening, night, at weekends and over the bank holiday period.
- Short Term Carers may also provide this service when they have a vacancy.

Long-Term Carers

- These carers offer a home to a child/young person where the plan is that they cannot return to live at home, but they are likely to still be in contact with their family.
- Long-term foster carers want to offer a permanent home to a child/young person until they leave care and live independently. Some children do return home to their birth family when they are older, usually 16+ but other children do remain under Staying Put with their long term foster carers after they have reached their 18th Birthday.

Family and Friends as Carers (also known as Connected Persons)

- Relatives or friends who take a child who is Looked After in an emergency require initial approval by a Service Manager, under Regulation 24 and 25 of the Care Planning regulations. The numbers of these changes regularly.
- As above they will be fully assessed as family and friends foster carers if appropriate and taken to foster panel with a recommendation.

Short Break Service (SBS) Carers

- For children and young people with a disability whose families require a break from caring for them.
- Short breaks may include midweek or weekend overnight stays and/or a few days during the school holidays.
- All the short break carers have their own supervising social worker, training and support.
- Children are either assessed or referred for this service by Social Workers in the community teams or by social workers in the Disabled Children's Service.
- There is one professional carer who provide a wider service for children and young people with a disability, offering approximately 15 nights care per month.

Placement Team

The Placement Team deals with all requests for placements and is available from 8.45 am until 5.15 pm every day except Friday when they finish at 4.45pm. The Team are also involved in requesting approval for the commissioning and approval of placements with Independent Fostering Agency placements, Independent Providers of Residential, Specialist Units, Assessment Units for Mother and Baby, 16 plus, Semi-independent living arrangements for Looked After Children, as well as Long Term Family Finding.

Supervisory Teams

All carers have their own supervising social worker from the service whose responsibility it is to offer supervision, support and guidance to the carers in all aspects of their role and carry out the annual reviews.

Although social workers do not have case responsibility for any child placed, their first responsibility is to the child and ensuring that the care offered is of a good standard.

Visits are opportunities to discuss concerns, progress or difficulties in placement or with the agency. The care offered to the child and significant events are recorded on the supervisory visit form with a copy given to the carer.

Supervising Social Workers visit on a regular basis, dependent on the circumstances of the placement (fortnightly for all first placements for new carers). Telephone contact will be maintained in between times as necessary and workers ensure their carers are informed of who to contact, if required, when they are not available through leave, non working days, etc.

It is expected that most visits will be pre-arranged, but National Standards require workers to make at least one unannounced visit per year. It is also a requirement that the bedroom of any child placed is seen on a regular basis by the carers' social worker or social worker for the child.

Workers within the Fostering Service run a variety of support groups for carers involved in different types of fostering. There is usually an element of training provided plus opportunity to discuss any fostering issues.

Placement Support Team:

The Placement Support Team support looked after children and their carers by providing space to develop a better understanding a child's emotional, psychological and mental health needs. This is achieved through an established consultation service known as the "Emotional Wellbeing Clinic" The needs and strengths of the young person and carers are considered and a course of action is agreed by those in attendance.

The team is a multi-disciplinary team, consisting of Social Workers, Therapists and a Psychologist. Where it is recommended at consultation, a member of the team will work directly to support carers or the children they care. This support is provided through a range of interventions dependent upon the needs identified.

The team is also available to offer advice and training to foster carers in order to develop their skills in meeting the emotional needs of the children they care for, this is through group training and individual support sessions.

Records

- All details regarding foster carers and records of contacts are in files stored in locked cabinets or held electronically.
- The foster carers have a right to request to see their files and are encouraged to be aware of their content.
- Records of supervisory visits are signed by foster carers and supervising worker. There may be some information that they are not entitled to have access to, in line with the Data Protection Act.
- Foster carers are required to keep records on individual children using daily record sheets. Written guidance on how to complete these records is provided and support/training is provided via the support groups and by supervising social workers.

Confidentiality and Conflicts of interest

Foster carers are provided with full information about the children placed with them and are expected to observe high standards of confidentiality. As an agency we maintain records on carers and looked after children who are subject to National Standards and Data protection legislation. Staff and foster carers are expected to declare any potential conflicts of interest.

Duty Service

- Social Workers from the Supervisory Teams run a Duty Service which is available from 8.45 am Monday – Thursday (8.45 am – 4.45pm Friday) and they respond to queries from carers if their worker is not available (annual leave/off work sick).
- Enquiries from members of the public interested in fostering are dealt by the Recruitment Team Duty during office hours in line with the other duty services that run within Fostering. There is a free- phone number 0800 389 0086, messages can also be taken and there is a text facility where members of the public can leave their contact details.
- Enquiries may also be made through email to family.placement@kirklees.gov.uk and via the Kirklees Fostering Service website which contains information about the service.

- If an urgent placement or advice to carers is required outside of office hours, the Emergency Duty Service is available on 01924 326489. There is also an out of hours help line which is run by foster-carers, KFN (discussed previously).

Reviews

- Foster carers are reviewed on an annual basis. This includes reports from the social worker of any children placed, the carers' own report, health and safety checklist, individual safe care policy, Personal Development Plan (training log) and report from their supervising social worker.
- The Reviewing Officer is another qualified social worker from the team. All documents are passed to the Team Manager who completes a short report, commenting on the recommendations and any proposed changes to the carers' profile. There are plans to recruit to a full time Reviewing Officer post.
- The Fostering Panel considers any change to a carer's profile at their first review and any review where a foster carer has been subject to an allegation or serious complaint or we are unhappy with some aspect of their caring.
- The Agency Decision Maker considers all Reviews in line with the Fostering Regulations.

Post Approval Training

- The Service is committed to the training of its foster carers and provides a range of courses run specifically for carers or alongside members of staff.
- Carers are expected to continue to attend the training as identified in their Personal Development Plan and to progress up the skills payment levels. For carers who work this is sometimes difficult to fit around work schedules, although effort is made to run some training at evenings and weekends.
- The following courses are mandatory, Safe Care, First Aid, Health and Hygiene Skills Development, Awareness of Child Abuse and Neglect. If a couple are approved **both** must attend the first 3 courses above.

A number of carers have achieved NVQ 3 Caring for Children and Young People, some of these also have their NVQ Assessor Award. Carers who have gained experience and completed foundation training are now put forward for the Diploma (Children and Young Peoples Workforce).

- A comprehensive list of training is offered each year. This is reviewed annually to take account of the changing needs of the service and requests from foster carers. Additionally, there are more training courses online which foster carers can access.
- Foster Carers also have access to SCILS (Social Care Information and Learning Services) and EILS (Education Information and Learning Services), both of which offer online resource based courses. EILS is aimed at staff in Early Years and Child Care. There are approximately 30 Learning Sessions that can be accessed on topics such as coping with challenging behaviour; eating disorders and facilitating children's social and emotional development.
- There are generic topics available on SCILS such as maintaining confidentiality: anti-discriminatory and anti-oppressive practice and an introduction to fire protection.
- Special arrangements can be made for carers who need specialist training in relation to a specific child. Carers may also be able to identify training from other sources which is relevant to their development. These can be considered on an individual basis.
- For carers living outside of Kirklees, we have links with the authorities in which they live and arrangements can usually be made to link carers into training which is held locally.
- The foster carers own support group, KFN also offers training opportunities. Sessions are held where areas of interest are identified by the foster carers or where there are new developments in the service. Here are some examples of the sessions the KFN has run:
 - Children's Rights
 - Role of the Youth Justice Team
 - Lac Reviews
 - Dental Hygiene
 - Role of the Looked After Children's Health Team
 - Basic Food Hygiene
 - Tax benefits for carers.

Termination of approval

- Foster Carers are required to give twenty-eight days' notice in writing if they wish to terminate their approval. This takes effect 28 days after receipt by the Fostering Service and cannot be retracted. Resignations are presented to Fostering Panel as part of their quality assurance function.
- If there are concerns about carers' performance this is discussed either at their annual review or a specially arranged review.
- The Fostering Panel considers all terminations which are recommended by the fostering service. In the event of a termination which is recommended by the Fostering Service the carers may attend Panel to put their point of view as well as providing a separate report. The Panel makes a recommendation to the Agency Decision Maker.
- The carer(s) have twenty-eight days to appeal either back to Kirklees or to the IRM if they disagree with the decision
- The Agency Decision-Maker makes the final decision

The Children's Guide

- This includes basic information about foster care and guidance on what to do if they have a complaint about any aspect of the service and how to access an independent advocate.
- It is distributed to all foster carers and young people in foster care.
- A separate guide on all aspects of being Looked After has been compiled by Children's Rights Service and is provided for all Looked after Children aged ten years and over.
- This is an evolving guide and we are currently updating the content with the Children in Care Council

Kick Website

- The local authority has a website for young people (KICK) which allows them to rate the care which they receive and comment on any foster home which they have experienced. The website also contains the opportunity to rate other services which they receive as looked after children.

- A Team Manager in the Fostering Team is informed and able to access any feedback about the fostering which can then be used to improve the service of any individual or family
- Compliments are shared with the individual families if the young person has moved on to another placement
- The website is promoted through children's reviews, and by the Children's Rights workers and by the foster carers who encourage them to use the site. Prizes are offered as an incentive for young people who use the site.

Policies and Procedures

- The staff group has access to an electronic procedural manual for the Children and Young People Service, accessible via the Council's intranet.
- Procedures relating to foster carers are also included in the Foster Carers' Handbook which is updated as required. The updates are circulated to all carers via normal post or as an electronic version if requested

Other services available to Children and Young People Placed with Foster Carers but not provided by the Fostering Service

Health

- Children who are 'Looked After' are prioritised for a service by CAMHS. Any referrals to Core or Specialist Camhs can be facilitated through the Emotional Wellbeing Clinic.
- Co-located within the Looked after Children and Care Leavers Service are a Designated Nurse, Specialist Nurse for Children with Complex Health Needs and a Specialist Nurse for Care Leavers. The team also has a Looked after Children's Designated Doctor / Consultant Pediatrician and a Pediatrician, based on another site.

The health team is available daily for advice, support and signposting. Training is also provided to Foster Carers and they are available to attend foster carer network meetings.

Six monthly or annual health assessments are organised through the LAC health team and are carried out by LAC Health Team or their colleagues in Health Visiting and School Nursing.

Virtual School

- This team is based in the Learning Service, overseen by the Virtual Head Teacher for Looked after Children. The focus is the Educational Needs of Looked after Children. Their role is to advise social workers and foster carers on educational matters e.g. arrange extra input /tuition for children.
- Specific training courses are run for foster carers on the educational needs of Looked after Children, Appeals procedure, etc.
- Team Members are involved in close liaison with schools that have a Looked after Child, the production of the child's Personal Education Plan, and if there are particular difficulties in the school setting.

Looked After Children and Care Leavers Service

- This service has responsibility for all looked after children and young people who have a plan for permanency via long term foster care, residential care, supported accommodation, placement at home on Care Orders as well as Care Leavers, offering support up until 21(25 if at university).

Complaints & Compliments

If carers wish to make a complaint or compliment about the service they can contact a manager of the service or:

Complaints and Representations Manager
Complaints Unit Freepost
Civic Centre 1
Ground Floor
High Street
Huddersfield
HD1 2NS
Telephone: 01484 221000

Alternatively they may contact Ofsted. Ofsted is an independent organisation responsible for checking that Kirklees Fostering Service is complying with the set standards. A foster carer may also speak to them if they want to make a complaint or have a concern about the service. They can be contacted at:

Ofsted North,
3rd Floor
Royal Exchange Buildings
St Anne's Square
Manchester
M2 7LA
08456 404040
Email: enquiries@ofsted.gov.uk
Website: www.ofsted.gov.uk

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Name of meeting: Corporate Parenting Board

Date: 30th April 2018

Title of report: Corporate Parenting Strategy for Kirklees 2018-2020 - Corporate Parenting function and the seven principles of Corporate Parenting

Purpose of report: To provide Corporate Parenting Board with information about the Corporate Parenting function and the seven principles of Corporate Parenting set out in the Children and Social Work Act 2017.

To recommend an approach to developing a Corporate Parenting Strategy for Kirklees.

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?	not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name	Sal Tariq (Elaine McShane) 19.4.18
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	N/A
Cabinet member portfolio	Cllr Viv Kendrick

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private:

1. **Summary**

In February 2018, the statutory guidance (Appendix 1) on how local authorities are to fulfil their new duties as set out in the Children and Social Work Act 2017 was published with the key implications for Corporate Parenting.

The guidance is about the role of local authorities and the application of corporate parenting principles as set out in section 1 of the Children and Social Work Act 2017. Local authorities must have regard to the seven needs identified in the Children and Social Work Act when exercising their functions in relation to looked-after children and care leavers (relevant children and former relevant children).

At Corporate Parenting Board on 12th March 2018 it was agreed that a review of the current Kirklees Council Corporate Parenting Strategy 2016-19 is required. The new strategy will align with the seven corporate parenting principles, identify key areas of existing good practice, compliance and outcomes and also consider where current arrangements could be improved and enhanced.

2. **What are the corporate parenting principles?**

The principles:

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 looked after children and young people, as follows:

- To act in the best interests, and promote the physical and mental health and well-being, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- To prepare those children and young people for adulthood and independent living.

The corporate parenting principles do not exist in a vacuum. They should shape the mind-set and culture of every part of a local authority in how it carries out all of its functions in relation to looked-after children and care leavers.

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

No decision is required from this report.

4. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

3.2 Economic Resilience (ER)

3.3 Improving Outcomes for Children

This strategy sets out how Kirklees Council intends to fulfil its corporate parenting responsibilities in a way that puts children and young people at the centre of improvements in the planning, delivery and evaluation of our services. It forms the framework in which Kirklees staff, elected members and relevant partners will work.

3.4 Reducing demand of services

3.5 Other (eg Legal/Financial or Human Resources)

4. Consultees and their opinions

n/a

5. Next steps

Establish a small working group to revise the Strategy and invite the Chair and other Elected Members of Corporate Parenting Board to contribute.

Develop a draft Kirklees Corporate Parenting Strategy for consideration at Corporate Parenting Board on the 30th April 2018.

6. Officer recommendations and reasons

Officers recommend that the Corporate Parenting Board support the delivery of this strategy for working with our partner agencies to ensure children and young people in our care and care leavers are safe healthy and able to realise their ambitions, and aspirations we have for their future. The strategy has taken account what our children looked after children and care leavers have told us about their experiences of being in care, as well as linking with the key priorities of the Children and Young People's Plan and our Sufficiency Statement.

7. Cabinet portfolio holder's recommendations

8. Contact officer

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

Tina Cooper – New Council Programme Manager
Tina.Cooper@kirklees.gov.uk

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

Applying corporate parenting principles to looked-after children and care leavers
Statutory guidance for local authorities.

10. **Service Director responsible**

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



Department
for Education

Applying corporate parenting principles to looked-after children and care leavers

Statutory guidance for local authorities

February 2018

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1. Summary

About this guidance

This guidance is about the role of local authorities and the application of corporate parenting principles as set out in section 1 of the Children and Social Work Act 2017. Local authorities must have regard to the seven needs identified in the Children and Social Work Act when exercising their functions in relation to looked-after children and care leavers (relevant children and former relevant children). It should be read and applied alongside the [Children Act 1989 Guidance and Regulations Volume 2: care planning, placement and case review](#) and [The Children Act 1989 Guidance and Regulations Volume 3: planning transition to adulthood for care leavers](#).

This guidance is designed to help local authorities consider the kinds of services that may be offered when having regard to the corporate parenting principles. It is not intended to be prescriptive about what must be offered. It is expected, however, that services respond to the individual needs of looked after children and care leavers when they exercise their functions in relation to these children and young people.

Expiry or review date

The guidance will be reviewed on an annual basis but will not be revised unless it is considered that it requires amendment.

What legislation does this guidance refer to?

This guidance refers to:

- Section 1 of the Children and Social Work Act 2017
- Part 3 of the Children Act 1989 (the Act)
- The Care Planning, Placement and Case Review (England) Regulations 2010 (the 2010 Regulations)
- The Care Leavers (England) Regulations 2010 (the Care Leavers Regulations)

Who is this guidance for?

This guidance is for local authorities and their 'relevant partners' (as defined in section 10 of the Children Act 2004) and others who contribute to services provided to looked-after children and care leavers.

The principles are applicable to all local authorities in England whether they are or were the local authority looking after a particular child/young person. They apply to the whole local authority and not just to children's services functions. However, they apply only to local authority functions that are exercised in relation to looked after children and care leavers (see page 11).

For the purpose of this guidance, a local authority in England means:

- A county council in England
- A district council
- A London borough council
- The Common Council, of the City of London (in their capacity as a local authority)
- The Council of the Isles of Scilly; and
- A combined authority established under section 103 of the Local Democracy, Economic Development and Construction Act 2009

Main points

- 1.1 The role that councils play in looking after children is one of the most important things they do. Local authorities have a unique responsibility to the children they look after and their care leavers (relevant and former relevant children). In this context local authorities are often referred to as being the 'corporate parent' of these children and young people, and the critical question that local authorities should ask in adopting such an approach is: 'would this be good enough for my child?'
- 1.2 A strong ethos of corporate parenting means that sense of vision and responsibility towards the children they look after and their care leavers is a priority for everyone. They recognise that looked-after children have the same needs – to be loved, cared for and feel safe - as other children. But also that there are unique challenges that looked-after children and care leavers face. 60% of children become looked-after due to abuse or neglect and they have poorer educational and health outcomes than their peers¹. Local authorities that have a strong corporate parenting ethos recognise that the care system is not just about keeping children safe, but also to promote recovery, resilience and well-being.
- 1.3 All children need love and stability in order to thrive. A strong corporate parenting ethos means that everyone from the Chief Executive down to front line staff, as well as elected council members, are concerned about those children and care leavers as if they were their own. This is evidenced by an embedded culture where council officers do all that is reasonably possible to ensure the council is the best 'parent' it can be to the child or young person . [Statutory guidance](#) on the role of the Director of Children's Services and Lead Member for Children describes how those roles set the tone for the local authority to be an effective corporate parent.
- 1.4 The term 'corporate parent' is broadly understood by Directors of Children's Services and Lead Members for Children, as well as those working directly in children's services, in relation to how local authorities should approach their responsibilities for looked after children and care leavers. Corporate parenting is an important part of the Ofsted inspection framework and the corporate parenting Principles are referenced in Ofsted's Inspecting Local Authority Children's Services (ILACS) framework.² However, it is vital that all parts of a local authority beyond those directly responsible for care and pathway planning recognise they have a key role too.

¹ [Department for Education, Children looked after in England including adoption: 2015 to 2016](#)

² Framework for the Inspections of Local Authority Children's Services (ILACS), <https://www.gov.uk/government/publications/inspecting-local-authority-childrens-services-from-2018>, p. 58.

- 1.5 The Children and Social Work Act 2017 therefore introduces corporate parenting principles, which comprise of seven needs that local authorities in England must have regard to whenever they exercise a function in relation to looked-after children or care leavers (collectively referred to as *looked-after children and young people*).
- 1.6 The corporate parenting principles are intended to secure a better approach to fulfilling existing functions in relation to looked after children and care leavers and for the local authority to facilitate as far as possible secure, nurturing, and positive experiences for looked after children and young people and enable positive outcomes for them.
- 1.7 It will be important for all who exercise functions in relation to looked-after children and care leavers – from elected councillors and the teams dealing with placements and care leaver services to those responsible for special educational needs, housing and council tax – to work together to ensure they have a more joined up approach.
- 1.8 The corporate parenting principles are not new requirements, but provide a framework to help local authorities understand and fully comply with existing duties across the whole of their services as they discharge those duties to looked-after children and care leavers.
- 1.9 The corporate parenting principles apply only to local authorities. Directors of Children’s Services and Lead Members for Children should nevertheless ensure that relevant partners understand how they can assist local authorities apply the principles in relation to the services those partners may provide. ‘Relevant partners’ include local policing bodies and Chief Officers of Police, local probation boards and probation services, youth offending teams, clinical commissioning groups, NHS England, schools and educational institutions.
- 1.10 The corporate parenting principles are about embedding a positive culture in the local authority towards looked-after children and care leavers and their success will depend on the extent to which directors, councillors, heads of service and front line managers champion and promote understanding of them.
- 1.11 The experiences of looked-after children and care leavers, particularly in regards to whether they feel cared for and listened to, will therefore be an important measure of how successfully local authorities embed the principles.
- 1.12 The corporate parenting principles should be integral to the way in which local authorities approach the development and review of their local offer to care leavers. They will also provide an important framework in promoting the mind-set and culture that will underpin the non-statutory care leaver covenant (see paragraph 3.12).

2. What are the corporate parenting principles?

The principles

- 2.1 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 looked after children and young people, as follows:
- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people
 - to encourage those children and young people to express their views, wishes and feelings
 - to take into account the views, wishes and feelings of those children and young people
 - to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
 - to promote high aspirations, and seek to secure the best outcomes, for those children and young people
 - for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
 - to prepare those children and young people for adulthood and independent living.
- 2.2 The corporate parenting principles do not exist in a vacuum. They should shape the mind-set and culture of every part of a local authority in how it carries out all of its functions in relation to looked-after children and care leavers. The full range of duties placed on local authorities in respect of the children they look after and their care leavers is set out at Annexes 1 and 2.
- 2.3 The corporate parenting principles are not about applying a formulaic approach to how services are delivered in relation to looked-after children and care leavers. Rather they describe the behaviours and attitudes expected of councils when they are acting as any good parent would do by supporting, encouraging and guiding their children to lead healthy, rounded and fulfilled lives. The principles intend to ensure that all councils have high ambitions for the children in their care. In doing so, the application of the principles must respond to the individual needs, vulnerabilities or disadvantages of looked after children and care leavers. This will assist in securing that such children and young people are

not placed at significant disadvantage when compared with the support a non-looked after child or young person may receive from their family.

How the principles work

- 2.4 The detail of what local authorities must do to effectively care for looked-after children and care leavers is addressed through existing legislation, regulations and accompanying statutory guidance. The corporate parenting principles are intended to inform how a local authority carries out those existing responsibilities, whether that is about assessing a looked after child's needs or listening to and taking account of the wishes and feelings of care leavers. The principles are intended to encourage local authorities to be ambitious and aspirational for their looked-after children and care leavers.
- 2.5 The corporate parenting principles do not replace or change existing legal duties, for example in relation to the provision of accommodation for care leavers aged 18 and above.
- 2.6 Local authorities will need to consider the extent to which the corporate parenting principles are relevant to a particular service area or exercise of a particular function. This should be a reasonable and proportionate evaluation based on the extent to which the service/function is being carried out in relation to looked-after children and/or care leavers. This should include arrangements for ensuring that in two tier authorities that district and county councils work closely together. For example, although county councils exercise social services functions to this group of young people, district councils (which do not have social service functions) should consider how the principles apply when they are exercising their functions in relation to looked-after children and care leavers.

3. Applying the principles to local authority functions

Leadership

- 3.1 Strong corporate parenting means strong leadership, challenge and accountability at every level. The quality of support can be measured in how the child or young person experiences the support they receive and the extent to which they feel listened to and taken seriously. To that end, many top tier local authorities have established Corporate Parenting Boards or Panels to look strategically at the way in which their looked-after children and care leavers experience services. Feedback from looked-after children and care leavers is an important way in which local authorities can consider how effectively the corporate parenting principles are being applied when exercising functions in relation to these young people.
- 3.2 For care leavers, one of the main ways in which local authorities will bring the corporate parenting principles to life will be through their local offer to this group of young people. Through provisions in the Children and Social Work Act 2017, local authorities will also be required to publish information about the services that they offer that may assist care leavers in making a successful transition to independence. Where it considers it appropriate, a local authority should publish information about services for care leavers it has the power to provide but which are offered by others. The local offer should be developed in close partnership and dialogue between senior leaders and young people who are looked-after and care leavers.

Examples of how senior leaders and councillors may champion corporate parenting

- Lead members and senior officers promote the idea that looked-after children and care leavers are part of the local authority 'family'.
- Members of Children in Care Councils (CiCCs) have regular and positive contact with senior managers and the Lead Member for Children, who know them well. CiCC members are part of the selection process for senior staff in the local authority and in the design of an annual questionnaire about services for looked after-children and care leavers.
- Senior officers and councillors demonstrate that they care about what happens to their looked-after children and care leavers by taking their corporate parenting role seriously. For example, by visiting their looked-after children and care leavers who are placed outside or are living outside of the local authority.
- Services and practice change as a result of the views of care leavers. One local authority acted on their views by making changes to the job descriptions of personal advisers (PA) to emphasise their role in encouraging aspirations and getting to know each care leaver well. PA support is now available during weekday evenings.
- A number of local authorities have a yearly takeover day or week for looked-after children who make presentations to the senior management team and social workers on their experiences of being in care and what they would do if they took over.
- One local authority has appointed a Young Director, an apprenticeship for a care leaver, who mirrors the work of the Director of Children's Services. The Young Director engages with staff at all levels to ensure the views of looked after children and young people are at the heart of the work the local authority does. The local authority has a programme of participation activities in place that ensures young people feel like they are driving the quality of the service they receive.

Deciding relevant functions to which the principles apply

- 3.3 Local authorities provide around 700 services to their local communities. For some of these services (e.g. refuse collection, building control, trading standards and environmental protection), it may not be appropriate or necessary to provide a differentiated service to looked-after children or care leavers. Other services (e.g. fostering, education provision, the administration of housing benefit, the

administration of council tax and access to leisure activities) will be more relevant and in these instances, Directors of Children's Services and Lead Members for Children will want to ensure the needs identified as corporate parenting principles are taken into account.

- 3.4 The services that local authorities deliver can be broadly categorised into 14 different types of service. The service areas where consideration of the corporate parenting principles are of most relevance are: education, social care, housing, libraries, leisure and recreation, strategic policies (such as health and well-being plans) and local tax collection.
- 3.5 The seven other types of service provided by local authorities include highways, transport planning, passenger transport, environmental health, waste collection, waste disposal and town and county planning. Looked-after children and care leavers access these services as residents of the local authority area, regardless of their legal status. These services are less likely to require differentiated service for looked-after children or care leavers and therefore the need to have regard to the corporate parenting principles will either not apply or apply only in a limited way. This is because it may not be possible to do anything towards meeting one or more of the identified needs or, although it may be possible, it is not appropriate to do so.
- 3.6 The way in which a local authority operates its corporate services is important to consider in relation to the principles. For example, the way a local authority acts as an employer can have an impact, such as by ring-fencing apprenticeships for care leavers. These opportunities can be provided in any department of the council regardless of the function it performs. For example, there is no reason why a care leaver could not take up an apprenticeship opportunity in the highways department. All services can have a role in providing these opportunities for looked-after children and care leavers. This is different from providing a differentiated service, for instance, a differentiated service for looked-after children or care leavers in relation to a particular function such as waste collection.

The duty to co-operate

- 3.7 While the duty to have regard to the principles applies only to local authorities, other agencies play an important role in supporting them to carry out their responsibilities to be a good corporate parent.

- 3.8 Local authorities are under a duty (section 10 of the Children Act 2004) to make arrangements to promote co-operation between ‘relevant partners’³ with a view to improving the well-being of children in their area. This should include arrangements in relation to looked-after children and care leavers. Local authorities will therefore need to consider the implications of how they take account of the corporate parenting principles – especially the need to help them access services - when they make arrangements under section 10 of the 2004 Act.
- 3.9 Section 10(5) of the 2004 Act places a duty on relevant partners to co-operate with the local authority in the making of these arrangements, therefore promoting and ensuring a joined up approach.

Some examples of key organisations/services local authorities need to think about engaging with

- Early years settings, schools, further and higher education, employers
- Health services, including Child and Adolescent Mental Health Services (CAMHS) and Adult Mental Health Services (AMHS)
- Housing services
- The immigration service
- The police and criminal justice agencies

3.10 In making arrangements to co-operate, Chief Executives and Directors of Children’s Services should ensure that:

- there is a shared understanding across the local authority, relevant partners and the agencies with which it works about the needs of looked-after children and care leavers; and that
- their arrangements and strategies for multi-agency working take account of the needs of looked-after children and care leavers.

³ Section 10 of the Children Act 2004 defines relevant partners as including: the district council; the local policing body and the chief officer of police; probation board; any provider of probation services; youth offending team; the Secretary of State in relation to functions under sections 2 and 3 of the Offender Management Act 2007; NHS England; Clinical Commissioning Groups (CCGs); the governing body of a maintained school; an academy or City Technology College or City Technology College of the Arts; the governing body of an institution within the further education sector; the Secretary of State in relation to functions under section 2 of the Employment and Training Act 1973.

3.11 County councils should ensure they work with their district councils, which also need to have regard to the need to act in accordance with the corporate parenting principles.

The care leaver covenant

3.12 There is wide recognition that care leavers have faced many challenges in their lives and are likely to need much more support than other young people in making the transition to adulthood. We do not expect local authorities to do it all on their own. We therefore want government departments and their agencies, relevant partners, charities and private sector organisations to play their part as part of a wider corporate parenting family. The Department for Education is therefore introducing a 'care leaver covenant' that will enable organisations to make commitments to care leavers within the spirit of the corporate parenting principles in a way that is most appropriate to them.

4. Implementing the principles

Examples of questions for local authorities

- What more could we do to ensure looked-after children and care leavers feel listened to and their suggestions acted on?
- To what extent are the needs and priorities of looked-after children and care leavers reflected in local strategic needs assessments, local service provision, and development plans?
- How can we collectively deliver services to looked-after children and care leavers in a way that is joined-up and which supports young people to make a successful transition to adulthood?
- Are the children and young people in our care enjoying happy, fulfilled childhoods and looking forward to their adult lives, with positive foundations and stable relationships? If not, why not and what can we do to address this?
- How do we know what children and young people's wishes and feelings are and how do we capture their views?
- How can we deliver services to looked-after children and care leavers in a way that mirrors as far as possible the way a good parent would support their child?
- How can we deliver services in a way that recognises the unique circumstances of looked-after children and care leavers?

4.1 There are many good examples of how local authorities are acting as a good corporate parent. Many of these will reflect the spirit of the corporate parenting principles. Authorities with the strongest corporate parenting ethos consider how services can be delivered differently in order to meet the needs of the care population as effectively as possible.

4.2 Although there are seven needs identified, they should not be seen in isolation from each other because they are not mutually exclusive.

4.3 This section focuses on each need and sets out the range of approaches that a local authority might take in having regard to that need at both a strategic level and in relation to individuals. It is not intended to be comprehensive: local

authorities will be expected to apply the corporate parenting principles in their local context, based on the needs, wishes and feelings of the children in their care and their care leavers.

Acting in the best interests and promoting physical and mental health and well-being

- 4.4 All good parents take account of their children's best interests and health and well-being. This is integral to a culture and attitude where investing in the quality of relationships with looked-after children and care leavers is recognised as of crucial importance. Young people will feel listened to, understood and supported to reach their full potential.
- 4.5 There are many different ways in which local authorities can have regard to the need to act in the best interests of and promote health and well-being for looked-after children and care leavers. It may involve understanding the reasons behind challenging behaviour and, for example, encouraging carers and professionals to adopt a restorative approach to problem solving where appropriate. Health and well-being should encompass emotional, mental and physical health and well-being.

Promoting good mental health and well-being

- One local authority has worked with local mental health services in order to respond to the mental health needs of looked-after children and care leavers as they make the transition from care by extending the service to care leavers up to the age of 25. Care leavers can self-refer or ask their personal adviser to refer them where there is a significant emotional health issue that is affecting their life.
- In another authority, care leavers who feel lonely and isolated can self-refer or be referred to volunteer mentors from their local community who have been recruited and trained by the local authority. Care leavers benefit from weekly meetings with their mentor and have the chance to build a personal relationship that is independent of the 'formal care system'. A number of local authorities carry out regular surveys of their looked-after children and care leavers' wellbeing and experience of care and use the surveys' results to drive improvements to care planning.
- Ten local authorities and four police services in the south-west have developed a protocol that recognises the potential of restorative justice approaches where there is an expectation that local authorities, staff and carers will strive to manage challenging behaviour without the involvement of the police wherever possible.
- Many local authorities provide family support workers or contact centres to support contact with looked-after children's birth families.

4.6 Local authorities should consider and be able to demonstrate how they have regard to this need when discharging their functions, for example:

- local authorities and their health partners may consider how physical, emotional and mental health needs are taken into account in developing their local Joint Strategic Needs Assessments (JSNAs) and their Joint Health and Well-being Strategies (JHWS).
- How local authorities, Clinical Commissioning Groups, NHS England and Public Health England consider the needs of looked after children, and by extension care leavers, when they co-operate to commission services for all children in their area.
- The arrangements in place to ensure that looked after children are not refused a mental health or other health service on the grounds of their placement being short term or unplanned.

- 4.7 In accordance with care planning requirements as set out in Volumes 2 and 3 of The Children Act 1989 guidance and the 2010 Regulations local authorities may also wish to consider how to help children and young people develop their sense of identity in order for them to make sense of their early life experiences, reasons for entering care and family relationships. This might include focussing on the quality of life story work carried out with the children they support.
- 4.8 More broadly, local authorities may wish to consider how to enable looked-after children and care leavers to access services (e.g. sports and leisure services and cultural activities) that promote a young person's well-being as well as access to the outdoors (e.g. parks, beaches and woodlands). Local authorities that have a strong corporate parenting ethos will stress the importance of every child's interests, talents and aptitudes being noticed and nurtured.

Supporting access to leisure and cultural services

Local authorities may want to work with schools and local partnership organisations to help ensure looked after children are able to access local leisure and cultural services. To help achieve this, authorities may wish to work with their local Music Education Hub, bridge organisation and County Sports Partnership.

Music Hubs are groups of organisations working together to create joined up music education provision. Local bridge organisations work with local arts organisations, museums, libraries, music education hubs, further and higher education institutions and other partners, so children and young people can have access to great arts and cultural opportunities.

[Music Education Hub details](#)

[Bridge organisation details](#)

County Sports partnerships work to develop strong local sports offers and can provide details of local sports opportunities and clubs.

[County Sports Partnership details](#)

Encouraging and taking into account the views, wishes and feelings of children and young people

- 4.9 The second and third principles (having regard to the need to encourage views, wishes and feelings of looked-after children and care leavers; and having regard to the need to take account of them) is fundamental to being a good corporate

parent. These principles include and apply to every looked after child, regardless of their age, circumstances or needs. This includes children with disabilities, education needs (for example speech, language and communication difficulties) or other complex needs. It is also important to encourage and promote the views of those with other barriers to participation, such as young children, young people with cultural or language barriers and those young people who are currently disengaged. Both principles underpin how local authorities can deliver high quality care and pathway planning for looked-after children and care leavers.

- 4.10 The way in which local authorities involve care leavers in the design and development of their local offer to care leavers is a specific example of how local authorities will demonstrate they have regard to the needs identified in the second and third principles. Another tangible way of responding to the need to encourage and take account of the views, wishes and feelings of looked-after children and care leavers, is through the establishment of a Children in Care Council or Care Leaver Forum. Some local authorities use technology. For example, the use of online surveys may allow local authorities to capture the views of a wide section of their looked-after children and care leavers, including those placed out-of-authority.
- 4.11 In some instances, a looked-after child or care leaver may express wishes that are not always in their best interests or which may conflict with other considerations. In such circumstances, local authorities will have to balance the wishes and feelings of the children and young people with what is in their best interests – and like any good parent – have to take into account what is reasonably practicable and achievable. The child’s best interests and their right to be heard are not mutually exclusive. Due consideration must be given to the child’s wishes and feelings, and in circumstances where decisions are made contrary to this, it is equally as important to explain to children and young people why these decisions were made.

Improving participation and acting on what young people say: examples of local authority practice

- Council members and officers are proactive in seeking ways to improve the participation of looked-after children, including those placed out-of-authority, through, for example, the effective use of technology.
- Some local authorities have designed their websites for looked-after children and care leavers by collaborating with children and young people to ensure that it is young people friendly and contains important information about how young people can make their voice heard.
- Other local authorities have developed videos with their Children in Care Councils which communicate what looked-after children want and need from their social workers as well as how they feel about their experiences.
- A number of local authorities make use of apps which allow looked-after children to regularly communicate how they are feeling with their social workers and other professionals, such as advocates.
- The corporate parenting board priorities in one authority are derived from its Children in Care Council review of the authority's pledge for looked after children.
- One local authority changed the times at which Personal Advisers were available to support care leavers as a direct response to feedback from its care leaver forum.
- One local authority is launching a youth-led inspection programme of its children services to ensure their practice reflects their commitment to children and young people.

Helping looked-after children and care leavers gain access and make best use of services

4.12 As corporate parents, local authorities should have regard to the need to help the children they look after and care leavers to secure the services they need. At its most basic level, this principle is about giving some consideration to how looked-after children and care leavers might benefit from and access a particular service based on an understanding of the needs of these children and young

persons. This might be a factor that is considered when either designing or implementing services.

4.13 Another way in which local authorities may take account of this principle would be, for example, in their school choice for looked-after children. The school admission code requires schools to give priority to looked-after children and previously looked-after children in their admission criteria. Local authorities will need to consider how to most effectively use these arrangements. We would expect a local authority to match the best school to the child's needs, which includes where practicable, choosing good or outstanding schools.

4.14 To help children to access and use services will often require persistence. Local authorities should ensure social workers, children's carers and personal advisers have the skills and training they need to help looked-after children and care leavers access the appropriate services.

Examples of local authorities helping looked-after children and care leavers access services and advocating for them in accessing what they need

- Embedding a culture where the local authority builds positive relationships and routinely works with a wide range of agencies to ensure that, for example:
 - specialist health teams secure speedy access for looked-after children to specialist provision such as speech and language therapy.
 - children placed out-of-authority receive the support that they need in a timely way.
- Supporting a vulnerable care leaver through pregnancy and her foster carer to the point where she was ready to return to education and training, helping her find the right course and then to apply successfully for an apprenticeship in the local authority.
- Ensuring that transitions into adult health services are clear and efficient and ensuring that health needs are considered consistently in reviews and assessment meetings so that care leavers are aware of and able to access medical clinics, drug and alcohol services and family planning clinics when necessary.
- Designing an effective local offer for care leavers, in collaboration with care leavers, that sets out the range of available services and how to access them.
- Ensuring there are formalised transition arrangements for care leavers into adult services. For example, young people who will need ongoing support have their needs assessed jointly with adult services soon after their 16th birthday, so that there are no interruptions or delays in receiving help and the support services they need.
- Providing support and training to foster carers to engage with school staff and 'be there' when children need help with school work.
- Equipping carers and others to support children to make the right post-16 choices to access education, employment and training.

Promoting high aspirations and securing best outcomes

4.15 It is important that we set high ambitions and aspirations for looked-after children and care leavers. The fifth principle is intended to promote the cultural mind-set

that looked-after children and care leavers should be treated as individuals for whom, like any good parent, local authorities want the best outcomes possible. This might mean, for example, spotting potential and nurturing it by making it easy for a looked-after child or care leaver to pursue a particular activity they enjoy and are good at, encouraging them to set their sights on a good university if they have the potential to succeed there and exploring all avenues to help them access the support they need to do well.

- 4.16 Local authorities with social service functions are required to have an officer (called a Virtual School Head) whose role is to make sure the authority promotes the educational achievement of the children it looks after. The Virtual School Head has a vital role in ensuring the local authority embeds promoting high aspirations and best outcomes as part of the corporate parenting culture.

Encouraging, aspiring and responding to interests and needs like all parents

- For example, local authorities can help children to access easily a range of extra-curricular and recreational activities. These could include confidence building, cultural and/or sporting activities.
- Corporate parenting boards can routinely promote participation in programmes such as the Duke of Edinburgh Award Scheme and the National Citizenship Service.
- Through the work of personal advisers, changes can be made in the approach to reviewing pathway plans to ensure that those transitioning from care have a positive mind-set about their futures.
- A number of local authorities are offering apprenticeship/traineeships within their local authority to care leavers.
- One local authority has developed a dedicated Employment and Housing Coach who is jointly managed by the council's employment team and leaving care service to increase cross-departmental support for care leavers.
- In one local authority the elected members fund a Trust Fund to promote the aspirations, life experiences and opportunities. Looked-after children and care leavers can apply for up to £400 per annum. Young people can use the money for things like laptops to support educational attainment, the purchase of an outfit for a young person going for a job interview, educational trips abroad or additional social activities.

4.17 At an individual level it will be crucial to build children's confidence and aspiration so they have high expectations of themselves. It will also be important to work together with carers to ensure children can access opportunities such as membership of sports clubs, visits to museums or theatre performances that relate to their interests. Local authorities may also wish to consider ways to help inspire young people to aim high and achieve. That might involve providing early "work tasters" in areas or establishing a mentoring/role models scheme that match young people with successful care leavers.

4.18 At a strategic level, local authorities may consider working with the regional network for collaborative outreach. These networks were designed to encourage more young people into higher education and bring together higher and further education institutions to coordinate their outreach activity. The access

agreements of 80% of higher education specifically include care leavers. Working with the regional network provides a way for authorities to use this and help ensure that outreach activities include looked-after children and care leavers.

Details of these regional networks can be found at:

<http://www.hefce.ac.uk/sas/ncco/find/>.

Universities working collaboratively with local authorities

There are already a number of universities working collaboratively with local authorities to help looked-after children and care leavers think about higher education and to access it successfully.

York St John University works with the professional support workers, foster carers and other influencers of looked-after children in two Virtual Schools in York and North Yorkshire.

Lincoln University and Bishop Grossetest University run the Joint Universities Mentoring Project (JUMP), which operates in collaboration with local authority, community and university partners to provide care leavers with a mentoring scheme. ⁴

One local authority worked with care leavers and local universities to develop informative video guides for looked-after children and care leavers thinking of going to university.

Being safe and having stability

4.19 In order to thrive, looked-after children and care leavers need to feel and be safe, to have stability in their lives including in their education and work and to build resilience by forging strong and trusted relationships.

4.20 For looked-after children this will mean having regard to the need to maintain, as far as possible, consistency in the home environment, relationships with carers and professionals and school placement. For some care leavers, it may involve supporting a Staying Put arrangement where care leavers and their former foster carers wish to remain living together after the young person reaches the age of 18. It may also mean wider support to help care leavers navigate the inevitable

⁴ <https://www.offa.org.uk/universities-and-colleges/guidance/topic-briefings/topic-briefing-care-leavers/>

challenges of moving to independence through early preparation, good planning, securing a range of housing options and maintaining relationships with those whose continued support they might want or need during their transition to adulthood.

4.21 The examples of support in North Somerset (page 29) illustrates how it demonstrates its commitment to meeting the needs of its care leavers. An important way of responding to these needs is the approach local authorities take to housing and homelessness or rent and council tax arrears. For example, in some local authorities, the leaving care team will have a protocol in place with the housing services, which means that the care leaving team is notified as soon as a care leaver has arrears over a certain amount. This means that problems can be identified early rather than escalating to the point where the care leaver loses their tenancy. Many councils have also taken steps to exempt care leavers from council tax altogether.

Promoting safety and stability

Local authorities are proactive in ensuring that looked-after children have advocates to talk to about any concerns and are supported in articulating and taking action on any concerns. Local authorities support carers to provide stability for children, for example, authorities may provide foster carers with additional training to effectively respond to looked-after children's needs.

In one local authority, an individual housing protocol – integral to their pathway plan – was introduced for each care leaver from the age of 16 together with a wide range of accommodation options to match the young person's needs. Alongside this, a non- eviction/ placement stability policy is being developed together with consideration of how to address issues of loneliness and isolation experienced by young people moving into independent living.

Another local authority has introduced a 'housing taper' to enable care leavers to pay a reduced rent for longer once they have started earning in recognition of the need for on-going support and to reduce unplanned moves at this key point in a young person's life.

Preparing for adulthood and independent living

Effective planning for managing day-to-day life

Some local authorities are using 'training flats' to help looked-after children and care leavers develop the skills they need to live independently and are putting this in place at an earlier stage. Foster carers and residential care workers are integral to this by encouraging looked-after children to help with cooking and household chores as part of normal family life rather than seeing those activities as tasks to be 'taught' a few weeks before a young person leaves care.

- 4.22 Similar to other young people, looked-after children in their transition to adulthood and care leavers need support to live independent lives. Many care leavers, however, feel under-prepared for living independently. Alongside having to manage practical matters such as paying bills, they often struggle with loneliness and isolation. It is particularly important that local authorities consider the need to help prepare looked-after children and care leavers for making the transition to adulthood and independence. This includes the building up of support networks prior to leaving care, in addition to focussing on practical support and skills, such as managing money. It will be particularly important for local authorities to work with young people in developing their local offer so that it sets out what support care leavers can expect as well as where and how they can access it.
- 4.23 Good preparation, a gradual transition and flexible ongoing support are key to helping young people achieve a successful move to independent living. The most effective local authorities establish joint working arrangements between children's services, housing and other specialist services to help young people prepare for the realities of living independently, involve them in planning and decisions about their housing options, ensure suitable housing and support is in place and are ready to respond with contingency arrangements if things do go wrong.
- 4.24 St Basils and Barnardo's have produced a Care Leavers' Accommodation and Support Framework and toolkit, which can be downloaded [here](#). The framework,

which comprises of five steps, draws together expertise from local authorities as well as leaving care and housing charities.⁵

Local Authority (LA) Case Study

The Government puts £200 into Junior Individual Savings Account (Junior ISAs) for looked-after children. These are long-term tax-advantaged savings accounts, and the young person can then access the funds when they turn eighteen and leave care. Anyone can pay money into these accounts, and some LAs make additional contributions into the Junior ISAs, in the same way that other parents save for their children's long-term futures. This means these young people have a larger nest egg when they leave care. In one LA, £5 a week is added to each child's Junior ISA. The LA also encourages children and young people to save money from their personal allowances, which helps them to develop financial capability skills that will benefit them when they face the challenges of living independently.

4.25 The illustrative local offer, which is published alongside this guidance, exemplifies the kinds of support that local authorities may include in their offer to care leavers. Annex 1 of this guidance sets out the statutory entitlements that a local authority must provide, whilst the local offer provides additional examples of support that a local authority may choose to provide to its care leavers in fulfilling its duties as a corporate parent.

⁵ The five steps to the framework are: training young people on tenancies and the housing market; involving young people in planning their accommodation; reducing housing crisis by having emergency options; commissioning a wide range of housing types; and developing skills and confidence ahead of a move to independent living.

Examples of support for care leavers in North Somerset

North Somerset provides practical and financial help that supports care leavers to achieve key adulthood milestones, such as opening a bank account, and to deal with the emergencies where others would turn to their families for help. This includes:

Financial Help

Offer financial and practical support to help pay Council Tax.

Cover Council Tax if a care leaver takes up an apprenticeship position.

Provide a Leaving Care Grant of £2,000 to each care leaver to buy essential items for their home such as a TV and TV Licence.

Pay for five hours of driving lessons and the cost of driving theory test if in education, employment or training.

Pay 50% of the cost towards broadband internet if living on their own.

Practical help

Visit when care leavers move in to their new housing to ensure they have settled and have everything they need.

Help to open a bank account.

Give health passport to everyone who leaves care at 18, including details of your health history

Provide an exceptional clothing payment of up to £100 if in need of extra money for a winter coat, shoes, warm clothing and maternity clothing.

Offer food parcels, emergency payments, and vouchers or a top up for gas and/or electric if care leavers are in crisis and have no money for food or electricity).

Help to access education and work

Meet public transport costs up to age 21 for those travelling to training, education and apprenticeships and travel costs when travelling to attend an interview.

Provide up to £100 a year towards books, equipment and essential clothing for those in education and up to £100 a year for essential work clothes such as work boots.

Annex 1

Under the Children Act 1989 a 'child' is defined (subject to a couple of exceptions not relevant to this issue) as "a person under the age of 18".

- 1 If a child meets the test in section 20(1) of the Act the Local Authority (LA) is under a statutory obligation to provide accommodation for them.
- 2 Section 22 of the Act (general duty of local authority in relation to children looked after by them) defines what is meant by a "looked-after child" (LAC). A child provided with accommodation by the LA under section 20 of the 1989 Act for a continuous period of 24 hours or more, becomes a looked after child.
- 3 Section 22(3) and (3A) set out a general duty that an LA has in relation to any LAC:

(3) It shall be the duty of a local authority looking after any child—

(a) to safeguard and promote his welfare; and

(b) to make such use of services available for children cared for by their own parents as appears to the authority reasonable in his case.

(3A) The duty of a local authority under subsection (3)(a) to safeguard and promote the welfare of a child looked after by them includes in particular a duty to promote the child's educational achievement.

So a local authority owes this duty to any child that they are looking after.

- 4 Where a child is looked-after, section 22C sets out the framework for accommodating those children. Section 22C essentially sets out a hierarchy of placement types that the LA must look to accommodate the child in. Their first duty is to try and rehabilitate the child home to their parents or someone with parental responsibility. If that is not practicable then the LA are under a duty to place the child "in the most appropriate placement available". "Placement" in this context is defined in section 22C(6) as:

(6) In subsection (5) "placement" means—

(a) placement with an individual who is a relative, friend or other person connected with C [the child] and who is also a local authority foster parent;

(b) placement with a local authority foster parent who does not fall within paragraph (a);

- (c) placement in a children's home in respect of which a person is registered under Part 2 of the Care Standards Act 2000; or
- (d) subject to section 22D, placement in accordance with other arrangements which comply with any regulations made for the purposes of this section.

There is a duty on the LA to give priority to kinship care placements (that is a placement with a relative, friend or other person connected with the child who is also a local authority foster parent) which although won't be relevant in the majority of cases could be relevant in relation to unaccompanied asylum seeking children (UASC) if they have connections with this country and there is someone that could be assessed as a foster carer for them.

5 So the LA must be placing the child in "the most appropriate placement available". Section 22C(7) – (9) provides that:

(7) In determining the most appropriate placement for C, the local authority must, subject to [subsection (9B) and] the other provisions of this Part (in particular, to their duties under section 22)—

(a) give preference to a placement falling within paragraph (a) of subsection (6) over placements falling within the other paragraphs of that subsection;

(b) comply, so far as is reasonably practicable in all the circumstances of C's case, with the requirements of subsection (8); and

(c) comply with subsection (9) unless that is not reasonably practicable.

(8) The local authority must ensure that the placement is such that—

(a) it allows C to live near C's home;

(b) it does not disrupt C's education or training;

(c) if C has a sibling for whom the local authority are also providing accommodation, it enables C and the sibling to live together;

(d) if C is disabled, the accommodation provided is suitable to C's particular needs.

(9) The placement must be such that C is provided with accommodation within the local authority's area.

- 6 Although section 22C(9) provides that the LA is to ensure that the accommodation is within the LA's area, section 22(7) does provide that they only need to comply with ss(9) if it is reasonably practical to do so.
- 7 Placements in a section 22C(6)(d) placement (i.e. a placement in "other arrangements") are unregulated in the sense that they aren't registered and regulated by Ofsted in the same way that a registered children's home would be so the requirements on such settings is lighter touch. However section 22D of the Act applies to such settings and there are specific provisions in the 2010 Regulations which also apply.
- 8 Under section 25A of the Act an LA must appoint an independent reviewing officer (IRO) for any child they are looking after and this appointment should be made before the child's case is first reviewed.

Care planning obligations

- 9 When a child is a looked-after child the 2010 Regulations apply to that child's case.
- 10 Briefly the 2010 Regulations provide that the LA must:
- prepare a care plan for that child before that child (C) is placed by the LA or, if it is not reasonably practical to do so, within 10 days of the child being placed. Regulation 4(5) provides that where the child is aged 16 or over and agrees to be accommodated under section 20 of the Act, the care plan should also be agreed with the child.
 - Regulation 5 sets out what the care plan must include and includes things like the long term plan for the child's upbringing, the arrangements made by the LA to meet the child's needs in relation to health, education and training etc. and must also include the name of the child's IRO. Since August 2014 the care plan must include:
 - (1)(f) where C is—
 - (i) a victim, or there is reason to believe C may be a victim, of trafficking in human beings within the meaning of the Council of Europe Convention on Action against Trafficking in Human Beings,
 - (ii) an unaccompanied asylum seeking child within the meaning of the Immigration Rules and has applied, or has indicated to the responsible authority an intention to apply, for asylum and has not been granted indefinite leave to remain, that fact.

- The care plan must be kept under review (regulation 6).
- Regulation 7 provides that before a child is first placed, or if that is not reasonably practicable, before the first review of the child's case, the LA must make arrangements for a medical practitioner to examine the child in order to assess the child and provide a written report. The LA must then take all reasonable steps to ensure that the child is provided with the appropriate health care services in accordance with the plan.
- Under regulation 9, before making arrangements to place the child under section 22C, the LA must prepare a placement plan setting out the matters listed in regulation 9 and in Schedule 2. If it is not reasonably practicable to prepare the placement plan before the child is placed it must be prepared within 5 working days of the start of the placement. There are specific requirements in regulation 27 of and Schedule 6 to the 2010 Regulations where a child is being placed in "other arrangements" under s22C(6)(d) of the Act (see below).
- Under regulation 11, where an LA decide to place a child out of area, where the placement is not with a connected person who is an approved foster carer or another LA approved foster carer, the placement must not be put into effect until it has been approved by a nominated officer and where the placement is "at a distance" (not within the area of an adjoining LA) it must be approved by a Director of Children's Services (DCS). Regulation 11 also sets out what the nominated officer or DCS must be satisfied about before they approve the placement.
- Regulation 14 provides that if the LA want to terminate the placement they must comply with the provisions of regulation 14.
- Part 4 of the 2010 Regulations set out the requirements applicable to different types of placement. Regulation 27 provides:

27 General duties of the responsible authority when placing a child in other arrangements

Before placing C [the child] in accommodation in an unregulated setting under section 22C(6)(d), the responsible authority must—

- (a) be satisfied that the accommodation is suitable for C, having regard to the matters set out in Schedule 6,
- (b) unless it is not reasonably practicable, arrange for C to visit the accommodation, and
- (c) inform the IRO.

Schedule 6 to the 2010 Regulations provides:

Matters to be Considered Before Placing C in Accommodation in an Unregulated Setting Under Section 22C(6)(d)

1 In respect of the accommodation, the—

- (a) facilities and services provided,
- (b) state of repair,
- (c) safety,
- (d) location,
- (e) support,
- (f) tenancy status, and
- (g) the financial commitments involved for C and their affordability.

2 In respect of C, C's—

- (a) views about the accommodation,
- (b) understanding of their rights and responsibilities in relation to the accommodation, and
- (c) understanding of funding arrangements.

- Part 5 of the 2010 Regulations deals with visits to LACs. LAs must visit the child in accordance with regulation 28.
- Part 6 of the 2010 Regulations deals with reviews of the child's case and the LA must review the case in accordance with that Part. Regulation 33 sets out the timings of such reviews (first within 20 days of when the child first became looked after, the 2nd not more than 3 months after the first and subsequent reviews at intervals of not more than 6 months).
- Regulation 36 sets out the role that the IRO has in relation to the LAC.
- Part 7 of the 2010 Regulations contains the LA's duties if they are considering ceasing to look after the child.

Annex 2

Categories of Care Leavers

1. A LA has the duties set out in section 23B in relation to a “relevant child”. A “**relevant child**” is defined in section 23A(2) of the Act as one who:
 - (a) is not being looked after by any local authority;
 - (b) was, before last ceasing to be looked after, an eligible child for the purposes of paragraph 19B of Schedule 2; and
 - (c) is aged sixteen or seventeen.

The Care Leavers Regulations provide for an additional category of relevant children in regulation 3; if a child falls within the following criteria:

- (a) is aged sixteen or seventeen,
- (b) is not subject to a care order, and
- (c) on attaining the age of 16 the child was detained, or in hospital, and immediately before being detained or admitted to hospital had been looked after by a local authority for a period or periods amounting in total to at least 13 weeks, which began after the child attained the age of 14.

“**Eligible child**” is defined as a child that is:

- (a) aged sixteen or seventeen; and
 - (b) has been looked after by a local authority for a prescribed period, or periods amounting in all to a prescribed period, which began after he reached a prescribed age and ended after he reached the age of sixteen.
- 2 The relevant prescribed period is set out in the 2010 Regulations as 13 weeks and the prescribed age is 14 years. An eligible child is one who has been looked after for a period of 13 weeks, or periods amounting to 13 weeks, which began after he reached the age of 14 and ended after he reached the age of 16.
 - 3 **The period of time for which the child should have been looked after to be an eligible child must amount to at least 13 weeks and be between the child’s 14th Birthday and at least one day after their 16th Birthday.** So if a child becomes an LAC at any time after they turn 14 and ceases to be looked after at any time after they turn 16 then they will be an “eligible child”.

- 4 Local authorities also have statutory obligations to “**former relevant children**” who are defined in section 23C(1) of the Act as a young person who is:
- (a) aged 18 or above, and either
 - (b) has been a relevant child and would be one if he were under 18, or
 - (c) immediately before he ceased to be looked after at age 18, was an eligible child.
- 5 LA’s also have some statutory obligations to former relevant children who are **pursuing further education or training** who are defined in section 23CA(1) as a former relevant child who is:
- (a) aged under 25,
 - (b) a former relevant child in relation to whom the duties in section 23C(2),(3) & (4) no longer apply, and
 - (c) he has informed the local authority that he wants to pursue or is pursuing a programme of education or training.
- 6 A final category of “**persons qualifying for advice and assistance**” to whom the LA will owe certain duties (see section 24A and 24B) are defined in section 24 of the Act as a person who is:
- (a) aged at least 16 but is under 21 with respect to whom a special guardianship order is in force (or was in force when they reached 18) and was looked after immediately before the making of that order, or
 - (b) under 21 and at any time after reaching the age of 16 but while he was still a child was, but is no longer, looked after, accommodated or fostered.

What provision is the care leaver entitled to?

This depends on what type of care leaver the young person is.

Eligible Children

- 7 The local authority has the same statutory obligations in relation to eligible children as they do towards other children looked after by them, including a duty to maintain their care plan, carry out regular reviews of their case and appoint an independent reviewing officer (IRO) for the child. In addition they must:

- prepare an assessment of the eligible child's needs with a view to determining what advice, assistance and support it would be appropriate for them to provide him (both while he is still looked after and after he stops being looked after) (paragraph 19B(4) of Schedule 2 to the Act; the requirements for carrying out the assessment are set out in regulation 42 of the 2010 Regulations).
- As soon as possible after the assessment of needs is completed, prepare a pathway plan (which includes the child's care plan) (paragraph 19B(4) of Schedule 2 to the Act; the requirements for preparing the pathway plan are set out in regulation 43 of and Schedule 8 to the 2010 Regulations).
- keep the pathway plan under regular review (paragraph 19B(5) of Schedule 2 to the Act).
- appoint a personal adviser for the child (paragraph 19C of Schedule 2 to the Act; the functions of the personal adviser are set out in regulation 44 of the 2010 Regulations).

Relevant Children

8 The local authority that last looked after the relevant child must:

- take reasonable steps to keep in touch with the relevant child even if the child is not in the LA area (section 23B(1) of the Act).
- Prepare an assessment of the relevant child's needs with a view to determining what advice assistance and support it would be appropriate for them to provide him (unless they already did so when he was an eligible child) (section 23B(3)(a) of the Act; the requirements for carrying out the assessment are set out in regulations 4 and 5 of the Care Leavers Regulations).
- As soon as possible after any assessment of needs is completed, prepare a pathway plan (section 23B(3)(b) of the Act; the requirements for preparing the pathway plan are set out in regulation 6 of and schedule 1 to the Care Leavers Regulations).
- Keep the pathway plan under regular review (section 23E(1D) of the Act; the requirements for carrying out reviews are set out in regulation 7 of the Care Leavers Regulations).
- Appoint a personal adviser for the child (unless they already did so when he was an eligible child) (section 23B(2) of the Act; the functions of the personal adviser are set out in regulation 8 of the Care Leavers Regulations).

- Safeguard and promote the relevant child’s welfare by maintaining him, providing him with or maintaining him in suitable accommodation and providing assistance in order to meet his needs in relation to education, training or employment as provided for in his pathway plan (section 23B(8) of the Act and regulation 9 of the Care Leavers Regulations; regulation 9 and schedule 2 to the Care Leavers Regulations also make provision about the meaning of “suitable accommodation”).

Former Relevant Children

9 The local authority that last looked after the former relevant child must:

- take reasonable steps to keep in touch with the former relevant child even if the child is not in the LA area, and if they lose touch with him, to re-establish contact (section 23C(2) of the Act) continue to keep the pathway plan under regular review (section 23C(3)(b) of the Act; the requirements for carrying out reviews are set out in regulation 7 of the Care Leavers Regulations).
- Continue the appointment of the personal adviser for the child (section 23C(3)(a) of the Act; the functions of the personal adviser are set out in regulation 8 of the Care Leavers Regulations).
- If his welfare requires it, provide financial assistance by contributing to the former relevant child’s expenses in living near the place where he is, or will be, employed or seeking employment (sections 23C(4)(a) and 24B(1) of the Act) if his welfare and educational and training needs require it, provide financial assistance to enable him to pursue education or training (sections 23C(4)(b) and 24B(2) of the Act).
- If the former relevant child pursues higher education in accordance with his pathway plan, pay him the higher education bursary (section 23C(5A) of the Act and the Children Act 1989 (Higher Education Bursary) (England) Regulations 2009).

To the extent that his welfare requires it, provide “other assistance” which may be in kind and in exceptional circumstances, cash (section 23C(4)(c) and 23C(5)). The case of *R (on the application of) S.O. v London Borough of Barking and Dagenham (2010)*⁶ considered whether section 23C(4)(c) of the Act provides a

⁶ R (on the application of O) v London Borough of Barking and Dagenham [2010] EWCA Civ 1101.

power for the LA to accommodate a former relevant child and held that the sub-section does afford an LA with a power to accommodate.¹⁰ The duties in section 23C(2), (3) and (4) of the Act continue until the former relevant child reaches 21 or, where the child's pathway plan sets out a programme of education or training which extends beyond his 21st birthday, they continue for so long as the child pursues that programme and the other duties in section 23C(2), (3) and (4)(b) of the Act also continue for the same period.

- 11 Although local authorities can provide support to any care leavers who want to remain with their former foster carers, a specific duty was placed on local authorities in section 23CZA of the Children Act 1989. This duty places a legal requirement on local authorities to advise, assist and support (which must include financial support) both the young person and their former foster carers when they wish to stay living together after the former relevant child reaches their 18th birthday.

Former relevant children pursuing further education or training

- 12 The local authority which owed duties to a former relevant child under section 23C and 23CA of the Act must:
- appoint a personal adviser for that person (section 23CA(2) of the Act).
 - Carry out an assessment of the needs of that person with a view to determining what assistance (if any) it would be appropriate for them to provide him (section 23CA(3)(a) of the Act; the requirements for carrying out the assessment are set out in regulations 4 and 5 of the Care Leavers Regulations).
 - Prepare a pathway plan for that person (section 23CA(3)(b) of the Act; the requirements for preparing the pathway plan are set out in regulation 6 of and schedule 1 to the Care Leavers Regulations).
 - To the extent the person's educational or training needs require it, provide financial assistance (section 23CA(4) and (5) of the Act).

Persons qualifying for advice or assistance

- 13 The relevant local authority (as defined in section 24(5) of the Act) must consider whether the person needs help of a kind the local authority can give:
- Under section 24A - to advise and befriend and give assistance.

- Under section 24B - to give financial assistance to a person over 16 years old but under 21 who was either made subject to a special guardianship order immediately after being looked-after by a local authority or who was looked-after but is no longer looked-after in relation to expenses incurred in living near the place where the person is, will be, or is seeking work or where the person is or will be receiving education or training ; or where the person is in full time further or higher education, is under the age of 25 and qualifies for advice and assistance, or would have done if he was under 21, assistance in relation to securing vacation accommodation (sections 24A(2) and (3), and 24B of the Act).

Unaccompanied asylum seeking children (UASC) and victims of trafficking

- 14 Under the Care Leavers Regulations a care leaver's needs in relation to their status as a victim of trafficking or an unaccompanied asylum seeking child must be considered when the local authority is preparing an assessment of needs and to require that, where a child is a victim of trafficking or an unaccompanied asylum seeking child the local authority must consider whether their related needs are being met when reviewing the child's pathway plan.

Annex 3

Table A: functions where consideration of corporate parenting principles should generally apply

	Shire areas			Metropolitan areas	London	
	Unitaries	County councils	District councils	Metropolitan districts	London boroughs	GLA
Education	✓	✓		✓	✓	
Social care	✓	✓		✓	✓	
Housing	✓		✓	✓	✓	
Libraries	✓	✓		✓	✓	
Leisure and recreation	✓		✓	✓	✓	
Local taxation collection	✓		✓	✓	✓	

Table B: functions where corporate parenting principles are less likely to apply

	Shire areas			Metropolitan areas	London	
	Unitaries	County councils	District councils	Metropolitan districts	London boroughs	GLA
Highways	✓	✓		✓	✓	✓
Transport planning	✓	✓		✓	✓	✓
Passenger transport	✓	✓				✓
Environmental health	✓		✓	✓	✓	
Waste collection	✓		✓	✓	✓	
Waste disposal	✓	✓		✓	✓	
Planning application	✓		✓	✓	✓	

Further information

Relevant departmental advice and statutory guidance

- Care planning, placement and case review guidance:
<https://www.gov.uk/government/publications/children-act-1989-care-planning-placement-and-case-review>
- Planning transition to adulthood for care leavers:
<https://www.gov.uk/government/publications/children-act-1989-transition-to-adulthood-for-care-leavers>
- Roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services:
<https://www.gov.uk/government/publications/directors-of-childrens-services-roles-and-responsibilities>
- Promoting the health and well-being of looked-after children:
<https://www.gov.uk/government/publications/promoting-the-health-and-wellbeing-of-looked-after-children--2>
- Promoting the education of looked-after children:
<https://www.gov.uk/government/publications/promoting-the-education-of-looked-after-children>
- Care Leaver Strategy: a cross departmental strategy for young people leaving care: <https://www.gov.uk/government/publications/keep-on-caring-supporting-young-people-from-care-to-independence>
- Working together to safeguard children:
<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>



Department
for Education

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Corporate Parenting Board

Agenda Plan 2017/18

Date of Meeting	Issues for Consideration	Officer Contact
<p>Monday 17 July 2017</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>OFSTED Monitoring Visit</p> <p>Civic Centre Drop-In Centre</p> <p>Service Plan Update</p> <p>Performance Report</p> <p>Fostering Agency Report</p> <p>Independent Reviewing Officer’s Annual Report</p> <p>Corporate Parenting Board Agenda Plan</p>	<p>Julie Mepham</p> <p>Julie Mepham</p> <p>Julie Mepham</p> <p>Sue Grigg</p> <p>Rob Finney</p> <p>Kerrie Scraton</p> <p>Alaina McGlade</p>
<p>Monday 18 September 2017</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>CPB Annual Report</p> <p>Performance Report</p> <p>Update on regionalisation</p> <p>Corporate Parenting Board Agenda Plan</p> <p>Missing statistics</p>	<p>Martin Green</p> <p>Sue Grigg</p> <p>Mandy Prout</p> <p>Alaina McGlade</p> <p>Andy Gresswell</p>
<p>Monday 13 November 2017</p> <p>10.00 a.m. – 12.00</p> <p>Drop In Centre (Old Registrars’ Office)</p> <p>15 minute tour of building prior to start of meeting</p>	<p align="center">Public Items:</p> <p>OFSTED Update</p> <p>Peer Mentoring Delivery</p> <p>Council Tax Exemption for Care Leavers</p> <p>Performance Report</p> <p>Corporate Parenting Board Agenda Plan</p>	<p>Elaine McShane/ Julie Mepham</p> <p>Julie Mepham</p> <p>Sue Griggs</p> <p>Alaina McGlade</p>

Corporate Parenting Board

Agenda Plan 2017/18

<p>Monday 22 January 2018</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>OFSTED Monitoring Visit</p> <p>Fostering Network</p> <p>Update on Regional Adoption work (verbal)</p> <p align="center">Informal items</p> <p>Head Teacher’s Report 2017 – Education Outcomes</p> <p>Performance data (Sept – Nov 170)</p> <p>Training Briefings – to discuss</p>	<p>Elaine McShane</p> <p>Elaine McShane</p> <p>Sal Tariq</p> <p>Janet Tolley</p> <p>E McShane</p>
<p>Monday 12 March 2018</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>Overview report on One Adoption</p> <p>Ofsted update (verbal)</p> <p>Future shape of service and relationship with partners (verbal)</p> <p>CPB relationship with CICC & CL’s Forum (verbal)</p> <p>Overview of number of children in Care (snapshot including age profile)</p> <p>Corporate Parenting Board Agenda Plan 2017/18</p>	<p>J Chew (One Adoption)</p> <p>E McShane</p> <p>E McShane</p> <p>O Rix</p> <p>J Bragg</p> <p>H Kilroy</p>

Corporate Parenting Board

Agenda Plan 2017/18

Future reports:

- Ofsted update – standard item (E McShane)
- Performance Monitoring report – Standard Item (Informal meeting) (S Comb)
- Corporate Parenting Board Agenda Plan – standard item (H Kilroy)
- Future shape of service and relationship with partners (E McShane/S Comb) – date to be determined

Annual

- One Adoption Annual Report (J Chew) – date to be determined
- Membership of the Board (July each year)
- Private Fostering Annual Report – date to be determined
- Overview of One Adoption (M Brudenell – One Adoption) – date tbc
- Annual report on Children’s Rights, complaints and compliments (M Tiernan) – date tbc

6 monthly

- Adoption Agency Report (April to September) – date tbc
- Adoption Agency Report (October to March) – date tbc

Quarterly

- Fostering Agency Report (April to June)
- Fostering Agency Report (July to Sept)
- Fostering Agency Report (Oct to Dec)
- Fostering Agency Report (Jan to March)
- Overview of number of children in Care (snapshot) including age profile (J Bragg) – date tbc
- Children’s Rights and Complaints and Compliments (M Tiernan) – date tbc
- Financial and practical support for foster carers (S Comb) – date tbc
- Corporate Parenting Board Strategy (S Comb) – date tbc
- Education Statistics (when released by DFE) (J Tolley) – date tbc

Corporate Parenting Board

Agenda Plan 2018/19

Date of Meeting	Issues for Consideration	Officer Contact	Notes
<p>Monday 9 July 2017</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>Membership of the Board</p> <p>One Adoption WY Annual Report</p> <p>OFSTED Update (verbal)</p> <p>Foster Care Recruitment and future membership of Foster Panels to include quoracy</p> <p>Care Leavers – Keep on Caring</p> <p>Sufficiency Strategy</p> <p>Training for CPB Members</p> <ul style="list-style-type: none"> - LGA - Total Respect <p>Corporate Parenting Board Agenda Plan 2018/19</p> <p align="center">Informal Items</p> <p>Performance Monitoring report</p> <p>Training Briefings – Officers to advise</p>	<p>Helen Kilroy</p> <p>Sarah Johal or Mandy Prout (One Adoption)</p> <p>Steve Comb</p> <p>S Comb</p> <p>J Bragg Team Manager (Leaving Care) tbc</p> <p>S Comb</p> <p>S Comb</p> <p>Helen Kilroy</p> <p>S Comb/O Rix</p>	

Corporate Parenting Board

Agenda Plan 2018/19

<p>Monday 24 September 2017</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>OFSTED Update (verbal)</p> <p>Corporate Parenting Board Annual Report – September 2018</p> <p>Corporate Parenting Board Agenda Plan 2018/19</p> <p align="center">Informal Items</p> <p>Performance Monitoring report</p> <p>Training Briefings – Officers to advise</p>	<p>S Comb</p> <p>S Comb</p> <p>H Kilroy</p>	
<p>Monday 19 November 2017</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>OFSTED Update (verbal)</p> <p>Annual Report on Children’s Health</p> <p>Corporate Parenting Board Agenda Plan 2018/19</p> <p align="center">Informal Items</p> <p>Performance Monitoring report</p> <p>Training Briefings – Officers to advise</p>	<p>S Comb</p> <p>G Addy</p> <p>H Kilroy</p> <p>S Comb/O Rix</p>	
<p>Monday 21 January 2019</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>OFSTED Update (verbal)</p> <p>Head Teacher Annual Report 2018</p>	<p>S Comb</p> <p>J Tolley</p>	

Corporate Parenting Board

Agenda Plan 2018/19

	<p>Corporate Parenting Board Agenda Plan 2018/19</p> <p align="center">Informal Items</p> <p>Performance Monitoring report</p> <p>Training Briefings – Officers to advise</p>	<p align="center">H Kilroy</p> <p align="center">S Comb/O Rix</p>	
<p>Monday 11 March 2019</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p>Membership and Terms of Reference of the Board (prior to Council AGM)</p> <p>OFSTED Update (verbal)</p> <p>Corporate Parenting Board Agenda Plan 2017/18</p> <p align="center">Informal Items</p> <p>Performance Monitoring report</p> <p>Training Briefings – Officers to advise</p>	<p align="center">S Comb</p> <p align="center">S Comb</p> <p align="center">H Kilroy</p> <p align="center">S Comb/O Rix</p>	
<p>Monday 15 April 2019</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 3, HTH</p>	<p align="center">Public Items:</p> <p>NO QUESTION TIME</p> <p>OFSTED Update (verbal)</p> <p>Statement of Purpose for Registered Children’s Homes (Annual)</p>	<p align="center">S Comb</p> <p align="center">L Caunce</p> <p align="center">S Comb</p>	

Corporate Parenting Board

Agenda Plan 2018/19

	Statement of Purpose for Fostering Service (Annual) Corporate Parenting Board Agenda Plan 2018/19 and 2019/20 <p style="text-align: center;">Informal Items</p> Performance Monitoring report Training Briefings – Officers to advise	H Kilroy	
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Future reports:

- Ofsted update – standard item (E McShane)
- Performance Monitoring report – Standard Item (Informal meeting) (S Comb)
- Corporate Parenting Board Agenda Plan – standard item (H Kilroy)
- Future shape of service and relationship with partners (E McShane/S Comb) – date to be determined
- Independent visitors scheme (quarterly report) (M Tiernan)
- Action Plan on the Fostering and Placement services in Kirklees – date to be confirmed

Annual

- One Adoption Annual Report (J Chew) – date to be determined
- Membership and Terms of Reference of the Board (March each year)
- Private Fostering Annual Report – date to be determined
- Annual report on Children’s Rights (M Tiernan) – date tbc
- Annual report on Complaints and Compliments (Y Mughal) – date tbc
- Annual report on children who go missing from care (Lead Officer tbc) – date tbc
- Annual report on the health of looked after children (G Addy) – date tbc
- Annual report from the Head of the Virtual School on the educational outcomes for looked after children (J Tolley) – date tbc

Corporate Parenting Board

Agenda Plan 2018/19

- 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
- Youth Offending Team relating to their work to children in care (R Smith) – date tbc
- Annual Report on the areas considered by the Board, including its work programme, for presentation to Council and Kirklees Health and Wellbeing Board (S Comb) – date tbc

6 monthly

- Adoption Agency Report (April to September) – date tbc
- Adoption Agency Report (October to March) – date tbc

Quarterly

- Fostering Agency Report (April to June)
- Fostering Agency Report (July to Sept)
- Fostering Agency Report (Oct to Dec)
- Fostering Agency Report (Jan to March)
- Overview of number of children in Care (snapshot) including age profile (J Bragg) – date tbc
- Children’s Rights and Complaints and Compliments (M Tiernan) – date tbc
- Financial and practical support for foster carers (S Comb) – date tbc
- Corporate Parenting Board Strategy (S Comb) – date tbc
- Education Statistics (when released by DFE) (J Tolley) – date tbc

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