

NOTICE OF MEETING

CORPORATE PARENTING ADVISORY COMMITTEE

Tuesday, 5th January, 2016, 7.15 pm or on the rise of the informal meeting with Aspire - Civic Centre, High Road, Wood Green, N22 8LE

MEMBERS: Councillors Patrick Berryman, Makbule Gunes, Bob Hare, Liz Morris, Anne Stennett, Ann Waters (Chair) and Elin Weston

1. FILMING AT MEETINGS

Please note this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual, or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE (IF ANY)

3. ACTIONS ARISING FROM THE MEETING WITH ASPIRE

Feedback from the earlier meeting with Aspire

4. URGENT BUSINESS

The Chair will consider the admission of late items of urgent business. Late items will be considered under the agenda item they appear. New items will be dealt with at Item 11 below.

5. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the consideration becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member' judgement of the public interest.

6. MINUTES (PAGES 1 - 10)

To consider the minutes of the meeting held on 5th October 2015

7. MATTERS ARISING (PAGES 11 - 14)

8. PERFORMANCE (PAGES 15 - 22)

9. PAN-LONDON ADOPTION BID - VERBAL UPDATE

10. DRAFT CORPORATE PARENTING STRATEGY AND VISION (PAGES 23 - 42)

11. NEW ITEMS OF URGENT BUSINESS

As per Item 4

12. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of items as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): Paras 1 & 2: namely information relating to any individual, and information likely to reveal the identity of an individual.

13. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per Item 4

14. ANY OTHER BUSINESS

Date of next meeting: 4th April 2016

Philip Slawther
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Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Date: 23rd December 2015

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Councillors Cllr Waters [Chair], Cllr Berryman, Cllr Stennett, Cllr Morris

Apologies Councillors Hare, Weston, & Gunes.
Vicki Monk-Meyer

Also attending Jon Abbey (Interim Director of Children's Services), Neelam Bhardwaja (Assistant Director – Safeguarding and Social Care), Dominic Porter-Moore (Children in Care Service Manager), Lesley Kettles (Children's Service Manager), Annie Walker (Deputy Head of Service – Children & Families), Fiona Smith (Virtual School Head), Philip Slawther (Clerk), Margaret Gallagher (Performance Manager), Lyn Carrington (Nurse - Whittington Health NHS)

CPAC337. APOLOGIES FOR ABSENCE (IF ANY)

Apologies for absence were received from Councillor Hare & Councillor Gunes.

Councillor Weston gave apologies as she had to attend another meeting.

CPAC338. ACTIONS ARISING FROM THE MEETING WITH ASPIRE

NOTED: The actions listed in the notes of the meeting with Aspire.

The Director of Children's Services identified finding an additional resource to work with Anneke as a significant issue, given budgetary constraints. The Committee discussed that care leavers or graduate trainees could be possible solutions. The Committee also discussed whether someone from Children in Care could provide some leadership and vision to the group. The AD Safeguarding proposed outlining the role of Aspire clearly on the new leaflets being developed in order to clearly outline to prospective Aspire members what the organisation did and what its focus was.

CPAC339. URGENT BUSINESS

NONE

CPAC340. DECLARATIONS OF INTEREST

NONE

CPAC341. MINUTES

The minutes of the meeting held on 6 July 2015 were AGREED.

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The Chair COMMENTED that the previous action around arranging a day's work experience for CIC/ care leavers with councillors was incomplete and suggested raising the issue at the Member training event later that week.

Action: Cllr Waters

CPAC342. MATTERS ARISING

The Committee NOTED the Corporate Parenting Agenda Plan 2015/16.

CPAC343. PERFORMANCE: INCLUDING PERMANCY PLANS FOR LAC

RECEIVED the report on Performance for the Year to August 2015. Report included in the agenda pack (pages 9 to 18).

NOTED in response to discussion:

- An overall improving trajectory in relation to the majority of performance indicators.
- As of the 5th October there were 450 Children in Care, which was 76 per 10,000 population including 36 unaccompanied asylum seeker children. Haringey's rate of LAC remained significantly above the London (54) and National average (60) although the gap had closed to the statistical neighbour rate of 70.
- Permanency was secured for 18% of children who ceased to be Looked After. In the year to August 2015 there were 9 adoptions and 7 Special Guardianship Orders.
- The downward trajectory of the average amount of time taken for children being placed for adoption (438 days). The committee noted significant improvement in performance for this indicator compared to last year. This figure was above national average but was in line with statistical neighbours.
- Adoption was down 24% this year nationally.
- 79 children were placed 20 miles or more from Haringey at the end of August 2015. This equated to 18.3% against a 16% target but on an improving trajectory.
- At the end of August, 96% of LAC, in care for over a month, had an up to date health assessment, a sustained improvement which compared favourably with the London average.
- Following concerted effort, including technical input and data cleansing, 74% of LAC had an up to date Care Plan at mid-September, improved from the position of 49% at the end of May but remaining below the expected level.

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- The average care proceedings duration in 2014/15 was 34 weeks with trends towards a longer duration than the statutory minimum. In quarter 1 this trend had been reversed towards shorter duration and an average duration of 32.4 weeks.
- There had been a decline (57%) in the number of Personal Education Plans (PEP) being completed since the 71% achieved in July, but the Committee noted that this was partially attributable to the school summer holidays. The Committee noted that advice from the DfE on reporting timescales was that the PEP's should be held three times a year and that could either be 3 school based meetings or 2 school based meetings with a review in between. It was clarified that at present the figures were based on six-monthly reviews and that the new guidance of 3 reviews per year was implemented as of September. Virtual Schools needed to establish a process for recording any reviews and their inclusion into the performance figures.

Action: Fiona Smith

- The Committee noted that the social worker was responsible for initiating the PEP and for recording it on the child's file but when the meetings took place in school the teacher would chair the meeting and record the actions taken. The effect was that it could be difficult to then get the paperwork back from the schools. Virtual schools to revisit the issue of bringing in electronic PEP's, Virtual School Head to bring a copy of an e-PEP to the next CPAC for discussion.

Action: Fiona Smith

- 27% of LAC aged 16 and over had pathway plans less than 6 months old which although better than levels achieved earlier in the year, was below the expected levels. Focused attention had increased performance on pathway plans to 40% by mid September. The new Head of Service was putting a performance review system in place with team managers to attend a session to review all relevant care and pathway plans and agree dates for timely completion. It was clarified that a pathway plan was for LAC who were 16 and over, whilst care plans were for those under the age of 16. The Committee NOTED that there was a training need for managers on Mosaic because plans were being done but they were not being correctly recorded and that this had a significant effect on performance.

Action: Annie Walker/Dominic Porter-Moore

- In August five children were recorded as missing from care in the month and 16 were away from their placement without authorisation.
- Performance for LAC children with an up to date dental visit was on a downward trajectory with current performance at 76% which had dipped from 91% in March. Performance had improved slightly since the end of July.

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- The latest published educational attainment data showed that 305 of Children in Need achieved reading, writing and maths at Level 4+, a decline from 44.25 the previous year and below the average for both London and nationally.
- In response to a question, around the number of foster carers attracted by the banner campaign across Haringey, the Children's Service Manager advised that since April 2013, 31 carers had been approved which was below the target of 40, which was considered as an ambitious target. The Children's Service Manager also advised that she had discussed with NRS that a number of banners had been removed due to their deteriorating state and it was considered that this had an impact on the number of foster carers coming forward.
- The Committee noted that the contract with NRS was based on a fee per child that was successfully placed in foster care.
- In response to a question about whether the Council were satisfied with NRS, the AD Safeguarding and Social Care advised that the experience had been mixed and that quality of reports received was often low. The Council did not specify the need for foster carers for a mixed age group when establishing the contract with NRS.
- Cllr Berryman commented that a couple he knew had given up trying to foster a child in Haringey due to difficulties in the process and had instead fostered through Barnet.
- The Children in Care Service Manager advocated undertaking a mystery shopper approach to get a better understanding of the quality of service offered by NRS. The Children in Care Service Manager also advised that the organisation needed to look at the offer and support offered to potential foster carers. The Committee AGREED to undertake some mystery shopper analysis.

Action: Dominic Porter-Moore

- Children in Care Service Manager advised that he would be reviewing the NRS contract with the AD Commissioning to agree next steps.

Action: Dominic Porter-Moore

- In response to a question around poor performance of Children in Care & placements on their 19th birthday, the Committee noted that this was a very small cohort and that the figures could be significantly affected by a negative result.

AGREED to note the report.

CPAC344. DISABLED LAC

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RECEIVED the Disabled LAC report that was requested following the Committee's request for an update on what the issues and challenges were in relation to disabled Looked After Children. The report was included in the agenda pack (pages 19 to 26).

NOTED that

- There were currently 22 children looked after by Haringey allocated in the Disabled Children's Team.
- Foster carers who were considering the option of applying for SGO status had not pursued the option due to a concern that the support identified in the SGO plan, would not be sufficient to meet their needs compared to the allowance they receive through their fostering allowance. Children's Service Manager advised that the maximum allowance for Special Guardianship was £185 per week which was about half of the allowance for a foster carer. The levels of support and guidance were also significantly lower for special guardianship.
- One third of the Disabled Children's Team's LAC were placed over 20 miles from Haringey, with 4 of the 7 children placed in residential homes or schools.
- An issue was identified in that children were travelling some distances from their residential home in order to maintain their placement in the local special school. The Director of Children's Services identified that some children had two-hour journeys to school. The Committee noted that the type of disability could have a limiting effect on the type of educational establishment available. Officers advised that parents could be reluctant to push children into public transport or to alter a settled routine. The Head of Integrated Service was looking into how to address the issues raised around transport. The Head of Integrated Service to report to the Committee on the reasons behind why those children were being transported a long distance.

Action: Vicki Monk-Meyer

- The Committee welcomed the report and commented that they found having information on disabled Looked After Children constructive.
- In response to a question on how many of the 31 foster carers recruited through the banner campaign were able to foster a disabled child, the Children's Service Manager advised that there was one.

AGREED to note the report.

**CPAC345. PEP PERFORMANCE, UPDATE ON PATHWAY PLANS & UPDATE
ON CARE PLANS**

RECEIVED a report updating the Committee on performance around PEP's covering the period September 2014 – July 2015, with additional commentary on pathway plans and care plans. The report was included in the agenda pack (pages 27 to 30).

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NOTED that

- The latest figures for performance on PEP completion showed a 14% point dip from 71% in July 2015 to 57% in September 2015. This could be accounted for due to it being the start of the school year, as figures from 2014 showed a similar picture.
- The Head of Virtual Schools confirmed that her service offered dedicated training to designated teachers and social workers.
- One of the key issues related to organisation and the need to agree a date for all of the relevant people to attend for example, teacher, social worker, foster carer, educational psychologist.
- In response to a question around the extent to which the child is involved in the PEP, the Head of Virtual Schools replied that the child should be involved in the process, including attending at least part of the meeting, at a relatively young age. The PEP provided the child with the opportunity to ask for additional help or support in a particular subject. Deputy Head of Service, Children & Families stated that participation levels of the child were mixed but stated that the PEP's took place in school hours with the child present.
- The Head of Virtual Schools confirmed that the PEP was an opportunity to discuss what the Pupil Premium was being used on and it should be recorded in the PEP and reported up to Virtual Schools.
- The Committee noted that there was an expectation that the foster carer allowance would provide for IT equipment although the Pupil Premium was often used to purchase laptops.
- The Head of Virtual Schools advised that her service had sight of what the school had agreed in the PEP and would also follow up with the social worker if needed, for instance if equipment had been promised but not delivered. Virtual Schools could also attend PEP meetings at the school to follow up on issues.
- The Head of Virtual Schools advised that assessing the impact and outcomes of any additional support required was crucial to developing robust PEP's.

CPAC346. FINDINGS FROM TASK AND FINISH GROUP

RECEIVED a verbal update from the AD Safeguarding and Social Care on the Task and Finish Group for Missing Children. The group was set up by the LSCB and was chaired by the Borough Commander. The Committee noted that there was a lack of buy-in from the police to the group and that the work which was supposed to be concluded in July had been delayed. The AD Safeguarding and Social Care advised that Children's Services had taken a lead in the process due to the delays. A

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breakfast meeting was arranged between relevant people within the three main agencies to discuss information around reoccurring cases of children missing from care, who may be at risk of CSE and refer those to the MACE. The Director of Children's Services advised that the Borough Commander agreed to attend the meeting and that the purpose was for partners to sit down and discuss what themes there were, see what the high profile cases were and agree whether there was anything strategically or system wise that needed to be done.

AD Safeguarding and Social Care advised that a report was being drafted on the key findings and would be presented in due course.

Action: Neelam Bhardwaja

CPAC347. PAN LONDON ADOPTION BID

RECEIVED a verbal update from the Director of Children's Services on the pan-London adoption bid. A proposal was developed and submitted to the DfE, outlining how bringing together adoption services for 33 local authorities might work and what the challenges might be. NOTED that DfE had initially accepted the proposal and that funding had been released for further development of an implementation plan and developing the details further. The proposed milestones for the project were:

- October to January would involve a further exploration of what the costs might be of the service, including the cost of delay and the potential efficiency savings involved.
- January to August 2016, was allocated to designing and testing the new service
- Implementation, rollout and new approach to stakeholders launch would be the final stage.

The Director of Children's Services identified that key concerns at this initial stage were what the governance arrangements were and what the local representation was in such a regionalised service.

The Committee noted that at present most authorities would have their own adoption panels with their own independent chairs and that the effect was that each panel were operating from the same pool of potential carers. The proposals would examine whether one regional adoption panel would be more effective. Officers confirmed that proposals would be for the regionalisation of all adoption based services including; family finding, doctor recruitment, adoption support and special guardianship support.

AGREED that an update on the pan-London adoption bid was to be standing item on future agendas.

Action: Jon Abbey/Clerk

CPAC348. PLAN / VISION FOR CORPORATE PARENTING

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RECEIVED a verbal update from the Director of Children's Services that he would bring an outline draft of the plan/vision to the next meeting.

Action: Jon Abbey/Clerk

The Chair reiterated that the AD Safeguarding and Social Care was providing a training session for all Members on the 6th October to outline what the role of being a corporate parent involved.

CPAC349. NEW ITEMS OF URGENT BUSINESS

None.

CPAC348. EXCLUSION OF THE PRESS AND PUBLIC

None.

CPAC 349. NEW ITEMS OF URGENT EXEMPT BUSINESS

None.

CPAC350. ANY OTHER BUSINESS

Future meetings

NOTED the following dates:

5 January 2016

4 April 2016

All meetings are scheduled to start at 6.30pm.

Cllr Ann Waters
Chair

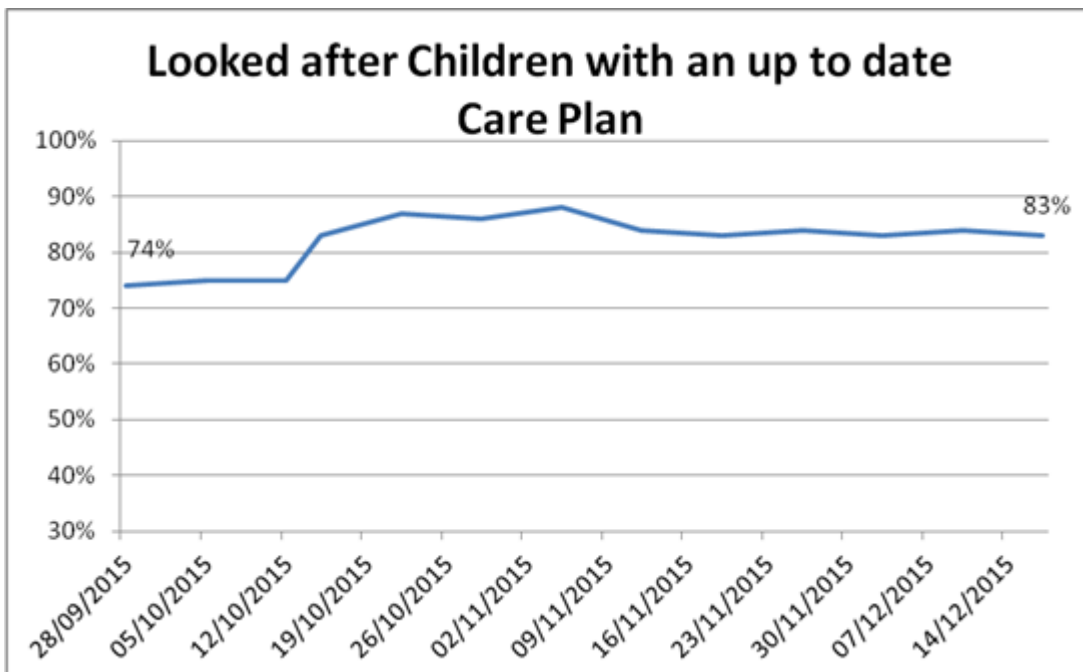
The meeting ended at 21:00 hours.

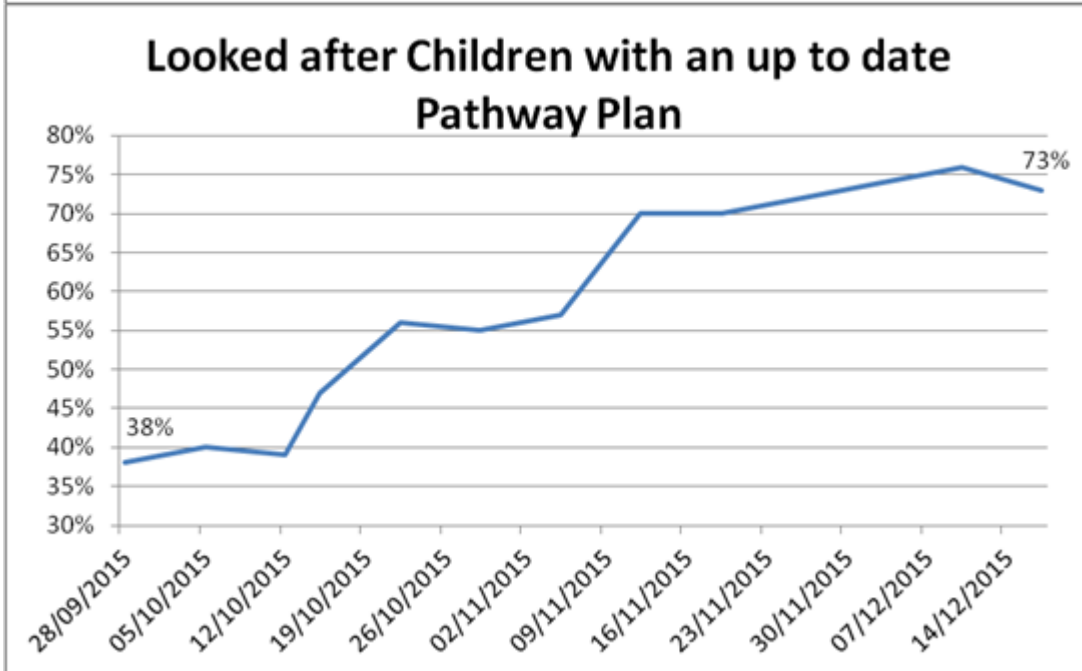
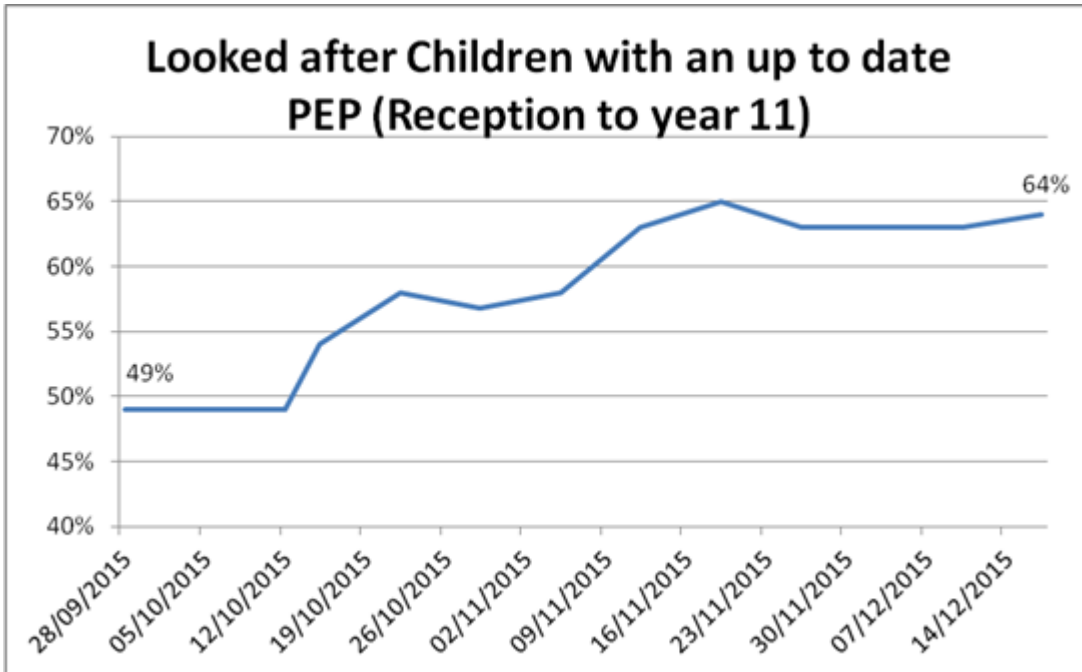
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Item for Annie Walker/Dominic Porter-Moore

- A weekly performance panel chaired by the Head of Service for Children in Care and Placements was established initially for a three month period. The panel’s membership consists of the service Manager for the YPIC service, the Virtual School Head Teacher, members of the performance team. Team Managers attend this panel to account for their team’s performance across three indicators listed below:
 - Timeliness of care plans
 - Timeliness of pathway plans
 - Timeliness of PEPs (Personal Education Plans)

Since October 2015 there has been a month on month improvement on timeliness for completion of care plans, pathway plans and PEPs.





Corporate Parenting Agenda Planning 2015/16

Corporate Parenting meeting Date	Agenda Items	Lead Officer
6 th July 2015	<ol style="list-style-type: none"> 1. Performance 2. CPAC and Aspire notes with update on actions 3. Ofsted update • Previous Minutes from 8/12 & 16/03 <p><u>Action Updates</u></p> <ol style="list-style-type: none"> 4. Information on locations of new foster carers. 5. Update on no. of carers recruited through advertising banners 6. Clarify funding for Aspire meetings. <p>Draft Reports will be due with Jon Abbey on 19th June and due for publication on 26th June</p>	<p>Margaret Gallagher/Richard Hutton Cath Hogan</p> <p>Jon Abbey</p> <p>Jon Abbey</p> <p>Jon Abbey</p> <p>Neelam Bhardwaja</p>
5 th October 2015	<ol style="list-style-type: none"> 1. Performance Inc. Permanency Plans 2. CPAC and Aspire notes 3. Pan-London Adoption Bid 4. Plan / Vision for Corporate Parenting <p><u>Action Updates</u></p> <ol style="list-style-type: none"> 5. Disabled LAC 	<p>Margaret Gallagher/Richard Hutton/Dominic Porter-Moore</p> <p>Jon Abbey</p> <p>Jon Abbey</p> <p>Jon Abbey</p>

Corporate Parenting Agenda Planning 2015/16

	<p>6. PEP Performance and update on Pathway Plans and Care Plans</p> <p>7. Findings from Task & Finish Group on Missing Children</p> <p>8. Adoption Banners</p> <p>9. Unclaimed Pupil Premium Grant</p> <ul style="list-style-type: none"> • Previous minutes from 6th July <p>Draft Reports will be due with Jon Abbey on 18th September and due for publication on the 25th September.</p>	<p>Dominic Porter-Moore / Fiona Smith</p> <p>Neelam Bhardwaja</p> <p>Leslie Kettles</p> <p>Fiona Smith</p>
5 Jan 2016	<p>1. Performance</p> <p>2. CPAC and Aspire notes</p> <p>3. Pan-London Adoption Bid</p> <p>4. Plan/Vision for Corporate Parenting</p> <p><u>Action Updates</u></p> <p>5. Inclusion of PEP reviews into performance figures.</p> <p>6. Pathway Plan Performance</p> <p>7. Mystery Shopping</p> <p>8. Update on NRS Contract</p> <p>9. Disabled LAC – Transportation issues</p>	<p>Annie Walker/Dominic Porter-Moore</p> <p>Neelam Bhardwaja</p> <p>Jon Abbey</p> <p>Annie Walker/Dominic Porter-Moore</p> <p>Dominic Porter-Moore</p> <p>Dominic Porter-Moore</p> <p>Dominic Porter-Moore</p> <p>Vicki Monk-Meyer</p>

Corporate Parenting Agenda Planning 2015/16

	Draft Reports will be due with Jon Abbey on 17th December and due for publication on the 23rd December 2015	
4th April 2016	<ol style="list-style-type: none">1. Performance2. CPAC and Aspire notes Draft Reports will be due with Jon Abbey on the 18th March and due for publication on the 25th March.	

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Report for: Corporate Parent Advisory Committee: 5 January 2016

Item number:

Title: Performance for the year to November 2015

Report

Authorised by:



Jon Abbey, Director, Children's Services

Lead Officer: Margaret Gallagher, Corporate Performance Manager
margaret.gallagher@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Non key

1. Introduction

- 1.1. This report provides an analysis of the performance data and trends for an agreed set of measures relating to Looked After children on behalf of the Corporate Parenting Advisory Committee.
- 1.2. Section 2 and 3 contain performance highlights and key messages identifying areas of improvement and areas for focus.
- 1.3. Section 4 provides an overall assessment of performance in the service as relating to Children in Care so that Members can assess progress in key areas within the context of the Local Authority's role as Corporate Parent.

2. Positive or Improving Performance

- 2.1. **434 children were in care** on the last day of November 2015 or 74 per 10,000 population including 38 unaccompanied asylum seeker children. There has been a gradual decrease in the level of children in care in comparison to the position at the end of March 2015 - 17 fewer children. Despite a reduction in Haringey's rate of looked after children, the rate remains significantly above the London (52) and national average (60) although we have narrowed the gap (difference of 5) with our statistical neighbour rate of 69.
- 2.2. A performance review system has been put in place by the head of service with team managers attending a weekly session to review plans and dates for their timely completion and update on the system as needed. As a result,

performance on care plans, pathway plans and Personal Education Plans (PEPs) has improved. At the end of November, 84% of Looked After children had an **up to date Care Plan**, a significant improvement from a low level of 49% at the end of May and only 6% away from the expected target.

- 2.3. 62% of school aged children had completed and **up to date Personal Education Plans** at the end of November. This is a gradual improvement from the drop in performance in September (49% compared to a high of 71% in July), although it remains below the expected level. Completion of PEPs will continue to be prioritised. Compliance and effective working relationships between children's allocated workers and schools will assure sustained timely completion of plans.
- 2.4. At the end of November, 73% of looked after children aged 16-17 had **up to date Pathway Plans**. Performance in this area is at its highest and has increased significantly compared to the low level (20%) achieved in June. There has been continuous focus to ensure completion of plans in a timely manner which has subsequently improved performance further, positioning achievement at 77% in mid-December.
- 2.5. Indicators around **stability of placements** for looked after children remain in line with statistical neighbours and targets. In the year to November 2015, 8% of children had three or more placement moves, below the statistical neighbour average (13%). 75% of children under 16 who had been in care for at least two and a half years had been in the same placement for at least two years, slightly above our statistical neighbour average (70%).
- 2.6. 83 children or 19% were **placed 20 miles or more from Haringey** at the end of November 2015, slightly above than the 16% target but on an improving trajectory. Although higher than national levels this proportion is in line with the average for London and our Statistical Neighbours (18%).
- 2.7. In the year to October, **children waited an average of 431 days from becoming looked after to being placed for adoption**. This is marginally higher than the national threshold (426 day average for 2013-16) but an improvement on the 589 days in 2014/15. Haringey's three year average (2012/15) of 690 days is better than our statistical neighbour position of 769 days, the England position of 628 days and an improvement on our 2011/14 average days of 731.
- 2.8. At the end of November, 95% (408 out of 429) of children in care for over a month had an **up to date health assessment**, a sustained improvement and comparing favourably with the London average.
- 2.9. The **average care proceedings duration** in 2014/15 was 34 weeks (including cases commenced in 2013/14) with trends towards cases of longer duration than the 26 weeks statutory minimum. The Quarter 1 & 2 data for 2015/16 reveal that the average case duration at 40 weeks was impacted by the conclusion of 12 long running cases (86 – 51 weeks) during Q2. Excluding these cases case duration was 31 weeks and continues the downward trend since the consortium began.

- 2.10. 35% of 46 cases were concluded in less than 26 weeks with the remaining 65% concluded in over 26 weeks in the first half of 2015/16. The reduction in the number of care proceedings and placement order applications and increase in number of reunification and SGOs has been maintained.
- 2.11. **Attainment results of our looked after children at Key Stage 2 and GCSE** are mostly in the top quartile nationally. 2015 provisional data for children looked after for more than a year suggests that GCSE results have improved further with 28% achieving 5 GCSEs at grades A*-C including English and mathematics, a 6 ppts improvement on the 2014 results.

3. Areas for Focus

- 3.1. In the year to November 2015 there have been 15 adoptions and 12 special guardianship orders (SGO). This equates to permanency being secured for 20% of children that ceased to be looked after but is six fewer legal orders achieved compared with the same period last year and behind track to achieve our combined (adoption and SGO) target of 54 for 2015-16.
- 3.2. 91% of LAC children had an up to date dental visit as at 31 March 2015 but, as at November 2015, 81% of the current LAC cohort had up to date dental checks. Performance has been on a downward trajectory since April 2015 but current performance is an improvement on the position at the end of July (72.5%).
- 3.3. 83.4% of Children in Care visits were recorded as completed in the relevant timescales in this period, November. Performance in this area had improved considerably in recent months (88.5% at the end of October 2015) but decreased by the end of November. Current performance remains below levels achieved in previous years.
- 3.4. Performance on care leavers in suitable accommodation and in education, employment and training is below levels achieved last year. However, the following has been actioned/achieved in order to strengthen performance:
- Employment consultant and DWP work coach based within Young Adults Service
 - Six-weekly NEET panel (Not in Education, Employment or Training) with partners to discuss as a network those hard to reach/engage
 - Challenge in tracking some NEETs (i.e. Albanian cohort) and further work to be undertaken to identify ways of tracking and engaging these groups
 - 16 care leavers starting university in the new academic year.
- 3.5. In November, 15 children were recorded as either missing from care or away from their placement. Six children were missing at any point in the month and nine children were away without authorisation. A more systematic way to capture data on missing children and return to care interviews is being progressed. A Haringey Runaway and Missing from Home and Care Protocol

has been completed by all agencies and will be the basis for dealing with children who run away or go missing in the area.

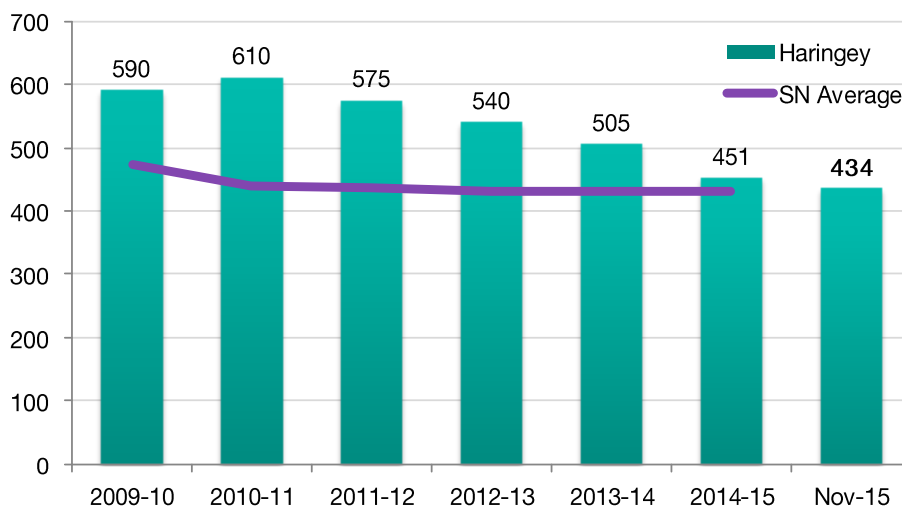
- 3.6. 92% of LAC had an **up to date review** at the end of November. There is currently a delay in recording reviews on the system which is impacting performance – the accurate position should be higher.

Overall Assessment of Performance

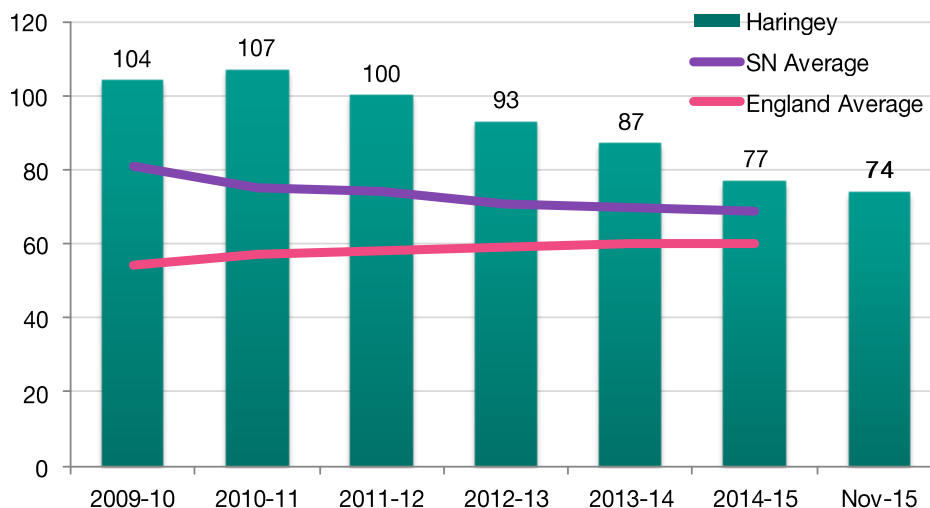
Looked After Children

- 4.1. There has been a 10.6% reduction in the number of looked after children as at 31st March 2015 compared to March 2014 (13% reduction at the end of November).

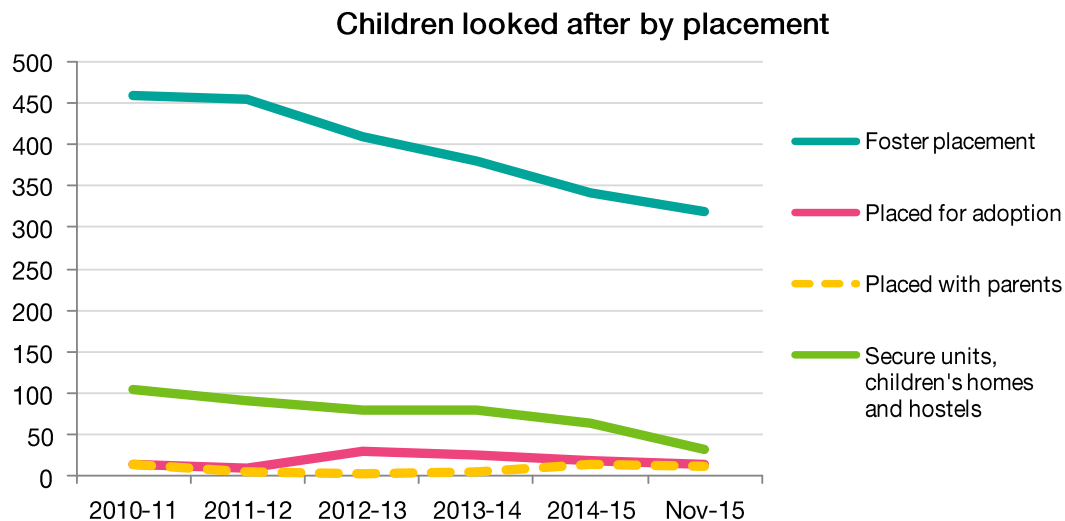
Number of Looked After Children



Children Looked After rate per 10,000



- 4.2. Over the last six years, Haringey have safely managed down the proportion of Looked after Children. Although we remain above the national (60) and London average (52), the gap between Haringey's LAC rate per 10,000 and SN average has narrowed to a difference of five at the end of November.
- 4.3. The number of children in secure units, children's homes and hostels reduced from 105 at 31/03/2011 to 64 at 31/03/2015. This has reduced further with 31 children placed in secure units, homes and hostels at the end of November 2015. Of the 31 children, 28 were placed in residential placements; an increase on the position at the start of the financial year.

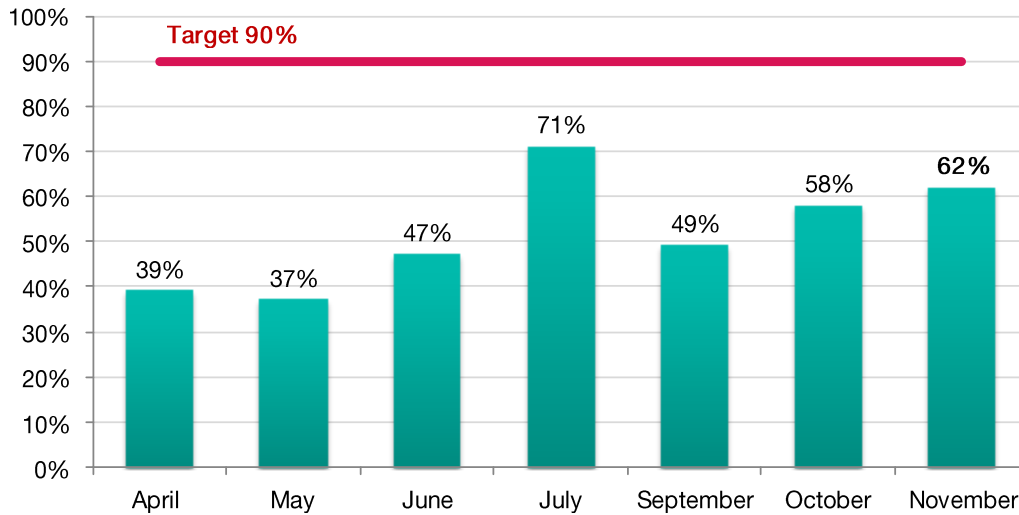


- 4.4. In 2013-14, Haringey had the highest number of secure unit, children's home and hostel placements in London, above the SN average of 37 in 2013-14. As part of a sufficiency improvement plan, recruitment of foster carers has been prioritised to reduce reliance on costly residential placements. 22 foster carers were recruited in 2013-14, 21 in 2014-15 and 15 in the year to November.

Personal Education Plans

- 4.5. As at the end of May 2015, 37% of school aged children had completed and up to date personal education plans (PEPs). Through a data cleansing exercise and focused review of incomplete and out of date plans, performance increased to a high of 71% at the end of July. Performance had however declined to 49% by the end of September following the school holidays.

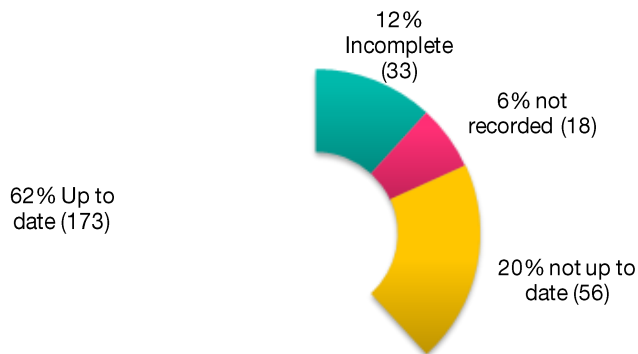
Percentage of school aged children with up to date PEPs



Note: Performance for August not included as schools were closed for summer holidays

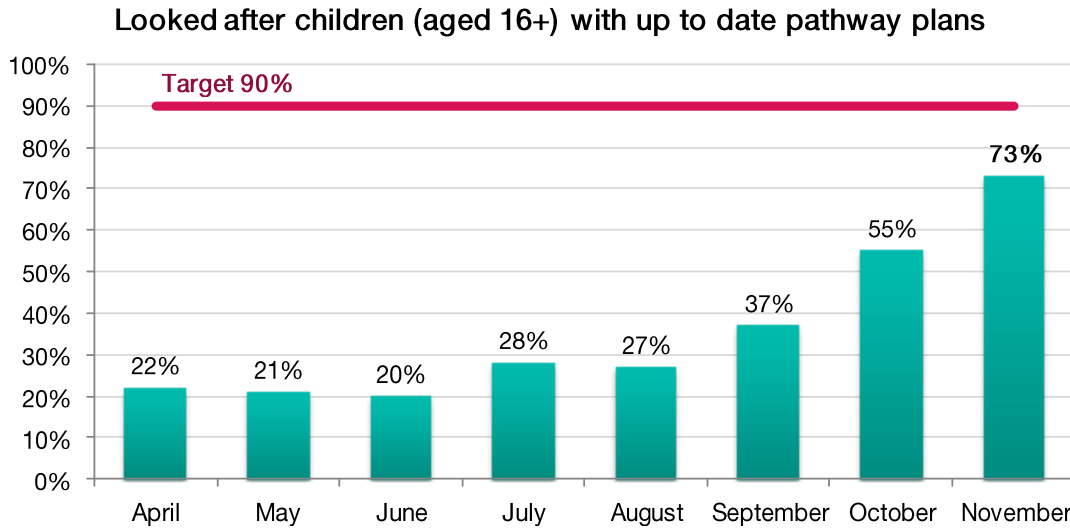
- 4.6. Since the end of September, completion of up to date PEPs has yielded improved results but still remains below target. At the end of November 62% of children had up to date PEPs; 12% were incomplete, 20% were older than six months (ie required updating) and 6% did not have a plan recorded.

Breakdown of PEPs Performance (Nov 2015)



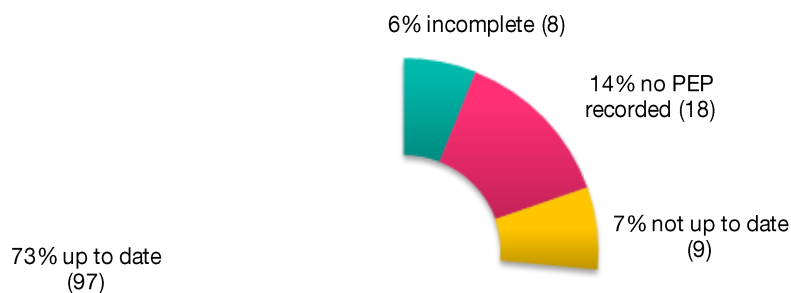
- 4.7. Approximately 29% of PEPs not up to date were just over six months old. In order to sustain the reduction of out of date PEPs, the performance team currently provides team managers weekly updates of plans expiring within two weeks. This enables workers to forward plan and ensure plans are updated where required.
- 4.8. Previous analysis showed Year 10 and Year 11 pupils had the largest proportion of out of date PEPs. At the end of November pupils in year 11 had the largest proportion of PEPs not up to date (21%). 51% of LAC pupils in Years 10 and 11 had up to date PEPs at the end of the period. Focused attention is required in this area to promote their education achievement and enhance continuity and self-esteem as they reach the end of their statutory school years.

Pathway Plans



- 4.9. Performance on pathway plans recorded was poor in the first five months of the financial year. Since the end of August focused attention has gradually increased performance to 73% by the end of November and has continued to improve with 76% of pathway plans up to date as at mid-December.
- 4.10. The number of 16+ LAC with no pathway plan has reduced by 42% from the position as at June 2015. At the end of November, 12 of the 18 children with no pathway plan recorded had an up to date care plan form completed on the system. As care plans are not applicable to 16 and 17 year olds, this highlighted an issue whereby relevant pathway plan forms were not being completed in error. This is to be addressed with the service to yield further improvement.

Breakdown of Pathway Plans Performance (Nov 2015)



5. Contribution to strategic outcomes

- 5.1. Priority 1: Enable every child and young person to have the best start in life, with high quality education.


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Report for: Corporate Parenting Advisory Committee
5 January 2016

Item number:

Title: Draft Corporate Parenting Strategy and Vision

Report

authorised by :  Jon Abbey, Director, Children's Services

Lead Officer: Dominic Porter-Moore, Dominic.porter-moore@haringey.gov.uk
020 8489 1011

Ward(s) affected: NA

Report for Key/

Non Key Decision: Non-Key

1. Describe the issue under consideration

The development of a Corporate Parenting Strategy will support Priority 1 objectives specifically for Looked After children and set out how the Council and its partner agencies will act as responsible parents for children and young people in care as well as young people leaving care who are entitled to support.

2. Cabinet Member Introduction

It is imperative that as corporate parents we not only understand our role and responsibilities but share and articulate our aspiration and vision for young people in care. Good and effective Local Authorities have a shared vision and a strategy which provides the actions and timeframes to provide the very best outcomes for Looked After children and this is an important document for consideration and discussion by Members.

3. Recommendations

Members are asked to discuss the first draft of the strategy.

4. Reasons for decision

The draft strategy outlines our vision and aspirations for Looked After children. It emphasises and reinforces the corporate responsibilities of the Council and all partner agencies, through a range of policies and local initiatives which promote good practice and outcomes for Looked after children, so that they can fulfil their role as corporate parents.

5. Alternative options considered

Research was undertaken on strategies from other authorities. The proposed strategy is felt to be the most appropriate for Haringey.

6. Background information

This issue was raised at the last meeting of CPAC in October 2015 at which the Director of Children's Services indicated that he would bring a draft plan / vision to the next meeting. The attached draft is a first attempt and should be viewed as a start to the discussion.

The Council's responsibilities and duty towards its Looked After children are highly prescribed and regulated through Government guidance and legislation.

The council's commitment to our Looked After children is overseen by the Corporate Parenting Advisory Committee (CPAC) and is the body with responsibility for facilitating the Council's role as corporate parent for children and young people in care. They seek to ensure that the health, education and access to employment of children in care is maximised, monitor the quality of care provided, and also ensure that children leaving care have sustainable arrangements for their future.

Discussions will be held with Aspire members and the LSCB to ensure that the voice of the child is included in the strategy.

7. Contribution to strategic outcomes

Priority 1 - Enable every child and young person to have the best start in life, with high quality education.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

NA

Equality

In accordance with the principles set out in the Children Act 1989, Haringey's services for Looked After children are premised upon the belief that in most circumstances children and young people are best looked after within their own families.

However, there will always be some children and young people for whom being in the care of Haringey Council will be in their best interests. These children and young people deserve the highest quality services to ensure both that they are not disadvantaged from their peers, and also that any disadvantages which they may have suffered prior to coming into care are redressed. Haringey Council, as a corporate parent, seeks to remove any and all barriers that may exist in

order to enable looked after children and young people to achieve their full potential.

9. Use of Appendices

Draft Corporate Parenting Strategy

10. Local Government (Access to Information) Act 1985

a. Children Act 1989

b. Report: *Care Matters: Time for Change* (2007)

[Care matters: time for change - Gov.uk](#) *

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CORPORATE PARENTING STRATEGY

2016 – 2017

1. Introduction

This strategy sets out the intentions of Haringey Council in relation to improving outcomes for children and young people who are looked after by the Local Authority. In accordance with the principles set out in the Children Act 1989, Haringey Council's services for children are premised upon the belief that in most circumstances children and young people are best looked after within their own families.

However, there will always be some children and young people, for reasons of abuse, neglect or for other reasons, for whom being in the care of Haringey will be in their best interests. These same children and young people deserve the highest quality service that not only does not disadvantage them amongst their peers, but also seeks to redress the disadvantages that they may already have suffered prior to come into care and which will enable them to have the best possible start in life. Haringey Council, as a corporate parent, seeks to remove any and all barriers that may exist in order to enable looked after children and young people to achieve their full potential.

The Haringey Corporate Plan 2015 – 2018, which was formally ratified by full Council in February 2015, sets out the five strategic priorities for the borough:

- **Priority 1:** Enable every child and young person to have the best start in life, with high quality education
- **Priority 2:** Empower all adults to live healthy, long and fulfilling lives
- **Priority 3:** A clean and safe borough where people are proud to live
- **Priority 4:** Drive growth and employment from which everyone can benefit
- **Priority 5:** Create homes and communities where people choose to live and are

Priority 1 specifically relates to our children and young people, including those in our care and within this priority area we have established a number of key objectives:

- **All children will have the best start in life**
- **Children and young people across Haringey excel at school, making the most of their potential**
- **All young people will have access to excellent employment or higher education opportunities**
- **Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time**
- **Children and families who need more support will be helped earlier before issues escalate**

- **All children and young people will be safeguarded from abuse.**

2. National context

The report '*Care Matters: Time for Change*' (2007) demonstrated a specific focus on children in care. This document sets out a desirable direction for improvements that should be made for children in care. 'Care Matters' sets out a range of intentions to improve both outcomes for children and young people in care and the levels of skill and competence of those staff who act as Corporate Parents, and of staff and carers directly supporting children.

In April 2013 The Care Inquiry published '*Making not Breaking; Building Relationships*' for our most vulnerable children'. This report concluded that 'permanence' for children means 'security, stability, love and a strong sense of identity and belonging' and reinforced that the quality of relationships with people who care for and about children is vital.

3. Local Context

Haringey Children and Young People's Service looks after approximately 450 children and young people at any time. This does not include children who are receiving short breaks but does include unaccompanied asylum-seeking children. Since March 2011 the number of looked after children to Haringey Council has reduced by 26% from 610 to 450 children at 75 per 10,000 children. This has again reduced to around 430 children as at December 2015. The England average rate of Children in Care at 31 March 2015 was 60 children per 10,000 under 18 population and 52 in London. In comparison, Haringey's statistical neighbours' average rate is 69 per 10,000 children. These Local Authorities have also experienced a decrease, although smaller than the reduction in Haringey, and this is in contrast to the small increase seen nationally since 2011. Haringey's rate of looked after children has exceeded its statistical neighbour average for some years and continues to remain above the SN average, but as at 31 March 2015 Haringey's rate reduced to close the gap to just six points between us and our statistical neighbour's average.

4. Who are 'Looked After' Children and Young People?

Children and young people who are 'Looked After' are the subject of a care order or interim care order, children accommodated under section 20 of the Children Act 1989 for more than 24 hours, emergency protection orders where children are accommodated by the Local Authority, children on remand to Local Authority accommodation, or under supervision with a residence requirement to live in Local Authority accommodation, and children subject of Police Powers of Protection or arrested and at police request accommodated by the Local Authority. Children in care also include children who are seeking Asylum and those who experience a regular series of short breaks.

A child may become looked after for a short period of time, as a result of temporary issues while their parents receive the required support, as a result of abuse or neglect, or significantly challenging or offending behaviours.

5. Haringey Corporate Parenting Strategy Aims

Haringey's Corporate Parenting Strategy is the framework which supports Priority 1 objectives specifically for looked after children and details how the Council and its partner agencies will act as responsible parents for children and young people in care as well as young people leaving care who are entitled to support.

The strategy is aimed at ensuring that all corporate parents within Haringey are fully involved in fulfilling their role as corporate parents and in helping children and young people to achieve their full potential as they grow up and into their adult life.

The aim of the strategy is to emphasise, and reinforce the corporate responsibilities of the Council and all partner agencies, through a range of policies and local initiatives which promote good practice and outcomes for Looked after Children.

6. The Corporate Parenting Strategy Objectives

The Council's responsibilities and duty towards its Looked After children is highly prescribed and regulated through Government guidance and legislation. However due to their life experiences, when compared with all children and young people, those who are in care do not achieve as highly as their peers.

The Council has a clear commitment to improve outcomes for all children and young people and the Corporate Parenting Advisory Committee take a key role in ensuring that outcomes for looked after children are improved and in line with those children not in our care. We will do this through a range of mechanisms, including:

- **Early Help**
One of the best ways to ensure that we can deliver high quality services to children in care is to ensure that we have the right children in care, those most vulnerable and at risk, whilst ensuring that we support those children who can be supported at home effectively
- **A Strong and Consistent 'Front Door'**
Establishing a strong and consistent 'front door' (i.e. the part of children's social care services that provide the first contact and assessment for vulnerable children and families) that ensures we look after the right children at the right time is a crucial starting point in the child's journey. The Children's Services Department front door (Single Point of Access and Triage) will ensure those children who meet our threshold of intervention will be offered an assessment and subsequent service and a support package provided by our front line teams.
- **Early Permanency**

When we do need to take a child in to care we need to act quickly and decisively at an early stage in the child's journey through the care system in order to give the child security and consistency of care. Acting within existing legislation, we will adopt the 'golden thread' of permanency throughout our decision making that starts at the front door.

- ***Support and Help***

Being in care itself can be worrying and unsettling for children and young people, that may be exacerbated by being some distance away from home (or sometimes vice versa). We will support all our children in care wherever they are placed and whoever they are placed with.

- ***Participation***

The Children in Care 'Haringey Pledge' is central to our participation strategy and all corporate parents are committed to every pledge set out.

- ***Data Management***

Management information and performance management are key to any informing evidence based decisions making. We ensure that our regular performance reports to CPAC inform any decision making as well as weekly reporting to the Lead Member for Children's Services on specific and pertinent issues for looked after children (i.e. Children missing from care).

- ***Sufficiency***

In order to care for our children well, we need a good supply of high quality placements. Our Sufficiency Strategy clearly sets out how we will achieve this in Haringey.

- ***Placement Stability***

We know that outcomes for children are better when they are able to form long term relationships with carers. We regularly review placement stability and view this as a key proxy indicator.

- ***Education***

Working closely with our virtual school we are ensuring that education attainment for all our children in care receives our highest priority and we aim to narrow the gap between the achievements of children who are not in care and those who are looked after by Haringey Council. We are also committed to ensuring that all children looked after by Haringey Council are able to fulfil their educational potential.

- ***Health***

In partnership with health services we are ensuring that the health needs of the children and young people we have responsibility for are identified in an appropriate and timely manner. Evidence shows that children and young people in care have some of the poorest health outcomes in comparison to their peers. It is our and our partners priority to achieve timely, accessible and high quality service provision to improve health outcomes, support educational attainment and placement stability.

- ***Leaving Care***

Haringey Council recognises that young people who are leaving care require considerable support to transition to independence. We have therefore developed a Care Leavers handbook.

7. Haringey Corporate Parenting Governance

The Council's commitment to our looked after children is overseen by the Corporate Parenting Advisory Committee (CPAC) and is the body with responsibility for facilitating the Council's role as corporate parent for children and young people in care. They seek to ensure that the health, education and access to employment of children in care is maximised, monitor the quality of care provided, and also ensure that children leaving care have sustainable arrangements for their future.

These responsibilities are enshrined within the CPAC Terms of Reference:

1. To be responsible for the Council's role as Corporate parent for those children and young people who are in care;
2. To ensure the views of children in care are heard;
3. To seek to ensure that the life chances of children in care are maximized in terms of health, educational attainment and access to training and employment to aid the transition to a secure and fulfilling adulthood;
4. To ensure that the voice and needs of disabled children are identified and provided for;
5. To monitor the quality of care provided by the Council to Children in Care;
6. To ensure that children leaving care have sustainable arrangements for their future wellbeing; and
7. To make recommendations on these matters to the Cabinet or Cabinet Member for Children and Director of Children and Young People's Service.

June 2015

Haringey's Children in Care Council, Aspire, also play a key role in ensuring that the views, wishes and feelings of our looked after children are taken into account when making service improvements.

The White Paper *Care Matters: Time for Change* 2007 states that every Local Authority should develop a pledge for Looked after Children, setting out statutory entitlements, specific opportunities and support available. Looked After Children should be involved in developing the pledge and this should be regularly reviewed.

Haringey Council and Aspire and have developed the Haringey Pledge so that all our looked after children are clear about what they can expect from the Council and its wider partners as corporate parents.

HARINGEY CORPORATE PARENTING ACTION PLAN

1.0 STRONG AND EFFECTIVE CORPORATE PARENTING		
LEAD OFFICER: Neelam Bhardwaja		
Provision	Responsibility	Timescale
1.1	Further develop the operation of the Children in Care Council (Aspire) including ensuring that children and young people in care have the facility to speak directly to the Director of Children service and the Lead Member.	
1.2	Ensure the Children's Pledge is effectively communicated throughout the Council and partner agencies.	
1.3	Refresh and embed the Haringey Pledge to Looked After Children	
1.4	A data set of the required management information relating to the corporate parenting of children and young people in care, the quality of their care and the outcomes being achieved by them should be agreed and reported on a regular basis.	
1.5	Develop multi-agency commissioning arrangements for services for children and young people in care to be developed. All commissioned services should prioritise Looked After Children in contracting arrangements.	
1.6	Consultation with children and young people in care over service provision and policy and service development should increasingly be undertaken through the Children in Care Council.	
1.7	The Director of Children's Services, Lead Member and Assistant Directors should meet with the Children In Care Council regularly.	
1.8	Revise and roll out Corporate Parenting Induction training	

2.0 IMPROVING HEALTH AND WELL BEING

Lead officer: Dominic Porter-Moore

Corporate Parenting Provision	Responsibility	Timescales
2.1	Ensure that children and young people are in good health and that their health needs are being identified and met. Improvements to be made in the completion of health assessments for children and young people in care in line with procedural guidance to increase the percentage of children and young people in care receiving timely and effective health assessments.	
2.2	Ensure that children in care have six monthly dental checks.	
2.3	Ensure all new children in care over four years of age have a holistic assessment of emotional health and mental well-being to ensure early identification of difficulties and early provision of targeted support including training for foster and residential carers in managing presenting emotional well-being and mental health needs	
2.4	Promote alternative means of completing health assessments for children over 11 years refusing an annual assessment so that the health of all children and young people in care is promoted.	
2.5	Further develop services for children in care who misuse substances and alcohol in partnership with specialist agencies including providing training for staff and carers in recognising and dealing with substance misuse so that any problems being experienced by children and young people in care receive a response at an early stage	
2.6	Ensure carers provide children in care with healthy food and guidance and information about healthy eating.	
2.7	Improve the availability and accessibility of leisure activities for children in care.	
2.8	With young people in care, develop Haringey's promises about children and young people's health and wellbeing	

3.0 KEEPING CHILDREN SAFE			
LEAD OFFICER: Neelam Bhardwaja			
Corporate Parenting Provision		Responsibility	Timescale
3.1	Address all activity set out in the Haringey Sufficiency Strategy		
3.2	Develop and commission a range of accommodation appropriate to the needs of Care Leavers		
3.3	Improve the matching of children to placements through careful scrutiny of assessments of need and care plans by line managers and Conference and Review Managers.		
3.4	Further improve the stability of placements by improved matching of children to placements and provision of dedicated support to placements.		
3.5	Increase the number of Foster Carers and prospective Adopters through the		
3.6	Increase the skill levels of foster carers through training.		
3.7	Raise carer's awareness about the rights of children in care to access universal services e.g. children's centres.		
3.8	Conference and Reviewing Managers to provide an annual report on the quality of children's participation in care planning and reviews and the quality of the planning that the review is addressing.		
3.9	Develop disruption policy which demonstrates the current support services in place to assist placement stability when difficulties arise. The policy will include actions to be taken if placements disrupt to assist learning for carers, support to children and improvement service delivery.		
3.10	Ensure that looked after children (up to 21) are not moved out of an existing placement before they are ready. This will be undertaken by listening to children/young people views over moves to independent living and ensuring they retain support and guidance as long as they need it. Ensure that the 'staying put' guidance is followed within the Care Planning regulations.		
3.11	The Safeguarding and Quality Practice Service should collate information on and monitor: <ul style="list-style-type: none"> The number of child protection investigations undertaken on 		

	<p>children and young people in care and the placements of those children</p> <ul style="list-style-type: none"> The number/type of allegations against carers made by children and young people in care and the placements of those children. <p>And to identify and evidence if there are concerns about any particular carers or establishment. This includes the outcomes for children and learning from such allegations which inform service delivery.</p>		
3.12	Monitor and report on Service Level Agreements (SLAs) and attached action plans with commissioned services, such as Child Sexual Exploitation (CSE), children missing, staffing issues, and physical incidents of concern, regarding any notifiable incidents.		
3.13	Maintain oversight of the use of physical intervention on children and young people in care in all resources where Haringey's children and young people in care are placed to identify patterns and issues with any providers or carers.		
3.14	Increase range of support services for children and young people in care, and develop and embed the Targeted Support Service		
3.15	Establish robust commissioning and contract monitoring to ensure high standards of care within external placements.		
3.16	Ensure high practice standards when children and young people come into care or change placements so the experience for children and young people is as positive as possible, and meets the Care Planning regulations requirements. Establish access to a multi-agency access to resource panel, and placement request panel to ensure consistent practice standards.		
3.17	All children and young people are given information on what it means to be in care and how to make complaints on becoming looked after. The complaints system for children and young people in care is continually promoted through statutory visits and reviews.		
3.18	Information on complaints made by children and young people in care is collated by the Complaints Officer and reported to Departmental Management Group (DMG) and Departmental Management Team (DMTs) meetings on a regular basis. Learning from complaints is analysed and disseminated to frontline staff and managers and informs the shaping of service delivery.		

3.19	For Looked After children monitor the effectiveness and impact of the work of the allocated social worker completing the Return Home Interviews, and ensure tracking and safeguarding of all children going missing.		
3.20	Ensure all Looked After Children and Young People in Haringey have an up to date Life Story books which is completed with and guided by the child/young person. (Children's Pledge see 1.15)		
3.21	Analysis of Children/young person's complaints should be reported to the Corporate Parenting Advisory Committee and the Children In Care Council on a regular basis.		

4.0 IMPROVING EDUCATIONAL ATTAINMENT

LEAD OFFICER: Fiona Smith

Corporate Parenting Provision		Responsibility	Timescale
4.1	Strengthen and prioritise roles and responsibilities in schools through training, whole school support, development of policy and practice and improved communication.		
4.2	Ensure good quality (Personal Education Plans) PEPs, showing clear use or pupil premium funding, are completed for all Looked After Children through review of the process, regular scrutiny, clarification of roles and responsibilities and training for all relevant parties. Provide accurate and timely assessments of the educational needs of our looked after children to help them to make good progress in their learning and development;		
4.3	Ensure early years PEP is completed for all relevant Children in Care		
4.8	Raise awareness of the initiatives available to support learning and ensure all children and young people in care access Pupil Premium to effectively support their educational achievements.		
4.4	Ensure all Looked After Children have access to pre-school provision so they have the best start in life and good standards of communication, social and emotional development.		

4.5	<p>Improve the attainment of children in care at all key stages and narrow the gaps the between the attainment of children in care and those not in care by:</p> <ul style="list-style-type: none"> • Implementing the Virtual School Action plan. • Ensuring, as far as possible, that children and young people do not move schools, unless 'reasonably practicable and consistent with their welfare', or during GCSE years, or in 'exceptional circumstances'. 		
4.6	Minimise the number of fixed term and permanent exclusions of children in care.		
4.7	Establish the number of children and young people in care with access to a computer and take action to ensure that all secondary school age children and young people in care have such access.		
4.8	Raise aspirations for post 16 education and provide bursaries for children in care accessing higher education.		
4.9	Ensure PEPs are in place for all young people post 16 who wish to have them		
4.10	<p>Monitor, challenge and reduce the number of Looked after Children receiving reduced timetables or not in full time education in order to ensure that all children in care are following a full time timetable, (unless there are specific personal circumstances which mean that this is not in their best interest).</p> <p>Where a young person is on a part time timetable plans should be in place to help them make the transition back to full time education.</p>		
4.11	Ensure regular gathering of academic data supports the monitoring of progress, identifies need and targets resources		

4.12	Improve overall levels of attendance of Looked After children through actions identified from close monitoring and identification and prioritisation of individual children whose attendance levels fall below the National Average for all children. This will require joint working between the foster carer, whose role it is to ensure the child attends school, and schools.		
4.13	Reducing disruption of education for Looked After children and plan for their education to provide any extra help needed to address the gaps and learning that has been missed		
4.14	Raise awareness of the role of foster carers in promoting educational achievement		
4.15	Increase participation of Looked After children in a wide range of learning activities and opportunities in the wider community including establishing a corporate approach to accessing free leisure activities.		
4.16	Support should be provided by the Virtual School until young people are aged 18.		

5.0 ACHIEVING PERMANENCE

LEAD OFFICER: Dominic Porter-Moore

Corporate Parenting Provision		Responsibility	Timescale
5.1	To improve permanence planning for children by developing the permanence policy and raising awareness and training of all staff. Establish a regular training programme for all Social Workers regarding improving permanence and aspirational care planning.		
5.2	Develop and embed tracking of all children in care, and ensure timely permanence planning.		
5.3	Cascade learning from analysis of audits of permanency planning to identify good practice and areas for improvement		
5.4	Increase the proportion of children being adopted and reduce timescales for adoption of children.		

6.0 VOICE OF THE CHILD OR YOUNG PERSON			
LEAD OFFICER: Dominic Porter-Moore			
Corporate Parenting Provision		Responsibility	Timescale
6.1	Ensure that children and young people's feedback is used at all levels to consistently improve practice through informing care plans, priorities and evidencing that the 'Voice of the Child' impacts on individual planning and recording.		
6.2	The participation of children and young people with complex needs in individual care planning and service planning to be supported to promote their inclusion as for all children.		
6.3	IROs to have an increased role in listening to the views of children and young people at all key stages of care planning and consultation with children and young people in care about their individual care planning.		
6.4	Ensure that the experiences of the child are identified and considered in all help, protection and decision-making concerning vulnerable children and young people including young carers and feedback from parents and carers		
6.5	Develop qualitative service user involvement through increasing opportunities for children and young people to engage and influence decision making, service delivery and development.		
6.6	Improve the information provided to children about being a child in care and their rights.		
6.7	Ensure access to independent visitors and advocacy for children in care.		
6.8	Celebrate the achievements of children in care through an annual awards ceremony.		
6.9	Develop a protocol with the Youth Offending Team for responding to children and young people in care who offend or are at risk of offending, and ensure this is regularly updated to meet legislative requirements.		

6.10	Train care leavers to provide peer mentoring support for other children and young people in care.		
6.11	Develop Targeted Response Service support and protocol for the most vulnerable children and young people on the edge of care		
6.12	Continue using Signs of Safety approach in Child Protection Conferences and Looked After Children Reviews. IROs to continue to be trained regarding how it works and how the child/young person's voice is heard in Child Protected Conferences and Looked After Children's Reviews.		
6.13	The Corporate Parenting Strategy and Action Plan should be shared with all relevant staff and managers and a young person friendly version should be produced and shared with all looked after children.		
6.14	Coming into Care Guide to be developed for aged 3-10 years and 10-16 years and Leaving Care Guide aged 16-25 with specific versions for Asylum Seekers and children/young people with disabilities.		

7.0 SUPPORTING CARE LEAVERS

LEAD OFFICER: Emma Cummergen

Corporate Parenting Provision		Responsibility	Timescale
7.1	Develop opportunities for apprenticeships within the Council and the private, third and voluntary sector. Ensure that care leavers have access to appropriate education and employment opportunities, including work experience and apprenticeships.		
7.2	Finalise and implement a Transitions Protocol for young people moving from children's to adult services.		
7.3	Increase the number of young people leaving care involved in education, employment and training through development of the Leaving Care Strategy and provision of the necessary guidance and support.		
7.4	Review and implement a Staying Put Policy so that young people are able to have choice about the timing of their move to independent living.		

7.5	Develop protocol with housing to ensure sufficiency and suitability of accommodation and support for care leavers when moving to independence. Ensure that care leavers are assisted to find housing solutions that best meet their needs.		
7.6	Ensure support arrangements are in place for children in care in higher/residential further education including vacation accommodation.		
7.7	Further re-align services for care leavers to provide a worker with responsibility for matching and supporting the accommodation needs of care leavers.		
7.8	To improve capacity and social worker contribution to ensure timely and high quality Pathway Plans are completed with Care Leavers.		
7.9	Performance indicators in relation to care leavers are monitored by the Children's Social Care service and Lead Member/Elected Members on a regular basis		
7.10	Review the leaving care grant every two years in consultation with the Children In Care Council.		
7.11	Personal Advisors should meet young people leaving care every 6 months to formally identify, record and action any issues that a young person has.		
7.12	The council and partners should ensure that if a young person is defined as vulnerable, safeguards should be put in place to ensure safe accommodation is provided and for their wellbeing until they are 25.		