

Herefordshire Council

Corporate Parenting Strategy – progress review 2017/18

2017-20

Priority 1 – All elected members and senior leaders across all key partners understand and act on their responsibilities as corporate parents

Progress

- Over half of all Councillors have attended a workshop on understanding Corporate Parenting responsibilities during the year
- Content and format of Corporate parenting workshop has been reviewed and co-designed with young people, Chair of Corporate Parenting panel, multi-agency partners and foster carers ready for roll out during 2018-19
- Council decision reports have been amended and now include a mandatory question regarding impact upon corporate parenting
- Some councillors and most management board members have contributed to the development of a directory of interests and skills
- A Councillor member of Corporate parenting panel attends Your Voice Matters (children in care council) to strengthen accountability to young people
- Cabinet are due to consider a proposal to exempt care leavers from Council tax in July 2018

Key challenges

- No progress on offering apprenticeships and work experience to looked after children and care leavers and unclear who will lead this area of work
- Engaging all councillors in understanding their corporate parenting responsibilities and contributing to a directory of interests and skills

Priority 2 – Families are supported to care for their own children

Progress

- LAC reduction strategy is in place and 5 children had left care and are now subject of Special Guardianship orders (SGO) as a result. The rate of children leaving care has increased during 2017/18
- Leaflet explaining support available to existing and prospective SGO carers has been developed and a new online and telephone advice service commissioned
- Work has commenced to review referral pathways for young people who present as homeless

Key challenges

- Numbers of looked after children have continued to rise during the year and following a reduction in admissions to care this increased again during quarter 4
- Limited resource and capacity to support Early Help offer

- No capacity within Children’s social care to focus upon ‘edge of care’ work
- Quality of pre-proceedings work needs to improve but has been difficult due to Social Work vacancy rate and workloads in some key teams

Priority 3 – All looked after children have a safe and stable home

Progress

- Number of fostering households increased from 151 to 160
- Training co-ordinator post for foster carers has been created and recruited to
- Number of children in stable placements (2 ½ years +) has increased significantly from 74 to 101 and the number experiencing more than 3 placement moves in a year has remained low
- Herefordshire Intensive Placement Support Service (HIPSS) service has been recommissioned with a more flexible approach that enables support to be provided proactively where children are at risk of requiring a residential placement
- Consistent approach to recording children who go missing has been implemented

Key challenges

- Increase in numbers of looked after children means we do not have enough foster carers to meet need resulting in some children having to be placed outside of Herefordshire which makes it more likely that they have to move schools and have less contact with family and friends. This results in increased time taken for visits by social workers, disrupts relationships with other professionals and once children have settled makes it unlikely that they will move back to Herefordshire foster carers
- Some success in recruiting foster carers and supported lodgings providers from BME backgrounds but due to lack of educational opportunities and ability to meet religious and cultural needs UASC have chosen to move away from Herefordshire to more culturally diverse cities
- TISS contract ended reducing therapeutic advice and support available to foster carers, children and young people

Priority 4 – All looked after children are supported to reach their potential in education

Progress

- Looked after children in Herefordshire are achieving better than the national average and the gap between Herefordshire LAC and national all pupils has reduced
- Six care leavers studying at University with 3 expected to graduate summer 2018
- E-PEP system successfully implemented releasing capacity within the virtual school

Key challenges

- Placement disruptions for children result in some children having to move schools disrupting their education
- High numbers of looked after children impact upon capacity within the virtual school which means minimal support is offered to young people outside of the PEP meeting
- Lack of funding for laptops means that some young people do not have a laptop to use for school and/or college work

Priority 5 – All looked after children enjoy the best possible health

Progress

- Compliance with timescales for completing initial and review health assessments has improved
- Improved joint working between LAC health team and children's social care
- Work on a mental health pathway for looked after children has commenced

Key challenges

- Delays in notifying the LAC health team when children are admitted to care or move placements causes difficulties
- High numbers of looked after children impact upon capacity of the LAC health team which is very small
- Meeting health needs of children who are placed out of County

Priority 6 – All looked after children enjoy a range of play, sport, leisure and cultural opportunities

Progress

- Service have promoted availability of HALO vouchers to enable children and young people to take part in sport and leisure activities and scheme is now also available to care leavers
- Placement stability has improved enabling more children to enjoy continuity of friendships and attendance at clubs and activities

Key challenges

- Children and young people tell us that too often foster carers have not had the ability to make day to day decisions delegated to them
- A shortage of foster carers means that some children have to be placed out of County disrupting their friendships and ability to continue attending clubs and activities.

Priority 7 – All looked after children are listened to and treated with respect

Progress

- Your Voice Matters, children in care council, have clear priorities which are being supported by the Corporate Parenting panel
- Mind of my own (MOMO) app has been purchased and has been implemented successfully
- Training by the University of Salford on working with Gypsy, Roma and Traveller families was well attended and continuing professional development programme has been agreed which includes training on culturally competent social work practice

Key challenges

- Numbers of children and young people involved in YVM remain low despite efforts to encourage more to get involved
- Low numbers of children and young people have been supported to chair their own LAC review
- Turnover of staff in some teams remains quite high and so some children have had several changes in their Social Worker which means children and young people are unable to build trusting relationships

Priority 8 – All looked after children are supported and enabled to live happy, healthy and financially secure lives when they leave care

Progress

- Children's social care is able to directly refer to 15 units of accommodation in SHYPP
- A clear finance policy for 16+ team has been developed and a protocol for working with DWP which will be finalised shortly

Key challenges

- Some young people struggle to maintain their tenancy. At times young people have had to be placed in bed and breakfast accommodation because no other safe alternative could be found
- No progress on offering work experience and employment opportunities to care leavers within the Council
- 16+ team need to move from their current venue by end of August 2018 and search is underway to find a suitable option
- Some young people are at risk due to the impact of "county lines" in Herefordshire

Corporate Parenting Action Plan 2017-20

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
1	Increase awareness and understanding of corporate parenting responsibilities amongst elected members.	Include Corporate parenting workshops within mandatory induction programme for Councillors	Governance services, Head of service for looked after children and Children in Care Council	% of Councillors completing mandatory induction programme Progress within Action Plan and against key performance indicators	28 of 53 (53%) elected members have attended corporate parenting training during 2017/18. Training programme is currently being reviewed with further sessions to be delivered following elections in May 2019.	0%	53%
1	Increase awareness and understanding of corporate parenting responsibilities amongst senior Council officers and partners.	Offer Corporate parenting workshops to senior officers within the Council and partner organisations	Management board, Head of service for looked after children and Children in Care Council and Children's scrutiny	Progress within Action Plan and against key performance indicators	Training programme has just been reviewed and workshops will be offered to senior Council officers and partners.	0%	0%
1	Councillors will have looked after children and care leavers at the forefront of	Ask the question "how does this support Herefordshire's	Elected members	Progress within action plan and against key	Decision reports have been amended and now include mandatory		

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	their work and offer of support	<p>looked after children and care leavers?" in relation to all Council and community business</p> <p>Commit to a minimum percentage of all work experience placements and apprenticeships being made available to LAC and care leavers</p> <p>Develop a directory of interests and skills of members so that they can offer to support/mentor individual children and young people who wish to explore that field</p>	<p>Cabinet</p> <p>Elected members including children's scrutiny</p>	<p>performance indicators</p> <p>% of looked after children and care leavers who are NEET at age 19 and 21 is lower than national average and improves each year to be in the bottom quartile</p> <p>% of looked after children and care leavers who are NEET at age 19 and 21 is lower than national average and improves each year to be in the bottom quartile</p>	<p>question regarding impact upon corporate parenting</p> <p>No progress</p> <p>Compilation of directory of interests and skills has commenced</p>	<p>29% EET (England 50%)</p> <p>56% NEET (England 41%)</p> <p>16% n/k (England 10%)</p>	<p>43% EET</p> <p>37% NEET</p> <p>20% n/k (no data for England yet)</p>

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
1	Ensure that the Council, Wye Valley NHS Trust and Clinical Commissioning Group considers the impact upon corporate parenting responsibilities prior to any decision.	Provide guidance within report templates	Council, WVT and CCG	Progress within Action Plan and against key performance indicators	No progress		
1	Ensure that Councillors, WVT and CCG are held to account for progress of the Corporate Parenting strategy	Present an annual report on Corporate Parenting to full Council and CCG Governing body and thematic information to children's scrutiny committee	Head of service for looked after children, WVT and CCG	Progress within Action Plan and against key performance indicators	Annual report has been scheduled to be presented to Cabinet and children's scrutiny committee during 2018		
1	Enable children and young people in care and care leavers to hold their Corporate Parents to account	Provide information to explain what a Corporate Parent is and the role and function of the Corporate parenting panel for children and young people Strengthen accountability of the Corporate parenting	Children's Social Care and Participation Team Corporate parenting panel		Children and young people have prepared training resources in partnership with Children's Social Care in readiness for training dates. Reports are shared via email/ in person with YVM ahead of CPP meetings in order for		

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						31 st March 2017	31 st March 2018
		panel to the Children in Care Council	and Children in Care Council		YVM to discuss and comment on the content. Cllrs and senior leaders from CPP are attending YVM meetings in order to strengthen links with CPP.		
2	The rate of looked after children will gradually reduce	<p>Ensure families receive multi-agency support to enable them to meet their children's needs</p> <p>Ensure children are only admitted to care when there is no safe alternative</p> <p>Focus upon permanency planning to ensure children do not remain in care longer than is in their best interests</p>	<p>HSCB</p> <p>Children's Social Care</p> <p>Children's Social Care</p>	Rate of looked after children will reduce and be at or below national average	<p>Children are only admitted to care with HoS approval. Rate of admission to care has increased.</p> <p>LAC reduction strategy is being progressed with 5 children leaving care as a result of the strategy by 31st March.</p>	<p>Rate of LAC 84 per 10,000 England average 62 per 10,000</p> <p>Rate of LAC admissions 27 per 10,000 England average</p>	<p>Rate of LAC 87 per 10,000</p> <p>Rate of LAC admissions 31 per 10,000</p>

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						31 st March 2017	31 st March 2018
		<p>Provide clear information on support available to Special Guardianship carers to enable prospective SGO carers to make informed decisions</p> <p>Ensure that foster to adopt placements are considered in all cases</p> <p>Ensure service demands are shared to inform the development of early help services</p> <p>Early help strategy fully and effectively implemented</p>	<p>Children's Social Care</p> <p>Children's Social Care and Legal Services</p> <p>Children's Social Care</p> <p>Children and young people's partnership</p>		<p>Leaflet on SGO and support available has been produced</p> <p>New SGO support service has been commissioned providing on line, telephone advice including out of hours</p> <p>No progress</p>	<p>28 per 10,000</p> <p>Rate of LAC cessations 24 per 10,000</p> <p>England average 27 per 10,000</p>	<p>Rate of LAC cessations 27 per 10,000</p>

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						31 st March 2017	31 st March 2018
		Ensure clear joint protocols are effective in preventing homelessness for young people aged 16+	Children's Well-being and Strategic housing team		Work to establish a clear pathway for preventing young people becoming homeless has commenced	Data not available	3 young people accommodated due to risk of homelessness
3	Continue to grow the fostering service to meet placement needs of looked after children and care leavers and improve placement stability	<p>Review and revise recruitment strategy every year to focus on gaps in placement provision</p> <p>Specifically target recruitment of foster carers to meet needs of BME children</p> <p>Further develop and improve training for foster carers to increase skill level and resilience of foster carers particularly for</p>	<p>Fostering service</p> <p>Fostering service</p> <p>Fostering service</p>	<p>Number of children placed and spend on children placed in independent fostering agencies and residential care</p> <p>Profile of foster carers in comparison with looked after children</p> <p>Placement stability in comparison with national average and previous local performance</p>	<p>Recruitment strategy will be updated following review of sufficiency strategy</p> <p>Information systems are being developed to enable monitoring</p> <p>Placement stability has improved significantly since last year and is higher than national average rates for 2017.</p>	<p>151 foster carer households</p> <p>22 supported lodgings providers</p> <p>74 children in placement for</p>	<p>160 foster carer households</p> <p>20 supported lodgings providers</p> <p>101 children in placement for</p>

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						31 st March 2017	31 st March 2018
		<p>those caring for teenagers</p> <p>Promote foster carers as professionals by holding joint training and where appropriate co-producing training with foster carers for Children's Social care workforce and celebrating achievements of foster carers</p> <p>Ensure effective support is in place to enable children to step-down from residential care</p> <p>Ensure consistent practice in relation to minimising risk of placement disruption and learning lessons</p>	<p>Children's Social care and Foster carers</p> <p>HIPSS & TISS</p> <p>Children's social care</p>		<p>Not yet progressed although Principal Social Worker and foster carers training co-ordinator posts now appointed to</p> <p>HIPSS recommissioned but contract for TISS ended 31st March 2018 due to budget cuts</p> <p>Use of consolidation meetings to reduce risk of placement disruption has been embedded in</p>	<p>2.5 years +</p> <p>15 children with 3+ moves in 12 months</p> <p>33 children in residential care</p>	<p>2.5 years +</p> <p>10 children with 3+ moves in 12 months</p> <p>23 children in residential care</p>

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						31 st March 2017	31 st March 2018
		<p>when disruptions do occur.</p> <p>Ensure effective placement provision to reduce numbers of children placed in residential and provide effective step-down to foster placements</p> <p>Train Foster Carers and Social Workers to understand and apply restorative justice solutions to incidents in placement</p>	<p>Children's Social Care and Commissioning</p> <p>Youth Justice service, foster carers and children's social care</p>		<p>house and efforts to use with IFA's is ongoing</p> <p>HIPSS has been re-commissioned for 3 (+1+1) years and TISS contract has ended</p> <p>Not yet progressed</p>	8 HIPSS carers	5 HIPSS carers
3	<p>Develop effective adoption support services</p> <p>Continue focus upon recruitment of adopters for sibling groups, older children</p>	<p>Working with Regional Adoption agency and third sector</p> <p>Working with Regional Adoption agency</p>	<p>Adoption service</p> <p>Adoption service</p>	<p>Number of adoption disruptions</p> <p>The average time between receiving court authority to place a child and</p>	<p>Previous performance affected by sibling group who had been in</p>	0	0
						255 days	200 days (England not

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						31 st March 2017	31 st March 2018
	and those with complex needs			the local authority deciding on a match to an adoptive family in comparison with national data and previous local performance	care for 6 years being adopted	(England 220 days)	yet available)
3	Understand numbers affected and levels of risk to looked after children who go missing and/or are at risk of child sexual exploitation Train Children's Social Care staff and foster carers to manage and reduce risk of CSE	Develop consistent recording methods to enable accurate monitoring and analysis of themes Complete multi-agency thematic audits Working with Barnardo's BASE project	Children's Social care and performance team HSCB Barnardo's BASE project and Social Work Academy	Data is accurate Outcomes from audits Levels of risk to individual children reduces over time	Recording process reviewed to ensure accurate recording including children placed out of County Multi-agency audit completed January 2018 on emotional and mental health and actions agreed No progress	33 children missing on 94 occasions	27 children missing on 84 occasions
4	Reduce the gap in educational achievement	Closer analysis of exclusion data and	Virtual school	Reduction in gap in achievement	Performance is better than national average	Attainment 8	Not available

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						31 st March 2017	31 st March 2018
	between looked after children and their peers	<p>joint approach with schools to address inconsistencies in practice between schools</p> <p>Continue to implement virtual school plan</p> <p>Implementation of E-PEP and challenging schools on use of Pupil Premium</p> <p>Consider whether to introduce a Board of Governors for Virtual School to improve oversight and challenge</p>	<p>Virtual school</p> <p>Virtual school</p> <p>Children's Well-Being directorate and Cabinet member</p>	<p>between looked after children and the general population as compared with national average and previous local performance</p> <p>Numbers of young people choosing to go to University and successfully completing their course</p>	<p>for looked after children and gap between Herefordshire LAC and national all pupils has reduced</p> <p>6 young people at University with 3 due to graduate summer 2018</p> <p>E-PEP system was implemented on 30th October 2017</p> <p>Agreed on 21/11/17 that corporate parenting panel would act as governing body</p>	<p>score 23.2 (England 18.9) Progress 8 score - 1.01 (England -1.19) Gap between Herefordshire LAC and national all pupils - 21.0</p>	<p>e until January 2019</p>

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
		<p>Training for foster carers, social workers, school governors and virtual school staff to raise aspirations amongst looked after children and enable effective support for children's learning</p> <p>Explore opportunity to make refurbished IT equipment that the Council no longer requires available for looked after children and care leavers</p> <p>Work with local FE colleges and Universities to develop opportunities for taster days for looked after children and care leavers</p>	<p>Virtual school, children's social care and foster carers</p> <p>Virtual school and Hoople</p> <p>Virtual school</p>		<p>Educational Psychologist and Virtual Head have delivered a wide variety of training over the last 12 months to carers, schools, and governors</p> <p>Decision that only new equipment should be provided however no funding available to implement so no progress</p> <p>No progress</p>		

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						31 st March 2017	31 st March 2018
		Develop a clear offer of the practical, emotional and financial support available to care leavers who go to University	Children's social care		Financial support clarified in financial support policy for 16+ due for approval shortly. Additional support will be clarified in care leavers offer to be published by October 2018.		
5	Ensure the health needs of our looked after children are met	<p>Completion of health assessments within statutory timescales</p> <p>Effective and timely liaison with colleagues to ensure needs of children placed out of County are met and smooth transition of services if children move placements</p> <p>CAMHS will offer training to Social Workers, inductions</p>	<p>LAC health team</p> <p>LAC health team</p> <p>CAMHS and Children's Social care</p>	Compliance with timescales for completion of health assessments	<p>Improved joint working and scrutiny has achieved a steady increase in IHA completion to 72% in Q4 from 40% in Q1. The RHA KPI falls slightly short of the national statutory timescale at 88.4% in Q4.</p> <p>The health team have increased assurance surrounding children placed out of county which involves monthly review at business</p>	67.5%	71.3%

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						31 st March 2017	31 st March 2018
		for ASYE and attend team meetings in children's social care to develop skills and understanding of mental health issues within Children's Social care workforce. Ensuring accurate recording of disability on MOSAIC	Children's Social care and performance team		meeting. Some health assessments have been performed by the local team depending on risk factors. More work needs to be completed regarding the LA notifying the health team about placement moves. Data now recorded accurately and any gaps monitored and resolved swiftly.		
5	Use data to target support and resources effectively to ensure children's needs are met and risk of placement breakdown is reduced	Continue to increase the number of SDQ assessments completed and use data to review whether this indicates the need for changes to a child's care plan and/or support for their carer	LAC health team, fostering team and children's Social Workers	Placement stability	The process of collecting the SDQ and scoring it prior to health assessments have been successful and continues to be imbedded into practice. Commencement of a joint meeting with mental health, social workers and LAC nurses begins May 2018. This will better inform	158 children eligible – 112 completed – 70.8%	205 children eligible – 138 completed – 67.3%

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						31 st March 2017	31 st March 2018
					partner agencies of increasing risks / breakdowns of placement.		
5	Enable care leavers to understand their health needs and how to access additional support when they need it	<p>Ensure all care leavers receive their health passport and a copy is kept on their file</p> <p>Offer a regular drop-in advice service for children in care aged 16+ and care leavers</p> <p>Train 16+ team in C-card scheme</p> <p>Explore opportunities for CAMHS to be expanded to provide support for young people up to the age of 25</p>	<p>LAC health team</p> <p>LAC health team</p> <p>Sexual health team and 16+</p> <p>CCG</p>	<p>Care leavers who are EET and in suitable accommodation</p> <p>Care leavers who are parents</p>	<p>Work continues by the medical officer.</p> <p>No progress due to capacity of the LAC health team.</p> <p>No progress</p> <p>No progress</p>	<p>Suitable 70%</p> <p>Unsuitable 14%</p> <p>Unknown 16%</p> <p>(England – Suitable 84%, Unsuitable 7% and U/k 10%)</p>	<p>Suitable 72%</p> <p>Unsuitable 8%</p> <p>Unknown 20%</p> <p>(England data not available yet)</p>
6	Commit to enabling children and young people being able to take part in the activities that are “normal” and	Develop guidance for practitioners and managers to support delegated authority	Children’s social care and Corporate Parenting panel		No progress		

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						31 st March 2017	31 st March 2018
	socially acceptable for their peers	for carers and a pragmatic approach to risk assessments					
7	Develop the Children in Care Council (CICC) so that it is able to represent the voice of all children in care and is able to hold the Corporate Parenting panel to account	<p>Increase numbers of children and young people engaged in or with the CICC</p> <p>CICC to develop its priorities for change</p> <p>Ensure CICC is enabled to engage fully with the work of the Corporate Parenting panel</p>	Participation team, Children in Care Council and Corporate Parenting Panel	% of looked after children who engage with CICC	<p>CICC is now formally known as Your Voice Matters in order to promote and encourage engagement.</p> <p>YVM are having regular events to encourage new members to join. HC have pledged additional finances to support the promotion of YVM.</p> <p>2018 priorities have been established and are being discussed and supported by CPP.</p>		
7	Support our workforce to develop confidence and competence in working with children and families from diverse backgrounds	Deliver training on “culturally competent” practice	Social Work academy	% of workforce trained	One day training delivered by Salford University was well attended	No data available	No data available

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
					Included within CPD programme		
7	Ensure that contact arrangements for children and young people are in their best interests	<p>Embed the use of contact assessment tool</p> <p>Regularly review contact arrangements including whether contact needs to be supervised</p>	<p>Children's social care</p> <p>Children's social care</p>	Placement stability data	No progress		
7	Improve understanding of children's wishes and feelings	<p>Analyse results of the voice of the child survey</p> <p>Offer "U chair" training on a regular basis and encourage children and young people to chair their own LAC reviews</p> <p>Purchase licenses for "mind of my own" (MOMO) app</p>	<p>Participation team</p> <p>Participation team and IRO service</p> <p>Children's social care</p>		<p>YVM have used the survey as a spring board to promote and encourage a conversation across Herefordshire with regards to challenging stereotypes and discrimination – "everyone is someone" conference will take place at the end of September 2018.</p> <p>U Chair information to be provided within</p>		

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		Analyse information provided through MOMO and other sources of information to inform service improvements	Children's social care		<p>PACK ATTACK leaflet. Individual sessions to be offered as group sessions were not attended.</p> <p>Information collated through MOMO will be considered at Quality Assurance and Learning Forum</p>		
7	Decrease the number of children and young people who have a change in social worker and/or IRO	<p>Recruit permanent staff to vacancies</p> <p>Improve retention by addressing issues highlighted within the annual Social Work health check survey and developing a clear CPD offer</p>	<p>Hoople and Children's social care</p> <p>Children's social care</p>	Workforce stability data	<p>CPD offer has been developed and is in process of being implemented</p>	Turnover rate of 17.65% National rate of 17%	Turnover rate of 17.6%
8	Ensure that there is a range of accommodation available to care leavers that meets need and allows for a	Re-commission housing support to deliver accommodation with	Housing strategy and Children's Social care	100% of care leavers in suitable accommodation	Service will be re-commissioned in 2020. Continued joint working with current service	Suitable 70% Unsuitable 14%	Suitable 72% Unsuitable 8%

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	gradual move to independence that is financially sustainable	<p>support that meets the needs of care leavers</p> <p>Work with housing providers (including private rented sector) to develop move on accommodation and shared housing options suitable for care leavers</p> <p>Implement Young Person's accommodation strategy</p> <p>Develop clear policy on financial support for care leavers</p>	<p>Housing strategy and Children's social care</p> <p>Adults well-being and relevant partners</p> <p>Children's Social care and Chief finance officer</p>	<p>% of care leavers successfully sustaining a tenancy</p> <p>Number of care leavers who present as homeless</p>	<p>provider to develop and improve to meet service needs</p> <p>Work continuing as part of strategy</p> <p>Early stage of progressing</p> <p>Draft policy developed and consulted on and will be implemented from June 2018.</p>	Unknown 16% (England – Suitable 84%, Unsuitable 7% and U/k 10%)	Unknown 20% (England data not available yet)
8	Increase the number of care leavers who are safe	Implement a joint approach to assessing and managing risk for adolescents	HSCB	Number of care leavers subject of regular risk management meetings (RMM)	No progress on HSCB shared approach	RMM held for 5 care leavers	RMM held for 3 care leavers

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						31 st March 2017	31 st March 2018
8	Reduce the number of looked after children and care leavers who are not in education, employment or training	Offer a minimum of 1 week's work experience to every looked after child within the Council, WVT or CCG	Council, WVT and CCG	% of looked after children and care leavers who are NEET at age 19 and 21 is better than national average and improves each year	No progress	29% (England 50%) EET 56% (England 41%) NEET 16% (England 10%) n/k	43% EET 37% NEET 20% n/k (no data for England yet)
		Establish a baseline of how many looked after children and care leavers undertake an apprenticeship and increase this each year	Council		No progress	0	0
		Ensure care leavers are supported to access supported internships and traineeships as opportunities develop as appropriate	Hoople and Council		No progress		

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
		Offer a guaranteed interview to every looked after child or care leaver who meets the person specification for a job within the Council (including apprenticeships)	Hoople and Council		No progress		
		Require services contracted or commissioned by the Council or CCG to offer work experience and apprenticeships to looked after children and care leavers	Council and CCG		No progress		
		Have a business advisor linked to the Virtual School to help develop employment opportunities	Virtual school and Careers Enterprise co-ordinator		No progress		

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
8	Provide a venue for a drop in service for young people in care aged 16+ and care leavers that enables them to feel safe and valued	Identify a long term venue for 16+ service within the City centre	Council		Potential venues being explored		
8	Ensure joined up services are provided for care leavers that meet need	Develop joint protocols with relevant partners including Housing Solutions team and Probation service.	16+ team and head of service for looked after children with relevant partner agencies		Draft protocol with DWP and task and finish group established to develop a joint protocol with Housing Solutions		
8	Improve the quality and consistency of support provided to looked after children and care leavers to develop their independent living skills	Clear expectations for carers in placement plans and pathway plans about what they will do to support development of independent living skills Consider establishing a support group for carers of older young people	Children's social care, foster carers and SLP providers Foster carers and Fostering Team	Number and % of care leavers sustaining a tenancy	Method of measuring this has not yet been developed. Independent living skills support is part of 16+ improvement plan and young people's accommodation strategy work plan No progress		

Priority	What will we do?	How will we do it?	Who will do it?	How will we measure success? What difference will have been made?	Progress	Performance indicators	
						31 st March 2017	31 st March 2018
		Develop a clear policy for foster carers on saving for looked after children Expand the Council Volunteer scheme to enable employees to provide support to looked after children and care leavers	Fostering Team Council		No progress No progress		
8	Develop a clear care leavers "offer"	In consultation with looked after children and care leavers once legislation is in place and clear guidance produced	16+ team, young people, Participation team and Head of Service for LAC		No progress – to be published by October 2018		