

Herefordshire Council

Corporate Parenting Strategy – progress review 2018/19

2017-20

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

Progress

- Cabinet agreed that all care leavers aged up to 25 are exempt from paying Council tax

Key challenges

- Partner agencies have not progressed corporate parenting at a leadership level

Next steps

- Mandatory training on corporate parenting responsibilities will be delivered to all Councillors following elections in May 2019 and all councillors will be asked to contribute to the directory of interests and skills
- Proposal for Herefordshire Council's covenant for care leavers will be presented to Cabinet in July 2019

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

Progress

- LAC reduction strategy is in place and 19 children had left care and are now subject of Special Guardianship orders (SGO) as a result. The rate of children being admitted to care has reduced this year as a result of the Alternatives to Care panel.
- Additional resource for Early Help and robust application of thresholds has resulted in the number of Early Help assessments doubling during the year
- Requests for children to be admitted to care are considered by a weekly Alternatives to Care panel chaired by the Assistant Director for Safeguarding. Alternatives to children becoming looked after are explored robustly with a focus on supporting families to remain together if this can be achieved safely.
- Additional resource for family support workers has enabled intense support to be provided to families where a child is on the “edge of care” and work is underway to develop a specific service to prevent children coming into care and to support reunification of children at the earliest opportunity
- Practice improvements in Children's Social Care is reducing the risk of difficulties escalating to a crisis point

Key challenges

- The number of children ceasing LAC has reduced again this year although recent changes to SGO support should see an increase during 2019/20

- Staff turnover and high vacancy rates in some teams makes practice improvements difficult to embed

Next steps

- Continue with LAC reduction strategy and develop resource to support edge of care work and reunification of looked after children to their families
- Implementation of Signs of Safety will support a strengths based approach to working with families and further practice improvement
- Work to recruit and retain Social Workers is ongoing

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

Progress

- Number of fostering households increased from 155 to 162
- Sufficiency strategy was approved by Cabinet and sets clear targets for recruitment of foster carers and additional funding has been agreed for marketing and recruitment activity and an assessing Social Worker
- 25 children have been long-term matched with their foster carer during 2018/19
- Support available to Special Guardianship carers has improved with supervised contact and improved offer of financial support
- Refugee Action have been commissioned to provide additional support for unaccompanied asylum seeking children in the County and evaluation has demonstrated that young people are feeling safer in the community
- Herefordshire's adoption service will join Adoption Central England (ACE) from 1st July 2019

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
- Decrease in placement stability this year although likely to be partly due to an improvement in data quality
- Refugee Action service is not viable to continue beyond September 2019 and so will end
- There has been a reduction in the number of HIPSS carers and it is very difficult to recruit carers to this service

Next steps

- Continue drive to recruit foster carers
- Explore alternative options to support UASC young people through youth services already established in Herefordshire

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 in the Early Years and reading is a strength in the primary phase where Herefordshire LAC are performing above average compared to national LAC
- Six care leavers studying at University with 2 expected to graduate summer 2019
- E-PEP system has been improved following Ofsted feedback
- Funding in place for IT equipment to support looked after children and care leavers who need it for education or training

Key challenges

- Looked after children in Key Stage 4 are not achieving as well as looked after children nationally and this limits their progression options.
- Gap between Herefordshire LAC and national all pupils increased this year from 21 to 28.8
- 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
- National funding changes to further education have implications for care leavers who wish to pursue a level 3 course (A-level equivalent) in year 14 as they will no longer be funded for the whole course.

Next steps

- LAC reduction strategy and increasing the number and choice of foster placements will help to mitigate these challenges

Priority 5 – All looked after children enjoy the best possible health (in mind and body)

Progress

- Compliance with timescales for completing initial and review health assessments has improved overall
- Improved joint working between LAC health team and children's social care

- Mental health pathway agreed that will review every child with a high SDQ score to ensure appropriate support and/or intervention is provided to meet need

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

Next steps

- A business case is being considered by the CCG to expand the LAC health team
- Change Mosaic workflow so that LAC health team are notified of placement moves
- Develop support for care leavers if LAC health team expansion is agreed

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

Progress

- Approaching local businesses and organisations to offer discounts to looked after children, foster carers and care leavers shows a willingness amongst the business community to engage

Key challenges

- Foster carers don't always have permission to make day to day decisions delegated to them and these aren't always reviewed regularly enough
- 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.

Next steps

- LAC reduction strategy and increasing the number and choice of foster placements will help to achieve stability for children

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

- Your Voice Matters have worked to develop a training programme for Councillors on Corporate Parenting that will be delivered as part of the mandatory induction programme in May 2019

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

Key challenges

- YVM are working hard to raise awareness about their group and increase engagement of looked after children
- Work to recruit and retain Social Workers continues

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

Progress

- The Council has exempted care leavers from Council tax up until the age of 25
- The Council has purchased a building in the city centre that will provide 5 units of supported accommodation for care leavers and outreach support to care leavers in a further 3 flats.
- The 16+ team moved to a new venue in the city centre that enables young people to drop in to receive support if they need it
- Three care leavers are working within the Council in apprenticeship roles at the end of March 2019
- Housing Solutions team have employed a specialist 16+ worker who works very closely with the 16+ team

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
- The number of care leavers placed at SHYPP is low
- A growing number of young people are at risk due to the impact of “county lines” in Herefordshire

Next steps

- A project board has been established to address the underlying causes of low use of SHYPP and to develop a wider offer of placements e.g. short-term beds and “taster flats”
- Multi-agency arrangements to identify and support young people at risk from exploitation is being developed

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	Progress	Performance indicators
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				have been made?		31 st March 2017	31 st March 2018	31 st March 2019
1	Increase awareness and understanding of corporate parenting responsibilities amongst elected members.	Include Corporate parenting workshops within mandatory induction programme for Councillors	Governance services with 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. Mandatory training for all Councillors is planned as part of member induction in May & June 2019	0%	53%	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 with 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	Corporate parenting issues have been debated at management board resulting in commitment to develop a Care Leavers Covenant	n/a	n/a	
1	Councillors will have looked after children and care leavers at the forefront of their work and offer of support	Ask the question "how does this support Herefordshire's looked after children and care leavers?" in relation to all Council and community business	Elected members	Progress within action plan and against key performance indicators	Decision reports have been amended and now include mandatory question regarding impact upon corporate parenting			

		<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>% 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>Data quality has improved. Care leavers covenant makes firm commitment and will be presented to Cabinet in July 2019</p> <p>Compilation of directory of interests and skills has commenced and will be completed at mandatory corporate parenting training in May 2019</p>	<p>29% EET (England 50%) 56% NEET (England 41%) 16% n/k (England 10%)</p>	<p>43% EET (England 51%) 37% NEET (England 39%) 20% n/k (England 10%)</p>	<p>38% EET 41% NEET 20% n/k</p>
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	<p>Council have completed this.</p> <p>No progress by WVT or CCG</p>			
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	Head of service for looked after children, WVT and CCG	Progress within Action Plan and against key performance indicators	Annual reports are presented to Council Cabinet, scrutiny committee and WVT's governing body.			

		thematic information to children's scrutiny committee						
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 panel to the Children in Care Council	Head of service for looked after children and Participation Team Corporate parenting panel and Children in Care Council		Children and young people have prepared training resources in partnership with Children's Social Care in readiness for training dates. YVM have allocated agenda space at Corporate Parenting panel to raise issues and members of panel routinely attend YVM.			
2	The rate of looked after children will gradually reduce	Ensure families receive multi-agency support to enable them to meet their children's needs Ensure children are only admitted to care when there is no safe alternative Focus upon permanency planning to ensure	HSCB Children's Social Care Children's Social Care	Rate of looked after children will reduce and be at or below national average	Number of families supported by Early Help has increased from 553 to 1088 during 2018/19. Children are only admitted to care if Alternatives to Care panel agree LAC reduction strategy is being progressed with 19 children leaving care	Rate of LAC 84 per 10,000 England average 62 per 10,000 Rate of LAC admissions 27 per 10,000	Rate of LAC 87 per 10,000 England average 64 per 10,000 Rate of LAC admissions 31 per 10,000	Rate of LAC 92 per 10,000 Rate of LAC admissions 26 per 10,000

		children do not remain in care longer than is in their best interests			as a result of the strategy by 31 st March.	England average 28 per 10,000		
		Provide clear information on support available to Special Guardianship carers to enable prospective SGO carers to make informed decisions	Children's Social Care		Contact service resourced to provide supervised contact for SGO carers	Rate of LAC cessations 24 per 10,000	Rate of LAC cessations 27 per 10,000	Rate of LAC cessations 23 per 10,000
		Ensure that foster to adopt placements are considered in all cases	Children's Social Care and Legal Services		SGO financial support policy reviewed to remove disincentive to apply for SGO	England average 27 per 10,000		
		Ensure service demands are shared to inform the development of early help services	Children's Social Care		1 foster to adopt placement was made during 2018/19			
		Early help strategy fully and effectively implemented	Children and young people's partnership		Additional resource for early help resulting in double the number of children being supported			
							3 young people	4 young people

		Ensure clear joint protocols are effective in preventing homelessness for young people aged 16+	Children's Well-being and Strategic housing team		16+ specialist housing worker employed by Housing Solutions team	Data not available	accommodated due to risk of homelessness	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	Review and revise recruitment strategy every year to focus on gaps in placement provision	Fostering service	Number of children placed and spend on children placed in independent fostering agencies and residential care	Recruitment strategy updated in accordance with new sufficiency strategy. 24 young people in SLP placement on 31/3/19.	151 foster carer households 22 supported lodgings providers	155 foster carer households 20 supported lodgings providers	162 foster carer households 15 supported lodgings providers
		Specifically target recruitment of foster carers to meet needs of BME children	Fostering service	Profile of foster carers in comparison with looked after children	Information systems are being developed to enable monitoring.			
		Further develop and improve training for foster carers to increase skill level and resilience of foster carers	Fostering service	Placement stability in comparison with national average and previous local performance	Placement stability has reduced since last year although in part due to improved data accuracy.	74 children in placement for	101 children in placement for	81 children in placement for

		<p>particularly for those caring for teenagers</p> <p>Ensure consistent practice in relation to minimising risk of placement disruption and learning lessons when disruptions do occur.</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>Children's social care</p> <p>Children's Social care and Foster carers</p> <p>HIPSS</p>		<p>Use of consolidation meetings to reduce risk of placement disruption has been embedded in house and efforts to use with IFA's is ongoing</p> <p>Not yet progressed</p> <p>HIPSS has been re-commissioned for 3 (+1+1) years and TISS contract has ended</p> <p>Targeted recruitment of HIPSS carers has not</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>	<p>2.5 years +</p> <p>31 children with 3+ moves in 12 months</p> <p>24 children in residential care</p>
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		<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>been successful this year and 2 approved HIPSS carers resigned very quickly.</p> <p>Not yet progressed</p>	8 HIPSS carers	5 HIPSS carers	4 HIPSS carers
3	<p>Develop effective adoption support services</p> <p>Continue focus upon recruitment of adopters for sibling groups, older children and those with complex needs</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 the local authority deciding on a match to an adoptive family in comparison with national data and previous local performance</p>	<p>No adoption disruptions during the year</p> <p>Previous performance affected by sibling group who had been in care for 6 years being adopted</p>	0	0	0
						255 days (England 220 days)	227 days (England 201 days)	

3	<p>Understand numbers affected and levels of risk to looked after children who go missing and/or are at risk of child sexual exploitation</p> <p>Train Children's Social Care staff and foster carers to manage and reduce risk of CSE</p>	<p>Develop consistent recording methods to enable accurate monitoring and analysis of themes</p> <p>Complete multi-agency thematic audits</p> <p>Working with Barnardo's BASE project</p>	<p>Children's Social care and performance team</p> <p>HSCB</p> <p>Barnardo's BASE project and Social Work Academy</p>	<p>Data is accurate</p> <p>Outcomes from audits</p> <p>Levels of risk to individual children reduces over time</p>	<p>Recording process reviewed to ensure accurate recording including children placed out of County</p> <p>Multi-agency audit completed January 2018 on emotional and mental health and actions agreed</p> <p>Additional resource to support work with children at risk of exploitation, HSCB are revising policy and practice consistency is improving. WRASAC now commissioned to provide support instead of Barnardo's.</p>	33 children missing on 94 occasions	27 children missing on 84 occasions	32 children missing on 97 occasions
4	Reduce the gap in educational achievement between looked after children and their peers	Closer analysis of exclusion data and joint approach with schools to address inconsistencies in practice between schools	Virtual school	Reduction in gap in achievement between looked after children and the general population as compared with national average and previous local performance	Outcomes in 2018 were mixed: Early Years - cohort performed better than looked after children nationally. Key Stage 1 - performed better in reading than looked after children nationally.	Attainment 8 score 23.2 (England 18.9) Progress 8 score - 1.01	17.6 (England 18.8) Progress 8 score - 1.41 (England 1.24)	Not available until January 2020

					<p>Key Stage 2 – below national for attainment but scores in reading and maths were above national LAC (+0.93 and +1.98 respectively) and a higher number of Herefordshire children made positive progress in writing than national LAC. Attainment in the Grammar, Punctuation and Spelling test was above national average for LAC.</p> <p>Key Stage 4 - underperformed compared to national LAC. However, all of them were able to access post 16 provision and commenced in the autumn term 2018.</p>	<p>(England -1.19)</p> <p>Gap between Herefordshire LAC and national all pupils - 21.0</p>	<p>Gap between Herefordshire LAC and national all pupils – 28.8</p>	
		Continue to implement virtual school plan	Virtual school	Numbers of young people choosing to go to University and successfully completing their course	3 young people commenced university in September 2018. 2 young people are due to graduate in the summer of 2019			
		Implementation of E-PEP and challenging	Virtual school					

		<p>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>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</p>	<p>Children's Well-Being directorate and Cabinet member</p> <p>Virtual school, children's social care and foster carers</p> <p>Virtual school and Hoople</p> <p>Virtual school</p>		<p>Completed – analysis of Pupil premium is completed termly</p> <p>Completed – the Corporate Parenting Panel acts as the governing body</p> <p>Since September 2018 a further 5 training sessions delivered to carers, 1 to governors and 6 sessions to schools.</p> <p>Policy now in place</p> <p>Not yet started.</p>			
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		<p>opportunities for taster days for looked after children and care leavers</p> <p>Develop a clear offer of the practical, emotional and financial support available to care leavers who go to University</p>	Children's social care		Completed			
5	Ensure the physical and emotional 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</p>	<p>LAC health team</p> <p>LAC health team</p>	Compliance with timescales for completion of health assessments	<p>Total IHA's completed in timeframes 63.2% (68 were eligible a drop from 90 last year)</p> <p>Total RHA's completed in time frames 86.9% (283 were eligible an increase from 270 last year)</p> <p>This is an overall increase.</p> <p>LAC Health Team see children placed in Counties bordering Herefordshire. This ensures continuity of assessment and where appropriate referral for health services. Health</p>	67.5%	71.3%	

		<p>if children move placements</p> <p>CAMHS will offer training to Social Workers, inductions 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.</p> <p>Ensuring accurate recording of disability on MOSAIC</p>	<p>CAMHS and Children's Social care</p> <p>Children's Social care and performance team</p>		<p>reviews completed by Out of County Health Teams are Quality Assured and Health care Plans reviewed to ensure progress. Difficulties arise when LAC health team are not informed about placement moves.</p> <p>CAMHS have provided training and weekly consultation to social work teams commencing May '19.</p> <p>Data now recorded accurately and any gaps monitored and resolved swiftly.</p>			
5	Use data to target support and resources	Continue to increase the number of SDQ	LAC health team, fostering team	Placement stability	Work continues to improve understanding	158 children	205 children	214 children

	effectively to ensure children's needs are met and risk of placement breakdown is reduced	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	and children's Social Workers		of value of SDQ's amongst foster carers and social workers to improve completion rates. A new mental health pathway is due to commence to plan for children with a high SDQ score.	eligible – 112 completed – 70.8%	eligible – 138 completed – 67.3%	eligible - 149 completed - 69%
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>No progress due to capacity of the LAC health team.</p> <p>No progress due to capacity of the LAC health team.</p> <p>Completed</p> <p>Agreed but timescale for implementation not yet clear</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>	<p>Suitable 67%</p> <p>Unsuitable 6%</p> <p>Unknown 27%</p>
6	Commit to enabling children and young	Develop guidance for practitioners and	Children's social care and		Focus on embedding culture of completing			

	people being able to take part in the activities that are “normal” and socially acceptable for their peers	managers to support delegated authority for carers and a pragmatic approach to risk assessments	Corporate Parenting panel		and regularly reviewing delegated authority. Improved but not yet consistent enough.			
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>YVM are having regular events to encourage new members to join.</p> <p>Council have pledged additional finances to support the promotion of YVM.</p> <p>New leaflets have been designed and are now being sent out to all looked after children.</p> <p>2019 priorities have been established and are being discussed and supported by CPP.</p> <p>Out of county contact is being increased due to Participation Worker attending Team Meetings.</p> <p>Contact with wider community groups and participation groups</p>			

					occurring in order to promote YVM as a whole.			
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	Included with continuing professional development programme	No data available	No data available	No data available
7	Ensure that contact arrangements for children and young people are in their best interests	Embed the use of contact assessment tool Regularly review contact arrangements including whether contact needs to be supervised	Children’s social care Children’s social care	Placement stability data	No progress			
7	Improve understanding of children’s wishes and feelings	Analyse results of the voice of the child survey Offer “U chair” training on a regular basis and encourage children and young people to chair their own LAC reviews	Participation team Participation team and IRO service		Survey lead to “everyone is someone” conference in September 2018 – challenging discrimination. U Chair information included within PACK ATTACK leaflet. Individual sessions offered.			

		<p>Purchase licenses for “mind of my own” (MOMO) app</p> <p>Analyse information provided through MOMO and other sources of information to inform service improvements</p>	<p>Children’s social care</p> <p>Children’s social care</p>		<p>Request for YVM to have access to MOMO data in order to inform the messages they share and increase the numbers of YP they represent.</p> <p>Independent Voice of the Child forum being created through Participation Team.</p> <p>YVM representatives sitting on City Youth Council and Youth Reps group. And engage with other Participation groups.</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% West Midlands rate of 15.9%	Turnover rate of 14.25%

8	Ensure that there is a range of accommodation available to care leavers that meets need and allows for a gradual move to independence that is financially sustainable	<p>Re-commission housing support to deliver accommodation with 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>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>100% of care leavers in suitable accommodation</p> <p>% of care leavers successfully sustaining a tenancy</p> <p>Number of care leavers who present as homeless</p>	<p>Service will be re-commissioned in 2020. Continued joint working with current service provider to develop and improve to meet service needs</p> <p>Building has been purchased which will provide 5 units of accommodation for care leavers and support to a further 3 flats</p> <p>Completed</p>	<p>Suitable 70% Unsuitable 14% Unknown 16% (England – Suitable 84%, Unsuitable 7% and U/k 10%)</p>	<p>Suitable 72% Unsuitable 8% Unknown 20% (England – Suitable 84%, Unsuitable 7% and U/k 9%)</p>	<p>Suitable 67% Unsuitable 6% Unknown 27%</p>
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)	Policy and practice guidance currently being revised.	RMM held for 5 care leavers	RMM held for 3 care leavers	RMM held for 2 care leavers

8	Reduce the number of looked after children and care leavers who are not in education, employment or training	<p>Offer a minimum of 1 week's work experience to every looked after child within the Council, WVT or CCG</p> <p>Establish a baseline of how many looked after children and care leavers undertake an apprenticeship and increase this each year</p> <p>Ensure care leavers are supported to access supported internships and traineeships as opportunities develop as appropriate</p>	<p>Council, WVT and CCG</p> <p>Council</p> <p>Hoople and Council</p>	% of looked after children and care leavers who are NEET at age 19 and 21 is better than national average and improves each year	<p>Commitment to providing this is part of draft care leavers covenant due to be considered by Cabinet in July 2019</p> <p>2 care leavers employed in Adults and Communities and 1 in Children and Families directorate</p> <p>Working group to plan support is in place</p>	<p>29% (England 50%) EET 56% (England 41%) NEET 16% (England 10%) n/k</p> <p>0</p>	<p>43% EET (England 51%) 37% NEET (England 39%) 20% n/k (England 10%)</p> <p>0</p>	<p>38% EET 41% NEET 20% n/k</p> <p>3</p>
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		<p>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)</p> <p>Require services contracted or commissioned by the Council or CCG to offer work experience and apprenticeships to looked after children and care leavers</p> <p>Have a business advisor linked to the Virtual School to help develop employment opportunities</p>	<p>Hoople and Council</p> <p>Council and CCG</p> <p>Virtual school and Careers Enterprise co-ordinator</p>		<p>To be included in Care Leavers covenant due to be presented to Cabinet in July 2019</p> <p>Commissioning teams are reviewing processes to incorporate benefits for looked after children and care leavers into social value element of contracts</p> <p>No progress</p>			
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		16+ team and Participation teams moved to city centre venues in December 2018 which provide good quality space that meets needs.			

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		Protocol with DWP, specialist 16+ worker employed by Housing Solutions team, improved joint working with Probation service			
8	Improve the quality and consistency of support provided to looked after children and care leavers to develop their independent living skills	<p>Clear expectations for carers in placement plans and pathway plans about what they will do to support development of independent living skills</p> <p>Consider establishing a support group for carers of older young people</p> <p>Develop a clear policy for foster carers on saving for looked after children</p> <p>Expand the Council Volunteer scheme to enable employees to provide support to looked after children and care leavers</p>	<p>Children's social care, foster carers and SLP providers</p> <p>Foster carers and Fostering Team</p> <p>Fostering Team</p> <p>Council</p>	Number and % of care leavers sustaining a tenancy	<p>Method of measuring this has not yet been developed.</p> <p>Independent living skills checklist is being piloted by 16+ team</p> <p>No progress</p> <p>Completed</p> <p>No progress</p>			

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		Care leavers offer is being consulted upon and will be published in June 2019			
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