

Corporate Parenting Committee

Agenda

Date: Tuesday, 1st November, 2016
Time: 5.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the top of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 6 September 2016 as a correct record.

4. **Health and well-being of Children**

To receive a presentation from Sheila Williams, Designated Nurse for Children in Care, on the health and wellbeing of children and young people in care.

5. **Corporate Parenting Update Report** (Pages 7 - 22)

To consider an update on the national and local developments in relation to cared for children and young people, and care leavers.

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6. **Exclusion Resolution**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

7. **Fostering Panel Annual report** (Pages 23 - 40)

To consider the Fostering Panel Annual report.

8. **Adoption Panel Annual report** (Pages 41 - 60)

To consider the Adoption Panel Annual report.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Parenting Committee**
held on Tuesday, 6th September, 2016 in Committee Suite 1,2 & 3,
Westfields, Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor G Hayes (Chairman)
Councillor G Merry (Vice-Chairman)

Councillors B Dooley, S Edgar, D Flude, S Pochin, L Smetham and M Warren

Officers in attendance:

Nicola Axford – Headteacher, Virtual School for Cared For Children
Gill Betton – Head of Children's Development and Partnerships
Jacky Forster – Director of Education and 14-19 Skills
Peter Lambert – Head of Cared for Children
Nigel Moorhouse – Director of Children's Social Care
Cherry Foreman – Democratic Services Officer

7 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P Butterill, M Grant, J Saunders and M Simon.

8 DECLARATIONS OF INTEREST

There were no declarations of interest.

9 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 7 June 2016 were approved as a correct record.

10 VOICE OF THE CHILD

The Committee watched a video presentation 'changing the narrative about the care system: views from children and young people'. This was a compilation of views, opinions and experiences of a wide age range of children and young people who had been directly involved with the care system. Drawing on their personal stories the video sought to explain what the experience had been like for them and it included some of the highs, lows and particular aspects which had affected or helped them personally.

All agreed the video had a strong impact as it was based on direct experiences of the care system. Members were advised that it was hoped that representatives of children in care and care leavers from Cheshire East would become involved with the work of the Committee and that the Chairman and the Vice-Chairman would be meeting with some of them in the near future to explore this further.

RESOLVED

That the video be noted.

11 FOCUS AREA - ROLE AND PURPOSE OF THE VIRTUAL SCHOOL

Consideration was given to a report on the role and purpose of the Virtual School including information on the duties of the local authority in promoting the education of cared for children and the arrangements in Cheshire East.

The Director of Education and 16-19 Skills, and the Headteacher of the Virtual School for Cared For Children, gave a joint presentation on its main aims which included closing the attainment and progress gap between looked after children and their peers by creating a culture of high aspirations for them; by ensuring they had access to a suitable range of high quality education placement options; robust procedures were in place to monitor attendance and progress, and that the educational experiences raised by looked after children were responded to effectively.

The role of the Virtual School Head was to ensure effective arrangements were in place to support these key objectives and that the child's views were also taken into account in meeting their educational needs. The importance of working with the range of other people involved in supporting the child was stressed including the Schools themselves, ensuring appropriate training was given and the best possible education secured for the child. The pupil premium, admission and exclusion provisions were also explained.

In some cases the past experiences of looked after children impacted on their ability to do certain school tasks and positive interventions to overcome such difficulties were, therefore, put in place. Discussion centred on how a child's Personal Education Plan (PEP) was developed so as to support the personalised learning of that child and the Committee requested that a report be submitted to a future meeting of the Committee exploring this aspect further, including how to ensure the PEP was maintained and implemented.

The presentation also included a partial overview of the educational outcomes of cared for children in the last educational year and it was noted that a full analyses would be provided when the published data was available.

RESOLVED

1. That the report be noted.
2. That reports on Personal Education Plans, and on the educational outcomes for the last educational year, be submitted to future meetings of the Committee.

12 CORPORATE PARENTING UPDATE

Consideration was given to a report on national and local developments in relation to cared for children and young people and care leavers and a resume was given of the main elements of the following publications:

- The Children and Social Work Bill

- Two DfE publications entitled '*Children's social care reform: a vision for change*' and '*Putting Children First: delivering our vision for excellent children's social care*'
- The Government publication 'Keep on Caring'
- An Independent report by Sir Martin Narey on children's residential care
- Report of the Care Quality Commission 'Not Seen, Not Heard'

And on local developments in respect of:

- Unaccompanied Asylum Seeking Children
- The Care Leaver Pledge
- DfE Innovation Fund Expressions of Interest
- Cheshire East Children's Rights and Participation Service
- The You Can Foster campaign and the Foster Carer survey
- Independent Reviewing Officer Annual Report

Consideration was also given to the Corporate Parenting Performance Scorecard and to an extract taken from the information currently scrutinised by the Children and Families Scrutiny Committee. It was proposed that this be reported to the Committee on a quarterly basis and it was agreed the Corporate Parenting Operational Group consider the addition of further areas of particular relevance to this Committee in line with those outlined in para 5.25 of the report.

RESOLVED

1. That the report be noted.
2. That the Corporate Parenting Operational Group consider the addition of further measures to the scorecard, of particular relevance to the Committee, in order to enable it to scrutinise and challenge performance and improve the outcomes for cared for children and young people.

13 CORPORATE PARENTING BOARD DEVELOPMENT

The Committee was asked to consider areas of training needed to help in its role as an advisory committee to the Cabinet, in ensuring the Council discharged its role as Corporate Parent for all children and young people in care and care leavers from 0 – 25 years of age, and held partners to account for the discharge of their responsibilities.

It was recognized that there was a range of knowledge and experience on the Committee and that its work programme already included a number of in depth focus areas to which it was requested items be added on support for the 16+ age group and care leavers up to 25 years of age, the integration of asylum seekers and the psychological effects on children born of drug/alcohol dependent mothers.

It was agreed that the Corporate Parenting Operational Group continue to develop the work and training programmes, with the inclusion of these and other items to be drawn from the Corporate Parenting Scorecard and as and when a particular need or request arose.

The Committee also stressed the fact that all councillors held the role of corporate parent and needed to consider the needs and requirements of cared

for children at all times. The Committee considered that training for this role should be compulsory for all Councillors.

RESOLVED

That the training and development of the Committee continue as set out above and that, in addition, a training session be given to all Members of the Council on their role as corporate parent.

14 COMMITTEE WORK PROGRAMME

Consideration was given to the proposed work programme. Focus areas were listed for future meetings in addition to which the following items would be added as had been agreed during the course of this meeting:

- Virtual School – Personal Education Plans and outcomes of the last educational year
- Quarterly Report on the Corporate Parenting Scorecard
- Support for the 16+ age group and care leavers up to 25 years of age
- Integration of asylum seekers
- The psychological effects of children born to alcohol or drug dependant mothers

RESOLVED

That the proposed work programme and its additions be approved.

The meeting commenced at 5.00 pm and concluded at 7.00 pm

Councillor G Hayes (Chairman)

Cheshire East Council

Corporate Parenting Committee

Date of Meeting: 1st November 2016

Report of: Pete Lambert, Head of Cared for Children

Subject/Title: Corporate Parenting Update

Portfolio Holder: Cllr Liz Durham

1. Report Summary

- 1.1. This report provides an update to the Corporate Parenting Committee on national and local developments in relation to cared for children and young people and care leavers.

2. Recommendation

- 2.1. Corporate Parenting Committee is asked to:
- 2.1.1 Note the contents of the report;
 - 2.1.2 Note the proposed future updates around national and local developments; and
 - 2.1.3 Endorse the proposed scorecard measures at Appendix 2.

3. Reasons for Recommendation

- 3.1. The Corporate Parenting Committee is as advisory group to the Cabinet and, as such, needs to be aware of any national or local issues that are likely to impact on cared for children and care leavers. The Corporate Parenting Committee need to be able to scrutinise and challenge performance to improve outcomes for cared for children and young people.

4. Other Options Considered

- 4.1. None; this is an update report.

5. Background

National Developments

In Care, Out of Trouble

- 5.1. *In Care, Out of Trouble*, is an independent review, chaired by Lord Laming. The review was established by Prison Reform Trust to examine the

reasons for, and how best to tackle, the over representation of children in care, or with experience of care, in the criminal justice system in England and Wales.

- 5.2. The review sets out a number of recommendations with associated actions that it wishes to see as outcomes, including:

Outcome 1: Strong and determined leadership at national and local level drives a strategic, multi-agency approach to protecting children in care from criminalisation.

Outcome 2: The important role of early support for children and families at risk is recognised.

Outcome 3: Good parenting by the state gives children in care the chance to thrive and protects them from criminalisation.

Outcome 4: Needs and characteristics of looked after children in minority groups are taken into account in protecting them from criminalisation.

Outcome 5: Effective prevention, diversion and rehabilitation - close joint work is pivotal between children's social care, youth justice services, child and adolescent mental health services, the police, the Crown Prosecution Service, the courts and the secure estate.

Outcome 6: Young people leaving care continue to benefit from good parenting and are protected from criminalisation.

Local Developments

Children's Home Recommissioning

- 5.3. Cabinet received a report earlier in the year setting out an approach to the redesign of children's homes in the borough. Cabinet agreed a timeline to put in place a wholly commissioned children's home service from 1 April 2017. A fully compliant procurement process is being followed which will enable an effective and transparent contract award to be undertaken. Work has progressed as planned and the expected date to award the contract is 8th November 2016, with services being effective from April 2017.

Regional Adoption Developments

- 5.4. Cheshire East continues to work with partners towards the launch of the Regional Adoption Agency in April 2017. Appointments are currently being made to the senior positions to enable the full staff structure to begin to take shape. Between now and Christmas it is expected that progress will be made with all workstreams to confirm, for example, office locations, funding formulas, panel processes and team structures.

Education Update

- 5.5. All the young people who completed Year 11 in July 2016 continue to be supported by the Virtual School. There are thirty three young people in this

group, which includes thirteen who entered care since March 2015, two of which were asylum seeking children. Thirty of these young people are now in education, training or engagement activities and three are not in education, employment or training (NEET). All the NEET young people are girls; one of these has recently had a baby, another left college and has moved from carers to live with family and is also pregnant and the third who was previously supported by medical needs is now in a residential placement out of the area and is being given a wide range of opportunities to find a course which she can manage and which will support her progression.

- 5.6. A new member of staff has joined the team to fill the vacancy for the Key Stage 4 Advisor role and has introduced a project called 'New Horizons', where pupils in Y10 and Y11 are invited to attend regular sessions to develop their self confidence and employability. Each session includes a fun/challenge session and an informal employability skills session.
- 5.7. Improving literacy is a key to helping children achieve at school and the 'Kindle Club' which was introduced over summer is proving successful. Children have been issued with a kindle with a series of age appropriate/ability appropriate books pre-loaded. Nine children have been invited to take part to support their transition from Year 6 to Year 7. From the start of August 2016 to the end of September they have read twenty three books between them. Foster carers have been amazed at how well the children have taken to the project and how engaged by it they have been. This will continue until the end of the year when the impact on their reading age will be assessed, as well as progress reports from their new schools.
- 5.8. Younger children are provided with a book parcel through the 'Letterbox Club'. To support this we submitted a bid for a free author event and have recently heard that this was successful. The exact details are yet to be confirmed but it will be an interactive event for children age 5-7 years and their carers.
- 5.9. The number of young people in care has remained stable and all are supported by an Advisor. Applications to local schools have been accepted, although in the case of one school this took longer than was expected while the school requested additional information. Other applications have been swiftly accepted by schools and suitably supported. A meeting has taken place with individual headteachers to discuss admission issues and it has agreed, where possible, to inform schools in advance when pupils are likely to be placed in an area.
- 5.10. The Virtual School Annual Report will be presented to the January Committee meeting.

Unaccompanied Asylum Seeker Children (UASC)

- 5.11. Cheshire East currently has 19 UASC; 12 cared for children and 7 care leavers. This includes six young people from Kent who have recently been

accommodated as part of the dispersal process. This number is expected to increase significantly through the national transfer scheme.

- 5.12. On October 10th there was an announcement to Parliament that the UK government would be speeding up its work with the French Government to move UASC to the UK particularly from the camps in Calais. These children will either be reunited with family in the UK or be looked after by the local authority. The Home Office is taking a central role in this work and will give local authorities 24 hours' notice to conduct checks with family members in order to facilitate reunification.
- 5.13. UASC with no reunification plans will be placed in local authorities under the national transfer scheme. The exact impact for Cheshire East is unknown at the time of writing given the exact numbers of children moving to the UK is also unknown.

Involvement of Young People in the Committee

- 5.1. Following the September meeting, the Chair and Vice Chair of the Committee attended the first meeting of the 'Shadow Board' of cared for children and care leavers. A discussion took place around the top 5 issues that the young people wanted to raise. These are:
1. Life Skills
 - Budgeting
 - Cooking
 - Looking after yourself
 2. Employment and education
 - Help
 - Support getting back into education
 - Interview/CV writing skills/cover letters
 3. Transitions
 - From carer to carer
 - Health and wellbeing
 - From care to care leavers
 4. Access to support
 - More counselling – faster support
 - Big delays on waiting lists
 - Emotional health support
 5. Free bus pass
 - Post 16 education for cared for children

- 5.2. If agreed by the Committee, a group of young people would like to attend the January Committee to meet Committee Members and to discuss the above.

November Children's Right's Month

- 5.3. For the third year running Cheshire East will be celebrating November Children's Right's Month (NCRM). NCRM is where everyone working with children and young people in Cheshire East can celebrate and raise awareness of children's rights in a variety of different ways. Go to www.cheshireeast.gov.uk/ncrm for the full calendar of events and more information about NCRM.
- 5.4. This year, young people have come up with the idea of a takeaway takeover menu, where adults can choose from a range of options to see what it feels like to be a young person today. Some of the options relating to cared for children and care leavers include:
- The £21 challenge – where you can experience what it feels like for a care leaver to try and purchase a weekly shop for only £21.
 - A day at a children's home – a commitment to spend a day with those in children's homes, and understand the difficulties they face daily.
 - Setting up home - for care leavers, setting up home is a difficult job. The challenge is to try and set up your own home, but on the budget of a care leaver.

- 5.5. One of the main celebrations in November is the 'Star Awards'. This is a celebration event and awards ceremony for cared for children and young people and care leavers in Cheshire East. The event is co-organised by young people. This year's event will take place on Saturday 20th November 2016.

Children and Young People's Improvement Plan

- 5.6. Ofsted's Inspection of services for children in need of help and protection, children looked after and care leavers in July 2015 identified a number of areas for improvement; a number of these were in relation to cared for children and care leavers. An improvement action plan was developed and is being regularly monitored by a number of key groups, including the Local Safeguarding Children Board and Children's Overview and Scrutiny Committee, with overall accountability resting with the Health and Wellbeing Board.
- 5.7. A new plan to address any outstanding areas for improvement identified through the quality assurance framework is currently in development.

Elected Member Training around Corporate Parenting

- 5.8. The Committee requested that Officers develop Elected Member training around the corporate parenting responsibilities. Discussions are currently underway to develop a timetable for this training. It is proposed that officers

will deliver a number of short briefings to inform elected members about the roles and responsibilities of being a corporate parent. Attendance and effectiveness will be reported back in to the Corporate Parenting Committee for subsequent review.

Corporate Parenting Strategy – Key Priorities and Actions for 2016-17

- 5.9. The Corporate Parenting Operational Group have been reviewing the Corporate Parenting Strategy and agreeing priorities for 2016-17. The revised priorities are attached at Appendix 1.

DfE Innovation Fund – Expressions of Interest Update

- 5.10. Cheshire East Council submitted a number of expressions of interest to the DfE Children's Social Care Innovation Programme. One of these included working with Munro, Turnell and Murphy to deliver a core evidence based model of practice for social work using Signs of Safety. The bid also involves 30 other local authorities.

Corporate Parenting Performance Scorecard

- 5.11. At the last meeting of the Corporate Parenting Committee, the Corporate Parenting Operational Group were tasked to pull together a range of measures for a scorecard to enable the Committee to monitor, scrutinise and challenge performance across a range of services for cared for children and young people. Corporate Parenting Committee is requested to endorse the attached measures at Appendix 2 to form the basis of the future scorecard. The first populated scorecard will be presented to the January Committee and quarterly thereafter.

6. Wards Affected and Local Ward Members

- 6.1. Although the number of Cheshire East cared for children and young people is relatively small, they are a vulnerable cohort, who live across Cheshire East and in other local authority areas.

7. Implications of Recommendation

7.1. Policy Implications

- 7.1.1. There are a number of policy implications as a result of local and national developments and these will be reported, as appropriate to the relevant Committee.

7.2. Legal Implications

- 7.2.1. The national and local developments described in this report are wide ranging and will in many particulars have legal implications. Legal advice will be sought, as appropriate, upon all relevant emerging issues.

7.3. Financial Implications

- 7.3.1. The Innovation Fund Bid will bring further funding into the Council. This is matched funded with a budget that has already been secured through transition funding.

7.4. Human Resources Implications

- 7.4.1. There could be some human resources implications from the children's homes recommissioning. These are being reported through other Committees.

7.5. Equality Implications

- 7.5.1. Cared for children and care leavers tend to have poorer outcomes when compared to their peers.

7.6. Rural Community Implications

- 7.6.1. None.

7.7. Public Health Implications

- 7.7.1. None identified at this stage.

8. Risk Management

- 8.1. Cared for children and care leavers are a vulnerable group that are at risk of a number of factors – poor education and training, health, safeguarding and transition into adulthood.

9. Background Papers

- 9.1. Appendix 1 – Corporate Parenting Strategy Priorities 2016-17
9.2. Appendix 2 - Corporate Parenting Scorecard measures
9.3. *In Care, Out of Trouble:*
<http://www.prisonreformtrust.org.uk/Portals/0/Documents/In%20care%20out%20of%20trouble%20summary.pdf>

10. Contact Information

Contact details for this report are as follows:-

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Updated Corporate Parenting Strategy Priorities 2016-17

Involve Me

Priority 1: Children and young people are at the heart of decision making in relation to all aspects of their lives and are supported to make their views and wishes heard.

- The Children's Society to visit the Throughcare and Permanence Team, to identify good practice and gaps and barriers to improving participation in order to determine how to develop participation within this service
- Participation 'toolkit' to be developed to support practitioners to engage children and young people

Priority 2: There are a range of opportunities for children and young people to influence and shape service planning and delivery.

- Develop a shadow board of young people to the Corporate Parenting Committee
- Revisit and embed the Participation Strategy
- Participation Champion to be appointed for each service. The Participation Champion will attend the Participation Network and will champion participation within their service, sharing good practice, tools and techniques.

Priority 3: All staff have the knowledge and skills to engage with children and young people and encourage, promote and support their active participation.

- Plan and deliver participation training/ skills development for staff based on the gaps and needs in services
- Develop communication around participation to all staff to raise awareness and understanding
- Raise awareness of participation through November Children's Rights Month
- Develop a participation accreditation scheme linked to the participation standards to make it clear to agencies what good participation looks like and to raise the profile of participation across the partnership.

Provide me with a good, safe home

Priority 1: Improve the availability, quality and stability of local placements

- Continue to drive forward recruitment of in house foster carers with an increased focus on being able to offer diversity and specialist placements.
- Ensure that stability meetings are held in a prompt and timely manner if the placement appears to becoming unsettled.
- Redesign and re-commission our internal residential provision by 31 March 2017
- Maintain our named status on all NW cared for children accommodation frameworks and take an active role in re-commission and regional activity to monitor / quality assure

- Maintain an effective quality assurance framework with visits including Voice for Children. In 2016-17 extend quality assurance visits to in-house providers and Independent Fostering Agencies.
- Embed the Ignition approach to improve the offer, quality and strengthen the voice of children in decisions re 16+ accommodation and support.
- Ensure that the special educational needs and disability (SEND) strategy addresses the accommodation needs of cared for children and care leavers with disabilities, in particular, further development of the short breaks scheme and ensuring there is a transition plan for these young people into adult care.
- Further develop the quality assurance arrangements in relation to all placements including those we provide in house

Priority 2: Ensure that children and young people are fully engaged in decisions relating to their placement choice

- Children and young people to be consulted in terms of placement decisions and introductions made prior to placement whenever possible.
- Children and young people to be involved in consultation and understanding of the longer term plans for their future taking into account how they see their future.
- Contact for children and young people must remain a priority to ensure that children/young people can maintain safe links with their family and community.
- Ensure that the views of children with disabilities are heard and taken into account.

Priority 3: Ensure that only those children who have no alternative placement will reside in care

- All possibilities of care with extended family members should be fully explored with both parents/carers and the child whenever possible before a child is placed in care. These possibilities should continue to be explored once a child is in placement so if possible they can return to a family/extended family member.

Keep me healthy

Priority 1

Ensure that all Cheshire East cared for children have an initial health assessment within 20 days of entering care, an annual review assessment and a robust health care plan agreed

- Health and social care colleagues will work together to implement and monitor the agreed initial health assessment pathway.
- Improve the quality and timeliness of review health assessments.

Priority 2: Improve the emotional health and wellbeing of cared for children, young people and care leavers

- Working within a multi- agency group consider the recommendations made in a recent Cheshire East adoption research project and develop an action plan.

- Work within a multi-agency group to ensure effective pathway planning for care leavers including development of a new tool. Ensure the opportunity for self-completion of mental health screening using strengths and difficulties questionnaires for 16 & 17 year olds.
- Ensure that all cared for children and young people have an identified health practitioner contributing to the promotion of their health and wellbeing in line with statutory guidance.

Priority 3: Promote healthy lifestyles amongst all cared for children.

Plan and provide effective training for foster carers and personal advisors

- Encourage uptake of Everybody Free Leisure Passes.
- Encourage use of Cared for Health Your Health APP or leaflets for 14+ young people.

Priority 4: Ensure effective health transition planning

- Establish the role of 16+ and transition nurse in practice.
- Implement a process to provide all young people with health information as they leave care.

Help me to achieve

Priority 1: Ensure that schools are challenged and supported to help all children progress and achieve to their full potential

- Provide training and support to schools and social workers on the education needs of cared for children and how the Virtual School can support
- Revise PEP process to increase rigour around short and long term targets, monitoring of interventions and impact of support
- Establish headteachers reference group to monitor and help to develop the working of the Virtual School and agreed school actions
- Increase resilience by providing social and emotional support to children who need it through use of the SDQ scores
- Ensure that children with SEN are well supported and that services work closely to provide the support needed wherever these children are placed
- Extend the Quality Assurance of PEPs programme to include young people
- Provide training, support, challenge and encouragement to carers on the importance of having high expectations and aspirations

Priority 2: Improve the way that children move between schools so that this is timely, smooth and well supported

- Design, share and implement 'moving schools' protocols for children with/without SEN – young people to be include in the development of this
- Set protocol in motion as soon as a school move has been agreed as necessary with clear allocation of actions of each party
- Record the number of school moves and the time taken for a new school place to be allocated
- Ensure that children, schools, and carers are supported during the integration stage to give a successful start in the new school

Priority 3: Increase the number of children with excellent attendance and reduce the number of days lost through exclusions

- Monitor attendance each month and issue congratulation certificates for those who achieve 100% each term.
- Contact carers and social workers when attendance gives cause for concern and include attendance target in PEP in these cases
- Provide access for carers to Virtual School so that an exclusion avoidance plan can be put into place
- Introduce exclusion reduction protocol and put into place following period of exclusion
- Work with special schools to develop alternatives to exclusions
- Increase specialist support within the Virtual School to observe children and provide bespoke strategies for behaviour management and de-escalation techniques

Priority 4: Increase the number of young people who sustain transition from school to training and employment

- Ensure that all 16yr olds have a plan for progression by the end of Y11
- Provide a structured programme of events for 14 and 15yr olds that will develop employability skills, including registration with the National Apprentice Service
- Monitor the destinations of all 16-21yr olds each month
- Work with young people to identify support and interventions which would help them to move into training or employment
- Provide dedicated staff to support those who are NEET, giving intensive support where needed
- Commission or provide and then monitor programmes (eg Cygnet, young parents) to provide personal development opportunities for those not yet ready for work

Support me to move to adult life

Priority 1: Increase the number of young people aged 18-21 who are education, employment or training

- Revise PEPs to ensure that long term goals are included and actions are in place to meet these
- Ensure that all Y10 and Y11 pupils are registered on the Apprenticeship website and all those without firm Further Education plans are supported to make applications and participate in additional work experience
- Expand the Cygnet supported traineeship programme to include work placements outside the LA
- Analyse and target cohort who can work but who are not in work
- Employ EET champion to track all EET destinations for our Care Leaver population.

Priority 2: Prepare young people for independent living, to ensure young people have suitable accommodation and are able to live independently with limited support, and experience greater stability

- Tenancy Readiness Workshops
- Ignition panel
- Take up of 'taster flats'.
- Informed pathway plans with robust assessment

Priority 3: Young people have the skills and knowledge they need and can protect themselves from risk

- Work closely with all health agencies and lead for child sexual exploitation to monitor and address those most at risk of engaging in risky behaviour or vulnerable to exploitation to prevent poor outcomes in adulthood.
- Ensuring all young people have a NI card, citizenship, a bank account, passport, provisional driving licence, life story and access to records to form their identity and growing independence. Access to all health history, key documents, life story, ID, benefits, records, etc.
- Ensuring All 16+ young people have a SDQ and earlier pick up via referral to C&F support team

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