

# Cared for Children and Care Leavers

Corporate Parenting Strategy

2015 - 2017



# Contents

## Page

3	Foreword and Introduction
4	Why we need a strategy
7	Achievements to date
9	Areas to Improve
10	Vital Statistics – 2013/2014
12	<b>Outcome 1 – Involve Me</b>
13	<b>Outcome 2 - Provide Me with a Good, Safe Home</b>
14	<b>Outcome 3 - Keep Me Healthy</b>
15	<b>Outcome 4 - Help Me to Achieve</b>
16	<b>Outcome 5 - Support Me to Move to Adult Life</b>
17	How we will measure success
19	How we will check success
20	Action Plan 2015 – 2017

## FOREWORD AND INTRODUCTION



I truly believe that the way we provide services to our Cared for Children and Care Leavers is fundamental to ensuring the shape of their future and their success as adults. The provision of those services relies on strong partnership arrangements and a clear vision of what it is we are striving for on behalf of these children and young people.

Within this strategy, we have identified a number of key priorities which we (and those we care for) believe to be instrumental in improving outcomes for our most vulnerable children.

Our pledge to our Cared for Children, our Care Leavers Charter and our involvement in the national New Belongings pilot, I feel, demonstrates clearly our commitment to driving improvement and delivering on our promises.

A handwritten signature in black ink, appearing to read 'Rachel Bailey'.

Cllr Rachel Bailey

Lead Member, Children's Services.

Cheshire East Council and partner agencies are committed to ensuring the very best for those children we care for.

When I meet with our Cared for Children and Care Leavers, they tell me that sometimes it is the smallest things which make the biggest difference.

Our Pledge and Care Leavers Charter identify how we will ensure the very best outcomes for our children/young people and this strategy sets out what we will monitor to tell us how well we are delivering on our promises.

The action plan within this strategy sets out our priorities for the coming year and how we will achieve them, in order to ensure our parenting of our Cared for Children and Care Leavers is of the very best standard.

A handwritten signature in black ink, appearing to read 'Tony Crane'.

Tony Crane

Director of Children's Services

## Why we need a strategy



Cheshire East Council supports most children and young people to live and thrive within their own families and communities. Our services, including our early help offer, in the main are effective in providing support to keep families together. However, there are a small group of children and young people whose families are unable to care for them and so they need to be accommodated by the Local Authority. At any time, there are around 330 children and young people in care and 250 care leavers.

Together we must provide them with the best possible care and support; the purpose of this strategy is to set out what this means and how we will improve outcomes for these children and young people in Cheshire East.

### What do we mean by Cared for Children and Care Leavers?

Children and young people in care are those for whom the Local Authority is providing accommodation, either by way of a Court Order or in agreement with the child's parent or guardian. A child or young person may come into care as a result of temporary or permanent problems facing their parents, as a result of abuse or neglect or as a result of a range of difficulties including not having a parent to care for them. In law these children and young people accommodated by the local authority are known as 'looked after'. In Cheshire East, our children and young people have asked to be referred to as 'cared for children' and 'care leavers'. These children and young people range in age from 0 to 21 years (or 25 years if the young person is in full-time education)

### Principles

There are a number of principles that underpin this strategy:

- The 'right' children will be in care
- Children and young people have the right to live with their families, wherever possible out of care
- Children will be in care for the shortest possible time
- Children with a Plan of Adoption will be adopted in a timely way
- Young people will be adequately prepared for the time they will cease to be 'Cared for'.
- Learning the skills to successfully live independently will not be a separate process but an integral part of the Cared for process
- Children who need to live in care will live in local placements wherever possible/appropriate.

This strategy is informed by cared for children and care leavers. The outcomes and priorities identified are those which our cared for children and care leavers have said they feel will make the greatest difference to their lives.

**'The Pledge'** and the **'Care Leavers Charter'** set out the promises that Cheshire East has made to cared for children and care leavers based on what they have told us is important to them. The links below will take you to the [Pledge](#) and [Charter](#) documents.

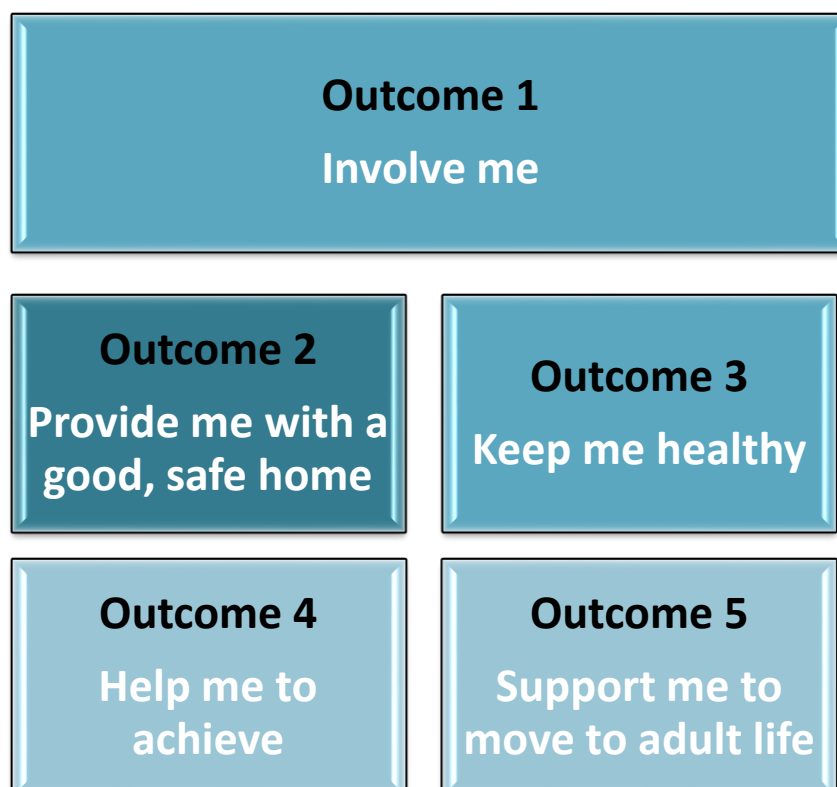
### Improving Outcomes for Cared for Children and Care Leavers

The outcomes for children and young people in care are poor, with research indicating that this group is:

- over represented amongst homeless population and prison population
- more likely to be offending
- more likely to experience drug and alcohol misuse
- more likely to have poor mental health

Disabled children and children from ethnic minorities experience further disadvantage.

This strategy sets out 5 outcomes, in the words of cared for children and care leavers, where Cheshire East aims to improve.





## The Corporate Parent



Corporate Parenting is the term used for the collective responsibility of the Council and its partners to ensure the care and protection of children and young people looked after by the local authority. All agencies within the Local Authority have a responsibility and role to play in enriching the lives of these children and young people. Corporate Parenting is about all parts of the Council, partner agencies and health service working together to ensure

that services are appropriate to meet the needs of, and improve the outcomes for Cared for Children and Care leavers across a range of services, including housing, health and leisure as well as those specifically for children and young people.

The underlying principle of Corporate Parenting is that the Local Authority will seek the same outcomes for children and young people in care that every good parent would want for their own children or children within their family:

- the chance to have stability and form healthy attachments with their carers;
- good health, safety and emotional wellbeing;
- education and training opportunities;
- opportunities to engage in leisure and community activities;
- being able to celebrate their culture and identity;
- having the right support to move into adult life;
- employment opportunities offered through work experience, trainee posts and apprenticeships within the 'family firm', ring fenced to care leavers.

## Councillors as Corporate Parents

*'When you became a councillor, you also became responsible for ensuring that the Council acts as 'Corporate Parent' for all the children in its care. The role of the Corporate Parent is to seek for the children in public care the outcomes that every good parent would want for their children'.*

Frank Dobson

All elected members have a 'special responsibility' in ensuring outcomes for cared for children and care leavers. There are also specific Councillor roles, such as the Lead Member for Children's Services, who have responsibilities defined in statutory guidance.

Councillors who do not have a direct role with children still exercise this responsibility in their ward work, and will often do so in their role as School Governor.



## Achievements – to date we have...

### **Improved the way we obtain views from children and young people**

- ✓ Improved our advocacy and independent visitor service.
- ✓ Re-launched the Pledge for children and young people in the care of the Council
- ✓ Developed our Care Leavers Charter.
- ✓ Involved children and young people in the recruitment of our social workers and managers.
- ✓ Strengthened the role of the Children In Care Council in policy making and review

### **Improved the sufficiency and quality of our placements**

- ✓ Reduced the number of children becoming cared for.
- ✓ Reduced the number of Cared for Children living outside of the borough.
- ✓ Increased the number of children being adopted and the number of adults approved as adoptive carers.
- ✓ Invested to increase the number of carers who foster for the council.
- ✓ Developed the quality of our residential provision
- ✓ Strengthened relationships with our private sector partners
- ✓ Increased the number of good or outstanding private sector placements being used



### **Invested in resources for our cared for children and care leavers**

- ✓ Expanded our Cared for Children's health team and co-located it within Cared for Children's Health Services. This has allowed increased overall nursing capacity; a Nurse specifically for the 16+ young people and much improved administrative support. Provided training to residential staff, Foster Carer's and 16 Plus staff.
- ✓ Increased the number of Personal Advisers supporting Care Leavers.
- ✓ Increased resources within the Virtual School Team.

### **Improved the education and life skills of our cared for children and care leavers**

- ✓ Improved the way we allocate support to schools.
- ✓ Made sure that all those involved with your education are aware of how important it is that you attend school and make full use of the support available to you so that you achieve the very best you can. We will continue to give this message whenever we can

- ✓ Celebrated the rise in the number of young people who gained five or more A\*-C including English and Maths.



Worked with schools to reduce the number of children who have any period of exclusion and have had no permanent exclusions of cared for children for the last three years.

Compared to national and statistical neighbours, the attainment of our children at the end of Key Stage 1 (age 7) is close to the average for Reading and Maths and is above the national and statistical neighbour average for writing.

✓ At Key Stage 2 (age 11) the attainment of our children is significantly above that of statistical neighbours for maths and is above the national and statistical neighbour average for maths, reading and writing.

### **Improved the transition into adulthood for our cared for and care leavers**

- ✓ Organised Apprentice Taster sessions and offer follow up contact for any young people who feel this is the right post-16 path for them.
- ✓ Organised special events for young people to find out more about University Education and what support would be received.
- ✓ Reduced the number of young people who do not remain in education or training after Y11.
- ✓ Organised activities out of school such as singing in a choir or working as a journalist at national events to give opportunities to develop skills and talents.
- ✓ Maintained the 19th Birthday Cohort at 68% for Education, Training and Employment;
- ✓ The 19 year old cohort remains consistently high at 98% in suitable accommodation.
- ✓ Extended our reporting to include 20 and 21st Birthday cohorts who are monitored on a quarterly basis to ensure they remain in suitable accommodation.
- ✓ Undertaken a specific exercise to ensure all Care Leavers have an up to date Pathway Plan that are regularly reviewed by Independent Safeguarding Chairs.
- ✓ Celebrated and embraced joining New Belongings to work in Partnership with our colleagues in Wirral, Stockport and Trafford Care Leaver services working together to achieve a Gold Standard in Care Leaver services.
- ✓ Increased our Setting Up Allowance for all Care Leavers to £3000
- ✓ Increased our Higher Education Bursary to £2000 per annum + £500 for books and materials per year.
- ✓ Had 7 Care Leavers identified for Apprenticeship placements within Cheshire East Council for 2013. 1 has successfully moved on into employment, 3 remain in post, 1 has moved to a different course and 2 are being supported to identify suitable placements.



- ✓ Celebrated the recruitment of a dedicated 16+ Cared For Children's Nurse who is able to provide advice and assistance and signpost services to all Care Leavers with issues relating to their health.
- ✓ Promoted the shared lives scheme to enable Care Leavers to remain staying put in their foster placement beyond 18 and up until 21.
- ✓ As of March 2013, 66.7% of the 19th Birthday cohort were in Education, Training or Employment (EET). This compared favourably with our statistical neighbour average of 52%.
- ✓ 100% of 19th Birthday cohort were reported to be in suitable accommodation.



## But we still need to improve further...

- We are still working to reduce the age that children enter care.
- We continue to work to prevent children coming into care.
- We need to prioritise support to improve attainment. Data tells us that Cheshire East Cared For Children achieved slightly below the national average at GCSE grade A\* to C including English and Maths. Overall, 35.3% achieved 5A\* - C Grades.
- Too many young people leave college during their first few months – levels of NEET rose from 3% to 15% during the first term of post-16 education in 2013-14.
- We currently support 12 Care Leavers in Higher Education, but this needs to be more.
- The attainment of children completing Key Stage 4 (age 16) is close to the national and statistical average for the percentage gaining 5 or more A\*-C grades (or equivalent) but is slightly below for the percentage including English and maths in these qualifications.
- The number of young people progressing to University has increased each year, with 10 new entrants in 2013, but we know that more of our young people can make it to University.
- 64% of young people cared for 2.5 years or more have been in the same placement for 2 years or more.

- The gap between cared for children and their peers is too big and increases through school. This means that children not cared for are almost four times as likely to gain five good GCSEs including English and maths than those cared for which affects the opportunities for post-16 education and training.



- New measures have been introduced in 2013 which assess the level of development across twelve key areas of children starting school for the first time. In 2013, cared for children starting school achieved the expected level in some of these areas but none reached the expected level in all twelve areas.

- Strengthen our partnership with Adult Services to ensure

smoother transitions for those young people who have adult supported needs.

- Achieve a Gold Standard service for young people leaving care through the development of the 'New Belongings' initiative.

## Vital Statistics 2013-14

Cheshire East Council has around **330** children and young people in care. The majority are being looked after because they have experienced significant abuse or neglect, and most are subject to Care Orders made by the courts under the Children Act 1989. These orders confer Parental Responsibility on the council (shared with their parents or anyone else who has Parental Responsibility). A smaller group are cared for under a voluntary agreement with their parents where the Council acts in loco parentis.

**150** children entered care during the year **58%** in the category of abuse and neglect.

In 2013-14 **190** children left care **38** of these returning home

Most children and young people cared for by Cheshire East Council are living in foster care provided predominantly by our own foster carers and also by Independent Fostering Agencies (**73%**).

We approved **20** new fostering households in 2013-14.

Some children and young people are placed in residential care (**5%**) or schools (**1%**), and some with family members, including parents or friends. There are a number of children who have to reside outside of the Cheshire East area, and we continue to be responsible for these children regardless of their location. These children are even more vulnerable as they lose their local networks, resulting in the loss of school and friends, and difficulty in maintaining family relationships.

The long term placement stability of our cared for children increased to **67%** (60% the previous year)

The percentage of cared for children experiencing 3 or more moves rose to **12%** (9% the previous year).

**12** young people being supported in University placements this year- up from 1 last year.

The past year (2013/14) has seen **32** Cheshire East children adopted and **31** families approved as adopters.

We also support about **250** care leavers who have spent varying lengths of time in our care. Around **141** of them are over 18.

A regular monthly performance report provides officers with detailed information about our Cared for Children and Care Leaver cohort.

## Outcome 1 - Involve me

We will make sure that every Cared For Child and Young Person has a right to say what they think should happen when adults are making decisions that affect them and to have their opinions taken into account. Cheshire East will promote children's active engagement in decision making and ensure that feedback from children, young people and parents is effectively incorporated into service planning and delivery. Service developments will actively take account of the views of children and young people, their parents and carers.

**Priority 1** Ensure children and young people are involved in decisions about their health needs.

**Priority 2** Ensure children and young people are involved in decisions about their care.

**Priority 3** Ensure feedback from children and young people is effectively incorporated into service planning and delivery

### Our children and young people have told us to...



"Keep us safe"

"Support us in our hobbies and interests"

"Help us to achieve"

"Listen to us"

"Be honest with us"

"Respect our right to confidentiality!"

"Do not judge or patronise us"

### What we plan to do.....

- Establish new arrangements for the Care Leavers and the Children in Care Council.
- Continue to involve children and young people in the recruitment and retention of staff.
- Continue to involve children and young people in the development of 'New Belongings'.
- Deliver the 'New Belongings' action plan.
- Establish the Care Leaver Ambassador Apprenticeship.
- Continue to involve children and young people in further development of services, including delivery of appropriate supported accommodation for Care Leavers.
- Ensure items from the Children's Society report are regularly reported and acted upon.

## Outcome 2 - Provide me with a good, safe home

*We will ensure that you are in a good, safe placement where you feel happy, settled and secure, and where you can remain for as long as you need to. It will feel like home to you and provide you with a good experience. You will receive the information you need before your placement and we will listen to you if you have concerns at any time. We will ensure that you only remain a Cared For Child if there is no possibility of securing a placement for you by another means i.e. adoption/special guardianship.*

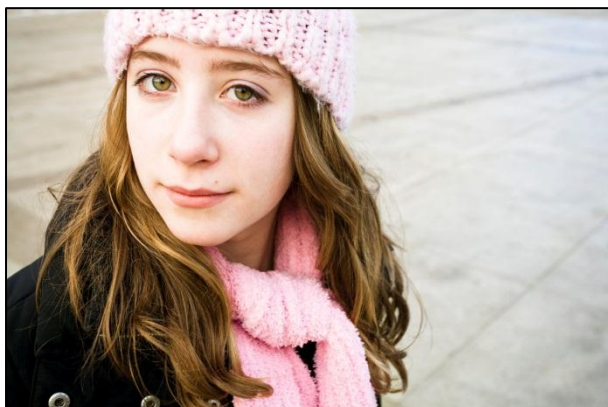
**Priority 1** Improve the availability, quality and stability of local placements

**Priority 2** Further develop the quality assurance arrangements in relation to all placements including those we provide in house.

**Priority 3** Ensure that children and young people are fully engaged in decisions relating to their placement choice

**Priority 4** We will make sure that only those children who have no alternative placement will reside in care.

### Our children and young people have told us...



"We want to stay living in our communities."

"We want to be consulted on where we live."

"When we leave care, we want a choice of where we live".

"We want to stay living in our communities".

"We want to keep our links with family and friends".

### What we plan to do.....

- Develop a quality assurance framework for external provision.
- Ensure we hold providers accountable for the service they are being commissioned to deliver.
- Further develop profiles of Foster Carers to enhance placement choice for children and young people.
- Strengthen the Regulation 33 monitoring process
- Continue to increase the number of local Foster Carers
- Ensure our residential provision is of high quality and cost effective.
- Establish an Intensive Support Team (IST) to work with children on the edge of care in order that, wherever possible, they can remain with their families.



## Outcome 3 – Keep me healthy

*You will be well and happy and choose healthy and active lifestyles. We will make sure that your health needs are assessed and planned for and that you have access to health services when and where you need them. Any need for additional emotional support will be recognised and addressed to ensure that you have emotional stability, resilience and confidence. We will ensure that all partner Agencies understand our commitment to this, and the part they can play in helping to achieve it.*

**Priority 1** Improve the emotional health and wellbeing of cared for children and young people and care leavers

**Priority 2** Increase access to leisure facilities

**Priority 3** Improve support packages to children with disabilities

### Our children and young people have told us...

“We want sexual health information, advice and support to be available when needed.”

“We want a greater focus on relationship education not just on sex and contraception.”

“We want to see health professionals (particularly mental health) at a venue of our choosing”



### What we plan to do.....

- Improve access to mental health services for Cared For Children and young people and care leavers.
- Continue to develop and improve training for foster carers and health staff in relation to emotional support needs to include young people.
- Consult with young people in order to develop an effective method of providing them with their own health information and transition as they leave care.
- Promote awareness and take up of both the SDQ process and the process for leisure pass application.
- Consider whether the current leisure pass could be expanded to include care leavers and reciprocal arrangements with our “New Belongings” neighbours.
- Increase awareness amongst staff regarding the process for Continuing Healthcare Assessments to ensure that all eligible children are referred for further assessment.
- The Healthy Care Partnership will consider the NICE/SCIE Public Health Guidance 31 (2013) initially focusing on audit of the eight quality standards.
- Improve arrangements for health data collection and information sharing.

## Outcome 4 – Help me to achieve

*You will receive a planned and stable education which will enable you to fulfil your educational, social and emotional potential and give you high aspirations for your future. You will have a Personal Education Plan which outlines your strengths and areas for development. It will also say what help the school will give to support these developments, including how funding will be allocated and used. Your voice is very important in this process and you will be invited to give your views before the meeting as well as attending it.*

**Priority 1** Improve educational attainment for pupils age 5, 7, 11 and 16 year olds.

**Priority 2** Improve attendance and attainment for pupils age 17 and 18 years old.

**Priority 3** Increase take up of apprenticeships



### Our children and young people have told us...

“We value our education and want to do well in school”.

We like having a person in school who we can talk to and who knows what we need”.

“We want someone to keep telling us how important education is and to help us keep going to school and to do our best”.

### Why this is a priority

- Children and young people have told us that too often they feel that those working with them have low expectations of their ability and that they want to be supported and encouraged to do well in education and show just how much they are able to achieve.

### What we plan to do.....

- Ensure that pre-school children are able to get into a good nursery and that extra help is available to help them with their development.
- Track the progress of children so that we can act quickly when progress is not being made.
- Make sure the Personal Education Plan contains very clear development targets and a way to monitor the impact of any intervention work done.
- Ensure that staff working in school know the best ways to support cared for children, including having a named key worker.
- Ensure that staff working with cared for children at risk of becoming involved in Anti-Social Behaviour/offending know the best ways to prevent this escalating

## Outcome 5 – Support me to move to adult life

*You will only move into independent living when you are ready to do so and we will support you in this transition. We will help find the right accommodation for you. We will make sure you have the right skills before you move into independent living, such as cooking, finance and practical skills. We will inform you of your entitlements and do our best to make sure you receive them. We will work together with services, including housing, benefits, colleges and universities, employment providers and health services to help you to establish yourself as an independent individual.*

**Priority 1** Improve the support available to young people in the transition to independent living

**Priority 2** Improve 16+ attainment

**Priority 3** New belongings collaboration

**Priority 4** Improve the range of accommodation options available to care leavers

### Our Care Leavers have told us they want us to...

“Respect and honour their identity”

“Believe in them”

“Listen to them”

“Keep them informed”

“Support them”

“Find them a home”

“Be their lifelong champion”

### What we plan to do.....

- Further develop the work we are progressing under the ‘New Belongings’ initiative
- Work in partnership with Youth Support Services to track all EET destinations for our Care Leaver population.
- Work with the Virtual School Team to track all Yr 12 and 13 Care Leavers entering Further Education, utilising Specialist Company Welfare Call, to inform us of any absence issues.
- Work with education providers to improve the offer to Care Leavers by working towards the Buttle Quality Award.
- Identify and support potential candidates for Higher Education commencing September 2014.
- Target support to increase Care Leavers choosing to progress into Higher Education.
- Target support to reduce our NEET population.
- Work closely with Catch 22 and the Independent Safeguarding Chair with lead for child sexual exploitation to monitor/address those most at risk of engaging in risky behaviour or vulnerable to exploitation
- Develop a range of accommodation and support options that support independence and tenancy readiness
- Develop priority housing for care leavers
- Increase work experience for care leavers within the council

## How we will measure success

A scorecard will be developed, monitored and reviewed based on the following measures:

Involve me	Children and young people report that they feel safe
	Feedback from children, young people and parents is effectively incorporated into service planning and delivery
	% of eligible C&YP accessing advocacy services?
	Number of children and young people involved in Children in Care Council?
Provide me with a good, safe home	The number of children who experience three moves or more within a year is less than 10% (currently 12%)
	The number of young people looked after for 2.5 years who have been in the same placement for 2 years should be higher than 70%
	The number of C&YP placed within 20 miles of their home.
	All Individual Placement Agreements to include outcomes that are bespoke to individual C&YP.
	Apply a new quality assurance framework to all placements at least once a year.
	Increase the level of good or outstanding placements utilised from 87 % to 100%
	An increase in the number of local foster carers (currently 149).
	Increase in the number of Care leavers in suitable accommodation aged 19, 20 and 21.
	A reduction in the time it takes for children to be adopted from care.
	Increase in the % of children waiting less than 18 months to be adopted (currently 53% in 2013).
Keep me healthy	% with immunisations up to date.
	% had teeth checked by a dentist.
	% had an annual health assessment (this figure should improve in the forthcoming year as a result of increased capacity within the Cared for Team).
	% had a developmental assessment.
Help me to achieve	% of children taking up their early years entitlement – 2, 3, 4 year old offer.
	Achievement Good Level of Development at the end of Foundation Stage.
	Increased attendance at school.
	Reduction of persistent absence.
	Reduction in days lost through exclusion and the number of young people who experience fixed term exclusion.
	Increase in primary children achieving Level 4+ in reading, writing and maths.
	Increase in secondary C&YP achieving 5+ A*-C grades including English/Maths.
	Number of number of cared for children taking up apprenticeships.

	Increase in Year 11 with guaranteed offer of employment or training.
	10% Less cared for children offend compared with 2013/14
	Reduction in number of NEETs.
Support me to move to adult life	Care leavers in suitable accommodation aged 19, 20 and 21 remains high between 95 and 100%
	Increase the number of Care Leavers in Education, Training and Employment.
	Improve the attendance of Care Leavers in school or college and reduce the number who drop out
	Increase the number of Care Leavers accessing Further Education
	Maintain the rolling programme of Cheshire East Care Leaver Apprenticeships with at least 5 in placement at any time.
	Increase in Care Leavers engaged with an annual health review (16-18)
	Reduction in the Care Leavers pregnancy rate.
	Any young person vulnerable to CSE has a plan and is supported.



## How we will check success

Involve me	Attendance at Children in Care Council.
	Cared For Children's involvement in service development.
	Cared For Children and Care Leavers involvement in recruitment.
	Annual survey of Cared for Children.
Provide me with a good, safe home	Audits of pathway plans
	Calendar of visits done to ensure each residential provision is visited once every 12 months as a minimum or sooner if receives an inadequate Ofsted report.
	Benchmarking with other Local Authorities
	Regular performance reports to Early Help and Protection Leadership Team
	Scrutiny reports to Senior Management Team and Corporate Parenting Board.
Keep me healthy	Individual health assessments will be quality assured via the Cared For Children's Nurse and Designated Doctor.
	Audit of initial health assessments will be undertaken via Paediatric services results planned in training sessions.
	Reporting to Eastern and South Cheshire Clinical Commissioning Groups on month by month basis in relation to arrangements for initial and review health assessments. The Dashboard used to report this data has been refined recently and will be used in the year 2014-2015 onwards.
	Arrangements to share information between Cheshire East Council and East Cheshire NHS Trust are improving and will result in improved reporting of data in relation to health assessments.
	Scrutiny arrangements – Eastern and South Cheshire Clinical Commissioning Groups and East Cheshire Corporate Parenting Board.
	Mental health assessments are audited by the mental health worker within the Children and Families support team. This worker receives supervision via Cheshire and Wirral Partnership Trust.
	The Healthy Care Partnership will report to corporate parenting board.
Help me to achieve	Regular monitoring of the progress made by each child.
	Quality assurance of the Personal Education Plan and reports to schools and social workers about ways to improve.
	Presentation and discussion to Corporate Parenting Board.
	Independent Safeguarding Chairs will monitor the appropriateness, quality and impact of support offered to each child.
Support me to move to adult life	Improved completion rates and quality of Pathway Plans.
	Improved placement choice for care leavers
	Increased no's of care leavers accessing university
	Reduction in complaints from care leavers
	Tracking progress of transition through a Transition Operational Group

## Cared for Children and Care Leavers – Activities to Support Strategy Implementation

Ref	Action	Who
<b>Outcome 1 – Involve me</b>		
1a	Promote membership of the CiCC and Care Leavers Council	All Group Managers
1b	Develop experiences for C4C to be involved in recruitment of workers.	Group Manager transforming Practice
<b>Outcome 2 – Provide me with a good, safe home</b>		
2a	Develop a quality assurance framework for external provision.	Corporate Commissioning Manager
2b	Ensure we hold providers accountable for the service they are being commissioned to deliver	Corporate Commissioning Manager
2c	Further develop profiles of Foster Carers to enhance placement choice for children and young people.	Group Manager - Fostering
2d	Strengthen the Regulation 33 monitoring process	Head of Safeguarding
2e	Continue to increase the number of local Foster Carers	Principal Manager Cared For Children and Care Leavers
2f	Ensure our residential provision is of high quality and cost effective.	Principal Manager Cared For Children and Care Leavers
<b>Outcome 3 – Keep me healthy</b>		
3a	Improve access to mental health services for cared for C&YP and care leavers.	Principal Manager Cared For Children and Care Leavers
3b	Continue to develop and improve training for foster carers and health staff in relation to emotional support needs.	Group Manager - Fostering
3c	Consult with young people in order to develop an effective method of providing them with their own health information and transition as they leave care.	Cared For Nurse
3d	Ensure that all social workers are aware of both the SDQ process and the process for leisure pass application.	Principal Manager Cared For Children and Care Leavers
3e	Consider whether the current leisure pass could be expanded to include care	Principal Manager Cared For Children

	leavers and reciprocal arrangements with our “New Belongings” neighbours.	and Care Leavers
3f	Increase awareness amongst staff regarding the process for Continuing Healthcare Assessments to ensure that all eligible children are referred for further assessment.	All Group Managers
3g	The Healthy Care Partnership will consider the NICE/SCIE Public Health Guidance 31 (2013) initially focusing on audit of the eight quality standards.	Cared For Nurse
3h	Improve arrangements for health data collection and information sharing.	Cared For Nurse
Outcome 4 - Help Me to Achieve		
4a	Ensure that pre-school children are able to get into a good nursery and that extra help is available to help them with their development.	Head of the Virtual School
4b	Track the progress of children so that we can act quickly when progress is not being made.	Head of the Virtual School
4c	Make sure the Personal Education Plan contains very clear development targets and a way to monitor the impact of any intervention work done.	Head of the Virtual School
4d	Ensure that staff working in school know the best ways to support cared for children, including having a named key worker.	Head of the Virtual School
Outcome 5 - Support Me to Move to Adult Life		
5a	Work in partnership with Youth Support Services to track all EET destinations for our Care Leaver population.	Group Manager – Permanence & Through Care, Head of the Virtual School & Youth Support Area Delivery Manager South
5b	Work with the Virtual School Team to track all Yr 12 and 13 Care Leavers entering Further Education, utilising Specialist Company Welfare Call, to inform us of any absence issues.	
5c	Work with education providers to improve the offer to Care Leavers by working towards the Buttle Quality Award.	
5d	Identify and support potential candidates for Higher Education commencing September 2014.	Group Manager - Permanence &

5e	Target support to increase Care Leavers choosing to progress into Higher Education.	Through Care and Head of the Virtual School
5f	Target support to reduce NEET population.	
5g	Work closely with Catch 22 and the Independent Safeguarding Chair with lead for child sexual exploitation to monitor and address those most at risk of engaging in risky behaviour or vulnerable to exploitation.	Group Manager – Permanence & Through Care
5h	Develop priority housing for care leavers	Principal Manager Cared For Children and Care Leavers & Corporate Commissioning Manager
5i	Increase work experience for care leavers within the council	Group Manager – Permanence & Through Care and Workforce Development Manager
5j	Develop a range of accommodation and support options that support independence and tenancy readiness	Principal Manager Cared For Children and Care Leavers & Corporate Commissioning Manager
5j	Improve employment opportunities via apprenticeships and traineeships	Group Manager – Permanence & Through Care and Workforce Development Manager