

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Corporate Parenting Committee

The meeting will be held at **7.00 pm** on **4 October 2016**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Bukky Okunade (Chair), Leslie Gamester (Vice-Chair), Chris Baker, Jan Baker, Martin Kerin, Susan Little, Sue MacPherson and Joycelyn Redsell

Natalie Carter, Thurrock Open Door Representative
Christina Day, Children in Care Council
Jackie Howell, Chair, The One Team, Foster Carer Association
Sharon Smith, Vice Chair, The One Team, Foster Carer Association

Substitutes:

Councillors Ben Maney, Aaron Watkins and Kevin Wheeler

Agenda

Open to Public and Press

	Page
1 Apologies for Absence	
2 Minutes	5 - 10
To approve as a correct record the minutes of the Corporate Parenting Committee meeting held on 5 July 2016.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	

5	Updates from Children in Care Council	
6	External Placement Survey with the Children in Care Council	11 - 18
7	Overview of Children Looked After Placements and Demand Management	19 - 26
8	Independent Reviewing Officers Annual Report 2015-16	27 - 36
9	Work Programme	37 - 38

Queries regarding this Agenda or notification of apologies:

Please contact Jenny Shade, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **26 September 2016**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature

You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Corporate Parenting Committee held on 5 July 2016 at 7.00 pm

Present: Councillors Bukky Okunade (Chair), Leslie Gamester (Vice-Chair), Chris Baker, Jan Baker, Susan Little, Sue MacPherson and Joycelyn Redsell

Natalie Carter, Thurrock Open Door Representative
Christina Day, Children in Care Council
Billie Jo King, Children in Care Council
Jackie Howell, Chair, The One Team, Foster Carer Association
Sharon Smith, Vice Chair, The One Team, Foster Carer Association (arrived at 7.10)

Apologies: Councillor Martin Kerin

In attendance: Rory Patterson, Corporate Director of Children's Services
Andrew Carter, Head of Children's Social Care
Paul Coke, Service Manager (Children & Families)
Jenny Shade, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

Introductions were made by all attendees and the Chair stated that the Children in Care Council should feel free to speak and interact with members at this committee.

1. Minutes

The minutes of the Corporate Parenting Committee held on the 3 March 2016 were approved as a correct record.

2. Items of Urgent Business

There were no items of urgent business.

3. Declaration of Interests

No interests were declared.

4. Terms of Reference

The Corporate Parenting Committee Terms of Reference were noted.

5. Recent External Placements for Young People

The Officer presented the report which briefed Members on the range of issues regarding the placement choices made for looked after children for the period 1 February and 31 May 2016.

The Officer referred members to comparison data within the report which included:

- The increase in the number of the looked after children in the period 1 February and 31 May 2016.
- The increase in the number of unaccompanied asylum seeking children to 86.
- The comparative rate for Thurrock was 64.3 compared to the national rate of 60.6. The Officer stated that this figure did not include the number of unaccompanied asylum seeking children.
- The increase in the number of children under the age of one in this period.
- The launch of the Transfer Protocol with regard to unaccompanied asylum seeking children and how it was hoped will be a voluntary arrangement across the country.

Councillor Little asked what was being done to promote “fostering to adoption”. The Officer confirmed that the CORAM team were based in Thurrock and it was their role to recruit, review child protection plans and to look and investigate early options for permanency.

Councillor Little asked Officers what options would be in place to manage the complexities and capacity of working with unaccompanied asylum seeking children. Andrew Carter confirmed that two Through Care Teams were already established with an option of a new specific unaccompanied asylum seeking children team that would deal with assessments and care plans of those children.

The Chair asked Officers how the recruitment of in-house foster carers was progressing and what support could members offer.

Andrew Carter stated that members knew the community better and that information posters and leaflets could be made available at member surgeries. An advertising campaign was still on-going and that work with Essex Council continues as they have a surplus of foster carers.

RESOLVED

That the members of the Committee scrutinised the efforts made by Officers to choose appropriate resources for looked after children, including the more difficult to place children.

6. Bank Accounts, Passports and Birth Certificates held by Looked After Children

The Chair opened this item to Foster Carers for comment.

Jackie Howell and Sharon Smith stated the importance of getting all the relevant information and documents when a looked after child had transferred from another authority. Having this information enabled the foster carers to apply for passports and savings accounts. It was agreed that placement planning meetings would be the ideal time to undertake checks and for documents to be handed over. At looked after children reviews the question should also be asked who holds these documents and this should be recorded and minuted by the social worker.

The Officer then presented the report and updated members on the number of looked after children with bank accounts, passports and birth certificates.

An addendum to the report was presented by the Officers which provided further detailed information on the numbers of looked after children who had active bank accounts. This will be forwarded to Democratic Services for distribution to members.

Councillor Little stated she was pleased this item had been brought to committee but still had concerns over the number of looked after children who did not have their documents and hoped that the department had a tracking device on savings for looked after children so that this could be monitored.

A discussion took place between Members and Co-Opted Members on the difficulties of looked after children obtaining bank accounts and how credit ratings may affect student loan accounts.

Councillor Redsell asked Officers if permission was required for foster carers to take looked after children out of the country. Paul Coke confirmed that yes permission was required and that letters were prepared with all relevant information. This would also be the case for looked after children on care orders and that parents would need to be informed.

Councillor Redsell stated that not enough was being done in schools to educate young people on the importance of money and how to save.

The Chair asked Officers what improvements were in place to improve the identification card for looked after children. The Officer stated that the check list was vital and should be completed at the first planning meeting within 7 days of a young person coming into care. Better recording would be required to ensure that the appropriate auditing can be undertaken.

Natalie Carter stated that there should be a cut-off period for obtaining this information.

Paul Coke stated that Identification Cards for unaccompanied asylum seeking children, known as Application Registration Card (ARC), were provided by the Home Office and were reliant on them to do so.

RESOLVED

- 1. That the Corporate Parenting Committee will monitor this area to ensure that continual improvements in partnership with officers and the children in care council are made.**
- 2. That the Addendum Report be issued to all Corporate Parenting Committee Members.**

7. Health of Looked After Children

Andrew Carter presented this report in the absence of the designated nurse and reminded members that the report only covered items that were requested from members from the March 2016 committee.

Rory Patterson stated that it was disappointing that no Clinical Commissioning Group representative was present and colleagues would be held to account and he would be taking this up with colleagues.

Members were directed to the information on vision checks which had been undertaken on looked after children living within and outside the area. It was agreed by members that a breakdown by age would have been useful and a vision checker to identify and monitor the looked after children who had or had not undertaken a vision check.

Andrew Carter stated that the Emotional Wellbeing and Mental Health Services are recording better turnaround times but without getting complacent, this still needs to get better. Councillor Little stated that every effort should be done to ensure the appropriate recording had taken place.

Councillor Redsell asked Officers if foster carers were informed of looked after children who have had Tuberculosis (TB). Andrew Carter stated that there were very few incidents in Thurrock where looked after children having TB and would initially be picked by Public Health.

RESOLVED

That the comments made by members of the Corporate Parenting Committee be used to challenge the report and drive improvements in health provision for looked after children.

8. Ofsted Inspection Report and Action Plan

Andrew Carter briefly presented the report and updated members on the outcomes of the recent Ofsted Inspection which was judged to "Require

Improvement". A Self-Assessment had been undertaken prior to the Ofsted Inspection and did not identify anything that was not already known. Members were asked to comment on the 16 recommendations on the draft Action Plan which was scheduled to be sent to Ofsted. There would be a slight delay in sending the draft Action Plan back to Ofsted to ensure that members of the Corporate Parenting Committee were given the opportunity to comment.

It was stated that the same report would be presented to the Children's Services Overview and Scrutiny Committee on Wednesday 6 July 2016.

The Chair asked Officers what improvements would be made to the offer of return home interviews to looked after children who had gone missing from home or care. Andrew Carter stated that monthly monitoring of referral rates of looked after children are undertaken to ensure that this rate increased from the 80 per cent and to improve contract monitoring that would require proactive engagement of young people by the provider. Andrew Carter stated that the contract with Open Door had only started in January 2015 and that every effort would be made to get 100 per cent offered interviews.

Councillor Redsell stated that Staying Put Policy should be made more prominent and asked what was already in place. Andrew Carter stated that 5 looked after children benefited from the Staying Put Policy and that consultations were in place with foster carers and Independent Fostering Agency providers. It was also the aim to actively promote the scheme as an option and work will be undertaken with the Eastern Region partners to improve the local and regional offer.

A discussion took place between Members, Officers and Co-Opted Members on the Staying Put Policy and it was agreed that an agreement would need to be made and that this should suit all parties.

Councillor Little stated that the post adoption support needed to be measured and monitored going forward and that communication and recording of data was a vital part of this.

Councillor MacPherson stated that Academic Reports should be an item on the Corporate Parenting work programme to ensure that these reports can be monitored and challenged.

Councillor Little asked if academic reports were prepared for children home educated. Andrew Carter stated that Thurrock had no looked after children that were home educated.

Rory Patterson stated that Thurrock will be inspected again by Ofsted in three year's time and that every year a self-assessment would be undertaken. The targets and objectives of the report would need to be incorporated and monitored going forward by a means of a Performance Dashboard. Members agreed that this item be added to the work programme.

RESOLVED

That the Corporate Parenting Committee continue to monitor the progress of the council in implementing the recommendations of the Ofsted Inspection Report particularly in relation to children looked after and care leavers.

9. Work Programme

The work programme was discussed and agreed:

- That the item on Placement Updates of Care Packages be removed from the October work programme and replaced with Improvement of iMPOWER Work.
- That the item on Annual Complaints Report be removed from the October work programme.
- That the item on Performance Dashboard be added to the October work programme.
- That the item on Education – Academic Reports be added to the October work programme.

The meeting finished at 9.15 pm.

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

4 October 2016		ITEM: 6
Corporate Parenting Committee		
External Placement Survey with the Children in Care Council		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Children in Care Council and Natalie Carter (Open Door)		
Accountable Head of Service: Andrew Carter, Children`s Social Care		
Accountable Director: Rory Patterson, Corporate Director of Children`s Services		
This report is Public		

Executive Summary

This report informs members of the committee of the conclusions from the external (outside of Thurrock) placements survey carried out by young people within the Children in Care Council.

1. Recommendation(s)

- 1.1 **Corporate Parenting Committee to continue to monitor external placements annually through the children in care council survey.**
- 1.2 **Young people`s requests should be dealt with promptly; being placed out of the borough should not directly impact on the time taken to make decisions.**
- 1.3 **To make young people aware that they may need to move back to Thurrock in the future especially once they turn 18 and provide appropriate advocacy and support.**
- 1.4 **CICC to send regular newsletter /updates to those young people placed out of the borough to make them feel included within the support on offer to Thurrock looked after children.**

2. Introduction and Background

- 2.1 A request was made by the Corporate Parenting Committee for the children in care council with the support of Natalie Carter from Open Door to find out about the views of young people who are placed outside of Thurrock. The

committee would like to know how they are feeling about being placed away from Thurrock and to make sure they are receiving the care that other young people would receive living in Thurrock.

- 2.2 The children in care council met in June 2016 to formulate questions to ask those young people placed outside of Thurrock. They agreed due to time scales and it would be a telephone survey.
- 2.3 The Independent Reviewing Officers were asked to provide telephone numbers of those young people who are in external placements. The children in care council identified this would be the most independent approach. 25 young people's details were given to the CICC.
- 2.4 The CICC with support from Natalie Carter tried to make contact with 25 young people to take part in the out of borough survey.
- 2.5 16 young people responded and they were happy to answer all 6 questions.
- 2.6 The longest distance a young person who took part in the survey placed in an external placement lived 150 miles away from Thurrock.

3. Issues, Options and Analysis of Options

3.1 Contact with a social worker or other professional from Thurrock council

The young people were asked if they have contact with a social worker or other professional from Thurrock council, all 16 young people responded to say that they were visited by their social worker about once a month. A few young people mentioned they were visited every few months and one young person said they were visited by a different social worker each time as they had at least 5 social workers since being in care.

3.2 Young people were asked if they would like to move back to Thurrock in the future

	Yes	No	Maybe
Number of young people	5	4	7

Young people overall who are placed out of borough have mixed feelings about moving back to Thurrock.

3.3 Accessing services / activities where you live

Young people were asked if they accessed any services or took part in any activities in the area they currently live in. 11 young people responded saying yes they took part in activities and accessed services. 3 of these young people mentioned that they access a counselling service. 5 of the 16 who

took part in the survey said that they do not access any services or activities where they live.

3.4 Contact with family members

Young people were asked if they felt living outside of Thurrock affects them having contact with their family members.

	Yes	No	No contact with family
Number of young people	5	8	3

The 5 young people who responded contact was affected made the following comments:

`it makes me feel sad`.

`i did not get to see my family much and this made my relationship difficult with them`.

`hard`.

I had restricted contact with my family`.

` harder to have contact with family because it needed to be supported contact`.

3.5 Young people asked if they are happy living outside of Thurrock?

	Yes	No	Sometimes
Number of young people	12	3	1

The 3 young people who replied they are not happy living outside of Thurrock felt that they had no choice in being moved away at the time and would like to move back to Thurrock in the future. 1 out the 3 young people feel that contact arrangements are affected, the others are happy with contact and this has not been affected in anyway. All 3 young people feel safe where they are placed.

3.6 Safe

Those young people who took part in the survey were asked: Do you feel safe? Every young person answered this question with a 'yes, I do feel safe'. They all responded with a prompt answer. This shows that even though young people are placed outside of the borough and this can be as far as 150 miles away they did not feel their safety was compromised. The young people answered this question with confidence even though some young people explained during the survey that they found it difficult living away from the family.

This potentially shows that out of borough placements are chosen carefully, allowing young people to feel secure and safe a long way from home.

3.7 Further comments from young people

Young people who took part in the survey were asked at the end if there were any further comments they would like to share with the Corporate Parenting Committee. 6 young people made comments and were happy for these to be shared.

- `I would like to have stayed in the area I was moved to as I felt settled there. Due to my circumstances I had to move back to Thurrock to receive the support from the council. I have tried to move councils but this is very difficult`.
- I felt that social care did not put enough effort into my care. Things took a long time to happen whenever I asked for something. Examples of this was my pupil premium, visits to my family always took a long time to plan and some of my general issues were never dealt with`.
- Not enough information was given to me about moving placements and I was not informed this was going to happen until the time it took place. I found this quite daunting when miles away from my home town. I think young people need to be kept informed when they are being moved away`.
- Since I have been in foster care I have lived just outside Thurrock and have easy access even though I am placed outside of Thurrock.
- I get frustrated when my carers have to ask my social worker if I can do things. Most people who live with parents are allowed to make decisions why cant my foster carer. A decision can sometimes take along time and this stops me doing things that I want to do.
- It annoys me that I can not see my friends and family whenever want, travelling to Thurrock takes most of the day`.

4. Reasons for Recommendation

- 4.1 To ensure that young people placed of outside of Thurrock are not disadvantaged by being outside of the borough.
- 4.2 To monitor the support young people receive in maintaining contact with their family (significant individuals).
- 4.3 That Children's Social Care provide a clear plan to those young people living outside of the borough as to how and when they will see their family. Supporting them to maintain family relationships where possible.
- 4.4 Young people's requests should be dealt with promptly; being placed out of the borough should not directly impact on the time taken to make decisions. There should not be a delay in communicating these decisions to the young

person and they should not be denied any opportunity a young person would be given living in Thurrock.

4.5 Foster Carers to have clear and appropriate 'delegated authority' to make the day to day decisions for young people who they care for.

4.6 To ensure that young people are consulted and feel able to shape their own care plans including regarding decisions to move back to Thurrock or stay in another area post 18.

4.7 To ensure that young people outside of Thurrock are able to benefit from Staying Put where this is the right option for them and have advocacy when needed to express their wishes and feelings.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 This report is the findings of the Children in Care Council and is based on a survey of a cohort of Looked After Children living in placements outside of the borough of Thurrock.

6. Impact on corporate policies, priorities, performance and community impact

6.1 N/A

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager
Children and Adults

The financial impact of placements outside the borough will mainly be on social work time in terms of distance. The cost of placements will be dependent upon the type of placement the children/young people reside in.

Increasing the supply and availability of low in-house foster placements will be financially more cost effective and assist in promoting better outcomes for young people. Some young people will continue to require specialist placements that are not available within the borough.

7.2 Legal

Implications verified by: **Lindsey Marks**
Principal Solicitor Children's Safeguarding

Thurrock Council has a legal obligation to promote contact and the welfare of looked after children wherever they are placed.

7.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

It is important when placing children/young people outside of the authority that they are able to access and be part of their communities and that the placement is able to address their religious, cultural, gender, linguistic, sexual orientation and any needs arising out of a disability or special need.

It would be useful for any future survey to explore how young people feel their needs arising out of diversity and equality are being met.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

The placements and the agencies that manage the placements should all be aware of issues such as health and safety, their responsibility under the Crime and Disorder legislation etc, and ensure they have policies and procedures that reflect their work

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. **Appendices to the report**

- Appendix 1- Questions for the young people

Report Author:

Natalie Carter

Open Door

Children in Care Council

Appendix 1

Out of borough questions

1. Do you have contact with your social worker or any other professional from Thurrock council?
2. Would you like to move back to Thurrock in the future?
3. Do you access other services where you live for example support services / activities?
4. How is living out of borough affecting you having contact with your family members?
5. Are you happy about living outside of Thurrock?
6. Do you feel safe?

Any comments

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4 October 2016		ITEM: 7
Report to Corporate Parenting Committee		
Overview of Children Looked After Placements and Demand Management		
Wards and communities affected: All	Key Decision: Non-Key	
Report of: Andrew Carter – Head of Children’s Social Care		
Accountable Head of Service: Andrew Carter, Children’s Social Care		
Accountable Director: Rory Patterson, Corporate Director of Children’s Services		
This report is Public		

Executive Summary

This report provides members with a synopsis of the iMPower, Demand Management analysis of Children Looked After Placements.

1. Recommendation(s)

- 1.1 **Committee members receive regular updates on the effectiveness of edge of care and prevention services.**
- 1.2 **Committee members scrutinise the quality of placements and sufficiency of local placements.**
- 1.3 **Committee members continue to review the value for money and effective commissioning of placements.**
- 1.4 **Committee members continue to engage with the Children in Care Council to obtain the views of children and young people re: placements and services to prevent children and young people needing to become looked after.**

2. Introduction and Background

- 2.1 iMPower were commissioned to analyse demand and demand management within Thurrock Children’s Social Care. The work of iMPower is focused on supporting Children’s Social Care to improve quality of provision and value for money of the service. The analysis of looked after children

within the report did not include unaccompanied asylum seeking children (UASC) or children with disabilities.

3. Issues, Options and Analysis of Options

iMPOWER Report

3.1 A summary of the purpose of this report is as follows:

- Establish a baseline for current high demand
- Identify areas of opportunity to better manage demand in the system
- Identify areas of opportunity to safely reduce demand
- Identify areas of opportunity to reduce costs in the social care system
- Model demand against cost to identify where the pressure points are currently and where they may be in the future

3.2 During the period covered by the report 1st April 2015 – May 2016:-

- There was an increase of 8% in the use of Independent Foster Agencies (IFA) and placements
- 9% of placements were spot purchased
- 63% of looked after children are placed outside of Thurrock

3.3 The report informs the department that in terms of placement stability and number of moves the majority of looked after children in 15/16 had only 1 or 2 placement moves. This confirms to the Dfe measure of 3+ placement moves which was 3% for 2015/16 and is 1.9% year to date. Thurrock continues to perform well re: 3+ placement moves as reflected in the recent Ofsted Report.

3.4 Within the group of young people moving placements the report highlights those young people moving due to placement breakdown and suggested that there was a high number of placement breakdowns (as opposed to planned moves). Most placement breakdown were due to placements being ended by carers due to behaviour management issues.

3.5 The department have responded to this by increasing the monitoring and support to placements that are considered to be at risk of breakdown. Wherever possible the focus has been on what additional support can be put into a placement rather than the placement end.

3.6 The department requires that a placement stability or disruption meeting is held to co-ordinate support to placements that are fragile and where a placement has broken down to ensure lessons are learnt that will prevent the pattern of breakdown continuing in any future placements.

3.7 iMPOWER's analysis echoed that of Ofsted and the department's own data in highlighting the high number of out of borough placements (63%). iMPOWER found that the number of placements outside of the authority increases costs in terms of travel expenses and the time taken in travelling to placements.

- 3.8 The low proportion of available in-house foster carers is identified as resulting in an increased reliance on independent fostering agency (IFA) placements. The particular pressure points in finding suitable in-house placements remains around placements for teenagers, large sibling groups, parent and child and children with complex and challenging behaviour.
- 3.9 The authority has focused its recruitment of foster carers on teenage and sibling placements. Current Thurrock provision and a Service Level Agreement (SLA) mean that sufficient planned placement provision can be accessed for babies and younger children.
- 3.10 iMPOWER are working with the Fostering Service to improve the recruitment and retention of foster carers to increase year on year the levels of in-house capacity inside and surrounding the local authority. A greater number of in-house carers will improve placement choice and matching for children and young people and reduce the cost pressures of using the current volume of independent fostering agency placements. Children's Social Care is seeking to achieve an effective mixed market placement base that promotes quality, placement choice and value for money.
- 3.11 Better performance management and the continued refining of targeted recruitment are being progressed with the assistance of iMPOWER.
- 3.12 While in-house capacity is yet to increase significantly, the usage of current capacity has improved with carers being supported to manage a wider range of children, reduce breakdowns and increase where appropriate their age ranges.
- 3.13 Ofsted had identified that a high number of placements were made in an emergency. As would be expected iMPOWER have also mirrored this theme. For children the disruption of being placed in an emergency should always be avoided where it is safe to do so. The need to place in an emergency reduces the ability to carefully match and prepare children and carers for placements.
- 3.14 The impact of emergency placements on demand management is the increase in the use of spot purchased placements (placements with fostering agencies or residential providers where there is no pre-existing contract). The placements are normally needed on the same day or within a few days which means the ability to negotiate the best value for money is reduced. Reduced rates agreed with the contracted providers are not available when purchasing single placements from agencies / providers.
- 3.15 All initial placements of unaccompanied minors by their very nature tend to be unplanned emergency placements that need to be made on the same day.
- 3.16 The average age of unaccompanied minors needing assistance tends to be between 16-17years of age. The greatest shortage of suitable placements

locally, within our statistical neighbours and nationally, tends to be for older teenagers.

- 3.17 On average Thurrock accommodates about 2 unaccompanied children per week and this has at time reached 5-9 young people within 1 week. This does place incredible amounts of pressure on the placement finding team and social workers in responding to the needs of this vulnerable group.
- 3.18 Thurrock Council is currently looking after 90 unaccompanied children under the age of 18. This number fluctuates as young people turn 18, are aged assessed to be adults and not children and new arrivals are provided with accommodation.
- 3.19 The Home Office has increased the payments to local authorities to cover the cost of caring for unaccompanied asylum seeking children but there remains a shortfall between the Home Office payment and the cost of placements and staffing to the department.
- 3.20 While unaccompanied minors were outside of the scope of the iMPower analysis it is important that members are able to understand the overall demand position within Thurrock.
- 3.21 The current looked after children rate per 10,000 as of 1st September 2016 is as follows:
- Thurrock – 84 per 10,000
 - National – 60 per 10,000 (last published data)
 - Statistical Neighbours – 66 per 10,000
 - Rate excluding unaccompanied asylum seeking children – 64 per 10,000

Due to the higher number of unaccompanied asylum seeking children Thurrock has one of the highest per 10,000 rate of looked after children across the Eastern Region.

- 3.22 To better manage the support to unaccompanied asylum seeking children, manage caseloads within the looked after service and promote a high quality of care and permanency for all looked after children; the department has introduced an unaccompanied asylum seeking team (UASC Team).
- 3.23 Caseloads within the two Through Care Teams were becoming unmanageable with the increase in the number of looked after children. In order to meet the improvements set out in the recent Ofsted Inspection report capacity needed to increase to ensure that plans for all children could be progressed within reasonable caseloads and managerial spans of control.
- 3.24 The Home Office has introduced a new regional transfer system to allow authorities like Thurrock with high numbers of unaccompanied asylum

seeking children to transfer these children to other authorities within the region with lower numbers.

- 3.25 The introduction of the UASC Team means that Thurrock is in a position to make maximum use of the scheme as it is developed. This would not have been possible within the existing Through Care Teams given the demand within these teams.
- 3.26 The Home Office have introduced a formula that calculates the number of unaccompanied asylum seeking children an authority should have based on the 0.07 percentage of the area's population that is under the age of 17. Based on these calculations Thurrock would have a commitment to provide looked after services to 28 unaccompanied asylum seeking young people.
- 3.27 The current scheme is voluntary and work is taking place across the Eastern Region to progress with the transfer of children.
- 3.28 As part of the work with iMPower the Department reviewed approximately 50 looked after children's cases (excluding UASC and children with disabilities), with the following findings:
- 49% of looked after children cases could have been avoided according to the case reviewers (reviewers were Thurrock Managers and Social Workers) – this could have been avoided through earlier and more effective interventions.
- 3.29 The department with iMPower are undertaking a restructure of the Early Offer of Help. This is likely to see a bringing together of Early Help provision across Children's Services to reduce any potential for duplication and focus interventions at the earliest possible opportunities.
- 3.30 The successes that the department has had to date within the Troubled Families Programme will form the centre of the revised Early Offer.
- 3.31 Effective prevention is seen as the key to reducing demand across the social care system and providing effective support to children and families. The analysis from the iMPower work is that the current Early Offer is too close to the social care threshold for intervention and needs to be aligned further 'downstream' to assist families and prevent higher and more costly levels of demand.
- 3.32 The analysis also focuses on the need for ongoing work with partner agencies to ensure that they understand the social care thresholds and are able to work in partnership with social care to effectively manage the continuum of need and promote best outcomes for children and their families.
- 3.33 Partner agencies need to ensure that they are addressing children's needs at a universal and Early Offer level. A series of engagement events are planned

to assist with timely interventions to meet the needs of families and avoid children becoming looked after where this is in the best interests of the child.

- 3.34 The department are exploring the commissioning of specialist therapeutic provision to support children remaining with their families and rehabilitating children where it is safe to do so.
- 3.35 Thurrock continues to have a dedicated Adolescent and Edge of Care Team and the recent Ofsted report recognised the effective work done with adolescents. The aim is to continue to build on this work to reduce the need for adolescents to become and remain looked after (while fully meeting our safeguarding responsibilities).

4. Reasons for Recommendation

- 4.1 It is hoped that members of the Committee will continue to find this information useful in developing their understanding of the issues involved. Officers accept there is a very real challenge in balancing the need to find the best possible placement option for children and young people, whilst simultaneously working within the financial resources available
- 4.2 The focus of interventions needs to be driven by prevention and the provision of the right service to the right children and families at the right time. Increasing effective prevention will lead to better outcomes for children and their families and reduce costs. Where high cost interventions and provision is needed this can be better focused and targeted on those families most in need.
- 4.3 Increasing the number of in-house placements, reducing the number of emergency placements and having more local resources will increase the placement options for children and young people and promote better outcomes.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 None

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 None

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager
Children and Adults

The numbers of looked after children in this report have increased. The numbers of unaccompanied children have increased, which reflects in the number of placements provided by supported accommodation providers. Whilst it has been acknowledged that there has been a reduction in the cost of some individual placements, it is also important to acknowledge how volatile the business is in terms of numbers of looked after children and the differing needs they present, that may change the type of accommodation required.

The work by iMPower had been commissioned as an invest to save programme with savings on the management and reduction of demand over a 2 -3 years period. Ongoing savings and efficiencies are being pursued by the department in year and over the next financial year.

7.2 Legal

Implications verified by: **Lindsey Marks**
Principal Solicitor, Children's Safeguarding

It is important to note that whilst the Local Authority continues to scrutinise all placements it also has to be aware of its duties under the Children Act 1989, which must be the focus on the best interest of each child, especially when exploring placements.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities
Manager

When scrutinising the residential placements the Local Authority must ensure it also considers the needs of each individual child/young person, which includes protected characteristics including gender, religion, ethnicity/language and disability to ensure these placements meet all their needs on a holistic level.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Placements have to also take into consideration the experience and quality of staff, health and safety issues within each placement and that all the providers used are aware of their duties within the Crime and Disorder legislation.

Providers whether regulated or not must also be aware of their responsibilities when it comes to child protection issues.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Not applicable

9. Appendices to the report

- Not applicable

Report Author:

Andrew Carter

Head of Children's Social Care

4 October 2016	ITEM: 8
Corporate Parenting Committee	
Independent Reviewing Officers Annual Report 2015-16	
Wards and communities affected: All	Key Decision: None Key
Report of: Neale Laurie - Service Manager Safeguarding and Child Protection	
Accountable Head of Service: Andrew Carter – Head of Children’s Social Care	
Accountable Director: Rory Patterson – Director of Children’s Services	
This report is: Public	

Executive Summary:

This report is the annual summary of activity undertaken by the Independent Reviewing Officers (IROs) 2015-16 who provide Independent Scrutiny of the Department’s care plans for all the Children Looked After by Thurrock Council. An Annual Report of the Independent Reviewing Service for Children Looked After is required in the guidance arising from the Adoption and Children Act 2002 section 118 which amended Section 26 of the Children Act 1989. To provide information on the role of the Independent Review Officers and update on the Statutory Review Services activity for Children Looked After.

1. Recommendation

1.1 The role of the Independent Reviewing Officers is a statutory responsibility and therefore it is recommended that The Corporate Parenting Committee continues to monitor the activity of the IROs and request any further information it requires in its scrutiny role.

1.2 Members are asked to consider and adopt “Areas for development” contained within Section 4 of this report for continued improvement of this service.

2. Introduction and Background

2.1 The Independent Review Officers’ (IRO) service is set within the framework of the updated IRO Handbook, linked to revised Care Planning Regulations and Guidance which were introduced in April 2011. The responsibility of the IRO has changed from the management of the Review process to a wider overview of the case including regular monitoring and follow-up between

Reviews. The IRO has a key role in relation to the improvement of Care Planning for Children Looked After (CLA) and for challenging drift and delay.

- 2.2 Every Child Looked After should have a named IRO to provide continuity in the oversight of the case and to enable the IRO to develop a consistent relationship with the child. The child's Care Plan must be completed by the Social Worker within 10 working days of the child becoming Looked After and the IRO must be named in it. Thurrock has continued to meet this requirement during this reporting period, with most young people being allocated an IRO within 24 hours of being notified that they have come into care.
- 2.3 The IRO has two clear functions to chair the child's review and to monitor the child's case on an ongoing basis. In order to provide ongoing monitoring, the draft guidance recommended that IROs should have caseloads of approximately 50 children. Following representations from local authorities regarding resources, the final version has changed this to 50-70 cases. During this period, this has continued to be manageable, although caseloads continue to remain at the top end of the recommended allocation levels.
- 2.4 IROs must spend time with the child before each review, to prepare them for the meeting and to be satisfied that that the child has been properly consulted about any proposals for their future. IROs regularly meet and remain in contact with young people, either face to face, by phone, text or sometimes email. IROs are expected to either have the skills or access to specialist input so that they can establish the views of children with communication difficulties or complex needs. All of the IROs are highly experienced social workers, who work hard to achieve the above expectations.
- 2.5 The participation of children and young people in their reviews is good (see table at 3.12) and continues to be an area of growth ensuring the voice of the child is heard. Advocacy services are also used to ensure their voices are included. The Team in conjunction with the Children in Care Council have developed an alert card, to be used at times when a young person is worried about their safety and is unable to raise this with their carer.
- 2.6 IROs have the authority to adjourn meetings if they are not satisfied that the review has all the information necessary to make a rounded judgement about the viability of the child's Care Plan and whether any proposals are in the child's best interests. If the review is adjourned, it must be completed within 20 working days. On occasions it is necessary to hold reviews as a series of meetings, this ensures that all the parties and information is available and considered.
- 2.7 Referral by an IRO of a case to CAFCASS (Children and Families Court Advisory Service) should no longer be seen as a last resort but can be considered at any time. Consultations have taken place, however it has not been necessary to refer a Thurrock case to CAFCASS during this reporting period. The interface between the IROs and Guardians continues to

strengthen with joint meetings scheduled to assist with communication and relationships.

- 2.8 The team also leads on Children's Participation, monitoring and tracking all Children Looked After (CLA).
- 2.9 There is an expectation that the IRO service scrutinise the care planning and are actively taken forward with more robust tracking and challenge.
- 2.10 IROs continue to monitor cases highlighted as at risk of drift and continue use the escalation protocol, managing the greater number of escalations at the Manager level, which leads to a quicker resolution of the issue.
- 2.11 IRO's are continuing to work in partnership with the Children in Care Council.
- 2.12 An Ofsted inspection took place during this reporting period February – March 2016; they commented "The majority of reviews are timely, purposeful, well attended and well recorded. Independent reviewing Officers (IROs) are knowledgeable experienced and know the children well" (Ofsted, 23 May 2016).

3. Issues, Options and Analysis of Options

- 3.1 The IRO team is now made up of 5 IRO Full Time posts. An additional IRO post was created and the budget was adjusted accordingly to reflect the increase in workload.
- 3.2 The core team of IRO's has remained stable during this financial year which provides good continuity for the young people in our care.
- 3.3 The team is supported by 78 hours administration. Capacity issues have been a challenge due to long-term sickness of an administrator.
- 3.4 At the end of 2015/16 there were 336 children in care. This represents a 19% (53 children) increase from the previous year. From the total number of children in care at year-end 23% (80 were recorded as Unaccompanied Asylum Seeking Children (UASC), there were 41 recorded as UASC, 2014/15. This increase continues to be a significant challenge to the service.
- 3.5 Of the total 825 reviews, 748 were completed on time this represents a performance of 93.3% completed on time which remains above the English and Statistical Neighbour data at 90.5% and 90.6% respectively.

3.6 Ethnic Origin of Children Looked After at 31 March 2016

White British	175
Traveller of Irish Heritage	3
Gypsy/Roma	10
Mixed white/Black Caribbean	4

Mixed white/ Asian	2
Mixed white/ African	3
Any other white background	9
Any other mixed background	11
Pakistani	1
Any other Asian background	40
Caribbean	3
Any other black background	15
Any other ethnic group	37
TOTAL :	336

The IRO's within the care plan explore issues of diversity and ensure they are addressed appropriately where necessary.

Culturally sensitive and gender appropriate placements are identified where necessary and appropriate. This is particularly relevant to the increase of unaccompanied asylum seekers. Interpreters are routinely used to identify and meet their needs both within the care planning and review process.

The Department provides a dedicated Team for young people with a disability and reviews are conducted in a manner that is sensitive to their communication methods, to enable participation where at all possible, for example, signing or picture/computer input.

Recognition of young people's ethnicity is also recognised for example the inclusion of Travellers Welfare Service for some young people

- 3.7 As the CLA population has fluctuated over the period caseloads have varied between 70 and 85. This is set against a recommended 50-70 within the IRO Handbook.
- 3.8 IROs average between 50 - 60 Reviews in any given month, a mix of first Reviews and subsequent Reviews. All Reviews are booked by the administration of Plans and Reviews this ensures that an IRO is available within timescale and also acts as the allocation process for new work.
- 3.9 IROs continue to represent the service on a number of strategies.
- 3.10 Disruptions of long term and placement breakdown and other meeting related to children in care are carried out by IROs.
- 3.11 Case load for IRO - The size of caseload alone does not indicate the workload for each IRO; this is also based on the number of Out of Borough placements, large family groups, disability, UASC, Pathway Plan reviews, Section 85(Young people in Hospital for three months plus) and Young People who are on remand.

- 3.12 There has been a steady increase in young people attending their reviews and positively participating in them. IROs have been told to actively seek the views of children who do not wish to attend their reviews and to see what would assist in getting them there. There have been a number of cases where the IRO has supported the young person in chairing their own review or setting their own agendas.

Participation	Number of Reviews
Child aged under 4 at the time of the review	178
Child physically attends and speaks for him or herself	344
Child physically attends and an advocate speaks on his or her behalf	13
Child physically attends but does not speak for him or herself, does not convey his or her view symbolically (non-verbally) and does not ask an advocate to speak for him or her	6
Child does not attend physically but briefs an advocate to speak for him or her	49
Child does not attend but conveys his or her feelings to the review by a facilitative medium	149
Child does not attend nor are his or her views conveyed to the review	81
Child physically attends but does not speak for him or herself, does convey his or her view symbolically (non-verbally) and does not ask an advocate to speak for him or her	5
Grand Total	825

- 3.13 Parents' active participation is on average of 67% of parents being involved in reviews either through attendance, completing a consultation booklet or meeting the IRO separate to the review meeting. This is a decline upon previous years and reflects the increase of unaccompanied asylum seekers.
- 3.14 Distribution of completed review Outcomes and reports remains a significant challenge and do not always meet the required timescale with around only 41% being completed within 20 working days of the review. With current resources this remains a significant pressure and was highlighted by Ofsted as an area for improvement. The service is reviewing processes which will include administrators supporting the IROs with this task to improve performance in this area. Clear improvement targets are being set.

3.15 Conduct of the Organisation in relation to the Review

Areas for consideration include:

- Preparation of young person/family for the review
- Preparation of Pre-Meeting Report (PMR)
- Quality of Pre-Meeting Report/Care Plan and SW presentation to the review
- Management oversight

- 3.16 IROs complete 98.5% of their first reviews in a series of meetings to ensure we meet timescale.
- 3.17 IROs continue to be mindful of the need to ensure that the Outcomes and Report are accessible to children and parents.
- 3.18 IROs continue to review the written care plans and comment on the quality in the review. The quality of care planning varies and IRO's continue to work with the Social Work Teams around expectations.
- 3.19 Dispute resolution and escalation - The department has a dispute resolution protocol.
- 3.20 The cases of concern process is in place to both record escalations to Senior Managers as well as looking at those cases resolved at a lower level between IRO/Practice Managers/ Managers.
- 3.21 In total 81 cases have been raised by IROs with the biggest majority being dealt with at SW/Team Manager level. 12 at Service Manager level and 2 at Head of Service level. The Head of Service has taken a personal over view of all missing young people including those who are looked after.
- Areas escalated have included
 - Drift and Delay including Policy and Procedures not being followed
 - Paperwork incomplete
 - Statutory duties not fulfilled (Health Assessments, Visits etc)
Education issues
 - Lack of Management oversight
 - Transition
 - Changes to care plans without the notifications to IRO
 - Quality of mental health services
 - Quality of placements
- 3.22 The challenge of Child Sexual Exploitation is particularly relevant to the role of the IRO, especially for those young people placed out of borough. IROs have been working hard with the operational staff to recognise those at risk and to ensure that risk assessments are completed and plans put in place to minimise the risk. This is an increasingly challenging aspect of the work.
- 3.23 The IRO service is represented at Children Looked After Surgeries, which is chaired by the Head Of Service. This provides further scrutiny of the care plans and challenges any drift.
- 3.24 The IRO role is not to identify the Resources needed to meet a young person's needs but to ensure that those resources utilised match the needs of the young person and are of a high quality.

- 3.25 IROs challenge when the placement fails to address the young person's needs an alert is raised and consultation is undertaken with the fostering manager to resolve the issues.
- 3.26 The processes involving fostering team is working well and has improved as has the communication between IROs and fostering through the sharing of the information.
- 3.27 The issue relating to a move from regulated to unregulated placement has been discussed and it is clear the IRO should be made aware immediately there is any suggestion that the young person's plan is such a move.
- 3.28 "Staying Put" gives young people in foster care the option of remaining in the carers' homes post 18, this enables them to continue to mature and develop independence skills with the support of the carer before choosing to live independently. IROs have taken an active role in promoting the "Staying Put" Policy where is appropriate.
- 3.29 The role of the IRO is very specific and whilst line managed through the Department it is a role which should provide challenge and scrutiny of the Council in regards to its care plans and services to individual young people. In order to maintain independence and peer support links have been established with colleagues in the Eastern Region, which also provides some level of benchmarking across the region.
- 3.30 Areas for development
- IROs to continue to be aware of the possibilities for sexual exploitation amongst Thurrock's looked after population; especially those placed out of Borough and ensure that appropriate risk assessments and actions are undertaken.

4. Reason for recommendations

- 4.1 This is a key priority for the council to identify and safeguard those young people at risk of sexual exploitation.
- 4.2 The plans and reviews service to continue to work on improving the timeliness of minutes being completed, without loss of quality. A review of the administrative support is underway.

There is an expectation that minutes and recommendations from reviews are shared in a timely manner, this ensures that the care planning is communicated effectively to all. This is identified as an area for improvement in the 2016 Ofsted Inspection report.

- 4.3 IROs continue to actively challenge the service in all areas of CLA and formally raise disputes where these matters are not resolved within a satisfactory timescale.

The Dispute Resolution Escalation Process is designed to ensure that IROs maintain their independence and challenge to the service and ensure that care plans are appropriate and adhered to for every young person in the care of Thurrock.

- 4.4 The IRO service to continue to ensure children and young people actively participate in their reviews and care planning.

The involvement of young people in the care planning process is vital to ensure the success of placements, but also provides a clear safeguarding function too.

- 4.5 IROs to be mindful of the implications of the increase of UASC in the looked after population and to ensure that the quality placements and of care planning and standards are not compromised.

IROs are essential in raising issues regarding quality of care for all young people who are looked after by the local authority, this is especially important for this specific group of young people and the additional prejudice and discrimination they could face.

Unaccompanied Asylum Seeking Children are some of the most vulnerable young people in society. The ability to place and ensure suitable support packages are in place remains a challenge to the Council.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 Consultation has been undertaken with the Performance Team and the Children in Care Council (CICC)

6. Impact on corporate policies, priorities, performance and community

- 6.1 The report highlights the importance of the IRO role in ensuring that the legal duties are fulfilled by the local authority. The recommendations enhance and support corporate policies and priorities.

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager
Children and Adults

The additional appointment of a fulltime IRO, to meet the volume pressures has impacted upon the budget creating an overspend for 2015/16, equivalent to a full time salary. It is predicted that this post is likely to be required in the

short to medium future; therefore plans are being explored to make arrangements for a fixed-term contract to reduce agency costs.

7.2 Legal

Implications verified by: **Lindsey Marks**

Principal Solicitor Children's Safeguarding

Section 118 Adoption and Children Act 2002 introduced the concept Independent Reviewing Officers (IROs). The Children and Young Persons Act 2008 extends the IRO's responsibilities from monitoring the performance by the Local Authority of their functions in relation to child's review to monitoring the performance by the Local Authority of their functions in relation to a child's case as set out in sections 25A - 25C of the Children Act 1989. The intention is that IRO's should have an effective independent oversight of the child's case and ensure that the child's interests are protected throughout the care planning process. The IRO Handbook provides clear guidance on the IROs' role in and processes around the case review:

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**

Community Development and Equalities Manager

The IRO's within the care plan explore issues of diversity and ensure they are addressed appropriately where necessary.

Culturally sensitive and gender appropriate placements are identified where necessary and appropriate. This is particularly relevant to the increase of unaccompanied asylum seekers. Interpreters are routinely used to identify and meet their needs both within the care planning and review process.

The Department provides a dedicated Team for young people with a disability and reviews are conducted in a manner that is sensitive to their communication methods, to enable participation where at all possible, for example, signing or picture/computer input.

Recognition of young people's ethnicity is also recognised for example the inclusion of Travellers Welfare Service for some young people.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. **Appendices to the report**

None

Report Author:

Neale Laurie

Service Manager Safeguarding and Child Protection

Children's Services

**Corporate Parenting Committee
Work Programme
2016/17**

Dates of Meetings: 5 July 2016, 4 October 2016, 10 January 2017, 9 March 2017

Topic	Lead Officer	Requested by Officer/Member
5 July 2016		
Placement Updates of Care Packages	Paul Coke / Andrew Carter	Members
Passports and Bank Accounts held by Looked After Children	Paul Coke	Members
Health of Looked After Children	Andrew Carter	Members
Ofsted Report	Andrew Carter	Members
4 October 2016		
Improvement of iMPower Work	Paul Coke / Andrew Carter	Members
Annual Report for Independent Review Officers	Neale Laurie	Members
Recent External Placement Survey with Children in Care	Natalie Carter	Members
10 January 2017		
Placement Updates of Care Packages	Paul Coke / Andrew Carter	Members
Performance Dashboard	Andrew Carter	Members
Emotional Wellbeing and Mental Health Service	Sue Green	Members
Care Leavers in Employment	Michelle Lucas	Members

Updated: July 2016

Educational Attainments and Academic Reports of Looked After Children and Care Leavers	Keeley Pullen	Members
9 March 2017		
Placement Updates of Care Packages	Paul Coke / Andrew Carter	Members
Update on Ofsted Action Plan	Andrew Carter	Members
The Children In Care Pledge	Paul Coke / Natalie Carter	Members