


<p>London Borough of Hammersmith & Fulham</p> <p>CHILDREN AND EDUCATION POLICY AND ACCOUNTABILITY COMMITTEE</p> <p>30 January 2017</p>		
<p>LOOKED AFTER CHILDREN AND CARE LEAVERS ANNUAL REPORT 2015-16</p>		
<p>Report of the Assistant Director for Looked After Children and Care Leavers</p>		
<p>Open Report</p>		
<p>Classification: For Information Key Decision: No</p>		
<p>Wards Affected: None</p>		
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1. EXECUTIVE SUMMARY

- 1.1 This report highlights the significant responsibilities the local authority has in relation to Looked After Children, and how it discharges these.
- 1.2 Nationally there has been a small 2% increase in Looked After Children numbers per 10,000 population since 2012 and nationally Looked After Children numbers are at their highest since the 1980s. In contrast, regionally London rates have decreased by 12%. At 31st March 2016 there were 70,440 Looked After Children nationally. The London Borough of Hammersmith & Fulham was ranked 63rd lowest of 152 local authorities nationally at 31st March 2016.
- 1.3 Achievements this year include:
 - The Ofsted Inspection which judged Looked After and Care Leaver Services to be Good and Adoption Services to be Outstanding
 - Continued improved performance in school attendance and fixed term exclusions for Looked After Children
 - A significant re-organisation in the Care Leavers service which extended the qualified social worker role to all posts in the service.
 - The use of the Focus on Practice Clinical team to add to the support offered to the service

- Permanent recruitment to the Looked After Children and Care Leavers Head of Service post which gives leadership and focus to the Hammersmith and Fulham looked after children and care leavers service.
- The use of Action for Change to support mother's whose children have been removed through care proceedings to prevent repeat removals in the future.

1.4 Future developments include:

- Further work is being carried out to address issues and barriers around sustaining education, training and employment for post 16 Looked After Children and Care Leavers and reducing the number not in education, employment or training (NEET)s
- There are on-going challenges to improve the educational outcomes of Looked After Children and Care leavers with more complex learning difficulties/disabilities/mental health needs
- Developing the LAC Assist team and model to focus on developing additional strategies to work with some of the most challenging children and young people who are at greatest risk of experiencing placement breakdowns and being placed in the most high cost residential units. This includes plans to provide intensive support mirroring that already provided by the Family Assist model which was highly praised by Ofsted inspectors. It is envisaged that this will support a reduction in increased placement costs and more opportunities to return children to their families when it is safe to do so.
- Addressing the dip in performance regarding placement stability of looked after children through providing intensive interventions and strategies for carers as part of the LAC Assist model.
- The creation of a Shared Services Education, Employment and Training Co-ordinator post that will develop and implement specific programmes and policies for post 16 looked after children and care leavers aimed at improving employability skills. This role will also involve developing and sustaining partnerships with Council Services and external partners to increase choice and availability of apprenticeships and employment opportunities which was a specific Ofsted recommendation.

2. INTRODUCTION

- 2.1 In this report, the term Looked After Children refers to those children for whom the Borough has assumed Parental Responsibility through a care order, by an agreement with their parent(s) or Unaccompanied Asylum Seeking Children.
- 2.2 The Borough also has a duty and responsibility to those young people who leave care after the age of 16 years until they reach the age of 21 years, or 25 if they are in higher education.
- 2.3 The majority of Looked After Children need alternative care and accommodation due to the inability of their primary care giver to offer safe and effective care within the family home. Despite this a significant number of Looked After Children are able to return to their parent(s) speedily and do not require long term services or interventions. Many who remain in care are likely to have suffered neglect or abuse,

prior to coming into our care, and are likely to require support from a range of services including therapeutic and educational support.

3. CORPORATE PARENTING

- 3.1 Corporate Parenting is the term used to refer to the collective responsibility of the Council to provide the best care and protection for children and young people who are 'Looked After', that is, who are in public care. Effective corporate parenting will need the commitment from all Council employees and elected Members and an authority wide approach. These responsibilities for Local Authorities were first laid out in the Children Act 1989, the Children Act 2004 and reinforced in the Children and Young People's Act 2008.
- 3.2 Councillors in the Borough have a responsibility to act as a good 'corporate parent' for the children it looks after. Once a child becomes Looked After all Members and officers of the Council, as their corporate parents, need to be concerned about that child as if they were their own. This concern should encompass the child's education, health and welfare, what they do in their leisure time and holidays, how they celebrate their culture or religion and how they receive praise and encouragement for their achievements.
- 3.3 The Corporate Parenting Board (CPB) has a key role in monitoring how the Council discharges its corporate parenting responsibilities. Over the past year, the Board has continued to meet with Looked After Children to listen to their views and consultation feedback on a quarterly basis. During the past year the Board has followed a thematic approach, which is aligned with the consultation activities with Looked After Children and Care Leavers to the key objectives in the three year strategy. This enables a robust forward planning process and enables key officers and relevant elected members to attend the Board when topics are relevant to their responsibilities and portfolios. Section 11 provides an overview of topics consulted upon during 2015-16.

4. NUMBERS OF LOOKED AFTER CHILDREN

- 4.1 Nationally, there were 70,440 children and young people in care on 31 March 2016, a slight increase on the previous year of less than 1%. Whilst the numbers are relatively steady this national figure is the highest figure of children in care since the implementation of the 1989 Children Act.
- 4.2 The Borough's Looked After Children population has reduced from 260 in 2008 to 198 in 2016, although there was a small increase during 2015-16 (see Table 2). The number of Looked After Children as a proportion of the population in Hammersmith & Fulham is 58 per 10,000 population as at March 2016. The Borough is becoming increasingly adept at securing alternative solutions outside the care system for Looked After Children, with the number of children leaving care varying from 115 in 2011-12 to 155 in 2013-14, and 108 in 2015-16.

Table 1: Total Looked After Children ceasing care

Year April to March	2011	2012	2013	2014	2015	2016
Number of children ceasing care	100	115	95	155	120	108

4.3 The overall downward trajectory of Looked After Children numbers since 2010 is attributed to a number of factors. More effective early intervention strategies which endeavours to maintain children within the community by addressing the complex needs of children at risk of becoming looked after is a key factor, including in the number of children that return to live at home. The Focus on Practice training has equipped practitioners across the service to work more effectively when families are at risk of family breakdown and to assess and address harm and neglect. Additionally, the range of services provided to support families and avoid adolescent care entry, robust rehabilitation home support packages when it is assessed that it is safe for children to return to live at home, robust age assessments of UASC young people to prevent those assessed to be over 18 years of age entering care, alternatives to remand being implemented by the Youth Courts and significantly improved timescales for care proceedings resulting in timely permanency plans or children being placed with extended family members are all considered to have influenced this overall reduction. In contrast there has been an increase in the number of Unaccompanied Asylum Seeking Children (UASCs) entering care. During 2015-16, 20 new UASCs became looked after by the Borough. This represented 37% of the new 14-17 year old care entrants in this year and contributes to the number of Looked After Children being aged 10 and over. Section 5 considers the UASC population in greater detail.

Table 2: Total Looked After Children at 31 March: 2010-2016

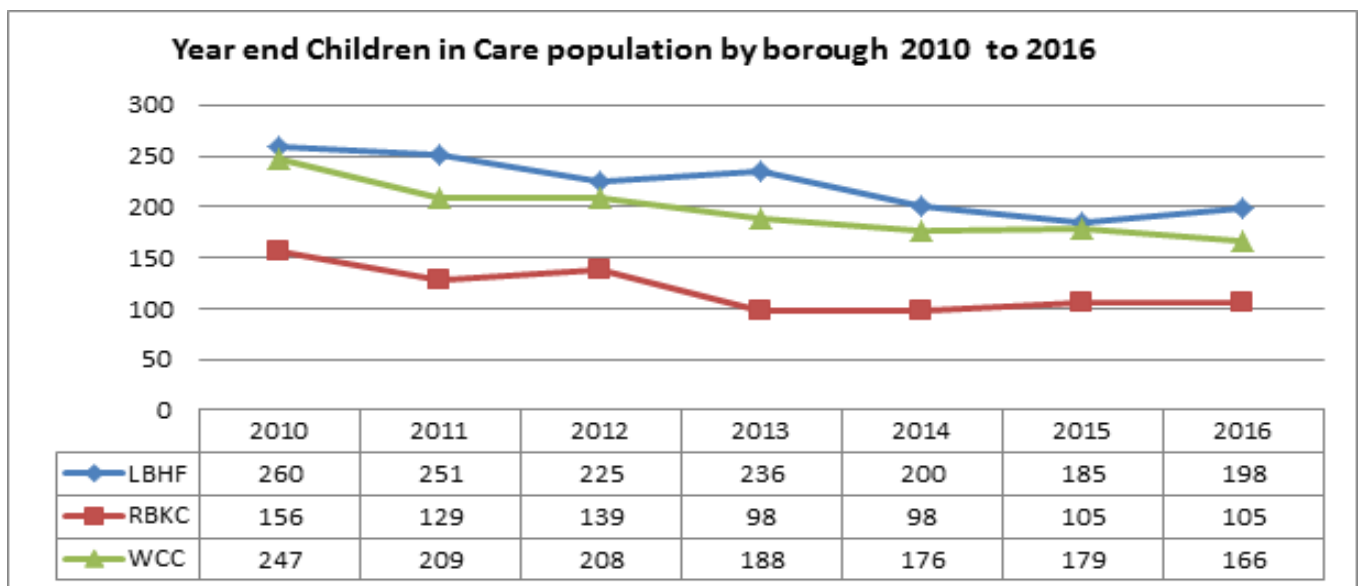
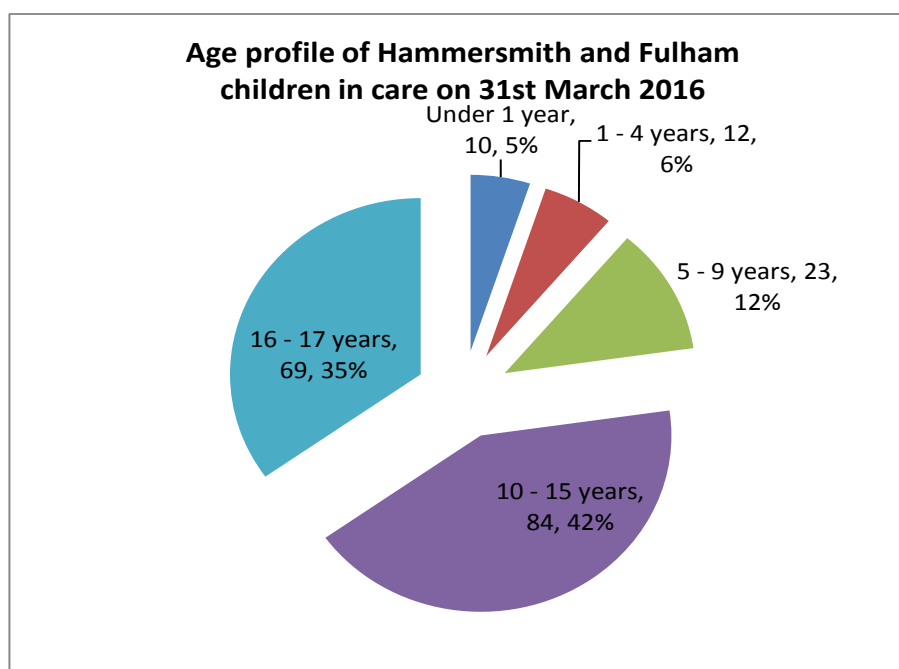


Table 3: Total Looked After Children at 31 March: 2010-2016

Year Ending March	Citizen	UASC	Total
2010	234	26	260
2011	227	21	248
2012	204	20	224
2013	220	18	238
2014	195	9	204
2015	163	22	185
2016	172	26	198

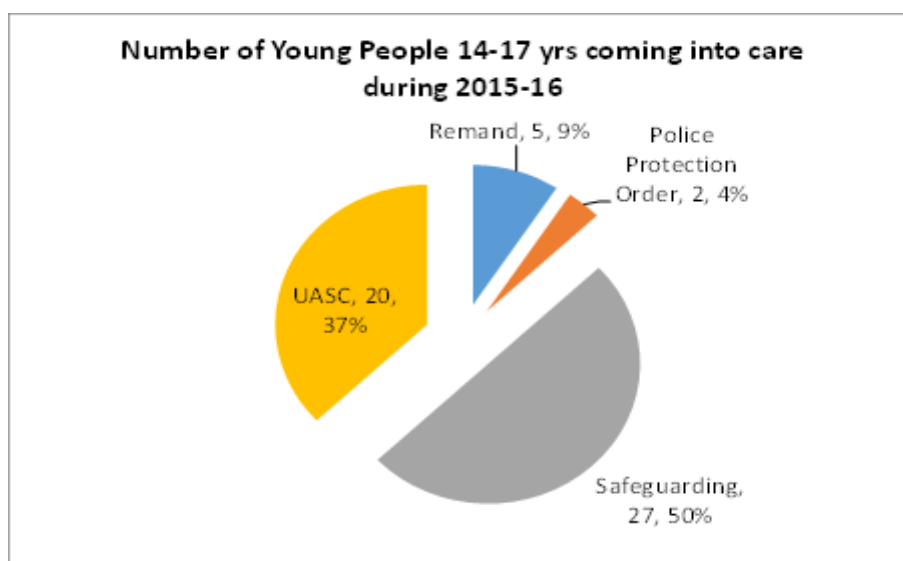
- 4.4 The age profile of Looked After Children is significant in that the proportion aged over 16 for 2015-16 was 35%, which is higher than the national rate of 22% and London rate of 33%. The Borough's UASC entrants contributes to the more significant difference in the national rate given most UASC are placed in London and the South East.

Table 4: Age Profile of Children in Care at 31st March 2016



- 4.5 Only 11% of children were aged under 5 years. Local analysis has identified a number of influencing factors including more younger children achieving permanence more quickly given improved court timescales, the "ageing out" of older cohorts as they progress through the care system, the volume of UASC that enter care over 16 years and the impact of Southwark Judgement and remand cases entering care at much older ages.

Table 5: Profile of 14-17 years olds entering care during 2015-16

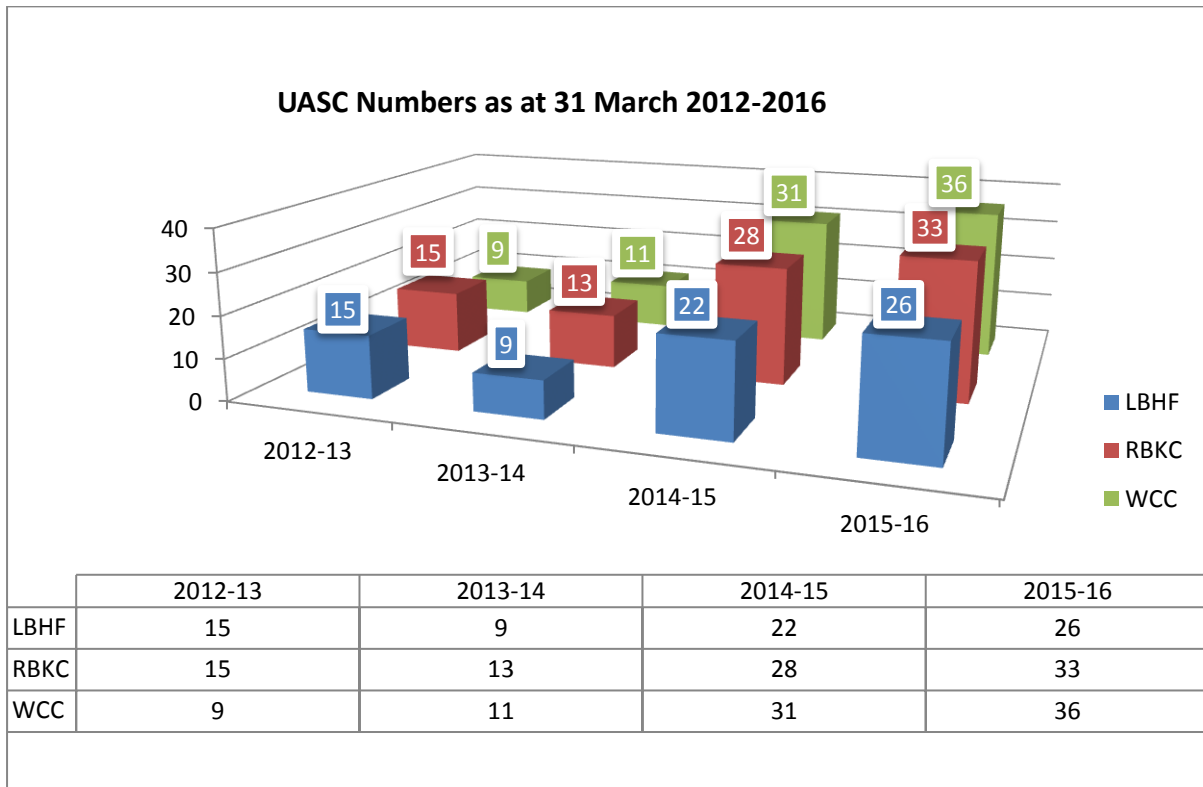


- 4.6 The Borough's Looked After Children population is particularly diverse. Rates for Black or Black British ethnicity were 33% in 2015-16 which is higher than the most recently published (2015-16) national average at 25%. The Borough continues to respond by seeking to recruit a diverse range of foster carers which reflect the diversity of the local population and through placing children with kinship carers when appropriate.

5. UNACCOMPANIED ASYLUM SEEKING CHILDREN

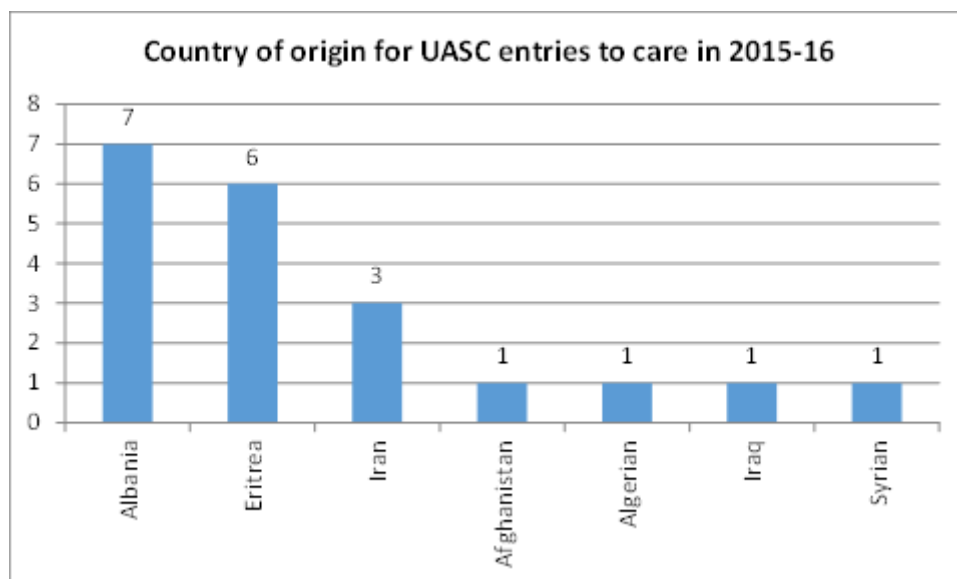
- 5.1 Within Hammersmith and Fulham there has been a significant increase in the number of new UASC LAC entries during 2014-15 (19 young people) and 2015-16 (20 young people) in comparison with previous years. Nearly half of the current UASC and former UASC care leaver population have arrived within the last two years. The majority (77%) of the referrals over the last two years have come via the rota referral scheme that the LB Croydon and Home Office manages, whereby UASCs making asylum claims at the Home Office based in Croydon are distributed amongst London local authorities. However, given Hammersmith and Fulham's central location 10% have also come to notice via police referrals and a further 10% self-referred.

Table 6: UASC Numbers as at 31 March 2012-16



5.2 Unaccompanied asylum seeking children in Hammersmith and Fulham have been mainly from Albania (58% in 2014-15, 36% in 2015-16). Albanian Care Leavers are the majority ethnic group representing 53% of the former UASC cohort. The second highest ethnic group is Eritrean. In comparison, nationally the highest ethnic UASC cohort are from Iran at 23%, Afghanistan at 19% and Albanians at 15%.

Table 7: Number of UASC entering care in 2015-16 by country of origin



5.3 There is notable consistency in the age of UASC on arrival with the vast majority of the total UASC population (25 of 26, 96%) aged between 15-17 years at 31st March 2016, although we do occasionally experience much younger children arriving. Given

these age trends, the UASC population have a significant bearing on the Borough's care leaver numbers. At 31st March 2016, 52 of 170 (31%) of the Borough's Care Leavers were former UASCs. Legal outcomes are characterised by lengthy processes including several Home Office interviews and legal hearings. A significant number of UASCs are ultimately unsuccessful in their claims for asylum into adulthood and this can have some bearing on UASCs going missing as a means of avoiding deportation (there are currently 3 missing). Negative asylum claims relate to the majority of UASCs originating from Albania and the Home Office concluding that they have not proven genuine persecution. The largest number exit care by receiving their permanent or long term leave to remain and exiting the service in the same way as indigenous children. Former UASC care leavers continue to be supported by the Leaving Care Service whilst they await a decision by the Home Office in line with our statutory obligations.

- 5.4 UASCs experience a range of physical and emotional difficulties as a result of prolonged journeys in insanitary conditions with inadequate supplies of food and water and/or what they might have been subjected to in their home countries prior to leaving. The effects of separation, bereavement and uncertainty about their families' wellbeing and own immigration status can have a negative emotional impact on UASCs. There is extensive use of agents and smugglers to assist UASC in making their journeys and in a minority of cases there are disclosures of ill-treatment during their journey. These range of needs are addressed through their LAC Health Assessments and involving LAC CAMHS and our in-house clinicians.
- 5.5 On 1st July 2016 the Home Office launched the National Transfer Scheme, a new voluntary transfer arrangement between local authorities for the care of unaccompanied children who arrive in the UK and claim asylum. The scheme has identified that local authorities will be expected to take up to 0.07% of their child population. This introduction means that any new UASCs entering England and Wales will be distributed more evenly amongst local authorities rather than primarily concentrating within London and the South East (66%) by virtue of where they enter the country and seek asylum. As such Hammersmith and Fulham is expected to be responsible for 24 UASCs and only when we fall below that threshold will any new UASCs be referred via the London rota referral or national transfer scheme. This does not include the additional 15 UASCs that we have accepted responsibility for as part of the recent Lord Dubs Amendment. Across Shared Services work is underway to create a new post which will seek to maximise funding streams and Home Office claims for UASCs.

6. OFSTED INSPECTION

- 6.1 Children's Services in Hammersmith and Fulham were subject to an inspection under the Ofsted Single Inspection Framework between 11th January and 4th February 2016. Simultaneous inspections took place in RBKC and Westminster, and Shared Services between the three boroughs were also inspected. Ofsted have raised the bar with their expectations and judgements in this round of inspections with the result that most Local Authorities to date have been judged as "Requires Improvement".
- 6.2 Ofsted's overall conclusion was that Children's Services in Hammersmith and Fulham were judged to be "Good". A number of sub-judgements were made. The outcome judgement gives Hammersmith and Fulham the third best result in the country out of the 121 inspections to date. The report highlights that significant and sustained improvements have been made since the last inspection in July 2011, when services were judged to be 'Good'.

6.3 Relevant to this report Ofsted made a number of sub-judgements as follows:

Children looked after and achieving permanence:	Good
Adoption Performance:	Outstanding
Experiences and progress of care leavers:	Good
Leadership, management and governance:	Outstanding

- 6.4 With specific reference to services for Looked after Children and Care Leavers, there has been a substantial re-organisation of our specialist social work teams for this vulnerable group. This has seen the development of two 16 plus teams that have qualified Social Workers allocated to Care Leavers as opposed to Personal Advisers. Ofsted acknowledged the positive trajectory of this service, which was implemented in July 2015. They recognised that this restructure has *“led to tangible improvements in outcomes”*; however, ultimately it will mean that children and young people can benefit from sustained working relationships as they will no longer have to transfer to another team and can remain with their allocated Social Worker up until 21 or 25 years of age if in higher education.
- 6.5 The report found that social workers working with Looked After Children know the *“children well, regularly visit them and give sensitive and thoughtful consideration to their needs”*. The inspectors commented that *“the quality of pathway planning and reviews for care leavers has improved markedly over the last few years...actions show good insight into the young person, are decisive and are in their best interests”*. Furthermore care leavers themselves told inspectors that the *“care leaving service has improved and they have greater faith and trust in the skills and empathy of their social workers and their abilities to help them”*. Adoption services in particular were found to be outstanding, demonstrating highly effective planning and vigorous family finding which ensures that children are quickly found suitable alternative families to care for them.
- 6.6 Furthermore, the report outlined that Hammersmith and Fulham’s Corporate Parenting Board *“has a knowledgeable and committed approach with appropriate levels of scrutiny and positive engagement with young people, who have effectively raised their awareness of important issues”*. Further, *“an effective Children in Care Council has a real focus on informing and influencing the discussions and decisions at the Corporate Parenting Board”* which care leavers reported has greater effectiveness than in previous years.
- 6.7 Leadership and governance was assessed as being outstanding with the report highlighting that the authority *“has clear plans and political and managerial commitment to continue its journey to provide consistently high quality services”* within a culture of *“respectful challenge”*. The report further highlighted that the lead member *“demonstrates passion and commitment...undertakes extensive activity...to offer challenge and to influence service provision”*.
- 6.8 One of our identified strengths was our ability to undertake rigorous self-assessment leading to continuous improvements without complacency. Therefore, whilst this is an excellent result that we are proud of, plans are being implemented to address the areas for improvement to achieve continuous progress in respect of the recommendations arising from the inspection.
- 6.9 **Recommendation 1:** Collate information drawn from return home interviews of children who go missing from home to identify patterns and trends and assist disruption activity.

Missing children has been a particular focus of the current Ofsted inspection framework. Ofsted noted that in Hammersmith & Fulham, the children at risk from going missing were known and well supported including follow up from social workers when they returned home. However it was felt that better use could be made of information emerging from return home interviews to identify patterns of behaviour, support proactive planning and reduce risk. In response to this, an audit has taken place of cases where children frequently go missing and where interventions have been effective. A Missing Action Plan is in place and this will be updated to include and implement learning from the audit work. Section 8 of this report provides data in respect of Looked After Children who went missing for more than 24 hours during 2015-16.

- 6.10 **Recommendation 2:** Ensure that assessments and care plans for children looked after are updated following significant events.

This followed an Ofsted comment that this was not always evident for “a minority of assessments and care plans”. A detailed looked after children and care leavers service improvement plan has been developed and is being implemented for Hammersmith and Fulham children and young people to address required service developments identified by the service as well as Ofsted. This includes an expectation that risk assessments and plans will be routinely updated to ensure that these respond to changes in circumstances of children, with clear evidence that strategies are put in place to reduce risks. The plan is being overseen by a multi-agency Service Improvement Group who will monitor and support progress. The form which social workers use for reviews of looked after children is being redesigned to incorporate social worker assessments for the review, and to more clearly identify decisions and changes to the care plan that need to be considered and agreed. To ensure these developments are consistently responded to, Independent Reviewing Officers are to identify plans that do not reflect the current direction of the child’s journey and take robust action where required, as part of mid-point reviews that they routinely carry out.

- 6.11 **Recommendation 3:** Improve the quality of the minority of pathway plans that are not yet good, so that outcomes are improved and the results of actions can be assessed more effectively.

The inspection report noted that the quality of pathway planning and reviews for care leavers has improved markedly. However a small number of plans were seen to be “*insufficiently clear regarding plans for the future, targets were not clear enough and target dates are not tightly linked to actions*”. Ofsted also observed that managers are fully aware of this and where improvements are needed there are “*plans in place to address this area of improvement*”. This recommendation is also addressed through the previously mentioned Looked After Children and Care Leavers service improvement plan and training has been delivered to the teams. Plans are currently reviewed every 6 months and this is noted on the case management system. In addition, quality audits of pathway plans are undertaken at regular intervals and reported to the Service Improvement Group for additional action where required. As the majority of pathway plans are already of good quality, these will be used as examples to inform good practice guides.

- 6.12 **Recommendation 4:** Increase the range and number of apprenticeship opportunities for care leavers to reduce further the proportion who are not engaged in education, employment or training.

- 6.13 Inspectors reported that the borough's Care Leavers enter a range of full-time vocational training, employment and higher education institutions but that staff recognised *"the need to improve the options and progression pathways for care leavers"* including the *"insufficient range of apprenticeship opportunities"*.
- 6.14 Using the smarter budgeting programme to address and improve this situation, a review took place to identify and implement common financial support opportunities for Care Leavers, not only for those in apprenticeships but also for those in work, those aged 21 or older, Unaccompanied Asylum Seeking Children and those in Higher Education. The Virtual School provides advice and guidance to the Borough's Leaving Care teams on good practice in Education, Employment and Training (EET) planning. A range of employability and work experience programmes are being implemented, linked into internal and external partnerships. A more robust system has been developed for tracking and monitoring the education, employment and training of Care Leavers and an EET adviser in the Virtual School supports in accessing and sustaining apprenticeships, employment, education or training. Further, as highlighted in Section 1 a post is currently being recruited to that will specifically address this area of development.

7. STRATEGIC PLANNING

- 7.1 A strategy for Looked After Children is in place which sets out the vision and intended outcomes for Looked After Children and Care Leavers in the period 2014 to 2017.
- 7.2 The strategy has six strategic objectives:
- Children on the edge of care are better supported to remain within their families and community
 - Looked After Children and Care Leavers are provided with security, stability and are cared for
 - Looked After Children and Care Leavers are safe from harm and neglect
 - Looked After Children and Care Leavers are supported in reaching a good standard of education
 - Looked After Children and Care Leavers health needs are promoted and supported
 - All Looked After Children and Care Leavers have a voice in decisions which affect their lives
- 7.3 To support the delivery of the strategic priorities, and progress towards shared outcomes, an annual borough specific Looked After Children and Care Leavers Improvement Plan has been developed and delivered with partners. The plan is being monitored by a multi-agency Service Development Group, which links directly with the Children in Care Council and responds to the thematic consultations undertaken. This helps to reinforce how we actively listen and respond to the voices of children within the local authority's care.
- 7.4 The Shared Services Local Safeguarding Children Board (LSCB) has a significant role in ensuring effective multi-agency work and safeguarding for Looked After Children. The last annual LSCB report was produced in October 2016 which outlines progress made in addressing safeguarding issues for this vulnerable group of children.
- 7.5 The CEPAC Scrutiny Committee also contributes to monitoring the quality and effectiveness of services, via the scrutiny of this annual report on services and

outcomes for Looked After Children and Care Leavers. A report on the work of the Fostering and Adoption Team is also presented annually.

7.6 Other relevant performance indicators are reported regularly to the Lead Member at Policy Board.

8. SAFEGUARDING OUTCOMES FOR LOOKED AFTER CHILDREN AND CARE LEAVERS

8.1 Children who are subject to frequent placement moves are less able to form positive attachments with carers which make them more vulnerable to unsafe relationships from other adults or their peer group. The Borough has a commitment to ensure that children and young people will only be placed in resources with an Ofsted inspection judgement of “Good” or “Outstanding”. As at 31st March 2016, 93% of children placed from within Shared Services were in provisions that were judged as Outstanding or Good. The number of placement moves that children have is carefully monitored to ensure plans are adapted to make placements more resilient where required. In Hammersmith & Fulham, 14% of Looked After Children experienced three or more placement moves in 2015-16, which is higher than the Borough’s 2014-15 rate of 9.2% and England rate of 10% for 2015-16. This is a matter that requires our continued scrutiny and steps to reduce placement breakdown. The aforementioned LAC Assist team will be a service that focuses on this to provide additional support to help stabilise vulnerable placements.

Table 8: Percentage of children with three or more placements during 2011-16

	2011-12	2012-13	2013-14	2014-15	2015-16
England	11.0%	11.0%	12.0%	10%	10%
LBHF	8.0%	5.9%	19.5%	9.2%	14.1%

Table 9: Percentage Looked After for 2.5 years and in the same placement for at least 2 years

	2011-12	2012-13	2013-14	2014-15	2015-16
England	68.0%	67.0%	67%	68%	Not yet available
LBHF	74.6%	66.2%	61.3%	59.7%	78.2%

8.2 As a relatively geographically small borough, not all Looked After Children are able to live within Hammersmith and Fulham when they are in care. However, there are significant efforts at both the local and national level to reduce the distance at which Looked After Children are placed from their borough of origin. While there are a small minority of children who are more effectively safeguarded by being placed at a distance such as those young people identified to be at risk due to gang affiliation or child sexual exploitation, the consistent lack of foster placements in Inner London means that many children need to be placed in other local authority areas, although

usually these are within London. The cohort living outside of London includes children who are placed in special educational boarding schools or specialist residential care or placed with extended family members or adopters. Of the children and young people Looked After in foster placements at 31st March 2016, 74% were placed in London boroughs, including within Hammersmith and Fulham, and 82% were placed with Shared Services in-house foster carers. As at 31st March 2016 59% of the Borough's Looked After Children were living inside Hammersmith and Fulham, which compares with 45% living inside their authority of origin on average across other London. There are currently 162 in-house fostering households offering placements across Shared Services. Additionally, there are currently 12 Hammersmith and Fulham Care Leavers who continue to live with foster carers under a "Staying Put" arrangement, an initiative which enables care leavers to continue to live in their foster placement when they become young adults to support them in achieving successful transitions into adulthood.

- 8.3 For some young people foster care is not currently suitable and as of 31st March 2016 12% of Looked After Children were placed in residential care or special educational boarding schools. We also have 22 Looked After Children placed with relatives who have been assessed as kinship carers, thus enabling these children to reside with extended family. A proportion of these children will become subject to Special Guardianship Orders within these placements rather than remain Looked After by the local authority in the coming months. The number of Special Guardianship Orders increased from 9 in 2014-15 to 16 in 2015-16. In contrast, the number of adoptions in Hammersmith and Fulham has fallen from 12 in 2014-15 to 6 in 2015-16, although this mirrors a national reduction (18% reduction in 2015-16) in children being placed for adoption outside the extended family linked to the impact of two relevant court judgements.

Table 10: Percentage of children placed in foster placements at 31st March 2016

	% of children placed in foster placements
England	75%
London	75%
Hammersmith and Fulham	74%

- 8.4 Looked After Children are significantly more likely to go missing than their peers, and therefore can be more vulnerable to sexual exploitation or gang involvement. Children with frequent placement changes are more likely to go missing and this behaviour also impacts upon the stability of their current placement. In Hammersmith and Fulham, there were 47 Looked After Children who went missing/absent with a total of 144 episodes in 2015-16. Whilst there was an increase in the number of children when compared with 2014-15 (40 children) there was a reduction in the number of episodes from 150 in 2014-15. The majority of cases are of a high frequency but short duration e.g. missing overnight and then returning. There specific monitoring and tracking of this potentially vulnerable group which ensures that children are independently interviewed and thorough exploration of the reasons as to why they went missing is pursued. Practice has specifically developed in this area, which has been enhanced by the appointment of a Missing Person's Co-ordinator who offers advice, assistance and the development of strategies to reduce risks with front line practitioners.
- 8.5 With specific reference to children at risk of Child Sexual Exploitation (CSE) there have been a number of developments to identify those assessed to be at risk and to provide a comprehensive support package to ensure that risks are reduced. Local

developments have been informed by the publication of London Child Sexual Exploitation Operation Protocols. These include:

- Agreement of a CSE Strategy by the LSCB
- The implementation of a monthly Multi-Agency Sexual Exploitation meeting chaired by the Police and Children's Services
- A shared risk assessment tool
- A common pathway to services coordinated through the Multi-Agency Safeguarding Hub (MASH)
- Development of data sets and problem profiles
- A range of training and awareness-raising initiatives
- Focuses upon CSE within routine practice weeks and auditing activities

8.6 During 2015-16 Hammersmith and Fulham had 52 young people that were identified at risk of CSE and these children were categorised from the assessment on how serious the risk was and what evidence there was. The majority of children in Hammersmith and Fulham were within the Blue category, which following an assessment has identified them as potentially vulnerable to CSE but with no actual evidence of CSE taking place. Category 1 is defined as there being concerns that a child is being targeted and where there are CSE warning signs but no evidence so far of any offences. Category 2 is defined as there being evidence that a child is being targeted for opportunistic abuse through the exchange of sex or indecent images for money, drugs, goods, perceived affection etc. Category 3 is defined as a child whose sexual exploitation is habitual self-denied and where coercion/control is implicit. With regards to Looked After Children specifically during 2015-16 there were 9 young people assessed to be in Categories Blue, 1 and 2 compared with 7 young people during 2014-15. Of those 9 young people 7 are not living within the Shared Services geographical boundary, which partly demonstrates actively removing them from risk factors that escalate concerns but also that this cohort can also be at greater risk of placement breakdown and escalation into higher cost placements outside London. Improved identification of risks, assessment and clearer CSE mapping supports this area of practice and safeguarding responses.

Table 11: CSE Categories Data for Looked After Children 2015-16

Category of Risk	LAC – living in 3B	LAC – living outside 3B	Grand Total
BLUE	2	3	5
Cat 1 (concern CSE but no evidence of offences)	0	2	2
Cat 2 (evidence of being targeted for	0	2	2
Grand Total	2	7	9

9. HEALTH OUTCOMES FOR LOOKED AFTER CHILDREN

- 9.1 Looked After Children and young people who are looked after have the same core health needs as other young people, but their backgrounds and experiences including neglect are likely to make them particularly vulnerable to poorer health outcomes and psychological needs. In addition, these children are more like to be exposed to the consequences of greater social deprivation and disadvantage.
- 9.2 Local authorities have a statutory duty to ensure that health assessments are carried out for every Looked After Child in their care. Of the 114 eligible children (who have been in care for a year) 90% were carried out on time. This performance is due in part to the implementation of a reminder system for social workers to refer for health assessment, and increased outreach work by the specialist nurses for children and young people placed out of borough. Some older Looked After Children are unwilling to have their medicals despite best efforts for these to take place.
- 9.3 A multi-disciplinary borough-based Child and Adolescent Mental Health Services (CAMHS) team offers an extensive range of support services for all levels of mental health needs in a variety of settings. The CAMHS team have the shared aims of maintaining placement stability in order to avoid placement breakdown and supporting Looked After Children and their carers to manage transitions between placements. Hammersmith and Fulham’s Focus on Practice clinicians also work with Looked After Children, social workers and foster carers to address emotional distress.
- 9.4 The Local Authority should act as a ‘good parent’ in relation to the health of Looked After Children. Within this role it can approve the immunisation of children within its care against vaccine preventable diseases as per the national immunisation schedule. 89% of children and young people Looked After were up to date with immunisations on 31st March 2016.

Table 12: Percentage of children with up to date health checks and immunisations

	% of children whose immunisations were up to date	Percentage of children who had their teeth checked by a dentist	% of children who had their annual health assessment	% of children who had been looked after for at least 12 months, and aged 5 or younger at 31 March 2016, whose development assessments were up to date
England	88%	86%	90%	89%
London	85%	89%	90%	92%
Hammersmith and Fulham	89%	96%	89%	75%

- 9.5 Dental health is an integral part of the annual Health Assessment. The Local Authority and NHS Trust are required to ensure that children in care receive regular check-ups with a dentist. There has been a positive improvement in the number of Looked After Children aged 16 and under who are up to date with their dental checks, from 79% during 2014-15 to 96% during 2015-16.
- 9.6 The Strengths and Difficulties Questionnaire (SDQ) is a self-report measure completed by the children’s carer and is aimed at assessing a child’s behaviour,

emotions and relationships. In 2015-2016 the number of SDQs completed for Looked After Children was 84% which represents a small reduction from 90% in 2014-15. A child or young person who reports a high score on their SDQ should be referred for further assessment and, where appropriate, intervention or treatment by the specialist CAMHS Team.

- 9.7 Due to the nature of their experiences prior to and whilst looked after, many will have poor mental health. This may be in the form of significant emotional, psychological or behavioural difficulties. Challenges faced for this cohort are that local CAMHS provisions end their involvement and do not follow the young person experiencing multiple placement breakdowns caused by behavioural issues and yet who are often the most emotionally vulnerable requiring therapeutic services. Additionally, a number of Care Leavers do not meet the higher thresholds for Adult Mental Health Services but continue to have unresolved emotional difficulties requiring input.
- 9.8 During 2015-16, 7% of Looked After Children were reported to be known to have a substance misuse issue and where this is identified young people are referred for specialist input to address this.

10. EDUCATIONAL OUTCOMES FOR LOOKED AFTER CHILDREN

- 10.1 The Virtual School maintains accurate and up to date information about how Looked After Children and Care Leavers are progressing in education and takes urgent and individual action when they are not achieving well. There were a number of changes in the assessment, marking and reporting procedures used by schools and Local Authorities in 2015-16 which should be noted:
- 10.2 Pupils sitting Key Stage 2 tests this year were the first to be taught and assessed under the new national curriculum. The expected standard has been raised and the accountability framework for schools has also changed. These changes mean that the expected standard this year is higher and not comparable with the expected standard used in previous years' statistics.
- 10.3 Changes in the way GCSEs are marked and recorded. Schools are no longer required to report on the % of pupils achieving 5 A* to C grades. Schools are now required to report on Attainment 8 and Progress 8. This poses particular challenges for Local Authorities when reporting outcomes for Looked After Children. Local Authorities, such as the Hammersmith and Fulham have small cohorts of pupils in each key stage, which often change over time. Many Looked After Children in these cohorts come into care without prior attainment data, including UASCs, making it difficult to make judgements about the progress of pupils from one Key Stage to the next.
- 10.4 As yet the DfE has not issued clear guidance to Local Authorities as to the way educational outcomes for 2016 and beyond should be reported. Virtual School Heads are currently in discussions with the DfE as to the most appropriate way to report outcomes for Looked After Children. The DfE has advised schools and Local Authorities that it would be incorrect and misleading to make direct comparisons with previous years' data given these revisions.
- 10.5 In the last three years Looked After Children and Care Leavers have made good progress. This was highlighted in the 2016 Ofsted inspection report.
- 2015's GCSE results were well above national averages for LAC and the best the council had ever achieved.

- KS2 results were above national averages for LAC
- LAC made good progress from particular starting points, e.g. from the point they entered the care system
- The number of 16 and 17 year olds engaged in education or training is high
- The number of care leavers in Higher Education is high

10.6 Detailed analysis of each cohort of pupils in 2015-16 indicates that Looked After Children and Care Leavers continue to make good progress in most areas. In light of the above context, attention should be paid to individual story and progress of each child/young person rather looking at the headline outcomes.

10.7 Progress and attainment at Key Stage 1

There were no pupils in this reporting cohort.

10.8 Progress and attainment at Key Stage 2

There were 13 pupils in the reporting cohort.

	New expected standard Reading	New expected standard Grammar, Punctuation and Spelling	New expected standard Maths	New expected standard in all areas
LAC	78%	38%	39%	39%
All pupils	66%	72%	70%	53%

10.9 Initial analysis of this year's results would appear to show a slight widening of the gap between Looked After Children and all pupils achieving the expected standard in all areas. However, it is important to note the likely impact of the new assessment arrangements on results data. Analysis of prior attainment for these pupils at KS1 indicates that the majority would have achieved higher results; 70% of this cohort achieved at least a level 2 in all areas as KS1. Despite not achieving the expected standard in some areas many pupils achieved a scaled score in grammar, punctuation and spelling and Maths only a few marks below the expected standard scaled score of 100. Attainment in reading was particularly positive. Another highlight was that a young person had her poetry published in a young writer's poetry anthology.

10.10 The personal context of each pupil needs to be taken into consideration when analysing results. The majority of pupils experienced some form of disruption or difficulty over the previous 2 years; 7 of the 13 have had 1 or more placement move in the last 2 years, indicating the significant impact of placement instability on education outcomes. 3 pupils were assessed as having significant Special Education Needs and now attend either day or a residential special school with one pupil being well supported in a mainstream setting. 10 of the pupils are educated in an out of authority primary school. All pupils received the support of the Virtual School and had an up to date Personal Education Plan. Close collaboration between professionals ensured that the majority of pupils are now in more stable care and school placements. There is evidence that the Pupil Premium was used to good effect to improve progress. There remains work to be done with schools to ensure they are equipped with effective strategies to support these pupils effectively in KS3 and KS4.

10.11 Progress and attainment at Key Stage 4

It is difficult to compare this year's grades to previous years due to the introduction of Attainment 8 and Progress 8 measures to replace the five A* to C grades including English and Maths.

10.12 There were 20 pupils in the reporting cohort.

	5 A-C including English and Maths	5 A-C	5 A-G	1 A-G
LAC	15%	15%	55%	75%

10.13 Initial analysis indicates a decrease in the percentage who achieved 5 GCSE grades A* to C including English and Maths compared to 2015. However, changes in the nature of GCSE's means any comparison with previous years should be treated with caution.

10.14 2016's year 11 cohort included a range of pupils. It included a small number of highly motivated and able pupils, who achieved excellent results. 2 pupils gained outstanding results, achieving A's and B's in all subjects. However, the cohort also included 5 pupils with Statements/EHCP who were not expected to achieve highly or it was deemed inappropriate for them to sit GCSEs. In addition, 1 pupil was remanded into custody and therefore wasn't entered for any qualifications and 1 pupil was missing during the GCSE exam season.

10.15 Nevertheless, it is very positive to note that all pupils who were entered for examinations achieved at least two qualifications. Attendance was a concern with this cohort, with 45% having an attendance below 85%. For these individuals, 78% of them have had at least one placement move in the last twelve months, with almost half having more than 3 placement moves. This contributed greatly to their ability to engage with education and consequently to their results. The cohort was supported by a series of interventions to improve attainment and progress. This included the creative use of Pupil Premium to support the training of school staff, which enabled them to have a better understanding of the required interventions to support pupils, the use of 1-1 tuition and the provision of in-class support.

10.16 Post-16 and Care Leavers: End of Academic Year Performance

	LBHF
% of 16 and 17 year olds who are EET	92%
% of 18-25 year olds who are EET	71%
% attending university	17% (25)
% completed apprenticeships	3% (7)
% in training or employment	6% (15)

10.17 Outcomes for 16 and 17 year olds is an area of strength in Hammersmith and Fulham. All 16 and 17 year olds continue to have an allocated Virtual School advisory teacher, which ensures these pupils continue to receive the support of the Virtual School until they finish statutory education or training at 18. Since the Virtual School began supporting post 16 Looked After Children, numbers of young people in education, employment or training has steadily risen; and effectively planned education pathways through Years 12 and 13 have resulted in greater achievement of qualifications and a year by year increased in the number of British Care Leavers going to university. EET figures for 16-18 year olds are generally good and effectively planned educational pathways through Years 12 and 13 have resulted in number achieving entry to Higher Education, 24 this academic year.

- 10.18 While some progress has been made in addressing the issues and barriers around sustaining education, training and employment for care leavers, we consider that the number of care leavers who are NEET remains too high and this remains a key area for improvement. Prior to January 2016 the Virtual School did not have the capacity to support to NEET Care Leavers however the recruitment of an EET Personal Adviser in to the Virtual School in January 2016 was a positive development to address this issue. This role ensures that Care Leavers receive a targeted Information Advice and Guidance service. There have been a number of very successful cases where long term NEET young people have been successfully re-engaged in training or employment as a result.
- 10.19 The numbers of Care Leavers in Higher Education continues to be strength in Hammersmith. There are currently 25 care leavers in Higher Education. Care Leavers at university continue to progress well and many continue to receive positive support from the Virtual School and Leaving Care Service.
- 10.20 The Virtual School has also initiated a number of projects and initiatives to improve the employability of care leavers. These include:
- A monthly EET panel to track and monitor EET performance
 - A very successful careers event attended by a many high profile companies
 - The setting up of Tri borough Work Experience Programme with the Education Business Partnership
 - The setting up of bi-weekly advice drop in sessions for care leavers
 - The development of wider links with the Leaving Care team and other services to ensure a continued focus on care leavers across the wider council.
- 10.21 There remains a major challenge in reducing NEET levels for care leavers. There are a high number of care leavers in custody, a high number of care leavers with complex needs, particularly late entrants into care, and an increase in the number of UASCs with no previous or recent formal education. The Virtual School and the LAC and Leaving Care Service is working together to tackle these issues and to improve our understanding of the needs of specific groups of care leavers. The government’s Care Leavers Strategy, “Keep on Caring” will provide further impetus for this work.

10.22 **Attendance and Exclusions**

	2014	2015	2016
Average attendance R-11	91%	90%	93%
Number with one or more fixed term exclusion	21%	16%	11%
Number with permanent exclusion	0%	0%	0%

- 10.23 The attendance figures for 2015-16 shows a continued increase in performance over the past year. This reflects the work of all professionals in ensuring regular attendance at school for all pupils. There has been a decline in the number of pupils classed as Persistently Absent or missing school through not having a school place. A particular challenge going forward however, is the number of UASCs coming into care in year 11 without a school place, (these are not reflected in this reporting cohort).
- 10.24 There were no permanent exclusions in 2015-16. This reflects the work the Virtual School does directly with schools, social workers and carers in developing strategies to avoid permanent exclusion. There were 11 pupils with one or more

fixed term exclusion in 2015-16, this is a significant reduction on previous years and shows a continuing downward trend. The Virtual School, social care professionals and schools work closely to identify pupils who are at risk of exclusion or have been excluded for a short period. Where the Virtual School has concerns that a fixed term exclusion is an indication that a particular school is not able to meet the needs of a pupil, the Virtual School's Educational Psychologist will work with the school to identify strategies to improve behaviour, or alternatively carry out an assessment, which may indicate that an another education provision would be more better suited.

10.25 **Key Priorities**

- Work with schools to improve their understanding of the role of schools in supporting LAC through the Virtual Schools Attachment Aware Schools Programme
- Continue to focus on ensuring children and young people are placed in the right school, with the right carer and stability is placed at the centre of care planning
- Improve the effectiveness of Personal Education Plans as tools to drive up attainment by sharing good practice and training
- Develop a toolkit of strategies and interventions that demonstrate the effectiveness of Pupil Premium and other funding sources, particularly specific groups, such as UASCs and those with Statements/EHCP
- Develop and implement an effective range of enrichment activities.
- Improve the support for care leavers in gaining employment and apprenticeships.

11 **ENGAGEMENT AND PARTICIPATION**

- 11.1 Hammersmith and Fulham offers an extensive programme of participation for both Looked After Children and Care Leavers, providing them with opportunities to participate and engage within the service. This programme includes a variety of groups, consultation events, projects as well as recreational and enrichment activities. In doing so, it is recognised that the children and young people we work with want to participate in different ways and in varying degrees. Some young people want direct involvement in consultation and decision making whilst others might want to attend a group or activity. This means that we have a core group of Looked After Children and Care Leavers that frequently participate within all aspects of the programme and more specific opportunities that attract many of the wider population.
- 11.2 The Children in Care Council continues to develop. Numbers attending both the Children in Care Council and Corporate Parenting Board have increased. Participation has also increased for the range of enrichment activities provided for Looked After Children. Future activities to be offered in the year ahead include the London Dungeon, Laser Tag, a theatre trip, and trampolining. These activity sessions are designed to increase participation, confidence, enable children to try new activities and develop group identity and cohesion.
- 11.3 The Participation and Engagement Team have organised a variety of engagement activities over the past year, including:

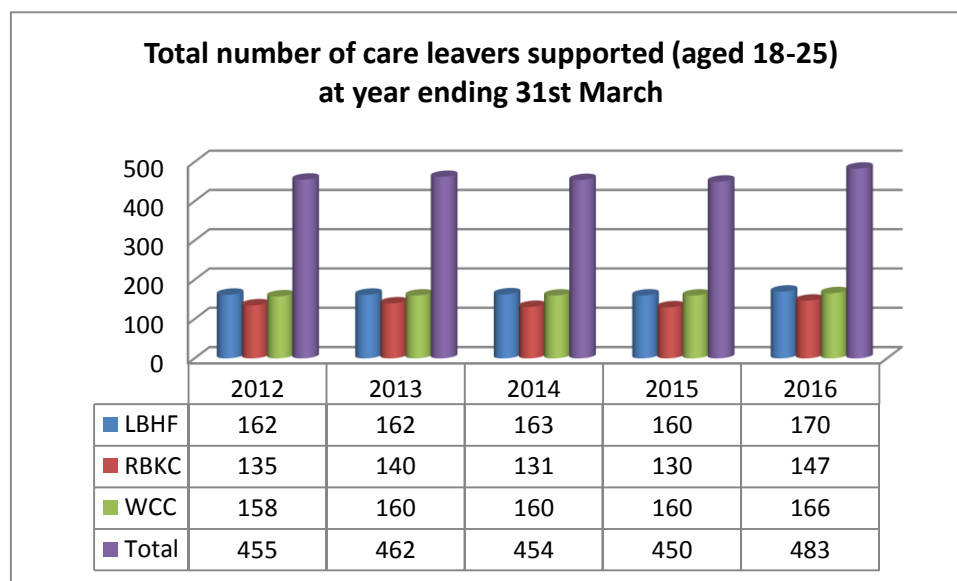
- **Youth Takeover Day** – On the 20th November 2015 Hammersmith and Fulham hosted its fifth Take Over Day. In total, 121 young people were involved from schools throughout the Borough and there were 35 different job shadowing, work experience roles and challenges available to young people that had been set by Council Departments and for the first time partners and local business including Amey, Fulham Palace and Wyndam Hotel Group. Shadowing and work experience roles included the Director of Family Services, Uniformed Enforcement Teams, Parks Police, Library and Children Centre Workers and Apprenticeship Development Officers.
- **Thematic Consultations** - Four quarterly thematic consultations have been conducted with children and young people during 2015-16 based on the 6 strands of the Looked After Children and Care Leavers Strategy, in the following topics: Education; Staying Safe, Placement Options and Stability, and the Voice of the Child. The results from the consultations influence the development of various work streams within the Service Improvement Plan and progress is reviewed within the Corporate Parenting Board.
- **Looked After Children and Care Leaver's Activities** – The Children in Care Council (CICC) continues to develop its identity. Numbers attending both the Children in Care Council and Corporate Parenting Board meetings are increasing. The Children's Rights Service (CRS) have been supporting a group that meet regularly every month and numbers fluctuate between 5-10 persons. The CRS also supports a virtual group running alongside the group able to attend meetings and that group consists of around another 15 persons too. The CICC offers an opportunity to meet with other children and young people in care and Care Leavers to raise service delivery issues and gain their views to feedback to the CPB on issues that will affect this cohort. The group exists to promote the active participation of Looked After Children and Care Leavers to have a voice in how decisions are made, what type of services exist and are being developed and just as importantly participate in those activities that affect them. The Corporate Parenting Board meetings have been transformed so that the CICC facilitate the first hour and feedback the findings and recommendations from the consultation that has been completed with Looked After Children during the last quarter. The CICC is active in reaching out to children and young people not only resident within the Borough but more widely throughout the UK through consultation exercises, collaborations with the Youth Council and enrichment activities.
- **Involvement in recruitment / training** – Looked After young people continue to be a part of recruitment and training for Family Services staff and are members of interview panels with Officers. During 2015-16 young people have participated in the recruitment for the Looked After Children and Care Leaver Head of Service, Team Managers and Social Worker roles. Young People have also featured in social work recruitment via the Step Up Programme.
- **Future activities** - during the year ahead it is planned that the CICC will continue to raise their visibility via participation in the development of both the Children's Rights Service and the Independent Visitors Scheme. It is envisaged that children and young people will be offered opportunities to participate in training for foster carers, continue to contribute to interview panels and the Step Up to Social Work programme recruitment, presentations with social work students within Universities as well as a variety of targeted consultations which will be developed during the year. These activities are designed to develop group

identity and cohesion and promote important skills such as public speaking, analytical thinking and report writing.

12 OUTCOMES FOR CARE LEAVERS

- 12.1 The Local Authority has a duty towards young adults who have spent at least 13 weeks in care after the age of 14 years. The level of duty is determined by whether or not they were in care when aged 16 or 17 years. The Leaving Care Act has two main aims:
- To ensure that young people do not leave care until they are ready.
 - To ensure that they receive more effective support once they have left.
- 12.2 The report of the National Audit Office to the Government in July 2015 on Care Leavers transition to adulthood identified that Care Leavers life experiences can include social exclusion, unemployment, health problems or ending up in custody. They recommended the need for a targeted approach, integrated working and the evaluation of data in respect of impact.
- 12.3 The London Borough of Hammersmith & Fulham recognises that Care Leavers (aged 18-25) may require continued support from both Children's and Adult Services to promote their wellbeing, they should also be supported to maximise their educational and employment potential through transition arrangements/offer under the Children and Family Act 2014 across Local Authority services.
- 12.4 Care Leavers are safeguarded through the application of child care legislation and post 18 through the Pan London Safeguarding Adults procedures; from 1st April 2015 in line with the legal framework of the Care Act 2014. Joint work also takes place across Family and Children's and Adult Services with the aim to continue to improve support and transition for those young people with complex needs who do not meet current eligibility criteria for adult services.
- 12.5 The Leaving Care service went through a systematic reorganisation in 2015 that resulting in Social Workers being recruited to replace the role of Personal Advisors, resulting in a service with a greater skill-base and experience and which enables continuity of worker. Due to the late entry to care of many children the new service has prevented a change in Social Worker and it is envisaged will be able to provide continuity of professional relations that support the transition to independence.
- 12.6 A central role of a Social Worker allocated to Care Leavers aged 16+ is to work in partnership with them to assess their needs and to develop and implement a Pathway Plan for their on-going support. The Pathway Plan sets out the support available for all aspects of their life, with a particular emphasis on securing settled accommodation and appropriate education, training and employment (EET). The Plan is reviewed every six months until the young person is 21, or later if they are completing an agreed course of education, training and employment.
- 12.7 The Leaving Care Service supported up to 170 young people during 2015-16. There has been a steady increase in the volume of Care Leavers in recent years linked to late entrants into care. We have seen a developing trend in relation to older young people with complex needs entering care along with an increase in the overall numbers of UASCs aged 16 and above.

Table 13: Total number of Care Leavers supported (aged 18-25) at year ending 31st March 2016



- 12.8 From April 2011 a former Care Leaver over the age of 21, but under 25, will be able to return to ask for their case to be reopened in order to complete a course of EET up to the level of a first degree. The leaving Care Team is currently supporting 28 young people at University. Care Leaver's education, training and employment outcomes continue to improve steadily, with more Care Leavers in education, training or employment than in previous few years. The number of Care Leavers in Higher Education remains high and reflects the work of professionals in raising the attainment and aspirations of pupils. During 2015-16 we had 25 Care Leavers attending university, and a further 23 attending training, employment or apprenticeships. In Autumn 2016 a further 9 commenced university, including one who is studying Natural Sciences at Cambridge University having gained 4 A*s at A-level.
- 12.9 Steady progress has been made in the Borough addressing the issues and barriers around sustaining education, training and employment for post 16 LAC and Care Leavers. Analysis of EET performance at the end of the academic year 2015-16 shows 92% of 16-17 year olds and 71% of 18-25 Care Leavers are EET. This is a strong improvement from 2014-15 when 52% of 18-25 year olds were EET.
- 12.10 A key priority is improving the availability, choice and promotion of apprenticeships and employment for Care Leavers. The Borough's Virtual School has recently developed a partnership with Reed Employment Agency which co-locates their staff within the Virtual School to work directly with Care Leavers to support with obtaining and sustaining employment and apprenticeships, including supporting the completion of application forms and CVs, interview preparation, and financing travel costs to interviews and work clothes. The Virtual School head teacher is also involved in a Council wide initiative to promote and develop apprenticeships and work closely with employers outside the Council to access apprenticeships for care leavers. Examples of apprenticeships for Care Leavers during 2015-16 include working within horticulture, Network Rail, business administration and hairdressing. A key target for the newly created Employment and Education Co-ordinator post will be to work with employers to develop a wider array of apprenticeships for Care Leavers.

12.11 The Virtual School has initiated a number of projects and initiatives to improve the employability of care leavers. These include:

- A monthly EET panel to track and monitor EET performance
- A very successful careers event attended by a many high profile companies
- Setting up the Shared Services Work Experience Programme with the Education Business Partnership
- The development of specific Shared Services EET programmes in to order to support young people who are NEET or at risk of NEET.
- The development of work related learning, work experience opportunities and apprenticeship opportunities for young people.
- Developing and strengthening links with post 16 EET providers and other Council services to ensure that the needs of Care Leavers are prioritised and there is effective support for Care Leavers to sustain EET opportunities.
- The development of an Employment Coaching Scheme for care leavers, including recruiting employment coaches from local businesses.

12.12 87% of Care Leavers were living in suitable accommodation in at 31st March 2016 (this excludes those care leavers that are in custody or missing UASCs), a small improvement from 83% at 31st March 2015. No care leavers were evicted from their final stage accommodation during 2015-16. The Care Leaving service continues to undertake individual work with Care Leavers to help prepare them for living independently and when ready to be nominated for social housing via the Care Leavers Housing Panel.

12.13 In June 2016 the government introduced a new strategy, “Keep on Caring”, as part of the Children and Social Work Bill. This sets out their plans and aspirations for improvements in the support provided to care leavers. These plans are ambitious and wide ranging and encompass legislative changes, innovation in the way leaving care services are delivered and a vision for a Care Leaver Covenant which encourages private sector and voluntary organisations to make commitments to supporting Care Leavers in the same way local authorities and central government do now. Included in the strategy is the government’s intention to legislate that all care leavers will be supported by a Personal Adviser up to the age of 25 (currently this is 21 for all Care Leavers and 25 for those who continue in higher education) which will require Leaving Care Services, including within Hammersmith and Fulham, to extend their offer to a wider cohort. It is anticipated that these changes will commence from October 2017 and work is underway in the Leaving Care service to calculate caseload increases and related staffing requirements.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None.