

Decision Maker: CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

Date: 14 September 2021

Decision Type: Non-Urgent Non-Executive Non-Key

Title: CORPORATE PARENTING UPDATE 2020-2021

Contact Officer: Cathy Lloyd-Williams, Head of Children in Care and Care Leavers
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Chief Officer: Director of Children's Social Care

Ward: All Wards

1. Reason for report

This report is to provide an update of the progress of children in care and care leavers in Bromley and identify progress made against the outcomes identified in the corporate parenting strategy.

2. **RECOMMENDATION(S)**

The Committee note and comment on progress made towards the actions identified in the Corporate Parenting Strategy as laid out in the outcomes and evaluation section of this report.

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Children and Young People:
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Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 Covid has continued to dominate our lives over 2020-2021 with children and young people experiencing further disruption at school and colleges and social opportunities such as clubs and activities being lost. As a service we worked hard to prioritise relationships between staff and young people throughout the pandemic and workers from CLA and LCT were offering face to face support to young people despite the challenging circumstances. We are fortunate within CLA and LCT to be fully permanently staffed and young people benefit from stable relationships with their social worker or young persons advisor. In Jan 2021 the leaving care team were reviewed by external auditors and CLA were similarly reviewed in April 2021 and feedback presented to the team and the Practice Improvement Board. Comments from the reviewing team are included in the report. The service also commissioned a survey for young people in care and care leavers in conjunction with CORAM called Bright spots. This ran in Oct/Nov for Care leavers and in Feb /March for CLA. Some of the feedback is also included in the body of this report.

Performance Data 2020-2021

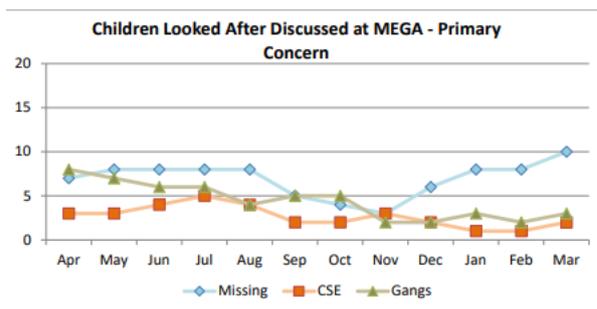
Children Looked After

- 4.1 As of March 2021, Bromley had 338 looked after children. Bromley's rate of Children Looked After per 10 000 has historically always been significantly below the national average. In 2019-20, our rate was 44 per 10 000 compared to the national average of 64. This figure remained static over 2020-2021 although there has been a slight drop in overall in care population from March 21st 2019-2020 from 348 to 338.
- 4.2 Of our looked after children 58% were male and the other 42% were female. In terms of ethnicity 58% of our children are white, 7% Black African, 8% Black Caribbean and 4% are Black other, 17% are from mixed heritage, 2% Asian and 4% other (comprising 40% being of BAME heritage). In Bromley 77% of our population are white British and a further 6 % of residents self-classifying as of White Irish, Traveller or White Other heritage. We have 5% of Asian heritage, 3% Black African. 2% Black Caribbean and 1% Black British/other, 4% of mixed Black African Caribbean or Asian and white heritage (23% in total from BAME groups). This clearly shows a disproportionate number of children from BAME groups in our community being represented in our care population which is being examined across services within the safeguarding partnership.
- 4.3 58% of our in-care population are male and are thus disproportionately represented in our care population. This is most likely linked to males coming into care due to criminal exploitation and offending behaviour but other may be vulnerable to family breakdown as a result of going missing and/or criminal exploitation.
- 4.4 In terms of ages of our children we have 15% 0-4 year olds in care, the number of 5 to 9 year olds is 13% both of which are in line with national averages. The number of adolescents (10-15 years) is currently 40%, remaining slightly above the London average of 39%. Our 16 /17 year old cohort represents 32% of our in care population which is below the London comparator (37%).
- 4.5 In terms of placements 72% (249) of our children are currently in foster care, of that number 113 33% are in house foster placements, 27% in IFA placements (94) and 12% (42) with

connected persons/ family placements. Our residential population increased over the course of the year 20-21 from 66 to 73 in Jan 21 but has returned to 67 by the year end. Similarly our % of young people placed 20 miles or more from the borough has slightly increased from 16% to 18%. Whilst every effort is made to keep children closer to home some children are placed at a distance to the borough due to safeguarding concerns particularly those who were being exploited in the community. There continue to be national issues around the sufficiency of placements and this area is under scrutiny in the government's Children's Social Care Review.

- 4.6 We have been able to make a significant impact in terms of placement stability over the course of the year. This is measured by the number of children aged 16 and under who have been in placement for two years or more. As of March 2020 this was 54% of looked after children. This also rose over the course of the year to 66%. The number of young people who have experienced two or more placement moves over the calendar year has also fallen from 10% which is in line with national averages to 6% over the course of the year. We experienced much fewer moves during both national lockdowns with foster families and young people working together but we did see a pattern as both lockdowns eased that potential difficulties became more openly acknowledged and a number of long term arrangements sadly became unstable. We also noted that some young people who have been vulnerable in the community to peer exploitation or negative influence had a period of greater stability when lockdown measures were tightly applied across the country. Again, as things eased missing episodes started to increase and some placements became more pressured. We have however worked with fostering colleagues to learn lessons from significant disruptions and create a better standard or practice around promoting stability through strong multi agency proactive work and creative support.
- 4.7 91% of children looked after have had a health assessment completed in the twelve months from march 2020-2021 which h is in line with figures from 19/20 despite the pandemic. 98% of young people were up to date with immunisations which is in fact an increase from 78%. Sadly young people with an up to date dental appointment which has dropped from 91% in the year 19-20 to 35% by March 2021. This is due to most dental surgeries being closed for all but emergency treatment for much of last year. The service is working hard with CLA health colleagues to increase take up since lockdown has eased. Strengths and difficulties questionnaire scores remain static at around 13. This measure looks at carers report of children's wellbeing. Given the pressures on children from missing school, family contacts and social opportunities it is hugely positive that we have not seen overall wellbeing deteriorate.
- 4.8 Over 70% of our children in care are secondary school and over and 46 children coming into care for the first time aged between 13 and 17 last year, working with vulnerable adolescents is a large part of what we do. These young people are often received into care due to concerns around contextual safeguarding and can be at risk from peers or exploitative adults in the community. This cohort of young people is tracked through MEGA panel (missing, exploitation and gangs). The majority of our children presented at MEGA are heard due to concerns about going missing from placement- see table below. We had 62 children who had at least one recorded missing form care episodes over 2020-2021 which is a drop from 83 the year before. However of that cohort we had a greater number of missing incidences over the period. This is most likely due to the level of vulnerability of the cohort who can present with challenging and complex needs. However it was noted in our recent external audit in April 2021 noted 'Risks to children and young people are recognised quickly and appropriate multiagency action is taken. Most

children with complex high levels of risk receive reflective, bespoke interventions and thoughtful care planning from the service that helps to reduce the risk of harm.



4.9 We also saw a drop in the number of children away from placement without authorisation from 47 to 29 and a further drop in the number of incidents of the same cohort being away from placement without authorisation from 192 to 123. We work closely with our placements team to ensure we are using high quality providers and that young people are matched appropriately to needs to increase engagement of young people with their placement provider and reduce absence from placement. We have also created a 'young inspectors' scheme supporting young people to visit placements with our placements officer to ensure we are listening to young people's feedback about placement providers. We also work with young people to identify and risk assess family and friends who could offer safe and suitable staying contact to support young people creating sustainable networks for the future and reduce the number of children staying away from placement.

4.10 Bromley are no longer part of the voluntary transfer scheme for unaccompanied asylum-seeking children. In March 2019 we were supporting 50 UASC and as of March 2020 we were supporting 20. We of March 31st 2021 we are working with 3 young people under 18 who presented as UASC. The leaving care team are currently still working with 72 young people 18-25 who were initially UASC who will continue to receive support up to the age of 25 should they wish to receive a service. The government have consulted and agreed in July 2021 that the transfer scheme is not going to become mandatory.

5. CARE LEAVERS

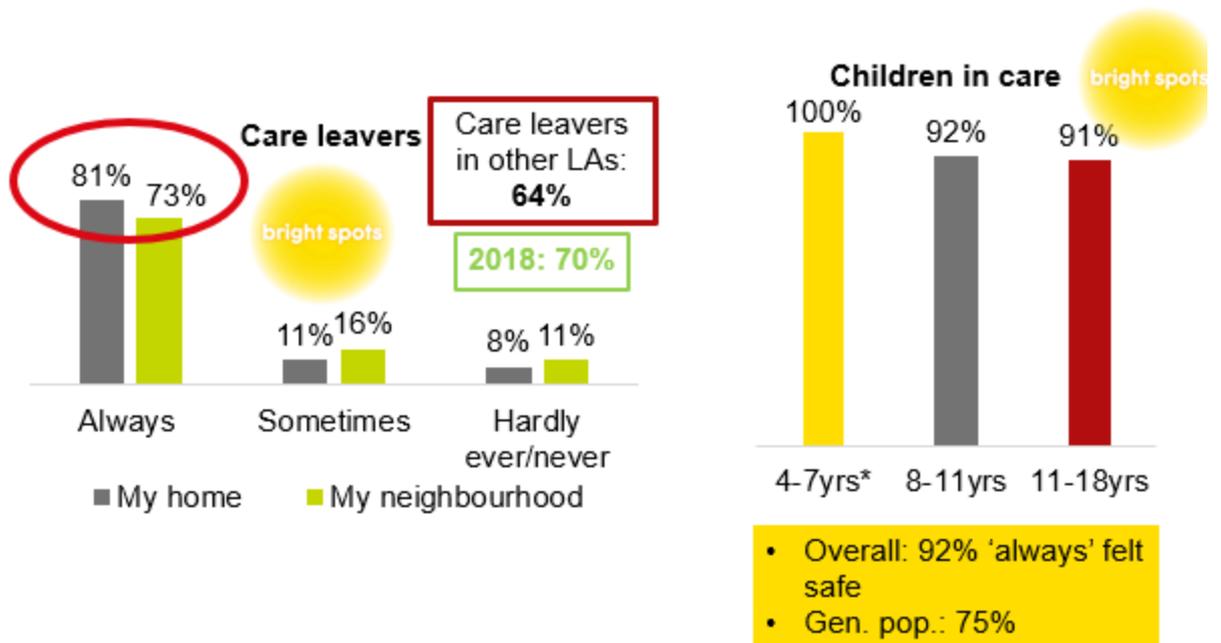
5.1 As at the 31st March 2021, we also had corporate parenting responsibilities for 289 Care Leavers up to the age of 25, although only 263 care leavers chose to access services. As at March 31st 2020 279 care leavers were eligible for a leaving care service from Bromley and of that number, 234 were actively receiving services. Similarly in 2019 we had 255 young people open to Leaving Care which does demonstrate exponential growth in the number of young people receiving a service which may begin to impact on capacity in the next 12 months. Our care leaving population is also 63% male and therefore young men are disproportionately represented. Young people from Black, Asian or mixed heritage origin also represent 6% of our leaving care population and which is also not representative of the wider demographics of Bromley but is reflective of the overall in care population. We are currently in touch with 89% of care leavers. This figure discounts 5 young people who have returned home and a number of young people who are not willing to continue working with the leaving care service. We have 86% of young people in suitable accommodation which is a raise from 78% in the previous reporting year. Young people in custody are regarded as not in suitable accommodation and young people whose cases are closed are also excluded.

- 5.2 When the first lockdown occurred in March 2020 there was an initial negative impact on ETE as many young people who were on zero hours contracts or casual employment lost out on work. Young people aged 19-21 in ETE in fact dropped to 17% in April 2020. In May this bounced back up to 49% and has dropped back to 41% by March 2021. This is compared to 39% national averages. We anticipated there would be pressure on the employment market as a direct impact of the pandemic with entry level roles in retail and hospitality being lost in the initial lockdown. We also saw a number of young people in higher education really struggle to engage in online learning. This particularly impacted young people on ESOL courses who struggled to access the learning online. However, we had one young person completing an adult nursing apprenticeship working in front line covid wards and another young person working in hotels housing NHS staff who was recognised by his employer for his commitment during covid.
- 5.3 As a result of concerns around youth unemployment we created a new ETE strategy and have been working with partners in DWP, virtual school and Bromley education business partnership at our ETE panel to identify opportunities and offer tailored support around CV writing interview prep and support with interview clothing and work equipment. We also created a new group work programme for young people struggling to overcome barriers such as low self esteem impacting on NETE status. We are also working with DWP on creating kickstarter roles across the council and have two that are ring fenced for care leavers. We did also have 6% young people in higher education which is in line with national average.
- 5.4 The external auditors commented that, 'the service has strengthened considerably since the last PAS with effective oversight and management from senior managers. Senior managers have taken steps to reinvigorate the NEET, Accommodation Panels and set up a Transitions Panel. These are making a significant difference to the quality and grip of cases. In addition, steps have been taken to skill up and improve the capacity of the work force, to deliver good quality social work.'
- 5.5 Performance has remained strong in both services. 93% of children had received a visit in the last 30 days as of March 2021 and 93% of children had had their review within timescales. 87% of young people had their pathway plan reviewed in timescale which does represent a drop in performance from 93% as of March 2021.

6. BRIGHT SPOTS SURVEY

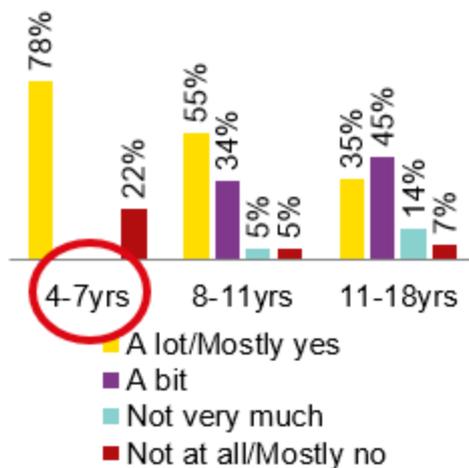
- 6.1 Bromley commissioned CORAM to run a survey with our children and young people over the course of 2020-2021 to take feedback from our young people about their experiences of being in and leaving care. The survey was completed with care leavers in Nov/Dec 2020 and with young people in care in Feb/March 2021. 74 care leavers responded which represents 32% of our care leaver population and 154 young people under 18 responded to the CLA survey which represents 54% of the population. The survey is called Bright Spots as it highlights best practice areas and offers a benchmark against performance in other local authorities.
- 6.2 The survey found that majority of young people feel safe in where they live. This includes care leavers living in placement or their own tenancy and is demonstrably greater than feedback from other local authorities. 76% of our young people felt they were living in a place that felt right for them compared to 80% in the general population.

Do you *always* feel safe where you live?



5

Do you like school/college?



6.3 The vast majority of children said they were happy in education though our teenagers perhaps unsurprisingly were more ambivalent than younger children. 96% of children said they had access to internet which has increased dramatically since the 2018 survey when 76% of young people said they were online which again may again be reflective of positive efforts made during lockdown to ensure all children had access to lap tops and wifi routers supplied through DfE to support their learning. 84% of care leavers reported having one good friend against 97% in the general population. We are aware of the social isolation associated with lockdown and have ensured we were offering weekly calls and checks in over the initial lockdown in April-June 2020. We scored highly for young people having trust in their social worker with 90% of young people saying they had trust in their social worker. This was supported by stability in the workforce and 43% of children reported having had the same social worker for over a year compared to 17% in 2018 and 15% had had more than three workers compared to 46% in 2018. Similarly in the leaving care team 70% of young people said they had had the same worker for over a year compared to 60% in other local authorities with 91% of young people saying they trusted their worker and 94% saying they knew were always easy to get in touch

with. Sadly despite the SDQ scores indicating minimal impact on children's wellbeing 24% of children aged 11-18 said they were feeling low, compared to 15% in other local authorities and 30% of care leavers said they were suffering with anxiety which in fact compares with 34% in other local authorities.

7. PROGRESS OF PRIORITIES AS SET OUT IN CORPORATE PARENTING REPORT 19/20

7.1 Priority 1: Having a Say

a. Respond to the findings of both Brightspots Surveys

As stated, the Bright Spots Survey was run for all of our young people aged 4-25 over the course of 2021. Once we had received the responses, we held a dissemination event for care leavers on 12th March 2021 and the dissemination event for children in care on 30.6.21. Both events were attended by senior leaders across the council social workers and young persons advisors and young people. As a result, we have pulled out some key priorities:

- QI and CLA to work together to ensure young people have the opportunity to chair their own reviews
- LCT and CLA to create learning event and best practice guide to raise standards in pathway planning
- CLA and VS to work together to ensure young people have opportunities to show leadership and responsibility at school
- Ensure children have named support if they experience bullying in school
- Create independence tool kit for younger children
- Review welcome packs for childing moving placements
- Ensure all children have contact details and agreed communication mechanism to contact their social worker
- Linc to work with fostering and QI to develop training around creating positive relationships with young people
- Review savings/pocket money policy for all looked after children
- Work with Bromley Y /thrive to develop wellbeing offer for young people.
- Practice focus on family contact post-Covid

b. Creation of recruitment and interview training schedule for young people run in conjunction with HR.

Active Involvement have completed a training programme in conjunction with HR which needs to be finalised and taken to SMT. It is envisaged they will be able to deliver this training to a cohort of young people from Winter 2021 and create a panel of young people skilled in interviewing to be ready to work with HR around new appointments. The team were involved in recruitment for DCS, placement officer and young person's advisor in LCT over 2021.

c. Establish a standard expectation that young people will be involved in key recruitment events and interviews.

It is hoped they will develop better insight into recruitment practices and be available to sit in interview panels for a variety of roles across Children's Services. This should regularise

children's involvement in recruitment of staff and ensure young people's views are a key part of workforce development.

d. Ensure that young people continue to have opportunities to shape their care plans and pathway plans.

The findings of Bright Spots Survey also highlighted a need for greater participation of young people in care and pathway planning. We have created a new template for pathway planning in liquid logic which allows actions to be pulled off and sent to young people as a record of the meeting to ensure young people receive actions arising in a timely way. We held a workshop in July 2021 with all staff to create a best practice guide around pathway planning to share across the services and included young people from our care leavers forum to offer feedback about their experiences. We are also working with Quality Improvement Services to ensure young people have the chance to chair their own review meetings and have details of complaints and advocacy services.

e. Creation of training schedule around race and identity for children's social care

Our young people created a film about their thoughts and feelings around how their race and identity needs have been met during their time in care. This was used as a training session for all staff in CLA using the video to explore how we support and promote culture and identity needs for our children. This was also delivered at a wider meeting across all children's services.

f. Delivery of Young Inspector's programme

Young Inspectors Programme was developed over Autumn 2020 with three young people being trained to consider who to quality assure our post 18 semi independent providers. Three young people have attended the training but sadly the visits to providers were suspended due to national lockdown. The placement visits however did take June 2021 and the young people fed back their findings to a meeting of SW and commissioning managers as well as to the corporate parenting board. The aim is to complete one QA visit per month with young people and feedback to providers the areas highlighted for improvement.

g. Delivery of Young Parents attachment and trauma training

Thrive team created an attachment and trauma training programme for young care leaver parents. This was held virtually in Dec 2020 and although we had three mums identified they struggled to engage in the virtual arena and it proved hard to sustain their involvement. One mum took forward some individual support with Thrive team and we are looking to run the group again in Autumn 2021 in person.

7.2 Priority 2 Support, Stability and Security

a. Sustain improvements in long term placement stability by offering support as soon as placements become fragile and learning positive lessons from lockdown

Long term stability has improved over 2020-2021 from 56% to 66%. It is thought the lockdown contributed to children moving less as all social contacts were limited some young people were less influenced by negative peers and episodes of missing and offending reduced. Some children who had social anxiety also coping better than expected

when not attending school. However we did see some placements become fragile when lockdown ended and an increase in children experiencing mental health difficulties as a result of social isolation, lack of contact with friends and family and loss of structured activities in the community. We continue to work closely with colleagues in fostering and commissioning to identify positive matches for children and work together to create support plans that promote resilience for our carers to prevent placement disruption.

b. Recruit more foster carers who are able to manage children with higher levels of need.

We did see an upsurge in enquiries about fostering during the national lockdowns and have managed to recruit 14 more foster carers. Thrive have also run attachment and trauma training for our carers.

c. Improve placement sufficiency and choice particularly in relation to placing children and young people closer to home.

Bromley joined the West London Alliance – which was later renamed the Commissioning Alliance – in Feb 2020. The aim was to increase placement choice and support cost savings. Whilst we saw fewer placement moves during the lockdowns we did see more disruption as both lockdowns eased. There continues to be pressure on both the residential and secure market which has been subject to scrutiny by the Children’s Social Care review lead by Josh McAllister. Ofsted are also looking at introducing new regulation for the semi-independent market. The relationship with Commissioning Alliance is under review by Commissioning to determine if it has delivered any savings. We are also measured on the number of children placed more than 20 miles from the borough which has increased slightly from 16%-18%. However the service does acknowledge the need for young people to live near to their community in order to build sustainable networks to support them as they transition to independence. The PAS of LCT noted that ‘ in many cases seen accommodation has been provided close to home, and the service has been responsive to young people’s requests to move back more locally’. They also noted :‘ The arrangements for matching and monitoring the quality assurance of placements work well. Placements are carefully matched and risk assessed by the Placement Officer and contracts are kept under regular review to ensure that they deliver what is expected’

d. Creation of pathway for young people with complex needs as they transition to adulthood

Managers have worked with colleagues in adult services to create a pathway of support for young people that enables them to transition to independence successfully. We created a transition panel in Summer 2020 where colleagues from Leaving Care Team and Adult Learning Disabilities and Mental Health services discuss cases of young people with challenging or complex needs whose profile or needs does not neatly fall into any one category. The panel is chaired by the Head of SEND whose services span 0-25 age range. We also meeting with colleagues in adult to create a workflow for staff in Leaving Care teams to set out expectations and ways of working between services to minimise delays in young people accessing the appropriate support.

e. Strengthen training offer for YPAs around adult safeguarding

The YPAs were all offered online training around adult safeguarding during the initial lockdown to outline the main principles. They have also been offered separate specific training solely for YPAs around MH awareness and trauma informed practice.

f. Work with SEN/VS to create new post to oversee cohort of CLA with SEN to bolster monitoring and review of EHC plans

A business case was drawn up with SEND to create a new post that has oversight of CLA cases. This person is in post and has become a SPOC for CLA siting within SEND. There are monthly meetings between Virtual School and SEND to look at complex cases and SEND champions have been identified in CLA and LCT. The champions contribute to the audit cycle in SEND and lead on training and information sharing within the CLA service. SEND also routinely attend resource panel chaired by CLA and CWD to discuss care packages for children known in both services.

7.3 Priority 3: Health and Wellbeing

a. Improved health interventions for Care Leavers in relation to physical health and mental health services.

Consideration to be given to extending services of the CLA nurses in line with the extended duties to care leavers.

We have worked with CLA health since the leaving Care PAS in Jan 2021 to ensure every care leaver has a summary of their health needs including immunisation history details for any significant treatment and advice on health promotion. We have also received funding from CCG to create two posts to support mental health need. Demand in CAMHS has risen by 40% since covid and waiting list in CAMHS are currently 12 months. We have created a post within the therapeutic service in permanence which goes live in July 2021 and a Mental health Practitioner who will work across Leaving Care for support for 18-25 year olds. We have successfully recruited to this post in July 2021.

We ran a programme of social events over summer 2021 including a film project, a photography project, a wellbeing week and care leavers week to offer young people opportunities to make friends and reduce isolation. All events were highly over-subscribed and received positive feedback. The young people at the photography project sold their artwork to raise over £2000 for the young people's housewarming gifts project.

b. Exploration of emotional support via mentoring scheme with Bromley Y

Bromley Y have an established programme of mentoring that they are confident to expand to include young adults. They were successful in their tender to provide emotional wellbeing services for the next 5 years and we are in negotiation with them about how they can develop their offer to include care leavers.

c. Substance misuse training for all staff to include information about new drugs and risks relating to county lines activity

Training was delivered to CLA service in Summer 2021 by Change Grow Live.

d. Extended Leisure offer for Care Leavers to be considered.

Mytime had approached Bromley prior to the first national lockdown to suggest they introduce a £25 admin per young person. However, within weeks all leisure services were closed for months and have only recently re opened. My time recently hosted the Be Inspired Event for care leavers at the Pavilion and offered free bowling to participants. We are waiting to see their renewed offer for 2021-2022.

7.4 Priority 4: Education, Training and Employment

a. Launch Bid to DWP for additional funding for young people at risk of NETE

DWP have gone into partnership with LSEC and Bromley Youth Services to create Youth Hubs for young people who are NETE.

b. Establish NETE group work programme to run twice yearly and establish work experience offer

Bromley Leaving Care Service developed an ETE strategy in recognition of concern about youth unemployment rising as a consequence of jobs being lost through the pandemic. We re-freshed our NETE panel which is supported by colleagues from Bromley education business and partnership who are able to offer work experience opportunities as well as partners from virtual school and DWP to identify suitable training and employment opportunities for young people who are NETE. We also created and delivered a group work programme for young people who are NETE longer term called New Beginnings. We have seen 11 young people attend the programme all of whom have given hugely positive feedback about the impact on their self esteem and confidence and all achieving a destination in ETE.

7.5 Priority 5: Transitions and Independence

a. Revise and Relaunch a Multi-Agency Local Offer for Care Leavers.

Bromley are joining the Care Leaver Covenant in 2021 and are looking to revise the Local Offer in conjunction with statutory partners.

c. Deliver a moving on group work programme to support young people who are transitioning to leaving care service and to independent living.

The move on group for young people moving into their own tenancy has been created by the Senior YPAS in Leaving Care Team and is being delivered as a programme in July 2021.

d. Bright spots survey for care leavers to be disseminated November 2020 and feedback collated and built in to service plan

The dissemination meeting between care leavers senior leaders and social work staff on 12.3.21 to consider the next steps for service development for 2021-22. We agreed to focus on ;

- Greater Participation of young people in pathway planning
- Support for young people around financial management
- Training and support for staying put foster carers to support young people to achieve independence
- Support for foster carers to develop positive relationships with young people
- Ensuring all young people have an agreed communication platform with their YPA
- Ensuring stability within the work force to promote consistent relationships
- Recognising the importance of transitions and their linked to life satisfaction
- Finance – reviewing pocket money/savings
- Recognising importance of pets for young people

e. Young Inspectors Scheme to launch

Three young people were trained in how to quality assure our semi-independent providers for young people aged 18 plus in Autumn 2020. Sadly the visits to units were postponed due to the second lockdown taking effect but the visits got underway in Spring 2021 and they project was presented to leaders in CLA and commissioning in June 2021 and then

presented to Corporate Parenting Board in July 2021. The aim is to support young people to visit providers monthly over the year and offer feedback via the accommodation panel and via the placement officer.

f. Launch of young mums theraplay group

The theraplay group was launched in Winter 2020 in conjunction with the Thrive Service. Our young parents did struggle to engage in the virtual realm but we had three young people start the programme but only one continue with 1;1 support. The programme is being run again in Autumn 2021 in person and it is hoped for better participation. We are also being supported with free theatre tickets for young parents and their children at Churchill Theatre.

Conclusion

Although it has been a challenging year in terms of covid staff morale has remained positive and we have retained a fully permanent work force within both CLA and LCT. We have continued to focus on development of the service and Active Involvement team have led on new projects such as the Black History Month activities, New Beginnings ETE project, Girl Power Group and the Young Men’s group with the DWP. LCT had led on the Young Inspectors scheme and Move On Groups. We have also tried to expand development offer for staff and created four senior YPA posts in in Leaving Care team, each with a practice specialism and we have also created a new Mental Health Practitioner role in LCT to support young people post 18. We have also promoted three social workers to senior practitioner across the teams. We have head bespoke training in therapeutic life story work, drugs awareness, secure base practice model, meeting culture and identity needs for looked after children and pathway planning. Whilst both external audits identified improvements in all areas across both services there are also areas that we can continue to develop in our journey to excellence.

Non-Applicable Sections:	Financial Implications, Personnel Implications, Legal Implications, Procurement Implications
Background Documents: (Access via Contact Officer)	[Title of document and date]