

Agenda

1. Introductions and Apologies

County Councillor Clarke

To note who is attending and any apologies for absence.

2. Notes of the Meeting and Matters Arising from 22 July 2021 (Pages 1 - 10)

County Councillor Clarke

To agree for accuracy the notes of the meeting and receive any matters arising.

3. Children in Care - Mental Health Act (Pages 11 - 22)

Charlotte Hammond, Learning Disabilities, Autism and Mental Health, and Mairéad Gill-Mullarkey, Adult Social Care, LCC

To receive an update on mental health and children in care as well as raising awareness of the Mental Health Act.

4. Fostering Statement of Purpose 2020-2022 (Pages 23 - 32)

Catherine Gill, Fostering Services/Paul McIntyre, Fostering, Adoption Lancashire & Blackpool and Residential Services, LCC

To approve the Fostering Statement of Purpose 2020-2022.

5. Virtual School Annual Report (Pages 33 - 50)

Audrey Swann, Education Improvement, LCC

To receive the Virtual School Annual Report and key highlights from it.

6. Education, Employment and Training Strategy (To Follow)

Roxanne McAllister, Looked After Children and Leaving Care Service, LCC

To receive an update.

7. Housing Policy (To Follow)

Roxanne McAllister, Looked After Children and Leaving Care Service, LCC

To receive an update on the Housing Policy.

- 8. National Housing Project** (Pages 51 - 54)
Andreas Feldhaar, Permanence Service, LCC
- To receive an update on the progress.
- 9. Executive Group for Achieving Children and Young People's Permanence** (Pages 55 - 62)
Andreas Feldhaar, Permanence Service, LCC
- To receive an update on the progress of the group.
- 10. Actions for Next Meeting**
Brendan Lee, LCC
- To discuss actions for the next meeting of the Corporate Parenting Board.
- 11. Any Other Business**
County Councillor Clarke
- To receive any other business.
- 12. Date and Time of Next Meeting**
County Councillor Clarke
- Wednesday, 24 November 2021 at 6pm, format TBC.

Agenda Item 2

Lancashire County Council

Corporate Parenting Board

Minutes of the Meeting held on Thursday, 22nd July, 2021 at 1.30 pm in
Zoom Virtual Meeting - Zoom

Present: Members

County Councillor Stephen Clarke	- Lancashire County Council
County Councillor Ash Sutcliffe	- Lancashire County Council
County Councillor Joan Burrows	- Lancashire County Council
County Councillor Jeff Couperthwaite	- Lancashire County Council
County Councillor Rupert Swarbrick	- Lancashire County Council
County Councillor Scott Smith	- Lancashire County Council
Graham Lindley	- Fostering Forum
Georgia	- LINX Representative

Co-opted members

Caroline Waldron	- East Lancashire CCG
Helen Hargreaves	- Morecambe Bay Clinical Commissioning Group
Andreas Feldhaar	- Permanence Service, LCC
Moya McKinney	- Permanence Service - Leaving Care, LCC
Nighat Parveen	- Child and Family Wellbeing Service, LCC
Neil Drummond	- Lancashire Constabulary PPU
Brian Wood	- Child and Family Wellbeing Service, LCC
Adam Riley	- Child and Family Wellbeing Service
Hans Mundry	- Child and Family Wellbeing Service, LCC
April Rankin	- Child and Family Wellbeing Service
Jennifer Donnelly	- Lancs 0-19, Virgin Care Ltd
Maureen Huddleston	- Enhanced CLA Health Teams, UHMB

Other Attendees

County Councillor Cosima Towneley	- Cabinet Member for Children and Families
Sharon Hubber	- Children's Social Care, LCC
Brendan Lee	- Children's Social Care, LCC
Kirsty Clarke	- National Youth Advocacy Service
Jane Hylton	- Leaving Care Team, LCC
Ralph Rushworth	- Leaving Care Team, LCC
Aaron Walmsley-	- Leaving Care Team, LCC

1. Introductions and Apologies

All were welcomed to the meeting and apologies were received from Bev Woods, Liz Donnelly-Nelson, Lynsey Evans, Julie Dawkins, Dr Nicola Bamford, Gina Power, Paul McIntyre, Stephen Young, Suliman Hussain and Brendan Lee.

The Board noted the following membership changes:

Replacements for this meeting:

Moya McKinney, Lead Officer in place of Brendan Lee, Lancashire County Council
County Councillor Rupert Swarbrick for County Councillor Andrea Kay, Lancashire County Council
Caroline Waldron for Kirsty Byrne, East Lancashire Clinical Commissioning Group (CCG)
Jennifer Donnelly for Rebecca McGeown, Lancashire 0-19, Virgin Care Ltd

New Members:

Bev Woods is replacing Jackie Hodson as the Residential Provider.

New Co-opted Non-Voting representatives:

April Dawkins, Child and Family Wellbeing Service (Participation)
Adam Riley, Child and Family Wellbeing Service (Participation)

The Board also welcomed County Councillor Cosima Towneley, Cabinet Member for Children and Families to the meeting.

2. Notes of the Meeting and Matters Arising from 16 June 2021

Resolved: That the minutes were agreed as an accurate record and there were no matters arising from them.

3. Terms of Reference

Sam Gorton, Democratic Services, Lancashire County Council presented the amendments that had been made to the Terms of Reference following discussions at the last Board meeting in June 2021.

Resolved: That the Board approved the amendments and noted that these be submitted to Cabinet at its meeting in September 2021 for approval.

4. Corporate Parenting Strategy 2018-2022 - Our Partnership Priorities

Andreas Feldhaar, Permanence Service, Lancashire County Council outlined to the Board new developments that had taken place since the last workshop in June 2021:

Children and young people have a voice in the way we deliver our service (Objective 1)

- A Care Leaver consultation had taken place at the end of June by the Care Leaving Service on the Local Offer, young people's expectations on their Personal Advisors, how the service communicates and shares information with young people, how Personal Advisors write about young people and how they can access their records. Feedback will be evaluated, and this will form future service delivery.
- Child and Family Wellbeing Service summer involvement events for LINX (Lancashire's Children in Care Service) and the Care Leaver Forum (further information will be given later in the agenda).

Care Leavers in Lancashire will have a Local Offer (Objective 3)

- Following the Care Leaver Consultation the Local Offer will be reviewed, particularly looking at accommodation, preparation for life, health and wellbeing and education, employment and training (EET).

Children and young people will have a suitable place to live and be cared for (Objective 5)

With the support of Care Leavers a National Housing project has been secured which is another supported housing scheme to provide young people aged 17+ with permanent homes.

Following the last workshop the Board had in June 2021, the following four partnership priorities with the most complex objectives were identified as:

Placements and Provision

- Objective 5 - Children and young people will have a suitable place to live and be cared for.

Emotional Wellbeing and Mental Health

- Objective 6 - The health and wellbeing of our children and young people in care and care leavers will be a priority for Lancashire County Council.

Safeguarding

- Objective 8 - Children are protected from harm and risk of exploitation.

Education, Employment, Training

- Objective 4 - Children and young people will be supported in their education.

The Board engaged in a workshop and a group had been set up for each of the four objectives identified which would incorporate participation and partnership working. There was also a request to elected members on the Board to consider becoming a Champion for one of the four objectives due to the complexity that they present and it was felt that the Champions would strengthen the opportunities and the service that can be provided under the objectives.

The four questions that each group were required to discuss in the workshop were:

To achieve effective partnership working:

- What information does the CPB need to support each of the objectives and who from?
- Who needs to get involved to help the CPB to achieve positive outcomes for our children and young people for each of the objectives and how?
- What can the CBP do to support this process?
- How does the CPB want to be informed about progress on each of the objectives?

Following the workshop, the facilitators reported back from each of the four groups. Feedback from the break-out sessions can be found attached to the minutes. Following the workshop today and the one that took place in June, a format for the Board going forwards, will then be developed by the Permanence Service alongside an action plan which will be based on information received from both workshops and this will be shared at the next meeting of the Board in September.

- Resolved:**
- i) That elected members inform the Chair, County Councillor Clarke if they wish to become a Champion for one of the four objectives prior to the next Board meeting.
 - ii) That following both workshops, the Permanence Service will develop a format and an action plan for the Board meeting in September.

5. Any Other Business

Recruitment

Brian Wood, Child and Family Wellbeing Service, Lancashire County Council updated the Board on events that had been planned in order to recruit new young people and also consult with them about things that are relevant to them and for them to understand that they have a voice and can be heard and there is an opportunity to contribute to this Board and other formats. To do that, a new Participation Team has been set up, with five officers and an apprentice will hopefully join them in September/October 2021. The events are being conducted

over six sessions, across three areas of Lancashire, North, Central and East virtually and in person.

The BBC Young Reporters will also be involved in the Zoom sessions across three different age ranges 8-11, 12-14 and 15+ and will do work around news (what is news and what is fake news) and will also provide some bespoke career sessions for those aged 15+. Also the BBC Young Reporters have close links with the BBC Apprenticeship routes and it has been agreed that if young people engage in the sessions that are being provided by the Child and Family Wellbeing Service, that they will happily support young people in planning apprenticeships with the BBC.

In the face-to-face sessions, there will be outward bound and team building activities across various locations for the same three age groups.

Further information is provided in the fliers that have already been circulated to foster carers, residential homes, social workers, partners such as NYAS and these will also be circulated to the Board.

An overview was also given on the recruitment process that is underway, across Lancashire for young people to have their voice heard across the different platforms that are available such as LINX and POWAR and there will be bigger cohorts of young people involved going forward at different levels, ie every young person in care will have an opportunity to air their voice on some sort of platform, there are also regional area groups meetings in North, Central and East who will feed into the groups such as LINX (Lancashire's Children in Care Council), Children in Care Forums and POWAR who will then be involved with interview processes and the recommencement of the Young Inspectors programme as well as young people attending the Corporate Parenting Board.

Resolved: That Brian Wood, Child and Family Wellbeing Service send copies of the fliers to Sam Gorton, Democratic Services to circulate to members of the Board to promote the activities available over the summer.

Future Agenda Items

The Board were also asked that if they had any items that they wished to be included on the agenda at any future meetings, to inform the Chair, County Councillor Stephen Clarke email: stephen.clarke@lancashire.gov.uk or the Clerk to the Board, Sam Gorton, email: sam.gorton@lancashire.gov.uk.

Ofsted Update

Sharon Hubber, Director of Children's Service, Lancashire County Council updated the Board on the recent focus visit from Ofsted who had been looking at the thresholds and the step up to child in need, step up to child protection, step down from child protection to child in need and then to early help. The highlights were noted as:

- The service was doing really well, even though there is still work to do.

- The service knows itself well.
- There was good leadership.
- Social workers were proud to work in Lancashire.
- The new model has been implemented which is going well.

Areas where there was still room for improvement and continue to be worked on were:

- Assessments
- Plans
- Voice of the child

The letter from Ofsted will be published on the 16 August 2021.

Resolved: That the Board noted the Ofsted update.

Meetings

The Board were informed that in between each Board meeting, there would be an informal meeting with the Chair and Deputy Chair and officers, to ensure they were kept updated of changes, progress and issues arising prior to the next Board meeting. These meetings will be scheduled until May 2022 when a review will take place.

Resolved: That Sam Gorton, Democratic Services, Lancashire County Council arrange the informal meetings until May 2022.

Director of Children's Services

The Board noted that Sharon Hubber, Director of Children's Services would be leaving the Authority to become the new Director of Children's Services at Rochdale Borough Council. Sharon was wished good luck and thanked for all her contributions to the Board as well as in children's services for Lancashire, throughout her time with the Council.

The Board were informed that Barbara Bath would be the new Interim Director of Children's Services for Lancashire and was wished good luck in her new role.

6. Date and Time of Next Meeting

Tuesday 21 September 2021 at 6pm, format to be agreed.

Corporate Parenting Board Workshop: Partnership Priorities

Held: 22.07.2021 - Notes and Outcomes

PLACEMENTS AND PROVISIONS (Objective 5 of the Corporate Parenting Strategy)

WHAT CAN BE DONE

- Consultation with children and young people about what type of accommodation they want to live in and where
- Improve partnership working with housing leads in district councils
- Training for corporate parents and relevant partners to improve partnership working and offer
- Improve our communication strategy with partners and celebrate positive achievements of looked after children and care leavers better to challenge and overcome the negative stereotypes
- Elected members challenge stereotypes at district level (councils and providers)
- For everyone to raise ambitions for children in care and leaving care
- Develop a champion model at the Corporate Parenting Board
- Elected members advocate on behalf of care leavers with developers
- Sponsor accommodation

WHAT INFORMATION IS NEEDED

- District based information
 - Demand
 - Placement and housing provisions
 - District housing managers to present their offer to the Corporate Parenting Board
 - Number of CLA/CL
 - Community and leisure provisions
 - Proximity of young people living independently to their support network (e.g. family/friends and former carers)
- What are good standards for placements and accommodation (e.g. foster placement, residential, supported accommodation)
- Child/Young Person perspective and carers perspective on placement breakdowns
- Reason for the chosen placement provisions (meeting needs vs availability)
- What is the quality assurance process for supported accommodation and what is the criteria for 'suitable accommodation'
- Provide update to the Corporate Parenting Board twice a year

EMOTIONAL WELLBEING AND MENTAL HEALTH (Objective 6 of the Corporate Parenting Strategy)

WHAT CAN BE DONE

- Promote/embed the THRIVE model
- Promote/embed Trauma Informed Practice (TIP)
- Improve how young people are spoken and written about
- Develop a 'single door' approach for early access to support
- Improve diagnosis and intervention
- Develop a health and wellbeing directory of services available
- Identify community services that are not wellbeing services but provide emotional wellbeing support
- Identify support that addresses loss and social skills
- Identify support that counters feelings of low self-worth due to long waiting lists
- Update the Local Offer to include
 - Self-referral options/information
 - Split between physical and mental health information
 - Add the THRIVE model
 - Function to allow young people to provide feedback/rate services anonymously
- Mandatory mental health training for social workers and personal advisors
- Strengthen the presence of the Permanence Service at the Lancashire and South Cumbria Health and Care Partnership
- Elected members of the Corporate Parenting Board to strengthen the link with Lancashire's Health and Wellbeing Board
- Young People's involvement with the review of the Health Strategy (NHS)
- Set up a network event with all health and wellbeing services to learn from each other
- Improve young people's perception of health services (as they can be reluctant to accept support; e.g. utilise peer support which helps showing outcomes)
- Develop 'Going Forward' plans for the next 12 months in the context of Covid
- Gain clarity re Covid vaccinations for young people in care 16+ (in particular in the context of shared Parental Responsibility)

WHAT INFORMATION IS NEEDED

- Information on health outcomes that also includes information on the how well young people are doing in the context of their emotional wellbeing/mental health needs
- Information on the take up of services and the effectiveness of services
- Overview of provisions available to help identifying gaps (incl. gaps in early intervention)
- General Health Data

- Young People consultation on what information to collate on the impact of Covid to enable an understanding of what is important and are the priorities for young people during a pandemic (enables current and future learning)
- Data and information provided to the Corporate Parenting Board to focus on what has changed
- Data and information to be shared at the beginning of the meeting to allow sufficient time to evaluate, understand and scrutinise

SAFEGUARDING (Objective 8 of the Corporate Parenting Strategy)

WHAT CAN BE DONE

- Strengthen the presence of the Permanence Service within Lancashire Violence Reduction Network (Divert, Trauma Informed Practice, Data)
- Embed Trauma Informed Practice across services to better understand how to support and safeguarding young people
- Improve the language used when speaking about vulnerable young people and young people at risk to acknowledge they are victims
- Improve how we make young people aware of the support available to them
- Promote restorative justice instead of criminal justice
- Improve safeguarding partnerships in adulthood/links with Adult Safeguarding
- Ensure strong links with the Community Safety Partnership
- Utilise services and resources from the Children's Safeguarding Assurance Partnership (CSAP)
- Develop an overview of services available (incl. routes in and out of support) for professionals and young people
- Promote preventative actions and pathways of early support
 - Focus on young people not in education and with education health care plans
 - Explore offers of Targeted Youth Support
 - Utilise NYAS effectively (empower young people of feeling in control; learn from themes identified)
 - Support young people to access preventative support
 - Ensure preventative support is something to look forward to, is of value to the young person, gives opportunities to engage with other young people
 - Support young people to re-engage with education, employment, training

WHAT INFORMATION IS NEEDED

- Overview of services available
- Data and information to be provided in a themed and comprised form jointly from multiple services and sources instead of separate data from separated sources and services

- Information on the journey of young people and outcomes

EDUCATION, EMPLOYMENT, TRAINING (Objective 4 of the Corporate Parenting Strategy)

Notes and outcomes are not yet available due to sickness and leave since the last corporate parenting board and will be circulated at the earliest opportunity.

Corporate Parent Board

Children in Our Care and the Mental Health Act

Authors: Steven Lockley & Mairéad Gill-Mullarkey

Date: 06/09/2021

Purpose

- To ensure awareness of the risks and demand in relation to the mental health of children in our care.
- To raise awareness of Mental Health Act activity for children in our care.
- To consider local processes, the role of the corporate parent and the interface between mental health services and children's services.
- To raise awareness of system challenges which impact upon children and young people experiencing mental health crisis.
- To develop improved partnership working between services and partner organisations in relation to children and young people experiencing mental health crisis.

Mental Health Risks for Children in Our Care

*Because of their experiences both before and during care, looked-after children are at much greater risk of poor mental health than their peers. Research suggests that **around 45% of looked-after children have a diagnosable mental health disorder**, and up to 70%-80% have recognisable mental health concerns.*

[Looked-after children : Mentally Healthy Schools](#)

Children and Young People MHA Detail Last 6 months (Mar – Aug 21)

6 Month Report Children & Young People Assessments	No. of CYP MHA assessments	Of Individual CYP (some assessed more than once)	No. of individuals under 16 yrs of age	No. of individual Children in our care	No. of children in our care detained under MHA
Mar-21	25	16	11	8	4
Apr-21	21	17	6	7	0
May-21	19	14	4	8	2
Jun-21	19	15	2	4	1
Jul-21	16	11	4	2	0
Aug-21	13	10	4	2	1
Total	113	83	31	31	8

- The youngest child detained under the MHA during this period was **10 years old** and in need of treatment for a severe eating disorder. (This child was not in care of LCC).

Corporate Parent as Nearest Relative - section 27 MHA

27. Children and young persons in care.

Where—

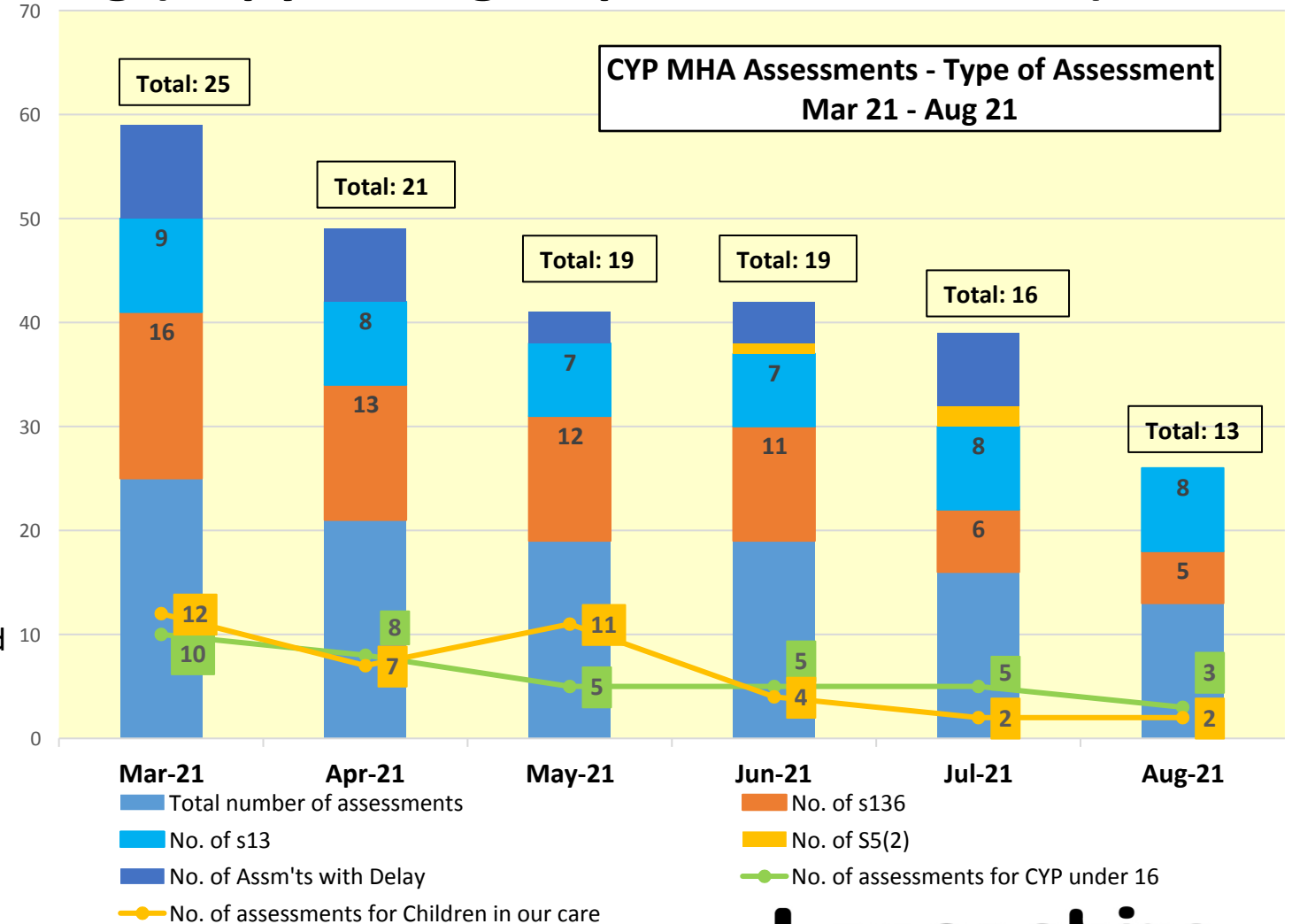
(a) a patient who is a child or young person is in the care of a local authority by virtue of a care order within the meaning of the Children Act 1989; or

the authority shall be deemed to be the nearest relative of the patient in preference to any person except the patient's husband or wife [or civil partner] (if any).]

- The nearest relative (NR) must be informed by the Approved Mental Health Professional (AMHP) of the making of an application for admission under section 2 MHA.
- The NR must be consulted prior to the making of an application under section 3 MHA and the application cannot be made if the NR objects.
- The NR has the power to order the discharge from hospital.

CYP MHA Monthly Reporting (Copy of Aug 21 performance data)

- The overall number of CYP assessments reduced again in Aug continuing the gradual downward trend since the March spike.
- Total CYP assessments = 13 (10 individual children & young people were assessed – some had more than one MHA assessment)
- 3 assessments of children under 16 years (of 2 individual children – 1 child being assessed twice)
- 2 of the children and young people assessed were children in our care.
- Outcomes: Of 13 assessments - 4 did not require admission; 1 was admitted informally; 7 were detained under s.2; (+1 double assessments = 13).
- Resource / delay themes:-
 1 instance of bed delay,
 4 instances of no CYP specialist doctor present;
 4 instances of no Tier 4 worker present (of which 2 related to out of hours assessments).



System Challenges

- **CAMHS Tier 4 Services:**

CAMHS Tier 4 Access and Outreach Service are the team with responsibility for gatekeeping hospital admissions for children and young people. Unfortunately this service is not commissioned to provide an out of hours service which results in delays to admission following MHA assessments which take place out of hours. However, we are currently awaiting confirmation of plans to commission this service.

- **CAMHS Specialist Doctor Availability:**

It is not always possible to arrange for a doctor with CAMHS specialism to attend MHA assessments. This is the case both during the day and out of hours, though it is more difficult out of hours as there is no CAMHS consultant on-call for Lancashire & South Cumbria Foundation Trust (LSCFT).

- **LSCFT Doctors and Children Under 16 Years:**

In instances where no CAMHS specialist doctor is available, adult LSCFT on-call consultants will generally agree to assess 16 and 17 year olds but will not assess children under 16. This can cause even greater delays for the youngest children.

System Challenges (continued)

- **Disparity in Crisis Provision:**

LSCFT Crisis Home Treatment Teams will work with young people aged 16 and over but there is no equivalent provision for children in mental health crisis under Tier 3 CAMHS.

- **Specialist Inpatient Care:**

Children and young people who are not suitable for local inpatient services at The Cove (i.e. those who require a PICU - Psychiatric Intensive Care Unit) may have to wait a number of days for a bed to be available and this could be a significant distance from Lancashire.

- **Health Based Places of Safety (HBPoS):**

Although LSCFT have a purpose built suite at Royal Preston Hospital which is set up to receive young people detained by the police under section 136 MHA, the suite is not always operational. The only alternative is for children and young people in crisis to be supported in A&E departments and children's wards.

Action taken by System Partners

- CYP specialist doctors are not available for assessments after 5pm, however adult medical teams are available to support with assessments through the Mental Health Liaison Team
- LSCFT were funded for 12 weeks to deliver 24/7 Tier 4 access team, this funding was not extended by NHS England. However LSCFT are reviewing the current out of hours provision and whether this can be extended & exploring a range of options with LCC and other local authorities
- Lancashire Mental Health Activity Report is shared with system partners and on the agenda at the Adult Mental Health Cell, which includes information for CYP.
- Multi-Organisational S.136 training has been commissioned for all staff across Lancashire and South Cumbria, both health and social care, to improve practice in the area of CYP.
- System working with Lancashire police to increase engagement with the Mental Health Advice Line prior to 136 detention to ensure alternatives are explored.
- Lancashire County Council's AMHP Service has reviewed and updated the referral and screening policy to ensure that more robust process is followed.
- An Action Plan for the local authority has been developed to improve the practice with section 136 to ensure that risk management plans are up to date.
- Additional funding agreed by LSCFT to fully staff the 136 suites, reducing instances of closures and movement out of area.
- LSCFT have agreed significant investment into the Mental Health community teams to support increased support within the community. This is part of the Mental Health Investment Schemes (MHIS) and recruitment has commenced to support this.

Opportunities for Joint Working / Improving Practice

Suggestions:

- LCC AMHP Service to review current practice with joint working with Children Services for Children in care.
- An agreement between Services on who will undertake the role of Nearest Relative for Children in care.
- AMHPs to do briefing sessions for staff in Childrens Services on the role of the AMHP.

Have you any ideas?

Glossary

Approved Mental Health Professional (AMHP) – a professional (usually a social worker) with additional post-qualifying training who is approved by the local authority. AMHPs can make an application to detain a person under the MHA.

CAMHS – Child & Adolescent Mental Health Services.

Health Based Place of Safety (HBPoS) – a designated suite, ward or department where police may take a person detained under section 136 MHA to be assessed under the MHA.

Nearest Relative (NR) – a person legally defined under section 26 MHA who has particular rights and powers in relation to a person detained under the MHA.

Section 2 MHA – compulsory detention in hospital for a period of assessment of mental disorder not exceeding 28 days.

Section 3 MHA – compulsory detention in hospital for a period of treatment of mental disorder not exceeding 6 months.

Section 136 MHA – a police power to detain a person who appears to be suffering from a mental disorder and to take them to a place of safety for assessment under the MHA.

Corporate Parenting Board

Meeting to be held on 21 September 2021

Report of the Head of Service Fostering, Adoption Lancashire & Blackpool and Residential Services

Electoral Division affected: (All Divisions);
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Fostering Statement of Purpose 2020-2022

(Appendix 'A' refers)

Contact for further information: Catherine Gill, Heidi Fliegauf and Catrina Dickens.
Tel: 07866 077504 /07977200740, Senior Fostering Managers, Lancashire County Council,
email: catherine.gill@lancashire.gov.uk, heidi.fliegauf@lancashire.gov.uk,
catrina.dickens@lancashire.gov.uk

Executive Summary

Lancashire County Council Fostering Service's Statement of Purpose, 2020-2022 is prepared in accordance with the Fostering Services England Regulations 2011 and National Minimum Standards for Fostering Services. The regulations and guidance set out the requirement that each fostering agency produces a Statement of Purpose, which includes its aims and objectives, a description of the service it delivers and the facilities that are offered and provided.

Lancashire County Council is committed to safeguarding and promoting the welfare of all children within Lancashire. The Fostering Service is committed to achieving continuous improvements and delivering the best possible outcomes for our children in our care by providing a range of high quality foster families for the children to help them achieve and meet their potential within a safe and secure environment.

Lancashire's Fostering Service has developed a comprehensive service plan that incorporates priorities and objectives for the coming year as well as individual plans for each fostering service area which are further detailed below.

Our main aim is to provide an excellent fostering service that not only supports and values our foster carers but ensures that our children feel safe and well cared for within their fostering families. Whilst we are a large Fostering Service, we aim to provide local support to our fostering families and our children that is personalised to their individual needs.

Recommendation

The Board is requested to approve the Fostering Statement of Purpose 2020-2022 so that Lancashire Fostering Services are able to comply with Fostering Services England Regulations 2011 and meet minimum fostering standards and the

Fostering Service can ensure that our children and young feel safe and well cared for within their fostering families.

Background and Advice

The Statement of Purpose is required to meet Fostering Regulations and minimum standards.

The Statement of Purpose also links with the A – Z Children’s Guide for being Looked After which is provided to all children, subject to the child’s age and understanding at the point they move in with Lancashire County Council Fostering Families.

This statement is available to all members of staff, foster carers, children and birth parents and is publicly available on our fostering website. A copy of this statement is also lodged with Ofsted.

This Statement of Purpose is approved by the Cabinet Member for Children, Young People and Schools.

This Statement of Purpose should be read in conjunction with Lancashire County Council's Children, Young People and Families Partnership Vision and Practice Statement.

The Statement of Purpose, Children and Parent's Guides are available on Lancashire County Council's website.



**Lancashire County Council
Fostering Statement of Purpose
2020 - 2022**



1. Introduction

Lancashire County Council Fostering Service's Statement of Purpose is prepared in accordance with the Fostering Services England Regulations 2011 and National Minimum Standards for Fostering Services. The regulations and guidance set out the requirement that each fostering agency produces a Statement of Purpose, which includes its aims and objectives, a description of the service it delivers and the facilities that are offered and provided.

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This Statement of Purpose is approved by the Cabinet Member for Children, Young People and Schools.

This Statement of Purpose should be read in conjunction with Lancashire County Council's Children, Young People and Families Partnership Vision and Practice Statement.

The Statement of Purpose, Children and Parent's Guides are available on Lancashire County Council's website.

For more information please contact:

Catrina Dickens, Heidi Fliegauf and Catherine Gill
Senior Managers in Fostering
Children's Services
Lancashire County Council
County Hall, Preston PR1 0LD
01772 530595

2. Welcome by County Councillor Cosima Towneley, Cabinet Member for Children and Families.

As new the Cabinet Member for Children and Families for Lancashire County Council I am extremely proud of the development and improvement of fostering services. Our fostering service ensures children who are unable to remain safely living in their families can have warm, stable and safe care within a fostering family. Exciting initiatives have been developed during the last 12 months to support foster carers in Lancashire and to enable foster carers to continue making a difference so our children can grow up in a happy and loving environment. Lancashire County Council has created a fostering academy to support new and existing foster carers, a mentoring programme which links new foster carers with experienced foster carer mentors and our fostering communities project which develops supportive

networks between foster carer peers . In addition to these supportive measures we now offer incentives to help drive forward the recruitment of new foster carers which I am pleased to support as this allows our children to remain in their local communities. Lancashire children who live with fostering families may need additional emotional and therapeutic support to reach their full potential and it is a tremendous credit to Lancashire that our service continues to provide this excellent support to our children and fostering families. In my role as Cabinet Member for Children and Families I am committed to the development of our fostering service and I am looking forward to seeing how the fostering service build on these successes which enable more of our children to live and grow up locally within Lancashire .

County Councillor Cosima Towneley, Cabinet member for Children and Families

3. Principle aims and objectives

Aims

Lancashire County Council is committed to safeguarding and promoting the welfare of all children within Lancashire. The Fostering Service is committed to achieving continuous improvements and delivering the best possible outcomes for our children in our care by providing a range of high quality foster families for the children to help them achieve and meet their potential within a safe and secure environment.

Lancashire's Fostering Service has developed a comprehensive service plan that incorporates priorities and objectives for the coming year as well as individual plans for each fostering service area which are further detailed below.

Our main aim is to provide an excellent fostering service that not only supports and values our foster carers but ensures that our children feel safe and well cared for within their fostering families. Whilst we are a large Fostering Service we aim to provide local support to our fostering families and our children that is personalised to their individual needs.

Objectives

To help us achieve our aims we have 5 key objectives we feel are imperative for our children in our care and the fostering families who care for them:

- Our first objective is to ensure that wherever possible children are able to remain within their extended families or with adults who know them and can provide continuity of care. We aim to work with families, listen to children's voices and consider what support both in the interim and longer term is needed to make such family arrangements successful.
- Where children cannot remain within their families, we aim to ensure that we recruit each year as many suitable alternative fostering families to meet the needs of the children in our care. Our priority for 2021/2022 is to further increase the number of fostering families who can care for brothers and sisters,

older children and young people, children who have additional needs and foster carers who can help support birth parents to care for their children within a family environment.

- We seek to support all our fostering families to help improve the outcomes for the children they are caring for through individual, high quality, and local support. We listen to the voices of our children in care, our foster carers and their families to continually improve our support to them. We have a dedicated team of emotional health practitioners who work with our staff and foster carers to understand and use therapeutic parenting approaches that support our children and fostering families to feel safe and secure.
- We strive to ensure that our fostering families feel supported and valued so that they continue to foster with us and ensure stability and security for our children. We will discuss further some of our new initiatives to support this objective below.
- We aim to achieve permanence at the earliest opportunity for all of the children in our care in Lancashire and to ensure the best match possible with a family who can meet their needs on an emergency, short or permanent basis. Where children require permanent alternative care for the duration of their childhood, we aim to ensure stability and happiness until they are ready for independence in adulthood through supporting pathway planning and staying put arrangements where this is what our children need.

In order to meet our aims and objectives we ensure our Fostering Service meets Fostering Regulations, National Minimum Standards and Guidance whilst continuing to strive to be a forward thinking and intuitive Fostering Service that strives to improve outcomes for our children.

A key focus on all of the Fostering Service objectives is to offer and support permanence for children at the earliest opportunity with foster carers who can meet their needs.

In addition, we are committed to anti-discriminatory practice and providing a service that is sensitive to individual's ethnicity, culture, beliefs, sexuality, gender and disability. We recognise the cultural, religious and racial origins of children for whom we are responsible and celebrate these origins. We value and respect the children we look after for individuality and unique personality. We have high aspirations for all the children we look after.

Services and Facilities

Lancashire County Council's Fostering Service is part of the Fostering, Adoption, Residential and Child and Youth Justice Service which has one dedicated Head of Service. Within the Fostering Service are three service areas of delivery:

Recruitment and Assessment & Supporting children and young people together (SCAYT)

Our Recruitment and Assessment Team and SCAYT team has one Senior Manager responsible for both individual team functions.

Our Recruitment and Assessment Team consists of 3 Team Managers, 12 Social Workers and 2 Support Workers. The function of the team is to recruit, prepare and assess prospective mainstream foster carers. The team works closely with our communication team in order to produce promotional campaigns that seek to not only recruit more fostering families but fostering families who can care for the children in our care in Lancashire. The team undertakes training and preparation throughout the assessment process and is inclusive and non-judgemental of all applicants considering the strengths and life experiences that they have to equip them to care for our children. This year there is a specific focus on recruitment of fostering families to care for our children who we find it harder to identify families for such as brothers and sisters, older children, children and their parents, children with additional needs and children who are remanded to the care of the Local Authority.

Our SCAYT (Supporting Children and Young People Together) Team consists of 1 Team Manager, 10 Emotional Health Workers and 2 part time Children's Psychologists. This team provides therapeutic support to staff and foster carers through training and targeted intervention that promotes a nurturing attachment approach to help carers to support children to overcome early adverse experiences. This team also offers support to adoptive families within Adoption Lancashire and Blackpool.

Assessment with Family and Friends

Our Assessment with Family and Friends team consists of 1 Senior Manager, 5 Team Managers, 27 Social Workers and 4 Support Workers. The team works closely with families to support them in considering whether they are able to care for children who may be a relative or friend on a permanent basis in the event they cannot return to birth parents' care. The ethos of the team is to work collaboratively with families to make realistic informed decisions for our children and their own futures with permanence at the forefront. The team works closely with colleagues in Children's Teams, Legal and the Courts in supporting timely permanence decisions for children. Again, children's views and voices are central to all of our assessments.

Support to Permanence and Family Finding Teams

Our Support to Permanence and Family Findings teams consist of 1 Senior Manager and 6 Team Managers. 5 Team Managers are responsible for a local Support to Permanence team (North Lancashire, Central Lancashire, South and West Lancashire, Hyndburn, Rossendale and Ribble Valley and Burnley and Pendle). These teams have 29 Social Workers and 9 ½ Support Workers in total who are split across the local areas to provide local support to local fostering families. These teams provide the supervision and support to fostering families including one to one support and supervision as well as local targeted support groups. The teams work closely with colleagues in children's teams, health, education and other partner agencies to

support the children to achieve their potential. They support fostering families to help children moving on. They work with leaving care services to support transitions to independence and where appropriate enable staying put arrangements. The teams also work closely with Adoption Lancashire and Blackpool to support children's moving on to adoptive families.

Our Family Finding team consists of 1 Team Manager and 1 Support Worker supported by the support to permanence teams on a duty rota basis for each locality. The team is responsible for matching fostering families to children requiring this type of care. This includes emergency arrangements, short term planned moves and long-term matches to care for our children until they reach adulthood. The team works closely with both our Recruitment and Assessment team and Support to Permanence teams to enable children to be matched with fostering families who can meet their needs at the earliest opportunity.

New Service Initiatives

Lancashire County Council's Fostering Service highly values our fostering families and the children that they care for and we strive to be an excellent service in terms of the support and services we provide to our carers, children, their families and agencies who we work in partnership with. To further support our retention of fostering families and improve security and stability for our children we have over the last 12 months developed a number of new initiatives which we are proud to share as part of our updated statement of purpose as well as our more established service offers to support children, families and our carers.

Fostering Academy: As a Fostering Service we recognise the importance of support and training to our fostering families in particular recognising the initial days, weeks and months of becoming a foster carer can be incredibly daunting. Our fostering academy is a specialist training and mentoring programme that supports applicants in assessment and throughout their first year of their fostering journey. This includes an excellent package of training that builds upon their preparation in assessment as well as a dedicated mentor who is an experienced foster carer who is buddied to each new fostering family to offer mentoring and informal support throughout their first year. Each mentor is local to the fostering family and ideally will be matched to support with individual needs such as if the new fostering family have their own children, they are connected carers or they may be specifically seeking to care for children and their birth parents.

Fostering Communities: Our Fostering Communities pilot is a hybrid model of the Mockingbird Project which in Lancashire we are seeking to initially trial over a 12 months period. A Senior Social Worker and two Support Workers are leading on this project which is in its infancy. There are 5 fostering community co-ordinators who have been appointed in each of the 5 areas of Lancashire to support 4 fostering families each. The aim of the project is to assess the success of the communities in developing support networks for fostering families and the children in their care; this includes advice and guidance, informal babysitting and building friendship groups for fostering families who need this. If successful we aim to implement this on a wider scale to offer increased support to our fostering families and children.

LIFT (Lancashire Intervention for Families Team): Our LIFT carers offer support to both birth families and foster carers where they need specific support in meeting children's needs. The aim is to reduce the number of children entering care by offering support and guidance to birth families and also to prevent breakdowns in fostering families. Our LIFT programme is established and offered across the whole county.

Training: We offer a comprehensive range of training each year to our foster carers to develop their skills, knowledge and interests. Our foster carers can access training available for our social work teams. Our training is delivered locally to our carers and flexibly around school hours, holidays and also online. We work closely with our learning and development team to ensure that our training remains relevant and up to date.

Facilities

Our Recruitment and Assessment team, Assessment with Family and Friends team and Family Finding team are County wide teams who are based at County Hall in Preston. They cover the whole of Lancashire and our surrounding borders including further afield for our family and friend's team where required.

Our five Support to Permanence teams are in office bases local to the foster carers we support. Our office bases are in Lancaster, Accrington, Preston, Clayton-le-Woods and Burnley. Our social workers can also access office bases in other areas of Lancashire as required and are also provided with equipment for homeworking. Our Fostering Service is particularly proud of our response to Covid 19 whereby we have responded with flexibility to support our teams, foster carers and the children in their care. We have continued to undertake face to face visits where it has been safe to do so and have ensured that our social workers have the necessary PPE. We have continued to recruit foster carers throughout the pandemic and have adapted our training and support groups to be virtual to ensure our foster carers continue to receive high quality training and support that promotes the best outcomes for our children.

We also value participation across the North West and with leading charities.

Complaints, Comments, Compliments and Allegations

The Fostering Service is a continuously learning organisation. Complaints, comments, compliments and allegations can provide opportunities to review services and promote service developments. We reflect on complains and comments to develop our practice. We regularly share compliments. Any allegations or complaints regarding care provided are dealt with in partnership and safeguarding with partner agencies.

Promoting the Education of Children Looked After in Lancashire



Virtual School Annual Report 2020-21

Lancashire Virtual School for CLA

Agenda Item 5

Virtual School Annual Report 2020-21

Every Virtual School Head has to produce an annual report to provide information on:

- The achievement of our children and young people.
- The quality of Personal Education Plans.
- How funding has been used effectively.
- Examples of support and impact.

Attainment

Due to the pandemic the annual attainment data for children : Early Years (age 2-5), those reaching the end of Key Stage 2 (age 7) and those reaching the end of Key Stage 2 (age 11) was not collected or published nationally in 2020 or 2021.

GCSE and A level examinations were not held as normal but grades were allocated based on teacher assessment and internal tests.

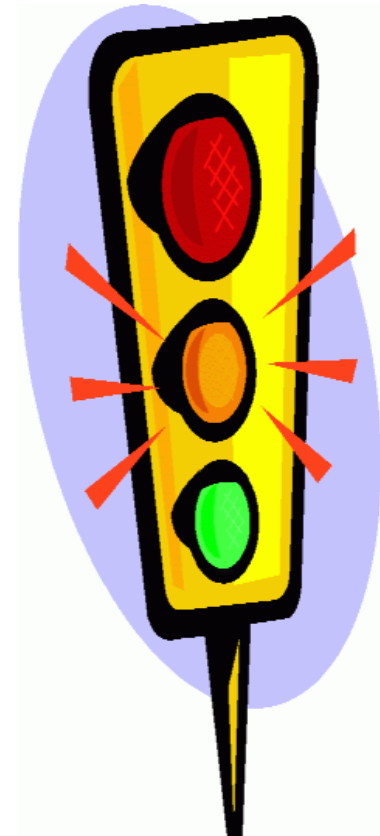
How do we know how our primary children doing?

We measure each of our pupils for:

- Progress with learning
- Attendance at school
- Well Being.
- Behaviour

Each pupil is given a colour for each of the measures:

- **Green**- doing really well
- **Amber**-not quite there but still on track.
- **Red** – concerns



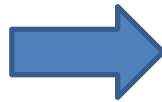
Our primary pupils:

- In 2019-20 : the % who were doing really well or on track were:

Progress: 88.1%



Attendance: 98%



Well Being: 95%



Behaviour: 97%



Our Year Elevens of 2020

Year	Ave A8 score	% achieved 4+ in Eng. and Maths 'standard C'	% achieved 5+ in Eng. and Maths 'strong C'
2019-20	20.5	23.3%	8.2%
2018-19	16.6	15.7%	6.5%
2017-18	18.6	11.9%	6.4%

How do we compare?

Average Attainment 8 score has increased by 3.9 from previous year.

% achieving both English and Maths GCSE at Grade 4+ has increased by 7.6%

% achieving both English and Maths GCSE at Grade 5+ has increased by 1.7%

Lancashire average attainment 8 score increased more than any of our statistical neighbours and national and regional scores.

The % of our children achieving Grade 4+ in both English and Maths increased more than any of our statistical neighbours and regionally and nationally.

The % of our children achieving Grade 5+ in both English and Maths increased more than our statistical neighbours with data reported. We were closely in line with regional data but still below national averages but closing the gap.

Early indications for 2021 GCSE cohort.



We only have information from a proportion of our schools to date and very little from out of county schools.



Currently we have 21.4% with grade 4+ for English and 19.2% with grades 4+ for Maths.



1 student achieved 10 GCSE's – all Grade 4+



23 students achieved 5 GCSE grade 4+.



Our Post Year 11 young people.

51% of year 13 students achieved qualifications-ranging from A Level to Entry Level in 2020

92.4% of our 2021 year 11 leavers have a current positive EET plan- rise from 79.2% in 2018.

In March 2021 62 of our young people were in higher education compared to 32 in 2017

In 2020 10 young people graduated with degrees

Education, employment and training.

Year	Age group 17/18	Age group 19-21
2020/21 (snapshot)	57%	44%
2019/2020	50%	44%
2018/2019	59%	50%
2017/18	51%	43%

- EET figure for 17/18 age group shows a recovery from 2019-20 – which was impacted on by first wave of the pandemic.
- Improvement in EET figure for age 17-18 to date may be starting to reflect impact of individual CEIAG and support provided by EST within school from age 9.
- EET figures for age 19-21 age group remains under 50% This reflects the challenges for many care leavers in moving from Key Stage 5 courses to employment or progression.

Planning for Progress- the PEP

In September 2020 a new PEP form and system was launched-why?

- More secure
- Age -appropriate content
- Stronger pupil voice
- Well- being, health and speech and language prioritised
- Transition planning strengthened.

Quality Matters

Calendar Term Year	Outstanding	Good	Could be improved	To be resubmitted	Good or Better
2015 Autumn	13.2%	50.3%	28.3%	8.2%	63.5%
2016 Spring	10.1%	38.5%	41.6%	9.7%	48.6%
Summer	35.0%	36.0%	26.1%	2.8%	71.0%
Autumn	43.2%	34.4%	22.2%	0.3%	77.6%
2017 Spring	42.5%	42.5%	14.3%	0.7%	85.0%
Summer	71.5%	20.0%	7.8%	0.8%	91.5%
Autumn	63.8%	24.4%	9.8%	2.0%	88.2%
2018 Spring	68.5%	26.1%	4.5%	0.9%	94.6%
Summer	50.0%	30.9%	17.9%	1.2%	80.9%
Autumn	61.4%	26.5%	9.8%	2.3%	87.9%
2019 Spring	65.1%	23.2%	8.8%	2.9%	88.3%
Summer	69.5%	23.0%	5.6%	1.9%	92.5%
Autumn	63.3%	23.7%	10.2%	2.8%	87.0%
2020 Spring	70.0%	20.1%	7.6%	2.3%	94.6%

Funding

Pupil Premium Grant+ is allocated to the school at £600 per term for each looked after child of school age (reception to end of year 11)

Majority of the remainder forms a High Needs fund that is allocated according to need's identified on the PEP.

Early Years PP is allocated to nursery settings-up to £315 per child.

PEPSA funding: provided by LCC to support learning and engagement with education out of school.

High Needs Pot.

- One to one teaching/catch up
- Dedicated Learning Mentor/TA.
- Assessments.
- Counselling, other specialist support.
- Alternative education.
- Equipment/software.



Schools have to complete a form to say how the extra funding has helped the pupil- IMPACT.

How it helps:

She has grown in confidence and has started to work out of her comfort zone. (Play therapy)

His behaviour has vastly improved as he has had a method of calming and then chance to talk. (mentor)

It has allowed him to engage in learning and he and his carer feel it has had enormous benefit to his motivation. (121 tuition)

He attended every single day and was very positive on each of his days. He made excellent progress and showed the teachers working with him he was able to work independently when the environment was right for him (social/Lego activities)

The HNF has provided the opportunity for a student to see the value of attending school. This has been a real success story.(TA/mentor)

What else?

Training for designated teachers, Social Workers, PA's, IRO's.

Support sessions for parents and carers- increased significantly in 2020-21.

Career advice, training and employment support- from year 9 to 25 years old.

Superstar rewards programme.

Home reading and on line learning programmes.

Empower Academy-in collaboration with higher education and Leaving Care service.

Key Stage 4 Conference

Funded 130 schools to be Attachment and Trauma Aware.

EET strategy with Leaving Care Service and others.

Priorities 2021-22

Early years- school readiness.

Primary- attainment in Reading and Maths

Secondary- GCSE English and Maths 4+

Key Stage 4- attendance

Reduce fixed term exclusion.

Increase 18-21 years olds in EET.

Increase number of our young people progressing to HE/higher level apprenticeships.



THE NATIONAL
**HOUSE
PROJECT**



THE
HOUSE PROJECT
Lancashire

Update on progress for the Corporate Parenting Board 21.09.2021

(Andreas Feldhaar, Practice Development Lead, Children and Young People's Permanence Service)

What is it

- Established through the DfE Innovation Fund in 2018
- Independent Living and Housing Project
 - Project Base
 - Project Lead and Facilitators
 - Independent Living Framework (Autonomy, Competency, Relatedness)
 - Social Housing Properties
- Young People centred and led approach
- Around 10 young people in care aged 17+ years old per year
- Outcomes:
 - Successful pathways from care to independence
 - Increased permanence and reduced risk of homelessness
 - (Re-)integration into education, employment or training
- 13 projects nationally

Where are we at

5 Implementation Stages

1. Feasibility (month 1)– completed
2. Project Development (month 2-7) – completed
3. Project Set Up (start month 7) – In Progress
 - Establish Steering Group
 - Confirm areas of future social housing
 - Identify base
 - Recruit project lead and facilitators; induction and training
4. Project Implementation (first Group of young people) – due to start at end of year 1
5. Second group of young people – not due to start until middle of year 2
6. First group of young people graduate (tenancy transfer) – not due to start until middle of year 3

Steering Group Members

Andreas Feldhaar	Chair and Senior Lead, Permanence Service
Jane Hylton	Depute Chair and Operational Lead, Permanence Service
Not yet applicable	LHP Project Lead – once in post
Georgia Toman	Care Experienced Lead
Allan Peach	Care Experienced Lead
Jen Robertshaw	Senior Manager, Permanence Service CIOC
Gina Power	Senior Manager, Permanence Service CIOC
Amanda Barbour	Senior Manager, Permanence Service CIOC
Roxanne McAllister	Senior Manager, Permanence Service LC
Audrey Swan	Head of Virtual School
Charlotte Iddon	Employment Support Manager
Sharon Parkinson	Principle Housing Options Manager Lancaster
Bev Lyon	Senior Housing Advisory Manager Preston

Nicola Bradley	Tenancy Service Manager West Lancashire
Michelle Simmons	Housing Advisor, Permanence Service
Caroline Terry	Places for People
Representative	Calico - TBC
Rachel Blundell	LCC Policy, Information, Commissioning
Sue Hammersley	Director National House Project
Co-opted	
Brendan Lee	Head of Service Permanence Service
Representative	Police
Representative	CLA Nurse

Executive Group for achieving children and young people's permanence

Update on progress for the Corporate Parenting Board
21.09.2021

(Andreas Feldhaar, Practice Development Lead, Children and Young People's Permanence Service)

What is it

- Replacing the former 'Permanence Board'
- Effective partnership working with internal and external partners
- Decision makers at senior or head of service level
- Supporting all aspects of permanence and corporate parenting
- Provide strategic direction
- Remove barriers beyond the individual organisation
- Committing Resources
- Meeting every other month
- Report on progress to the Corporate Parenting Board

Workstreams

Executive Group for achieving children and young people's permanence

Achieving
Permanence

Improving Placements
and Provisions

Improving Health &
Wellbeing Support and
Outcomes

Improving Education,
Employment &
Training Opportunities
and Outcomes

Workstream: Achieving Permanency

- ***Effective partnerships*** to support our children and young people in care and leaving care to ***achieve and maintain permanence*** and to have a sense of ***security, continuity, support and stability*** to ensure they achieve their potential – ***as if they were our child***
 - Values in policies, procedures and practice
 - Decision-making
- ***Effective participation*** of our children and young people in the development of multi-disciplinary strategies to achieve permanence and improve permanence practice
- Being a ***corporate FAMILY***
- ***Workforce development***

Workstream: Improving Placements and Provisions

- ***Improved placements and provisions*** at the right locations with the right support that promote diversity and inclusion for our children and young people and meet the needs of our children with severe and profound disability
- ***Permanent homes*** for all children and young people in care and leaving care
- Being **at home in the local community**, being prepared and supported for **independent living** and having **Skills for Life**
- Improve ***multi-disciplinary support to improve stability of placements*** and provisions from all members of the corporate **family**

Workstream: Improving Health and Wellbeing Support and Outcomes

- ***Effective preventative support*** from all members of the corporate **family**
 - Universal services (social, physical, emotional and mental wellbeing support)
 - Developing resilience
- All our children and young people to have ***continued support for their social, physical, emotional and mental health*** in line with their assessed needs - not according to service availability or engagement
- ***Improve safeguarding*** for our children and young people up to the age of 25

Workstream: Improving Education, Employment and Training Opportunities and Outcomes

- ***Narrowing the gap*** of educational achievements and employment between our children and young people in care/leaving care and their peers.
- ***Embedding the principles of our EET strategy in the practice of the corporate family***
 - Stability and quality of placements and provisions to support education, employment, training
 - Attendance, attainment and educational/career pathways
 - Apprenticeships, Further and Higher Education
 - Additional and targeted support for young people not in education, employment, training (due to ill health, parenting or other reasons)
- ***Improve education, employment and training offers*** from partners for our children and young people

Membership

Brendan Lee	Chair - HoS Children's Permanence Service
To be confirmed	2 Care Experienced Young People (aged16+)
Andreas Feldhaar	Practice Development Lead
Janice Laing	Project Lead Permanence Service
Moya McKinney	Senior Manager Permanence Service – LC
Gina Power	Senior Manager Permanence Service – CIOC
Mandy Williams	HoS Family Safeguarding
Chris Coyle	HoS Front Door, Assessment & Adolescent Services
Paul McIntyre	HoS Fostering, Adoption and Residential
Andy Smith	HoS Quality Assurance, Inspection and Safeguarding
Danielle Winkley	Quality & Review Manager
Dave Carr	HoS Policy, Information & Commissioning
Claire Platt	HoS Health, Equity, Welfare and Partnership
To be confirmed	CFW Participation Lead
Tracy Cook-Scowen	Director of Operations, Specialist Services Network NHS

Georgine Lee	HoS Transformation – Family Safeguarding Programme
Representative	Health Provider (TBC)
Caroline Waldron	Deputy Designated Nurse Safeguarding & CLA
Kirsty Byrne	Designated Nurse Safeguarding & CLA
Charlotte Hammond	HoS Learning Disabilities, Autism and Mental Health
Sally Richardson	HoS Inclusion
Delyth Mathieson	HoS Education Improvement 0-11 years
Audrey Swan	Head Teacher Virtual School
Sue Clarke	Head of Lancashire Violence Reduction Network
Sharon Parkinson	Principle Housing Options Manager Lancaster
Beverley Lyon	Senior Housing Advisory Manager Preston
Nicola Bradley	Tenancy Service Manager West Lancashire and NHP partner