

Please note refreshments are available in the room from 5.30pm

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 11 May 2022 (Pages 1 - 10)

County Councillor Clarke

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

3. Update from the Four Corporate Parenting Board Priority Groups (20 mins) (Pages 11 - 50)

Andreas Feldhaar, Permanence Service, LCC

To receive a progress update from the four Corporate Parenting Board Priority Groups since the last Board meeting.

4. Young People's Takeover Day - 26 July 2022 (10 mins) (Verbal Report)

Young People from LINX (Lancashire's Children in Care Council), April Rankin and Adam Riley, Participation Team, Child and Family Wellbeing Service, LCC

To receive an update on the Young People's Takeover Day on 26 July 2022 and the outcomes from that meeting.

5. Internal Audit Review of Corporate Parenting Board (10 mins) (Verbal Report)

Andreas Feldhaar, Permanence Service, LCC

To discuss the Internal Audit Review of Lancashire's Corporate Parenting Board.

6. Update from the Head of the Virtual School for Children Looked After and previously Children Looked After (30 mins) (Verbal Report)

Audrey Swann, Education Improvement Service, LCC

To receive an update from the Head of the Virtual school on the Education, Employment and Training Strategy and wider attainment for Lancashire's children looked after of all ages.

7. Children and Young People's Care Home Names (15 mins) (Verbal Report)

Amanda Barbour, Young People from LINX (Lancashire's Children in Care Council) and April Rankin, Participation Team, Child and Family Wellbeing Service, LCC

For the Board to approve names for Lancashire's new Care Homes for children and young people.

8. Care Leavers Week (5 mins) (Pages 51 - 52)

Jane Hylton, Aaron Walmsley-Fishwick, Ralph Rushworth, Permanence Service, LCC

To update the Board on plans for the Care Leavers week in October 2023.

9. PROUD Awards 2023 (5 mins) (Verbal Report)

Janice Laing, Permanence Service, LCC

To receive information on the PROUD Awards 2023.

10. Future agenda items (5 mins) (Verbal Report)

Andreas Feldhaar, Permanence Service, LCC

To discuss future agenda items including a possible Health Takeover Day.

11. Any Other Business

County Councillor Clarke

To receive any other business.

12. Date and Time of Next Meeting

County Councillor Clarke

Wednesday, 23 November 2022 at 6pm, Savoy Suite 2, The Exchange, County Hall, Preston, PR1 8RJ.

Agenda Item 2

Lancashire County Council

Corporate Parenting Board

Minutes of the Meeting held on Wednesday, 11th May, 2022 at 6.00 pm in Savoy Suite 2 - The Exchange - County Hall, Preston

Present: **Members**

County Councillor Stephen Clarke	- Lancashire County Council
County Councillor Andrea Kay	- Lancashire County Council
County Councillor Rupert Swarbrick	- Lancashire County Council
Jake	- LINX Representative
Georgia	- LINX Representative
Mary	- LINX Representative
Ripley	- LINX Representative

Co-opted members

Janice Laing	- Permanence Service, LCC
Lisa Gee	- Permanence Service, LCC
Gina Power	- Permanence Service, LCC
Paul McIntyre	- Fostering, Adoption Lancashire & Blackpool and Residential Services, LCC
Brian Wood	- Child and Family Wellbeing Service, LCC
Adam Riley	- Child and Family Wellbeing Service, LCC
April Rankin	- Child and Family Wellbeing Service, LCC
Jennifer Donnelly	- Lancs 0-19, HCRG
Caroline Waldron	- Clinical Commissioning Group (CCG)

Other Attendees

Clare Smith	- Policy, Commissioning and Children's Health, LCC
Lois Taylor	- Permanence Service, LCC
Anna Vincent	- Permanence Service, LCC
Victoria Burbridge	- Permanence Service, LCC
Brendan Lee	- Permanence Service, LCC
Sam Gorton	- Democratic Services, LCC
Ralph Rushworth	- Looked After Children and Leaving Care Service, LCC
Saskia	- Care Experienced Young Person
Mandy Williams	- Family Safeguarding Service, LCC
Alex Latham	- My Covenant
Zaheer Abbas	- Internal Audit, LCC
Azra Akhtar	- Permanence Service, LCC

1. Introductions and Apologies

All were welcomed to the meeting and apologies were received from Councillors Sutcliffe, Couperthwaite, Smith and Gibson, Graham Lindley, Barbara Bath, Andreas Feldhaar, Audrey Swann, Liz Donnelly-Nelson, Catherine Brooks.

The Cabinet Member for Children and Families also sent apologies.

It was noted that Jenny Donnelly was attending on behalf of Rebecca McGeown, Lancashire 0-19, Virgin Care Ltd and Lisa Gee was attending on behalf of Moya McKinney, Permanence Service, Lancashire County Council.

2. Notes of the Meeting and Matters Arising from 15 March 2022

Resolved: That the minutes were agreed as an accurate record with the addition of Julie Dawkins as present for the meeting. There were no matters arising from the minutes.

3. Participation Team Update

Young people from LINX (Lancashire's Children in Care Council), April Rankin and Adam Riley, Participation Team, Child and Family Wellbeing Service, Lancashire County Council gave a presentation on recruitment events, issues young people are passionate about and the young people's CPB meeting in July.

The Board were informed that April Rankin and Adam Riley have worked with team managers from the Children in our Care (CIOC) and Leaving Care Services on two events in May to share with those teams what participation is and to recruit new young people to the groups. The event was delivered to over 80 social workers on 4 May 2022 and actively engaged in discussions on barriers around young people participating and how these could be overcome.

Details of some of the barriers received were:

- Young people not wanting to attend due to the 'label' of it being for children in care. A suggestion was to use the same language and use the LINX term for the group.
- Ensure that young people receive feedback from sessions they have been involved with and if changes have been made following young people's input make sure they know what those changes look like, so they do not feel like they have wasted their time in those discussions, or if no changes are to be made, then feedback as to why those changes cannot be made.

It was noted that feedback had been received on how best to promote the groups and that coloured flyers would be delivered to social workers so they can distribute these to new children and young people when they come into care. There is also more flexibility of youth workers, in that they can set up initial introductory meetings on Zoom or face to face to meet a young person first before they join a group if this were what they would like.

Another event was planned for 17 May for young people aged above 17^{1/2} years of age as well as care leavers and personal advisors (PAs), to gain an understanding on what The Care Leavers Forum is and take part in activities and table discussions, with an opportunity to sign up to that group.

Young people commented that LINX had helped build their confidence up to the point where they feel more comfortable to speak in front of adults, particularly Elected Members and Senior managers. LINX also needs the help of new young people, so there are more views on what they think should happen. There is a range of young people attending different meetings/events to enable their voices to be heard and they enjoy meeting new people and making new friends and getting different perspectives which enables them to have a louder voice across Lancashire.

Following a group session, young people had discussed what topics they felt were important to them and what changes can be made for themselves and for their peers. They also requested that support and help on the issues detailed, come from the Corporate Parenting Board. The issues are:

- Mental Health and Wellbeing
- Support in school/college
- Breaking down the stigma
- Support with bullying
- Finances, better understanding of what they are entitled to – young people would like to take up the offer from County Councillor Jeff Couperthwaite to deliver a money session with the young people.
- Support with transitions, ie moving out

In groups, the Board were then asked to discuss what topics come up when they are talking to children and young people and what can/have they offered to children and young people. Some examples were:

- Feeling a sense of not belonging
- Difficulties in school
- Not having the head space for school/education
- Stigma
- Identity as a child or young person in care
- Lack of confident
- Stability of housing and having a nice home

Further feedback can be found in the presentation attached to the minutes.

In preparation for the Young People's Corporate Parenting Board Summer Session, Board members were requested to find a minimum of five services in their local area that support children and young people. These could be to do with mental health, education, employment, finances, youth groups etc. This information will then be collated and shared with young people in those areas.

The Board were asked to discuss what they would like to see and get out of the summer session in July. Following discussion, a few suggestions were as follows:

- As many children and young people to attend the session and get an idea of what differences they can make.
- Diverse representation that reflects all of Lancashire's care experienced children and young people.
- The offer of some activities that meet the needs for their social development.
- Input/views from younger looked after children.
- LGBT representation.

Further feedback can be found in the presentation attached to the minutes.

Following this discussion, the Board were then asked to decide on a date for the session, time and venue. The Board agreed that the next meeting date should be changed from 21 July 2022 to Tuesday, 26 July at 1pm-4pm and that it would be held in an Outdoor Education Centre (either Borwick Hall or Hothersall Lodge). The venue will be confirmed following this meeting.

Young people thanked all present for their contribution in this item.

Resolved: That:

- i) The Board noted the presentation from LINX and the Participation Team.
- ii) That all members of the Board find a minimum of five services in their local area that support children and young people and present these at the July Young People's Corporate Parenting Board meeting.
- iii) April Rankin contact County Councillor Jeff Couperthwaite to arrange for a money session to be delivered for young people.
- iv) The date and time of the next meeting be rescheduled from 21 July 2022 to 26 July 2022 at 1pm-4pm and be held at an Outdoor Education Centre (either Borwick Hall or Hothersall Lodge).

4. Update from the Four Corporate Parenting Board Priority Groups

Lasting Homes Priority

Janice Laing, Permanence Service, Lancashire County Council provided the Board with an update on the Lasting Homes priority (on behalf of Andreas Feldhaar, Permanence Service, LCC) who met on 4 May 2022 and included from Lancashire County Council, CC Kay (Corporate Parenting Board Priority Lead), CC Clarke (Chair of Corporate Parenting Board), Brendan Lee (Head of Permanence Service), Roxanne McAllister and Amanda Barbour (Senior Managers, Permanence Service) and Andreas Feldhaar (Practice Development Lead, Permanence Service). CC Gibson Kay (Corporate Parenting Board Priority Lead) sent apologies due to illness.

The Board were informed that:

- Invites had been sent to District Housing Authorities and Registered Providers at Head of Service/Director level on 17 March 2022 and followed up again on 26 and 27 April 2022.
- Five out of the 12 districts in Lancashire attended (Lancaster, Chorley, South Ribble, Pendle and West Lancashire).
- One Head of Housing attending (Lancaster), four districts delegated attendance to other managers.
- Five out of the 10 invited Registered Providers attended (Key on behalf of Progress Housing, Great Places, Community Gateway, Onward Homes and Together Housing).
- Two Directors attended; three registered providers delegated attendance to other managers.
- Most apologies were only sent within days of the event by districts and registered providers.
- The agenda for the meeting included:
 - Corporate Parenting (what it means)
 - Joint Housing Protocol for Lancashire's Care Leavers
 - What Lancashire's young people in care have to say about their future home
 - Messages and commitments to Lancashire's Care Leavers.
- Following the meeting, the next steps were that:
 - Leaving Care Lasting Home Panel to be set up to improve early and joint planning.
 - Information sharing process between Leaving Care and Registered Providers to be confirmed to improve tenancy support for care leavers.
 - Corporate Parenting Board to consider follow up with Chief Executives and Lead Members of district councils regarding attendance and future commitment.

Some of the messages and commitments were shared with the Board, which included:

- I will make sure that this conversation will continue in Chorley, and I will highlight the need for focus on this work.
- The importance of the voice of young people and how we can do much more even while acknowledging the challenges for ourselves as partners.
- I will review our processes to try and make them easier to understand wherever possible.
- A greater understanding of the housing issues facing young people. Onward Homes will work with Lancashire County Council and the local authorities to ensure access to their homes is as stress free as possible.
- Making sure we have a fit for purpose process in place for 16 /17year olds to access tenancies.

Following the presentation CC Kay highlighted that the meeting had gone well and that it was useful to hear from everyone present what their offer was to Lancashire's young people. Going forwards the Priority Leads also want to meet with building companies to make them aware of the difficulties young people face when leaving care in Lancashire, whilst ensuring that they feel safe, comfortable and if possible, support them until they are 25 years of age. It was also suggested that inter-generational housing could also be an option, where young people live in a community where older people are, so they can support each other.

Elected members requested that senior officers provide the information on the issues that the Service were faced with, and this would then be shared with the 84 County Councillors and request that they each speak to their District counterparts and request that they look at their housing policies and look to change them if required.

CC Swarbrick also offered to do a session with young people on housing and work that is done in the districts around this.

Achieving Permanence Priority

Janice Laing, Permanence Service, Lancashire County Council provided the Board with a brief update on the Achieving Permanence Priority and informed them that a meeting had taken place at the end of April with Jen Robertshaw (Permanence Service, LCC), CC Clarke (Corporate Parenting Priority Lead) and Janice Laing to talk through what permanence means, and outlined some of the projects that are being delivered in the Permanence Service alongside some of the barriers to permanence, which included availability of foster homes for children and young people, particularly teenagers and those with behavioural challenges and large groups of siblings. Next steps were that a request has been made to CC Clarke in terms of what he can do to help the service overcome some of those barriers and what County Councillors can offer in terms of offering challenge around this. The Board also noted that there were agencies and providers that were waiting planning and regulation decisions to open residential

homes and there was currently a backlog of planning permission, which CC Clarke said he would raise with Councillors/officers in districts where this happening. It was also noted that the negative public perception needed to change with regards to young people in care and that this was the responsibility of the Corporate Parenting Board.

Also, the Permanence Service has delivered on two pieces of work which the Board approved at its meeting on 13 January 2022 were:

- i) Life Story Work Policy and Procedure has been signed off and has now been launched at an event on 25 April 2022 and the policy is being rolled out across the Council.
- ii) Lasting Homes Panel Process is also now in place and the Panel held its first meeting on 9 May 2022, with others planned over the next few weeks.

Resolved: That the Corporate Parenting Board:

- i) Noted the update.
- ii) Requested that officers liaise with Councillors and provide them with information that can be passed on to County Councillors to share with District counterparts for the Lasting Homes priority.

5. Care Leaver Covenant

Alex Latham, My Covenant was welcomed to the meeting. Alex provided a brief overview of what the Care Leaver Covenant was, which was a promise made by the private, public or voluntary organisations to provide support for care leavers aged 16-25 to help them live independently. Further information on the Care Leaver Covenant can be found in the [presentation](#) that was attached to the agenda. Alex Latham also informed the young people that a meeting would be arranged separately to brief them on the Covenant.

The Board noted that there were five core outcomes which are:

- i) Independent Living – where care leavers are better prepared to live independently.
- ii) Employment, Education, Training – where care leavers have improved access to opportunities.
- iii) Safety and Security – where care leavers feel safe, secure and stable in their living situation.
- iv) Health – where care leavers have improved access to health and emotional support.
- v) Finance – where care leavers are financially capable and independent.

The Board were informed that there are over 400 signatories that have created offers across England, including pro-bono legal aid, employability training, free counselling, tailored banking process and more. Examples of some of those signatories are in the presentation attached to the agenda. However, a lot of the signatories are not in Lancashire, and Alex Latham commented that this is where

the Corporate Parenting Board, young people and Lancashire County Council can assist, by engaging with local businesses and other local partners to build offers that are relevant to Lancashire's care leavers and their needs.

In working in partnership with the Local Authority on the Covenant, this will add value to the 'Local Offer'. As part of the Authority's review of current practice, they are strongly encouraged to engage with the Covenant. This is a voluntary indication of a desire to do their utmost to fulfil their role as a corporate parent to care leavers. The Covenant encourages Local Authorities to follow good practice in offering additional discretionary services in line with the recommendations of the National Implementation Advisor for Care Leavers.

The Care Leaver Covenant is working in partnership with sixty other Local Authorities to develop a 'Whole Council Approach' through:

- Raising Awareness – with both staff and care leavers within the Council. The Connects Portal for Care Leavers offers life skills, discounts and employment opportunities and is a direct way of reaching young people with offers and opportunities that matter. Personal Advisors and Leaving Care Teams can also register to receive the same offers, which will enable them to support young people in accessing them.
- Training and Employment – opportunities within the Council – leading by example. Local Authorities (in partnership with their providers and their supply chains) aim to offer up to 12 apprenticeships, internships or work experience (ring-fenced) opportunities for care leavers over a year. This also includes positive recruitment procedures to support care leavers.
- Policy Partnership – Care leaver proofing policy and governance. Reclaiming VAT on the setting up home grant to fund free broadband and digital devices when young people move into their first home. Multi-agency partnership between NHS Trusts and leaving care teams to develop a core offer for care leavers. This includes free prescriptions up until the age of 25. The Board noted that the role of Elected Members as champions and advocates cannot be underestimated. Members in Local Authorities have been asked to identify an employer or business from within their ward to become a Covenant signatory, and with Lancashire having 84 Councillors, this would provide fantastic opportunities for care leavers.
- Social Value Toolkit – transforming social value action plan, to improve outcomes for care leavers. Local Authorities could revise their Social Value Policy to ensure that meaningful offers of work, apprenticeships, internships and work experience for care leavers of a standard part of procurement practices. The Toolkit launched in March 2022 and is being used by over thirty Councils across England and an example of the partnership procured services, enabled the renovation of properties to support care leavers as they make their transition to independent living.
- Economic Development – taking advantage of the Council's local partnerships and connections. Local Authorities could work with small medium enterprise (SMEs), local employer groups and other partners to set and meet ambitious targets to increase the number, range and take up of employment, education

and training opportunities. Building a network of local Covenant signatories, supporting care leavers with opportunities, support and offers.

The Board were informed that in developing a 'Whole Council Approach' it requires strategic buy-in and support across the Council. This means accepting that the responsibility for being a corporate parent does not solely reside with those people and departments that have Care Leaver in their job title. This strategic partnership involves both the political leadership and Directors from across the Council.

Following the presentation from Alex Latham, My Covenant it was agreed that this was something Lancashire County Council should adopt. It was agreed that the Brendan Lee, Lead Officer, will liaise with Alex on how to take this forward which was key on a 'Whole Council Approach'. The Board noted that Brendan Lee, Lead Officer will take this forward and begin conversations with Corporate Management Team in order to sign up to the Covenant and then raise awareness through Full Council with Elected Members and report back to the Board on the progress.

Resolved: That the Board:

- i) Agreed to sign up to the Covenant and noted that discussions with Brendan Lee (Lead Officer) will take place on how to take this forward with Alex Latham and following his discussion with Alex Latham, will then address Corporate Management Team in seeking their approval.
- ii) Noted that Alex Latham will speak with the young people in detail to explain the Covenant.

6. Family Safeguarding

Mandy Williams, Lancashire Family Safeguarding, Lancashire County Council updated the Board on the Family Safeguarding which was launched on 1 March 2021.

The Board were given an outline of the Family Safeguarding Service that has been introduced as part of the transformation of Children's Services within Lancashire and has meant investing significantly in Early Help to keep families together, develop teams around the schools and moving from localities to functions. A grant of £6.3 million was given to the Council to deliver the Family Safeguarding model and it was reported that this is working well.

Within the service, there has been changes to child protection, to keep more children safely within their families and by changing the workers behaviour with families they too can change their behaviour and accept support on offer. There is a focus on working with resistance and development parent's strengths. The Multi-disciplinary Teams are working together to support children and parents, tackling domestic abuse, parental mental health and substance misuse to improve children's lives. There are also locally developed intervention and group work programmes for families. The model also works with resistance and

developing family strengths which is a new approach to social work that creates sustainable behavioural change in parents so that children can remain safely at home. The Board noted that there was also the Family Safeguarding Workbook which is an integrated family assessment which frees up practitioners to spend more time with families, which reduces bureaucracy, provides guiding intervention, multi-agency recording and making the social work job achievable.

As a Council, it ensures that children in care have secure and stable homes and that it invests in the ongoing support for Care Leavers. The whole service is ambitious to deliver the best quality 'good and outstanding' service, to listen to Lancashire children, young people and their families and carers, and to work in a way that builds on family's strengths.

Resolved: The Board noted the update on the Family Safeguarding Model.

7. Any Other Business

The Board were informed that Barbara Bath, Director of Children's Services would be retiring in August, however, due to leave this would be her last meeting. Unfortunately, apologies had been sent for this meeting and the Chair, on behalf of the Board thanked Barbara for all her support over the years to children in care and care leavers and the work she had done for the Corporate Parenting Board and wished her a long and happy retirement.

8. Date and Time of Next Meeting


As agreed earlier in the agenda, the date of the next meeting will be Tuesday, 26 July 2022 at a venue to be confirmed from 1pm.




Corporate Parenting Strategy

2022 – 2026





“Young peoples’ input into the Corporate Parenting Strategy is massively important as we have the lived experience of what it is like to be a child looked after in Lancashire.”



“We have first-hand experience of what the local authority is like as a Corporate Parent and what could be done to improve this so we get the best experience possible.”

“We want to be kept informed of decisions that are made and the reasons behind why they have been made. This is our strategy and we want to affect how services are run and make sure they work for us.”

“We want our voices to be heard and what we ask for and discuss to be acted upon.”

Thank you to LINX and the Care Leavers Forum for helping us shape our strategy.

Introduction

Our children and young people are the future.

This strategy sets out our ambition to ensure the children for whom we act as corporate parent have what they need to live the happy and fulfilling life they deserve.

Being a good corporate parent is one of our Council's most important duties. It's about caring for some of the most vulnerable people in our county, and we embrace this responsibility as the foundation of our corporate parenting principles.

We always act in the best interests of the children and young people in our care and those leaving our care, and we have the highest aspirations for them all. We work collaboratively with our partners to enable children and young people to access and make the best use of our services and strive to listen to and act upon what children and young people tell us about their experiences.

Together with our partners, we act as corporate parent to more than 3,000 children and young people across Lancashire. Each one of them deserves the best possible standard of service from us.

This strategy has been designed with our young people and we hope you agree that their voice comes through clearly.

This matters because it is the children and young people who are best placed to tell us what they need from us.

The objectives and plans we have set out to achieve this are ambitious, they embrace the principles of corporate parenting, and we believe that they can be delivered.

Thank you for supporting us



Angie Ridgwell
Chief Executive
of Lancashire
County Council



**Cllr Philippa
Williamson**
Leader of the
County Council



**Cllr Cosima
Towneley**
Cabinet Member
for Children and
Families



**Cllr Stephen
Clarke**
Chair of Corporate
Parenting Board





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1. What is Corporate Parenting?

Sometimes it is not possible for children and young people to be looked after safely by their families without support from social workers. When this happens they come into care and live with foster carers, residential carers, with extended family or in other types of homes. The obligations of their parents become the responsibility of everyone at the council and our partner organisations. The law says this means being their Corporate Parent and “All children need love and stability in order to thrive. A strong corporate parenting ethos means that everyone from the Chief Executive down to front line staff, as well as elected council members, are concerned about those children and care leavers as if they were their own.” (Applying Corporate Parenting Principles 2018).

As a Corporate Parent we have the same goals for children in our care and moving on to independence as every good parent. We will always ask ourselves. If this was my child, would this be good enough?

We will strive to ensure everything we do is underpinned by the 7 corporate parenting principles:

- 1 to act in the best interests, and promote the physical and mental health and well-being, of children and young people
- 2 to encourage children and young people to express their views, wishes and feelings
- 3 to take into account the views, wishes and feelings of children and young people
- 4 to help children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- 5 to promote high aspirations, and seek to secure the best outcomes, for children and young people
- 6 for children and young people to be safe, and have stability in their home lives, relationships and education or work
- 7 to prepare children and young people for adulthood and independent living

Our Top Tips for Good Corporate Parenting were developed with young people. Please see Appendix 1.



2. Who are we looking after?

children and young people in our care

in foster care



LIVING AT HOME



YOUNG PEOPLE LIVING IN A STAYING PUT ARRANGEMENT

LIVING WITH AN ADOPTIVE FAMILY

IN RESIDENTIAL



OTHER TYPES OF HOMES



3. Why do we need a strategy?

In Lancashire we are very proud of our children and young people and everything they achieve.

This strategy will provide direction to the various services within the local authority and our partners to improve provision and opportunities to children and young people in our care and our care leavers. We want the very best for our children and young people and will support them to ensure that they can reach their fullest potential.

We know from research that children and young people who are looked after by the local authority have to overcome trauma and additional challenges that can lead to poorer outcomes than their peers. They are more likely to leave school with fewer qualifications, have a higher risk of being involved with youth justice services and of not being engaged in education, employment and training.

We have four areas of priority to work with our partners and improve outcomes for the children and young people in our care and leaving care.

1) Achieving Permanence

Our aim is to achieve legal, physical, and psychological permanence as quickly as possible, through building strong relationships, involving our children and young people in everything we do, supporting their Life Story and identity, advocating for them, providing creative and innovative support and to challenge the discrimination they can face.

2) Improving sufficiency to provide the right home at the right place

Our goal is for all the children and young people we support to have supportive and lasting homes – homes in the right areas and communities, homes that will be a home for as long as needed, homes that provide a sense of family, belonging and care.

3) Improving social, physical, emotional and mental health support and outcomes

Building resilience and supporting the health and wellbeing of the children and young people in our care and leaving care is a priority for us. We are committed to ensuring that our children and young people get the very best support for their health, through early intervention, quick & easy access to targeted services and effective partnership working.

4) Improving education, employment and training opportunities and outcomes

We want our children and young people to have exciting opportunities for education, employment, and training, offered by partners and business who understand their needs, and who can offer additional support to help them succeed and overcome their early disadvantage and trauma.



4. What are we going to do?

We have listened to our children and young people and jointly produced eight key objectives that will improve the care and support for them under our 4 priorities.



Objective 1

Children and young people have a voice in the way we deliver our services.

'To ensure that children and young people are consulted and actively participate in the decisions we make about how we deliver our services'.

'Nothing about me without me'.

We enable children and young people in our care and care leavers to engage and collaborate with us on everything that is important to them. We ensure their voice is heard during visits and in meetings, assessments and plans are co-produced with their involvement and they have a say in the decisions we make.

We will continue to consult with as many children and young people as possible and support their engagement with the Children in Care Council (LINX and POWAR), the Care Leavers Forum and the Corporate Parenting Board. They will have a say, be able to influence change and their ideas and recommendations will shape our services for them.

POWAR
LINX
Care Leaver Forum
Corporate Parenting Board



Objective 2

Children and young people will have a sense of belonging, security, continuity, support and stability.

‘Achieving permanence is at the heart of every decision made by us and our partners’

‘Working with our partners to build strong communities for the children and young people in our care and care leavers to live in’.

We use trauma informed and strength-based practice and encourage our partners to do the same. Children and young people in our care and care leavers are involved to improve permanence practice.

We have revised our Life Story Policy and are working with our partners to embed a more holistic and continued approach to Life Story.

Children and young people in our care are supported to maintain connections to those important to them and care leavers are supported to build strong and effective personal support networks. It is important that wherever children and young people live they

are supported to feel included in their local communities.

Care Leavers are provided with a Local Offer that is regularly reviewed and we will be working with the Care Leaver Covenant to further improve the offer from our partners to care leavers across the region.

We stand by our Corporate Parents Promise and continue to build a stronger corporate family for the benefit of the children and young people in our care and care leavers.

Lancashire’s Local Offer for care leavers

Care Leaver Covenant



Objective 3

Children and young people will have a safe, suitable and lasting home to live and be cared for.

'To ensure that we have a range of suitable and appropriate homes to meet the immediate and long-term needs of the children and young people in our care and for care leavers.'

All children and young people in our care and care leavers are provided with exceptional love, care and kindness where they live and from the professionals around them.

We work with our partners to ensure children and young people are provided with the right home, at the right place and at the right time. For children and young people who can return to live with their families safely they are well supported to achieve this.

Our sufficiency strategy and lasting home process increases permanence for children and young people in care, young people move from fulltime care to high quality semi-independent living provisions when they are ready, and our Joint Housing Protocol with District Councils ensures care leavers can access lasting homes in adulthood.

We work with our partners as a corporate family to ensure our children and young people feel happy and safe where they live, and care leavers have continued support to manage and maintain their lasting homes.

We support young people in foster care to continue living with their carers under Staying Put and ensure our Staying Put offer is current and attractive.

Our Housing Advisors work alongside the Leaving Care Teams and we work with the Department for Levelling Up, Housing and Communities to prevent homelessness.

Objective 4

Children and young people are well prepared and supported when leaving care.

'to ensure that all care leavers feel supported and can access a range of services to promote their continued wellbeing into adulthood'.

'to enable care leavers to set up and maintain their own home'.

Young people in our care will be provided with a Personal Advisor alongside the continued support from their Social Worker when they are 16 years old.

Together with their carers and the professionals around them young people are supported to develop the relevant knowledge and skills needed to leave care as a young adult.



Our independence preparation includes general and practical preparation, social and emotional support as well as financial education. Our financial support exceeds statutory expectations to provide additional financial security in adulthood for example, with additional rent payments, an increased setting up home allowance and our council tax grant.

We know independence preparation doesn't stop at 18 and the interdependence of doing things independently and accessing support when needed continues in adulthood. Hence, Personal Advisors form strong and supportive relationships with our young people and we offer support from an allocated Personal Advisor up to a young person's 25th birthday.

During the pandemic, we provided additional financial assistance to care leavers by paying a Leaving Care Top Up in line with the increased Universal Credit rate and ensured young people have the technology to stay connected with those important to them

Objective 5

The health and wellbeing of our children and young people in care and care leavers will be a priority for everyone.



'To improve the health and wellbeing of the children and young people we care for'.

It is important that wherever a child and young person lives they are encouraged and supported to experience positive social and leisure activities to encourage their wellbeing.

All professionals have a responsibility to support the health and wellbeing of the children and young people in our care and care leavers. Health partners have a significant role in identifying, delivering and improving the health of our children and young people.

Health assessments are completed timely and identify the support needed to improve the health and wellbeing of the children and young people in our care. Strength and Difficulties Questionnaires are completed at least annually to contribute to the completion of health assessments and help accessing the right emotional wellbeing support for those young people who need it.

We widen our work with dentists across Lancashire to improve access for our children and young people, our SCAYT service provides therapeutic social work support to carers and designated children looked after nurses liaise effectively with the wider health economy to ensure health needs are met in the best way.

Young people leaving care are provided with a health summary and continue being supported to access the relevant health services.

Objective 6

Children and young people are protected from harm and risk of exploitation.

'To ensure that children and young people are protected from harm and exploitation,'

Partner agencies work together to ensure a coordinated response to children and young people most at risk of criminal or sexual exploitation, missing from home and trafficking.

Young people in our care identified as being at risk of missing are offered a comprehensive package of support that reflects their individual needs, return home interviews are completed and missing from home meetings conducted. Monthly missing from home panels are held where the young people most at risk are discussed in a multi-agency forum to inform their care plan.

Social Workers from the Child Exploitation Teams work with young people in our care and professionals involved to address pull and push factors. Multi-agency Child Sexual Exploitation (MACSE) meetings are held monthly and interlinked with the Missing from Home Panels and Missing Education Panels.

Children's Services, Child and Youth Justice Service, Lancashire Constabulary and the Crown Prosecution Service have joint working arrangements to keep our children in care out of trouble.



Young people in care and leaving care can experience different types of exploitation including emotional or financial exploitation. Hence, we are developing a comprehensive safeguarding protocol for Care Leavers.

Objective 7

Children and young people will be supported to achieve their own goals and be ambitious in education, employment and training.

'To close the achievement gap between the children and young people in our care and those cared for by their own families'

Young peoples' likelihood of success in life is much better if they are supported into education, employment, and training. We recognise that children and young people in our care and care leavers will often need additional access to these opportunities and we are committed to ensuring that this support is available.



We are aware that many children and young people have gaps in their education, and we are keen to ensure the children in our care are confident to access a range of educational settings, achieving success in whatever they choose to do. We want all our children to be their best.

The educational attainment of our children at Key Stage 1 and 2 is improving and generally in line with the national comparison. The attainment of our Key Stage 4 Year 11 is closing the gap between ourselves and other similar Local Authorities as our average Attainment 8 and Progress 8 score has improved. The percentage of our young people attaining Grade 4+ in English and Maths improved at a greater rate than the national average or regional Local Authorities. However, we know there is still much to do to enable our young people to reach their potential.

Lancashire's Virtual School aims to provide support and challenge to schools, education providers, social work teams, and other key partners.

Social Workers and Personal Advisors have high aspirations for our children and young people evidenced in Personal Education Plans and Pathway Plans. The Virtual School monitors and tracks attendance, progress and outcomes and the quality of Personal Education Plans. This is supported through our new Personal Education Plan document.

Carers are provided with advice, guidance, and training to help them support our children with learning and our Empower Academy raises aspirations and improves access to Higher Education. Our Employment and Support Team helps our young people aged 14-25 years with the next steps into employment, apprenticeships, training, volunteering and work experience.

We are improving our partnership with education providers, the department for work and pension and utilise our influence as a corporate parent to improve opportunities for our children and young people.



Objective 8

Having big dreams and goals, supporting our children and young people to achieve their dreams and goals, and celebrate all their successes

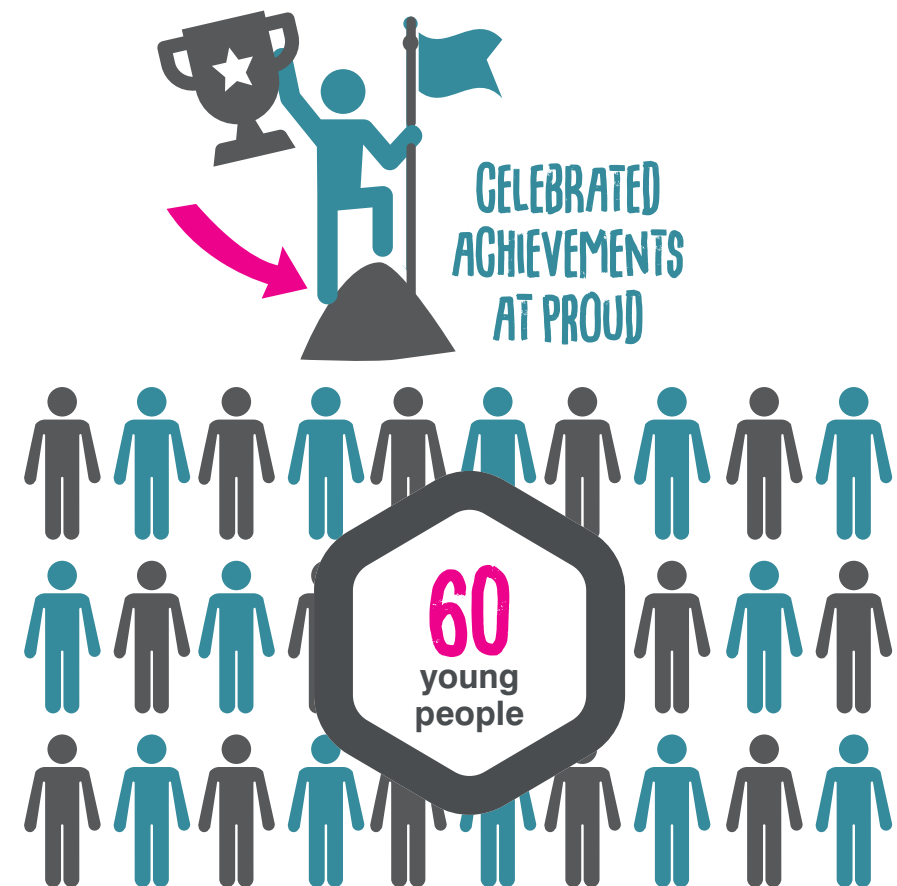
‘To ensure that the children and young people we look after and have looked after, are recognised for their achievements and successes’.

Children in our care and care lavers have a variety of opportunities to celebrate their achievements. PROUD is the biggest event of the year with young people nominated by a wide range of key workers and agencies. PROUD Awards are an opportunity for Corporate Parents to come together with our children and young people to celebrate their achievements. Approximately 60 young people and their guests attend PROUD each year. It serves as a timely reminder of our children and young people’s resilience, many talents and successes despite the adversity and challenges many have overcome.

Due to Covid, we have not been able to host the PROUD Awards in 2020 and 2021 but planning for the next PROUD Awards have resumed. This annual event will continue to celebrate our young people and show them how proud we are.

We also celebrate our young people as part of National Care Leavers’ Week every year where we bring together young people, councillors and professionals for a themed event co-produced with

our young people. We don’t forget the small achievements either that carers, social workers and personal advisors celebrate with our children and young people.





5. How will we know we have made a difference?

What will young people say?

I feel good about my future

I feel proud of my achievements

I feel supported and cared for

I feel able to share my views and feelings

What will partners say?

We understand how we can contribute & support

We work as a team and value our different roles



What will Corporate parents say?

We build trusting relationships with our children & young people

I am proud of our children and young people

We value and respond to what children & young people tell us

Our Children and young people are supported to achieve their best in education and employment

Our children and young people feel safe and cared for

I want the best for our children and young people

Corporate Parenting Appendices

Appendix 1

Top Tips to Good Corporate Parenting What our Children and Young People say

01

Know My Story

Understand why I am in care from reading my file, listening to me and getting to know me.

02

Where I Live

Know where I live, who with and why I live here. Understand what has been difficult for me about where I have lived before, what I enjoy about my home now, how I am getting on with everyone and whether there are any worries.

03

Family Time and Staying Connected

Understanding my family is important to me, know who I want to stay connected with and support me to keep in touch with those important to me. Is there a person I am not allowed to see? Then help me to understand why. Think through where, when, how often and how I want to meet with my family and friends.

04

Purpose

Visit me regularly, keep in touch and understand why you are visiting me.

05

Assess and Plan

Include me in assessments, plans and decisions about me. Know what you are saying (recommending) and why. How are you supporting me to achieve a sense of belonging and stability and is the plan still the right one?

06

Ambition

Have high ambition for me for all parts of my life but also make it achievable for me.

07

My voice and my 'lived experience'

Listen to me, empower me to tell you what I really think and write it down. Are there other people important to me that can tell you what I want and how I feel? Think, how it feels being me.

08

Visit

Spend time with me to do fun stuff and build a relationship. See me on my own, take me out and do unannounced visits on occasion to see what my everyday looks like unstaged. Think about the purpose of the visit and what needs to be achieved.

09

Include Others

Other agencies have information about me, my past, worries, what I like, dislike etc. They may also see me more often than you and can help you in building up a picture of what help I may need and how my care plan should look like. My family may also have some important information.

10

Know your Resources, Support and Community

Know what is out there that may benefit me and help me to access it.

11

Child/Adolescent Development

Understand the trauma I have experienced, how it impacts on me and what growing up means for me.

12

Identity and Diversity

Be aware of what is special and specific to me and embrace this with me. Challenge discrimination on my behalf and help me overcome difficulties.

Appendix 2

How we will know we have made a difference

Progress against our objectives is measured by a variety of key performance indicators and reviewed periodically through Performance, Audit, Challenge, Track (PACT) meetings and Data, Quality & Performance (DQP) meetings at senior manager, head of service and director level.

Progress and effectiveness are also monitored by the Corporate Parenting Board through service specific key performance indicators for Children's Services and partners.

To monitor and improve the effectiveness of our Corporate Parenting Strategy we are developing outcome measures with our partners and the Corporate Parenting Board. The document Corporate Parenting Strategy 2022-2026 Outcome Measures is published and updated in addition to this strategy.

Appendix 3

Education Attainment

Key Stage 1 (end of year 2: 7 years old) and Key Stage 2 (end of year 6: age 11-year-old)

Due to the impact of the pandemic and several lockdowns the DFE removed the duty for schools to provide end of KS1 and KS2 outcomes in 2019-20 and 2020-21. The last data for these groups was the school year 2018-19. Although GCSE examinations were suspended in the year 2019 and 2020 young people were still awarded grades through teacher assessment based on their class work and assignments throughout their Year 10 and 11.

- Lancashire KS1 CLA achieved above national average for CLA in every subject area: Reading, Writing, Maths and all three combined, and well above average in Writing and the combined measure for reading, Writing and Maths.
- Compared to 2015-16 our KS1 CLA increased attainment in all subject areas and above the rate of increase for CLA nationally.
- Lancashire KS2 CLA achieved above the national average for CLA in Reading, Maths, Grammar, Punctuation and Spelling, and in Reading, Writing and Maths combined.
- Writing assessment was lower for our KS2 CLA than the national average, though we had a higher % of pupils (9%) who achieved Writing at greater depth than the national average (6%).



Key Stage 4: Year 11 leavers 2019-20 GCSE

- Average Attainment 8 score increased by 3.9 from previous year.
- % Achieving both English and Maths GCSE at Grade 4+ increased by 7.6%
- % Achieving both English and Maths GCSE at Grade 5+ 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.

Key Stage: Year 12 and 13 (16+ to 18 years old) 2019- 2020

- 51% of year 13 students achieved qualifications- ranging from A Level to Entry Level.
- The % of year 11 leavers (2021) with unknown plans or non-engagement has reduced significantly over 3 years, which reflects the impact of the bespoke CEIAG, and support provided by the Employment Officers and is very encouraging in the context of the pandemic

- Small reduction in the total number of our young people in higher education after an increasing trend over 4 years. This is likely to be due to the impact of the pandemic and young people choosing to delay courses for a year. However since
- 2016 the number of our young people has increased from 32 to 62.
10 students graduated in 2020.
- The % of 17/18 years old in Education, Training and Employment has increased from 79.3% in Oct 2020 to 82.2% in January 2022.
- The % of 18–20-year-old care leavers in EET has increased from 45% in Oct 2019 to 50%. January 202

Appendix 4

Legislation

- **The Children and Social Work Act 2017**
- **The Children Act 1989**
- **The Care Planning, Placement and Case Review, July 2021**
- **Planning transition to adulthood for care leavers; Revision January 2022**
- **The independent review of children’s social care, May 2022**
- **Ofsted – Inspecting local authority children’s services; April 2022**
- **NICE Guidance for looked-after children and young people; October 2021**
- **Promoting the health and well-being of looked-after children; 2015**
- **Promoting the education of looked-after and previously looked-after children; 2015**
- **Keep children in care out of trouble; 2016**
- **In care, out of trouble; 2016**
- **Keep on caring; 2016**
- **Lancashire County Council’s procedure manual for children in our care and care leavers**

Appendix 5

The role of Elected Members/District Councils/Partners

- Have a clear understanding and awareness of the issues for looked after children and care leavers in the authority area and those placed out of area
- Champion the interests of looked after children and care leavers in all they do
- Ask questions about outcomes for children and challenge appropriately
- Ensure looked after children and care leavers have a say in how decisions are made about the services that affect them, so they can influence those decisions. This includes councillors engaging with the looked after children council and the leaving care council
- Provide meaningful work based training opportunities, including apprenticeships for care leavers within the council and its partners and contractors to improve their future prospects
- Ensure children placed out of county receive an equal service
- Ensure that the council, as Corporate Parent, is keeping the promise it has made in the Care Leavers Pledge
- Require evidence of improving positive outcomes and aspirational progress for Lancashire’s looked after children
- Ask how all elements of council business have an impact for looked after children
- Make connections and links between council plans, strategies and decision-making for looked after children



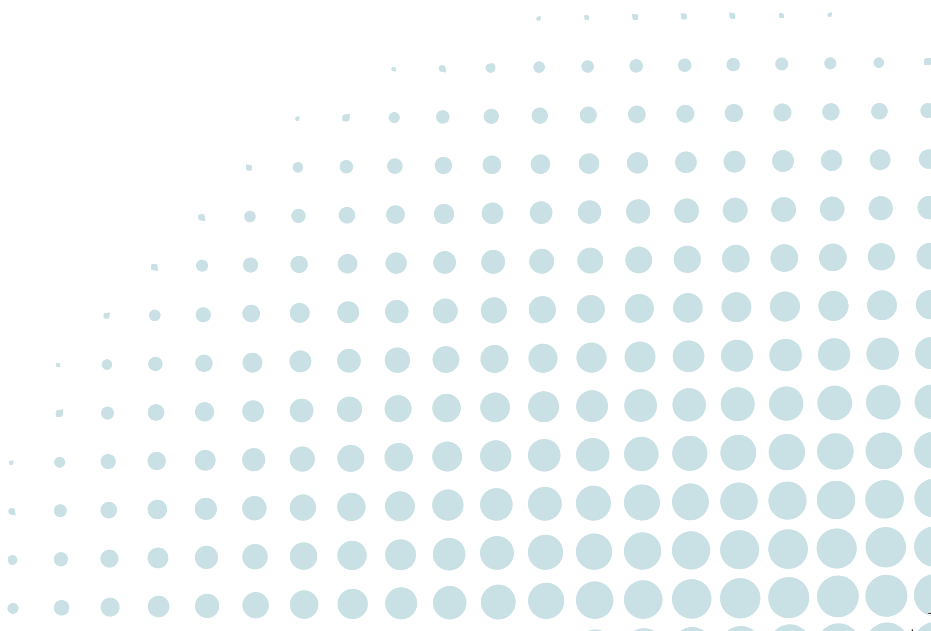
Acronyms

Care leavers fall into four categories which have been defined in the Children Act 1989;

1. Eligible
2. Relevant
3. Former relevant
4. Qualifying

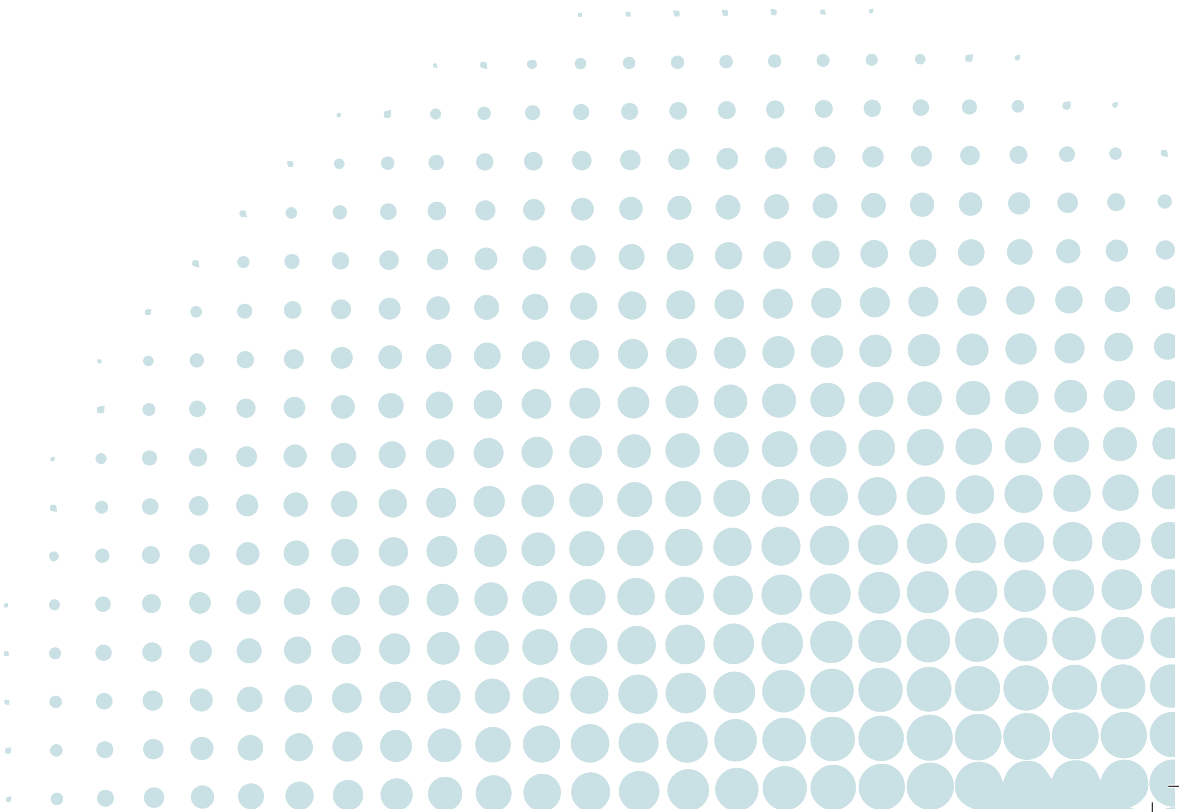
CAMHS - Child and Adolescent Mental Health Services
CFW - Child, Family and Wellbeing Service
CLA - Child looked after
CME - Child Missing Education
CP - Child Protection Plan
CSC - Children's Social Care
CSE - Child Sexual Exploitation
DfE - Department for Education
GP - General Practitioner (doctor)
KS - Key Stage (in reference to education)
LA - Local authority
LAC - Looked after child (Health)
LCC - Lancashire County Council
LCS - Lancashire's recording system

LINX - Children in Care Council
LSCB - Lancashire Safeguarding Children's Board
MACSE - Multi Agency Child Sexual Exploitation
MASH - Multi Agency Safeguarding Hub
MFH - Missing from Home
PA - Personal advisers
PEP - Personal Education Plan
SEND - Special Educational Needs and Disability
SW - Social Worker











Permanence Service Plan

2022 - 2026

Lancashire's Permanence Service for children in our care and care leavers
May 2022

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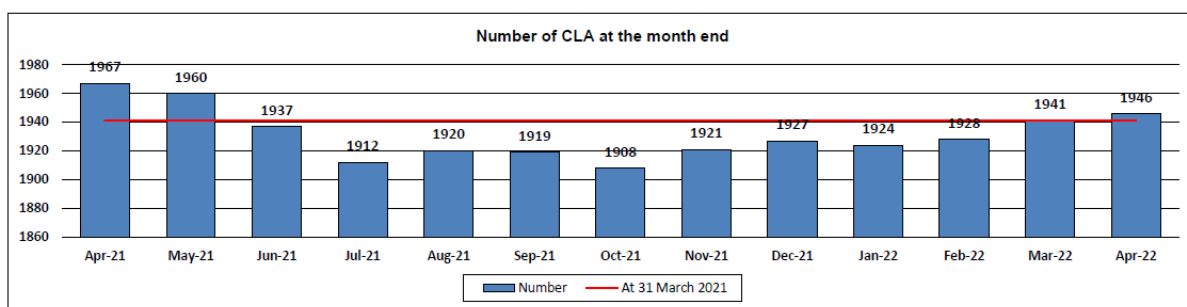
1. Introduction to Lancashire's Permanence Service

Lancashire's Permanence Service for Children in Our Care and Care Leavers is part of Lancashire's Children's Services promoting a sense of belonging, security, continuity, support and stability for children and young people whose plan of permanence is to remain in our care, and for care leavers.

Performance Section 1 - Contextual Indicators
Number of CLA at the month end

Lancashire	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22
Number	1967	1960	1937	1912	1920	1919	1908	1921	1927	1924	1928	1941	1946
Rate per 10,000	78.4	78.1	77.2	75.6	75.9	75.9	75.4	75.9	76.2	76.1	76.2	76.7	76.9

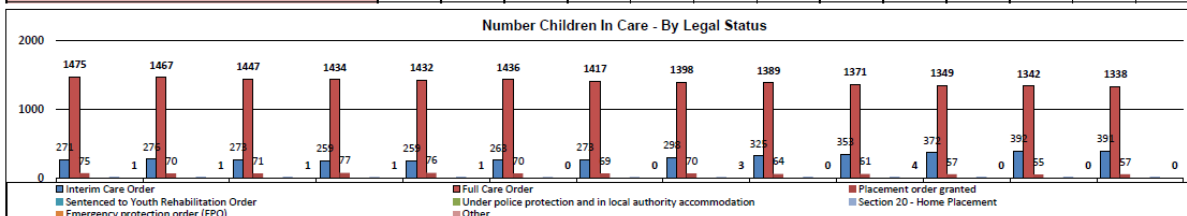
Lancashire	2017	2018	2019	2020	2021	2021	2021/21	Lancs	NW	National	SN
At 31st March	1842	1954	2128	2095	2002	1941	Rate per 10,000	79.7	97.0	67.0	80.3

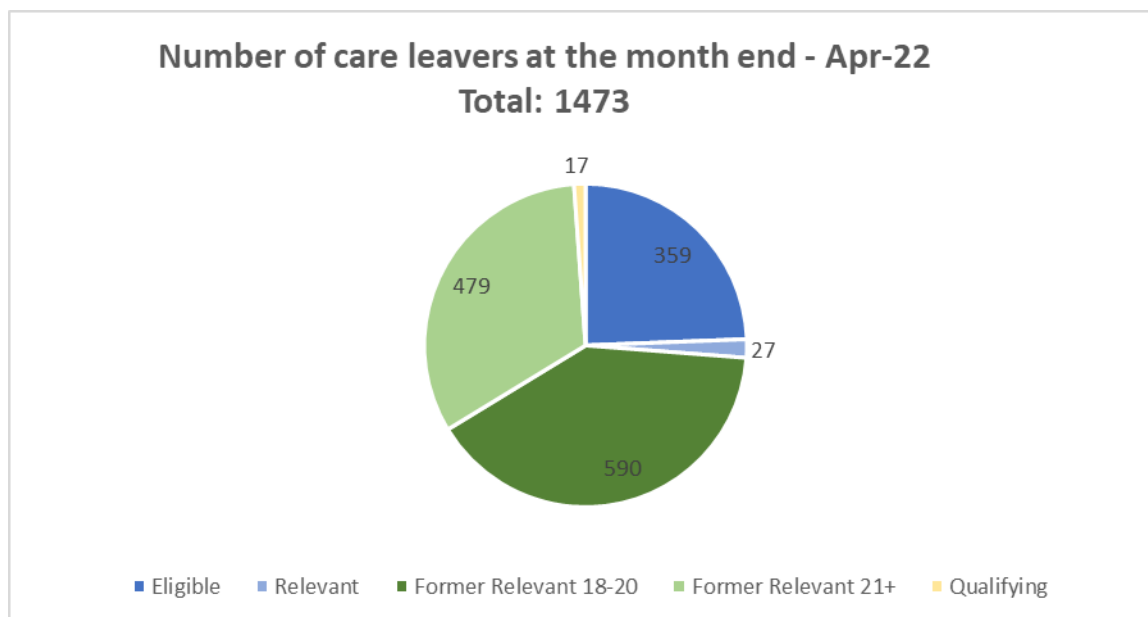


Rate per 10,000 at 31 March	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Lancashire	53.0	54.0	61.0	65.0	65.0	68.0	75.0	79.0	85.0	83.0	79.0	76.7
NW	76.0	76.0	78.0	81.0	82.0	82.0	86.0	91.0	94.0	97.0	97.0	
National	58.0	59.0	60.0	60.0	60.0	60.0	62.0	64.0	65.0	67.0	67.0	
Statistical Neighbours	56.8	63.8	65.5	65.0	66.3	66.9	67.9	69.0	72.0	77.0	80.3	

Performance Section 1 - Contextual Indicators
Number Children In Care - By Legal Status

Lancashire	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22
Interim Care Order	271	276	273	259	259	263	273	298	325	353	372	392	391
Full Care Order	1475	1467	1447	1434	1432	1436	1417	1398	1389	1371	1349	1342	1338
Placement order granted	75	70	71	77	76	70	69	70	64	61	57	55	57
Sentenced to Youth Rehabilitation Order	0	0	0	0	0	0	1	1	0	1	0	0	0
Under police protection and in local authority accommodation	3	3	3	5	7	1	4	1	3	2	2	0	1
Section 20 - Home Placement	25	24	26	21	22	19	18	20	25	25	24	25	26
Single period of accommodation under section 20	114	116	112	113	120	128	126	129	121	109	122	123	127
Remanded to local authority accommodation/Youth Detention	3	3	4	2	3	2	0	1	0	0	0	1	3
Emergency protection order (EPO)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1	1	1	1	1	0	0	3	0	4	0	0	0





1.1 Our Vision, Mission & Values

Our vision in Education & Children's Services is for **children, young people, and their families to be safe, healthy and achieve their full potential**. We will achieve this by getting the right services to the right children, young people, and families at the right time and in the right place.

Our practice is led by Lancashire County Council's core values of **being supportive, innovative, respectful, and collaborative** and everything we do meets one or more of the Council's key priorities of delivering a better service, protecting our environment, supporting economic growth, and caring for the vulnerable.

1.2 Our Core Principles for working with children, young people, and their families

The ethos and culture of our service is one that is very much based on ensuring that our children and young people are fully involved with every decision - no matter how big or small - and that our children and young people feel valued, cared for, and supported.

Our practice is trauma informed, strength-based and child centred. We work in partnership with the children and young people in our care, care leavers and their families 'doing with' instead of 'doing to'; participation, engagement and collaboration are at the heart of our practice. Our practice reaches beyond our statutory duties to achieve good outcomes for the children and young people in our care and care

leavers and it is a privilege for us to be involved in the lives of our children and young people.

Practice Principles – Children's Services



Practice Principles
Nov 21.pdf

Practice Standards – Children in our Care



New CIOC practice
standards 10 .pdf

Practice Standards – Leaving Care



New LC practice
standards 10.pdf

1.3 Our Teams

Lancashire's Permanence Service for children in our care and care leavers is overseen by the Head of the Permanence Service and consists of

- 16 Children in our Care (CIOC) Teams
 - 3 Senior Managers
 - 16 Team Managers
 - 91 Social Workers
- 10 Leaving Care (LC) Teams
 - 2 Senior Managers
 - 10 Team Managers
 - 10 Social Workers
 - 59 Personal Advisors
- 1 Development Team (incl. Lancashire's House Project/LHP)
 - 1 Senior Practice Lead
 - 1 Team Manager
 - 2 Housing Advisors
 - 1 LHP Lead
 - 2 LHP Facilitators
 - 2 Care Experienced Engagement Workers

- 1 Senior Project Lead

Children in our Care Teams support and work with children in our care aged 0 to 18 years old whose plan of permanence is to remain in our care and a small number of children in need following discharge from care. Children in our Care Teams work jointly with the Leaving Care Teams to support eligible care leavers.

Leaving Care Teams work with relevant and former relevant care leavers aged 16 to 25 years old and with qualifying care leavers who have an identified leaving care need aged 16 to 25 years old.

Lancashire's Permanence Service works from multiple council offices across the county and applies a hybrid model.

2. Our Priorities

We work alongside our partners within Education & Children's Services as well as relevant partners and community services to strengthen the corporate family to the benefit of our children and young people.

We have four areas of priority to work with our partners and improve outcomes for the children and young people in our care and leaving care.

1) Achieving Permanence.

Our aim is to achieve legal, physical, and psychological permanence as quickly as possible, through building strong relationships, involving our children and young people in everything we do, supporting their Life Story and identity, advocating for them, providing creative and innovative support, and challenging the discrimination they can face.

Key Objectives:
Support the Corporate Parenting Board in being ambitious, effective, and achieving positive outcomes for our children and young people, to ensure that early permanence and appropriate permanence are at the forefront of planning for our children from the moment our involvement begins.
Strengthen multi-disciplinary partnerships and collaborations to support permanence for children and young people.
Improve partners' insight into the specific needs of children and young people in our care and care leavers to promote permanence.
Improve the effectiveness of multi-disciplinary care planning by applying early creative thinking and ensuring multi-disciplinary care planning for the children and young people in our care and care leavers that identifies ambitious but achievable, bold but realistic, best possible plans to achieve permanence.

Improve participation, engagement and co-production of our children and young people in their care and pathway plans as well as service development.	
Key Activities/Deliverables:	Due Date
Corporate Parenting Board members are actively involved in the strategic and operational progression of each of the services' four priority areas.	In Place - Updates at each CPB
Implement the Care Leavers Covenant. <ul style="list-style-type: none"> ➤ Stage 1: Approval via CPB and ECSMT ➤ Stage 2: Pre-launch/implementation plan ➤ Stage 3: Launch and implementation 	Stage 1 by June 2022 Stage 2 by October 2022 Stage 3 by January 2023
Improved local offer for care leavers.	In Progress Updates via CPB
Improve the utility of the Permanence Tracker as a tool for challenging drift and tracking permanence <ul style="list-style-type: none"> ➤ Stage 1: Improve current tracker ➤ Stage 2: Changes to LCS 	Stage 1 by May 2022 Stage 2 start September 2022
Review care planning protocol to promote all options of permanence, promote strength-based practice and provide effective and timely support to all children and young people.	April 2022 Completed
Permanence Planning <ul style="list-style-type: none"> ➤ Stage 1: Revise our permanence policy ➤ Stage 2: Improve process of agreeing final care plan of SGO for connected carers ➤ Stage 3: Launch cross function learning and development 	Stage 1 by Aug 2022 Stage 2 by Oct 2022 Stage 3 start Oct 2022
Revised and improved Life Story Work is embedded in practice. <ul style="list-style-type: none"> ➤ Ongoing dates across 2022/23 	Launched April 2022
Multi-disciplinary workforce development on trauma-informed and strength-based practice. <ul style="list-style-type: none"> ➤ Stage 1: Learning & Development facilitated by Practice Development Manager ➤ Stage 2: Training for CIOC on PACE and therapeutic parenting 	Stage 1 – 6 monthly reviews Stage 2 - scoping starts Aug 2022

<p>Embed multi-agency care planning protocol to ensure that multi-agency meetings are held regularly for all children.</p> <ul style="list-style-type: none"> ➤ Stage 1: L&D on 'how we support our children in their homes' for COC from PDMs ➤ Stage 2: Data gathering from SM via SMRs on multi-agency meetings to improve senior management oversight. 	<p>Stage 1 from Sept 2022 to April 2023</p> <p>Stage 2 start for CIOC in July 2022</p>
<p>Access to resources Team (ART) to progress work with increasing the number of and the utility of 'step down to fostering' and 'enhanced foster placements' (under enhanced foster framework) for our children and young people, to provide longer-term stability and permanence beyond age 18.</p>	<p>Launch June 2022</p> <p>Reviews via PACT</p>
<p>Improving the PL1 and PL1 process</p>	<p>Oct 2022</p>
<p>Develop and implement a participation framework that includes children and young people in the development of our and our partners' services.</p>	<p>May 2022</p> <p>In Place</p>
<p>Care Experienced young people are actively involved in CPB. Young people's takeover held annually.</p>	<p>January 2022</p> <p>In Place</p>
<p>Celebrating National Care Leavers' Week annually</p>	<p>Next: Oct 2022</p>
<p>Formally celebrating the achievements of our children and young people in care and leaving care with PROUD awards annually.</p>	<p>Next: March 2023</p>

2) Improving sufficiency to provide the right home at the right place.

Our goal is for all the children and young people we support to have supportive and lasting homes – homes in the right areas and communities, homes that will be a home for as long as needed, homes that provide a sense of family, belonging and care.

Key Objectives:	
Children and young people in our care and care leavers to live in loving, caring, safe and lasting homes.	
Improved quality of homes and provisions to meet the diverse and individual needs of our children and young people in our care and care leavers.	
Key Activities/Deliverables:	Due date
Continued recruitment of highly skilled foster carers and to be matched to young people with complex needs	Annual report from fostering

Enabling and utilising the step down framework	Progress reviews via PACT
Implementation of the Lasting Homes Process & Panel.	Oct 2022
Review the Stability/Disruption process to ensure consistency, learning, and practice support <ul style="list-style-type: none"> ➤ Stage 1: Learning & Development facilitated for CIOC by PDMs ➤ Stage 2: Revised policy and procedure to be embedded in practice 	Stage 1 by May 2022 – In place Stage 2 by Nov 2022
Implementation of the National House Project in Lancashire.	Sept 2022
Bi-annual review of the Joint Housing Protocol for care leavers.	Sept 2022
Implementation of Leaving Care Lasting Home Panels.	October 2022
Review of the Staying Put Policy.	Jan 2023
Roll out of the Renting Ready course for young people in residential homes aged 16/17.	Start in Sept 2022
Annual review of Lancashire's sufficiency strategy to identify areas of continued improvement and work	Next: April 2023
Block provider liaison meetings to be attended by representative of Permanence Service	Sept 2022
Review of our residential inhouse provisions through the 'Where our children live' programme.	Next update: Oct 2022
Review impact of new national guidance for unregulated placements and supported accommodation for 16- to 18-year-olds.	Dec 2022
Work with the Care Leaver Covenant to influence building applications for the benefit of Lancashire's Care Leavers	Start March 2023

3) Improving social, physical, emotional, and mental health support and outcomes.

Building resilience and supporting the health and wellbeing of the children and young people in our care and leaving care is a priority for us. We are committed to ensuring that our children and young people get the very best support for their health, through early intervention, quick and easy access to targeted services and effective partnership working.

Key Objectives:

Children and young people demonstrate positive values and good social competencies

Children and young people are integrated in their local communities and make positive contributions	
Children and young people have good physical health and their physical health needs are met timely	
Children and young people have good emotional/mental health and their emotional/mental health needs are met timely	
Children and young people are provided with effective multi-disciplinary support to address safeguarding concerns	
Key Activities/Deliverables:	Due Date
Children and young people in care and leaving care are provided with offers to pursue hobbies and interests <ul style="list-style-type: none"> ➤ Stage 1 – Identify community offer ➤ Stage 2 – Provide practical and financial support 	Stage 1 by Oct 2022 Stage 2 by March 2023
Children and young people in care and leaving care are provided with opportunities to volunteer	Sept 2022
Children in our Care and Care Leavers are provided with Plus One Leisure Passes <ul style="list-style-type: none"> ➤ Stage 1: Confirm and improve current offer and ➤ Stage 2: Explore private business offers 	Stage 1 - Progress Review by Sept 2022
Care Leavers have access to free transport in Lancashire <ul style="list-style-type: none"> ➤ Next Step: Meeting with Director for Growth, Environment & Transport to explore viability 	Next Step to be completed by Sept
Lancashire's independent living programme is revised and improved	Phase 1 Implementation by Sept 2022
Roll out ASK JAN offer for care leavers -	June 2020 In Place
Request an Early Help Offer from ASC	Progress Review Oct 2022
The revised process to undertake Health Assessments is implemented	Nov 2022
Care Leavers are provided with the offer of an annual health check up to the age of 25	Progress Review Dec 2022
Health Passports for young people leaving care	Progress Review

	Dec 2022
Care Leavers are provided with free prescriptions up to the age of 25	Progress Review Sept 2022
Review of Lancashire's dental pilot to inform how to improve the dental offer for children and young people in care and care leavers	Sept 2022
SDQ Panels are established	January 2023
Review of additionally commissioned psychological assessments and therapeutic intervention for children and young people in care	Progress Review Sept 2022
Jointly agreed Primary Mental Health Pathway for children and young people in care and leaving care (incl. 18+ access for y/p with complex needs and reluctant to access services and jointly agreed escalation process)	Partners Event Nov 2022
Emotional wellbeing and mental health awareness training for non-mental health practitioners	Progress Review July 2022
Implementation of the Care Leavers Safeguarding Protocol across partners (incl. transfer process of support for y/p from pre to post 18 services where this impacts on y/p's safeguarding and pathway into Adult Safeguarding)	Aug 2022

4) Improving education, employment and training opportunities and outcomes.

We want our children and young people to have exciting opportunities for education, employment, and training, offered by partners and business who understand their needs, and who can offer additional support to help them succeed and overcome their early disadvantage and trauma.

Key Objectives:	
Improve academic attainment and narrowing the gap of educational attainments and employment between the children and young people in our care/leaving care and their peers.	
Increase the number of young people aged 16 to 25 in education, employment, or training.	
Eradicate digital poverty for our children and young people.	
Key Activities/Deliverables:	Due Date
Secure commitment from corporate parents in education and relevant education partners to improve the support provided to children and young people who struggle to engage positively with their fulltime	June 2023

education provision	
Secure commitment from corporate parents in education and relevant education partners not to exclude our children and young people but to provide alternative support.	June 2023
Secure commitment from corporate parents in education and relevant education partners to improve our children and young people's access to school and college places	March 2023
Establish a working group with SEND to improve timeliness of EHCPs for our children and young people and priority diagnosis from Educational Psychologist	March 2023
Review and confirm data sharing arrangements to make children and young people not in full time education everyone's priority	Dec 2022
Secure commitment from corporate parents and partners (internal/external) to offer bespoke EET opportunities for our children and young people	Start Sept 2022
Implement the principle and offer of Taster Days for young people not in EET	Next Progress Review: Sept 2022
Secure a Digital Access Guarantee from all providers who offer care/support and a home to our children and young people in care and leaving care	Jan 2023
Develop a Digital Access Guarantee for all young people in our care and leaving care aged 16 to 25 with partners.	Sept 2023
Formalise our interim process to ensure Digital Access for our young people	Sept 2023

2.1 Corporate Parenting Strategy

Our Corporate Parenting Strategy outlines the objectives for our service and our partners as a corporate family to promote positive outcomes for our children and young people in care and care leavers.

https://www.proceduresonline.com/lancashirecsc/files/corporate_parenting.pdf

Our Corporate Parenting Strategy for 2022 – 2026 is awaiting ratification.



7832 Corporate Parenting Strategy dr:

2.2 Sufficiency Strategy

Our Sufficiency Strategy sets out how we will meet the needs of our children and young people to have a safe, suitable, and lasting home to live and be cared for.



Lancashire Children
Looked After Sufficier

2.3 Lancashire's Promise

Together with our partners, we have made a promise to our children and young people in care and care leavers to embed corporate parenting principles across the corporate family and strengthen the care and support to them.

<https://www.lancashire.gov.uk/media/910661/lancashires-promises-to-children-in-care-and-care-leavers-2022.pdf>

3. Governance

Lancashire's Permanence Service for children in our care and care leavers is part of Children's Services within Lancashire County Council's directorate of Education & Children's Services.

Political & strategic governance

- Full Council
- Cabinet
- Lead Member for Children and Families
- Corporate Parenting Board

Strategic & operational governance

- Corporate Management Team Meetings (Chief Executive)
- Education & Children's Services – Senior Management Meetings (Executive Director)
- Children's Services – Senior Management Meetings (Director)
- Children in our Care – Senior Management Meetings (Head of Service)
- Leaving Care – Senior Management Meetings (Head of Service)

Partnership governance

- Corporate Parenting Board
- Executive Committee for achieving children and young people's permanence
- Executive Committee Subgroups

Participation sub-governance

- Participation Board
- PEC Steering Group
- Work Stream Groups

4. Performance Management

Progress against our objectives is measured by a variety of key performance indicators and reviewed periodically through Performance, Audit, Challenge & Track (PACT) meetings and Data, Quality & Performance (DQP) meetings at senior manager, head of service and director level.

Progress against key activities/deliverables is monitored through the executive committee, executive committee subgroups, designated senior manager leads.

Progress and effectiveness of objectives and key activities/deliverables is also monitored by the Corporate Parenting Board through service specific key performance indicators from Children's Services and partners.

5. National Policy Context

- The Children and Social Work Act 2017
- The Children Act 1989
- The Care Planning, Placement and Case Review, July 2021
- Planning transition to adulthood for care leavers, Revision January 2022
- The independent review of children's social care, May 2022
- Ofsted – Inspecting local authority children's services, April 2022
- NICE Guidance for looked-after children and young people, October 2021
- Promoting the health and well-being of looked-after children, 2015
- Promoting the education of looked-after and previously-looked-after children, 2015
- Keep children in care out of trouble, 2016
- In care, out of trouble, 2016

- Keep on caring, 2016
- Lancashire County Council's procedure manual for children in our care and care leavers

6. Review

This service plan is for a four-year period from 2022 to 2026 in line Lancashire's Corporate Parenting Strategy. Progress and appropriateness of the service plan will be reviewed annually in May.



NATIONAL CARE LEAVERS' WEEK 2022
24th-28th October



Welcome!

National Care Leavers' Week 2022

It's the time of year where we celebrate National Care Leavers' Week, and we have quite a week lined up! With lots of events starting on Monday 24th October, there are many ways to mark the week, ending with a celebration event on Thursday 27th October. Take a look at our calendar of events, and if something interests you, you can register with Click Question. This will be on Lancashire's Care Leaver Local Offer, under EVENTS or there will be a link on the Care Leaver Facebook pages. Have a great week!

Please visit <https://clickquestion.lancashire.gov.uk/runQuestionnaire.asp?qid=889209> to register for any of the events.

To contact us, send an email to careleaverweek2022@lancashire.gov.uk or stay in the loop on Facebook @StayCentred.

What's on

Monday 24th

What does community mean to you?

Hybrid Q&A Session.

Tuesday 25th

Outdoor activity day

Borwick Hall, Borwick LA6 1JU

Wednesday 26th

Outdoor activity day

Hothersall Lodge, Hothersall Lane

Hothersall,

Preston PR3 2XB

Thursday 27th

Closing Event @ County Hall

Preston. 6-9pm

Friday 28th

Individual celebration events
in your local area

24th-28th October 2022

Monday

What does community mean to you?

Communities are important -- have you ever heard the African proverb 'It takes a village to raise a child'? This means that different people in the community such as family, teachers, friends, neighbours, social workers, Personal Advisors (PAs) and mentors can all have a positive influence on you and your experiences.

You may have lots of questions about how we can help you to get involved in the communities that are important to you – you can come ask them here!

This panel will be in person with County Councillors and other corporate parents, and we will be exploring what community means to you. You are welcome to attend in person or virtually.

To join the event in person or virtually, please sign up on the link at the end of this flyer. Please let us know on the sign-up form if you would like to attend the event in person or online.

If you have a question for the panel, you can email it to us or contact your PA or send your questions to careleaverweek2022@lancashire.gov.uk.

Tuesday & Wednesday

Outdoor activity days will be held on these days, but there are only 15 places for each event - so please express your interest on the sign-up form as soon as possible.

Tuesday 25th – Outdoor activity day, Borwick Hall, Borwick, LA6 1JU

Wednesday 26th – Hothersall Lodge. Hothersall Lane Hothersall, Preston PR3 2XB

Thursday

Attend our **closing event** at the Exchange at County Hall, Preston. 6-9pm. County Hall Fishergate, Preston PR1 8XJ.

We will be celebrating Care Leavers Week 2022 by having a showcase of young people's creations, some awards and reflections - even a bit of Boogie Bingo!

In good closing event fashion, there will be food, games, music, prize giveaways and a photobooth for you to take some pictures for our 2022 scrapbook!

If you would like to attend, please sign up on the link below – but be quick, there are only 100 spaces!

Friday

To mark the end of **Care Leaver's Week 2022**, there will be smaller celebrations organised in your local area. Because Lancashire is a large area, we think it's important to offer something on a smaller scale so it is accessible for everyone.

If you would like to know what your Personal Advisors team will be doing this year, please get in touch with them. Visit <https://clickquestion.lancashire.gov.uk/runQuestionnaire.asp?qid=889209> to register for any of the events.

