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Title of meeting: Cabinet Meeting

Subject: Annual Fostering Service Report

Date of meeting: 27 July 2021

Report by: Jackie Clarke

Wards affected: All

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- 1. Requested by:** Lead Member for Children, Families and Education, Portsmouth City Council
 - 2. Purpose:** The report provides a summary of the work undertaken by the Fostering Service for the period 01/04/20-31/03/21.
 - 3. Information Requested:** Activity of the Fostering Service to be noted in terms of the service contribution to the Corporate Parenting Strategy regarding the care of Looked After Children. This report is to be linked with the three monthly report to be provided to the lead member in accordance with The Fostering Service (England) Regulations 2011, Review of Quality of Care Regulation 35 and in accordance with the National Minimum Standards for Fostering Service 2011 25.7a-c.
 - 4. Introduction: Portsmouth Fostering Service**

The Fostering Service's primary function is to recruit, assess and support approved carers for Portsmouth's Looked After Children. The Service comprises three teams:

- **Recruitment and Assessment-** this team is managed by one team leader with five social workers and two social service assistants and is responsible for the recruitment of potential foster carers, participating in the recruitment campaigns, responding to all potential carer enquiries, initial home visits and initial statutory training and assessment of potential carers. This team works closely with a fostering marketing officer who supports with development and delivery of annual foster carer recruitment strategy for 'Foster Portsmouth'.
- Foster carers are assessed and approved for the number of children for which they have the skills, qualities, experience and physical space to care. This could be between 1 and 3 children (four if siblings). They are generically approved for the age range 0-18 but the assessment enables the assessing social worker and prospective carers to draw out their suitability and preferred age range of children.

- Carers' skills and experience are also taken into account and they can be approved as levels one, two or three and their allowances and skills fees reflect that. The higher level represents those carers with substantial skills and experience of caring for children and these carers look after children with particularly complex needs and need a high level support- they tend to be children age 10 and over and particularly vulnerable to adult criminal exploitation. There are also specialist parent and child carers offering homes to vulnerable parents of a Looked After Child whilst the parent is assessed and supported to care for their baby/young child.
- **Access to Resources and Fostering Support Team.** This is the family finding pod -comprising one team leader and four team members with responsibility for identifying suitable carers for looked after children. This pod works very closely with the Fostering Support Team comprising one team leader, 13 social workers with the statutory responsibility for supervising approved carers and supporting them to be equipped to meet the needs of children through access to comprehensive learning programme and access to a range of support within the Looked After Children Service. All carers are required to have an annual review of their approval and this process is undertaken by one higher grade social worker who sits within this team. The Fostering support team also provides an out of hours on call service offering advice and guidance to the carers.
- **The Connected Persons Team (including Special Guardianship Support, Private Fostering and Step-Parent Adoption).** Managed by one team leader this pod comprises seven social workers and one social service assistant. This team works very closely with the children's teams to identify and assessment potential family members as carers for Looked After Children unable to return to live with parents. These family members are assessed as formally approved connected persons' carers and receive supervision and support as foster carers or obtain legal responsibility to care for the child via a special guardianship order. Those with special guardianship order are supported by the special guardianship support worker. Some families may make informal arrangements for their child to live with a friend or extended family member and therefore enter into a Private Fostering arrangement, private foster carers are assessed by a member of this team as are those families seeking step parent adoption.
- All prospective and approved carers are scrutinised in terms of carers preparation, support, supervision and suitability of carers via an independent Fostering Panel a statutory forum which meets a minimum of twice per month to consider the assessments of prospective foster carers, the annual review of foster carers, any concerns regarding the continued suitability of approved foster carers. The panel also considers the plans for a child/ren to remain living with their carer on a long term basis until they can return to their family or move into independent living as an adult. The panel also considers applications of supported lodgings carers, offering semi-independent home to older teenagers/young adults in preparation for independent living.

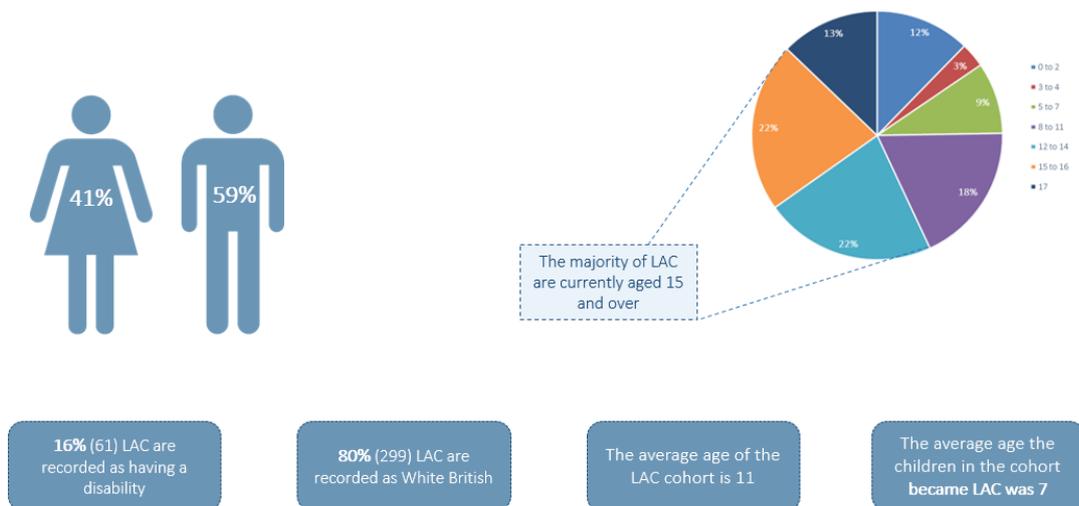
- 4.1** Children of varying ages and backgrounds are received into the care of the Local Authority with the agreement of parents voluntarily and/or via a care Court Order, in order to provide a safe and stable substitute family home for as long as that child needs. When a child becomes looked after the priority is to ensure a stable placement, access to health and education and to work positively with the child's parents and family to therefore strengthen their family relationships and enable the child to return to parents' care or to the wider family network when safe to do so.
- 4.2** The responsibility of the Fostering Service is to recruit, support and review suitable carers to provide a safe, high standard of care to the children, affording them opportunities to achieve their potential and support the children to return home or move to alternative permanent care, and/ or be supported into adulthood, according to each child's unique needs.
- 4.3** The Fostering Service provides a safeguarding role for those children not looked after but living away from their parents. The Connected Persons Team assess and support family and friends carers for those children unable to live with their parent. These carers will become Special Guardians and be granted a court order to provide them with legal responsibility or there may be a more informal arrangement as a private foster carer whereby the parents retain all legal responsibility. In line with assessing carers who are related to the child, the Fostering Service took on the responsibility of Step Parent Adoption in 2020. Our Fostering Service is integral to Portsmouth's Corporate Parenting Strategy. This report will provide summary information regarding recruitment and assessment of carers, areas working well and new developments for 2020/2021 and areas for further development 2021/2022.
- 4.4** As of 31/03/21 Portsmouth has 237 fostering households which is an increase from 211 from the previous year. Those 237 households potentially offer homes for Looked After Children. However each carer household will be approved for a specific number of children according bedroom availability, preferred age range of child and the skills and experience of carers in meeting children's needs. Those fostering households will also offer variation in terms of short term, long term, respite care. Some of those households will be carers specifically approved to care for child/ren within their family network.
- 4.5 Understanding our Looked After Children Cohort:**
- 4.6** The number of Looked After Children at 31/03/21 was 378 - with 235 placed with Portsmouth foster carers, 13 in external residential children's home, 28 with independent fostering agency carers (IFAs), 5 in PCC residential children's home, 5 in residential school placements. Out of 378 LAC, 132 had been looked after continuously for 2.5 years, of those 81 (61%) had achieved long term stability, placement stability is an ongoing focus for the Local Authority.

4.7 Breakdown of our placement types for Looked After Children:

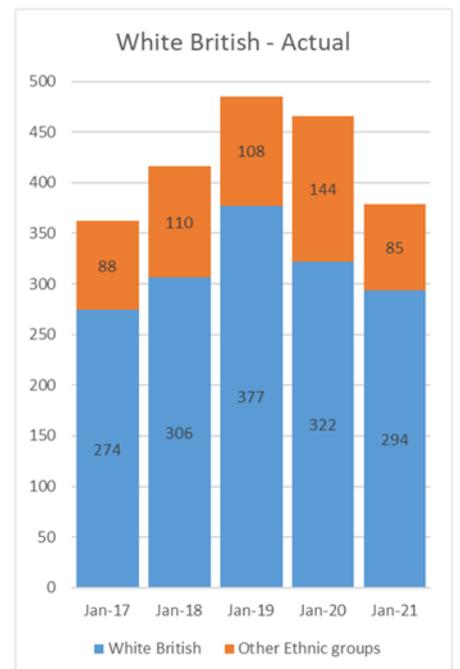
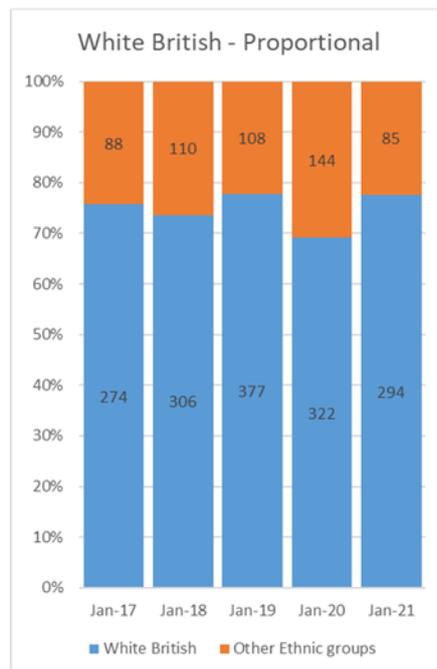
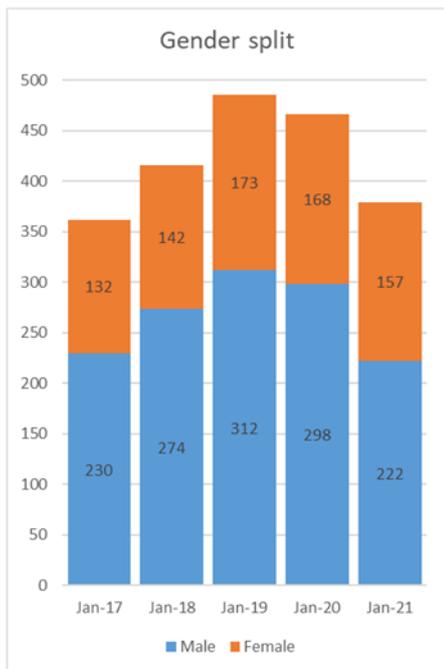
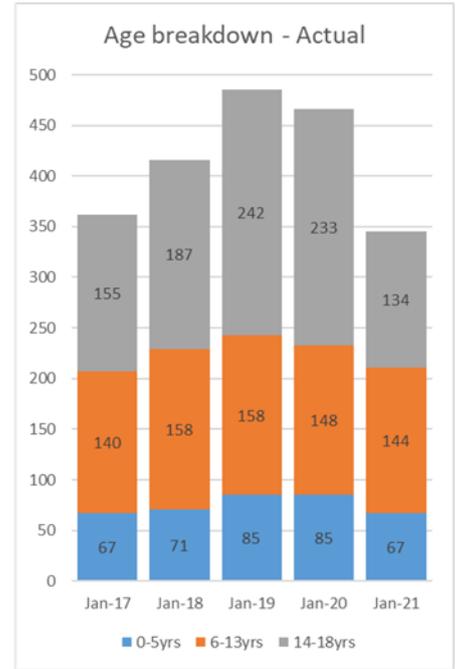
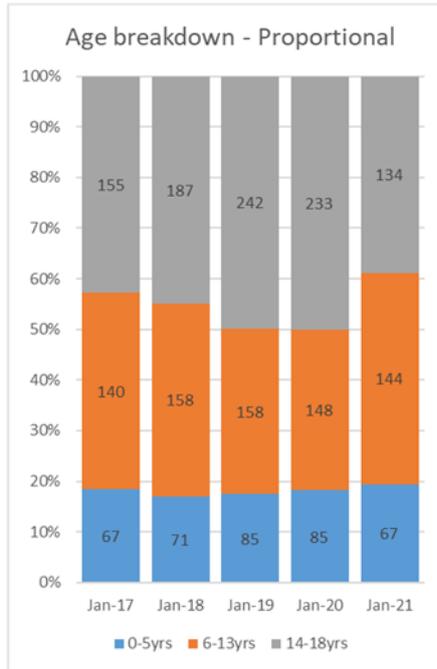
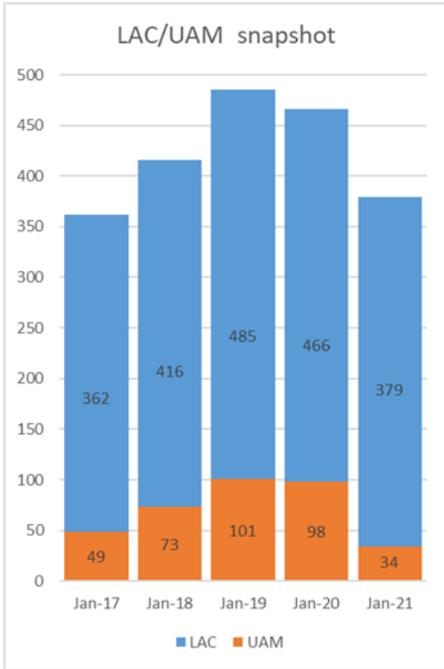
Accommodation Type (for under 18s)	Is placement IFA?	No	YES	TOTAL
Placed for adoption with placement order (under section 21 of the 2002 Act) with current foster carer		4	0	4
Placed for adoption with placement order (under section 21 of the 2002 Act) not with current foster carer		6	0	6
Placement with other foster carer, provided by LA (carer lives inside LA boundary)		7	0	7
Placement with other foster carer, provided by LA (carer lives outside LA boundary)		4	0	4
Placement with other foster carer, arranged through agency (carer lives outside LA boundary)		0	3	3
Residential accommodation not subject to 'Children's homes regulations'		22	0	22
Children's Homes subject to Children's Homes Regulations		23	0	23
Placed with own parents or other person with parental responsibility		40	0	40
Placement with other foster carer		5	0	5
Young Offender Institution or prison		1	0	1
Foster placement with relative or friend- long term fostering		34	0	34
Foster placement with relative or friend- not long term or FFA		11	0	11
Foster placement with other foster carer- long term fostering		126	13	139
Foster placement with other foster carer who is also an approved adopter- FFA		1	0	1
Foster placement with other foster carer - not long term or FFA		56	12	68
Other placements (must be listed on a schedule sent to DH with annual submission)		10	0	10
Total		350	28	378

4.8 The Looked After Children Profile shows a snapshot profile of our cohort of children:

Looked After Children Profile



4.9 The breakdown age ranges, gender and ethnicity of our Looked After children snapshots over the last 5 years are as follows:



5. Recruitment and Assessment

5.1 Carer recruitment is supported by a fulltime marketing officer who leads on the development and delivery of an annual carer recruitment strategy. The planned strategy for the 20/21 included:

- Radio campaign with Express Radio, Heart and Hits Radio throughout the year including advertising recruitment events and interviews with carers
- Radio campaign to promote FosterCare Fortnight in May with carer interviews
- Digital marketing enhanced -proactive social media -Portsmouth's Facebook, Twitter pages promoting fostering
- Video interviews of carers uploaded to Foster Portsmouth
- Carer interviews featured in Portsmouth News and Portsmouth Flagship and other local publications -education Term Times
- Live recruitment events arranged throughout the year at Portsmouth Football Ground, Spinnaker Tower , Hilton Hotel Portsmouth, Southsea Market, Portsmouth Pride Festival, Victorious Festival, The Great South Run, all followed up via monthly recruitment information events at Civic Offices
- New 'FosterPortsmouth' posters designed and displayed across the city
- Carers incentive to recommend a friend promoted to all existing carers

5.1 In view of the global pandemic and the national Covid-19 safety lockdown implemented March 2020 and subsequent national restrictions for public safety face to face recruitment events did not go ahead but monthly virtual recruitment events were introduced by August 2020.

5.2 Although there were changes to the recruitment strategy the subsequent enquiries for information to become a foster carer remained fairly consistent for 2020/2021 -a total number of 274 enquiries were received. Those enquiries are followed up by direct contact with member of the recruitment team and a home visit would be arranged for those wishing to proceed. That home visit could then lead to the formal assessment. Marketing research shows it can take 2-3years for a prospective foster carer to make the decision to apply to foster after gathering information. Each local authority and independent fostering agencies compete for prospective carers. For example Portsmouth will seek to recruit carers from within the city but also within a twenty mile radius of Portsmouth.

5.3 In terms of marketing and recruitment for foster carers the national conversion rates from enquiry to initial visit is 1in 4 (25%) and 1 in ten (10.5%) from enquiry to approval. The table below illustrates for Portsmouth the conversion rate for 2020/2021 was 14.6% for enquiry to home visit and 10.6% for enquiry to foster carer approval. The lower conversion figure for enquiry to home is due to the impact of the Covid restrictions and the initial suspension of all face to face recruitment and face to face visits and time to implement virtual visiting. However the total outcome of foster carer approvals was only

marginally lower than the previous year whereby there were 31 approved fostering households.

5.4 The Minimum Care Standards guidance for the timescale for foster carer assessment is a total of 8 months for the two stage assessment process. Stage one is for the safeguarding statutory checks to be completed- DBS, medical report and references and stage 2 the initial training and home/family assessment. Portsmouth implemented a practice standard of a total of 6 months for an assessment to be completed (4 months for a carer transferring from another agency). The average timescale for assessments completed for this year was 5.5months.

6. Foster Carer Recruitment

Year	Enquiries	Initial Home Visits	Approved	IHV Conversion Rate	Approved Conversion Rate
2020/2021	274	40	29	14.6%	10.6%
2019/2020	269	60	31	22.3%	11.5%
2018/2019	336	71	11	21.1%	3.3%

6.1 In terms of new carers being approved there were 29 new fostering households approved. Of those approved 3 were carers transferring from another fostering agency. Whilst there has been a national shortage of foster carers the approval number is close to the previous year 2019/2020 whereby 31 households were approved and a sustained increase on the year 2018/2019 whereby 11 households were approved.

With regards to connected carers there were 15 carers approved, an increase from the previous year 2019/2020 of 14 carers approved.

For supported lodgings carers, there were 3 households approved, the equivalent number were approved the previous year 2019/20.

Therefore in terms of mainstream carers, including supported lodgings carers there were a total of 32 new carer households approved for looked after children for 2020/2021.

Including connected carers in newly approved carer households there was a total of 46 carers approved. In addition there were 11 special guardianship carers approved by the courts. Therefore Portsmouth fostering Service have 58 new caring households for looked after children in the year 2021.

6.2 There were 4 private fostering carers approved and no step parent adoption applications made. Step parent adoption may not be the preferred legal option for those

families as there are now other legal Orders -parental responsibility, special guardianship and child arrangements orders that may be more suitable and reflective of the diversity of family life.

6.3 In considering the newly approved mainstream fostering households the breakdown of the type of carer they are offering and the numbers of children and their preferred age range of children the information is detailed below:

6.4 Foster carer approval type

2020/21	Total number of carers	Respite/Short Term	Short term/long term	Respite/Short Term/Long Term/Supported Lodgings	Parent and child	FamilyLink/Respite
	32	15	8	3	2	3

7. Connected Carers

7.1 When children become looked after and become subject of care proceedings the department will explore the potential for those children to live within their wider family (connected persons) in the event of them not returning permanently to live with parents.

7.2 For the period 2020 /2021 a total of 53 assessments were initiated of potential connected persons. Of those assessments 20 potential carers withdrew from the process, 6 were not needed as the children remained with parents on a care order, 6 remained with parents, and 2 remained with foster carer and 2 children remained with foster carer. There were 15 connected persons formally approved as carers for related child/children and 11 connected persons assessed and approved by the court as Special Guardians.

7.3 Connected persons who do not have an established relationship with the child are more likely to be recommended to be approved as formal carers and therefore receive all the support as 'stranger' foster carers to enable them to establish a relationship with the child and meet the child's needs. The statutory reviews of the child's care plan should consider the timing for supporting the child to leave care via the carers applying for special guardianship.

8. Carer retention

Year	2018	2019	2021
Fostercarer households	218	211	237

- 8.1** At 31/03/21 there were a total of 237 foster carer households and increase from the previous years. This figure takes into account a total of 42 carers deregistered.
- 8.2** 10 carers were deregistered because they either adopted the child/ren or secured special guardianship for the children they cared for, 3 carers transferred to other agencies and the others resigned due to retirement, health or changes in personal circumstances. Two carers were deregistered due to care standards concerns. In 2019 there was a total of 82 carers deregistered. Portsmouth's retention of carers is good and the majority of new carers are recruited through word of mouth from our existing carers.

9. Complaints/Concerns/Allegations against carers

- 9.1** There were 6 complaints made against carers that resulted in a review of their approval. Of those 2 carers were deregistered due concerns regarding their standards of care. One carer submitted but subsequently withdrew their application to have the review reconsidered by the Independent Review Mechanism (IRM). However, in view of the timing of the withdrawal the case was heard by the IRM and the recommendation was deregistration.
- 9.2** The number of concerns and complaints regarding carers has increased over the course of this year and it may be reflective of the uncertainty, stress and pressures of the significant changes on living arrangements, relationships, employment and health and loss on the population in general due to the Covid-19 pandemic. The children being looked after have complex needs and at times their behaviours can be challenging for carers. Complaints against carers can range, for example an inappropriate response to a child i.e shouting at the child, being negative about birth family or a safeguarding issue where the child has been harmed or at risk of harm due to the carer's action, i.e reacting inappropriately to a child's behaviour. For those where their approval was reviewed and agreed to continue demonstrates the restorative approach Portsmouth has embedded in working with families.

10. Strengths of the Fostering Service

- 10.1** Despite the global pandemic the recruitment of carers has remained similar to the increased numbers approved 2019/2020. In order to improve recruitment and assessment experience the foster carer assessment the practice standard timescale of six months to complete assessments was introduced in September to ensure timeliness of assessment.
- 10.2** In conjunction with the Fostering Network Portsmouth have implemented the Mockingbird Model of Care based on an extended family/community type of care. This involved developing a 'constellation of carers' with children with the overarching support of a 'home hub carer' who facilitates support, social activities, learning opportunities and sleepovers for children. A team leader was recruited with specific responsibility to lead

on the development of the model. Although the pandemic restrictions delayed the initial plan to launch in September 2020, the team leader was able to engage carers, recruit the first home hub carer and satellite carers and children and begin to develop those relationships and build the constellation which enabled the first constellation to launch in January 2021 comprising 10 carers with a total of 16 children. Within this constellation children experience a more normalised experience - able to build relationships with other children within the group, have sleepovers and opportunities to meet with their siblings and family members with the support of the home hub carer either in the carer's home or community.

10.3 Mockingbird Hub 1 breakdown:

Portsmouth Fostering Service Mockingbird Programme January 2021	
Number of foster families	9
Total current carers	17
Current number of children looked after	10
Total children who have been supported by the Programme	10
Number of birth children	4
Number of care leavers	0
Children who are adopted	0

10.4 The carers build relationships with each other and offer support within the group. They identify their learning needs and are supervised by Mockingbird Team Leader appointed in October. The initial evaluation since the launch in January has been very positive with feedback from the carers, children and parent has been very positive. The Mockingbird Model of Care is designed to promote placement stability and to date there are two children who were very vulnerable in terms of placement stability but with the matching and support in setting up the first constellation those carers are experiencing the holistic support and the children are experiencing new opportunities to develop friendships within the safe nurturing community Mockingbird promotes. Feedback from the carers, children and parent of those children have given very positive feedback:

- 'I've also really enjoyed having the same people around for training and social events I think it brings us all closer and gives a good sense of support and community which is what mockingbird was set up to achieve. ' foster carer feedback,
- 'The children loved every minute of it today. When we normally go to contact the children hardly talk about it but they were buzzing in the car all very positive. We all think Mockingbird is a great idea'.

10.5 Portsmouth Fostering Service is the only fostering service on the south coast offering the Mockingbird model of care programme, this makes Portsmouth Pioneers of the South Coast.

10.6 The Fostering Network Mockingbird Programme Evaluation Report 2020 identified the average number of Mockingbird Constellations is 3 per service or agency and the

intention for Portsmouth was to have 3 hubs within the first year. The covid-19 pandemic had impacted on this roll out, and this report sets out the plans for our next 2 hubs.

10.7 The Fostering Network Evaluation report identified that nationally 12% of carers within Mockingbird would have resigned without the Mockingbird support available and 1 in 5 (20%) placements would have broken down, with 5 children moving to a residential provision. This shows the ongoing benefit of this model to Portsmouth Looked After Service, and the cost implications are set out below:

Retention of foster carers	£16,330 per family	<i>The Cost of Foster Care (Tapsfield and Collier, 2005) adjusted in line with GDP changes</i>
Improved placement stability	£875	<i>Estimated cost of placement changes range from £250 to £1500 per change (Ward, Holmes and Soper, 2008). Median value has been applied</i>
Prevention of entry into residential	£177,464	<i>Annual cost of residential minus annual cost of foster care (Personal Social Service Research Unit: Unit Costs of Health and Social Care)</i>

10.8 There are monthly steering groups comprising carers from within Mockingbird and other carers, members of children's services, carer leaver and participation officer and representatives from our partners in health and education to support with the evaluation and development of Mockingbird with the aspiration of creating further constellations to meet the diverse needs of children. Carers are keen to join Mockingbird and there are two further constellations to be launched in July.

10.9 This model is a great example of co-production in terms of planning and service delivery. Our foster carer contribution to the development of children's service is highly valued and there is carer representation on the Corporate Parenting Operational Group meetings, the Looked After Children Virtual Education Service. Our Foster Carer Liaison Group meets six weekly to enable carers to raise any service issues and contribute to service development. Our carers support with recruitment events and delivery of training.

10.10 Our carer retention is good and from the Children and Families' February Feedback 92% carers said the Fostering Service was 'excellent' or 'good', 93% carers said training since approval has helped me to meet the child and young person's needs'.

10.11 Feedback is valued by the service and in response to carers request for carer mentoring Portsmouth introduced a formal carer mentoring scheme to support carers not within the Mockingbird Model. A cohort of experienced carers has been recruited to support newly approved carers for an initial period when the carers have their first child join their family. Carer mentors will also be offered to carers experiencing some challenges and needing additional support.

11. Support and training for carers, Trauma Informed Model Of Care and Looked After

Children CAMHs.

- 11.1** In recognition of the trauma experienced by children needing to be looked after and care and support those children need all Portsmouth carers have access to the Trauma Informed Model Of Care training offered across the Children ,Families and Education Service. Equipping carers with knowledge and tools to care for children who have experienced trauma enables carers to support the children with complex needs and support them through some challenging times and promotes placement stability. TIMOC training is also boosted by TIMOC consultations available to carers on a one to one basis with the senior clinical psychologist for TIMOC.
- 11.2** The Looked After Children CAMHS service also offers monthly consultations for carers and the Virtual School offers monthly drop in sessions for carers and deliver Forming Good Attachments training for carers.
- 11.3** As part of strengthening relationships there are monthly drop in sessions and training opportunities facilitated by the Service Leader of Battenburg Contact Centre to support carers with developing relationships with Looked After Children's family members to enable carers support children maintaining relationships with their family and potential reunification.
- 11.4** The carer training offer has been supported by recruiting a social worker with a lead responsibility for linking with the learning and development department to development and support delivery of carer training. Carers also have access to the on line Research in Practice website. Face to face training ceased due to the pandemic and was transferred on line in August 2020. The appointment of a part time lead social worker in the fostering support team has enabled more flexibility with training offered in terms of times but also a focus on delivering workshops to support carers completing their Training Standards Development (TSDs). In recognition of connected carers and their needs and wishes, a connected carers support group has been established and connected carers may choose to have their own TSD workshops.
- 11.5** The impact of the pandemic and the national and local lockdowns instigated a significant change in ways of delivering the service during the periods where Covid restrictions were in place. This was through virtual recruitment, assessment and support visits, virtual meetings and virtual or on line training and virtual fostering panels. However where essential for the child and/or carer face to face visits were made subject to a Covid risk assessment. For example where there was a concern for the child or carer a face to face visit was made and no assessment was submitted to fostering panel or court without a minimum of one face to face visit.
- 11.6** The Fostering Panel has continued to meet throughout the pandemic, initially via telephone conference and then via video conferences. A total of 27 panels has been held with a total of 157 applications to panel that including carer applications for approval, foster carers household reviews, long term linking for children, and staying put for care leavers and review of carers subject to complaints and allegations.

11.7 As lockdown restrictions reduce there has been learning and some practices will remain as they are beneficial to the service - for example developing a blend of face to face training and virtual training and carer support groups.

12. Carers Household Reviews

Each fostering household must have their approval reviewed annually and over the course of this year there were a total of 29 Household Reviews completed and increase from 18 completed the previous year. The flexibility offered by virtual meetings has enabled all those involved to meet at times not restricted by travel.

13. Service Stability

The fostering service has a relative stable staffing structure. The vast majority of team members have been within the team for three years or more. There has been changes in the management team with a new Service Leader and two new Team Leaders.

14. Areas for development

14.1 Boost foster carer recruitment to develop a diverse population of carers to meet the needs of diverse population of children needing to be looked after including unaccompanied minors and for 16-18year olds, especially those at risk of exploitation. The recruitment strategy was disrupted by the impact of the pandemic but also changes in the marketing officer post. However the marketing officer post has now been secured and the marketing strategy for 2021/2022 is being developed.

14.2 Mockingbird Model of Care sustainability and embedding the model across the service the six monthly review of the first constellation and those due to launch will inform the future developments of the Fostering Service.

14.3 Placement stability improvement; the fostering Service has reviewed the children's referral format and matching process within Access to Resources and has implemented weekly matching meetings to consider potential matching of children with carers and potential additional support that could be provided to secure placement stability. Placement planning meetings have been strengthened to include the team around the child to ensure carers have all the information they need and support in place. There is a review mechanism to check in within two weeks of that meeting. The supervising social worker and child's social worker work together to identify any key triggers that could potentially destabilise a placement and any of those triggers i.e change in carers circumstances, change in child's circumstances should trigger a placement support meeting to include all those involved in the care of a child to boost the support plan and prevent a placement 'wobble'. This practice needs to become embedded across the Looked After Service.

14.4 Learning from Success; Many children flourish with the carers and engage well with their education and develop good relationships with friends and their family. In

response to carers' feedback the department is beginning to hold reflective meetings in relation to those situations in order to share the learning and broaden success for all looked after children and carers.

- 14.5** Development of accommodation available for care leavers. Continuing to work with our business partners in housing, and with the provider network we are growing in the city to ensure there are safe and supported accommodation offers for our growing number of care leavers. This will include an increased offer of Staying Put arrangements.
- 14.6** The new electronic records system for children and carers went live March 2020 and adaptations are in process to ensure the system meets the needs of the Fostering Service. In addition an electronic system for carers that will enable carers to submit expense forms, carer recording, training records has been in process of development and is due to be in place 2021.
- 14.7** Carers feedback has informed the service that virtual working serves a purpose but carers value face to face social events resuming i.e carers lunches, training and carer support groups and social events for children. Carer support groups have resumed as has some face to face training. The carer liaison group would like blended meetings to be introduced.

15. Conclusion

- 15.1** The Fostering Service has sustained its recruitment and retention of carers for the year 2020/21 and is broadening the training and support offer to carers to enable carers to meet the complex needs of children. The introduction of the Mockingbird model of care promotes the carer community support including learning and social activity, offering an extended family type model of care for children that is inclusive and promotes children's relationships with their own family whilst they need to be in care.
- 15.2** The impact of Mockingbird in terms of initial evaluation and feedback from carers, children and family members is positive and enabling further Mockingbird constellations to be developed. The Fostering Service Support and development of carers has received positive feedback from the carers and service development is informed with contribution of carers and children.
- 15.3** There is recognition that placement stability needs to improve and the service reviews it's practice and process to boost support with the bespoke TIMOC training and support from our partners in health and education to build the team around the carer.

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Signed by (Director)

Appendices:

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location