

## Fostering Business Plan 2017-2018

### Linked to the District Balanced Scorecard and Work Plan – Divisional Priorities and Outcomes

*(To be reviewed quarterly to ensure continuous development and actions from Ofsted Report March 2017)*

**Kent Fostering Service Vision: To achieve an outstanding fostering service that ensures consistent support to foster carers with positive outcomes and improved placement stability for children and young people in our care.**

<b>Target 1: Ensure that children and young people communicate their views on all aspects of their care and support. (NMS 1.3)</b>				
	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
1.1	Child in Care and Fostering Teams to promote the voice of the children and young people in their districts as a priority.	<p>Service Managers (<b>6 monthly feedback</b>)</p> <p>Head of Fostering (Caroline Smith)</p> <p>Fostering Review Team</p> <p>Monthly recording on Fostering Scorecard.</p>	<p>To increase the voice of the child within foster carer annual reviews.</p> <p>To increase attendance of Children in Care at participation events.</p> <p>Fostering Social Workers to include voice of the child within foster carer supervision visits, to see the children within placement a minimum of quarterly to include visit prior to foster carer's annual review.</p> <p>Target: To introduce MOMO (on line app) for children and young people to use once social workers have mobile working technology to use this. (In line with KCC role out for mobile working.)</p> <p>To organise participation events for girls in foster care in East Kent, aged 12-16 years on "Keeping Safe" and providing safe adults to support them. Events to be coordinated by VSK and Kent Fostering, to have a "fun beauty/well being theme" to engage and support participation. To build their self-esteem and create an environment for girls to ensure "keeping them safe".</p>	<p>Attendance at participation events to be recorded in foster carers annual reviews, an expectation of minimum of 3 days per year at events organised by the Young People's Council, Fostering Support Teams, Kent Foster Carer Association (KFCA) or Virtual School Kent (VSK).</p> <p>Requirement to attend participation events to be added to Foster Carer Terms and Conditions.</p> <p>Report on Fostering scorecard, to be run from updated annual review form on Liberi <b>(implementation June 2017)</b>.</p> <p>Service Managers to complete summary of children's feedback 6 monthly.</p>

1.2	To ensure children's views are included within allegations and complaints.	Independent Reviewing Officers (IROs), Child in Care (CIC) social workers and Fostering social workers.	<p>Outcomes of allegations and complaints to be given to children and young people and joint visits/direct work completed as part of the allegation/complaint process.</p> <p>Implementation of guidelines for social workers following an allegation against a foster carer or member of the fostering household.</p>	<p>To be measured through tracking of allegation/complaints process by Fostering Team Managers on a monthly basis.</p> <p>Reviewed 6 monthly by Head of Fostering and Local Authority Designated Officer (LADO), meeting with support team managers to review any learning and training needs.</p> <p>Allegation/complaint cases to be included in monthly audits completed by Fostering Support Team Managers.</p>
1.3	Learning from children's/young people's feedback to be disseminated throughout the Fostering Service.	Fostering Team Managers Head of Service	<p>Complaints and compliments to be presented monthly at Corporate Parenting Management Meeting, with learning points for the service. This will be shared quarterly at Team Managers meetings and learning disseminated to foster carers through:</p> <ul style="list-style-type: none"> <li>• Foster Carer Advisory Board</li> <li>• Kent Foster Carer Association twice yearly conference</li> <li>• Foster Carer Ambassadors</li> <li>• Foster Carer monthly Support Groups</li> </ul>	<p>A learning culture to be developed and measured by a reduction in repeat complaints of similar themes. To achieve a safer fostering service, where young people report they feel safe and listened to.</p> <p>Monitor and measured through complaints tracker for Corporate Parenting.</p> <p>Foster Carers are child/young people focused and actively promote attendance at the young people's councils (YAC and OYPC)</p>

**Target 2: Ensure all foster carers have a clear training and personal development plan including training on safe care, CSE and understanding of behavior and child development to include positive control and de-escalation. (NMS 3.8, 4.6 and 5.1)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome?</b>
2.1	<p>All foster carers to have a Personal Development Plan (PDP) from initial registration, to be updated and reviewed yearly.</p> <p>To have a clear structure of training for new and experienced foster carers with specific programme of career development.</p>	<p>Fostering social worker with case responsibility to complete PDP yearly at Annual reviews.</p> <p>Fostering Training Coordinator to update training calendar and training strategy yearly.</p> <p>MIU to support with Liberi reporting on attendance at training.</p>	<p>All foster carers to have a PDP initially as part of the Form F assessment, then updated at each Annual Review.</p> <p>Training must be addressed as part of supervision of foster carers and non-attendance addressed through annual review process and panel.</p> <p><b>To add to Foster Carer training calendar for 2017:</b></p> <ul style="list-style-type: none"> <li>• Introduction to LGBT and supporting young people with sexuality</li> <li>• Basic Computer Skills</li> <li>• Placement Stability including Research through Rees Centre, Oxford University (sample of 25-30 fostering households)</li> <li>• Preparing for the Fostering annual Review.</li> <li>• Review and update foster carers training on allegations, sexual abuse and managing disclosures.</li> </ul>	<p>Foster carer training to become part of Liberi reporting on a monthly basis. Fostering scorecard now includes:</p> <p>Percentage of carers who have completed core training within first/second year of approval.</p> <p>Carers who have not completed training within last 6/12 months.</p> <p>Audit process to include evidence of completed PDP.</p> <p><b>May 2017</b> – Foster carers training now accessed through CPD on line. This will achieve closer monitoring of course attendance and allow any additional training spaces to be offered to Catch 22 Supported Lodgings providers or sold to independent fostering agencies to generate income.</p> <p><b>Liberi request: For PDP to be built as Liberi form to reduce uploading of documents and to enable reporting.</b></p>

**Target 3: Maintain an effective strategy to ensure sufficient foster carers are responsive to current and predicted future demands on the service. This recommendations is made within the context of recruiting a sufficient number of foster carers who can accommodate sibling groups, so as to reduce the need for exemptions (NMS 13.1)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
3.1	Ensure better use of current vacancies, review and deregister where carers are unavailable or make use of the "On Hold" policy.	Fostering Team Managers and Service Managers	All inactive foster carers to be reviewed, within the Annual Review process or prior to this where appropriate, to ensure maximum use of in house vacancies.  The "On Hold" policy to be used where carers require a break from the fostering role.	Support Teams to review inactive carers, supported by the Fostering Review Team
3.2	Recruitment strategy to be updated to reflect use of social media and on line advertising.  Plan for the use of the recruitment budget to include short term outcomes (Fostering Fortnight) and a longer term yearly plan.	Head of Fostering with Chris Clark, Recruitment Coordinator and Communications Team.  <b>By July 2017</b>	Website updated with new images and clear branding for "Kent Fostering Service" and added to frequently to keep current. Recruitment activity focused on targeted areas: siblings, adolescents and disabled children.  Priority areas are recruitment to West and North Kent.  Increased use of use of Facebook, Twitter and Google to promote the service and increase applications.  Target for foster carers: To recruit 200 new fostering households, to retain and achieve 900 registered foster carers <b>by April 2018</b> .  30 KCC Carer Ambassadors recruited.	Communication Team to provide reporting on number of hits to website, analysis on where people have seen information about recruitment events and overall increase in applications following Fostering Recruitment advertising and events.  Retention of foster carers to be evaluated every 6 months, using information from exit interviews. (These are to be continued to be undertaken for all carers that leave the service)  Post approval interviews to be completed 6 months after approval, to learn from and review the recruitment process and initially support provided.

3.3	For all new carers to be allocated a Fostering Mentor, to support through assessment process and first year of fostering.	Fostering Assessment Teams	Retention: Every applicant to be allocated a local mentor at point of assessment (research from Fostering Network Project 2015). Support Social worker to be allocated prior to panel and to jointly attend the panel with assessing social worker.	<p>Fostering Support Teams to keep the Assessment Team updated with list of mentors to be used for new carers.</p> <p>Effectiveness to be measured through post approval 6 month interview with new carers.</p> <p>Recruitment Coordinator to complete yearly report incorporating feedback from new carers collated during interview process.</p>
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**Target 4: Ensure that the Head Of Fostering regularly monitors all records kept by the service to ensure compliance with the service's policies and to identify specific incidents and areas of concern, patterns and trends. This recommendation is made within the context of addressing the variable recording of foster carer Annual Reviews, panel reports, supervision and case records. (NMS 25.2)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
4.1	Foster carer files to be audited regularly to improve quality of recording and achieve consistency in recording across the county.	<p>Service Managers and Head of Fostering Team Managers</p> <p>Themes and learning to be fed back at CIC meeting and Fostering Managers meetings.</p>	<p><b>Fostering Support Team Managers will complete 10 audits per month from their own team including any case with an allegation/complaint or standard of care concern. Team Managers will return one completed template to Head of Service per month, which will be collated for the service and submitted to the Assistant Director for Corporate Parenting.</b></p> <p>There will be an additional audit of 20 cases per month by the Centralised Fostering teams from across the county, which will include quality of annual reviews. The Team Managers from the Centralised Team will assist other services as required to complete independent case audits e.g. 50 case audits for 18+ service completed in 2016.</p>	<p>Firm step audits will be measured on line, selected randomly, supported by MIU.</p> <p>Future audit cycle to be part of regular Quality Assurance and collated audit ratings to be reviewed monthly by Head Of Service and Assistant Director to track progress. <b>(Service Improvement Framework)</b></p> <p>Outcome of audits to be reported at extended managers meetings and Child in Care.</p>

			Any case graded as inadequate will be rectified within 5 days. Measure will be zero graded as inadequate by end of 2017, aim of all to be at good standard (or above). Any safeguarding concern to be addressed immediately.	
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**Target 5: Handling allegations and suspicions of harm (NMS 22)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
5.1	To have a central system for recording complaints and allegations. <b>Clear leadership in management of allegations, with use of performance management where appropriate.</b>	Service Managers  Head of Fostering  Manager of the LADO service. (Local Authority Designated Officer)	Target: All allegations are recorded on the carer's record on Liberi and presented to the Fostering Panel. Peer Support Training to be provided yearly to ensure carers are supported and understand the process.  Head of Service and LADO Manager to meet monthly to review allegations and twice yearly with Fostering Team Managers to review cases and learning.  Quarterly meeting with Service Manager for Safeguarding, LADO Manager, Head of Fostering and Adoption and Assistant Director for Corporate Parenting.  All social workers to follow guidelines for working with a child and foster carer, following an allegation.  Specific training for Fostering and Adoption social workers to be delivered by end of <b>July 2017</b> to include: <ul style="list-style-type: none"> <li>• Recognising signs of grooming/abuse within a fostering household</li> <li>• How to assess risk in fostering and adoption</li> </ul>	The procedures for what to do when an allegation is made against a carer has been updated and is available in Kent's Policy pages, and the LADO team have attended all fostering team meetings to reinforce the requirements of the police which is in line with national minimum standards to refer all allegations made against foster carers to a LADO.  All Fostering Teams to follow the flowchart for allegations, supported by the LADO service.  Allegations to be reviewed using the Fostering Dashboard/Scorecard for recording.  <b>Practice Development Officer (PDO) to deliver workshops and attend Fostering Team Meetings to map cases using Signs of Safety across the county. To be available to support areas with high numbers of allegations to address specific areas of concerns.</b>

			<p>applications</p> <ul style="list-style-type: none"> <li>• Allegations/complaints KCC policy and process</li> <li>• How to address standards of care including panel reports</li> </ul> <p><b>Practice Development Officer (PDO) to support service to have standard Panel Report template for standards of care concerns that incorporates Signs of Safety. (By end of June 2017.)</b></p>	
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<b>Target 6: Payment to carers (NMS 28)</b>				
	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
6.1	Foster Carers payments and expenses will be reviewed yearly, in line with KCC payments and charging policy.	Assistant Director for Corporate Parenting and Head of Fostering	Ensure that payments are in line with other Local Authority's, National DFE Guidance and are competitive with Kent Independent Fostering Agencies. (IFA's)	Review at start of financial year in line with KCC Payments and Charging policy. Payments for Foster Carers to be published on Fostering website and in KCC publications of payments.
6.2	A review of the payments for Skills Level 2 and Level 3 payments.	Head of Fostering, Training Coordinator and Foster Carer Ambassadors  <b>By end of September 2017</b>	<p>Review the function and format of the Payment for Skills Panel.</p> <p>Review the Competency Assessment Framework (2008) and update. Create panel checklist for presenting carers at Level 2 / 3.</p> <p>Consider the structure in line with IFA payment structures and how to recruit foster carers to transfer from independent agencies, to KCC.</p>	<p>Carers and staff need a clear process to provide evidence for the consideration of Level 2 and 3 payments. This will be measured in achieving consistent practice across the county. Training to be delivered in line with updated competency framework.</p> <p><b>Training Coordinator and Head of Fostering to review competencies, jointly with Foster Carer Ambassadors.</b></p>

				<b>New competency framework to be agreed by January 2018, with analysis of predicted costings with implementation from 1<sup>st</sup> April 2018.</b>
6.3	Carers transferring from IFA's.	Completed	All carers transferring from an IFA will transfer across to Kent Fostering Service on the Kent County Council payment structure. This will be made clear at point of application and recorded within protocol meetings.	The Head of Fostering will review every 6 months what the local IFA's pay to foster carers to ensure Kent remains competitive in his payments and support package.  <b>Head of Fostering to work with commissioning on the provision of IFA placements and provider framework, to ensure provision for children and young people with complex needs.</b>

**Target 7: Foster Carers receive the support and supervision they need in order to care properly for children place with them. Supervision and support of foster carers (NMS 21)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
7.1	A consistent template for supervision that is used for all foster carers. A signed record of supervision is sent to carers electronically via Egress and uploaded onto Liberi.	Team Managers, Service Managers	Foster carer's supervision format uses Signs of Safety model and is recorded on Liberi, with copies sent to foster carers within 5 working days.	Audits will show that one template is being used across the county. Carers will all have a supervision agreement and regularly receive the notes of their supervision (every 4-6 weeks). There will be signed copies of supervision uploaded onto Liberi. (electronic confirmation via Egress)



7.2	There is an effective Out of Hours Service for foster carers.	Fostering Team Managers Head of Fostering Service Manager for County Out of Hours	Review of Fostering Out of Hours Service to be completed June 2017 following sample of out of hour's activity during May in all areas. Proposals for changes to the current system to be presented to Divisional Management Team (Divmt) <b>July 2017</b> . Joint report to be completed by Head of Fostering and Jo Stevens, Service Manager for County Out of Hours following consultation with Area Service Managers and staff. To include a review of the provision of emergency placements for the county, including placing children from police custody.	To achieve an updated Fostering Out of Hours service that supports foster carers and county out of hours, with the provision of emergency placements. This will be measured by achieving an increase in emergency provision of placements for the county including in house foster carer, emergency beds and semi-independent options for young people.
7.3	Increase placement stability and reduce numbers of moves for children coming into care by offering additional support to Foster Carers. Improve the retention of KCC in house foster carers through the provision of additional support.	Head of Fostering Service and Virtual School Kent (VSK)	Provide an offer to foster carers for increasing placement stability through three options for additional support. <ol style="list-style-type: none"> <li>1. Use of outdoor activity center's Swattenden and Bewl Water for a programme of day and residential weekends to provide foster carers a break and new opportunities for children.</li> <li>2. 5 Hub families to be recruited for the county to support 3-4 foster carers per area with complex young people, providing emergency and ongoing support.</li> <li>3. Introduction of new service to replace existing therapeutic support to foster carers and children through emergency provision of clinical psychology support. Implementation 1<sup>st</sup> July 2017.</li> </ol>	Measured through the Fostering Scorecard, to achieve a reduction in the numbers of moves for children and young people between fostering placements.  Measured through the children's and foster carer's review feedback and joint working with IRO's.  Measured through the Fostering Scorecard to reduce the number of foster carers leaving the Service.

7.4	Increase support to children and young people through Life Long Links pilot.	Dawn Walsh, County Manager Family Group Conferencing to implement pilot in East Kent and countywide by <b>April 2018</b> .	First 30 children to be identified for East Kent pilot. Briefing for foster carers to be delivered at KFCA conference <b>6<sup>th</sup> July 2017</b> . Head of Fostering to work with Family Group Conference to ensure appropriate safeguarding checks in place.	Measured through working group meeting bi-monthly attended by the Head of Fostering.  50 Children to be part of the project for Year 1 (2017-2018) 80 Children to be part of the project for Year 2. (2018-2019)
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**Target 8: Preparation for Placement (NMS 11)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
8.1	Children are carefully matched to a foster placement and wherever possible given information about the foster carers before arrival. (NMS 11.3)	Service Managers Team Managers, Head of Fostering  <b>1<sup>st</sup> June 2017</b>	Every foster carer has an up to date profile with photographs that can be printed off and given to children before the start of the placement. Even in an emergency, the profile can be emailed to the placing social worker, to be shown to a child using current technology. Audit of referrals for each area showed inadequate information in matching section of referral form.  Target: Referrals to be detailed with reasons for matching and support package for carers. <b>Update referral, placement arrangements and matching form on Liberi. Form tested and plan for implementation 1<sup>st</sup> June 2017.</b>	Quality Assurance form to be used for all referrals to ensure appropriate information and matching recorded (oversight by Team Manager).  Carers to ask children whether they received carer's profiles prior to placement. This to be recorded in carer's supervision.
8.2	Carers are given full information about the child.	Fostering Team Managers Fostering Social Workers	Audit of referrals for each area showed inadequate information at point of referral.  Target: Referrals to be quality assured at point of referral and returned to children social workers if not of good quality.	Tracy Smith, Access to Resources Team Manager to support service by completing monthly auditing of referrals and timescales for placement arrangements meeting. Report to Child in Care meeting on outcome of audits and areas requiring improvement.

			All carers to receive copy of referral, risk assessment, delegated authority and placement arrangements form for each child placed in their care.	<b>New referral form agreed with delegated authority, matching and “missing” information incorporated. Agreed at Liberi Ops group, implementation 1<sup>st</sup> June 2017.</b>
8.3	Delegated Authority recorded for all children and young people.	Fostering social workers and Children’s social workers.  <b>1<sup>st</sup> June 2017</b>	There is inconsistent use of Delegated Authority and it being recorded and signed. Target: One Delegated Authority Form to be inserted into placement arrangements on Liberi that covers all areas e.g. medical, education, social, religious and cultural needs.  Matching process to be included in permanency policy with updated sibling assessment. PDO to provide assessment and flowchart.	Form to be live on Liberi from 1 <sup>st</sup> June 2017  Delegated Authority to be recorded on all placement plan arrangements and signed copy to be given to foster carer.  Delegated authority to be part of every audit. Any audit missing delegated authority will be rated inadequate and delegated authority to be in place within 5 days from audit.
8.4	Improve the attendance of children in care at Initial Health Assessments (IHA)	Head of Service with Helen Weymouth - Head of Child Health Services and Cathie Burton EKHCT	To improve the attendance of children at Initial Health Assessments within statutory timescale.  For all foster carers to have information sheet on IHA’s.	Joint working completed and information sheet disseminated to all registered foster carers.

**Target 9: Staff support and supervision (NMS 24)**

	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
9.1	A signed written record is kept by the Fostering Service of each staff member’s supervision.	Team Managers, Head of Fostering	Case recording and reflection from staff supervision to be on Liberi and personal supervision that includes training and development, to be stored electronically in a central supervision folder.	Each area will have electronic folder to store staff supervision that can be accessed by the Head of Fostering and Assistant Director. Supervision template to be consistent across the county.

	<p>Staff supervision to be saved centrally in electronic supervision folder (for all staff including Team Managers).</p>		<p>Request to Practice Development Officers to have one KCC template for staff supervision following Ofsted inspection in March 2017. <b>To request implementation by September 2017.</b></p> <p>Supervision audit to be completed quarterly and shared with Assistant Director for Corporate parenting. Corporate Parenting Managers meeting to include supervision on agenda, random samples for each service area to be reviewed by Assistant Director.</p>	<p><b>Each staff folder to contain:</b></p> <ul style="list-style-type: none"> <li>• <b>Supervision agreement/contract</b></li> <li>• <b>PDP's/Action plans</b></li> <li>• <b>Supervision notes on agreed template</b></li> <li>• <b>Record to confirm completion of mandatory training on Data Protection, Information Governance, PREVENT, Care Planning Regulations and Managing Bribery Risks.</b></li> </ul>
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<b>Target 10 Statement of Purpose (NMS 16)</b>				
	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
10.1	<p>We want to continue with an ambitious Fostering Service that has a learning culture and builds on the strengths of our existing services for our children in care.</p> <p>All new fostering staff into the Service to follow Fostering Induction programme.</p>	<p>Assistant Director for Corporate Parenting</p> <p>Service Managers</p> <p>Head of Fostering</p> <p>Kent Foster Carers Association (KFCA)</p>	<p>Kent Fostering Service increases the skills of its foster carers and has a range of placements for matching. To achieve through a varied training calendar of events linked to foster carers PDP's.</p> <p>Target: To build on the Specialist (Disability) Fostering Service by increasing the number of carers for short breaks.</p> <p>To use Serious Case Reviews to inform our practice and learn across the service how to make improvements.</p> <p>Regular joint events in partnership with KFCA and Head of Fostering to attend quarterly meetings. Events for 2017 to include:</p> <ul style="list-style-type: none"> <li>• Summer event for foster carers birth children at KCC outdoor activity centre</li> <li>• Hythe Venetian Fete 16<sup>th</sup> August 2017 recruitment float and stand</li> </ul>	<p>Kent Statement of purpose (NMS 16.1) reviewed in January 2017 and ensures its aims and objectives are child focused and evidences how the service will achieve outcomes for children.</p> <p>Team Managers to use Serious Case Reviews in Team Meetings. Reflective practice and learning will be included on agenda for all extended team manager fostering meetings. (monthly)</p>

			<ul style="list-style-type: none"> <li>• Foster Carers Awards (county event) 4<sup>th</sup> October 2017</li> <li>• Summer holidays activities to support foster carers</li> <li>• Fostering Recruitment Fayre 25<sup>th</sup> August 2017 to be supported by Foster Carer ambassadors and KFCA</li> </ul>	
10.2	To develop a learning culture through joint training.	<p>Fostering Team Managers, Fostering Social Workers, Panel Members and Head of Fostering.</p> <p><b>October 2017</b></p>	<p>To deliver yearly joint training for panel members, fostering social workers, Team Managers and Panel advisors.</p> <p>Target: To have a yearly joint training day/conference for all Fostering Staff and Panel members.</p> <p>For 2017, to focus on safeguarding and robust recommendations at panel and in decision making to achieve a safe fostering service.</p> <p>For all panel papers to be quality assured by Team Managers and template to be developed for all reports on standards of care, including Signs of Safety model.</p>	<p>Training to be organised for September/October 2017 and learning to be measured through evaluation.</p> <p>Quality assurance of panel papers to improve the quality of panel reports and enable robust recommendations and decision making.</p>
10.3	To streamline support for new foster carers and ensure they have consistency and develop learning in first year of fostering	Team Managers, Support Teams	For all new foster carers to be allocated a Senior Practitioner or experienced social worker for their first year of practice. Each support team to identify who will be the lead worker for new carers.	<p><b>Policy on allocation of Fostering Social workers for new and experienced fostering implemented.</b></p> <p><b>To be measured monthly through Fostering Scorecard.</b></p>

<b>Target 11: Promoting Independence and moves to adulthood and leaving care (NMS 12.1)</b>				
	<b>What do we want to achieve?</b>	<b>Who will do it and by when?</b>	<b>What have we achieved and what is our target?</b>	<b>How will we measure the outcome</b>
11.1	Kent Fostering Service to have comprehensive arrangements for preparing and supporting young people to make the transition to independence. (NMS 12.3)	Head of Fostering  Service Manager 18plus Care Leavers service.	There is a clear policy for leaving care including Staying Put arrangements. This is detailed on Tri X and within the Fostering Handbook.  Staying Put -policy update agreed, to be on Tri X by <b>31<sup>st</sup> May 2017</b>  Young people's workbook to be launched <b>June 2017</b> .	Policy and update to be delivered to foster carers through updated training for all carers caring for children aged 16-18 years.  Transitions workshop delivered 31 <sup>st</sup> January 2017 (joint training for staff, foster carers, young people and providers). To deliver further Transitions training every 6 months next planned event <b>September 2017</b> .
11.2	A clear transition process for our 16-18 young people, following their feedback that they are unclear about available options. A clear process for young people, foster carers and social workers.	Service Manager  Head of Service 18 plus  Head of Fostering.	Implement a transition programme for young people and foster carers, which is clearly recorded in their pathway plan. To develop a KCC independence checklist for young people that is part of their review from the age of 15.5 years. This checklist should be completed by the time the young person is 17.5 years. Work with IRO service to ensure that this is in place at reviews and follow up to ensure implementation.  To build close working relationship with Catch 22 provider, for supported lodgings. To link with recruitment of host providers, Catch 22 to attend information events.	Social workers and foster carers will have a clear checklist and plan for young people, including all the services and support options available. Flowchart for processes and services to be designed.  Implementation through workshop for young people, foster carers and social workers in <b>January 2017</b> .  <b>Head of Fostering to attend Catch 22 quarterly meetings, to ensure joint working and use of recruitment events.</b>