

**This Business Plan correlates to the [SCS business plan](#)**

Kent Fostering Service vision

*To achieve an outstanding fostering service that ensures consistent support to foster carers with positive outcomes for Kent children and young people with improved stability within their foster family. "Making Kent a county that works for all children."*

This document uses the National Minimum Standards (NMS) applicable to the provision of fostering services. The NMS together with the fostering regulations form the basis of the regulatory framework under the Care Standards Act 2000 for the conduct of fostering agencies.

Kent Fostering service business plan; April 2018 – March 2019

Kent County Council are committed to ensuring that children can remain in the care of their parents and birth families where possible.

However, where it is not possible for the child to remain in their birth family, we work to achieve alternate task centered or permanent arrangements for the child within a family setting.

This business plan sets out how Kent's fostering service intends to deliver its services to ensure children feel safe, secure, loved, fulfilled, happy and optimistic and how we will support their foster carers to provide this to them.

**TARGET 1: Facilitating the Corporate Parenting role within Kent Fostering and across Kent County Council departments. (NMS 7.1, 13.1)**

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcome
To work collaboratively with libraries, KCC office buildings and country parks to promote the recruitment of foster carers across	Communication via the Challenger Event to engage all KCC teams in supporting the recruitment of foster carers and that they are engaged to promote fostering	Calendar of events to be published for 2018.	Head of fostering	By carrying out consistent calendar of recruitment and information events across Kent to be published on Kent Fostering Website.	Recruitment of 150 new foster carers for 1 <sup>st</sup> April 2018 - 31 <sup>st</sup> March 2019.

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcome
all areas within Kent.  For libraries and country parks to be used for activity days for children and young people within school holidays.	for KCC. Recruitment material will be provided to all KCC venues with specific information events planned for the year.  Virtual School Kent (VSK) and our apprentices to support and facilitate activity days using KCC venues.		Virtual School Kent Recruitment coordinator	VSK will have calendar of events for children and young people during school holidays.	The Kent Fostering brand will be prominent throughout the Kent community.  There will be better use of KCC venues to facilitate a range of activities for our children and young people.

**TARGET 2:** How we will ensure children and young people can communicate their views on all aspects of their care and support. (NMS 1.3, 1.4, 1.5, 1.7)

Objective	Action to be undertaken	Timescale	Lead	Performance management	Outcome
It is a priority for children in care teams and the fostering teams to promote the voice of the children and young people within their districts.	To increase the voice of the child within foster carer annual reviews and increase the attendance of children in care at participation events.  Fostering social workers to include the voice of the child within the foster carer supervision visits. To see the children within placement a minimum of quarterly to include a visit prior to foster carers annual reviews.	To review monthly on fostering Team Operational Dashboard. (TOD)  Participation events to be recorded in Foster Carer Annual Reviews.	Head of Fostering Service Managers Fostering Team Managers Fostering Review Team	Increase number of feedback forms received from children and young people.  All foster carers to support children attending participation events at a minimum of 3 events per year. (to be recorded in the foster carers review).	Increase the voice of the child in foster carer annual reviews and supervision visits.  Increase children and young people's attendance at participation events.

Objective	Action to be undertaken	Timescale	Lead	Performance management	Outcome
	<p>The increased use of Mind of My Own (MOMO) to seek the views of children in care. To build on the East Kent Pilot group for girls by providing “Keeping Safe” groups across all districts for boys and girls in foster care who are aged 12-16-years old.</p> <p>The events are to be coordinated by Virtual School Kent and fostering support teams to have a “Keeping Safe and emotional wellbeing theme”.</p>	<p>To aim to have groups running across the county during 2018-2019.</p>	<p>VSK</p> <p>Fostering Support Team managers</p>	<p>By making it a requirement to attend participation events by adding to the foster care Terms and Conditions by July 2018.</p> <p>Virtual School Kent to complete evaluation following each 6-week programme.</p>	<p>Increased use of MOMO following mobile working devices being provided to children’s social workers. For vulnerable young people to have a safe environment with trusted adults to learn about “Keeping Safe” and support their emotional well-being.</p>
<p>To ensure children are visited as part of the allegation and complaints process.</p> <p>To learn from complaints and allegations to ensure a “Safe” fostering service.</p>	<p>The outcomes of the allegations and complaints are to be given to children and young people, along with the joint visits and direct work to be completed as part of the allegation and/or complaint process.</p> <p>The implementation of guidelines for social workers following an allegation against a foster carer or member of the fostering household.</p>	<p>Guidelines are on Tri-x and are to be implemented into all social worker practice.</p>	<p>Independent review officers</p> <p>Children in care social workers</p> <p>Fostering social workers and team Managers.</p>	<p>All allegation and complaints to be tracked monthly by the fostering team managers and included in monthly audit return.</p> <p>This will be reviewed quarterly within the districts with the area Assistant Director, Head of Fostering, Service Managers, team managers, Virtual School Kent and LADO.</p>	<p>To ensure there is learning across the fostering service from any allegations and complaints by reviewing Safe Care policy and guidelines.</p>

Objective	Action to be undertaken	Timescale	Lead	Performance management	Outcome
<p>Learning from children's and young people's feedback to be disseminated throughout the fostering service.</p>	<p>The complaints and compliments are to be presented monthly at the corporate parenting management meeting; including learning points for the service.</p> <p>This will also be shared quarterly at team managers meetings and learning disseminated to foster carers through the following ways:</p> <ul style="list-style-type: none"> <li>- Foster carer advisory board;</li> <li>- Kent Foster Carer Association (KFCA);</li> <li>- Foster carer ambassadors;</li> <li>- Foster carer monthly support groups.</li> </ul>	<p>Monthly</p>	<p>Head of fostering</p> <hr/> <p>Fostering team managers</p>	<p>Monitor and measure through the complaints tracker for Corporate Parenting.</p> <p>Aim for a reduction in complaints and allegations within Kent Fostering.</p>	<p>A learning culture will be developed and measured by a reduction in repeat complaints of similar themes.</p> <p>To achieve a safer fostering service where young people report they feel safe and listened to.</p> <p>Foster carers are child and young people focused and actively promote attendance at the young people's councils (YAC and OYPC).</p>

**TARGET 3:** Ensure all foster carers have a clear personal development plan for learning and training. (NMS 4.6, 20.4, 20.5, 20.9)  
*(This includes training on safe care, keeping children safe, prevent, social media, gangs, CSE and understanding of behaviour and child development to include positive control and de-escalation).*

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
<p>All foster carers to have a personal development plan from the initial registration stage.</p> <p>This should be updated and reviewed each year.</p>	<p>All foster carers are to have a personal development plan (PDP) initially as part of the Kent Fostering assessment, this will then be updated each year.</p> <p>For personal development plans to be built as a Liberi form to reduce document uploads and enable reporting to be pulled through as part of the annual review.</p> <p>Training must be addressed as part of supervisions for the foster carers whilst non-attendances would be addressed through annual review process and panel.</p>	<p>PDP to be completed at time of approval for new foster carers and yearly for existing carers.</p>	<p>Fostering Social Workers for both Assessment and Support Teams</p>	<p>Audit process to include evidence of completed personal development plans.</p> <p>Foster carer training is monitored on Liberi and reported monthly.</p> <p>The fostering scorecard now includes:</p> <ul style="list-style-type: none"> <li>- The percentage of foster carers who have completed core training within the first and/ or second year of approval.</li> <li>- Foster carers who have not completed training within the last 6/12 months will be highlighted by the training coordinator.</li> </ul>	<p>To have skilled and knowledgeable foster carers able to care for a range of children with complex needs.</p> <p>To increase the number of carers who can care for teenagers through targeted training on adolescence.</p>
<p>To have a clear structure of training for new and experienced foster carers with a specific programme of career development.</p>	<p><u>New Courses for 2018 and 2019</u></p> <ul style="list-style-type: none"> <li>- Autism; difficult behaviors;</li> <li>- Autism; the early years;</li> <li>- Considering attachment for children with disabilities;</li> <li>- Equality and diversity;</li> </ul>	<p>Training calendar provided to all foster carers for 2018-2019.</p>	<p>Training Coordinator</p>	<p>As part of the retention of our existing foster carers, we need to ensure we have a competitive offer of new training courses on a yearly basis.</p>	<p>To offer a varied training calendar with opportunities for personal development and building new skills and knowledge with foster carers.</p>

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	<ul style="list-style-type: none"> <li>- LGBT;</li> <li>- Life story work;</li> <li>- Self-harm;</li> <li>- Non-violence resistance programme (8 weeks);</li> <li>- Non-violence resistance behavior taster day;</li> <li>- Sense of belonging; keeping your head;</li> <li>- Foster carers conference; keeping children safe including on social media.</li> </ul>				
<p>All foster carers to receive training in positive care and control of children, including training in de-escalating problems and disputes.</p>	<p>Additional fostering staff trained to facilitate Fostering Changes training course for under and over 11's, with 2 trained in each support team.</p>	<p>Fostering Changes will be part of the yearly training calendar.</p>	<p>Training Coordinator.</p>	<p>Increased placement stability monitored through the Fostering Scorecard.</p>	<p>To improve our placement stability.</p>
<p>To offer joint training for foster carers, social workers and other professionals.</p>	<p><u>Reflective fostering programme:</u>  Staff to be trained by Anna Freud Centre and facilitate to foster carers jointly with the NSPCC.  The programme has been specifically designed to assist foster carers in using mentalising techniques to build and sustain positive working relationships with the children in their care and build placement stability. This</p>	<p>October 2018 - 2019</p>	<p>Training Coordinator</p>	<p>Increased placement stability monitored through the Fostering Scorecard.</p>	<p>Increased placement stability with the partnerships working with the Sense of Belonging service.</p>

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	will be delivered over 2 years starting at the end of 2018.		Head of Fostering		
All foster carers are trained in appropriate Safe Care practice and all children have an individual Safe Care Plan on Liberi.	Mandatory training programmes for the second foster carers will include online training in Safe Care and prevent.	July 2018	Training Coordinator	Foster carer training is monitored as part of Liberi, reporting monthly.	Increased awareness and skills in keeping children safe in the fostering home and community measured by a reduction in allegations.
			Head of Fostering		
To improve understanding of teenage developmental needs.	Fostering support teams to facilitate adolescent workshops, and support groups to increase confidence and skills in caring for teenagers.  Level 2 and 3 foster carers to provide peer support for foster carers caring for challenging and complex children and young people.	For all areas to complete by December 2018.	Service Managers	Increase the use of our foster carer vacancies for teenagers.	Increase the numbers of foster carers accepting teenage placements. Maximise the use of our in-house foster placements.
			Fostering Support Teams		
Update the Foster carer	The foster carer handbook is	December	Head of	Foster carers demonstrate	To have one

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
Handbook, so there is one source of information.	to be updated and ensure all correct policies and procedures are accessible.  To develop the concept of a Kent fostering app, to provide foster carers with immediate and accessible resources and guidance to complete the fostering task(s).	2018	Fostering supported by Practice Development Officer (PDO) role.	they are up to date with policies, procedures and guidance measured in annual reviews and supervisions.	electronic source of information for Foster carers.

**TARGET 4:** To maintain an effective strategy to ensure sufficient foster carers are responsive to current and predicted future demands on the service. (NMS 13.1, 21.1, 21.2, 21.5)

*(This recommendation is made within the context of recruiting a sufficient number of foster carers who can accommodate sibling groups, to reduce the need for exemptions).*

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
To ensure the better use of current vacancies, review and de-register where carers are unavailable and to make use of the 'on hold' policy.	All inactive foster carers to be reviewed during the annual review process or prior to this where appropriate, to ensure maximum use of in-house vacancies.  The 'on hold' policy is to be used where carers require a break from the fostering role.	Annual Review	Fostering team managers	Support teams are to review inactive carers, supported by the fostering review team, total placement service and management information unit.	To make use of all potential vacancies.
			Service managers		
The recruitment strategy has been updated to reflect use of social media and on-line advertising.	The website is to be updated with new images and clear branding for 'Kent fostering service'. This will be frequently reviewed to keep it	Monthly review of website	Head of fostering	The communications team are to provide services by reporting on the number of website reaches, analysis on where people have seen	To recruit 150 foster carers.
			Recruitment coordinator		



Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	<p>up to date.</p> <p>Recruitment activity focused on targeted areas for South, North and West. Priority need for placements for siblings, adolescents, disabled children, emergency/assessment beds and parent and child.</p>		Communications team	information about recruitment events, and overall increase in applications following fostering recruitment advertising and events.	
The plan for the use of the recruitment budget to include short term outcomes and a longer term yearly plan.	<p>Increased use of use of social media; including Facebook, Twitter and Google to promote the service and increase applications.</p> <p><u>Target for foster carers</u> To recruit 150 new fostering households registered foster carers by <u>April 2019</u>.</p>	April 2019.	Head of fostering	<p>Retention of foster carers to be evaluated every 6 months, using information from exit interviews. <i>(These are to be continued to be undertaken for all carers that leave the service)</i></p> <p>Post approval interviews to be completed 6 months after approval, to learn from and review the recruitment process and initially support provided.</p> <p>Effectiveness to be measured through post approval 6-month interview with new carers.</p>	To improve retention of new foster carers and attract new applications for Kent Fostering.
			Fostering assessment managers		
			Recruitment coordinators		
Foster Carer Ambassadors to support the recruitment and retention of foster carers.	30 Kent Foster Carer Ambassadors have been recruited to promote fostering at recruitment and fostering events, organise 'meet and greet' events in each area	Quarterly Ambassadors meetings with Head of Fostering	Head of Fostering	Recruitment coordinator to complete yearly report incorporating feedback from new carers collated during interview process.	Learn from the feedback of foster carers satisfaction survey to identify improvements within the service.

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
<p>Foster carer Satisfaction Survey to be undertaken to seek foster carer views of Kent Fostering.</p> <p>To celebrate Foster Carers work with children through celebration events.</p>	<p>and co-facilitate and assist with updating policies and procedures.</p> <p>Celebration Awards Ceremony October 2018.</p>	<p>Foster Carer survey to be completed July 2018.</p>		<p>Panel chairs report and feedback.</p> <p>Increase in the recruitment and retention of foster carers to be tracked through data provided by management information unit. (MIU)</p>	
<p>Recruit sufficient foster carers to meet the needs of children in care in Kent.</p>	<p>Ambassadors to be actively involved in recruiting and assisting with fostering assessment social workers</p> <p>Deliver a Providers Recruitment fayre jointly with Catch22, adoption, young lives foundation, shared lives, Virtual School Kent and Kent Foster Care Association on the 13th October 2018.</p>	<p>October 2018</p>	<p>Head of fostering</p> <p>Recruitment coordinator</p> <p>Assessment team managers</p>	<p>Increase in the recruitment and retention of foster carers, data provided by management information unit.</p>	<p>Increase in approved Foster carers</p>
<p>Foster carers receive relevant support services.</p>	<p>Development of more relief carers and use of delegated authority to support children, young people and foster carers.</p> <p>The relief carer assessment to be reviewed and</p>	<p>March 2019</p>	<p>Service Managers</p>	<p>To have a clearer guidance on the use of delegated authority for sleepovers with foster carers family and friends.</p> <p>Children and young people will have links with foster</p>	<p>Reduce the numbers of fostering placements used for foster carers A/L, by increasing the use of relief carers.</p>

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	assessment/identification of relief carers to commence at the point of main carers Kent assessments.		Team Managers	carers extended family/friends to support respite arrangements and placement stability.	

**TARGET 5:** To ensure that the Head of Fostering regularly monitors all records that are kept by the service; this should ensure compliance with the service's policies and to identify specific incidents and areas for concern, patterns and trends. **(25.1, 25.2, 25.3)**  
*(This recommendation is made within the context of addressing the variable recording of foster carer annual reviews, panel reports, supervision and case records).*

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
Foster carer files are to be audited monthly to improve the quality of recording and to achieve consistency in practice across the county.	Fostering support team managers will complete 5 audits per month from their own team including any case with an allegation/complaint or standard of care concern.  Team Managers to review the TOD every month and supply a summary for the Head of Fostering and Assistant Director.  Team managers will return one completed template to head of service per month, which will be collated for the service and submitted to the	Monthly audit return	Head of fostering	The themes and learning will be fed back at children in care meetings along with the operational fostering manager meetings.  Firm step audits will be measured on line, selected randomly, supported by MIU.  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 (service	Improvement in consistency of recording on Liberi across the fostering teams.
			Service managers		
			Team Managers		
			Centralised Fostering Team Managers		

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	<p>Assistant Director for corporate parenting.</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 or assisting with support team audits.</p> <p>Learning from thematic audit (April 2018) to be shared at service day and actions taken forward.</p>			<p>improvement framework).</p> <p>Outcome of audits to be reported at extended managers meetings and children in care.</p> <p>Placements planning meetings held within 5 days.</p>	<p>Central Fostering to assist the support teams in reviewing consistency of practice.</p>

**TARGET 6: Handling allegations and suspicions of harm (NMS 22)**

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
<p>To have a central system for recording complaints and allegations with clear leadership in management of allegations, with use of performance management where appropriate.</p>	<p>All allegations are recorded on the carer's record on Liberi and presented to the fostering panel.</p> <p>Peer support training is to be provided yearly to ensure carers are supported and understand the process.</p> <p>The head of service and</p>	<p>Monthly</p>	<p>Head of fostering</p>	<p>Social media checks and LADO evaluation meetings to be added to the Kent fostering allegations procedures.</p> <p>All fostering teams to follow the flowchart for allegations, supported by the LADO service.</p> <p>All new applications to foster</p>	<p>Clear record of all allegations and complaints against Kent Foster carers.</p> <p>Service is able to learn from Serious Case Reviews and review practice.</p>

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	<p>LADO manager are to meet monthly to review allegations.</p> <p>Quarterly meetings in each area with the Assistant director, service managers, fostering team managers, VSK, LADO manager and head of fostering to be implemented to consider all allegations and complaints.</p> <p>Liberi standards of care toolkit to be used to assess standards of care issues in relation to the fostering National Minimum Standards.</p>		<p>Service managers</p> <p>Manager of the LADO service</p>	<p>will have Kent Risk and Vulnerability assessment completed. This will also be completed following any allegation or complaint against a registered foster carer.</p> <p>Allegations to be reviewed using the fostering dashboard/scorecard for recording.</p> <p>Liberi implementation of a standards of care tab support consistent recording of standards of care issues.</p>	

**TARGET 7: Payments to Foster Carers (NMS 28)**

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
<p>The foster carers payments and expenses are to be reviewed yearly in line with Kent County Council's payments and charging policy.</p>	<p>We will ensure that payments are in line with other local authorities, national DfE guidance and are competitive with Kent Independent Fostering Agencies.</p>	<p>Yearly</p>	<p>Assistant Director for Corporate Parenting</p> <p>Head of Fostering</p>	<p>By reviewing at the beginning of the financial year in line with the Kent County Council payment and charging policy.</p> <p>Payments for foster carers are to be published onto the fostering website and in Kent County Council publications of payments.</p>	<p>A clear payment structure for Kent Fostering.</p>
<p>A review of the Payments for Skills Level 2 and 3.</p>	<p>To review the function and format of the payment for skills panel.</p> <p>Review the competency assessment framework and update in line with Annual Review evidence.</p> <p>Review the annual review form to streamline and make the report more purposeful and a reflection of the foster carers full year of fostering while evidencing competency and the national minimum standards.</p>	<p>September 2018</p>	<p>Head of Fostering</p> <p>Foster Carer Ambassadors</p> <p>Training coordinator</p> <p>Foster carer ambassadors</p>	<p>Foster 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.</p> <p>Training to be delivered in line with the updated competency framework.</p> <p>The training coordinator and head of fostering are to review competencies, jointly with foster carers ambassadors.</p>	<p>To ensure a competitive payment structure and career development for Kent Foster carers.</p>

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	Consider the structure in line with the IFA payment structures and how to recruit experienced foster carers to join Kent Fostering.		Fostering review Team Manager		

**TARGET 8:** Foster carers are to receive the support and supervision that they need to care properly for the children that are placed with them; supervision and support to foster carers. (NMS 3.8, 21.1, 21.10, 21.12)

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
To increase support to children and young people through the life-long links pilot.	Centralised fostering to support life-long links through providing details of children matched for permanence at the fostering panel. Training and awareness will be provided while raising awareness with foster carers and fostering staff.	March 2019	Head of Fostering  Dawn Walsh, county manager for family group conferencing	This will be measured through the working group meeting, attended by the head of fostering.	To achieve 80 children to be part of the project as part of year 2 of the pilot (2018-2019).
To increase the placement stability and reduce numbers of moves for children coming into care by offering additional support to foster carers. Alongside improving the retention of Kent County Council in house foster carers through the provision of additional support.	To continue to provide an offer to foster carers for increasing placement stability through the following options for additional support: The use of outdoor activity centers (Swattenden and Bewl water), for a programme day and residential weekends to provide foster carers a break and new opportunities for children in care. - 5 hub families to be	March 2019	Head of fostering  Headteacher of Virtual School Kent	This will be measured through the fostering scorecard to achieve a reduction in the numbers of moves the children and young people will have between fostering placements.  This will be measured through the children and foster carers review feedback and joint working	Improvement in placement stability and foster carer retention.  Joint working with support and assessment teams to facilitate support groups and skills to foster course.  All Support social

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	<p>recruited for the county to support 3-4 foster carers per area with complex young people and provide emergency and ongoing support.</p> <ul style="list-style-type: none"> <li>- To provide crisis support to foster carers through the sense of belonging clinical psychologist.</li> <li>- The senior practitioner recruited to the sense of belonging to provide additional support to foster carers to enhance placement stability.</li> <li>- Collaborative working with early help to provide additional and direct support to children and corporate parenting to increase placement stability and learning from the West Kent pilot.</li> </ul>			<p>with independent review officers.</p> <p>This will be measured through the fostering scorecard to reduce the number of foster carers leaving the service.</p>	<p>workers to attend a minimum of 1 recruitment event per year.</p>
			Head of Fostering		
			PDO		



Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
That there is an effective <i>Out of Hours</i> service for foster carers and an increase in the availability of emergency bed provisions and recruitment to assessment beds.	Develop a more stable and consistent emergency and assessment provision for children and young people to improve placement stability.		Head of fostering	Increase in emergency bed provision.	To be measured by achieving an increase in an emergency and assessment provision to include OOH's. Foster carers feeling supported to provide children and young people in crisis a secure and supportive environment.
			Manager of TPS	Recruit one assessment bed foster carer for each fostering support team. (7 for the county)	
			Early Help		

**Target 9: Preparation for in house foster placement (NMS 11, 15.1, 15.2))**

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
Children are carefully matched to a foster placement and wherever possible given information about the foster carers before arrival.	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.	For all in house placements	Service managers	Quality Assurance form to be used for all referrals to ensure appropriate information and matching recorded (oversight by Team Manager).	To increase the use of carers profile for every placement.
			Team managers		
			Head of fostering	Carers to ask children whether they received carer's profiles prior to	To improve the quality of matching placements.

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
<p>Review Skills to Foster Course and develop Kent specific pre-approval training.</p>	<p>From 9th April 2018 the Total Placement Service started a 6-month pilot to undertake all planning and matching of in-house fostering placements.</p>	<p>April 2018 – October 2018</p>	<p>TPS</p>	<p>placement. This to be recorded in carer's supervision.</p>	<p>New pre-approval training to be designed for launch in January 2019.</p>
	<p>Central Fostering assessment Teams to review Skills to Foster training</p>	<p>March 2019</p>	<p>Assessment Team Managers</p>	<p>To review the current pre-approval training and update with Kent specific course.</p>	
<p>Carers are given full information about the child.</p> <p>The fostering service and foster carer contribute effectively to each child's Placement Plan review and statutory review of the child's care plan.</p>	<p>Referrals to be quality assured at point of referral and returned to children social workers if not of good quality.</p>	<p>For every in-house placement</p>	<p>Fostering team managers</p>	<p>Tracy Smith, Access to Resources Team Manager to support service by completing monthly auditing of referrals and timescales for placement arrangements meeting.</p>	<p>Improve the performance for the completion of placement plans undertaken within 5 working days.</p>
	<p>All Placement planning meetings are undertaken within the statutory 5 working days with the child / young person and parents present where appropriate.</p>		<p>Fostering social workers</p>	<p>Report to Child in Care meeting on outcome of audits and areas requiring improvement.</p>	<p>Safe Care plans are triangulated, quality assured and completed at the start of placement</p>
	<p>Individual safe care plans are completed for every child at</p>		<p>PDO</p>	<p>Carers to be provided with a copy of the placement</p>	
	<p>Individual safe care plans are completed for every child at</p>		<p>Fostering social workers</p>	<p>Carers to be provided with a copy of the placement</p>	

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcomes
	placement arrangement meeting. All carers to receive copy of referral, risk assessment, delegated authority and placement arrangements form for each child placed in their care.		Children's social workers	planning meeting within 5 days of the meeting being undertaken.	and updated to reflect any changes. To be shared with child, in an age appropriate way by their social worker.
			Children's social workers	Feedback from IRO's.	

**TARGET 10: Transition to Care Leavers Service. (NMS 12.1)**

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcome
Kent Fostering Service to have comprehensive arrangements for preparing and supporting young people to make the transition to independence.	There is a clear policy for leaving care including Staying Put arrangements. This is detailed on Tri X and within the Fostering Handbook.  Transitions workshop for foster carers and staff.	Yearly transition joint training	Head of fostering	Young people tracked from age 17.5 years by Care Leavers service to ensure transition at 18.	Policy and update has been delivered to foster carers through updated training for all carers caring for children aged 16-18 years.
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.	Continue to work with IRO service to ensure that the transition process for young people and foster carers is clearly recorded in their pathway plan. Continue with a close working relationship with Catch 22 provider, for supported lodgings. To link		Service Manager 18plus Care Leavers service	Head of Fostering to attend Catch 22 quarterly meetings, to ensure joint working and use of recruitment 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

Objective	Action to be undertaken	Timescales	Lead	Performance management	Outcome
	<p>with recruitment of host providers, Catch22 to attend information events. Staying Put Guidance and Leaflet for Foster Carers – June 2018.</p> <p>Personal advisors to be allocated to young people at the age of 17 years to support and advise.</p>		<p>Head of Service 18 plus</p> <hr/> <p>Head of Fostering</p>		<p>designed by Care Leavers Service.</p>