

Duty as a corporate parent

The Children's Act 1989

'A whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do become looked after. For those who are looked after, local authorities and their children's trust partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of looked after children and young people within their local area.'

Statutory guidance on securing sufficient accommodation for looked after children:

- requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty')

The duty has since been strengthened by the introduction of Sufficiency Strategy Guidance (2010) and the Care Planning, Placement and Case Review Regulations (implementation April 2011)



achieving
for children

Vision

We want to ensure that children in care and care leavers in Kingston, Richmond, and Windsor and Maidenhead are supported to be safe, have aspirations, achieve their ambitions and grow into confident adults.

We have put children, young people and families at the heart of our action plan and we will ensure that all of our care provision is:

- long-term
- sustainable
- replicable
- suitable

National developments

The following national developments have shaped the delivery of our services.

- **Staying Put Policy:** This policy enables children looked after to remain with their foster carers from the age of 18 until 21 (or 25 for young people with disabilities)
- **Southwark Judgement:** This duty obliges children's services to provide accommodation and support to homeless 16 and 17 year olds under section 20 of the Children Act 1989 with some potential exceptions where Section 17 may be used
- **Social Work and Children Act 2017:** This act introduces the seven principles of corporate parenting. The act also extends the personal advisor role to care leavers until they are 25 years of age if this is requested by the young person. The personal advisor role is no longer dependent on the care leaver being in education or training
- **Remand process:** Children aged 10 to 17 years of age who are refused bail and remanded in local authority care or youth detention accommodation have the status of children looked after
- **Stable Homes, Built on Love:** Implementation Strategy and Consultation, February 2023

Delivery principles

- Children have a say in the service that is provided to them and we act upon feedback to continuously improve
- All children are ideally placed less than 20 miles from their home, except where this is not consistent with their needs and welfare
- We want 85% of fostered children to be placed with an in-house carer by 2025
- There is a diverse range of universal, targeted and specialist services working together to meet children's needs
- Achieving for Children and partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after, and support the continuity of accommodation beyond the age of 18
- Services are available in adequate quantity to respond to children and young people, including predicted demand for a range of needs, and emergencies
- Services are of high quality to ensure the child's ambitions are fulfilled
- Services are situated across the three local authority areas to reflect the geographical distribution of need



Commissioning principles

- Support and maintain diversity of services to better meet the needs of looked after children
- All placement providers are linked into the wider network of services and work with these services to offer support and to deliver identified outcomes for looked after children
- We secure the best possible care and accommodation for every child and young person, with consistent application of processes and standards across internal and external provision
- We are clear (to providers) what excellent outcomes look like for each child and young person and explore incentives for achieving these
- We provide young people with choice (where possible) about where they live
- Commissioning priorities are based on the analysis of individual needs
- We implement robust commissioning, contract and quality assurance processes and ensure that the same levels of monitoring and quality standards are applied
- We work in partnership with other authorities and the market to maximise shared resources and economies of scale
- Care and accommodation providers are linked into the wider network of services and we work with these services to offer appropriate support to deliver identified outcomes for children looked after

Working with other local authorities

There is currently no national or regional register of placement availability. Placement activities by local authorities in England are fragmented, with each council arranging their own placements with providers, usually spot purchased, but sometimes using local frameworks that attempt to combine collective purchasing power with a list of preferred providers to achieve greater sufficiency and value for money

The market is dominated by lack of supply and high demand. Supply of children's homes and semi-independent accommodation for children aged 16 and 17 years is almost wholly in the control of the private sector, which also controls 35% of all fostering placements. The private sector operates for maximum profitability for owners and shareholders. Placements teams compete at local and regional level to source placements that are limited or may be unavailable on any given day, and so costs have risen steeply, largely contributing to budget overspends by children's services across most local authorities, as noted by the LGA

London has less than 6% of the national supply of children's homes, meaning that a child from London placed in a children's home is 94% likely to be placed outside London and away from their family and local community

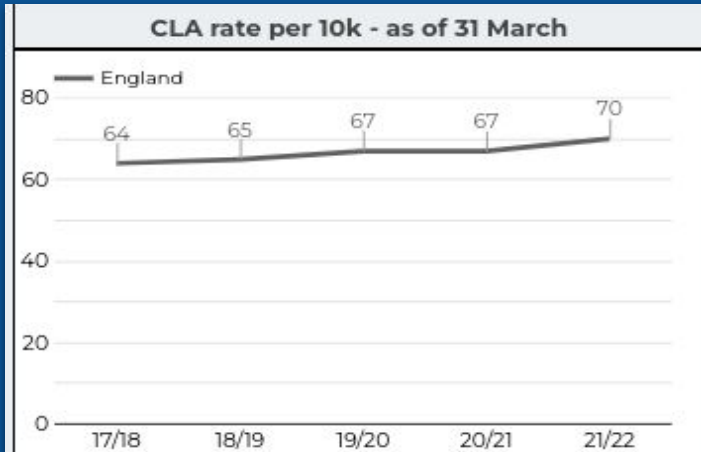
Statistical neighbours (2023)

Kingston	Richmond	Windsor and Maidenhead
Barnet	Bromley	Bracknell Forest
Bracknell Forest	Buckinghamshire	Buckinghamshire
Bromley	Cambridgeshire	Cambridgeshire
Hertfordshire	Hertfordshire	Hampshire
Merton	Kingston upon Thames	Hertfordshire
Reading	Oxfordshire	Oxfordshire
Richmond upon Thames	Surrey	Surrey
Surrey	West Berkshire	Trafford
Sutton	Windsor and Maidenhead	West Berkshire
Windsor and Maidenhead	Wokingham	Wokingham

National context

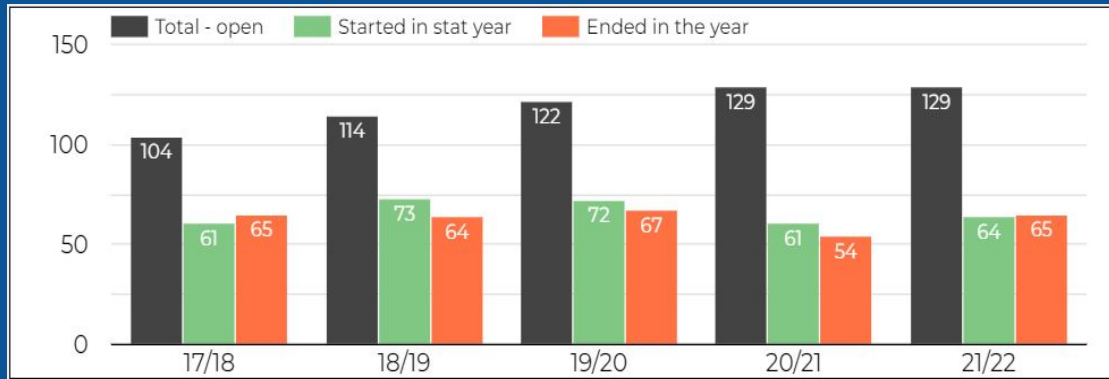
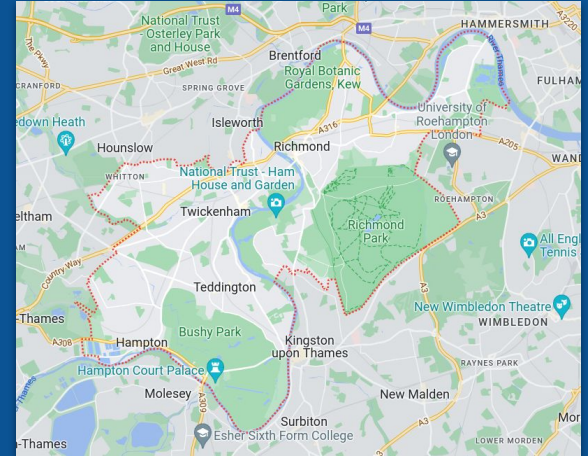
Population	67,026,292
Children in need	334 per 10,000
Children a child protection plan	42 per 10,000
Children in care	70 per 10,000

The number of children in care nationally - as of 31 March 2022



Richmond context

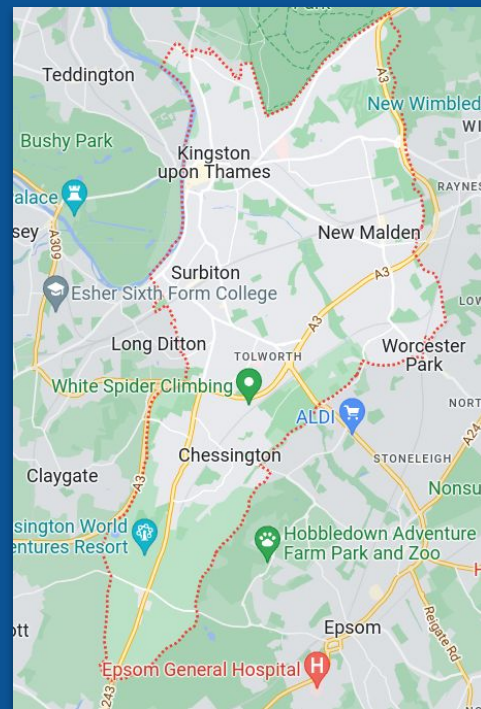
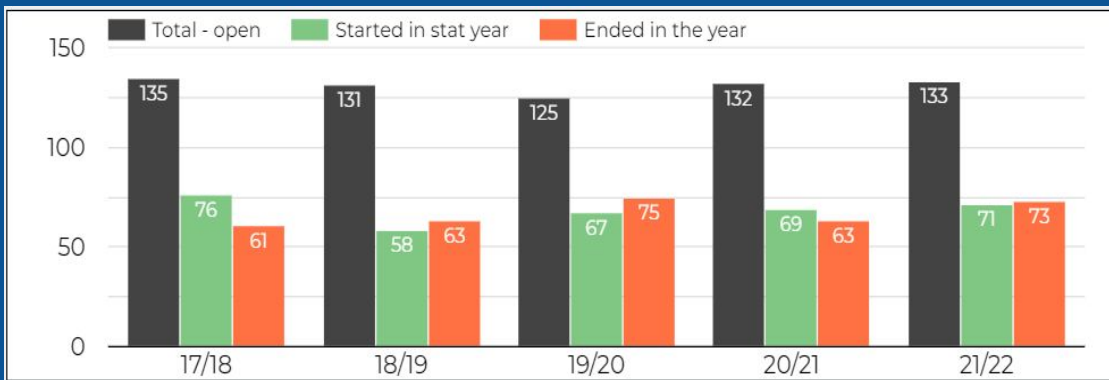
Population	195,232 (2021)
There are	43,821 0 to 17 year olds in Richmond (22% of population) (2021)
Children in need	221 per 10,000 (2021/22)
Statistical neighbours	276 per 10,000 (2021/22)
Children on a child protection plan	29 per 10,000 (2021/22)
Statistical neighbours	39 per 10,000 (2021/22)
Children in care	29 per 10,000 (2021/22)
Statistical neighbours	42 per 10,000 (2021/22)



The number of children in care in Richmond

Kingston context

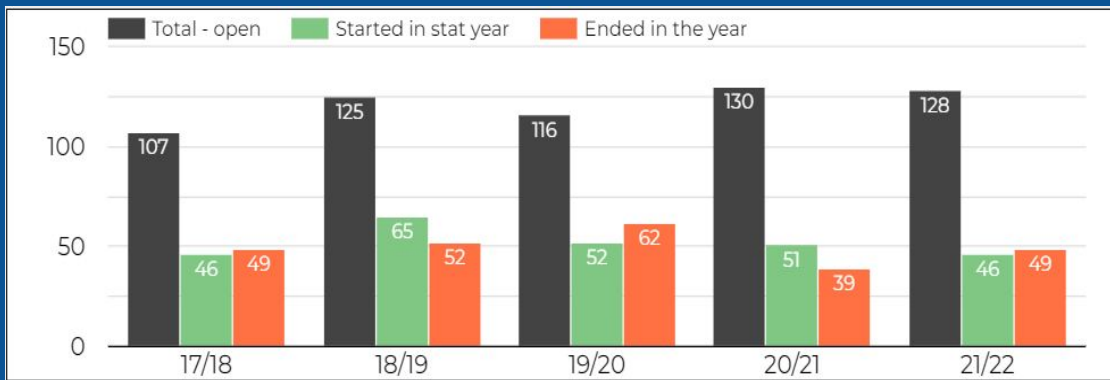
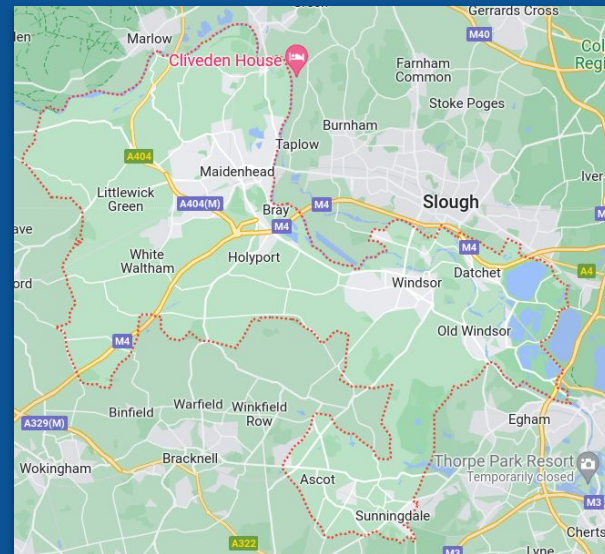
Population	167,845 (2021)
There are	36,421 0 to 17 year olds in Kingston (22% of population) (2021)
Children in need	250 per 10,000 (2021/22)
Statistical neighbours	282 per 10,000 (2021/22)
Children on a child protection plan	32 per 10,000 (2021/22)
Statistical neighbours	38 per 10,000 (2021/22)
Children in care	36 per 10,000 (2021/22)
Statistical neighbours	41 per 10,000 (2021/22)



The number of children in care in Kingston

Windsor and Maidenhead context

Population	153,921 (2021)
There are	33,922 0 to 17 year olds live in RBWM (22% of population) (2021)
Children in need	257 per 10,000
Statistical neighbours	283 per 10,000 (2021/22)
Children on a child protection plan	41 per 10,000 (2021/22)
Statistical neighbours	41 per 10,000 (2021/22)
Children in care	38 per 10,000 (2021/22)
Statistical neighbours	48 per 10,000 (2021/22)



The number of children in care in Windsor and Maidenhead

Comparison of context

- Children looked after rates in our three boroughs and those of statistical neighbours are much lower than the England average. For example in Richmond has 29 children looked after per 10,000 of population in comparison with England's 70 per 10,000
- The contrast between children looked after local and national statistics is more stark in comparison with children in need data. This tells us that less children are coming into our care as an average, in comparison with national data
- In all three authorities children looked after, child protection and children in need rates are lower than those of statistical neighbours

What our children and young people say in Kingston

What are we worried about

- Children think their review meetings can last too long
- Are we doing enough to support children to access an advocate?
- Have My Say needs to be actively encouraged so children know it will help us to listen to their voice

What is working well

- Children find their child looked after review meetings positive experiences
- Advocates effectively support children to have their voices heard
- Children are beginning to use Have My Say to share their views

Overview

- 97 Kingston children with Have My Say accounts
- 146 views shared
- All agreed that they like where they live, understood why they lived there and felt safe and settled
- All said that they can talk to their social worker and they feel listened to
- All knew about their personal education plan but one wanted more support at school
- General comments included: 'my family care (foster carers)' 'if I have any issues or concerns my key worker always listens to me with respect'
- Characteristics to describe their independent reviewing officer: funny, kind, nice, tells me I am doing well, listens, respect, reliable

What our children and young people say in Richmond

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- Are we doing enough to support children to access an advocate?
- Have My Say needs to be actively encouraged so children know it will help us to listen to their voice

What is working well

- Children find their child looked after review meetings positive experiences
- Advocates effectively support children to have their voices heard
- Children are beginning to use Have My Say to share their views

Overview

- 145 Richmond children with Have My Say accounts
- 425 views shared
- A 17 year old answered their questions negatively, they wanted to return to live with their family
- All others agreed that they like where they live, understood why they lived there and felt safe and settled
- All said that they can talk to their social worker and they feel listened to
- Half did not know what was in their personal education plan but one wanted more support at school
- Examples of words children chose to describe their identify: 'nice friendly helpful' 'white brunette female' 'quick learner and positive about my future' 'black'
- General comments included: 'I feel safe and happy' 'I desperately want to see my mother' 'when I speak I feel heard'
- Characteristics to describe their independent reviewing officer: listens, honest, compassionate, reliable, respectful



What our children and young people say in Windsor and Maidenhead

What are we worried about

- Need to actively seek the children's and young people's views using the Have My Say app
- Stability and consistency of an independent reviewing officer
- Need to translate children in care documents into a language that the child or young person can understand

What is working well

- Children and young people are encouraged to co-chair and participate in their child in care reviews
- Children and young people are offered the opportunity to be supported by an advocate and or an independent visitor
- Independent reviewing officers are maintaining meaningful relationships with children on care

Overview

- 100% of children participate in their child in care reviews
- Child in care review minutes are written in a child friendly way using signs of success or signs of belonging methodology
- All children in care have an allocated IRO within 24 hours of being looked after
- Children and young people are supported to maintain stability with regard to their educational provision
- Have My Say survey was recently launched in March 2023 Children and young people views are gradually being obtained prior to their child in care review
- There is co-production of young people pathway plans
- The children and young people feel that they know their social worker and independent reviewing officer

What we have already achieved

- Developing AfC's independent fostering agency (IFA) in all three local authority areas into a good service with a robust foundation for future growth
- Developing Hope House, our in-house children's home in Teddington so that it is able to take children with the highest levels of need. Agreement from Kingston Council to build a sister home with match funding from the DfE
- Developing Green Leas and Beverley House so that they can take higher needs young people and are ready for Ofsted registration
- Developing targeted support services in all three local authority areas that provide 'edge of care' support to prevent children coming in to care. Developing a range of outreach and floating support services to support care leavers
- Have My Say web application where children can feed back through an app
- 90% of young people saying they enjoy where they live
- Contextual safeguarding training for staff - a way to prevent harm, to those most at risk
- In RBWM, the Placement Commissioning has delivered its National Transfer Scheme quota for UASCS. It has also improved local capacity for 16+ provision for young people with complex needs. Placements have been relocated to within an average of 12 miles of the local authority radius

What we have already achieved

In Kingston and Richmond we have:

- strengthened the relationship-based commissioning with a local children's home provider that has two specially adapted homes, with no obligation or financial commitment from AfC
- partnered with a specialist children's home with education on-site in the neighbouring borough
- partnered with a Residential parent and child assessment provider who offers residential, day and community-based parenting assessments along with a step-down transition provision into the community for joint couple and single parents
- established a pilot programme for 'house of multiple occupation' provision offers enhanced +18 provision in-borough
- collaborated with an external housing provider to run a flat trainee program, where young people seek to gain life skills and independence by paying and managing their utility bills
- due to a steep increase in Unaccompanied Asylum-Seeking Children (UASC), we have partnered with two UASC specialist accommodation providers, one in-borough and one in the neighbouring borough so UASCs can access their local college

Governance

- AfC will use the Transformation Programme to set up a Provider Service Board and have a two hour meeting six times a year with a three part agenda covering both in house and commissioned provision including fostering, residential, and supported housing and this Board will have oversight of the sufficiency strategy
- There will be an annual review of the sufficiency strategy in June each year to refresh and update the plan
- This strategy will inform an internal operational plan which will be monitored by the Senior Leadership Team and the board

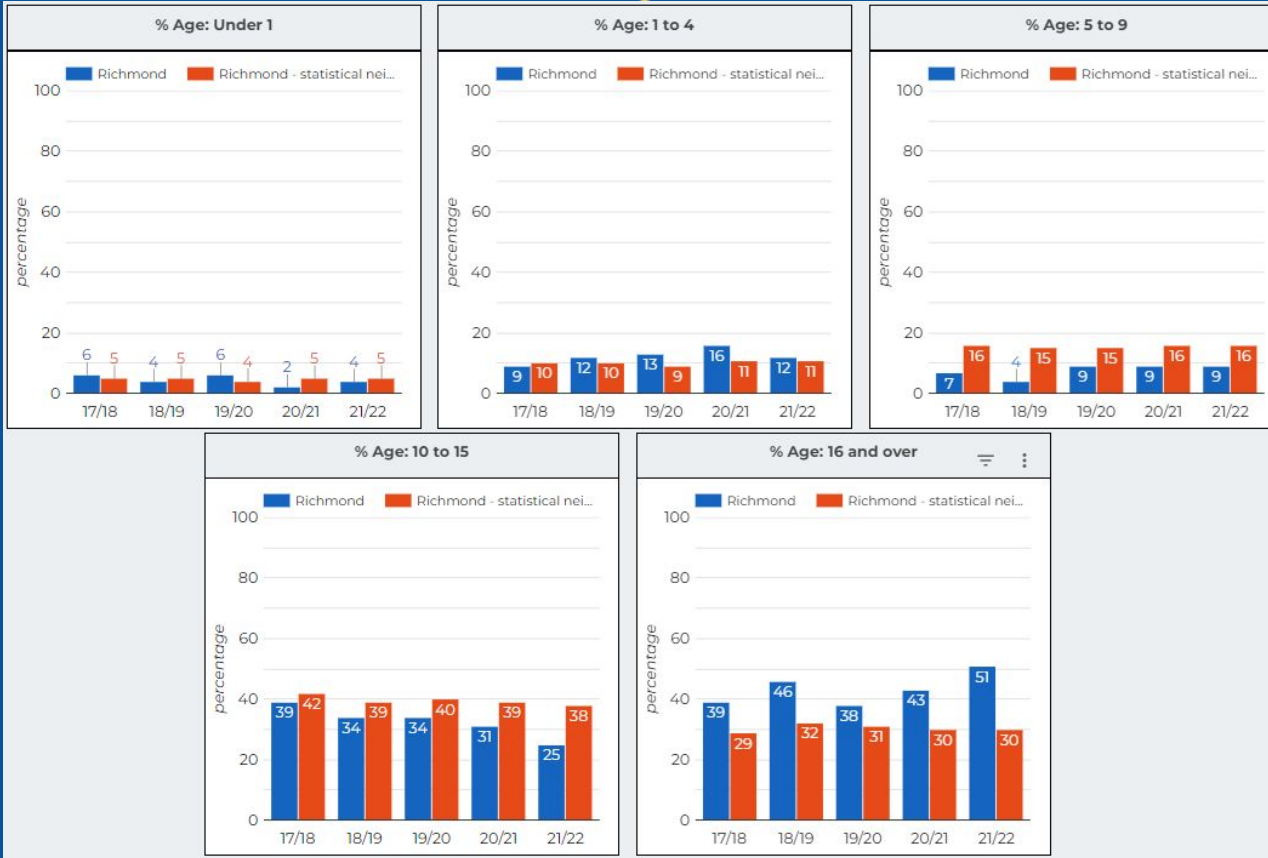
Needs analysis in detail - methodology

- The data used in this report is based on the SSDA903 statutory DfE return, whose aim it is to collect information about two groups of children - those looked-after during the year, and those who have recently left care
- This information is gathered and then cleansed by every local authority and finally submitted to the Department for Education every year. Once the data from all local authorities is validated and analysed, the department publishes the findings as a statistical release containing aggregated figures for a number indicators, for example, number of children looked after at the end of the statutory year (31 March), the number of children looked after starting or ending, the characteristics of of the cohort - ethnicity, gender, age groups, etc
- This can be accessed by anyone on the following website: <https://explore-education-statistics.service.gov.uk/>
- It is possible to download all the underlying data (aggregated and split by local authorities, or national figures), and then conduct further analysis, just like we did in this report

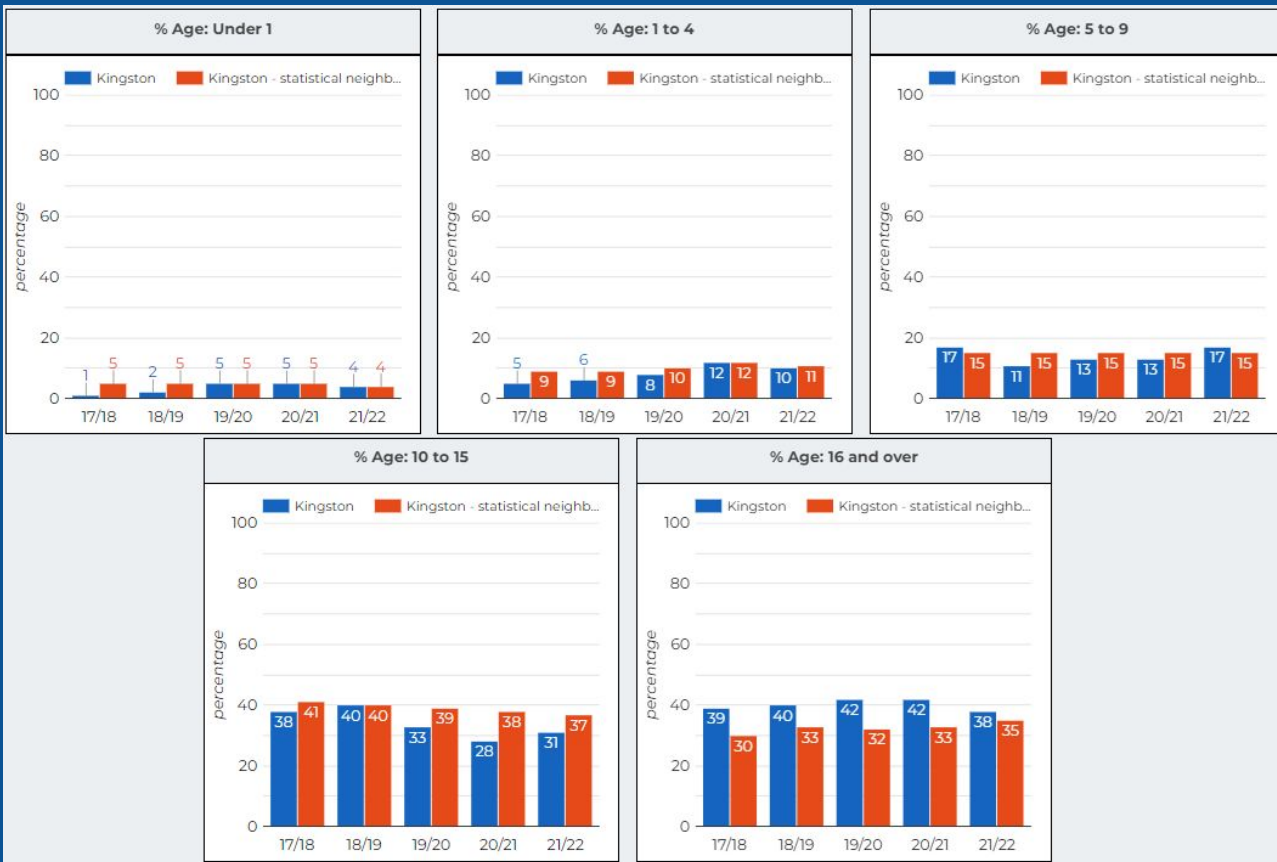
Children looked after - age: England 2018-2022



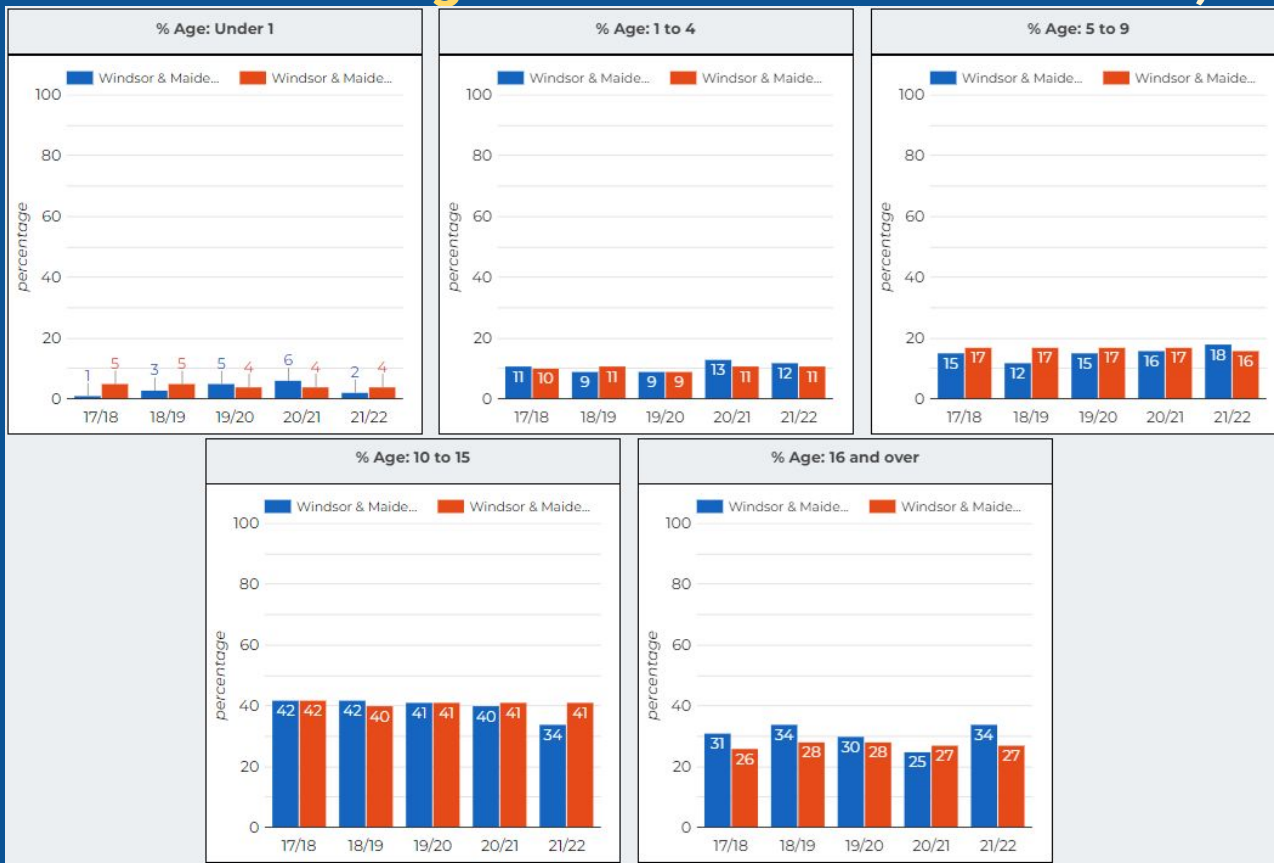
Children looked after - age: Richmond, 2018-2022



Children looked after - age: Kingston, 2018-2022



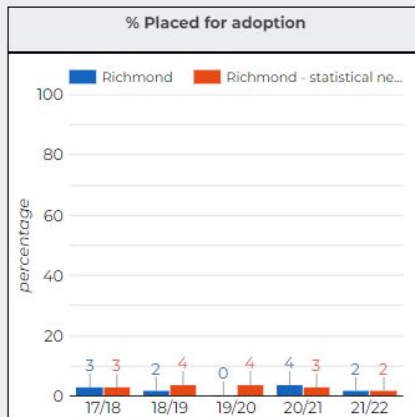
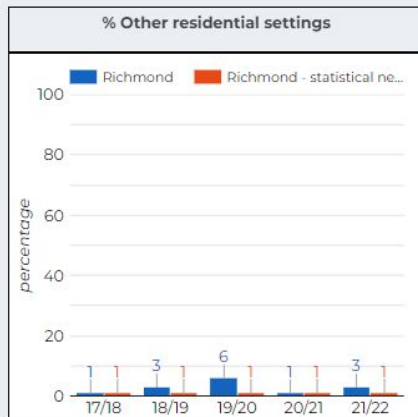
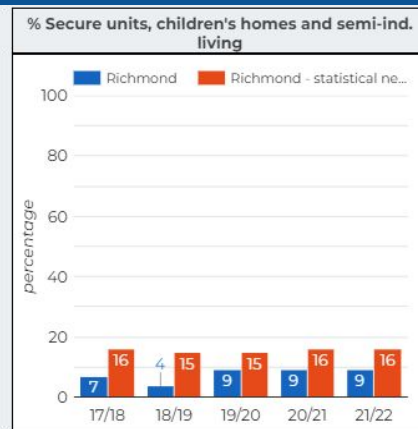
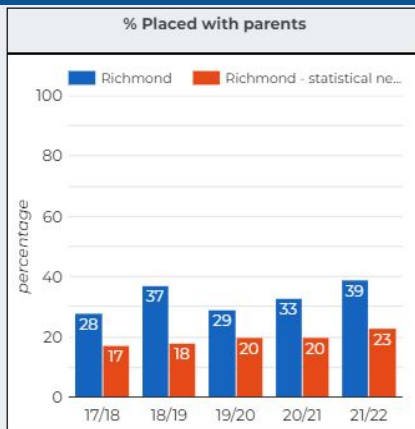
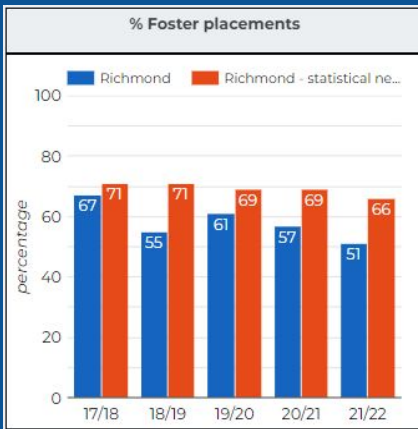
Children looked after - age: Windsor and Maidenhead, 2018-2022



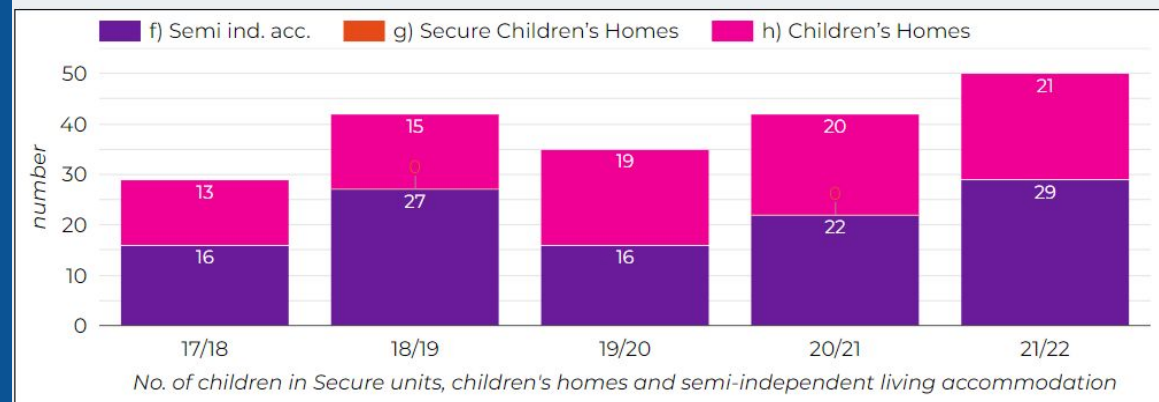
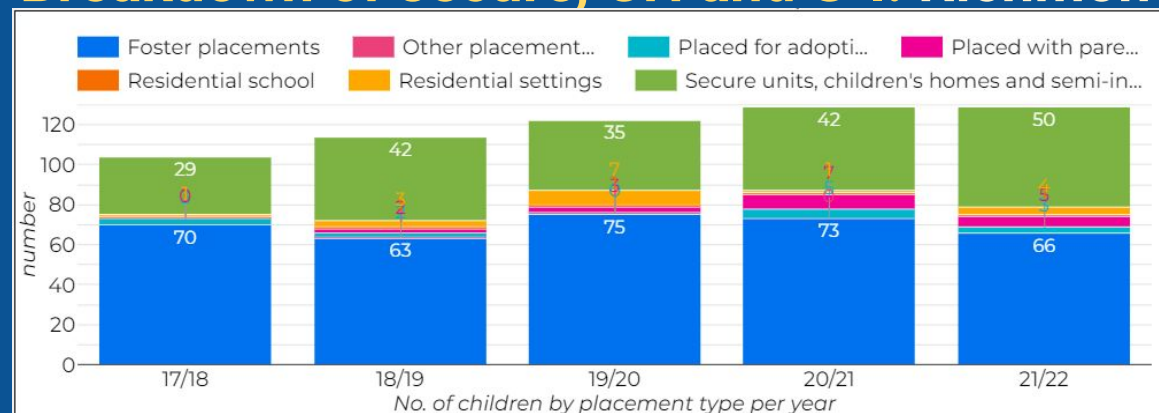
Children looked after: age

- In 2021/22, 38% of children looked after in Kingston were 16 years or older. The proportion of this age group among our statistical neighbours was lower - 35%. Nationally, 16+ year olds made up 25% of the children looked after cohort.
- In 2021/22, 51% of children looked after in Richmond were 16 years or older. The proportion of this age group among our statistical neighbours was lower - 30%. Nationally, 16+ year olds made up 25% of the children looked after cohort
- We believe the outlier figure in Richmond is due in part to there being a high number of adoption breakdowns in teenage years. We will further investigate the link between children who come into care post 16 years old and the need for residential placements. We will also look at practice in RBWM where numbers of 16+ who are looked after is very much line with statistical neighbours

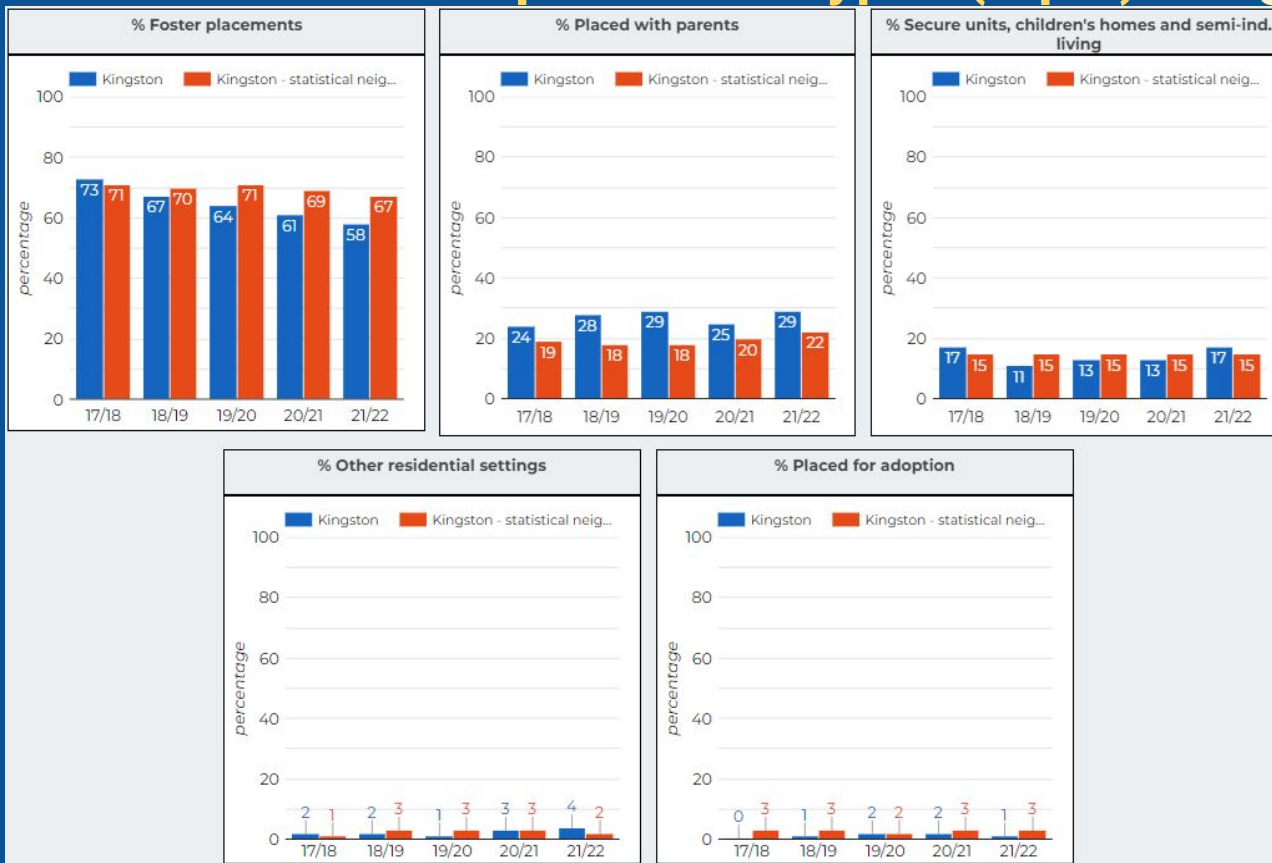
Children looked after % placement types (top 5): Richmond



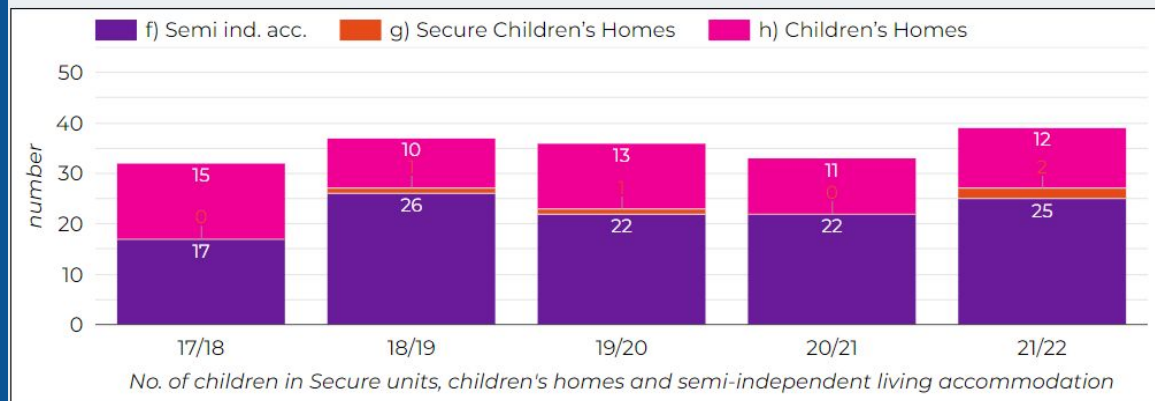
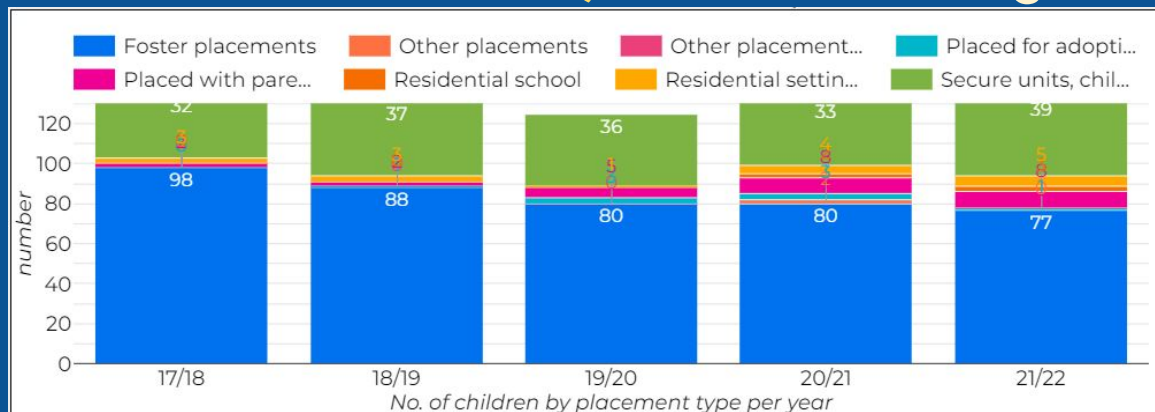
Children looked after placement types - Breakdown of secure, CH and S-I: Richmond



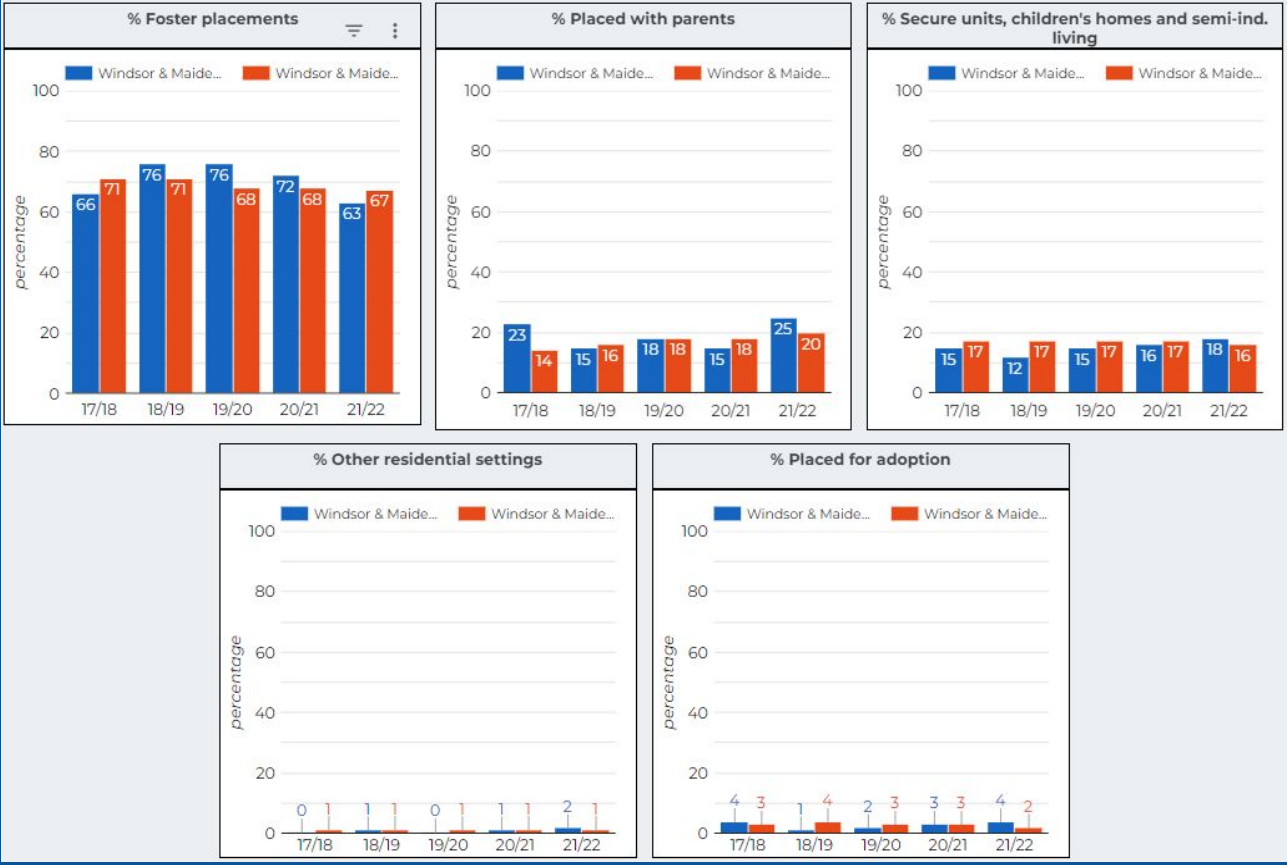
Children looked after % placement types (top 5): Kingston



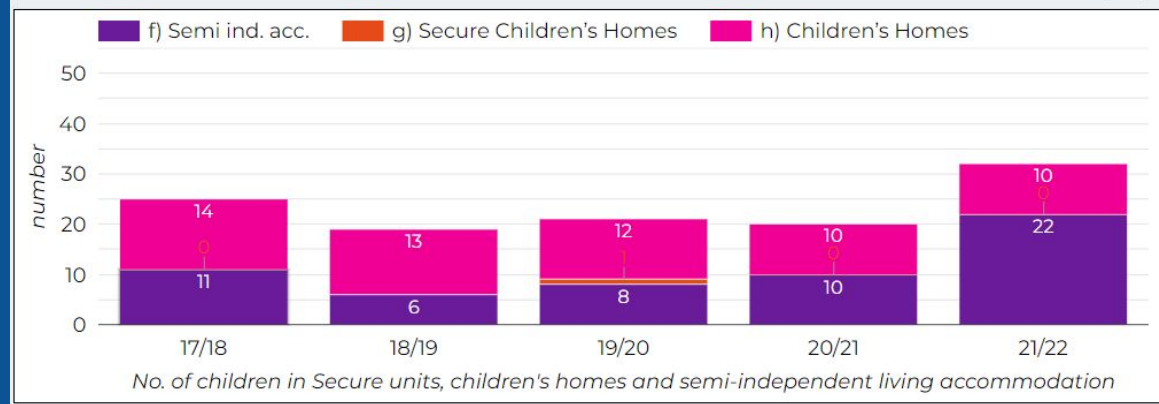
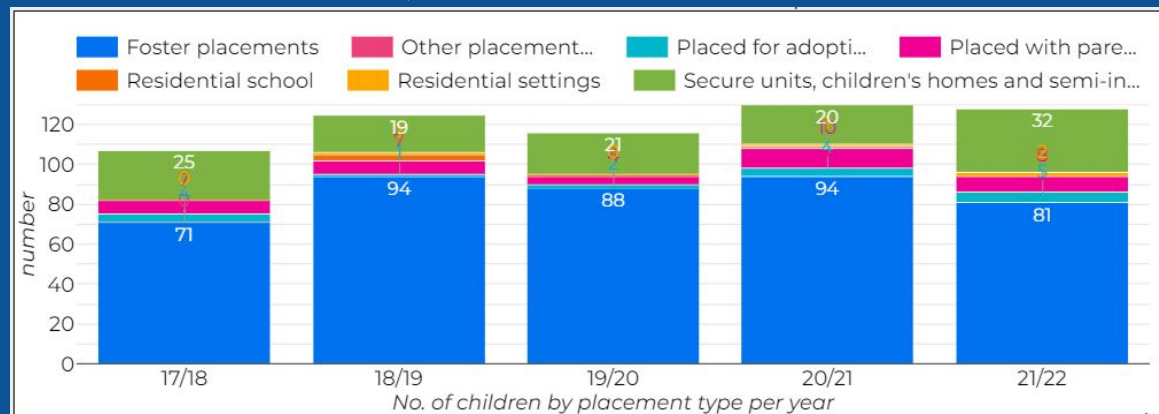
Children looked after placement types - Breakdown of secure, CH and S-I: Kingston



Children looked after % placement types (top 5): Windsor and Maidenhead



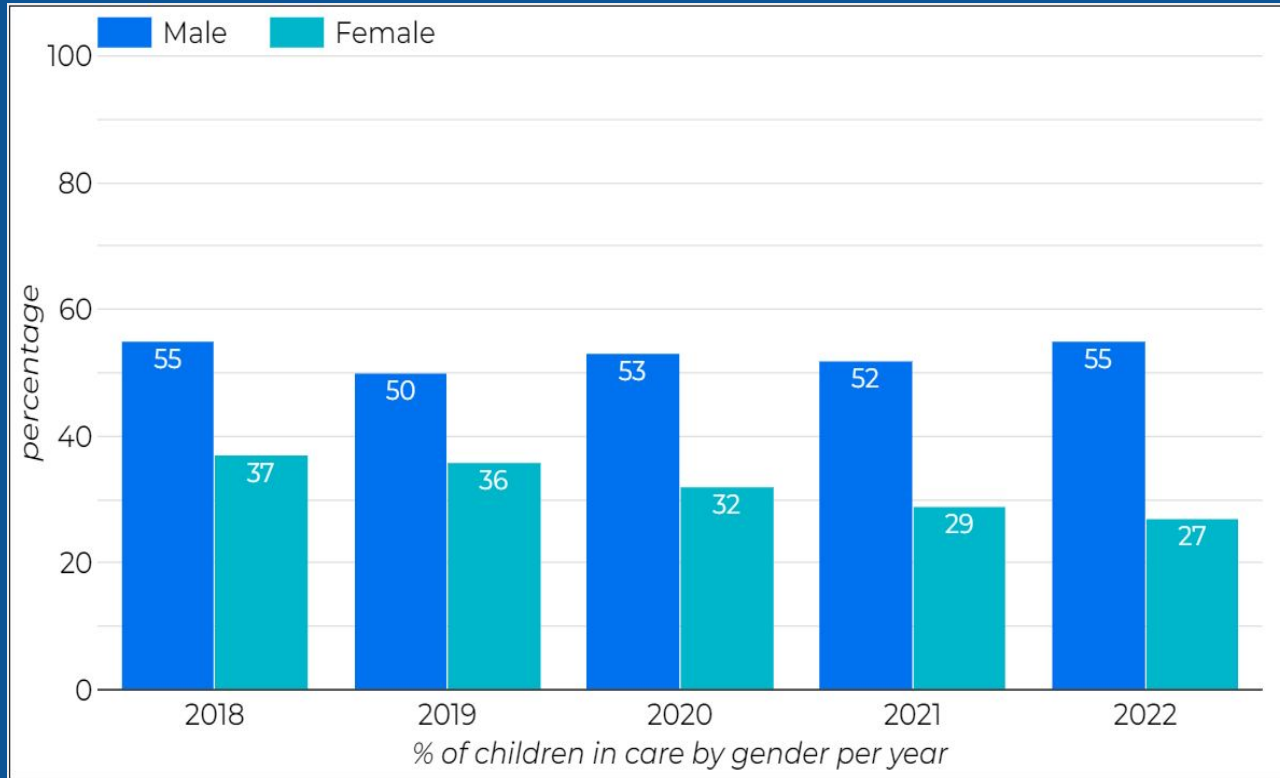
Children looked after placement types - Breakdown of secure, CH and S-I: Windsor & Maidenhead



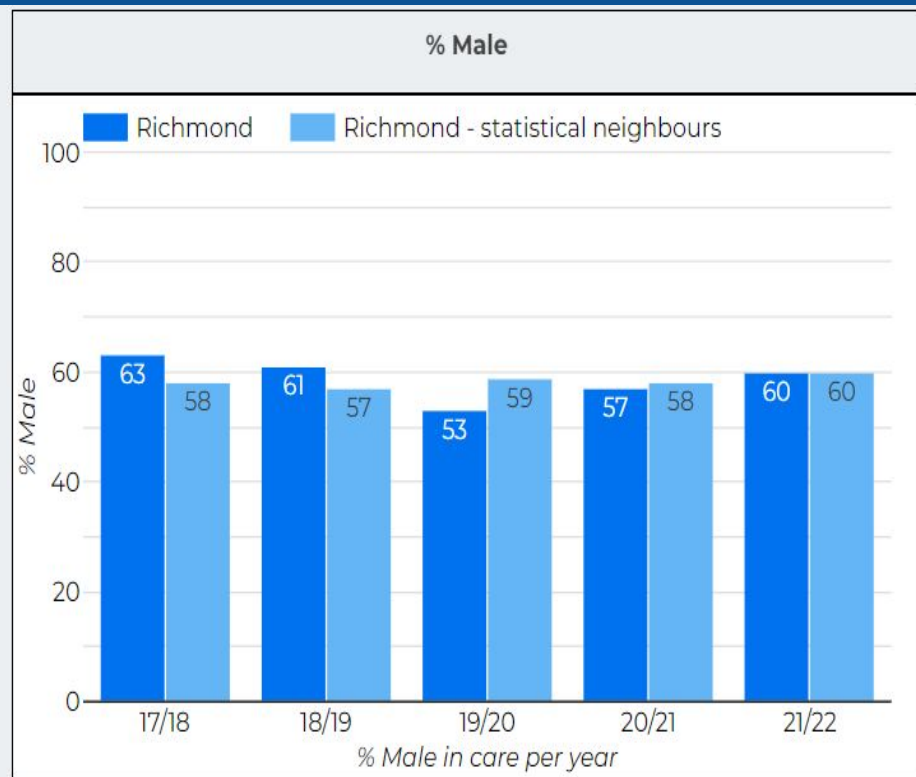
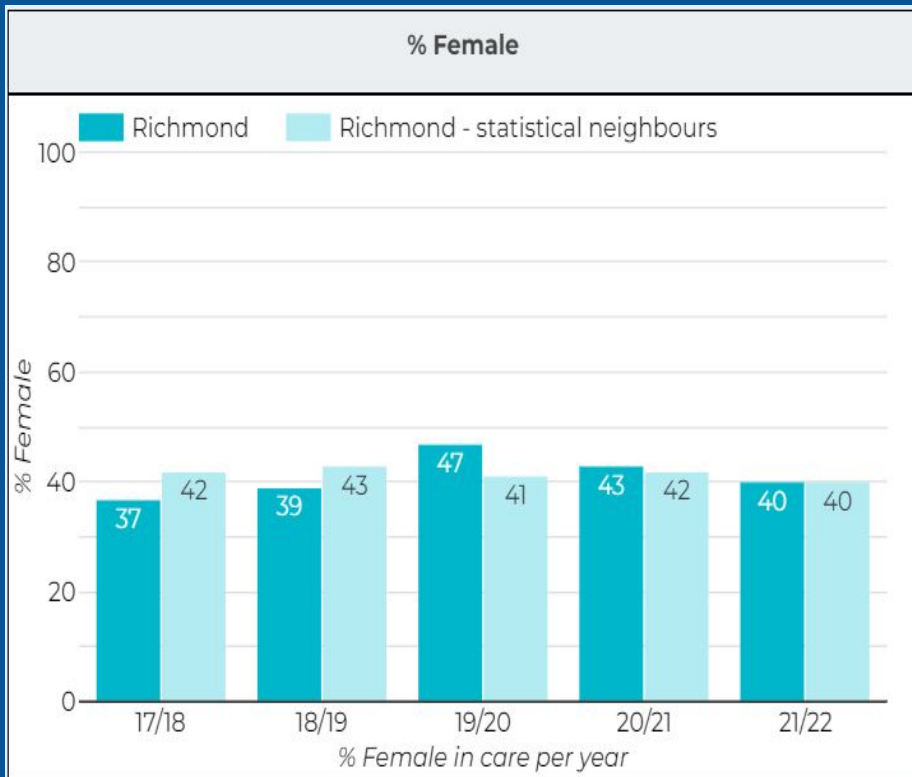
CLA % placement types (top 5)

- Fostering means our independent fostering agency and use of external fostering agencies
- In 2021/22, 51% of children looked after in Richmond were in fostering placements. The England average was 70% and statistical neighbours were 66%. Of these 58% were placed with in house carers
- In 2021/22, 58% of children looked after in Kingston were in fostering placements and statistical neighbours were 67%. Of these 62% were placed with in house carers
- In 2021/22, 63% of children looked after in Windsor and Maidenhead were in fostering placements and statistical neighbours were 67%. Of these 65% were placed with in house carers
- Based on the these figures in 2021-22, 21/ 12/133 children in Kingston, 129 children in Richmond and 10/128 children in RBWM were placed in children's homes. This makes Richmond an outlier for its high percentage of children needing a residential provision and needs further investigation
- 'Other residential settings' means NHS health trust, family centre, mother and baby units

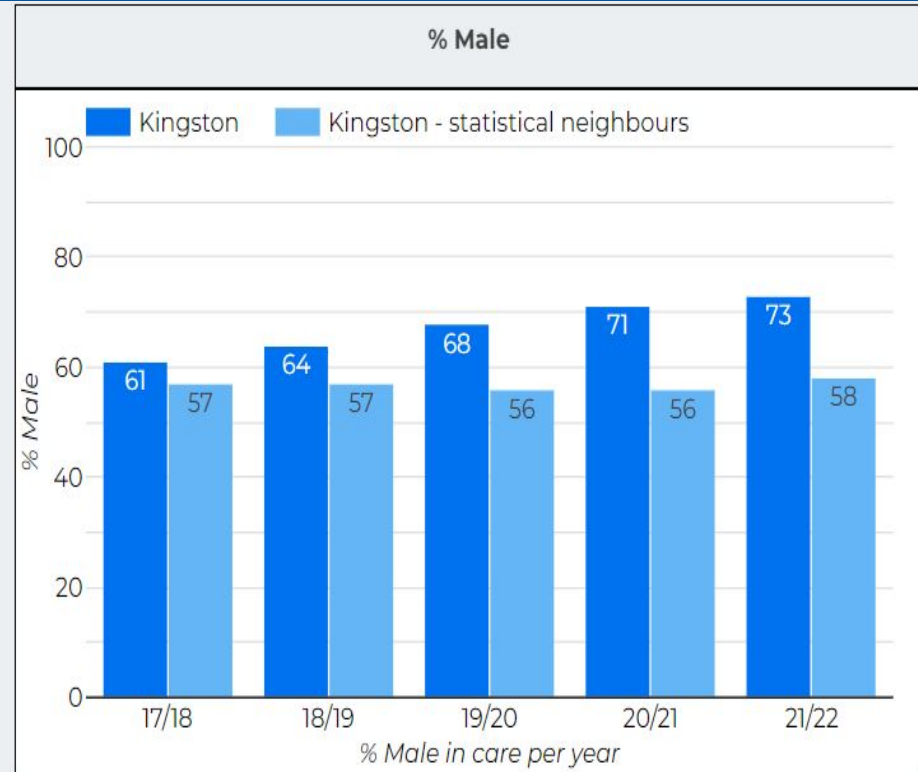
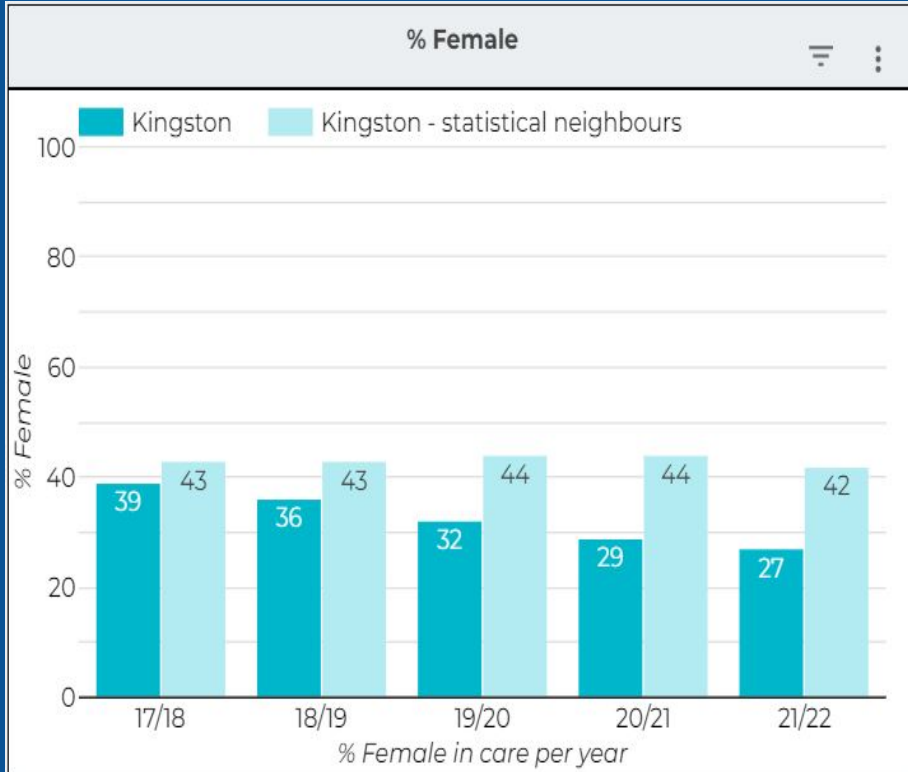
Children looked after - gender: England



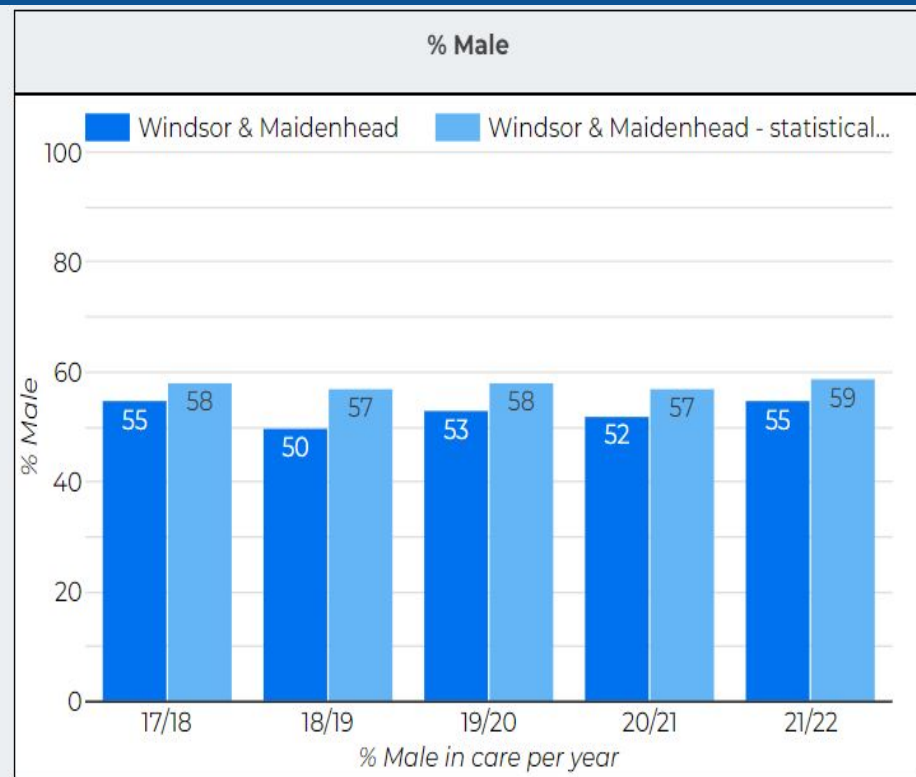
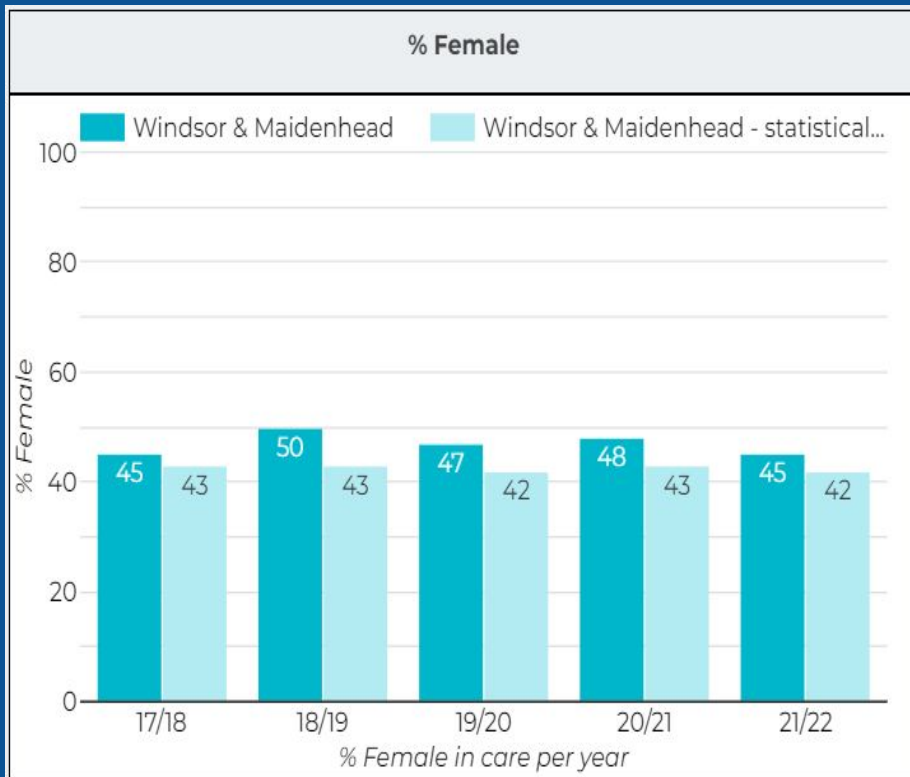
Children looked after - gender: Richmond



Children looked after - gender: Kingston



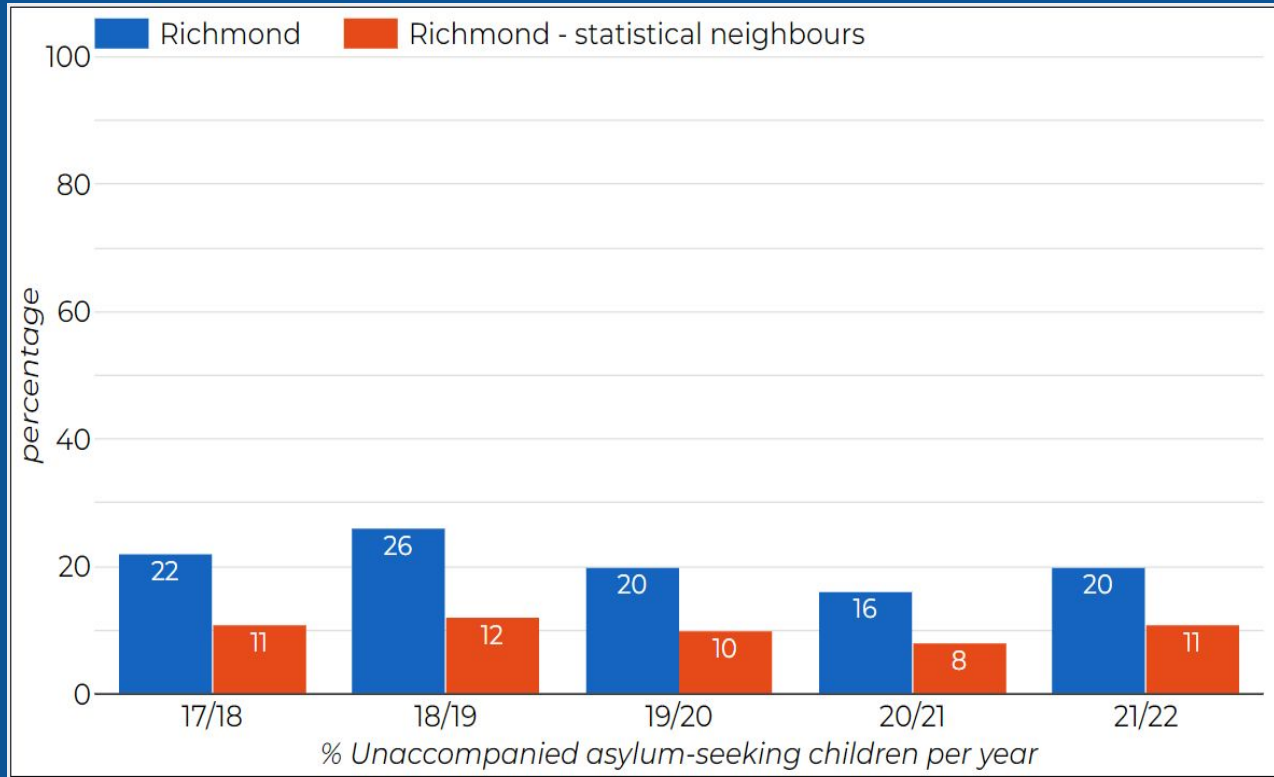
Children looked after - gender: Windsor and Maidenhead



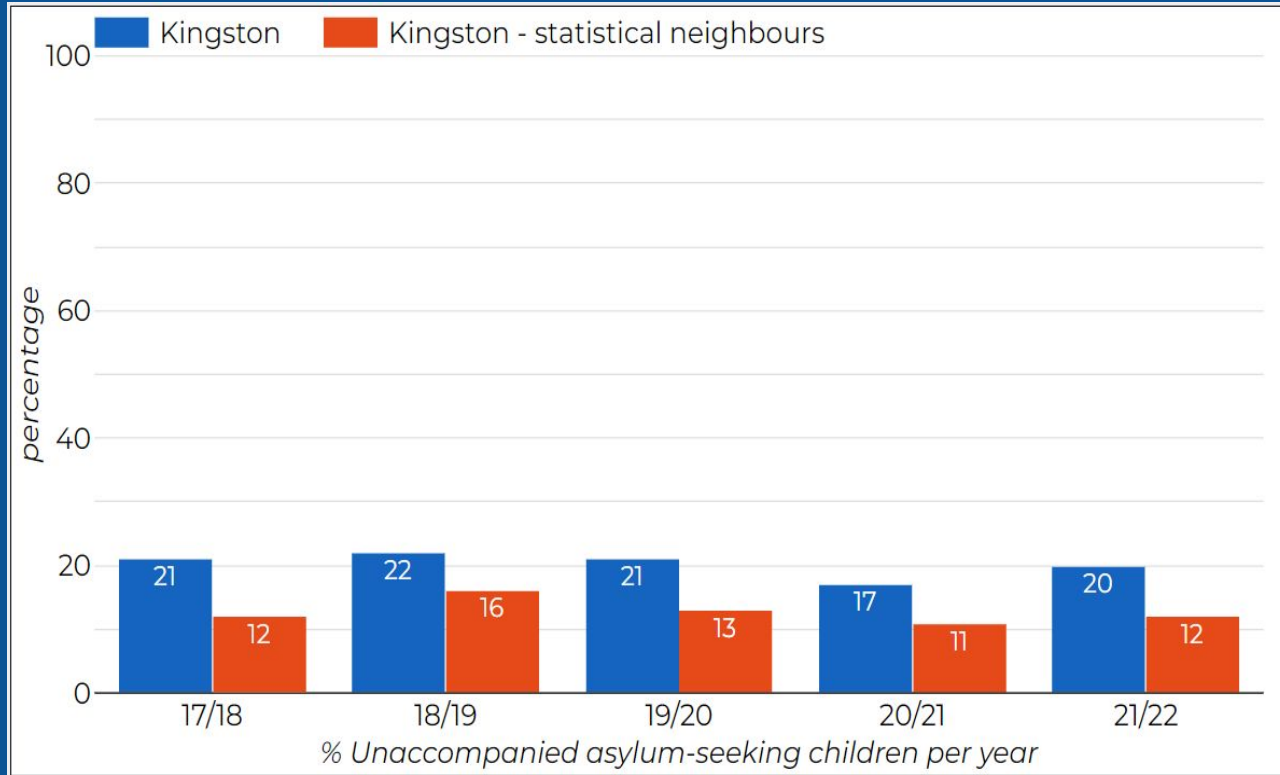
Children looked after - gender

- In 2021/22, 60% of children in care in Richmond were male
- In 2021/22, 73% of children in care in Kingston were male
- In 2021/22, 55% of children in care in Windsor and Maidenhead were male
- In 2021/22, 56% of children in care in England were male
- Kingston's high percentage of males cannot just be put down to a higher percentage of UASC and therefore could be further explored

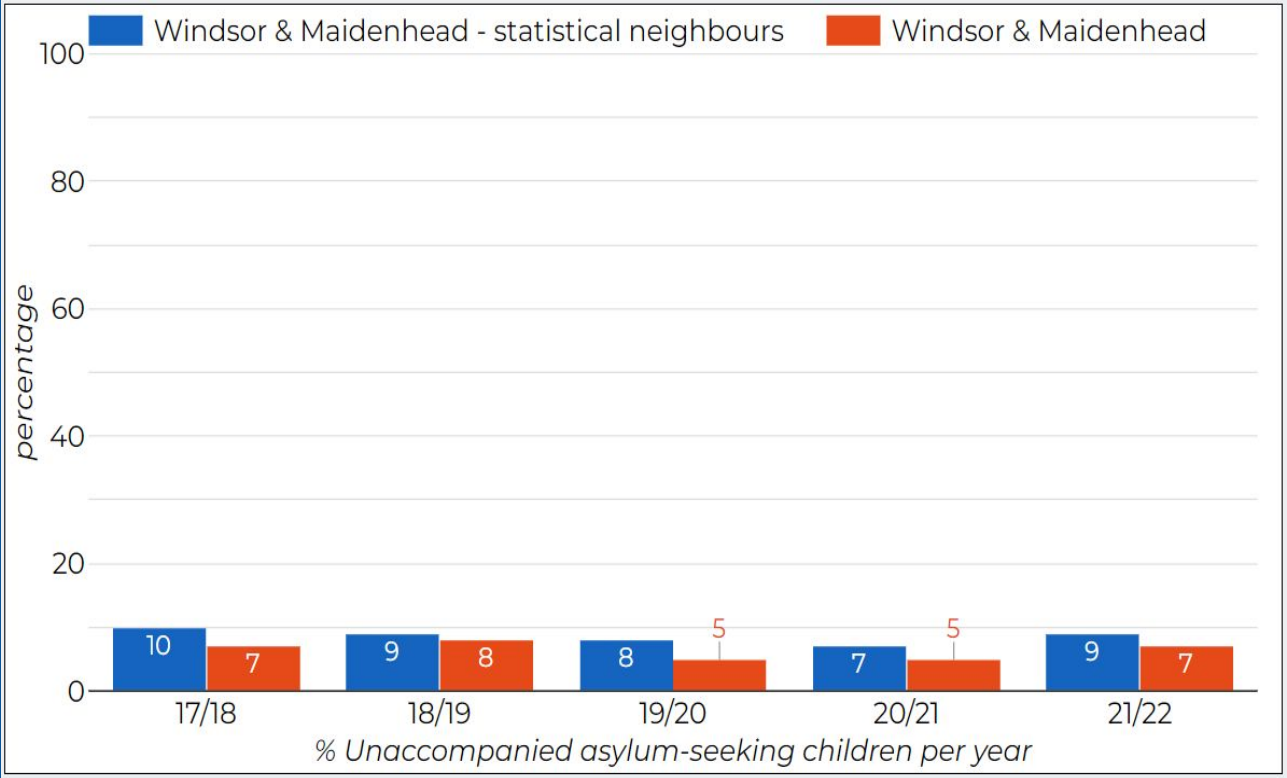
% of Unaccompanied Asylum-seeking Children: Richmond



% of Unaccompanied Asylum-seeking Children: Kingston



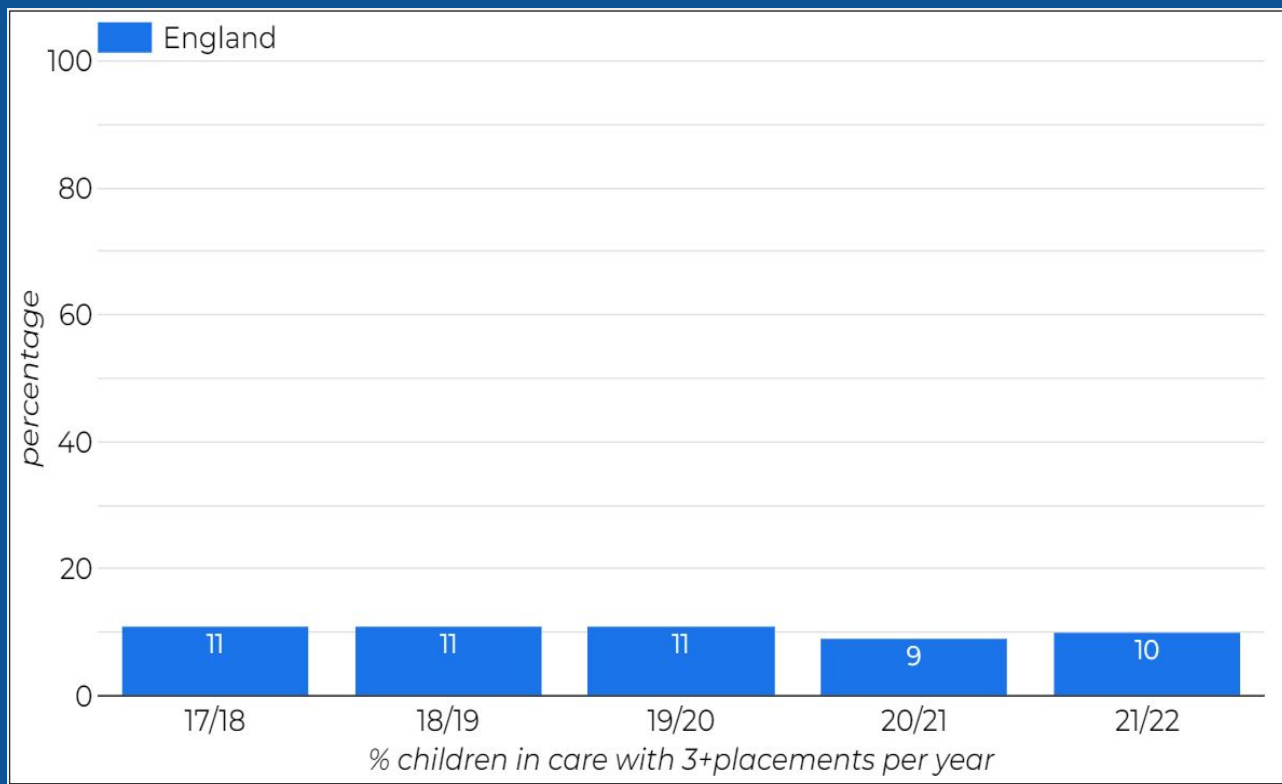
% Unaccompanied Asylum-seeking Children: Windsor and Maidenhead



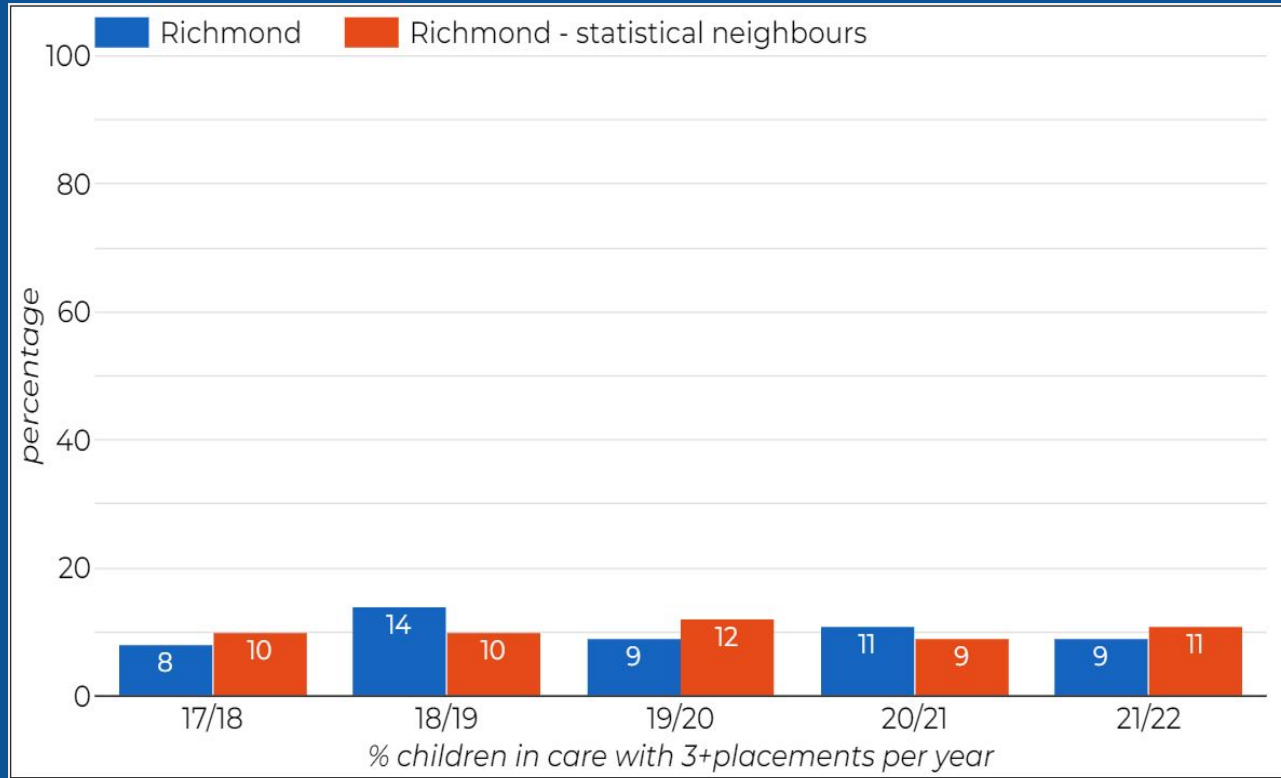
Children looked after: UASC

- We are aware that 2022/23 will present higher UASC numbers
- The increase in numbers is due to the upward adjustment of the National Transfer Scheme (NTS) quoa for UASCs for local authorities from 0.07% to 0.10% of the 0 to 17 population
- RBWM has increased their proportion of UASC who are looked after from 7% in 2021-22 to 22% in 2022-23. RBWM is now at 31 UASC and its new 0.1% quota is 34

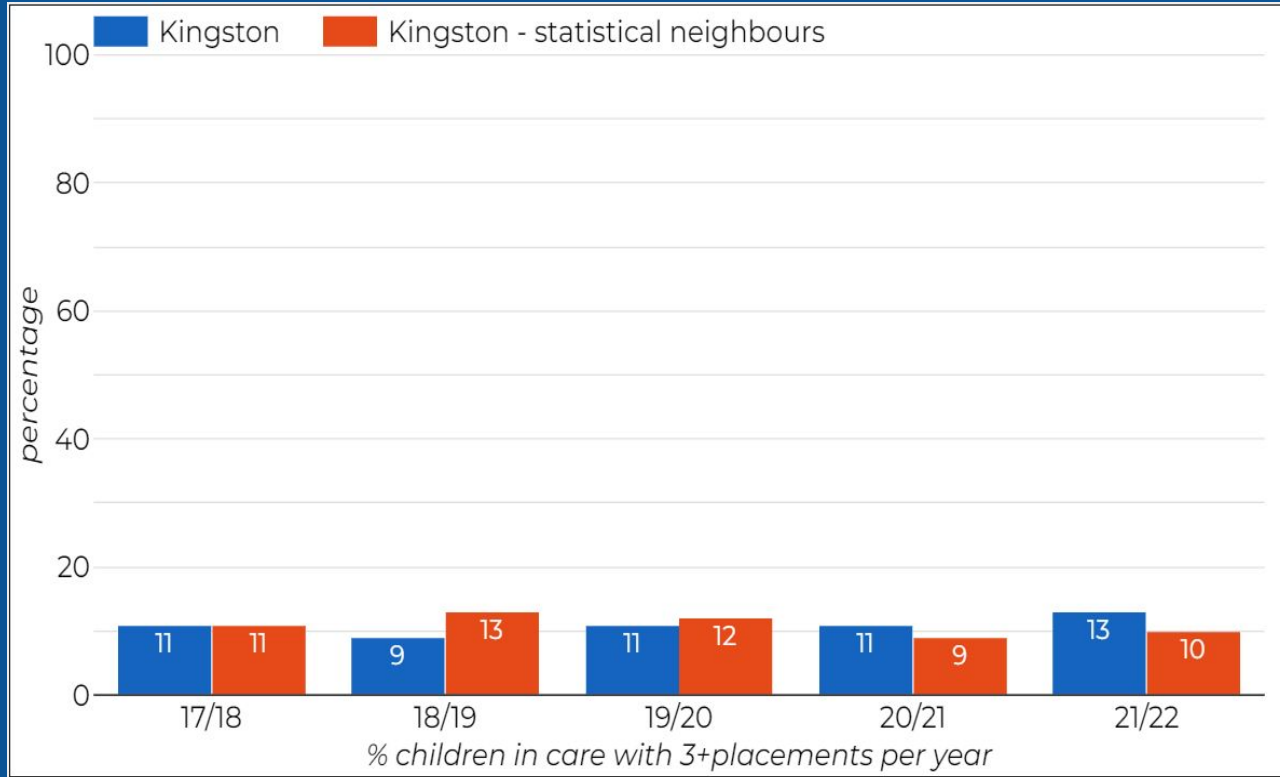
Percentage of children looked after with 3+ placements: England



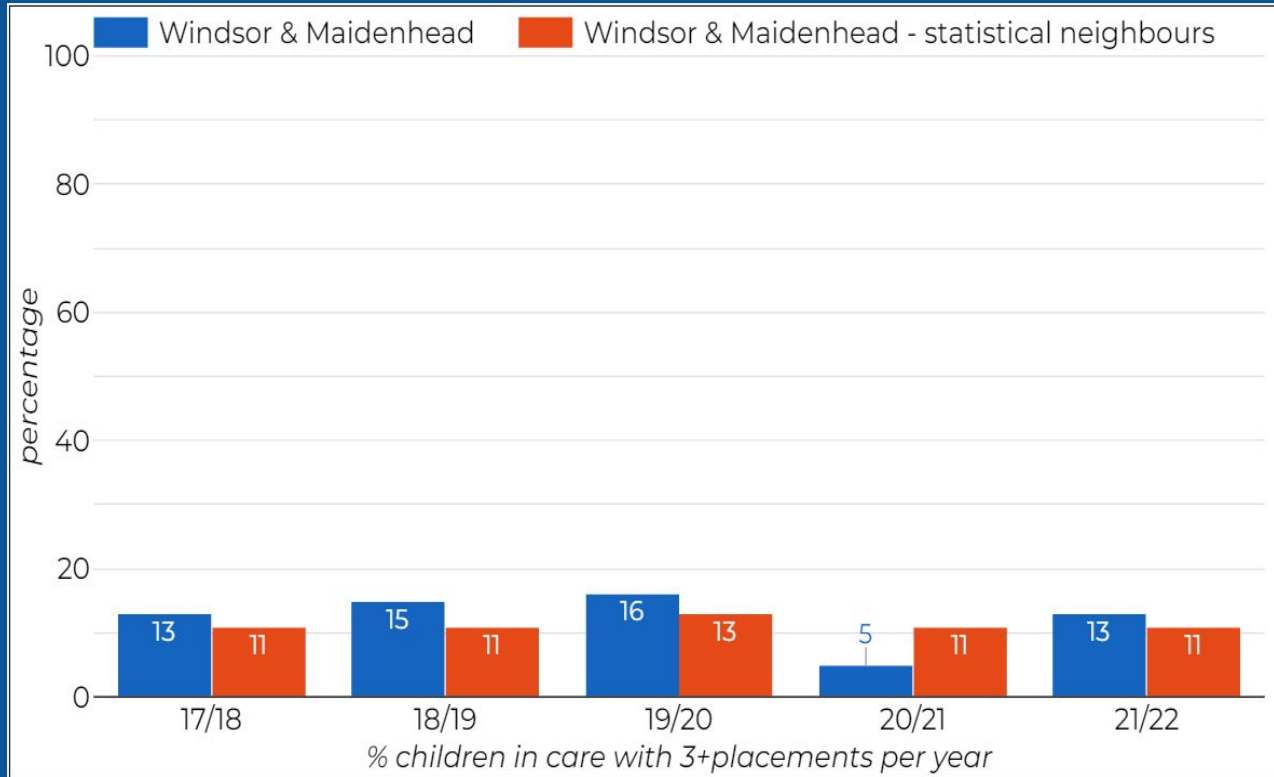
Percentage of children looked after - 3+ placements: Richmond



Percentage of children looked after - 3+ placements: Kingston



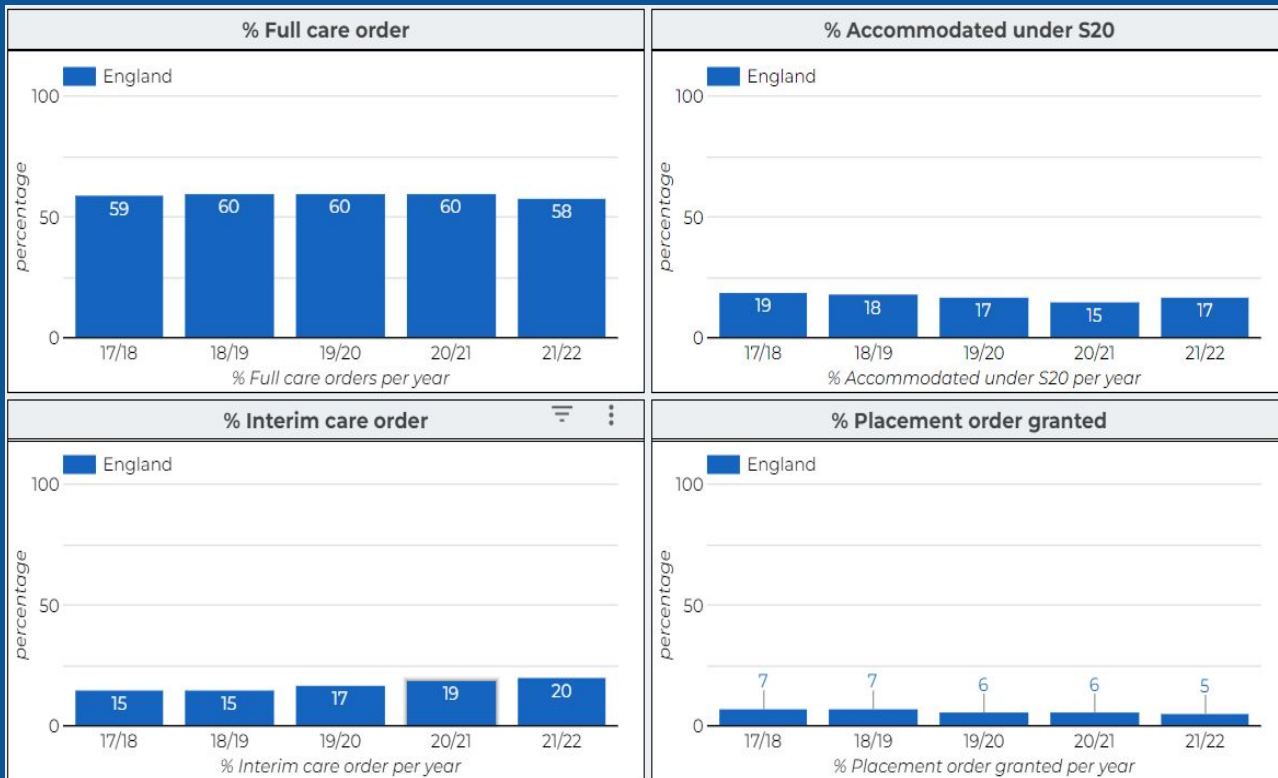
Percentage of children looked after - 3+ placements: Windsor and Maidenhead



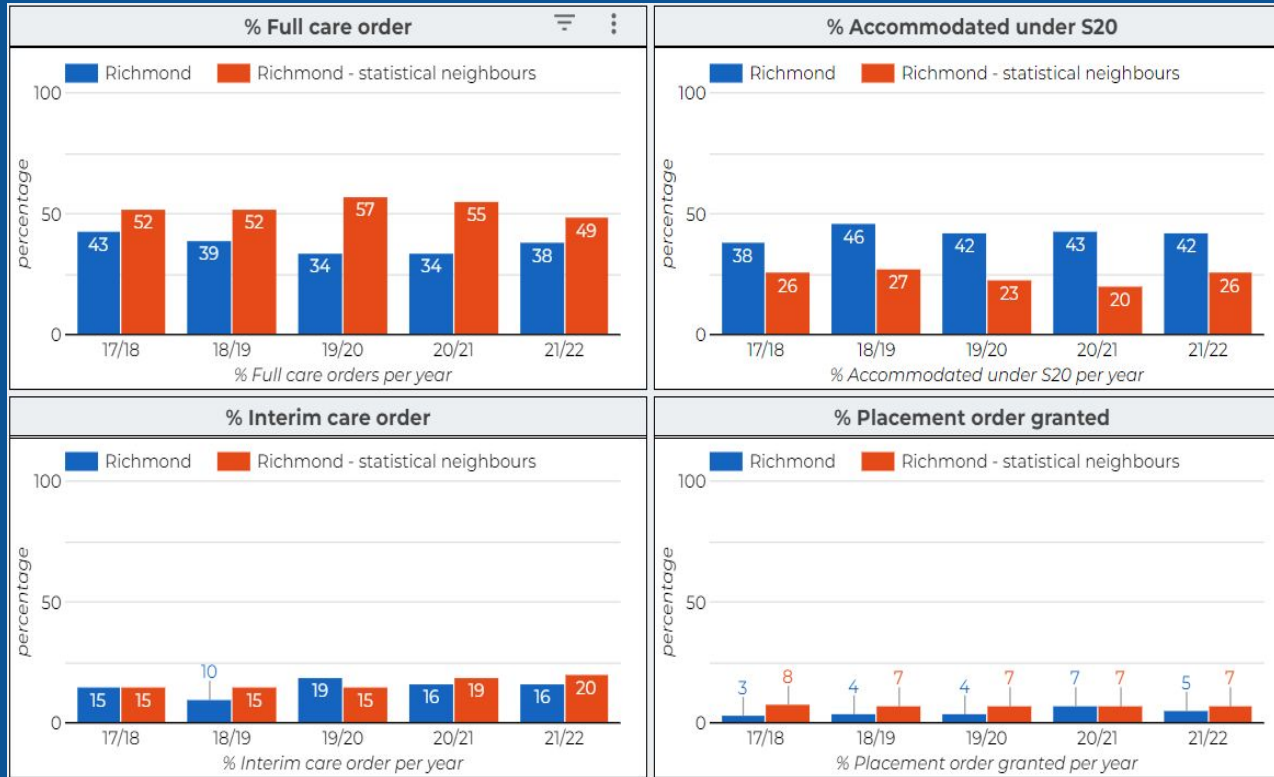
Percentage of children looked after with three or more placements

- In 2021/22, the number of three or more placements in Richmond was two percentage points lower (better) than statistical neighbours and one percentage points lower (better) than the England average for the same year
- In 2021/22, the number of three or more placements in Kingston was three percentage points higher (worse) than both statistical neighbours and the England average for the same year
- In 2021/22, the number of three or more placements in Windsor and Maidenhead was two percentage points higher (worse) than statistical neighbours and three percentage points higher (worse) than the England average for the same year

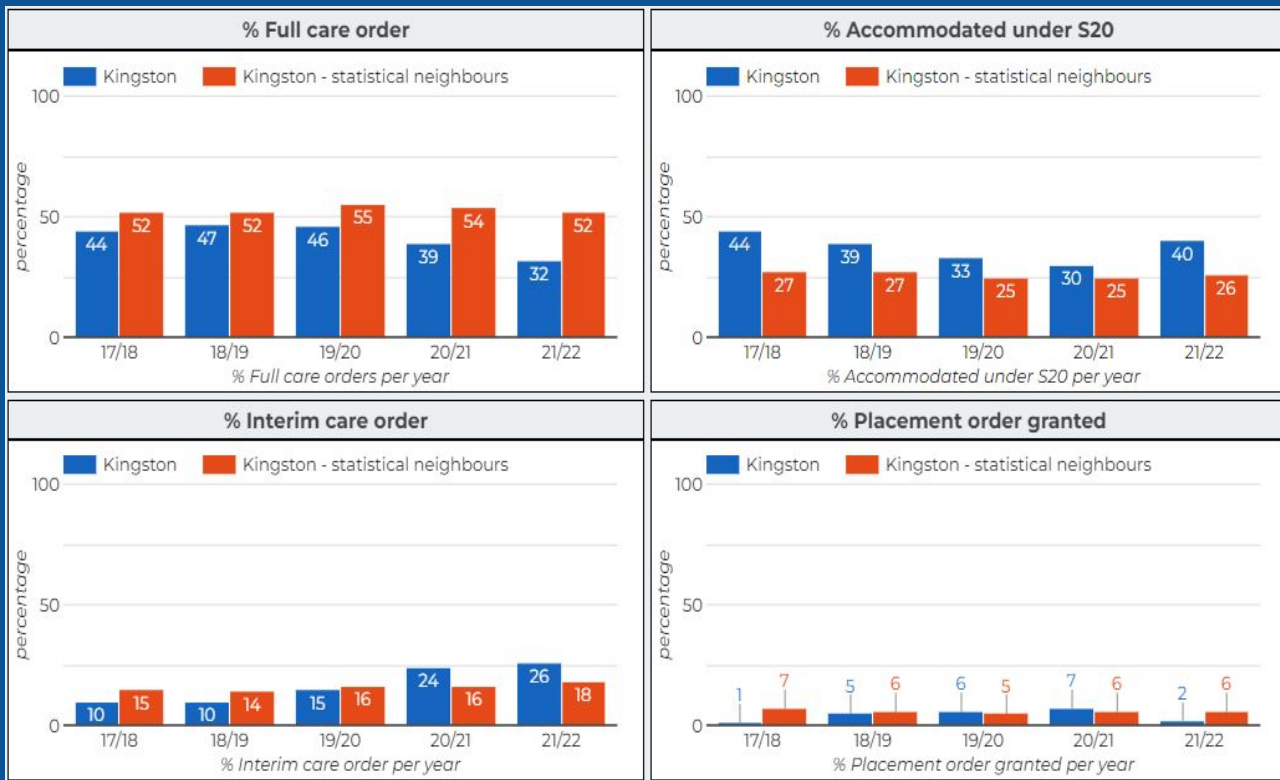
Children looked after - Legal status: England



Children looked after - legal status: Richmond



Children looked after - legal status: Kingston



Children looked after - legal status: Windsor and Maidenhead

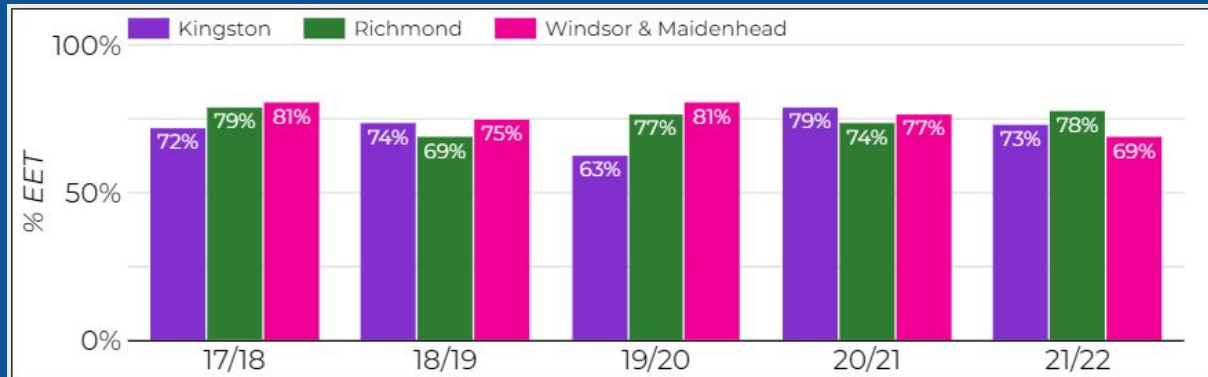


Children looked after - legal status

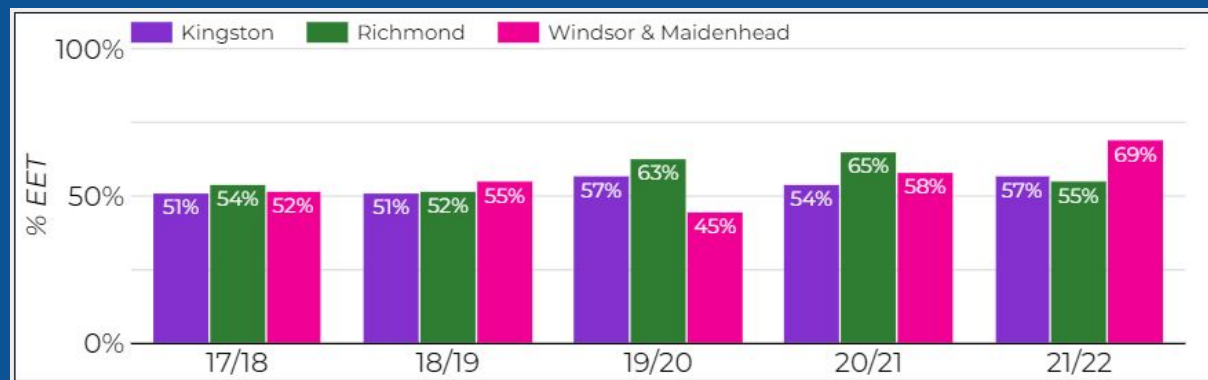
- In Richmond, 42% of all children looked after at the end of 2021/22 had a legal status of Section 20 orders, compared to 26% for statistical neighbours
- In Kingston, 40% of all children looked after at the end of 2021/22 had a legal status of Section 20 orders, compared to 26% for statistical neighbours
- In Windsor and Maidenhead, 18% of all children looked after at the end of 2021/22 had a legal status of Section 20 orders, compared to 23% for statistical neighbours
- It would be worth reviewing the impact of higher numbers of children being voluntarily accommodated in Kingston and Richmond and why there has been a different approach in Windsor and Maidenhead

Care leavers: education, training and employment

% of 17 to 18 year old care leavers in education employment or training (% EET)

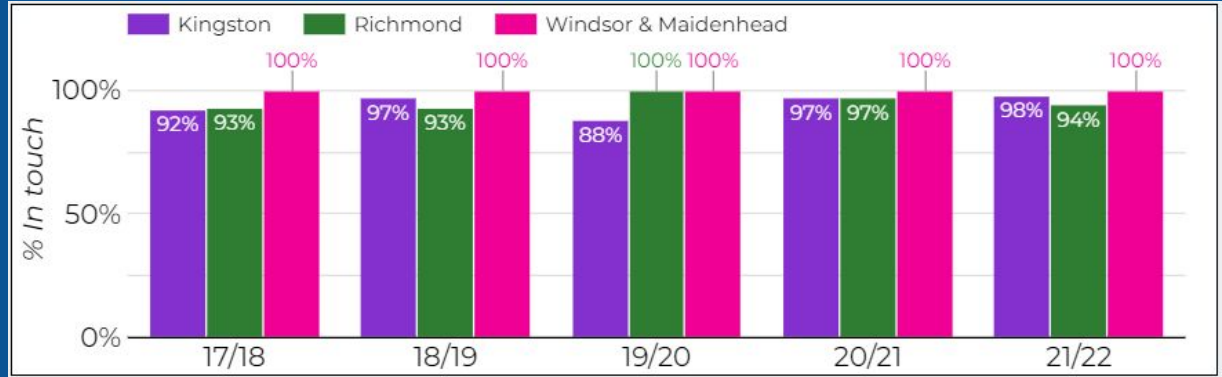


% of 19 to 21 year old care leavers in education employment or training (% EET)

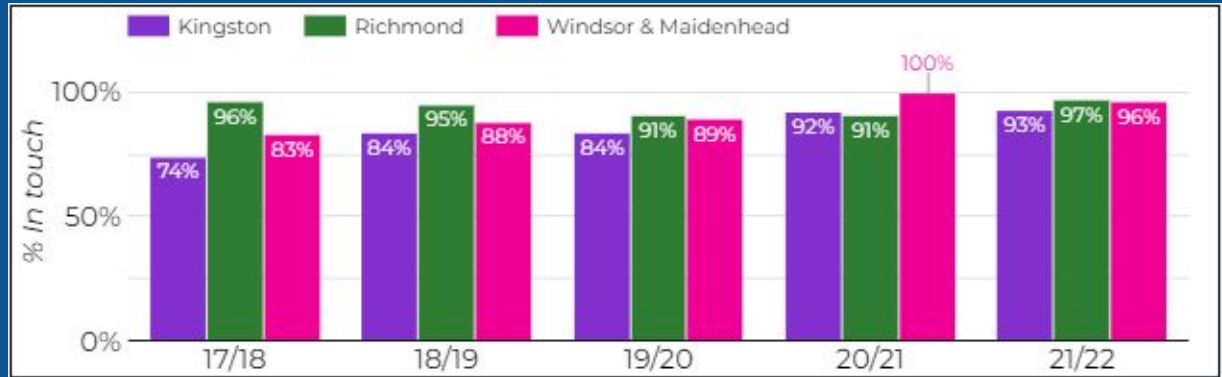


Care leavers: in touch

% of 17 to 18 year old care leavers the local authority is in touch with

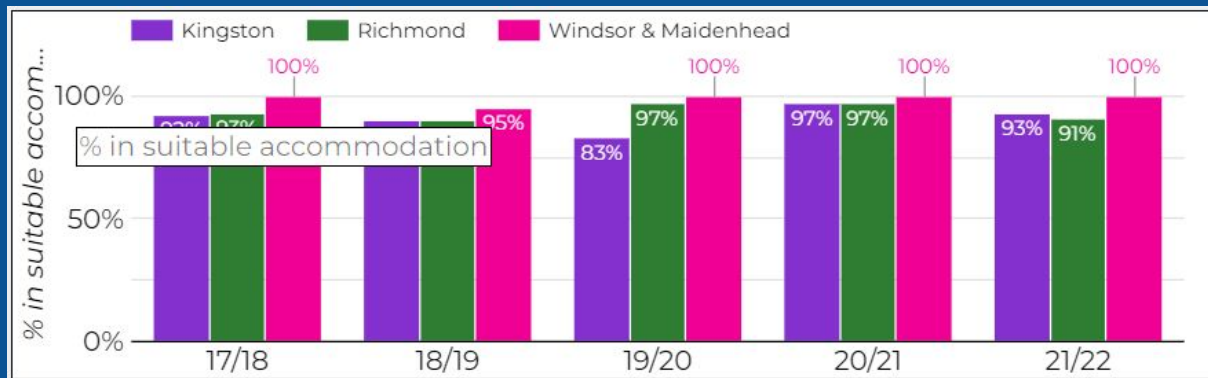


% of 19 to 21 year old care leavers the local authority is in touch with

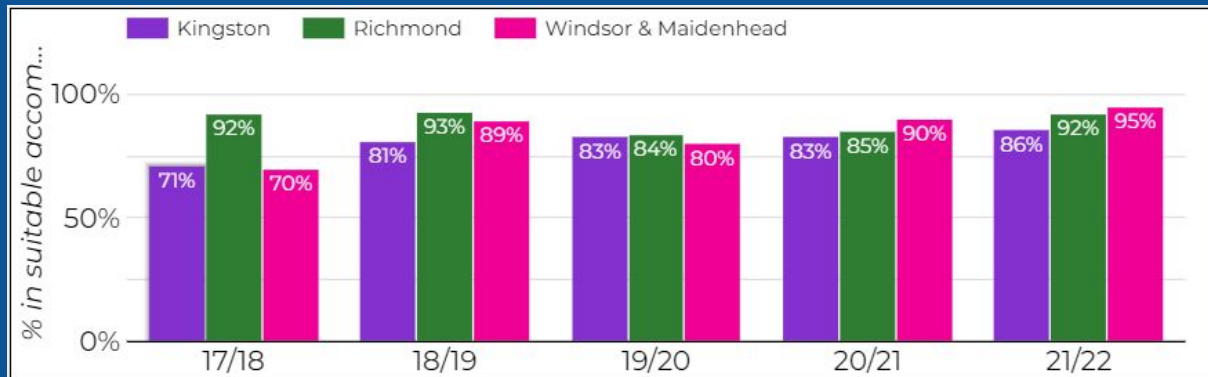


Care leavers: suitability of accommodation

% of 17 to 18 year old care leavers in suitable accommodation



% of 19 to 21 year old care leavers in suitable accommodation



Care leavers: education, training and employment

- The fall in the percentage of young people 17 to 18 years in education, employment and training in Windsor and Maidenhead from 77% in 2020/21 to 69% in 2021/22 needs further investigation. The reason for there then being no further drop off for 19 to 21 year olds needs exploration as a good practice or success story
- The fall in the percentage of young people 19 to 21 years in education, employment and training in Richmond needs measuring against statistical neighbours and further investigation
- The lower percentage of young people 19 to 21 years in suitable accommodation in Kingston also requires further discussion with the council as a corporate parent

Five year ambitions and priorities across all three authority areas

Commissioning and cross authority collaboration:

- Explore a strategy of use of independent fostering agencies that is based on development of sufficiency and collaboration of purpose, rather than a decrease based on cost avoidance targets that are perhaps unlikely to materialise
- Meetings and negotiations with providers to continue, and for our placements teams to develop a leadership role in the markets through relationship building, exploring sufficiency needs and plans for providers to expand
- Progress consideration of the use of shared housing in the private sector (HMOs) with housing colleagues to develop a landlord base, and to identify houses to be shared by AfC care leavers only, supported by outreach services
- Explore housing transitions for care leavers to achieve independence from age 18 years based less on risk avoidance by the leaving care team and more on 'safe uncertainty' when the care leavers choice is for their own tenancy
- Explore the potential with private and public sector partners for developing supported accommodation for vulnerable care leavers who do not meet adult services funding criteria

Five year ambitions and priorities across all three authority areas

In-house fostering:

- Recognise the significant and central importance of 'family and friends' carers (connected carers) in the recruitment and sufficiency planning, and progress ways for increasing this number further by early identification of family members
- Invest in mainstream foster care recruitment to reach target of 85% (currently 65%) of fostered children being placed in house by 2028
- Develop Mockingbird model across both operational areas by September 2025

AfC children's homes:

- Progress the project plan on the three bed children's home in Kingston, commence community engagement and closely monitor construction. Open by September 2025. Address gaps in solo emergency provision by April 2024. Open third AfC children's home in RBWM by September 2026

AfC supported accommodation:

- AfC to apply to Ofsted to provide semi-independent accommodation for children aged 16 and 17 years and develop quality assurance mechanisms by September 2023. Identify sites, develop business cases and open in house provision in RBWM and Richmond by September 2026



Actions already taken

We have reviewed our strategy against best practice in other local authorities.

- We have updated our service delivery and commissioning principles to ensure they fit national developments such as the February 2023 Stable Homes built on Love document
- Our placement commissioning teams across both operational areas are working together to develop service level agreements for external providers and around block contracts
- We have created a CLA and CL database that enables us to better identify trends predict need and identify where we may be an outlier from other local authorities
- We have established four work streams around increasing in house fostering, developing more local children's homes be that provided in-house or through commissioning arrangements, having a more diverse range of accommodation for care leavers and developing innovative models of care delivery
- We have strengthened our 'edge of care' interventions in both operational areas by creating an intensive support service and are looking to develop additional outreach capacity at evenings and weekends to support families in crisis
- We have prepared new materials for targeted fostering recruitment campaigns and are working with specialists to strengthen our online and social media presence to attract new carers
- We have developed trainee flats for care leavers in RBWM
- We have the opportunity of using part of the £1.4 million Frimley ICB capital grant for developing provision for children aged 12 to 17 years with complex medical conditions who are transitioning from hospital to social care support
- We have received £1.5m capital funding from the DfE to build a children's home in Kingston and the council have now signed off on building this. This will act as a sister home to our children's home in Richmond
- We have set up a Sufficiency Board which brings together commissioners and in-house providers to oversee the actions in the sufficiency strategy. This meets on a quarterly basis



Key actions for 2023-24: Richmond and Kingston

- Build second AfC children's home in Kingston which is match funded by DfE. Succession planning with current Hope House staff with the intention of being able to open and fully staff home from September 2024. In the interim, develop a solo emergency bed capacity with Richmond Council
- Placement commissioning to work with St Christophers to transfer their provision from Rosslyn Road to New Malden
- Development of trainee flats for care leavers
- Review current framework contracts and establish block contracting arrangements where possible
- Review all 51 young people who have come into care post 16 years in Richmond to understand why our numbers are 60% higher than statistical neighbours. Also review the higher number of Richmond children placed in children's homes. Review whether the practice is any different in Kingston and RBWM
- Review any impact of lower numbers of children on a care order and higher numbers under section 20 than statistical neighbours in Kingston
- Register AfC with Ofsted as a provider of semi-independent accommodation for 16 and 17 year olds by September 2023
- Formally agree to become a member of the Pan London Vehicle from 1 April 2023 to 31 March 2028 with a breakpoint after three years. When the secure provision is launched, participating local authorities will commit to funding £20,000 a year to operate the PLV

Key actions for 2023-24: Windsor and Maidenhead

- RBWM Placement Commissioning team working in partnership with Bracknell Forest Council and Slough Borough Council to use £1.4 million Frimley ICB capital grant for developing provision for children aged 12 to 17 years with complex medical conditions who are transitioning from hospital to social care support
- Extend the use of the Bravo Dynamic Purchasing Tool to include the pre-qualification of providers in the placement commissioning space
- RBWM Placement Commissioning team to conduct needs analysis to identify any gaps in commissioned residential provision
- Renew contract with Frogmore for semi-independent provision
- Development of trainee flats for care leavers
- Review current framework contracts and establish block contracting arrangements where possible
- Further embed our welcome programme for newly arrived UASC which includes two hours ESOL a day and three trips to places of interest to help assimilation into the area
- Agree and roll out an ongoing programme of 'UASC information and activity events' with colleagues from health and police offering support and advice around staying safe and keeping healthy
- Continue to develop our Families First team ensuring that children remain in the care of their families and supporting children in residential provision to transition to foster care
- Work with property services to identify potential sites for both a children's home and 16 + provision and then complete business cases to develop these

Links

- [Children looked after and care leavers data](#)
- [Child protection and Children in need data](#)
- [Statistical neighbours data](#)
- [Population data](#)