



North Somerset Council
Children's Services

Children in Care and Care Leavers
Sufficiency Strategy 2021 - 2024

This document is currently under review (February 2023)

North Somerset Children in Care & care leaver Sufficiency Strategy 2021 - 2024

Introduction

This strategy sets out how North Somerset Council will meet its statutory duty to ensure that there is sufficient accommodation for children looked after and care leavers that meet their needs, improves their outcomes and wherever possible is within the local authority area.

In North Somerset we continue to focus on preventing reactive and inappropriate entry to care to try and make sure that the right children come into care at the right time, in the right placement, for the right reasons. We have low numbers of children in care in North Somerset because we work hard to keep children safely at home or with their wider family and have proactively supported rehabilitation and moving on to independence as and when appropriate.

This strategy should be read in the context of our Children & Young People's Improvement Plan (Appendix 1) and should be read in conjunction with our Market Position Statement and the annual action plan which we have committed to review in September each year. Additional guidance on practice and support offered by specific service areas can also be found on the [North Somerset Council](#) website. This strategy should also be read in conjunction with the Corporate Parenting Strategy and Commissioning Strategy 2021-2023

North Somerset Children's Services – Our Vision (see Appendix 2)

To make North Somerset a truly great place for children and young people to thrive; where all have the best possible life and opportunities; including those who are vulnerable, disadvantaged and/or have special educational or additional needs.

Our sufficiency duty – legislative context

Within the Children Act 1989, there is an explicit requirement for Local Authorities to provide or procure placements for Looked after Children (LAC). This duty 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')

Ensuring the Sufficiency Duty is met, requires North Somerset to safeguard, either through direct provision or commissioned services, a range of placements sufficient to meet the needs of all children in care. North Somerset's Children in Care and care leaver's Sufficiency Strategy draws together the findings from extensive research into the needs of children and young people in care and also explores the current picture of accommodation within North Somerset.

This Strategy sets out the current and future needs of children in care and care leavers in North Somerset. This in turn will inform:

- Our recruitment strategy for foster placements, supported lodgings providers, and specialist carers.
- On-going market engagement with key providers who can help us to meet a wider range of needs within or close to North Somerset, including supported and independence provision for care leavers and young people with child/ren, emergency beds and SEND.

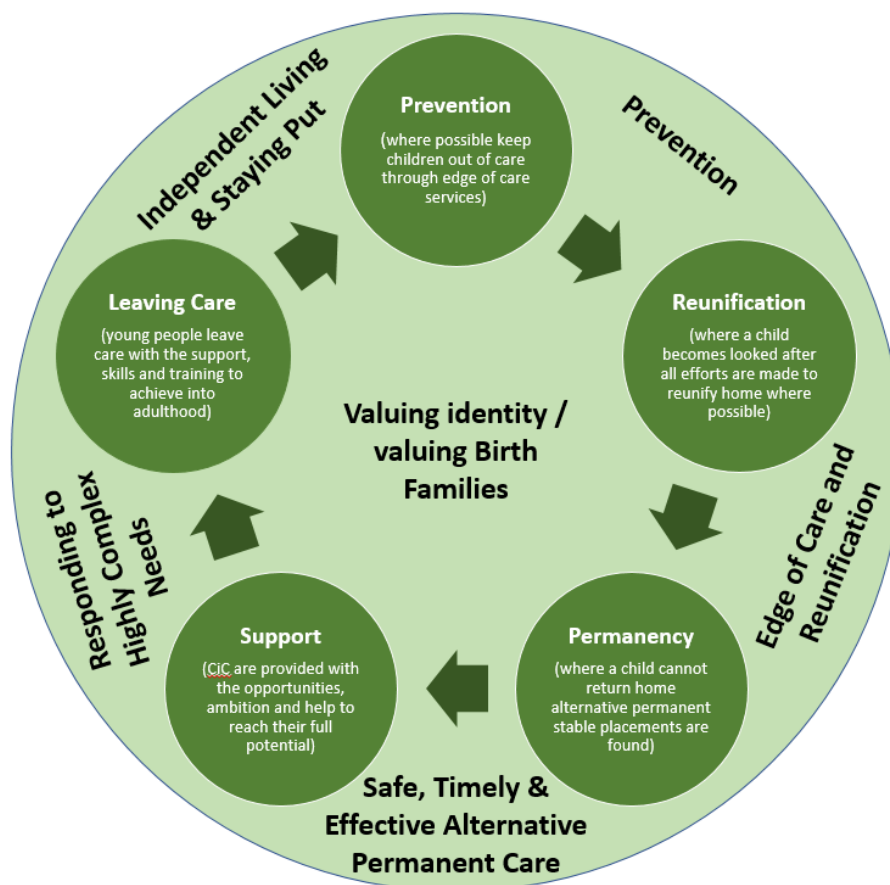
This Sufficiency Strategy will be published on the North Somerset Council website.

North Somerset Children and Young People’s Strategy 2020–2024 sets out the principles, ways of working and priorities which will enable us to achieve our vision for children, young people and families in North Somerset. Our approach is based upon:

Sufficiency and Stability Framework

The figure below shows our Sufficiency and Stability Framework. This highlights the five principles of prevention, reunification, permanency, support and leaving care, through which we will set out how we intend to meet our five key objectives: Invest in Preventative Services to reduce Children in Care numbers and strengthen our community based approaches to managing risk; grow our in-house fostering provision including use of specialist carers; improve placement stability; build pathways to adulthood in semi-independent, supported living and independence flats; and strengthen legal permanency options.

Fig 1. The Sufficiency and Stability Framework



Prevention

- Keeping children and young people in their families whenever it is safe to do so.

Edge of Care and Reunification

- Where children or young people need alternative care, we will seek to return them to their immediate or extended family care as soon as it is safe to do so.

Safe, Timely and Effective Alternative Permanent Care

- Where children and young people require permanent alternative care, we will identify safe and effective care through adoption for young children and other legal orders such as Special Guardianship or local foster placements for those whom adoption is not appropriate.

Responding to Highly Complex Needs

- For those children with the most complex needs, and who may require highly specialist care arrangements, we will develop our own internal specialist therapeutic foster carers and also commission specialist provision with a clear purpose and goal to retain and return such children to North Somerset for their ongoing care in a timely way.

Independence Living & Staying Put

- We will prepare young people well for independence always making it clear that we will be here long after they have left care.

Executive Summary

This Strategy promotes the development of specific types of placements within North Somerset that will enable us to ensure that, as far as possible, children and young people can continue to live within or close to their families, school, and communities.

We are committed to co-production in North Somerset, working directly with children, young people, families, and their representative groups from the outset of changes or new developments, and involving them directly in decisions about how services are provided. We have developed a Co-production Charter in our SEND partnership and will ensure that this approach is replicated across the services commissioned via the actions outlined in this document.

North Somerset strives to provide placements for children in care that are caring, nurturing and stable able to meet their needs.

North Somerset commissions 'Turning the Tide' service which provides coordinated intensive support to children and their families on the edge of care and those children in care with plans to return home. This multi-agency service works collaboratively with locality social workers wrapping support around children and families. Interventions are trauma informed and reviewed. Where possible families are supported to remain together.

This Sufficiency Strategy identifies a need for more internal and external foster care placements for children who can live in a home environment. This Strategy compliments the Fostering Recruitment Strategy that sets out a detailed recruitment and marketing strategy for North Somerset Foster Carers.

Within North Somerset, there is limited residential capacity to meet all the needs of North Somerset young people. At present North Somerset places a high percentage (80%) of our commissioned residential placements outside of the County, with only small percentage (20%) living in residential placements in North Somerset. *(Figures are as per end of September 2021 and only include placements K2 - Children's Homes subject to Children's Homes Regulations (Homes and Hostels). Figures as per 31/03/21 were 92% outside and 8% inside County).*

Our Children's Placements team is our day-to-day direct contact with our market providers both for placements and support services that are required for our children and young people. This team enables a single point of access for discussion and queries from providers. This team will continue to scrutinise local residential and 16+ providers.

The team currently utilises a range of regional DPSs to purchase placements and share information about what placements and services are required. Providers registered on the portal can see how many referrals have been submitted by each Local Authority for their type of services. This source of data is both useful for providers for their business planning and for us in developing our strategic sufficiency needs analysis. They have good communication and have built solid relationships with the commissioned providers across the local area to explore the development of 16+ Supported and Independent Living schemes within the County, and specific focus on support for young people who have complex needs and SEND.

Within the last year North Somerset has joined with all the South West authorities to set up the South West Sufficiency Partnership which works closely with the independent sector providers within the region to ensure that the provision meets local needs and improves practice and outcomes.

During 2021 the Council successfully applied for DfE Covid-19 Recovery Funding to increase and expand our use of the Mockingbird foster care model within the authority from 3 to 5 Hub carers and

constellations. The funding bid was also to work alongside Fostering Network to support the development and roll-out of the Mockingbird model across 3 other LA's within the South West Region.

We continue to promote Staying Put placements; however, this needs a renewed focus and a proactive recruitment drive alongside development of a robust supported lodgings provider offer within North Somerset over the next twelve months.

North Somerset continues to review our practices, use and functions of our "Liquid Logic" care management system, and continue to make changes to ensure that payment processes run smoothly. External placements and finance teams are working together closely so placement payments are administered quickly and correctly.

For the year up to March 2021, 64% of North Somerset's children in care were placed within the authority boundary. A further 20% were placed within neighbouring authorities and the wider South West Region. Our aim is to reduce the number of children placed away from North Somerset unless it is appropriate to live at distance. We would like to give children in care the chance, if appropriate, to stay close to their home, their school, their friends, and their community. This Strategy outlines the types of needs that we aim to meet closer to or within North Somerset by working in partnership with local providers.

We work closely with our Strategic Housing and Housing Services colleagues and continue to review our accommodation needs within North Somerset, with a particular focus on the needs of single young people, families, and those who have no recourse to public funds. Through our development of our joint protocol with housing we are ensuring that homeless young people aged 16/17 years are housed and supported well, and that care leavers are prevented from being homeless.

A small number of children and young people in North Somerset present with needs and risks that will take the longer-term support of specialist interventions to stabilise. We recognise that when there is a sudden escalation of risks or needs that specialist placements are required to meet needs and manage risk. These specialist placements need to be developed so we are able to respond in an emergency (following placement breakdown or urgent new-in-care placement) and ensure that alongside our partner agencies we are able to jointly assess needs and develop an understanding of the child or young persons' presentation. This will ensure that the right systemic interventions can be put in place locally to support our young people and their specialist carers.

We are exploring our data in this area alongside regional colleagues to better understand how we can develop internal services and commission together to support these low incidence but high support needs, and to prevent children and young people from requiring high-level placements such as Secure Welfare or NHS Tier 4 health provisions, or external provision out of the area.

Our SEND Team colleagues both locally and regionally are also exploring their data around this cohort of children and young people to support the development of the market, ensuring that there is sufficiency of the right type of placements to support children and young people with complex and multiple needs in education settings. We are also looking to expand and further develop our Family First offer of respite carers with SEND to reduce the need for children and young people requiring the need to become looked after.

We expect the number of children and young people in North Somerset is to increase. Overall, the 0-18 population is projected to increase by around 11.3% between 2018 and 2031 (from 42,800 to 47,600). However, this increase is not distributed equally across age groups, with notably larger increases expected in the number of mid-teenaged children. Our Market Position Statement outlines

the predicted population growth by age group and provides further detail around the numbers and type of services that we project will be needed for our changing children in care population.

Permanence Planning remains a key priority within North Somerset and the creation of the new Permanence Panel will assist in ensuring that the long-term care planning for each child in care remains focused and timely. Together with our neighbouring Local Authorities, we have established a Regional Adoption Agency – Adoption West to focus on improving outcomes for children who require permanency through adoption, with particular focus on Early Permanence Planning placements.

North Somerset Summary

The summary overview for North Somerset from March and September 2021 is outlined below

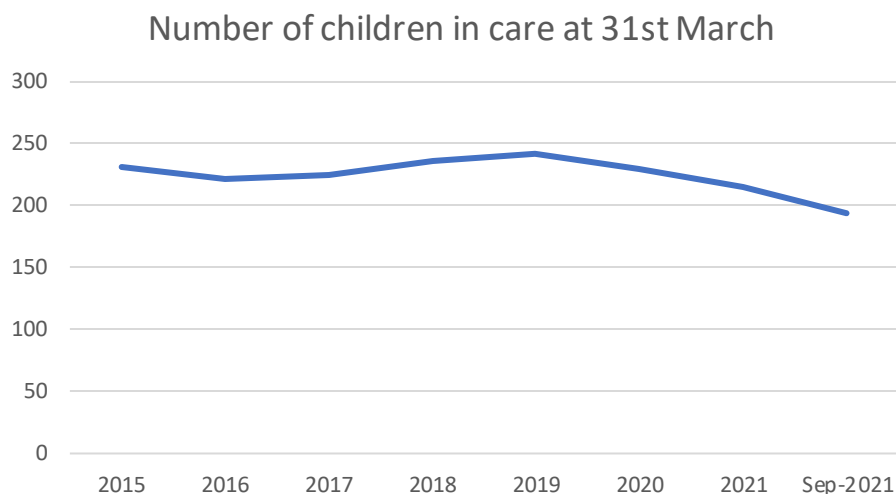
People

- The Children in Care (CiC) population in March 2021 was 213. The population has been on a steady and gradual downward trend over the last three years, with 11% less CiC now than in 2018/19. This trend has continued with further reduction of 9% to September 2021 (194 CiC).
- Our number of CiC (44/10K) remains significantly lower than Statistical Neighbours (53/10K), South West (57/10K) and England (67/10K).
- The percentage of North Somerset CiC who are aged over 10 years old is 68%, with 35% aged 10-15 and 33% aged 16+ years old.
- In March 2021, 69% of all North Somerset's placements were foster placements. By the end of September 2021 this had increased to 74%.
- During 2020/21, 11% of CiC experienced 3 or more placements during the year, better than our Statistical Neighbours (12%) and same as nationally (11%). The figure is also better than previous reporting year 2019/20 when the figure was 16%. The 11% represents 24 children.
- Long-term stability of placements: CiC for 2.5 years who have been in the same placement for 2 years or are placed for adoption. At end of 2020/21, long-term stability indicator was 73%, higher than both our Statistical Neighbours at 68% and nationally at 69%. It is also better than our performance for 2019/20 when the figure was 69%.
- At the end of September 2021, out of the 74% CiC placed in foster care, 43% were placed within North Somerset foster care, 20% within agency foster care and 11% within kinship care. The percentage of children placed within North Somerset foster care is up 8% when compared to same time last year.
- 45 children are currently placed with the 26 fostering households as part of our Mockingbird Fostering provision. Plans are in place to expand this service with 2 additional constellations (up to 16 more fostering households within the next twelve months).
- Figures from September 2021 show North Somerset's independent sector placements accounted for 100% of residential, 20% of fostering and 100% of Supported and Independent Living total placements.
- In March 2021 the numbers of commissioned placements by North Somerset showed: 12 residential, 50 IFA placements and 33 Supported and Independent Living (SaIL) placements with independent providers. In September 2021 commissioned placements had been reduced to: 10 residential, 38 IFA placements and 23 SaIL placements. Numbers of Supported and Independent Living placements made by North Somerset had previously been rising slightly over the last year from 29 on 31 March 2020 to 33 placements at 31 March 2021. We currently utilise around 100 units of high, medium, and low needs accommodation provision with 6 Registered Social Landlord's in the local area.
- During 2020/21 in North Somerset a total of 15 children were adopted from care.
- The number of unaccompanied asylum-seeking children (UASC) has steadily increased over the last 6 years. At the end of September 2021 there were 14 CiC who were UASC. This is 7% out of the total CiC cohort which is higher than the latest England figure of 6.2% and our statistical neighbours – 6.1%.
- The number of care leavers in supported accommodation post 18 has increased in recent years and in September 2021 accounted for (Number) placements (% of post 18 provision).

There were (Number) Staying Put placements and (Number) of 18+ living in supported lodgings placements.

Context

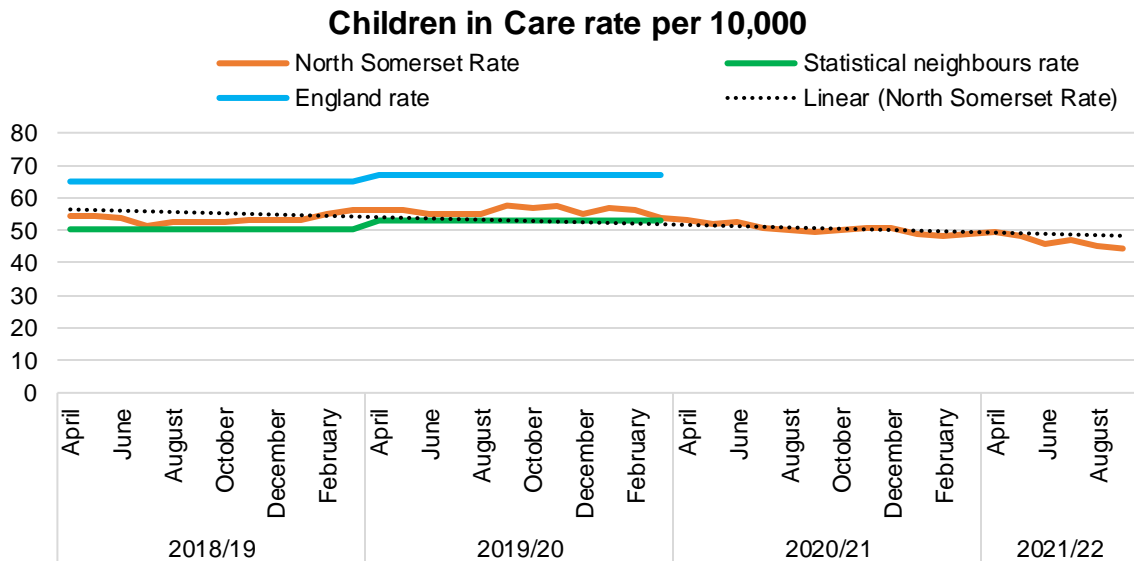
Numbers and rate of Children in Care in North Somerset



In March 2021, the number of looked after children in North Somerset had continued to decline (in line with the downward trajectory over the last three years), with a decrease of 11% since 2019. This is not typical in the South West region, where overall Children in Care numbers have on average been increasing. Latest figures show that there has been a further reduction of over 9% in overall children in care numbers within the first six months of 2021/22 up to end of September 2021.

Year	2015	2016	2017	2018	2019	2020	2021	Sep-2021
Number of children in care at 31st March (North Somerset)	232	222	225	236	242	230	215	194

The rate of LAC per 10,000 children / young people in North Somerset in March 2021 also declined and is one of the lowest rates in the South West. The average South West rate of 57/10,000 has been increasing since 2015/16, reflecting the picture nationally. Although we have reducing children in care numbers, we still do not currently have enough provision of placements within North Somerset, and still currently rely on placing some children out of the county due to lack of available local provision.

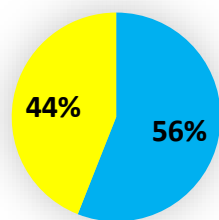


As of 31st March 2020, the national rate for Children on Care was 67/10,000; this was a 7% increase nationally from 60/10,000 in 2015. Similarly, over the same period North Somerset rate for Children in Care was 53/10,000 in 2020, a reduction of 2% since 2015 (55/10,000) and this had reduced by 6% to 49/10,000 at the end of March 2021.

LAC Demographics

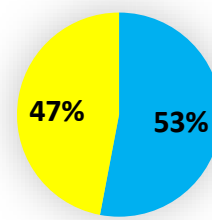
The graph below display demographics of Children in Care in all placement types, whether internally or externally provided. There are still slightly more children in care who are male.

CiC 31.03.21



■ Male ■ Female

CiC 30.09.21

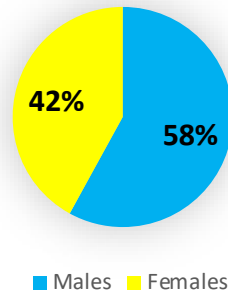


■ Male ■ Female

As at the end of March 2021 the split was 56% males and 44% females and as at the end of September 2021, we had 53% males and 47% females.

Across the South West Region, there are still more male LAC (55%) than female (45%).

Care leavers

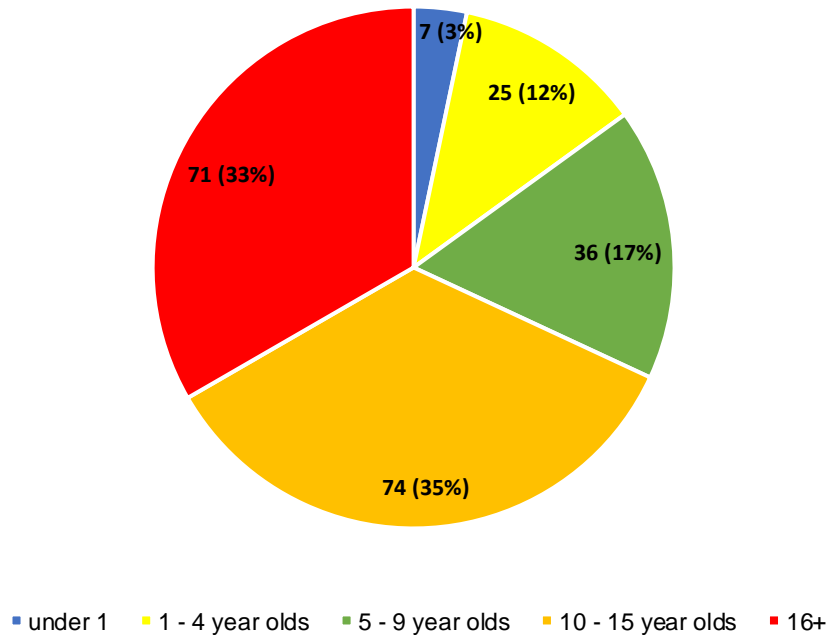


North Somerset has responsibility for 201 care leavers 18-25 years - 58% are male, and 42% are female. We are working to ensure they have suitable places to live close to educations and job opportunities.

In March 2021 the overall percentage of black and ethnic minority children in care was 18% which is higher to what would be expected as a comparison against the wider North Somerset population (School Census January 2021 – 6.2%). By September 2021 this had risen to 20% with increasing number of young refugees coming into the authority through the National Transfer Scheme. If we exclude unaccompanied asylum-seeking children from the BME cohort, the figure is 13%.

In North Somerset we have a higher percentage of children in care who are in the 10-15 and 16+ age ranges (accounting for 68% of total CiC population). The percentage of CiC in the 10-15 age range in particular has been increasing in North Somerset and remains the largest group.

Number of children in care by age group as at 31/03/2021



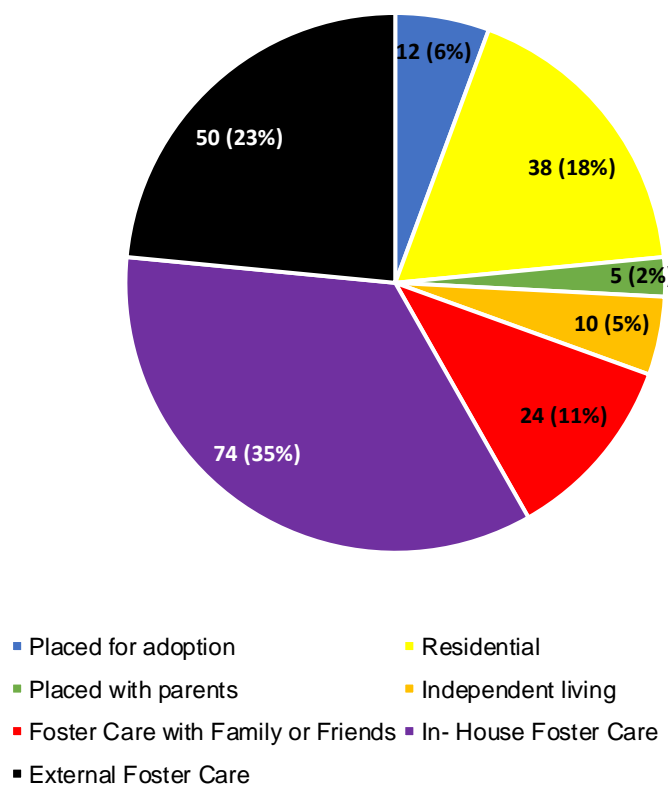
The chart shows that under a fifth of all children in care are aged 4 or under (15% of the total CiC population); and just under a third of all North Somerset children in care are aged under 10 years old (32%).

In March 2021 around 12% of all North Somerset Children in Care were disabled.

Children in Care Placement Types

This chart displays the types of placements used by North Somerset at 31st March 2021. Over two thirds of CiC are in foster placements (69%). The percentage in foster care has increased since last year. North Somerset does not have any of its own residential provision for Children in Care.

Children in Care by Placement types as at 31/03/2021



As set out above, in North Somerset, in March 2021, 46% of all placements types were placed with independent sector provision (all residential and external foster care). This equates to approximately 2 in 5 of all North Somerset placements.

Figures from March 2021, show that North Somerset's placements with the independent sector accounted for

- 100% of all residential placement made by North Somerset
- 100% of all Supported and independent Living placements made by North Somerset
- 23% of all fostering placements made by North Somerset

In September 2021 the situation had changed regarding foster care provision with the use of external foster care reducing to 38 children as the use of in-house foster placement increased

from 35% to 43% during the six-month period. North Somerset authority placements with the independent sector accounted for:

- 20% of all fostering placements made by North Somerset

During 2020/21 in North Somerset a total of 15 children were adopted from care.

Forecasted Need and Demand

Foster Care

The largest number of children in care live in North Somerset with foster families. Of those children living with foster families, the largest proportion live with North Somerset foster families and a smaller proportion (72 as at the end of March 2021) live with Independent fostering families. It is projected that the need for foster families will continue to grow and to maintain our positive offer of a foster family to the children and young person who require it, we specifically need foster carers able to offer:

- Care for sibling groups including larger sibling groups
- Care for young children with complex and therapeutic needs
- Long Term/permanent fostering
- Care for adolescent young persons
- Care for young persons who have emotional health and wellbeing needs
- Short-term regular respite for SEND and emergency/same day provision.
- Care for parent and child/ren

Our recruitment campaign will continue to recruit foster families, coupled with exploring options with our current foster carers to meet this need.

We will also continue to engage with external providers in the Independent fostering sector to give a wider range of choice and to meet the diversity needs of children and young persons in North Somerset.

We have plans within the next twelve months to expand our Mockingbird Foster Care offer with the creation of two additional Hub carers (2 more constellations) within North Somerset. This will bring our total to 5 Mockingbird Hubs (involving around 40 foster carers).

Our emergency/same day provision in North Somerset is an area that we need to develop and improve. We want to work on developing an emergency/same day model in collaboration with our in-house carers and external providers. It is intended that the model will enable us to place children quickly and suitably while giving some breathing space to help reunification home or to find a more suitable longer-term placement.

An increasing number of foster homes are regulation 24 which are where a child is placed with a 'person they have a connection with'. This trend is predicted to increase, and our kinship team supports the assessments of carers. We currently support 36 Kinship care placements.

We want to develop specialist foster carers and wider responsive 'team around the carers' model to provide practical and direct support to carers to enable them to care for our more complex and challenging children and young people so they remain in foster care within North Somerset.

Emergency Beds / Specialist Respite

In addition to placement sufficiency, we have also identified the following community support services required for all children, including children with a disability, as a priority:

- Local community play/social activities during the day, after school, during evenings, at weekends, and during school holidays for children and young people and their families/carers.
- Peripatetic care and/or support services in the home and in the community
- Childminders include childminders with training and support to meet SEND needs

- Overnight activity-based breaks
- Buddies and Personal Assistants
- Family Link
- The Sitting Service

Children's homes/Residential Care

We have no in-house residential Children's home and source all out placements under a regional DPS framework with 6 other LA's in the Southwest, led by South Gloucestershire.

We have one short/Breaks residential respite service for disabled children and young people offering a provision for short breaks in North Somerset run by a Charity called Brandon Trust.

North Somerset Council works closely and in partnership with external providers, both within North Somerset and outside to provide a range of residential homes that will meet the needs of our children and young persons.

External providers currently have 3 registered Children's homes within the boundary of North Somerset. A specific commissioning framework aims to govern and standardise such homes. These homes provide a specialism for children and young persons whose needs are unable to be met within foster families. It is always our preference for children and young persons to be placed within, or as close as possible to North Somerset. However, to ensure that the child/young person's needs are fully and appropriately met and matched with the needs of other children/young people we have placed children outside of North Somerset.

Leaving Care provision

Our vision is for all young people living in supported accommodation to have a safe place to live, whilst developing their life skills to successfully transition into adulthood and independence. We want North Somerset young people to reach their potential during their transition into adulthood and beyond. We want young people leaving care to be supported to get the right accommodation, practical and financial support that meets their needs. To assist our planning with young people we have adopted the Barnardo's and St Basil's framework, (updated 2019), to ensure that all our care leavers are well supported with their housing needs.

We have developed a range of accommodation options to enable care leavers to live well independently:

- Access to local housing provision via our short-term supported accommodation contract which now includes care leavers.
- With our regional commissioning colleagues, a supported accommodation framework has opened up more options and areas for care leavers who may wish to remain in the locality where they have been looked after, or and for moving to alternative areas including returning to North Somerset.
- Shared Lives Carers supporting 16 and 17 year old Care Leavers and where appropriate, 18 to 24 year old Care Leavers with more complex needs, to provide a family-based supported living environment which nurtures and develops their engagement in education, employment and/or training and supports their transition to young adulthood.
- Working with our housing team and approved landlords in the area we can signpost and help care leavers find permanent move on homes which provide security of tenure.

We know that we need to do more to commission the most effective support, in stable accommodation, for young people to help them build the skills to thrive and live independently upon reaching adulthood. North Somerset commissions supported accommodation for young people, but due to increases in demand and emerging complex needs, additional accommodation and housing related support for young people is often sought through spot purchasing.

One area that needs further development and expansion is enabling young people to 'stay put' in their foster home after they have turned 18. At the end of March 2021 only 36 (26%) of care leavers remained in care until their 18th Birthday, and 17 (12%) remained in Staying Put arrangements with their current foster carer.

As of the end of September 2021 this had reduced further to a total of 12 care leavers in Staying Put placements (9%), and 5 in Supported Lodging placements (4%), we had a total of 34 young people aged 18-21 living in supported accommodation (24%), and 1 in Bed and Breakfast or emergency accommodation.

We have plans to expand and refresh our Staying Put and Support Lodgings provision and develop the following range of accommodation options to enable care leavers to live well independently:

- Trainer flats - we are looking to offer in conjunction with a Registered Provider, the option for care leavers to care leavers to live for up to 6 months in their own accommodation with weekly support that will deliver a tenancy support model.
- Young family offer - our aim is that we have accommodation in the community with tailored support to provide both practical and emotional support as required for young people with their own children.

Conclusion

This Strategy has a distinct aim to ensure that children and young people live in care in stable, high quality settings, where needs can be met and their outcomes improved, enabling them to return home where this is in their best interests.

As corporate parent, the whole Council has a role to play to improve outcomes for North Somerset's Children in Care. This Strategy also identifies the importance of close collaboration and working in partnership with external providers who provide foster families, children's home and supported accommodation services, which is imperative to ensure a diverse range of homes to meet children and young person's needs. As highlighted within the Strategy, North Somerset has continued to place children and young people out of area, sometimes a significant distance from their home. This is something we want to avoid, unless it is in the child's best interest. We are therefore seeking a wider range of homes, placements and support services in North Somerset to meet the needs of our children and young people so they can remain close to home and prevent unnecessary admissions into care..

The Strategy has identified the need to focus and develop:

- Enhanced recruitment of a wider range of fostering families, including sibling homes, therapeutic specialist foster care homes for children and young persons with emotional needs and complex behaviours.
- Emergency/Same Day foster families.
- Increase in Family Link carers and support for SEND children.
- Increase in our Mockingbird Fostering provision with 2 additional constellations.
- Parent and child arrangements in both fostering and residential care.
- Increased use of Staying Put and Supported Lodgings provision.
- Working with external partners to develop a range of Trainer Flats and increased provision of Independent Living accommodation for care leavers.

Appendix 1

Our Children's Improvement Plan

[North Somerset Children's Improvement Plan v14 September 2020.pdf](#)

Appendix 2

North Somerset Children's Services – Our Vision

Passion

To make North Somerset a truly great place for children and young people to thrive; where all have the best possible life and opportunities; including those who are vulnerable, disadvantaged and/or have special educational or additional needs.

Outcomes

- Healthy, happy, resilient children living with families
- Families able to make positive and sustainable change
- Children able to attend, learn and achieve at school/college
- Young people ready for and contributing to adult life, society and the world of work
- Children and young people safe from harm
- Delivering best value for money on the things that get the best sustainable outcomes for children and families in North Somerset

Pledges

- We will Intervene at the earliest opportunity with evidence-based family focussed services
- We will work in partnership to keep our children in school/college
- We will keep children and young people safe at home, healthy and connected to their local communities






Principles

- We will work to give families the Right Help at the Right Time
- We will work with families only for as long as is necessary
- We will work openly, honestly and respectfully
- We will work to build strong relationships with all those we work with
- We will work in a trauma informed, strength-based way with the whole family and their network to bring about sustainable change

Practice Standards

- Children will be listened to and we will act on what they tell us
- Children will have people important to them involved in helping to meet their needs
- Children will have their needs clearly understood
- Children will have a plan which will tell those that need to know how to meet their needs, build on their strengths and keep them safe
- Children will only have help for as long as they need it – so that they can get on with their own lives
- Children will be able to understand the things written about them
- Children will have help from workers who get the advice and support they need to do a good job

Our Vision for Children and Young People

	Passion	<p>To make North Somerset a truly great place for children and young people to thrive; where all have the best possible life and opportunities, including those who are vulnerable, disadvantaged and/or have special educational or additional needs</p>
	Outcomes	<ul style="list-style-type: none"> • Healthy, happy, resilient children living within families • Families able to make positive and sustainable change • Children able to attend, learn and achieve at school • Young people ready for and contributing to adult life • Children and young people safe from harm
	Pledges	<ul style="list-style-type: none"> • We will Intervene at the earliest opportunity with evidence-based family focussed services • We will work in partnership to keep our children in school • We will keep children and young people safe at home, healthy and connected to their local communities
	Principles	<ul style="list-style-type: none"> • We will work to give families the Right Help at the Right Time • We will work with families only for as long as is necessary • We will work openly, honestly and respectfully • We will work to build strong relationships with all those we work with • We will work in a trauma informed, strength-based way with the whole family and their network to bring about sustainable positive change
	Practice Standards	<ul style="list-style-type: none"> • Children will be listened to and we will act on what they tell us • Children will have people important to them involved in helping to meet their needs • Children will have their needs clearly understood • Children will have a plan which will tell those that need to know how to meet their needs, build on their strengths and keep them safe • Children will only have help for as long as they need it – so that they can get on with their own lives • Children will be able to understand the things written about them • Children will have help from workers who get the advice and support they need to do a good job