WEST YORKSHIRE ADOPTION JOINT COMMITTEE

**Meeting to be held in Civic Hall, Leeds on
Tuesday, 18th December, 2018 at 10.00 am**

<u>MEMBERSHIP</u>

Adrian Farley	City of Bradford MDC
Megan Swift	Calderdale MBC
Erin Hill	Kirklees MBC
Lisa Mulherin(Chair)	Leeds City Council
Richard Forster	City of Wakefield MDC

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			**APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS** To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded) (In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting	
2			**EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC** 1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2 To consider whether or not to accept the officers recommendation in respect of the above information. 3 If so, to formally pass the following resolution:- **RESOLVED –** That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-	

3		**LATE ITEMS**	
		To identify items which have been admitted to the agenda by the Chair for consideration	
		(The special circumstances shall be specified in the minutes)	
4		**DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**	
		To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.	
5		**APOLOGIES FOR ABSENCE**	
		To receive apologies for absence (If any)	
6		**MINUTES OF THE PREVIOUS MEETING**	1 - 6
		To confirm as a correct record, the minutes of the previous meeting held on 6th July 2018.	
		(Copy attached)	
7		**MATTERS ARISING FROM THE MINUTES**	
		To consider any Matters Arising from the minutes.	
8		**HEAD OF SERVICE REPORT**	7 - 56
		To consider a report by the Director of Children's and Families which provides a summary from the Head of Service on the developments of the service since the last report to the Committee in July 2018.	
		(Report attached)	

9			**CENTRE OF EXCELLENCE FOR ADOPTION SUPPORT - PROJECT UPDATE**	57 - 66

To consider a report by the Director of Children's and Families which presents an update on the Practice Improvement Fund Project to develop a centre of excellence in adoption support.

(Report attached)

| 10 | | | **PERFORMANCE REPORT** | 67 - 92 |

To consider a report by the Director of Children's and Families which sets out the second quarter performance report of the regional agency.

(Report attached)

| 11 | | | **DATE AND TIME OF NEXT MEETING** | |

The date and time for the next meeting to be determined.

Third Party Recording

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.

Use of Recordings by Third Parties– code of practice

    a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
    b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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WEST YORKSHIRE ADOPTION JOINT COMMITTEE

FRIDAY, 6TH JULY, 2018

Present: Councillor L Mulherin (Leeds) – Chair
Councillor: M Swift (Calderdale MBC), V Kendrick (Kirklees MBC) and
R Forster (City of Wakefield MDC)

Councillor H Hayden (LCC)

In Attendance: S Johal (LCC), J Jenkins (Calderdale MBC) and
J Grieve (LCC)

1   APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS

There were no appeals against refusal of inspection of documents.

2   EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC

That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

"The Head of Service Report" – Appendix No.2 of the submitted report (See Minute No. 8 below) were deemed exempt from publication in accordance with Access to Information Rule 10.4 (3) (6a) as it included Information relating to the financial or business affairs of any particular person (including the authority holding that information). In those circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information. (Minute No. 8 referred)

3   LATE ITEMS

There were no late items

4   DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of disclosable pecuniary interests made at the meeting.

5   APOLOGIES FOR ABSENCE

There were no apologies for absence.

6   Minutes of the Previous Meeting

Draft minutes to be approved at the meeting
to be held on Tuesday, 18th December, 2018

RESOLVED – That the minutes of the previous meeting held on 12th January 2018 were agreed as a true and correct record.

7   Matters Arising from the Minutes

There were no issues raised under matters arising.

8   Head of Service Report

The Director of Children's Services submitted a report and provided a summary of the developments within One Adoption West Yorkshire since the last report in January 2018 which included:

- Staffing & HR
- Accommodation and Service Delivery
- Partnership Working
- Performance Management
- Interagency Budget (Confidential discussed in private session)

Members noted that staffing numbers remained stable, recent recruitment to posts would assist in covering the work left by vacancies. An area of concern was the Adoption Support Teams. It was reported that 3 members of staff had recently left the service with a number of others on long term sickness absence. Members were informed that the managing attendance team together with occupational health were working with individuals to address ill health in the service.

Referring to accommodation and service delivery it was reported that a number of staff were experiencing excessive travelling because the service was currently operating from 5 bases across the region. Members were informed the Senior Leadership Team were considering the following options

- Remain in the current arrangements
- Look at moving from 5 bases to 3 (so that the 3 teams in each area could be located together (as in the Leeds Office)
- Move to one central office location for everyone but for staff to have touch down space in each local authority area to maintain relationships with local authority staff

Members were informed that consultation with staff was currently ongoing and involvement with asset management in each area was progressing.

It was the view of the Member from Wakefield that there was a concern about staff moving out of Wakefield to Bradford and that it was understood that ongoing discussions were underway regarding this. Members accepted that one central office location was the preferred option but understood that finding a suitable location would be challenging and supported further discussions with asset management.

Information Technology (IT) continued to be problematic, accessing the local authority systems from a portal on a Leeds laptop was difficult due to the use of different systems across the region and priorities given to this by local authority IT teams. However, the IT Project Team was working with individual teams to progress this.

It was reported that Partnership Working was progressing well, child permanence report training for social workers across the region had been agreed and subsequently commissioned by One Adoption West Yorkshire. In addition training in respect of sibling assessments was also being commissioned to improve practice in these areas.

Performance Management was the subject of a separate report on the agenda.

Members noted the information around the interagency budget arrangements.

Commenting on the budget arrangements Members expressed concern about the interagency budget pressures and suggested that further details about this were required ahead of the budgets being set in each local authority.

In summing up the Chair said that the transition continued to progress but further development of the IT systems was required.

RESOLVED –

    (i)   To note and welcome the progress of the agency

    (ii)   To support the further progression of these arrangements

    (iii)   That further details about the interagency budget pressures be circulated to all Members of the Committee

9   Performance Report

The Director of Children's Services submitted a report and provided the fourth quarterly performance statistics of the regional agency which set out the reconciled figures over the period of the year.

Members were informed that work had been undertaken to establish the key performance criteria which would form the basis for practice improvement for the agency and this had been built upon over the period of the year.

The Head of Service suggested that adoption support was one area that required more detailed consideration. There were a number of discussions nationally about the data requirements that would assist in measuring performance and the adopter voice forum was working closely with officers in developing this. It was reported that work had been delayed at a national level

but progress was still ongoing with a view to trial some basic information during 18/19.

RESOLVED –

    (i)   To note and welcome the progress of the agency

    (ii)   To support the further progression of these arrangements

10   Annual Agency Adoption Report & Statement of Purpose

The Director of Children's Services submitted a report which presented annual report of the One Adoption West Yorkshire (OAWY.

Addressing the report the Head of Service informed Members that it was a requirement of the National Minimum Standards for Adoption Services, that each adoption service produced a statement of purpose, including its aims and objectives, a description of the service it provides and the facilities that were provided. The Statement of Purpose also provides an outline of those requirements and how the service was managed and its fitness to provide a comprehensive adoption service.

Members were informed that children's service adoption services were inspected against those standards by Ofsted. The Statement of Purpose provided an outline of those requirements and also how the service was managed and its fitness to provide adoption service. The Statement of Purpose also shows the policy and performance framework that underpins the work and explains how the welfare of children would be met. It also demonstrates the systems which we had been set in place to recruit, assess, prepare and support adopters and to family find for children with a plan for adoption.

Members welcomed the report and the continued development of One Adoption West Yorkshire

RESOLVED –

    (i)   To note that the Annual Agency Adoption Report & Statement of Purpose had been considered by the Executive Board (Leeds City Council) as host authority at its meeting on 27th June 2018

    (ii)   To note the minor amendment to the Statement of Purpose and the Annual Adoption Report

    (iii)   To continue to support the work of One Adoption West Yorkshire to ensure children receive the best possible support

11   Date and Time of Next Meeting

Draft minutes to be approved at the meeting
to be held on Tuesday, 18th December, 2018

RESOLVED – To note that the next meeting will take place on Tuesday, 18th December 2018 at 10.00am in the Civic Hall, Leeds.

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Report author: Sarah Johal

Tel: 0113 2783623

Report of Director of Children and Families

Report to West Yorkshire Adoption Joint Committee

Date: 18th December 2018

Subject: Head of Service Report

Are there implications for equality and diversity and cohesion and integration?	X No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number: 2	X Yes

Summary of main issues

1. This report provides a summary from the Head of Service on the developments of the service since the last report to the committee in July 2018.

Recommendations

1. The Joint Committee is requested to:

   a) Note the progress of the agency; and
   b) Support the progression of these arrangements.

1. Purpose of this report

1.1 This report sets out the developments within One Adoption West Yorkshire since the last report in July 2018.

2. Background information

2.1 Bradford, Calderdale, Kirklees and Wakefield adoption functions as specified in the partnership agreement were delegated on the 1st April 2017 to Leeds City Council. One Adoption West Yorkshire formally opened on this date.

3. Main issues

<u>**Use of Resources**</u>

3.1 Staffing & HR

3.2 The staff group remains largely stable with a small number of staff leaving to take up other career opportunities or retiring in the last 6 months so there has been ongoing recruitment to these positions. There remains a very small number of staff who are on long term sick leave and we are working closely with the managing attendance team and occupational health to address these issues. All team managers have received training regarding managing attendance procedures and all are now clear on the arrangements and procedures in place to support staff with their return to work.

3.3 A new lead officer for marketing and communications has been seconded for 18 months from the Corporate Communications team in Leeds. One Adoption West Yorkshire is the lead agency regarding the regional marketing strategy and Emma is also working with the leadership team to improve communications internally in One Adoption West Yorkshire and with our approved adopters.

3.4 Mary Brudenell, service manager left the service in November, having emigrated to New Zealand. This was a positive move for Mary but a loss for the service. However, we have appointed a new service manager, Michelle Rawlings to replace Mary. There has been a change in lead responsibilities and Mandy Prout is leading on family finding and Michelle is taking a lead on recruitment and assessment work.

3.5 Julia Pearmain, one of the independent adoption panel chairs, has reduced the number of panels she is able to chair and we have therefore recruited a new Panel Chair to provide more flexibility in covering the panels. Andy Stott is an experienced manager with local authorities in the North West and more latterly as the operational manager for Barnardo's across Yorkshire and Humber.

3.6 Accommodation

3.7 Work is progressing on moving from 5 office bases to 3 with touch down space in two of the offices as previously discussed. This has been slower than anticipated

due to local priorities in each LA and has been dependent upon other staff groups moving to create space for One Adoption staff. The move will enable three teams across recruitment and assessment, family finding and adoption support to be co-located with one service manager. It is anticipated that the move will now take place in the New Year.

3.8   Each of the local authorities will retain a key service manager and team manager who will link in with the local authority and in family finding the role of the Advanced Practitioner is key in tracking and providing advice to the agency regarding children's planning as well as looking at practice improvement with local authorities. There will also be some key family finding staff that will maintain established links and build new relationships with teams. However, across the region family finders and adoption support workers will be deployed flexibly, collapsing boundaries where appropriate and required. OAWY has increased the management capacity from within existing resources to create an additional teams in Recruitment and Assessment, Family Finding and Adoption Support. These teams will be based out of the Leeds office to reduce travel time, being closer to Wakefield than the Bradford office in the original proposals and also reflecting the increased needs across this part of the region.

3.9   Information Technology

3.10   The IT project team is continuing to work with the teams on developing business processes and integrating forms into the mosaic workflow as well as developing improved reporting from the system. The new adoption support workflow is being developed and is due to be finalised before the end of the year. This should simplify the workflow as well as improve the reporting ability. A monthly reporting meeting is now in place to look at prioritising the development of reports for use within the service.

3.11   The work regarding accessing the local authority systems from a portal on the Leeds laptop remains outstanding and was due to be completed by the end of September. A project manager remains in position to ensure that this work is driven forward and there has been a number of technical issues that have prevented this from being delivered in Bradford and Calderdale. These issues have been escalated within the local authorities in order for this work to be prioritised. Kirklees have implemented a new case recording system and we are currently training the staff who need access to this system as well as exploring with them the quarterly returns. Portal technology will be explored once the implementation has been completed.

3.12   Budget

3.13   The Management Board held a separate budget meeting on 12th September 2018 looking into the detail of the work across the agency and the impact of inter-agency fees. The summary position on the budget, provided for the Chief Executives

meeting across West Yorkshire details the impact for 2018/19 budget and 2020/21 budget (**Appendix 1**).

3.14 Duty System

3.15 Following the rollout of Enterprise Voice technology a revised Duty system came into effect on 2nd July 2018. This essentially means that duty is now rotated between the 3 main office bases in Bradford, Huddersfield and Leeds on a weekly basis. This has reduced the time staff spend travelling to Kernel House and there has been no adverse impact upon the ability to take calls and respond effectively. In fact, it has had a positive effect with staff feeling more positive about this approach with a growing feeling of connectivity across the bases.

3.16 Partnership working

3.17 Operational leads group

3.18 The Operational Leads group meets every three months and provides a good opportunity to discuss practice issues. Child Permanence Report training & sibling assessment training has been commissioned across the region with take up from some authorities. The legal planning & adoption panel training plus contact and adoption training is in the process of being commissioned.

3.19 A protocol regarding foster care adoptions has been agreed between One Adoption West Yorkshire and across the operational leads group that will improve the timeliness of progressing these.

3.20 A working group is being established to look at the interface between One Adoption West Yorkshire and the front door services across the region and to look at best practice for children and families, developing a clear protocol regarding the involvement of the respective services.

3.21 Centre of Excellence Project

3.22 This will be addressed as a separate item.

3.23 Meetings with medical advisors

3.24 The medical advisors across the region meet with One Adoption West Yorkshire staff twice a year. A medical advisor protocol is in the process of being agreed and this is particularly relevant where there are differing views about medical opinions. There have been ongoing issues within two local authorities regarding medical advisor capacity and the time to undertake medicals regarding children's health needs in a timely manner. This has led to some delays for children in progressing care plans and the matters have been discussed within each local authority with commissioners in health to seek improvements in this regard.

3.25 *Virtual school heads (VSH)*

3.26 The management board agreed to the proposal regarding a service level agreement between One Adoption West Yorkshire and the five virtual school heads (VSH) to assist in implementing the new duty placed on VSH in each locality. A small amount of the grant was top sliced and pooled to enable an education worker within One Adoption West Yorkshire to work with VSH to help implement the new duty. A central telephone helpline is now in place and specific pieces of work have been agreed. The funding will enable the education worker to undertake an agreed programme of work with the VSH's, beyond the timescales for the centre of excellence project. This is pioneering work and is seen as an example of good practice by the Department of Education.

3.27 *Special Guardianship*

3.28 In July the management board agreed to another initiative, overseen by One Adoption West Yorkshire, working in partnership with grandparents plus and the five local authorities to provide support to special guardians in the region. This is a project developing a model that has been successful in the north east working with kinship carers providing a strong focus on peer support as a sustainable and effective way to support kinship carers. Two project workers have been recruited and came into post on 1st October 2018 and work has been progressing with the team managers in the fostering services to ensure that all are aware of the service, referral process and to look at identifying appropriate groups/ families to work with. Quarterly reports will be provided and taken to the operational leads group for oversight. **Appendix 2** provides a summary of the work.

3.29 Performance Management

3.30 This is addressed as a separate item.

3.31 Practice, quality of provision and management oversight

3.32 In October this year One Adoption West Yorkshire was awarded a national award for Excellence in adoption practice. This was the first time a regional adoption agency has won a national award and this has aided with raising the profile of the agency, resulting in more interest from prospective adopters. One Adoption West Yorkshire has also been shortlisted for the 2018 Local Government Chronicles Award and are through to the second round. This award is for working across public partnerships and is seen as a good example of regional working. One of the adoptive families also won the Adopter Champion of the year. They adopted four children and assist in the training of early permanence adopters.

3.33   Recruitment and Assessment

3.34   The adopter training offer is continuously developing, with the first two sessions led by birth parents for adopters, focussing on openness in adoption and contact issues. Adopters talk very positively about these sessions at adoption panel, and the panel members have been very impressed by this feedback. In addition the birth parents have stated that they have felt personal benefit and reward from taking part in this training, with one birth parent who was previously active in a campaign group against "forced adoption" stating that she no longer feels the need to be involved in this group as being involved in training adoptive parents has helped her to "move on".

3.35   Early permanence practice in the region continues to grow with the adopter training being run by the advanced practitioners with positive feedback and attracting interest from outside agencies. The professionals training which is run jointly with Barnardo's is going well with attendance from all Local Authority partners.

3.36   Emma Whittell has joined us from Communications and Marketing to grow our presence on social media and to promote the brand in the press, although, adopter recruitment remains a challenge. The data matrix developed helps us closely monitor our sufficiency and conversion rates so that we can be clear where we need to focus our attention month by month. This is directly linked to the children who need adoptive families so that we can be sure we are focussing our recruitment on the right types/groups of adoptive families.

3.37   The piloting of the virtual reality training is underway with careful training and preparation being undertaken with staff with a view to start using this with adopters from January 2019 onwards.

3.38   Adoption Support

3.39   There continues to be a waiting list for families accessing support and this is extremely difficult for the service in terms of managing this. The waiting list stands around 70 and this was discussed at length at the last management board budget meeting.

3.40   Peer mentoring is going from strength to strength and there are now 26 mentors who are up and running, and have a good flow of referral's coming in. We have just trained our second group of mentors and are still receiving interest from experienced adopters who wish to join our Peer Mentoring ranks.

3.41   The new Adoption Support Fund portal on the Government website came into force at the beginning of July. This is much more user-friendly and this plus our improved business support processes which we have put in place around making an application has meant that we have had a higher number of successful applications for therapeutic support for families.

3.42   We have run a number of well attended and successful activity based events over summer in Huddersfield, Castleford and Brighouse. These involved a large number of children and families attending with One Adoption staff attending in support.

3.43   A newsletter went out to all adoptive families across the region in June. There is a timetable and editorial working group now in place to ensure these go out to families four times a year.

3.44   One of the stay and play groups has been relaunched following consultation with parents. A successful Foundations for Attachment programme was undertaken with 20 families having accessed this since the start of the year.

3.45   One of the teams has begun working on a consultation model to offer adoptive families who are currently waiting for a service with assistance from the centre of excellence staff. This is due to start in November.

3.46   Family Finding

3.47   The Family Finding teams have continued with the regional linking meeting to look at children and families in the assessment process and having established strong links with Adoption Match (National Adoption Register) we have a good regional view of children and families in the system. However, the national register is being suspended from April 2019 and therefore discussions are now underway with another provider, Linkmaker to look at how we can develop this work to provide a collective matching approach to maximise the resources available and reduce the time taken for family finding in making links.

3.48   The children's profiling events continue to take place and the last event was in October, inviting adoptive families from across the region and beyond to consider a selection children awaiting adoption who were featured with high quality photos, DVDs and personalised displays.

3.49   23 families attended and we featured 37 profiles totalling 48 children, resulting in 26 Expressions of Interest from 16 families regarding 12 profiles (17 children in total).

3.50   A key issue is the mismatch locally, regionally and nationally between the numbers of children in the adoption process and the number of adopters available. We are trialling a bespoke family finding approach for some children who have very complex needs with a couple of children and are working with those local authorities as a higher level of publicity and advertising is required to find specific families for these children.

3.51   Case File Audits

3.52   There has been ongoing audit activity across the agency looking at children waiting for adoption placements carried out jointly between the head of service and the operational leads in Wakefield and Bradford to date. This has been a helpful exercise to look at the planning for the children and to pick up any issues with

regards to practice and recording. The senior leadership team spent a day at the end of August looking at 20 case files across One Adoption West Yorkshire looking at a mixture of cases to look at how effectively the staff are using the mosaic case recording system to record their work. There is a positive picture about the use of mosaic case recording system but some specific challenges regarding some of the tracking forms. These require some simplification for staff to use more effectively and work is underway to address this.

3.53   Continuous Professional Development and Service Development

3.54   Service Improvement Plan

3.55   Following the completion of the 3 Year Plan the One Adoption West Yorkshire Service Improvement Plan (SIP) was created. The SIP actions link to the 3 Year Plan, the Equality Impact Assessment, the Adoption Charter as well as actions identified by the team. The SIP is tracked via monthly meetings with service managers (the action owners) with shared actions discussed at SLT. A quarterly update report is presented to SLT to provide an overview of progress and discuss/ resolve any issues.

3.56   Feedback

3.57   A new online feedback process is now in place and we use this to survey staff, adopters, bump into meetings, designated teacher and staff training. Further surveys for adopter training, information events and adoption support are in production. This method has brought consistency, allowed greater analysis and eliminated the resource burden associated with the former manual feedback process.

3.58   The staff survey and the report card regarding the voice and influence of children and adopters is attached at **Appendix 3 and 4**.

3.59   Staff Skills Development

3.60   Staff are able to attend a range of training and there are development sessions for each area of practice looking at developing knowledge and skills to support their work. We held an all staff event in October looking at becoming a trauma aware service, with input from Dr Matt Woolgar. There has also been a workshop on contact and adoption and a conference across the region regarding "identity", based on research findings and young people speaking about their experiences. The adoption panel training was recently undertaken with input from Dr. John Simmonds at Coram Baaf looking at issues of identity in relation to matching. This training was well received and enables us to start to address some of the bigger issues regarding adoption practice, ensuring that this is focussed on the individual needs of children and young people as they grow and develop into adults with a good understanding of their own identity.

3.61 A skills development template has been produced which identifies the aspirational/ enhanced skills would like their team members to possess. The templates will be updated by team managers with staff in their supervision to determine if development is required. The returns will be collated and a development plan created by December 2018 for a clear workforce development plan to work alongside the 3 year plan.

3.62 One Adoption West Yorkshire Offering Training

3.63 One Adoption West Yorkshire delivered a learning lessons event to other Regional Adoption Agencies (RAA's) across the country in July regarding the first year as a regional agency with support from the Leeds Relational Practice Centre. This was positively received by other RAA's and we held a second event in October regarding Early Permanence. One Adoption West Yorkshire staff and adopters have also presented at national conferences regarding the journey of the first year as a regional adoption agency and regarding early permanence practice. This is helping with our vision of becoming a flagship adoption agency that promotes and develops best practice.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 There has been ongoing consultation and engagement with staff who have transferred in to the agency as well as formal consultation with the trade unions regarding accommodation. Consultation with service users is ongoing to inform the development of the service design and delivery of the agency.

4.2 Equality and diversity / cohesion and integration

4.2.1 There are no implications for this report.

4.3 Resources and value for money

4.3.1 There is a projected overspend this year due to an in year increase in inter agency fees and the capacity issues within adoption support. Appendix 1 covers this in more detail

4.4 Legal implications and access to information

4.4.1 There are no implications for this report.

4.5   Risk management

4.5.1   There are potential financial risks with regards to the budget and the inter agency spend and demands within adoption support. Regular financial monitoring is in place and the management board are meeting in the next two months to discuss budgetary issues further.

5.   Recommendations

5.1   The Joint Committee is requested to:
a)   Note the progress of the agency; and
b)   Support the progression of these arrangements.

Background documents[1]

None

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[1] The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Appendix 1 (Head of Service Report)

| Subject: | One Adoption West Yorkshire (OAWY) Budget |

1   Purpose of this report

This report is provided to summarise the budgetary issues for One Adoption West Yorkshire (OAWY) given the current challenges in providing effective service delivery across the region, including pressures regarding adoption support and the national changes to the inter agency fees. The report will also provide a summary of the projected outturn for 18/19 and budget requirements for 19/20.

2   Background Information

2.1   Governance and decision making to date

OAWY was established in April 2017. The arrangements are overseen by a Joint Committee of councillors representing the 5 local authorities, who have knowledge of and responsibility for Children's Services. The Joint Committee exercises the corporate parenting role of the Participating Authorities in relation to the functions of One Adoption Agency for West Yorkshire. The operational accountability of the regional agency is to the Management Board, comprising of senior officers delegated by each Director Children Services. The agency is operated under the terms of a Partnership Agreement with Schedule 5 setting out the arrangements regarding budget issues (Appendix 1). The final overall outturn position for OAWY was a small underspend of £23k. This was transferred to a reserve, earmarked for OAWY.

On the 6th July 2018 the Joint committee of elected members for OAWY met and an item on the agenda was highlighting imminent changes at a national level regarding inter agency fees, likely to have a significant impact upon the budget for OAWY. In addition to this ongoing capacity issues regarding adoption support were also discussed. The Joint committee were aware that the management board were meeting in early September to discuss the detail of the budget and the financial projections for 18/19 and that in line with the partnership agreement that details of budget requirements for 19/20 be discussed and agreed in principle by the management board. The chair asked that the details be taken back into each local authority (LA) for discussions regarding impacts upon their own LA budgets.

The management board met for a budget meeting in September and it was agreed by the Chair of the board that each LA will be in discussions with their own lead member by the Director/service director regarding their children's budget and this issue will be part of that process. Each LA has given an in principal positive decision, although Calderdale asked for some more information which has been provided and a decision awaited regarding the interagency uplift request.

2.2 Overall capacity within the service

The first year of the operation of OAWY has been more challenging than anticipated with a need to resolve technical and operational issues whilst ensuring that a crucial service for children and families in maintained. This first year of operation has also coincided with national challenges within the adoption system with decreasing numbers of adoptive families available and turmoil within the sector due to the national structural reform programme and financial austerity.

Adoption Support

Since the opening of One Adoption West Yorkshire in April 2017 there has been a waiting list for those families requesting an adoption support assessment. At the commencement of OAWY 65 families were waiting, increasing to 95 in April 2018. Over the last 18 months the average has been 75 suggesting that the service is either not effective or is under resourced.

On detailed examination of the issues there are a number of factors contributing to this:

- Increased expectations from adopters regarding accessing support and in particular therapeutic interventions to improve outcomes for children via the national adoption support fund leading to increased demands
- Higher numbers of historical adoption cases in some areas leading to inevitably increased numbers of adopters in the system needing support
- Children being placed for adoption have more complex needs than previously as a result of early experiences of abuse and neglect
- Different approaches to adoption support provision and support across the region including an over dependency on long term social work support in some areas; under developed provision of universal, targeted and peer support that aims to build resilience and effective support networks with adopters.

The caseloads of staff across the region are very high with an average of 32 per worker. Ideally within adoption support caseloads should be between 25 and 30 and sometimes slightly smaller depending on the complexity of the work being undertaken and reduced for workers who run the parenting groups, workshops and other training. There has been ongoing sickness issues within the manager and staff groups in adoption support and some temporary staff have been recruited to cover these leading to a pressure of £70k within the staffing budget. The current Full time equivalent (FTE) of staff for allocation is 22 FTE. In order to meet the demands the numbers of staff need to rise by 6 FTE staff.

It is proposed to create an additional team in adoption support which will enable the adoption support caseloads to be more evenly split over four teams and reduce average caseloads to 28.

Recruitment and Assessment

There is a national crisis in adopter recruitment with less adopters coming forward and as the first regional adoption agency we saw a dip in numbers approved last

year (69 households were approved with 107 the previous year). This is attributed to some local authorities losing staff prior to the start of the new agency, a reduction in the marketing and advertising across the local authorities therefore not having enough adopters in the pipeline waiting to be approved. The need to get the new brand out in the first part of 2017 was crucial and with new prospective adopters now in the process of assessment OAWY are on target to approve 120 adopters this year.

The need to have a clear focus on recruitment is essential as this reduces the need to purchase placements from other local authorities and voluntary adoption agencies. There is no capacity within these teams to free them up to take on adoption support work and sessional workers are being recruited to ensure that we can meet the need to assess adopters in a timely and thorough manner as the numbers coming through increase.

Family Finding

The family finding teams have 305 open and active cases with 128 being tracked as likely to have a plan for adoption. As the Ofsted inspections in 3 of the local authorities have found there is a need to provide support and help to progress the care plans for children and prevent delay for children achieving their permanent home. Family finders work closely with children's social workers and this area of work is key in improving practice and achieving positive outcomes for children. There is no additional capacity to manage increased demands in this area of work and no capacity to pick up the adoption support backlog.

2.3   Inter- agency Budget

Prior to starting the regional adoption agency the local authorities within West Yorkshire have relied upon finding families for children through recruiting their own adopters as well as purchasing other families from local authorities (LA) or voluntary adoption agencies (VAA's).

In 2016/17 54% of placements were provided by in house adopters and 46% of children were placed outside via interagency placements.

In 2017/18 the percentage placed in house was increased to 66% in house. This provides good evidence of the value in pooling adopters across a wide area to provide placements.

The Consortium of Voluntary Adoption Agencies gave notice in May 2018 that they were increasing their fees from 1 June 2018 (£31k for one child; £50k for two children; £68k for three children; prices negotiable on individual basis for four or more children), and that the fees should increase each year in line with consumer prices index. In addition, from 1st April 2019, a new fee structure for sibling groups will come into effect (Appendix 2: Email from the ADCS).

Forecasting has been completed based on sufficiency predictions for 18/19, 19/20 and 20/21, based on a prediction of a number of children in the system at the moment and those in early tracking. Whilst there are likely to be increased in house

adopters to the latter part of 2019/20 than at present the OAWY will not be self-sufficient. This budget projection will need to be reviewed moving into next year if there are any further changes to the interagency fee.

2.4   Current position

At the end of Period 6 ,based on placements made to date 31 and future placements (47) identified by the service this gave a forecasted overspend of £564k (£2,072k spend against budget of £1,508k). Note for comparison if the current cohort was placed with 2017/18 rates and previous VAA payment arrangements the position would be a potential saving of £58k (£1,450k spend vs £1,508k budget).

The impact of this change is immediate and reflects a national picture of adopters in decline, although OAWY are bucking the trend for increasing the numbers plus the fact that the VAA have insisted on these being paid in one lump sum at the start of the arrangement, again making the impact more noticeable.

As a regional adoption agency we are starting to do some work on the future of the funding formula to look at an overhead cost plus activity based costs and we are aiming to get to a position for 2021/22 to have a revised funding formula.

2.5   Budget 2018-19

The table below summarises the £0.847m in-year financial pressure for OAWY and shows the impact of the above on the 2018-19 Budget. In addition to the above pressures around pay of £70k (the difference between the income from the Dfe for the project work to fund additional staffing for the centre of excellence and the actual expenditure on staffing) and Inter-Agency Expenditure (£0.564m), there is a further small pressure on income of £0.083m primarily relating to the sufficiency impact of adopters in West Yorkshire and the ability to sell on places to other Local Authorities.

	Budget £	Forecast £	Variance £
OAWY Summary 2018/19 Outturn Forecast			
Staffing	4,650,310	4,850,310	200,000
Commissioned Services	387,000	387,000	0
Inter- Agency Expenditure	1,508,000	2,071,500	563,500
Inter- Agency Income	(320,000)	(100,000)	220,000
Other Expenditure	696,500	690500	(6,000)
DfE Income	(60,000)	(191,000)	(131,000)
	6,861,810	7,708,310	846,500

The table below shows the required increased contributions for 2018-19 for each partner of OAWY. The increases are pro-rata to initial percentage member contribution rates established in 2017-18; the first year for OAWY.

Total Partner Contribution uplift required for 2018/19 pressures				
	LA Contribution 18-19	Revised LA Contribution 18-19	Required Uplift	%age Split
	£	£	£	
Bradford	1,297,733	1,457,827	160,094	18.9%
Calderdale	833,334	936,137	102,803	12.1%
Kirklees	984,898	1,106,398	121,501	14.4%
Leeds	2,905,892	3,264,374	358,482	42.3%
Wakefield	839,953	943,573	103,620	12.2%
	6,861,810	7,708,310	846,500	

2.6   Budget 2019-20

The table below outlines the required budget increases for partners in 2019-20. In summary the increased cost to partners after allowing for proposed budget pay awards, 2%, and Inter-Agency impact, looking at a requirement for increased contributions of £0.82m, taking partner contributions for OAWY to near £7.7m.

The impact of the pay award is £0.42m and Inter-Agency £0.4m.

Total Partner Contribution uplift required for 2019/20		
	Required Uplift	%age Split
	£	
Bradford	155,210	18.9%
Calderdale	99,670	12.1%
Kirklees	117,800	14.4%
Leeds	347,560	42.3%
Wakefield	100,460	12.2%
	820,700	

It is important to remember that all partner contributions are ring-fenced for OAWY, with principles formally established in the partnership agreement for the treatment of any under / over spends.

The budget monitoring is undertaken quarterly for the management board with reports provided. Here is a summary of the details shared with local authorities:

5th June- management board with budget details and summary6th July – Joint Committee with budget pressures regarding inter agency and staffing and Chair request LA to consider pressure on budgets

1st August – detailed email with budgetary pressures regarding interagency sent to Assistance Directors and finance leads

12th September – budget meeting with management board- finance details provided

Page 5

2nd October – management board with budget summary

18th October sent to finance leads by Leeds finance.

3   Recommendations

3.1 Members are asked to note the new budget pressures arising from the details above, affecting 2018-19 and 2019-20 financial years.

Kinship Connected – Kinship Carer Support Programme

One Adoption – West Yorkshire, May 2018

Kate O'Brien
Director of Business Development & Programmes

Dawn Jenkins
Kinship Care Programmes Manager

About Grandparents Plus

Grandparents Plus is a national charity (England and Wales) which champions the role of grandparents and the wider family in children's lives.

We provide **advice, information and peer support for kinship carers** - grandparents and other family members who step in to care for children who cannot live with their birth parents due to difficult family circumstances (most commonly due to drug or alcohol misuse, domestic violence, death or imprisonment).

Each year we support **2,000 vulnerable families**, providing **life-changing financial, practical and emotional support.**

Over **15 years experience** of supporting kinship carers.

GRANDPARENTS
plus

Grandparents Plus has a credible reputation for supporting the **national development of good kinship care practice**, including our:

- sector-leading research

- Kinship Care Professionals Group

- kinship care support programmes

- national Support Network of approximately 4,000 kinship care members

- free national advice service, which supports around 1,700 kinship families a year.

We support **all kinship carers** regardless of legal order, including Special Guardians.

GRANDPARENTS
plus

State of kinship care

How many children are being raised in kinship care in England?

- *Approximately 150,000 (3 times the number of children in foster care)*

What percentage of children growing up in kinship care have special needs?

- Almost half (49%) of children in kinship care have some kind of special needs, most commonly emotional and behavioural difficulties, according to our research.

GRANDPARENTS plus

Kinship care in West Yorkshire

of children growing up in kinship care in West Yorkshire by local authority

Local authority	# of children in kinship care	% of population
Bradford	3,030	2.3
Calderdale	580	1.3
Kirklees	1,230	1.3
Leeds	2,360	1.6
Wakefield	1,400	2.1

Source: 2011 Census (N.B. national average is 1.4%)

GRANDPARENTS plus

only 1 in 10

carers are getting the support they need to bring up the children they've stepped in to raise.

Grandparents Plus 2017

GRANDPARENTS
plus

Kinship Connected Kinship Care Support Programme

- Delivered by Grandparents Plus
- Includes:
  - **1-1 support from project workers**
  - **Support group development**
  - **Preparatory workshops**
  - **Consultancy**
  - **Specialist advice service**
  - **'Someone like me' telephone support service**

- Directly supported 800 kinship families to date.

- Worked with kinship carers to develop 25 sustainable and kinship carer-led support groups.

GRANDPARENTS plus

Impact for kinship carers

Independent evaluation in 2017 by York Consulting

- Reduced isolation

- Reduced financial concerns

- Reduced level of concerns about children's behaviour, health and wellbeing

- Improved relationships with family members

- Improved confidence, feeling more able to cope with caring role

'I was surviving, now I'm living.' (kinship carer, Hartlepool)

Impact for local authorities

- **Improved kinship carer confidence, engagement and trust** in local authority

- **Reduced number of children on Child Protection Plans and Children in Need** - of the 550 families we supported in 2014-17, the number of children on Child Protection Plans reduced by 86%. The number of Children in Need reduced by 88%.

- **Cost savings** – estimated cost saving of £1/4m in local authority budgets across NE 2014-17

'There's a big gap within the local authority in terms of support for kinship carers. This project is a lifeline.' (local authority commissioning service)

GRANDPARENTS plus

9

Safeguarding

- Clear safeguarding policies and procedures

- Programmes Manager – Kinship Care is registered social worker and safeguarding lead

- All staff and volunteers DBS checked

- Work in close collaboration with local authority

Why it works

- **Independent and trusted** so able to reach and engage kinship carers who may be reluctant to ask for help from the local authority

- **Collaborative** – adding value to existing support offer by bringing together combined assets and strengths of kinship carers, charities and the local authority

- **Sustainable** – supporting and empowering kinship carers to lead support groups

- **Peer-to-peer focus** empowers kinship carers to support each other, building community capacity and community resilience.

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plus

Evaluation

West Yorkshire would also benefit from an in-depth evaluation and impact measurement process that will be developed as part of this funding.

It would provide some useful data and insights into kinship carers in the region, as well as a cost benefit analysis of the service. Commissioning the service for the 18 months period would enable much more detailed evaluation.
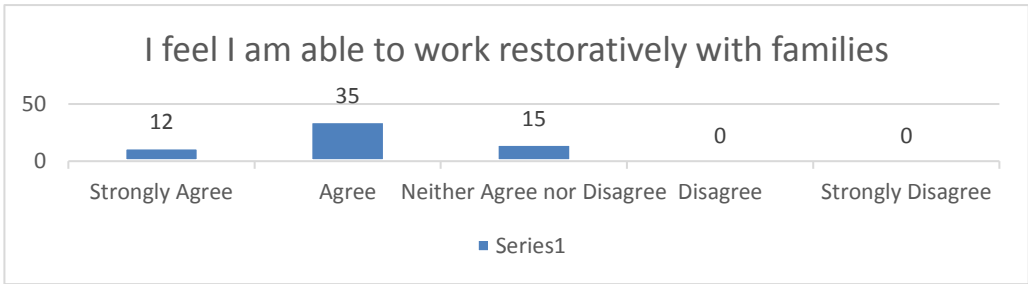
Free services we offer

- National specialist **kinship care advice service** available online and through our helpline on 0300 123 7015

- Wealth of the **latest information on kinship care** on the Grandparents Plus website accessible to all www.grandparentsplus.org.uk

- Kinship carers can join our national **Kinship Carer Support Network** of 4,000 kinship carers. It's free to join and they'll receive a monthly e-newslettter with opportunities to meet other carers at training events and family activity days and also to influence the development of our services and campaigns to make kinship care better. They can join here - https://www.grandparentsplus.org.uk/forms/join

- Practitioners and researchers can join our thriving **Kinship Care Professionals Group** that provides a unique opportunity to share and develop good practice in support for kinship carers. The group meets quarterly in London and th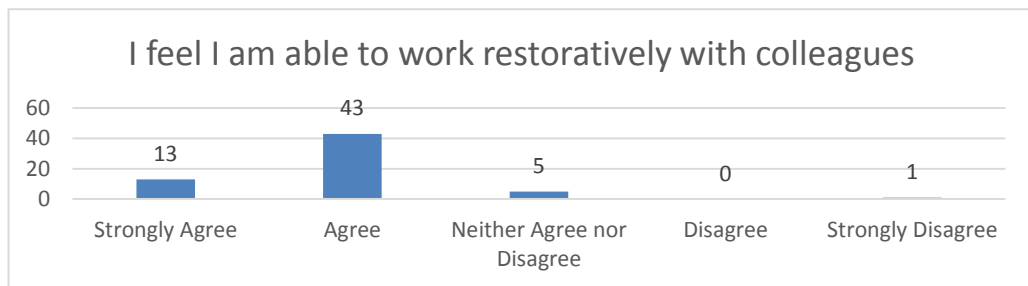e north of England and is free to join. You can join here - https://www.grandparentsplus.org.uk/professional-support-network

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OAWY Staff Survey and event feedback
2nd October 2018

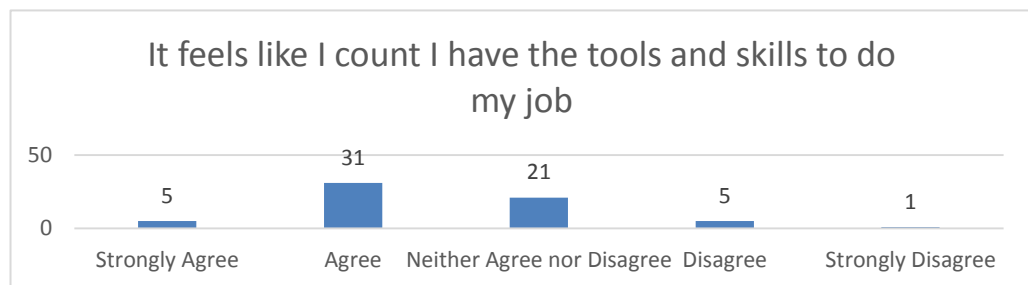|	
1.0	**Summary**
1.1	During 2018 feedback was gathered to gauge staff perception of OAWY and identify areas for improvement. The feedback was generated via 2 mediums; an on-line survey and a group activity at a staff event.
1.2	The key findings of the survey and event are that relationships are perceived to be the key positive area. Communication, travel/ location of offices and training are the three areas causing the most concern.
2.1	This paper highlights the results of the staff survey and feedback from staff event activity and provides: • Staff survey results; • Staff event feedback; • Summary of themes.
3.0	**Staff survey**
3.1	The on-line survey was open between April and June 2018. The survey was sent by email to all staff in OAWY with 3 chase up emails to encourage participation. In total, 135 staff were sent the survey with 63 completing it; giving a response rate of 46.67%.
3.2	The survey consisted of 14 questions. The first 12 questions had predefined response options as well a comment section. The last 2 were open questions with the respondent having the option to write a comment. Results of these 14 questions are in section 3.3 to 3.16.
3.3	Q1: I feel I am able to work restoratively with families. 63 responses. **I feel I am able to work restoratively with families** Strongly Agree 12, Agree 35, Neither Agree nor Disagree 15, Disagree 0, Strongly Disagree 0 ■ Series1 The top themes picked up from the comment section were: • I don't work with families (7); • I would like restorative training (7); • Job pressures prevent (1).

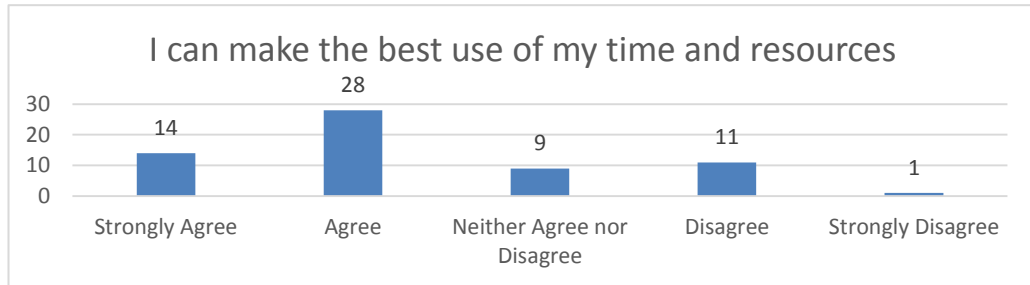| 3.4	Q2: I feel I am able to work restoratively with colleagues. 62 responses.
	I feel I am able to work restoratively with colleagues Strongly Agree: 13 Agree: 43 Neither Agree nor Disagree: 5 Disagree: 0 Strongly Disagree: 1 The top themes picked up from the comment section were: • Good relationships with colleagues (7); • I do work restoratively (5); • Limited by regional working (2).
3.5	Q3: It feels like I count - I have the tools and skills to do my job. 63 responses.
	It feels like I count I have the tools and skills to do my job Strongly Agree: 5 Agree: 31 Neither Agree nor Disagree: 21 Disagree: 5 Strongly Disagree: 1 The top themes picked up from the comment section were: • Have the skills (6); • Don't feel valued/ low morale (5); • Tools/ training required (5). In relation to the last bullet point, tools/ training required, here are the types of mentioned; *RP, therapeutic interventions, clinical supervision, psychotherapist or psychologist to be available for the assessment teams to call on for advice or for a session or two when working with adopters.*
3.6	Q4: I feel I have access to high quality training and development. 63 responses.
	I feel I have access to high quality training and development Strongly Agree: 5 Agree: 22 Neither Agree nor Disagree: 19 Disagree: 14 Strongly Disagree: 3 The top themes picked up from the comment section were: • Would like more bespoke, relevant and quality training (7);
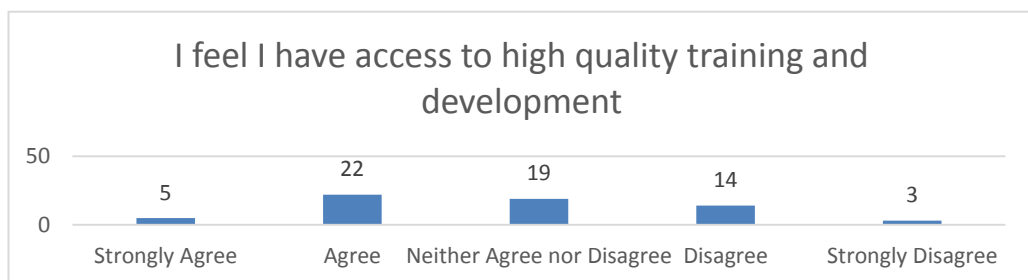
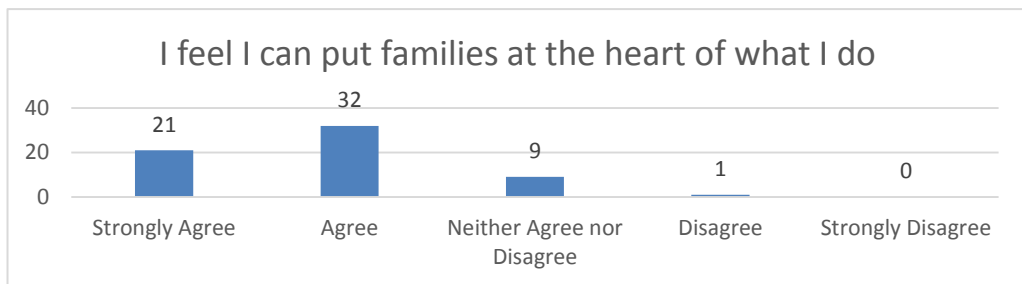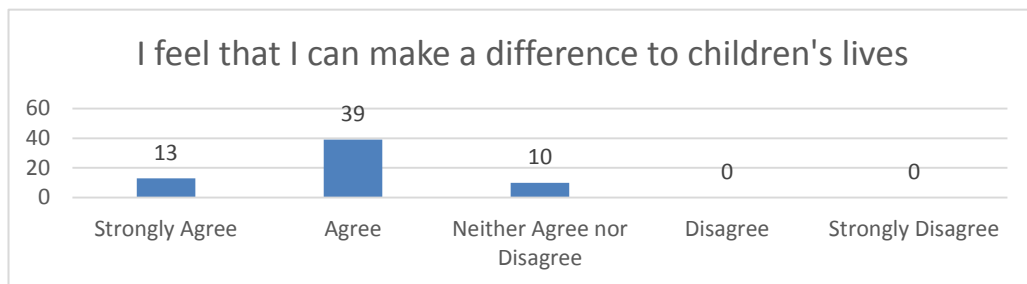|	
	• Struggle to access training (3); • Enjoyed the RP training (3).
3.7	Q5: I can make the best use of my time and resources. 63 responses. **I can make the best use of my time and resources** | Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
---	---	---	---	---
14	28	9	11	1	 The top themes picked up from the comment section were: • Different offices/ travel effects this (11); • Too much work (5); • Working flexibility i.e. work from home (3); • Staff resources limited/ not used effectively (3).
3.8	Q6: I am part of a team that is trusted to get on. 63 responses. **I am part of a team that is trusted to get on** | Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
---	---	---	---	---
27	30	5	1	0	 The top themes picked up from the comment section were: • I do feel trusted to get on (5); • Geography/ isolation means not feeling part of a team (3); • Good team atmosphere, friendly & inclusive (2); • Volume of work too high (2).
3.9	Q7: I feel I can put children at the heart of what I do. 63 responses. **I feel I can put children at the heart of what I do** | Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
---	---	---	---	---
21	32	8	2	0	 The top themes picked up from the comment section were: • I don't work directly with children (3); • Impacted due to workload/ resources (3); • Children are the priority (2); • Impacted by LA (2).
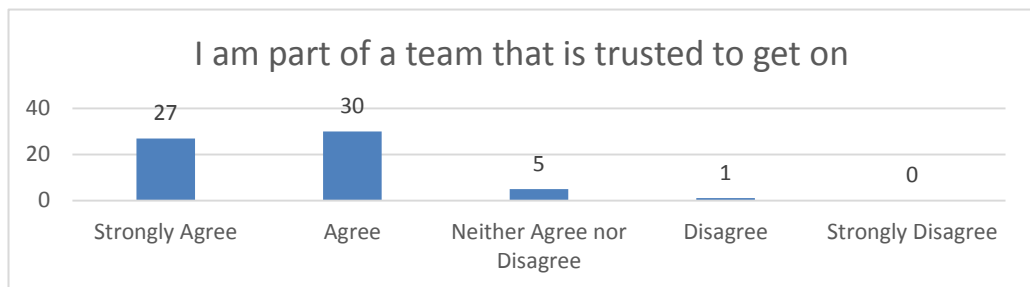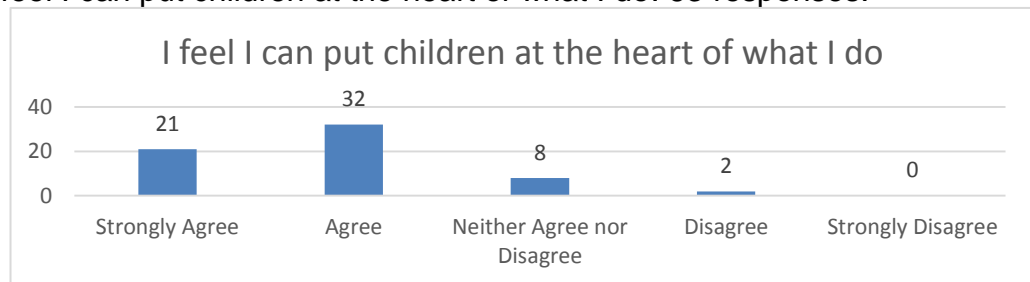
| 3.10 | Q8: I feel I can put families at the heart of what I do. 63 responses.

I feel I can put families at the heart of what I do

| Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
| 21 | 32 | 9 | 1 | 0 |

The top themes picked up from the comment section were:
- Yes I do (4);
- I don't work directly with families (3);
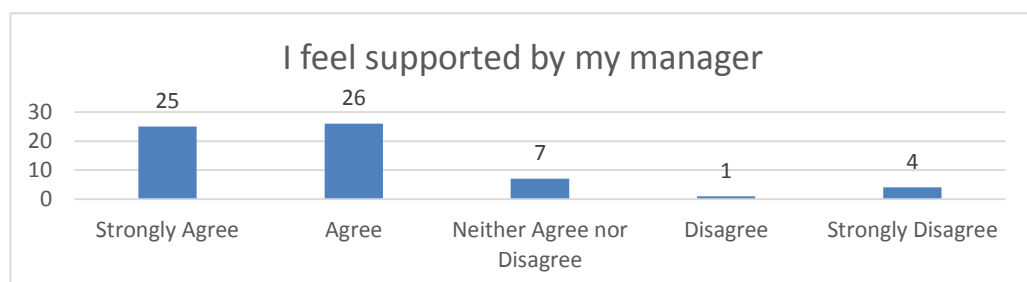- Impacted due to workload/ resources (3).
- |

| 3.11 | Q9: I feel that I can make a difference to children's lives. 62 responses.

I feel that I can make a difference to children's lives

| Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
| 13 | 39 | 10 | 0 | 0 |

The top themes picked up from the comment section were:
- Yes, I can (4);
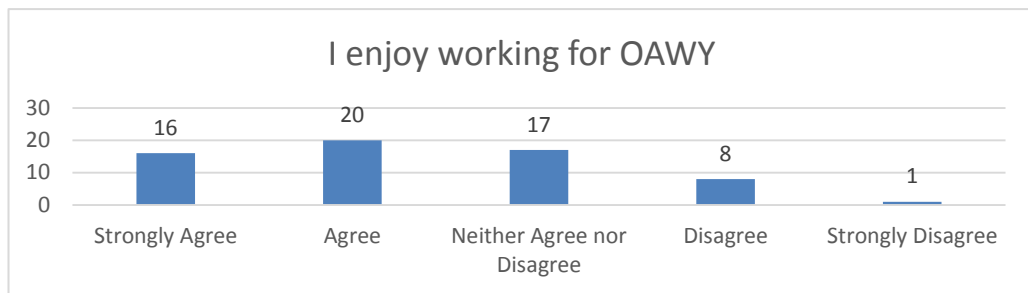- I don't work directly with children (4);
- some constraints (2).
- |

| 3.12 | Q10: I feel supported by my manager. 63 responses.

I feel supported by my manager

| Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
| 25 | 26 | 7 | 1 | 4 |

The top themes picked up from the comment section were:

- Yes, I do (11);
- Yes, but they are stretched (5);
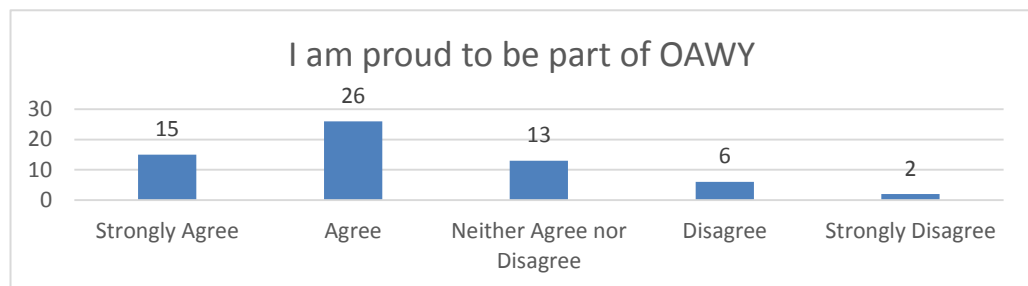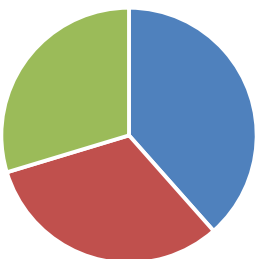- Yes, but limited knowledge of the work I do (3);
- No (3). |

3.13	Q11: I enjoy working for OAWY. 62 responses.
	I enjoy working for OAWY
	Strongly Agree: 16, Agree: 20, Neither Agree nor Disagree: 17, Disagree: 8, Strongly Disagree: 1

3.13 Q11: I enjoy working for OAWY. 62 responses.

I enjoy working for OAWY

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
16	20	17	8	1

The top themes picked from the comment section were:

- Too much travelling, isolation of teams (7);
- Regionalisation has had negative impact (4);
- Communications could be better (3);
- IT issues (3).

3.14 Q12: I am proud to be part of One Adoption? 62 responses.

I am proud to be part of OAWY

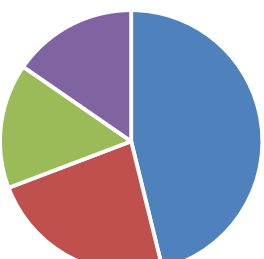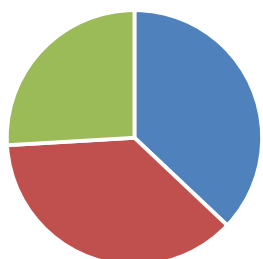| Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
15	26	13	6	2

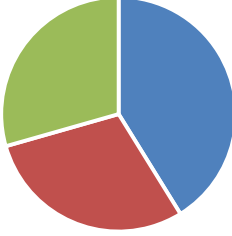The top themes picked from the comment section were:

- Yes, I am (4);
- Not valued, listened to (3);
- No, I don't (2);
- Poor communications (2);
- Overworked, stressed, not enough time (2).

3.15 Q13 – What do you think we do well?

This was an open question with respondents able to type a response. The top themes picked up here were:

- Staff - good people, friendly, supportive, passionate, dedicated, knowledgeable (17);
- Child centred (8);
- Information & training for adopters (4);
- Restorative approach (4).

3.16	Q14 – What do you think we could improve on? This was an open question with respondents able to type a response. The top themes picked up here were: • Better communication with staff (24); • Improve office base locations/ reduce travel (12); • Training (5).
3.17	When collating the themes picked up from all the staff survey responses the main positive and constructive ones relate to: **Positive themes - staff survey** ■ TEAM RELATIONSHIPS ■ CHILD CENTRED ■ HAVE SKILLS REQUIRED **Constructive themes - staff survey** ■ TRAVEL/ LOCATIONS OF OFFICES ■ COMMUNICATIONS ■ TRAINING/ TOOLS TO DO JOB
4.0	**Staff event feedback**
4.1	On the 13th June 2018 a staff event was held to mark OAWY's 1st birthday. At this event staff were split into groups and asked to discuss and capture their view on what OAWY does well, what could be improved and any improvement ideas.
4.2	The main positive and constructive themes from this activity were: **Positive themes - staff event** ■ RELATIONSHIPS ■ PANEL ■ DUTY ■ BUSINESS SUPPORT **Constructive themes - staff event** ■ COMMUNICATION ■ TRAVEL/ LOCATIONS OF OFFICES ■ IT / TRAINING

4.3	Staff we also asked for improvement ideas. The areas in which improvement ideas were based were technology, relationships and process. See Appendix A for the narrative provided by staff in these areas.	
	Improvement idea themes ■ TECHNOLOGY ■ RELATIONSHIPS ■ PROCESS	
5.0	**Summary of themes**	
5.1	When analysing the combined feedback from the survey and staff event the top positive theme was relationships. Staff had cited strength in relationships not only with each other but also LAs, adopters, other agencies and families.	
5.2	The three main constructive themes were: • Communication – a sense of frustration that staff do not feel like they are informed of what is going on i.e. potential office moves and/ or that they have 'no voice'; • Travel/ location of offices – concerns over lost time, feeling of isolation and difficulty forming/ feeling like a team; • Training – be it IT/ mosaic or social work courses (see section 3.5).	
5.3	The constructive themes from the survey are not a surprise and actions to address these areas are already planned or underway. However, the results do underline the issues felt by the front-line and provide an opportunity for SLT to respond positively.	
5.4	Issues around communication will partially be improved as the all managers meeting has been re-established – this forms a clear communication channel between SLT and team leaders. A review of existing internal communications is planned by the One Adoption, Communications & Marketing lead and will involve working with front line staff to shape this area.	
5.5	In terms of travel/ location of offices the date of the survey and event need to be taken into account - April to June 2018. A decision on offices bases, moving from 5 to 3, was made and communicated in September which should allay concerns.	
5.6	Travel has also been alleviated somewhat as duty is now on a rota across the region. More work can be done though to reduce travel further and we can push the training and use of Skype – this ties in with one of the staff improvement ideas.	
5.7	In terms of training, a skills development template has been produced and is now with service managers to refine with team managers. This then needs to be completed with staff and an implemented plan produced.	

5.8	The service improvement ideas from staff, appendix A, need to be reviewed to gauge their viability.

APPENDIX A

SERVICE IMPROVEMENT IDEAS FROM STAFF EVENT

<u>**TECHNOLOGY**</u>
SKYPE/ ENTERPRISE VOICE - REDUCE TRAVEL
IMPROVE WEBSITE: REDUCE FORMS, LOGINS TO GIVE ACCESS DEPENDANT ON STAGE & TRACK PROGRESS
USE SHAREPOINT BETTER
WHATSAPP - ENHANCE USE OF WORK PHONES
ENHANCE IT USE: SIGN IN ON IPad AT INFO EVENTS, EMAIL INFO PACKS
E-LIBRARY WITH 'LIBRARIAN' - DOCUMENTS ACCESSIBLE & LINKED TO SUPPORTING RESOURCES
<u>**RELATIONSHIPS**</u>
JOINT DEVELOPMENT DAYS
IMPROVE RELATIONSHIPS/ MORE TIME TOGETHER
PRIORITISE TEAM MEETINGS/ SOCIAL CAPITAL/ DEVELOPMENT DAYS/ JOINT TEAM MEETINGS
CLOSER LINKS TO VA
WORK WITH IROs LOOKED AFTER CHILDREN SERVICE
<u>**PROCESS**</u>
ADOPTERS COME TO ONE ADOPTION WHEN POSSIBLE TO SAVE SW TIME
BETTER INDUCTION AND TRAINING FOR BS STAFF - GIVES A BETTER UNDERSTANDING
CHILD SUFFICIENCY MODEL
QUALITY ASSURANCE - CPRs
CLEAR PROCESSES & GUIDANCE

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**Voice and Influence of Children, Young People and Adopters
Report Card
April 2018 to September 2018**

Outcome: Children and adoptive families to have an influence over decisions affecting their families' lives and the services we provide.

Best ideas - what has worked?

The One Adoption West Yorkshire (OAWY) Annual Adopter Survey

An on-line survey was sent to all OAWY adopters to gather their views on the service we provide. We asked adopters to tell us what we do well, here are some of the responses:

- *Staff are well informed and knowledgeable and caring;*

- *Social workers respond promptly. Feel they genuinely care;*
- *Single adopters support group is excellent;*
- *Great communication, support and training opportunities;*
- *Friendly, knowledgeable staff who do their utmost for you. Good communication also;*
- *We feel very lucky to have such fantastic support from our adoption support worker - it has made an immeasurable difference to our family life;*
- *Excellent social workers - they know our family well & work hard to get the support we need;*
- *Post adoption support excellent;*
- *Post adoption social worker has been excellent in supporting us to deal with school issues.*

We also asked adopters what we need to improve on. One of the main themes picked up was around delays, see comments below:

- *The main thing is the time it takes to access support;*
- *Timeliness of adoption support assessments to access asf when families in need;*
- *Getting support to those families who are in crisis much more quickly...;*
- *The wait for support is just too long leaving you feeling like there is no solution to your child and your families issues..;*
- *Timeliness of match funding requests when families in need;*
- *Response times and ASF process.*

A review of the survey responses will be undertaken and an action plan developed to improve areas of concern.

Peer Mentoring Scheme

OAWY has partnered with The Cornerstone Partnership to provide a Peer Mentoring Scheme to all OAWY prospective and experienced adopters. We know how challenging and, at times, stressful the process of adopting and being an adoptive parent can be. Our mentoring scheme relies on volunteer mentors who have the experience and desire to help others through what is often a challenging time.

What is the Cornerstone mentoring programme?

The aim of the Cornerstone peer mentoring programme for prospective and experienced adopters is to:

- provide emotional support and encouragement for families;
- sign-post to local support;
- share experiences and successes of parenting adopted children as they deal with transitions, contact issues, challenging behaviours etc.

What have we done so far?

The peer mentoring scheme is progressing really well. We now have 24 trained peer mentors, 20 of which are actively mentoring families. 26 families in total are now supported through peer mentoring provision (9 prospective adopters and 17 from adopters post adoption).Training is planned for a further 6 peer mentors

Recruitment

Members of Adopter Voice are invited to support us with the recruitment of staff and often feature on the interview panel. Recently a new adoption panel chair and 2 adoption support social workers have been recruited.

Adopteens Project (Formally AT-ID) is a project that was designed by adopted teenagers who wanted to meet and connect with other adoptees. It offers a safe space both online and offline as members can access our website, interact via an online chat forum, and meet face to face at our activity days. There is also the Adopteens Project youth council for those members who want to get more involved.

At these meetings they talk about adoption, sharing views and experiences to improve others understanding of adoption. The project runs across Yorkshire and Humber and is for any teenagers aged 11+ However, we are not completely strict on this age range and if there is a need we will try to accommodate.

The online chat forum is a safe platform for teenagers to start to get to know each other, and seek support, reassurance and advice from each other or the project workers if needed. It is a specially designed site and access is strictly for adopted teenagers. Project workers will make contact with the parents of the teenager looking to join, to ensure that the registration is genuine and we are open and honest with members that we monitor site regularly to make sure it is a safe, fun place.

"Our daughter has only recently got involved and hasn't been able to get along to that many events. However, she seems to have really found it helpful at a time in her life when social friendships are particularly hard for her. I think she has benefitted from realising there are other children who have been adopted and maybe experiencing similar issues to her.

As a parent, I feel relieved that she has an outlet that she can find her own identity as an adopted teenager, one that doesn't involve the parents, something that is her own space, but one that I know the workers understand the world of adopted kids"

Why young people access the Adopteens project:

- *"....to feel better about being adopted";*
- *"...because I want to be able to talk to other adopted people about how they deal with similar problems to what I've faced. It can also teach me how I could deal with other problems if they arise";*
- *"...to find more people who were adopted so I wouldn't feel alone or isolated".*

Stimulating creative projects for adopted children and young people

Working in partnership with One Adoption

Earlier this year Kelly Amoss, an adoptive parent set-up Seaglass Collective, an initiative that delivers stimulating arts projects specifically designed for adopted children. Kelly has been working in arts management for 17 years and is an adoptive parent of three children, as well as an adoption mentor for Barnardo's.

Research suggests that adopted children often do well in non-core subjects such as the arts, and yet due to their early life experience can struggle to engage with mainstream activities such as drama or music classes. Seaglass Collective brings together Kelly's arts and adoption experience to deliver projects where adopted children can take part within an understanding and supportive environment. Here they can build their self-esteem, creativity, communication, imagination, sense of play and confidence. Seaglass Collective help to remove anxiety by providing lots of information in advance, such as photos of course leaders and venues, and parents are welcome to stay in the workshop space if this helps their child.

The fantastic team of experienced professional artists are all trained by Barnardo's in adoption. The artists will go on to perform the work created by the young people as part of one of their own gigs, giving the young people the opportunity to see their work on a professional stage!

Profiling Events

3 OAWY profiling events have been held in the first 2 quarters of 2018/19. They have resulted in 7 children being matched so far. Approved and stage 2 adopters from OAWY and other agencies across the North of England were invited .The next profiling event will be held in November with plans for 4 more profiling events to be held in 2019.

Feedback from those who've attended has been positive, see comments below:

- *We are leaving with a couple of interests so it's been very good. Let's hope we achieve our dream of a family!*
- *It's been a positive outcome…;*
- *It was a really good event and I enjoyed it;*
- *The event was excellent the family finders and all staff were amazing;*
- *Lovely welcome as a single person;*
- *All extremely informative, really good to have a social worker with me;*
- *Lots of opportunity for discussion and questions.*

Foundations for Attachment

Written by Kim S. Golding: Foundations for Attachment 8 week course is a programme to help adopters to nurture attachments with their child. The course is aimed at adoptive families who are experiencing difficulties due to their child's early life experiences.

This course has been delivered twice so far during 2018/19 by OAWY with one further planned for January 2019. Feedback from the programme has been very positive, see comments from adopters below:

- *"Very thought provoking, made complete sense, made me better understand what was happening for my child"*
- *"Greater understanding and new ways of parenting"*
- *"The theory and putting into practice is helping me to be less stressed"*
- *"Excellent to be part of a mutually supportive group and to embed knowledge"*
- *"I think this has really helped me and my family so much"*
- *"Aggression and violence from children becoming critical. Now feel empowered to change my own response in a more positive way"*
- *"Thank you - I'll miss it!"*

Best ideas - what next?

Transforming lives through immersive Virtual Reality

Imagine if we could see a child's world through their eyes…. imagine what we would learn? That is now possible through Cornerstone's ground-breaking virtual reality (VR). Through their immersive films we can open up worlds never seen before. That of a child in the care system. What they have been through, how this affected them and, more importantly, how the parent, adopter, social worker and teacher can see things from the child's perspective. Cornerstone is using ground-breaking VR and immersive technology in an innovative approach to adoption support.

The films have been filmed in 360 to give the full immersive experience and allow parents and carers to understand the impact of trauma and attachment from the child's perspective. They are shown with VR equipment so the viewer gets the chance to really enter the world of the child.

The films give adopters – pre and post placement – a visual way to understanding the impact of attachment and trauma, form part of the therapeutic parenting training run with DDP and demonstrate the powerful effect PACE parenting can have on a child and the positive impact that will bring to the whole family.

OAWY now have 12 VR headsets which will initially be used as part of the adopter preparation training.

STAY AND PLAY RE-LAUNCH

After many years of running two successful Stay and Play groups at Pool and Barwick areas of Leeds and after feedback from adoptive parents we have found a fantastic new, modern venue in Roundhay which is a more central location for all our families and we think will really appeal to all of you!

The first Stay and Play at this venue will begin on **Thursday 4th October 2018**. The sessions begin at **10.00am until 11.30am** and will be held every two weeks. This is a shift from Church Halls to an activity based Children's Centre which includes opportunities for messy play as well as other interactive experiences. We will end with a sing a long at 11.20am. The usual tea, coffee, biscuits and fruit will be on offer.

The group is for parents with pre-school aged children and we're looking forward to welcoming old and new families to the sessions!

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Report author: Sarah Johal

Tel: 0113 2783623

Report of Director of Children's Services

Report to West Yorkshire Adoption Joint Committee

Date: 18th December 2018

Subject: Centre of Excellence for Adoption Support –Project update

Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes	☒ No

Summary of main issues

1. This report presents an update on the Practice Improvement Fund Project to develop a centre of excellence in adoption support (**Appendix 1**).

Recommendations

2. The Joint Committee is requested to:

   a) note the information; and
   b) support the development of this work.

1. Purpose of this report

1.1 This report presents an update on the Practice Improvement Fund Project to develop a centre of excellence in adoption support (**Appendix 1**).

2. Background information

2.1 In January 2017 The Yorkshire and Humber Adoption Consortium secured funding from the Department of Education (DfE) to develop a centre of excellence for adoption support to improve the positive outcomes for children and families through an evidence based multi- agency assessment of need and support, in partnership with children, carers and others.

3. Main issues

3.1 The project is funded until October 2019 and this report provides an update on the development of the project. The details are provided in Appendix 1.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 There has been ongoing discussions and engagement with local authorities, health, education and voluntary sector partners as well as the development of the work with adoptive parents and young people about the developments.

4.2 Equality and diversity / cohesion and integration

4.2.1 There are no implications for this report.

4.3 Resources and value for money

4.3.1 There are no implications for this report.

4.4 Legal implications and access to information

4.4.1 There are no implications for this report.

4.5 Risk management

4.5.1 There are no implications for this report.

5. Recommendations

5.1 The Joint Committee is requested to:

a) note the progress of the project; and
b) support the development of this work.

6.   Background documents[1]

6.1   None

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[1] The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Leeds City Council/One Adoption, Adoption Support Centre of Excellence – Practice Improvement Fund Round 2

A completed annex J must be provided with each quarterly claim covering the activities for that period.

SECTION 2 SUMMARY

Provide a summary of progress to date, approximately 200–500 words (cover the life of the project if this is your final report)

During the second quarter in 2018/19 the project team has concentrated on planning the staff training to allow the roll-out of the adoption support assessment framework. We have explored the best ways to deliver the extensive training that is required. The plan is to combine face-to-face workshops and on-line/self-learning options. We are working with colleagues in the voluntary sector to design and deliver training increasing social work staff's knowledge about assessment tools and therapeutic interventions, the rest of the training will be designed and delivered by the project team.

The Good Practice Guide to support the implementation of the new assessment framework is being drafted and will be distributed to all staff as part of the training.

A clinical psychologist, assistant psychologist and an occupational health specialist have now started their work with the project team. This has allowed the project to start exploring and developing the multi-disciplinary assessment model.

The project will test a screening tool that can be used by social workers to identify children with underdeveloped sensory systems. We will train staff to use the screening tools and also train a small number of staff to run sensory processing assessment and support courses. During this quarter we have finalised the plans for the courses and are ready to start in November 2018.

The project is now scoping the future multi-disciplinary assessment model. We are contacting other services providing multi-disciplinary assessments across the UK aiming to learn from their experiences.

The Clinical Psychologist and Assistant Psychologist have commenced the evaluation of the specialist assessments the RAA has commissioned from independent providers from 1st August 2017 when responsibility for the ASF submissions was centralised. The aim is to evaluate the quality and added value these assessments have provided for our adopted children.

The project team members have worked in partnership with the RAA's adoption support team to design a consultation service for adopted families who have sought adoption support. The consultations will offer the project team a valuable opportunity to gain better understanding of the current adoption support need. These will be delivered by key members of the project team alongside adoption support managers.

We are continuing our work with the 5 virtual schools in our region. We successfully ran an Objective Based Accountability workshop in July with representatives from social care, education, health and voluntary sector. We are now following up with the actions from the workshop.

Our education specialist is working closely with the Virtual School heads to create easy access information relating to the new Statutory Guidance aimed at adopted parents and schools.

We are working to increase the awareness of attachment and trauma at West Yorkshire schools and are working with ARC to introduce schools to the ARC attachment audit tool.

We have continued to work closely with our adoption community. Adoption Development co-ordinators are working alongside the project team, and offer invaluable insight to evaluate new developments and for example to develop the One Adoption regional website to enable greater access to information and resources for families.

We have consulted in wider region about the Adoption Support Assessment framework and are making amendments to the visual/graphic representation of the model and have updated the key concepts underpinning the adoption support assessment model to include Signs of Safety and PACE which are also used across the region

Provide a summary report of progress and achievement to date, against the specific key performance indicators and objectives agreed to in the grant funding agreement.

Key Activity completed in this period:

Objective 1 – Standardised Adoption Support Assessment Framework

New Assessment Framework templates, tools and resources
   – Visual/graphical representation of the model has been amended following feedback from the wider region. We have also included the models used by other agencies in region such as Signs of Safety
   – Agreed to implement the AS Assessment Framework and include the SDQs as part of the evaluation process
   – Building staff training programme to cover all elements of the framework:
      ▪ Assessment tools and interventions – working together with Y&H VAAs to deliver training (Face to Face Training) First training dates planned for December 2018.
      ▪ Secure Base Training – will be delivered as face to face training by the CoE Project Team. We will also explore whether an online training module can be developed
      ▪ Rethink Formulation – will be delivered as face to face training by the CoE Project team
      ▪ Outcome measures – looking into building on-line training modules to cover this part of the framework.
   – Good Practice Guidance – Draft Document being modified following recent changes to the visual representation of the model.

Objective 2. Development of a multi-disciplinary model

Development of a multi-disciplinary model of specialist assessment and therapeutic support to inform: a) pre-placement preparation and support and b) post-placement support for families at risk of disruption

   - Commenced in-depth review of Specialist Assessments commissioned with ASF by OAWY (evaluate the quality and value for money of currently commissioned assessments)
      o Exploring the existing models of multi-disciplinary adoption assessment model (exploring and learning from existing models of working)
      o Working with OAWY AS Operations to build a consultation model for families seeking adoption support to increase understanding of the current need and to test consultations as a future multi-disciplinary approach.
   - Occupational Therapist (Sensory processing specialist) working with the project.
      o Improving the OAWY workers knowledge and skills in sensory processing related issues, ability to identify children with underdeveloped sensory systems and rebuilding these systems

- o Building a sensory processing screening tool and training workers to use it in their everyday work
- o Exploring how the screening could be started as early in the child's life as possible. Link with EPP process.

Creating joint working models and care pathways in Education and Mental Health and independent service sector

Education Sector
- o Agreement with all Virtual Schools in West Yorkshire to unify ways of working
- o CoE education specialist co-ordinating the work in area to provide information to all schools regarding Pupil Premium+ for adopted children
- o Continuing to build Attachment & Trauma aware schools assessment tool roll-out.

Health Sector
- o Shared resources with Leeds Community Health (CAMHS provider) to develop understanding and communication between Health and Social Care.
- o Education Psychologist (Bradford) providing consultation support
- o Ongoing discussions with health partners across the region regarding developing their future in mind plans to meet the needs of adopted children

Independent providers – Develop a specific RAA commissioning framework, which supports the multi-agency adoption support
- o Working closely within the region and the supportive procurement team (North Yorkshire) to:
  - ▪ We have recruited more providers on the regional Approved Provider List
  - ▪ We have started our region wide work to implement outcome measures / better quality regime – Planned provider event taking place later in November 2018.
  - ▪ We are finalising a full needs analysis to assist with a market position statement due November -18.

Objective 3 - Engagement with Adopters

Engage with Adopters across the Y&H region in the development of the project
- Adoption Development Co-ordinators working with project team to build satisfaction surveys (following therapeutic interventions)
- Adopters represented in both project reference group and board.

Develop and implement tools for gaining adopters, adopted children and young people's views
- Working closely with VAAs, Adopter Voice and Adoption Development Coordinators in the region to develop a tool to gain adopters, adopted children and young people's views.

Objective 4 – Development of a multi-agency continuing professional development programme

Basic Staff Training
- a. Planning in progress to ensure all OAWY staff have knowledge of the concepts and tools required to be able to implement the new adoption support framework
- b. Engaging with local VAAs to deliver parts of the training.

Objective 5. - Project Management

Set up project management and governance
Project Quality Assurance Plan – internal quality assurance protocol agreed.

- External (research based) project outcome quality plan agreed with UEA. It was agreed that UEA will populate project baseline information based on the previously conducted Adopter Survey. Due to the longer than anticipated training / implementation timescales, it was agreed that the project evaluation will now take place in 2020. This will allow the RAA to fully implement the improvements before evaluation takes place
- UEA will engage with RAA & ASF evaluation projects to avoid duplication of effort.

Objective 6. - Key Outcomes

- Project Evaluation plan agreed with University of East Anglia. We would like to propose that the final report will be published in October 2020, 12 months after the project closure to allow evaluation to capture the longer term impact of the project.

Evidence:

Sensory Systems- OAWY Staff develop

CoE Project Evaluation Agreeme

OAWY Training Plan Assessment Framew

OBA Event 17th July 2018 Report.pdf

Progress on objectives/delivery plans:

CoE Progress against plan Q2 18-

Please provide details of any slippage in delivery plans and reasons for this if applicable:

Due to the delayed implementation of the new working practices, we propose that the project evaluation is conducted in two stages:

1. Baseline measurements in 2018. UEA will extract "as is" information from the Y&H adopter study published in 2018
2. UEA will conduct a follow up study with adopters in West Yorkshire, the outcome of which would be published by March 2020.

UEA will conduct employee study throughout the lifetime of the project.

The implementation of the CPD for staff will not be fully achieved by the initial deadline of December 2018, this has been due to preparation for delivery, compiling the good practice guidance, scheduling of training to fit around key service days/training, writing of training and co-ordinating the training delivery with the VAA.

Provide a summary report of progress and achievement to date, against the specific key performance indicators and objectives agreed to in the grant funding agreement.
We are in discussion with the senior leadership team in One Adoption West Yorkshire about how the training plan is incorporated into the wider CPD plan for staff training and development and a completion date will be agreed through this process.

Is there anything else you would like to raise in this report?
We would like to explore how the publication of the Mental health assessments for children in care pilot project could inform the development of adoption support assessments
We would like to again highlight the need to strengthen the importance of working together with health and education colleagues as highlight in the previous q1 report and discussion, The more recent introduction of several initiatives is meaning that the allied sectors are beginning to prioritise the needs of adopted children and families but at a later date than the Centre of Excellence commenced (guidance for schools for previously looked after children, PP+: the announcement of invitation for children in care mental health pilots; the publicity about Green Paper emotional well-being in school trailblazers)
The timing of these funding streams and action has proved comparatively late for any collaborative work during 2018-19, which means that the Centre of Excellence is only likely to be able to harness greater engagement just as the C of Ex project and funding are coming to a conclusion. This will be further explore in agreed business case submission which is scheduled for January 2019.

Issues/challenges: What (if any) problems have you encountered and how have you dealt with, or how do you intend to deal with them?
Engagement with the Health sector continues to be challenging. We have and continue to explore different regional NHS / Health collaborations in the mental health sector. We have achieved some traction, but feel that the current changes in the sector mean that our health colleagues are not in a position to fully engage with the project as yet. We will continue develop new working practices on a local level.

SECTION 4: DECLARATION

I, Suzanne Whiteley, Project Lead, declare that the information provided in this progress report is true and correct to the best of my knowledge. I understand that any omission or false statement may result in the grant being terminated and previous payments recovered, or future grant applications refused.

Signed	
Date	23/10/2018

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Report author: Sarah Johal

Tel: 0113 2783623

Report of Director of Children's Services

Report to West Yorkshire Adoption Joint Committee

Date: 18ᵗʰ December 2018

Subject: Performance Report

Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary of main issues

1. This report sets out the half year performance report of the regional agency.

Recommendations

2. The Joint Committee is requested to:

   a) note the proposed performance information; and
   b) support the development of this work.

1.   Purpose of this report

1.1   This report sets out the second quarter performance report of the regional agency (**Appendix 1 & 2)**.

2.   Background information

2.1   The partnership agreement with the 5 local authorities is clear that One Adoption West Yorkshire (OAWY) will comply with the key performance indicators set and report upon performance in relation to these to the Management Board of the Regional Adoption Agency (RAA), the Adoption Leadership board and any other statutory body as required.

2.2   This is the format of the quarterly report and the second quarter performance information.

3.   Main issues

3.1   This performance report provides the basis for performance across the region with an aim to improve practice improvement internally and across the partnership.

3.2   Adoption Support remains one area that continues to be an issue at a national and regional level, with the delay in the implementation of a national dataset. A new adoption support workflow within the OAWY case recording system will start to address the issue, with new reports being developed in the first half of next year. It is anticipated that reporting regarding adoption support will start in April 2019.

4.   Corporate considerations

4.1   Consultation and engagement

4.1.1   There has been ongoing consultation and engagement with other local authorities and with adoptive parents about the practice improvement framework and performance measures.

4.2   Equality and diversity / cohesion and integration

4.2.1   There are no implications for this report.

4.3   Resources and value for money

4.3.1   There are no implications for this report.

4.4   Legal implications and access to information

4.4.1   There are no implications for this report.

4.5 Risk management

4.5.1 There are no implications for this report.

5. Recommendations

5.1 The Joint Committee is requested to:

a) note the proposed performance report format and information; and
b) support the development of this work.
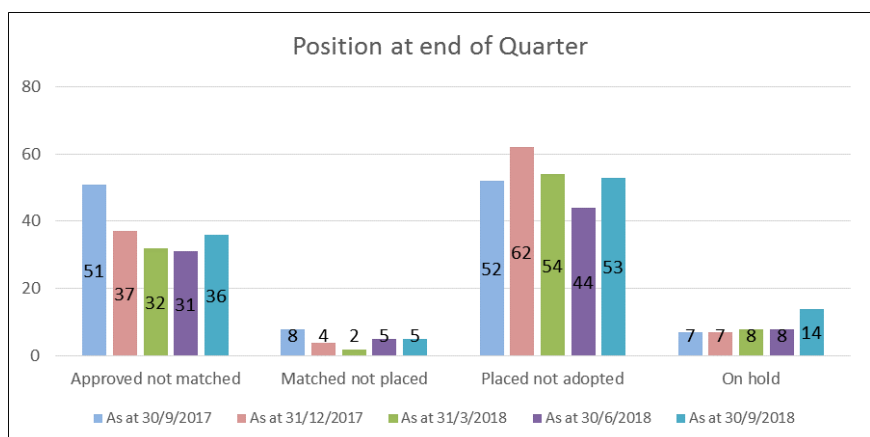
6. Background documents[1]

6.1 None

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Quarter 2 Highlight Report on performance for the board

a) Sufficiency: Are enough of the right kind of adopters being recruited and approved to meet the needs of the children waiting?

Position at end of Quarter

Position at end of Quarter
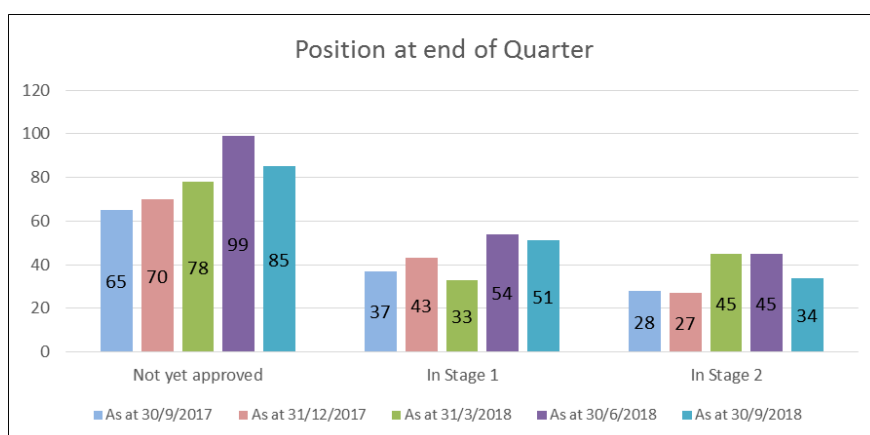
During the 2nd Quarter we achieved 31 approvals. The target for the second quarter was 28 approvals so we have exceeded the target set.

Adopters

Of the 36 adoptive families who ended Stage 1 in quarter 1,
  o   14 were in stage 1 for more than 2 months

Of the 31 adoptive families who ended Stage 2 (Approved) in quarter 1,

> o 4 were in stage 2 for more than 4 months

Delays in stage 1 tend to be regarding getting medicals completed by GP's and undertaking DBS checks in the early stages. Further exploration of those in stage 1 longer that 2 months is underway to clarify the reasons and to explore options for improving the timescales.

b) **Timeliness:** Are children being matched and placed without delay including those children who wait longer?
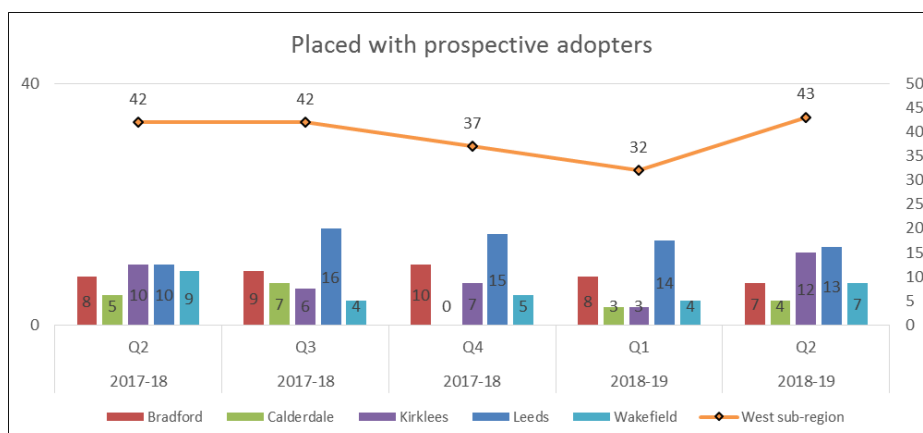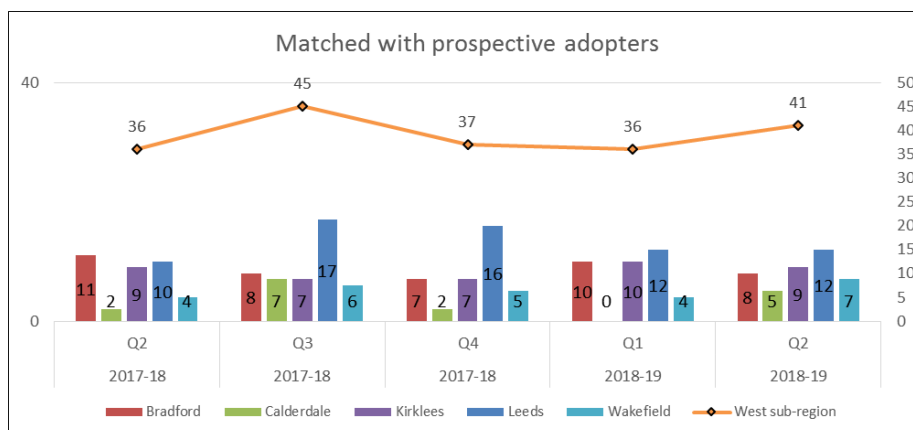
It is clear from these graphs that in the second quarter that there has been an increase in children matched and placed compared to the first quarter. This has includes 17 children who wait longer due to their needs (e.g. over the age of 5 years; sibling groups, BME & children with disabilities).

Adoptions and timeliness
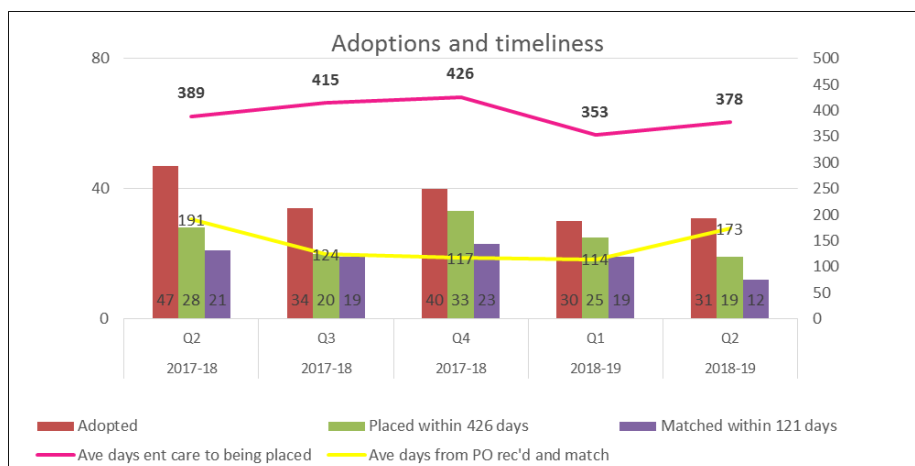
The graph immediately above is with regard to children adopted in the period. The A1 scorecard indicator of children adopted is below national indicator of 426 days which is extremely positive at 378 days.

The A2 scorecard indicator has increased above national indicator in quarter 2. Of the 31 children adopted in quarter 2, 15 of these were classed as children who wait longer to match, this affects the overall average timeliness.

A1 indicator of the children placed: (see table below)

This shows a worsening of the position of timeliness. However, 19 children had more than 500 days between entering care and being placed making the average 489 days, without these 19 children it brings the average down to 308.

Children placed and timeliness
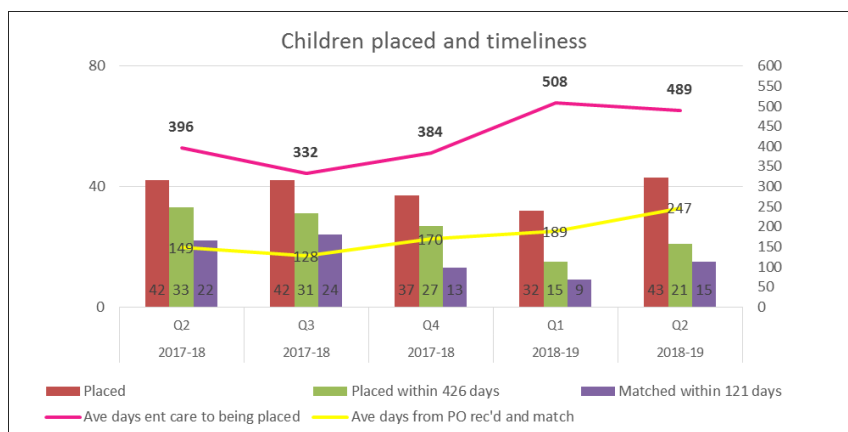
Case examples of all the children placed:-

24 were children who wait longer (eg classed by the DfE as harder to place children)

> 4 were aged 5+ years
> 21 were part of a sibling group
> 6 were Black and minority ethnic (BME)

A2 indicator:

28 of the 43 children took more than 121 days from Placement Order to match:-

Of the 28, 17 are in the cohort above.

At the end of September 2018 67 children who have been waiting for at least 18 months since entering care and are not placed:

Of these 67 children, 31 entered care between 2011 and 2016 – this is shared across all LA's. 3 of these 31 children have been matched and awaiting placement.

49 are classed as "hard to place" children (5+years old, sibling group, disability, BME), of which 21 have more than one of these characteristics. 18 of the 67 children are however not classed as hard to place so further exploration of these 18, to understand the issues, is underway.

It is clear there has been some delay with foster carer adoptions. A protocol has now been agreed with the 5 LA's to progress swift decision making regarding financial support so that these can be resolved before full assessment commences.

One Adoption West Yorkshire quarterly performance report

July to September 2018

Introduction/summary

This is the second quarterly report for 2018-19, providing an update on One Adoption West Yorkshire.

This report is based in the premise of how much work has been undertaken in the period, how well and what difference has it made. The report is a simple and concise report, with detailed tables in appendices. The report contains a number of tables and charts (when trends allow).

Children

This section of the report provides headline figures relating to children and young people at various stages of the adoption process within West Yorkshire. Greater detail, including a breakdown by the five local authorities, is contained within the graphs on the following page and Appendix one. The figures in bold are for Quarter 1 and those in brackets are for the same quarter of the previous year (Q2 2017-18).

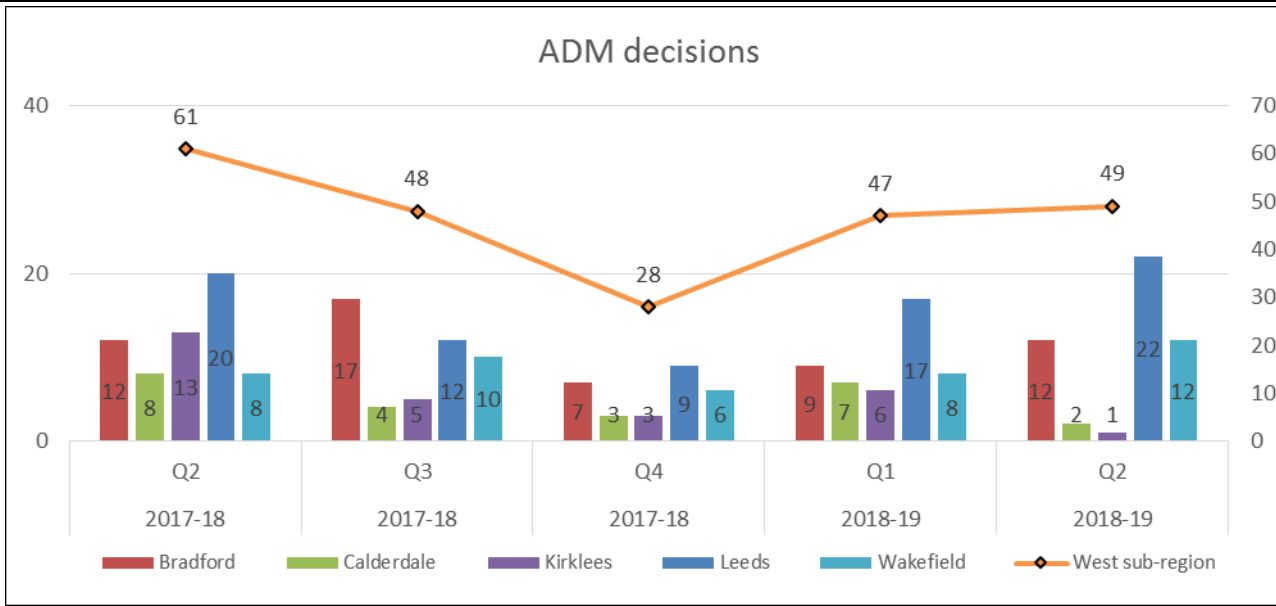| How much did we do?	How well did we do it?
During the quarter	Statutory Scorecard Data
• **308** (313) children left care, **31** (47) were adopted *During 2017/18 162 children were adopted, average 41 per quarter (13.9%)*	For the **31** (47) children who were adopted during quarter 2 2018/19, it took an average of: • **378** (389) days between a child entering care and moving in with their adoptive family (National Indicator is 426 days) (England Average is 520) • **173** (191) days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (National indicator is 121 days) (England average is 220)
• **49** (61) children had an ADM decision made *During 2017/18 191 children had ADM decision made, average 48 per quarter*	
• **38** (51) placement orders were granted *During 2017/18 169 placement orders were granted, average 42 per quarter*	• **19** (28) were placed within 426 days of entering care, this is **61%** (60%)**.** • **12** (21) were matched within 121 days, this is **32%** (44%)
• **41** (36) children were matched to an adoptive family – **5** (11) inter agency placements **12%** (31%) *During 2017/18 154 children were matched, average 39 per quarter*	For the **43** (42) children who were placed during quarter 2 2018/19, it took an average of: • **489** (396) days between a child entering care and moving in with their adopter family – *(19 of the 43 children took more than 500 days)* if these 19 children were taken out of the equation the average number of days would be **308**
• **43** (42) children were placed with an adoptive family *During 2017/18 157 children were placed, average 39 per quarter*	• **247** (149) days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family
• **1** (3) children in new EPP *During 2017/18 16 children were in new EPP, average 4 per quarter*	• **21** (33) were placed within 426 days of entering care, this is **49%** (73%) • **15** (22) were matched within 121 days, this is **35%** (49%)
• **89** Children added to tracking	• For the **41** (36) children matched with an adoptive family during the quarter it took an average of **197** (146) days from placement order and **406** (368) days from entering care (11 of the 41 children took more than 500 days between entering care and the local authority deciding on a match to an adoptive family), if these children were taken out of the equation the average number of days would be **295**
• **2** (9) Children had a change of plan away from adoption	
• **1** (0) Children had an adoption disruption	• **10%** (15%) of children leaving care were adopted, (England average is 14%)

3

How much did we do?	How well did we do it?
At the end of the quarter	
• **180** (153) children have an ADM decision but not yet matched • **194** (162) children have an ADM decision but are not yet placed • **147** (112) children have a placement order but are not yet placed. Of these, **67** (53) have been waiting for at least 18 months since entering care. **94** (71) children have been waiting more than 121 days since the placement order was made • **18** children with an ADM decision have a potential match identified	• There continues to be an increase from last year in those children with an ADM decision and a placement order not yet placed. • There have been a reduction in inter agency placements this quarter compared to the second quarter of 17/18. The slight increase in adopters within OAWY approved has helped with placing children. However, the lack of adopters nationally to meet the growing numbers of children waiting is an issue.
What would we like to do better?	**What difference did we make?**
• We would like to see the number of EPP placements increase further across the region. • We are looking at getting a clear understanding of the issues relating to the needs of the 28 children waiting more than 121 days and less than 18 months.	• Children who have been adopted in the quarter are spending less time in care across the region as a whole before they move in with their adoptive family (375) than set by the national indicator (426) and the England average (520)

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ADM decisions

	Q2 2017-18	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19
Bradford	12	17	7	9	12
Calderdale	8	4	3	7	2
Kirklees	13	5	3	6	1
Leeds	20	12	9	17	22
Wakefield	8	10	6	8	12
West sub-region	61	48	28	47	49

Commentary

This graph shows numbers of children who had an ADM decision over the last 5 quarters, thus showing figures for the same quarter in the previous year

Placement Orders granted

	Q2 2017-18	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19
Bradford	13	14	6	3	8
Calderdale	8	4	4	2	3
Kirklees	10	5	4	14	1
Leeds	14	20	8	16	21
Wakefield	6	7	2	6	5
West sub-region	51	50	24	41	38
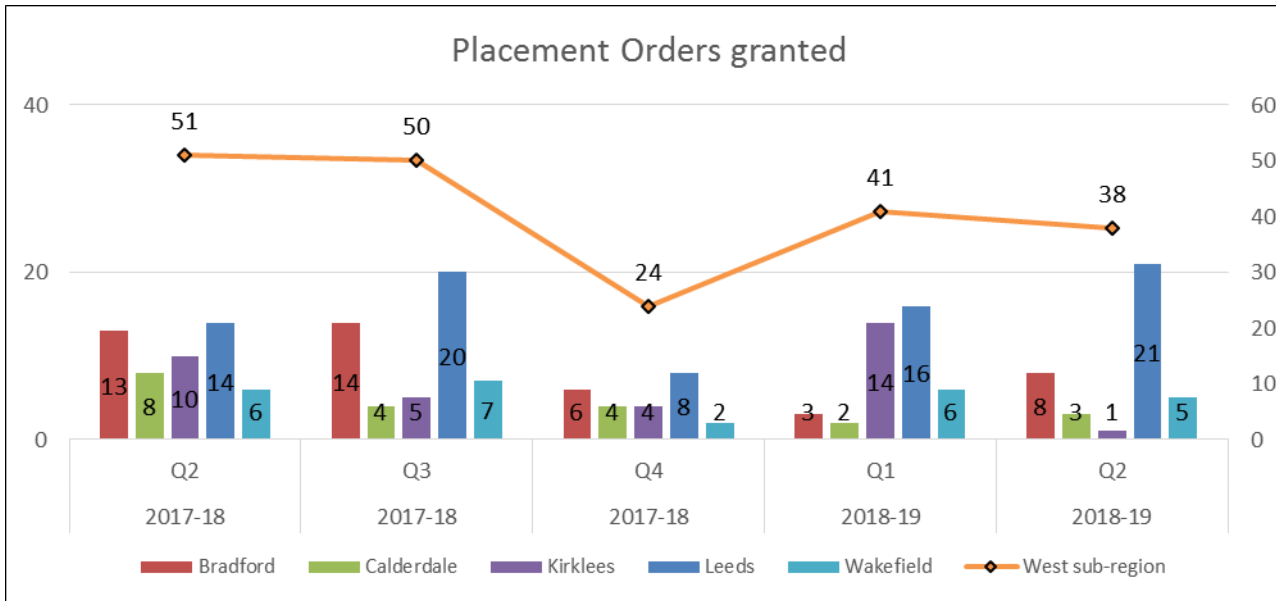
Commentary

This graph shows numbers of children who had a placement order granted over the last 5 quarters, thus showing figures for the same quarter in the previous year

5

Matched with prospective adopters

Commentary

This graph shows numbers of children who were matched over the last 5 quarters, thus showing figures for the same quarter in the previous year

Placed with prospective adopters

Commentary

This graph shows the number of children placed over the last 5 quarters, thus showing figures for the same quarter in the previous year

6

Adoptions

	Q2 2017-18	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19
Bradford	10	5	7	8	6
Calderdale	3	1	4	0	1
Kirklees	8	4	5	4	3
Leeds	21	16	16	14	12
Wakefield	5	8	8	4	9
West sub-region	47	34	40	30	31

Commentary

This graph shows numbers of children who were adopted over the last 5 quarters, thus showing figures for the same quarter in the previous year

Children leaving care

	Q2 2017-18	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19
Bradford	76	62	73	61	111
Calderdale	23	11	35	23	16
Kirklees	63	44	55	39	46
Leeds	112	63	103	79	95
Wakefield	39	52	53	63	40
West sub-region	313	232	319	265	313

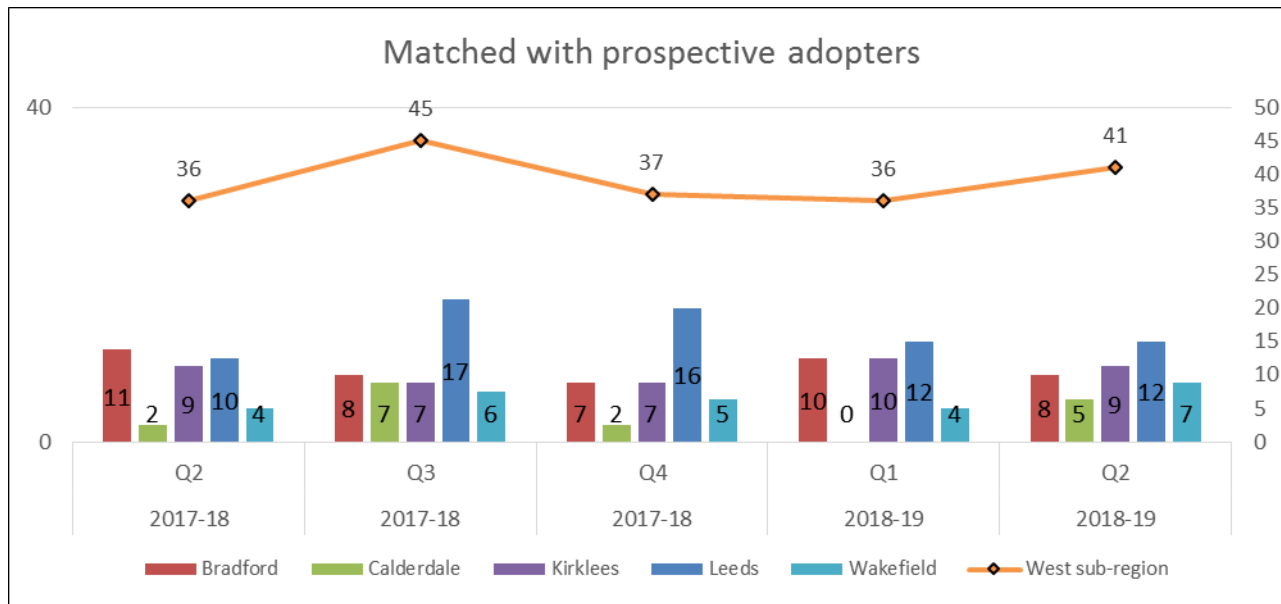**Commentary**

This graph shows the number of children leaving care over the last 5 quarters, thus showing figures for the same quarter in the previous year
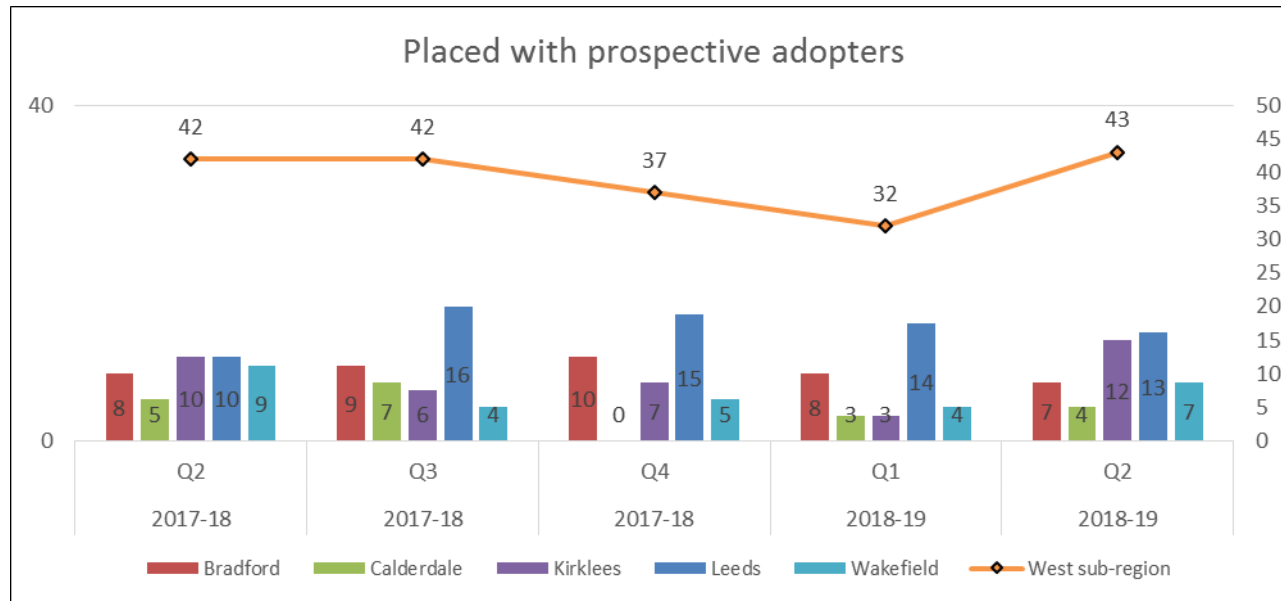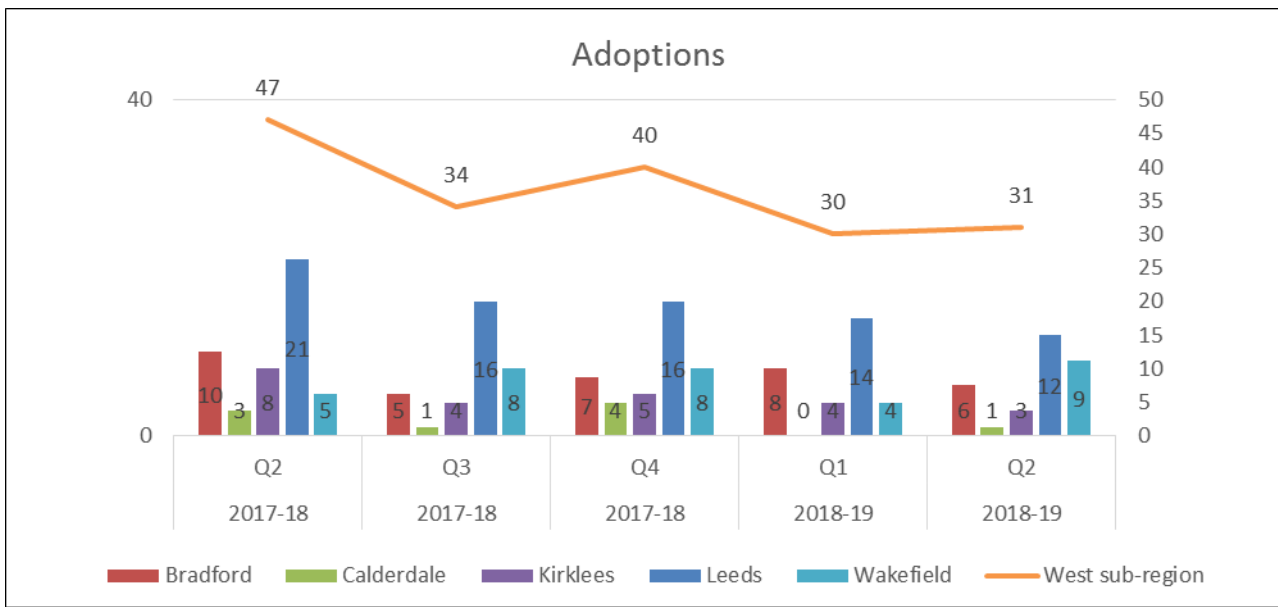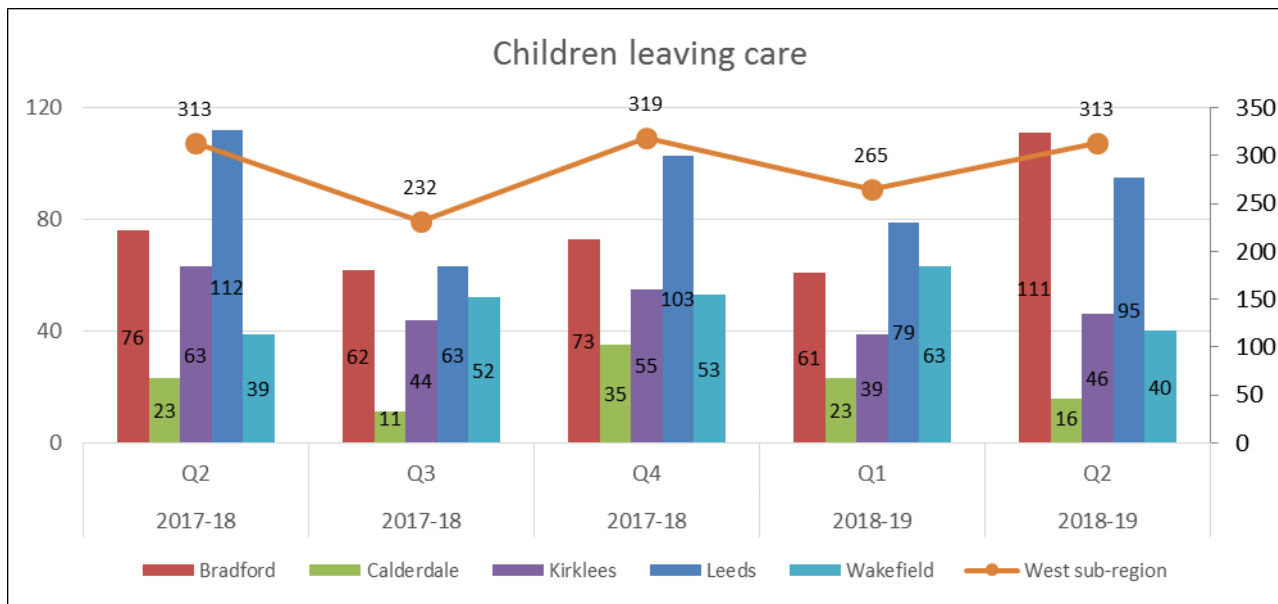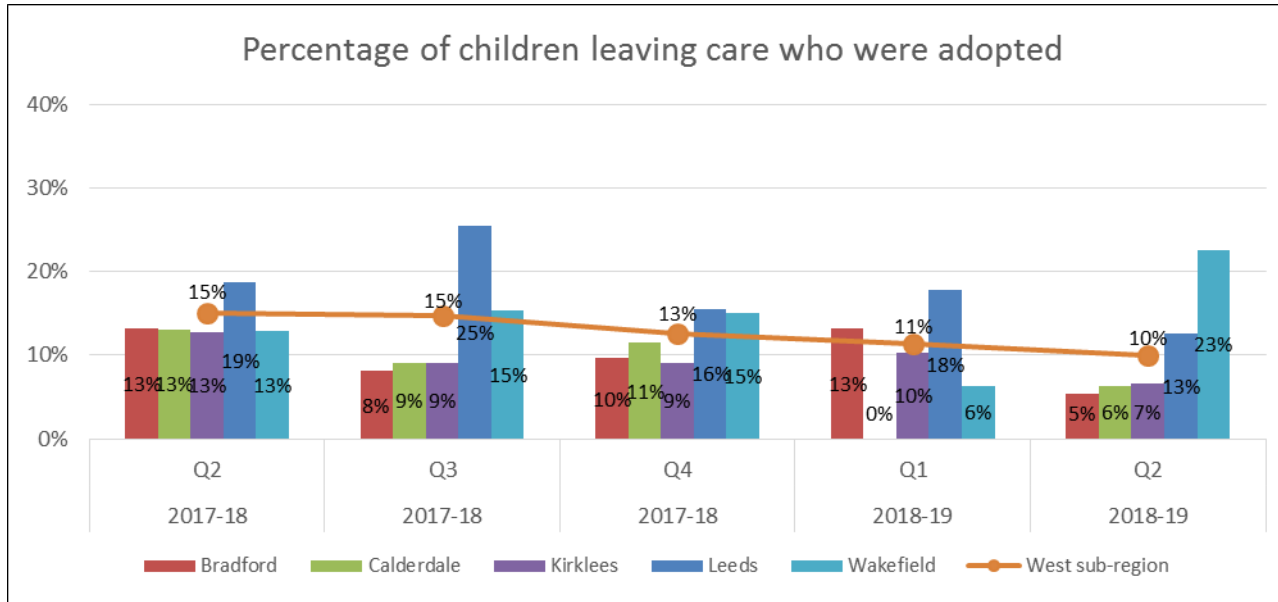
7

Percentage of children leaving care who were adopted

Commentary

This graph shows the percentage of children leaving care who were adopted in the last 5 quarters, thus showing figures for the same quarter in the previous year

8

Adopters

This section of the report provides headline figures relating to prospective and approved adopters at various stages of the adoption process in One Adoption. Appendix two contains figures for the last 5 quarter to give comparison between same quarter in the previous year. Figures in bold are for current quarter, those in brackets are for the same quarter in the previous year.

How much did we do?	How well did we do it?

During the quarter
 	
• **101** (117) prospective adoptive households attended information sessions
 	
• **31** (28) Families started Stage 1
 	
• **32** (27) prospective adoptive families attended preparation training
 	
• **24** (22) Families started Stage 2
 	
• **31** (18) prospective adoptive families were approved, of these, **2** families were Foster Carer Adopters
 	
• **24** (21) prospective adoptive families were matched, of these, **2** (2) families were matched with children outside the RAA and **22** (19) were matched with children from within the RAA
 	
• **24** (23) prospective adoptive families had a child(ren) placed, of these, **2** (3) families had children placed from outside RAA and **22** (20) had children placed from within the RAA
 	
• **16** (25) adoptive families adopted a child/young person
 	
• **6** (9) Families withdrew from the process
	• Of those prospective adoptive families who ended Stage 1 in the quarter, they were in Stage 1 for an average of **3** months
	
	   o **60%** were within timescales (Lowest was **0** month, highest was **9** months)
	
	   o Those still in Stage 1 at the end of the quarter have been in Stage 1 for an average of **2** months
	
	   o **55%** (X%) are within timescales
	
	• Of those prospective adoptive families who ended Stage 2 in the quarter, they were in Stage 2 for an average of **4** months
	
	   o **88%** were within timescales (Lowest was **1** months, highest was **11** months)
	
	   o Those still in Stage 2 at the end of the quarter have been in Stage 2 for an average of **3** months
	
	   o **85%** are within timescales
	
	Of those approved **7** months was the average time between registration of interest and approval.
	
	19 (7) adoptive families were matched within three months of their approval; **3** (14) were matched after three months of their approval
	
	The average time taken from approval to matching was **5** (6) months

How much did we do?	How well did we do it?
At the end of the quarter	
• Of the **56** (113) individual approved adopters, **38** (47) are female and **29** (49) are male. **15, 22%** (17,18%) are from a BME background	• Only 4 of the families waiting for a child to be placed have waited more than 6 months. 9 families were waiting this time last year.
• **85** (65) prospective adoptive families are not yet approved	
• **51** (37) prospective adoptive families are in stage one; **34** (28) are in stage two	
• **36** (51) approved adoptive families are yet to be matched	
o **4** (9) of these families have been waiting more than six months o **6** of these families have a matching panel booked o **1** of these families have a match identified but no panel date booked	
8 (9) prospective adoptive families are on hold	

What would we like to do better?	What difference did we make
• We would like to progress the families in stage 1 to stage 2 more quickly and are looking to address any process issues in stage 1 that create delay	• We have approved more adopters ready to be considered for children waiting
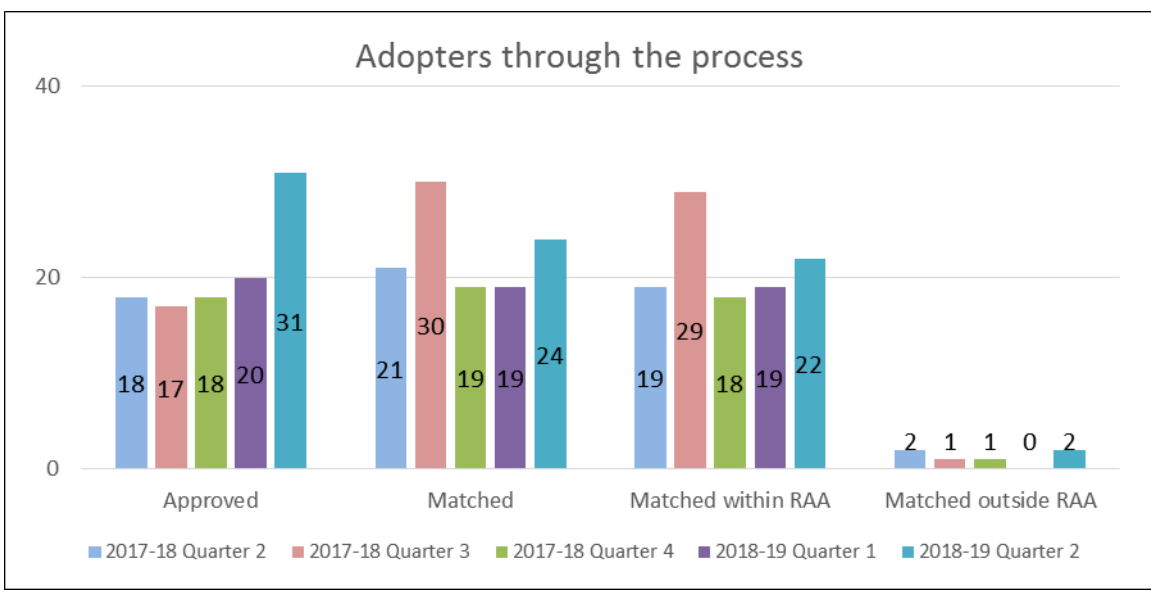
Adopters through the process

	Approved	Matched	Matched within RAA	Matched outside RAA
2017-18 Quarter 2	18	21	19	2
2017-18 Quarter 3	17	30	29	1
2017-18 Quarter 4	18	19	18	1
2018-19 Quarter 1	20	19	19	0
2018-19 Quarter 2	31	24	22	2

Commentary

This graph shows numbers of adopters going through the process in from 2017-18 Quarter 2 through to 2018-19 Quarter 2

This provides a comparison of the same quarter in the previous year.

These two graphs show that there are an increasing number of adopters in the overall process of adoption this year compared to last year.

Adopters through the process

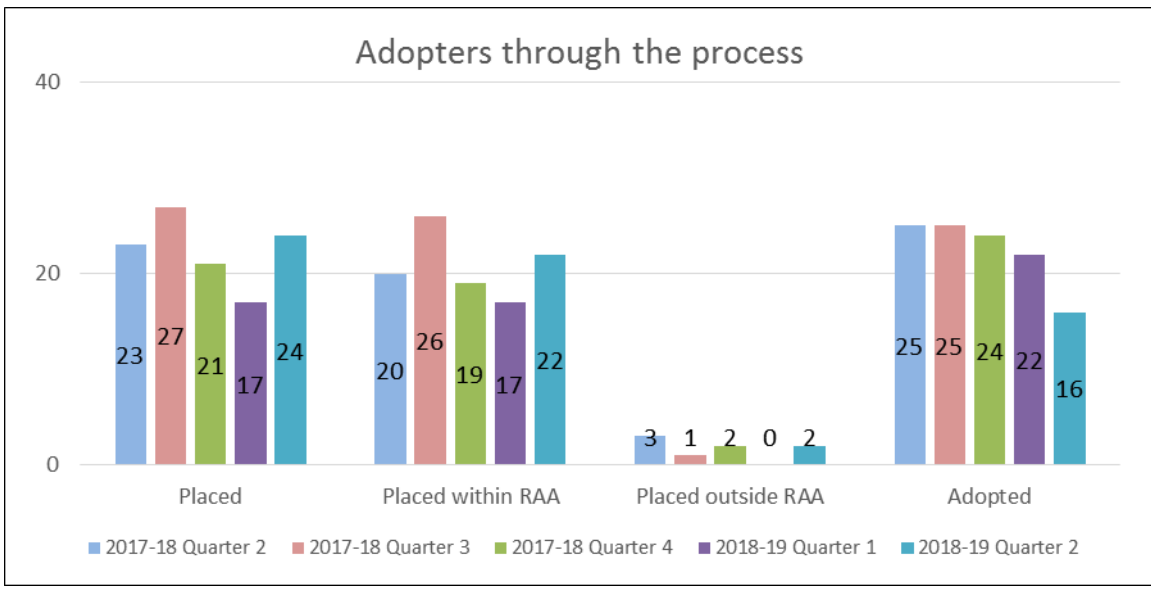|	Placed	Placed within RAA	Placed outside RAA	Adopted
2017-18 Quarter 2	23	20	3	25
2017-18 Quarter 3	27	26	1	25
2017-18 Quarter 4	21	19	2	24
2018-19 Quarter 1	17	17	0	22
2018-19 Quarter 2	24	22	2	16

Commentary

This graph shows numbers of adopters going through the process in from 2017-18 Quarter 12 through to 2018-19 Quarter 2

Position at end of Quarter
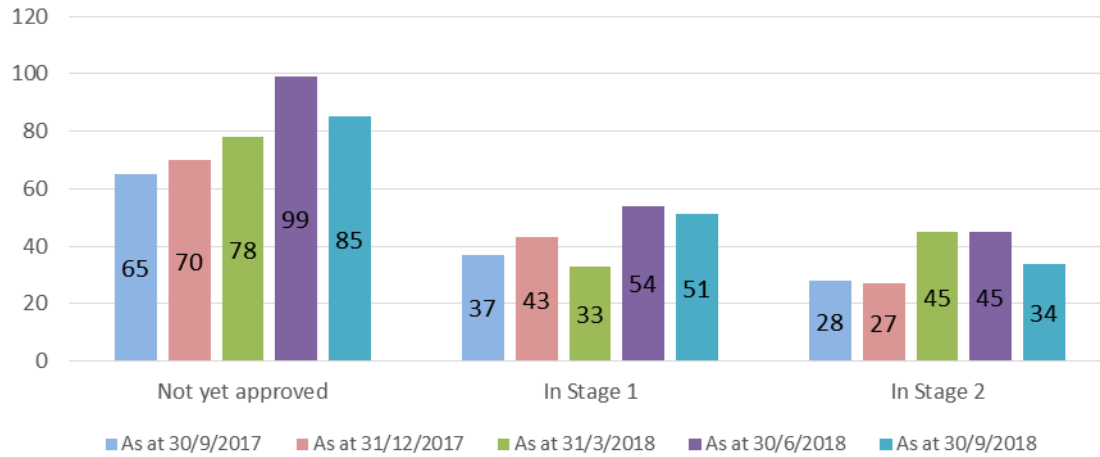
Stage	As at 30/9/2017	As at 31/12/2017	As at 31/3/2018	As at 30/6/2018	As at 30/9/2018
Not yet approved	65	70	78	99	85
In Stage 1	37	43	33	54	51
In Stage 2	28	27	45	45	34

Commentary

This graph shows the number of adopters at various stages in the process at the end of each quarter. It shows the last 5 quarters so we can compare the same quarter in the previous year.

There is a slight decrease of adopters in the approval process as a large number have been approved this quarter.

Position at end of Quarter

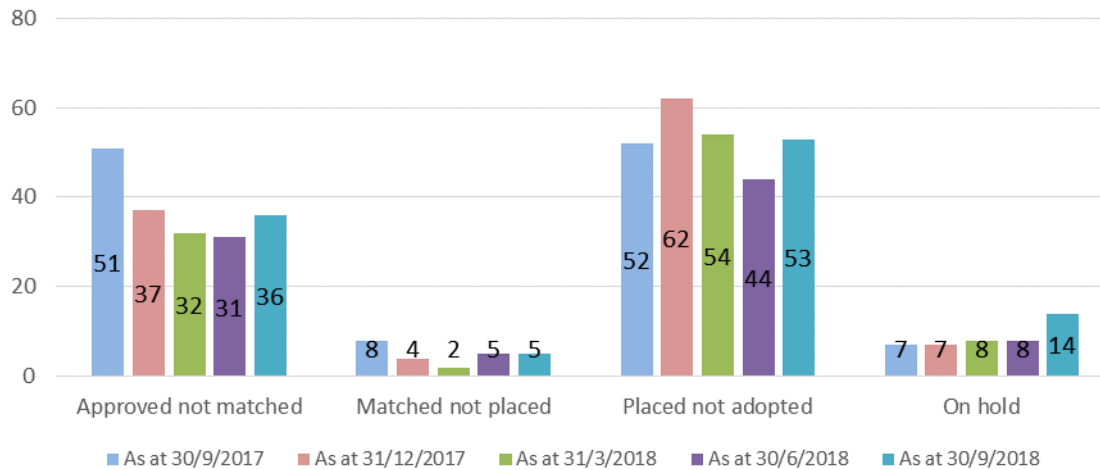| Stage	As at 30/9/2017	As at 31/12/2017	As at 31/3/2018	As at 30/6/2018	As at 30/9/2018
Approved not matched	51	37	32	31	36
Matched not placed	8	4	2	5	5
Placed not adopted	52	62	54	44	53
On hold	7	7	8	8	14

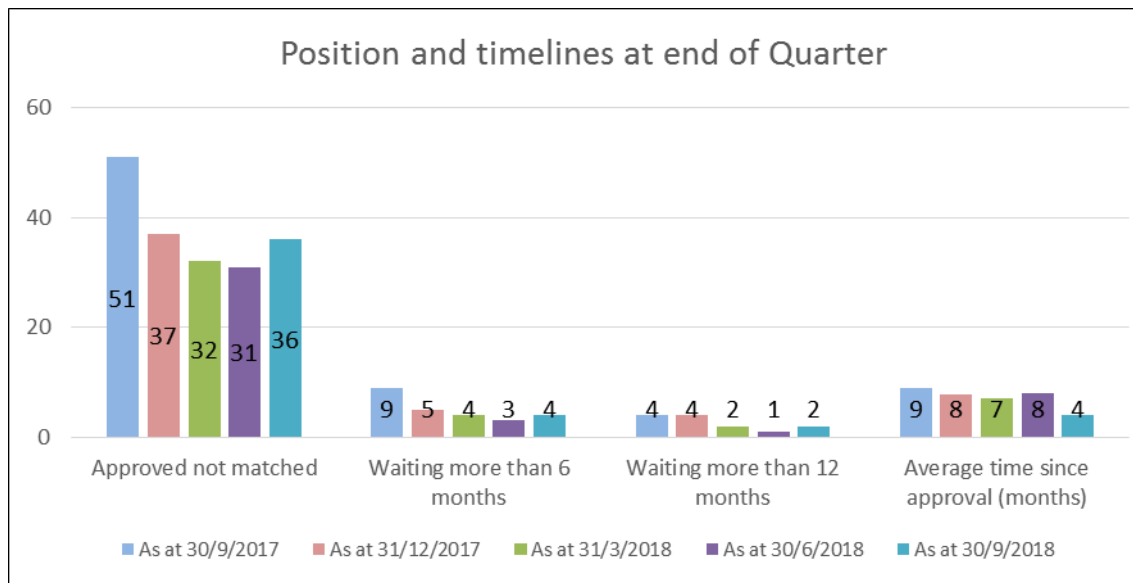**Commentary**

This graph shows the number of adopters at various stages in the process at the end of each quarter. It shows the last 5 quarters so we can compare the same quarter in the previous year.

The number of adopters on hold have increased this quarter, due to adopter led decisions. These may be related to a house move, their own child entering a transition or a change of job for example

Position and timelines at end of Quarter

	Approved not matched	Waiting more than 6 months	Waiting more than 12 months	Average time since approval (months)
As at 30/9/2017	51	9	4	9
As at 31/12/2017	37	5	4	8
As at 31/3/2018	32	4	2	7
As at 30/6/2018	31	3	1	8
As at 30/9/2018	36	4	2	4

Commentary

This graph shows the number of adopters approved and not matched at the end of each quarter and the timeliness. It shows the last 5 quarters so we can compare the same quarter in the previous year.

Snapshot Figures

This section of the report looks at characteristics of prospective adopters who are approved but not yet matched and those characteristics of children still waiting to be matched as at the end of the quarter. **This section is work in progress and requires further development.**

Characteristics of those adopters who are approved and not yet matched

Ethnicity	Number of individuals
Any other Asian background	1
Any other White background	3
Indian	1
Pakistani	8
White and Asian	2
White British	49
White Irish	3
TOTAL INDIVIDUALS	**67**
TOTAL HOUSEHOLDS	**36**

Religion	Number of individuals
Christian	33
Muslim	8
No information available	9
None	11
Other	6
TOTAL INDIVIDUALS	**67**
TOTAL HOUSEHOLDS	**36**

Characteristics of children who have a decision but not yet matched (180), of these, 134 have a Placement Order

Ethnicity	Number of children
African	3
Any other Asian background	2
Any other ethnic group	13
Any other Mixed background	11
Any other White background	10
Gypsy/Roma	2
Information not yet obtained	5
Pakistani	1
Refused	1
White and Asian	7
White and Black African	1
White and Black Caribbean	7
White British	116
White Irish	1
TOTAL INDIVIDUALS	**180**

Children who wait longer (more than one characteristic	Number of children
Part of a Sibling Group	80
With a Disability	5
BME	50
Aged 5 years +	25
TOTAL INDIVIDUALS	**164**

33 Children have 2 of above characteristics
7 Children have 3 of above characteristics

14

Of those above

ADOPTERS

Certain characteristics specified	Number of Households
Potential Match	8
Not specified any age group	32
Specified 0-4 years (incl 0-2 years)	31
Specified 0-2 years	26
Sibling groups	9
Specific Gender	4
Open to EPP	14

Appendix one

This appendix contains a range of measures related to prospective adopters progressing through the approval and adoption process.

Table A1: individuals and families progressing through the approval and adoption processes

		Enquiries		Progress through the adoption process (Families)					
		Individuals	Families	Start Stage 1	Start Stage 2	Approved	Matched	Placed	Adopted
2017-18	Quarter 2	79	42	28	22	18	21	23	25
2017-18	Quarter 3	77	41	36	25	17	30	27	25
2017-18	Quarter 4	110	61	27	32	18	19	21	24
2018-19	Quarter 1	0	0	46	27	20	19	17	22
2018-19	Quarter 2	0	55	31	24	31	24	24	16
Full Year 2017-18		**266**	**199**	**168**	**130**	**104**	**113**	**112**	**112**

Table A2: snapshot numbers of prospective adopters at different stages of the approval process

	Prospective adoptive families				Approved adoptive families waiting		
	Prospective adoptive families not yet approved	In Stage 1	In Stage 2	On hold	Approved adoptive families waiting to be matched	Approved adoptive families waiting to be matched for more than 6 months	Average time since approval (months)
As at 30/9/2017	65	37	28	7	51	9	9
As at 31/12/2017	70	43	27	7	37	5	8
As at 31/3/2018	78	33	45	8	32	4	7
As at 30/6/2018	99	54	45	8	31	3	8
As at 30/9/2018	85	51	34	14	36	4	4

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