

Milton Keynes Council – Fostering Development Project

October 2021

Milton Keynes is a fast-growing city and a great place for children and families to be. Generally MK's children and young people do well. They are safe and healthy, achieve high educational standards through attending good schools, and move on into higher education or employment and a secure and prosperous future. However, despite the economic success enjoyed by many, disadvantage is a stubborn problem.

Our **vision** is for children and young people in MK to be enabled to live happy, healthy, safe and successful lives. We want them to achieve their potential, live fulfilled lives and be safe from harm and neglect.

We understand children in the context of their families and communities, and we prioritise supporting vulnerable families and working with communities so that their children can do well and be safe within their own family whenever possible.

Where children and young people can't remain with their birth or extended families, despite high quality family support, and are looked after by the local authority, we want them to know that we are ambitious, driven and committed Corporate Parents, striving to help them reach their full potential. For these children and young people we prioritise finding the best permanent home for them, so that they can have a stable base from which to build a secure future; and supporting them, while in our care, to be safe, stay healthy and achieve academically and otherwise.

The vision for children and family services in Milton Keynes is of a service that is – at the very least - “**Good**” across all domains, if not Outstanding. To achieve this we will build on the existing strengths and on the principles already established within the service. We will continue to build upon a service infrastructure and governance arrangements which support these strengths and principles.

Key to RAG Rating

In the **Outcomes, Actions and Success Measures** section below there is a RAG status reported for each action. The RAG status should be interpreted as follows:

RAG Shading	Action Status
	Action not yet started.
	Action in progress and on schedule to complete on time as planned.
	Action in progress but at risk of not completing on time as planned.
	Action started, but blocked, key milestone not met, or other as yet unresolved impediment to completion.
	Action completed successfully.
EV	Action completed successfully and evidence of impact available.

Development Workstream – Ownership

Strategic ownership of the development of Milton Keynes Children’s Services lies with the Children’s Services Leadership Team who have a corporate responsibility to model a culture of driving forward continuous improvement across all domains and create the best opportunity to thrive for all children in MK.

Operational ownership of the development plan for the Fostering Service lies with the Head of Corporate Parenting, Fostering Operations Manager and workstream leads. It was formed subsequent to the Fostering Service Awayday on 1 October, and it was acknowledged that increased focus and capacity would be given to the Service to drive further develop the fostering service areas. Project oversight will also be overseen by the DCS with support from Phil Roberts, Safeguarding Officer.

Work stream	Ownership (Workstream Lead)
A. Leadership, Management and Governance	Sharon Godfrey
B. Recruitment	Arek Ksiazek
C. Retention	Jade Teale
D. Quality Assurance	Sophie Marshall
Approach	
<p>Project agreed from October 2021 to March 2022. Four workstreams each led by a single workstream lead with agreed project teams. Following by three weekly meetings for workstream leads with DCS and Head of Service to oversee progress and ensure any barriers in moving forward are addressed.</p> <p>Agreed Timescale is an indicative date for progress but only when action has significantly stalled or is unlikely to deliver by end of March will it be marked red.</p>	<p>It is acknowledged that it has been a challenging time over Covid within the Fostering Service with a managing change taking place earlier this year to reset service focus. Therefore, this development plan is built on the premise that:</p> <ul style="list-style-type: none"> • Core staff recruitment has been made to enhance the experience and capacity in the team • Sharon Godfrey to take on the Team Manager role, supported by two DTM roles • There have been clear achievements in ensuring the conclusion of carers arrangements who are not meeting standards

	<ul style="list-style-type: none">• There is a shared and owned ambition in the service to grow our number of carers and give further opportunity to develop our existing carers and strengthen the practice across the service
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Meeting Dates planned for workstream leads with DCS & HOS

- Dates 11 January – 9am
- 2 February – 4pm
- 1 March – 11am
- 23 March – 3.30pm

Outcomes, Actions and Success Measures – By Development Workstream

A: Leadership, Management and Governance					
Outcome		We are ambitious for children’s outcomes; committing the council’s resources to ensuring a high-quality service for children, young people and our Carers, in whatever capacity we work with them, and by exercising system leadership so that our partners do so too.			
Improvement Commitments		Clear definition of roles and responsibilities across Fostering Service and connected professionals Ensure the recording system meets all our requirements, training for all staff is thorough and any new developments are planned and implemented effectively Embed a strong model of practice and instil elements that will enhance our practice and approach Ensure budgets for Fostering Service are clear and in the right budget lines in place Ensure all policy, procedural and strategic documents are fit for purpose with appropriate reviewing mechanisms Ensure a stocktake of current staff training and develop an enhanced training and development offer as needed			
How will we know we have done it?		To be agreed in on 8 November meeting			
Action number	Action	Owner	Timescale	Progress	RAG

A1	Review roles responsibilities, service structure and roles for connected professionals	Mac Heath Sharon Godfrey	End January 22	<p>No progress, Jade and Sharon are looking at team structure in line with workload.</p> <p>11 Jan Update: We would like to propose an additional SW post to lead on Post SGO support, we're seeing an increasing demand from carers with high need children.</p> <p>Update Jan 22 – SG has reviewed structure. All complete, vacant posts to be advertised by end of week.</p> <p>26.1.22 – Project board requested consideration of options if roles cannot be recruited to.</p> <p>18.2.22 – All positions advertised. We continue to use ISW's to complete SGO or Form Assessments if Team are unable to meet demand. Recruitment will be an ongoing task.</p>	
A2	Ensure 'Golden Thread' through Supervision approaches with Management oversight, of practitioners through to supervision of carers,	Sharon Godfrey/QA	End January 22	<p>Form for case reflective supervision for staff supervision to be created.</p> <p>11 Jan Update: New form is live in LCS forms and being used.</p> <p>Update Jan 22 – Briefing paper completed on supervision arrangements and QA of these going forward. Paper sent to Sophie for comments. Expectations have been shared with Team members.</p>	

			<p>End January 22</p>	<p>Supervision is booked with staff to review carers every 4 weeks, management oversight and decisions made on file as appropriate LCS file checked during supervision.</p> <p>11 Jan Update: New form enables oversight of case and compliance with FR and NMS</p> <p>Update Jan 22 – Supervision is taking place 4 weekly</p> <p>18.2.22 – We are working hard to get all supervisions on track across the Team, then business as usual. Expectation that March audit will evidence.</p>	
			<p>End January 22</p>	<p>Supervision requirements have been added to CSC Supervision Policy.</p>	

A3	Review the recording and performance system to ensure it meets all our requirements	Lisa Beckett Mac Heath	1 March 22	<p>Meeting held with Performance to review Fostering Scorecard, further meeting to be arranged to look at and review SSRS.</p> <p>11 Jan Update: Email discussion has taken place and our needs noted. Waiting on changes to SSRS to be implemented. SG has requested timeframe on this.</p> <p>Update Jan 22 – SG met with Performance, requested amendments to SSRS document. This will be looked at in February with a view to being finalised by 1st March</p> <p>18.2.22 – Performance have updated SSRS, this goes live on 21st Feb and should provide managers with performance across the team, enabling us to deal with much more swiftly. SG has reviewed this and there is some information pulling through not relevant to fostering, performance team will update.</p>	
A4	Ensure all staff are fully trained for LCS system	Sharon Godfrey	December 21	Ongoing, all new starters complete ME learning.	

A5	Review budgets for Fostering Service	Sivay Heer Melinda May Mac Heath	March 22	<p>Review work has commenced</p> <p>11 Jan Update: SG met with Cristina on 4th January. All budget responsibility now sits with me and I will set up monthly monitoring meetings.</p> <p>Update Jan 22 – SG will review budgets monthly with Cristina and report in via supervision of any challenges. Currently, only budget that is forecasted as overspend is SGO.</p> <p>26.01.22 – Project board noted budget profile needs to include retention budget based on the developed retention offer.</p> <p>28.2.22 – SG responsible for reviewing budgets, there is currently only pressure in SGO budget. Planning for budgets being monitored and reprofiling prepared for new financial year.</p>	
A6	Establish a timetable for review of all policy, procedural and strategic documents	Phil Roberts	End December 21	We have produced a tracker of policies that need updating. All documents are currently up to date.	
A7	Review existing practice models against different models (e.g., Oregon / Mockingbird / Solihull, etc.) and consider how elements could be used to enhance our practice.	Sharon Godfrey	March 22	<p>Had an initial meeting with DFE Lead, further TEAMS call booked. SG is reviewing models.</p> <p>11 Jan Update: Just started to review the various models and put together a paper</p> <p>Update Jan 22 – No further update on this.</p> <p>28.02.22 – Business case to be produced to consider Fostering models by end of March.</p>	

A8	Ensure strong Induction in place for new team members	Sharon Godfrey	End January 22	<p>SG has requested meeting with Stephanie to agree a consistent induction for service. Waiting for a copy of induction pack that was completed in FST.</p> <p>11 Jan Update: Steph sent over the draft induction. SG has reviewed and sent to Jade and Arek for comments. We hope to have a final version by 12th January that can go live. This will be kept under review to ensure all staffing structure is correct.</p> <p>Update Jan 22 – Induction booklet has been finalised and will be updated regularly by BS.</p> <p>28.02.22 – This is now in place.</p>	
A9	Ensure all are clear on KPIs/MCIs/Fostering Scorecard and Data MrKT information on CiC and CL	Lisa Beckett	Mid-March 22	Meetings have been held with performance to discussed scorecards. Further consideration in service week W/C 28/02/2022.	
A10	Review current Fostering panel central list to review how this aligns with current population	Sharon G	End February 22	<p>Update 17.02.22 - Data provided to Sharon</p> <p>28.02.22– SG reviewed, view is we need to have a wider pool of people to represent the population of MK. Continue to monitor recruitment process to panel going forward.</p>	

Outcomes, Actions and Success Measures – By Development Workstream

B: Recruitment					
Outcome		Increase our recruitment activity and timeliness to widen the accommodation and placement option for children and young people in our care, ensuring recruitment activity is aligned with service need and informed by activity and demand.			
Improvement Commitments		<p>We will create and recruit to a specialised recruitment position within the Fostering Team</p> <p>We will undertake enhanced digital advertising for Fostering recruitment</p> <p>To develop a new MK Fostering Brand</p> <p>To create an annual recruitment events calendar for 2022</p> <p>To create Foster Carer Ambassadors to support our recruitment activity</p> <p>Ensure advertisement and supporting literature relating to Private Fostering is in place</p> <p>We will ensure timely recruitment and assessment for all carers</p> <p>We will plan our recruitment activity to demand and profile of need</p>			
How will we know we have done it?		To be agreed in 8 November meeting			
Action number	Action	Owner	Timescale	Progress	RAG
B1	Appoint to Recruitment specialist role	Sharon Godfrey	January 22	<p>Commence advertising from 4 January. 2-week advertising.</p> <p>11 Jan Update: Fostering Recruitment advert has been finalised and approved by HR, this will be live shortly.</p> <p>26 Jan Update – Advert is still live, 18 new applicants 11 of these are completed applications.</p> <p>28.02.22 – Applicant appointed, relevant checks and references to be progressed. Expected start in April.</p>	

B2	Enhanced digital advertising	James Horne	February 22	<p>Meeting with James on 9 December.</p> <p>11 Jan Update: – James and I had a brief meeting in December. Arek met with them in January - CAN digital company have reconfigured search engine and next step is to target female 25 to 45 who are on internet. Limited progress due to limited funds. Cost more to target larger group. We are now number 5 in Google search Remodelling fostering pages – not sure what this means. Campaign not yet live, due to go live anytime now</p> <p>26 Jan Update – Briefing paper on marketing streams going live. James and I have a further meeting with CAN for an update this week on 27th Jan.</p> <p>28.2.22 – This contract has now come to an end. We need to consider as a group what further advertising is required as part of the wider marketing and recruitment campaign and understand findings from search engine.</p>	
B3	Create new brand MK Fostering Brand and merchandise for recruitment	James Horne	February 22	<p>As above.</p> <p>28.2.22 – We have created our new brand and have ordered merchandise with this on.</p> <p>A list of events/activities for recruitment to attend will be finalised by mid-March.</p>	

B4	Identify carers to approach for roles as Foster Carer Ambassadors	Jade Teale	End January 22	<p>Initial work is to develop what Foster Carer Ambassador role will look like.</p> <p>11 Jan Update: FC Ambassadors role has been finalised this will be sent out to carers w/c 10th Jan, they will be able to put themselves forward if interested. Members of FCA will become FC Ambassadors also.</p> <p>26 Jan Update – We have put an advert in the January newsletter to request Ambassadors.</p> <p>28.2.22 – We have advertised and are approaching more experienced carers.</p>	
B5	Produce 2-page recruitment plan which captures our need/demand	Arek Ksiazek Jade Teale	End January 22	<p>This has not been progressed yet.</p> <p>11 Jan Update: We have started this.</p> <p>26 Jan Update – Completed and sent in January.</p>	
B6	Review Private Fostering advertising and awareness raising	Arek Ksiazek Nazia Akhtar	End January 22	<p>Arek is leading on this, but will form discussion with James</p> <p>11 Jan Update: this will form part of the website development that goes live on 28th Feb.</p> <p>26.01.22 – Briefing paper to be available for Mac by 10.02 for scrutiny.</p> <p>28.2.22 – Completed and is provided briefing to meeting 1.3.22 for review. Agreed need timescales on actions but PF Audit completed.</p>	

B7	Review Fostering information pack (digital and paper)	Sharon Godfrey	February 22	First task to review document and check fit for purpose. 11 Jan Update: Arek has reviewed and information looks good, no changes necessary. It will be part of the website development.	
B8	Strengthen oversight of recruitment process tracker from Register of Interest to Panel.	Arek Ksiazek	December 22	New tracker implemented which captures all enquires from start to finish.	
B9	Undertake in-house mystery shopper review to check Fostering recruitment is working well.	Sophie Marshall	April 22	Plan for April 22	

Outcomes, Actions and Success Measures – By Development Workstream

C: Retention					
Outcome		We will have a strong level of carer retention through understanding our carers needs, supporting through enhanced training and ensure learning when we could do better.			
Improvement Commitments		Will we ensure our continued commitment to our highly valued clinical supervision for Foster Carers We will review Duty and Out of Hour arrangements to ensure we are as responsive to our carers as possible We will raise our Foster Carers profile and a programme to honour their contribution to our outcomes We will review Foster Carer remuneration recognising experience To undertake a proactive engagement exercise and explore feedback from Carers to enhance our support offer			
How will we know we have done it?		To be agreed in 8 November meeting			
Action number	Action	Owner	Timescale	Progress	RAG

C1	Review Duty and Out of Hours arrangements	Sharon Godfrey	End February 22	<p>We have 2 daytime duty systems in both areas and an OOH service. Meeting to be held with Commissioning about process.</p> <p>11 Jan Update: SG met with Hannah on 6th Jan. CRT do not have any capacity to extend to an OOH service and would require more funding. SG has requested CRT develop relationship links with IFA's to secure emergency placements where needed. Further consideration needs to be given to our OOH service and offer to carers, currently we run an OOH line, but we call carers rather than them calling us.</p> <p>26 Jan Update – We are going to introduce an OOH service, purchase new mobile phone, which will be the OOH phone and carers can call the phone 24/7. OOH worker will be responsible for taking the calls. Should be in place as soon as the new phone arrives. We will do comms out to carers.</p> <p>28.2.22 – Out of hours arrangements in place. Comms will go out in the Newsletter to let our carers know.</p>	
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C2	Develop our programme to thank carers for their work	Jade Teale	February 22	<p>Gathering feedback from carers currently.</p> <p>11 Jan Update: Jade setting up survey monkey to get carers feedback first.</p> <p>26 Jan Update – This is in progress. We have had 2 feedback sessions to date via ZOOM. Survey Monkey has been developed and sent out to carers. Further feedback sessions in Feb to be organised.</p> <p>28.2.22 – Jade and Sharon to review the outcome of the feedback sessions and Survey Monkey. We'll produce a You said and We did to add into the Fostering Newsletter. To be completed by 15 March.</p>	
C3	Raise the profile of Foster Carers across the Council and with other professionals	Jade Teale	February 22	<p>Gathering feedback from carers currently.</p> <p>11 Jan Update: This will be part of the marketing strategy. SG emailed Robin Bates in Revs and Bens to ask about advertising on Council Tax Bills and Contacted Sophie Lloyd to connect with businesses.</p> <p>26 Jan Update – Lapel badges have been requested, just waiting on designs and will be ready for mid-March to hand out to Cllr's</p> <p>28.2.22 – These are on order and should be ready early March.</p>	

C4	Review Foster Carer remuneration and support	Sharon Godfrey Cristina Pompa	Mid-March 22	<p>26 Jan Update: No further update on this Fostering Finance Policy to be reviewed. Remuneration will be considered along with other incentives.</p> <p>28.2.22 – SG is in process of reviewing fostering finances and will need to complete a Business case to consider rates and potentially introduce new band allowances.</p>	
C5	Plan a formal foster carer feedback survey and informal feedback event to gather views about our current support offer	Jade Teale	End January 22	<p>Jade and Sharon are meeting with Naomi Brock on 14th December to discuss this.</p> <p>11 Jan Update: SG met with Naomi on 14th. We need to get the support right to carers – Jade and SG will continue to talk to Team about good practice and expectations of role. We need to be clear about what our offer is to new carers. This will include implementing a fostering model. 2x events have been planned in order to obtain feedback, both taking place w/c 17th Jan</p> <p>26 Jan Update – We have had 2 feedback sessions, we just need to review the feedback and put into a paper so we can see themes and this will feedback to improvement of the service. SG will summarise in a short paper by the end of the week.</p> <p>26.01.22 – Project board requested when 5-6 sessions have run undertake and analysis piece.</p> <p>28.2.22 – Jade and Sharon to review current feedback and set up regular feedback sessions for 22-23</p>	

C6	Monitor social worker experience, buddy system and relationship with FCA to support Carers	Jade Teale	End January 22	<p>Meeting with FCA chair 13 December. Proposals to be developed.</p> <p>11 Jan Update: We now have a member of staff from Fostering who is a direct link to the FCA, this will support to build FCA and support offered to carers</p>	
C7	Review matching matrix approaches, approvals, and support, including respite to ensure strong sustainable placements and ensuring status recording of kinship carers and placement status.	Jade Teale	End March 22	<p>11 Jan Update: Currently, although matching is considered, we don't have availability within house or externally to be matching all children. We often only have one offer of a placement.</p> <p>28.2.22 – Jade to review current template and make any adjustments and consider year end findings.</p>	
		Jade Teale	End March 22	<p>26.01.22 Project board agreed action: Ensure a quality assurance process for matching decisions to ensure appropriate governance is followed.</p> <p>28.2.22 – as above Jade to ensure this is incorporated into this.</p>	
C8	Ensure clarity in relation to Training/Professional Standards/Access to Workshops and wider training offer. Clear supervision expectations	Sharon Godfrey	December 21	<p>Jade and Sharon have met with Nico. Jade had follow up meeting with Nico. Jade and Sharon to confirm mandatory training offer and feedback to Nico. Training Needs Analysis sheet to be completed.</p> <p>11 Jan Update: We are reviewing training with Nico. Further meeting to be held.</p> <p>28.2.22 – Training programme is up and running. We are having regular meetings with training officer. Offer to be further considered with Service Review Week.</p>	

C9	Develop mentoring scheme for new carers	Jade Teale	17 January 22	<p>This is already in place, consider relaunch and recruitment of more mentors.</p> <p>11 Jan Update: We need to relaunch this.</p> <p>26 Jan Update – Jade, Sharon and Alex Porter launched.</p>	
C10	'Reward' and acknowledgement processes to recognise carers for Good practice	Jade Teale	March 22	<p>Gathering feedback from carers currently.</p> <p>26 Jan Update – This will be included within Fostering Finance policy and used within USPs on new Website once finalised.</p> <p>28.2.22 – This will be considered as part of Finance policy.</p>	
C11	Review Respite arrangements and approvals to support carers.	Sharon Godfrey	End January 22	<p>11 Jan Update: We'll include this within recruitment campaign. I have learnt that once we launch MK website we can have a regular advert for free, advertising fostering, my view is that we have a selection of pop up adverts that are rotated.</p> <p>26 Jan Update – I have asked James for a rolling adverts on MKC website for a variety of carers as part of our recruitment campaign.</p> <p>28.2.22 – We are looking at increasing capacity on every level given the need for a number of types of carers. We are looking at a number of initiatives to recruit respite carers, using family members who current support.</p>	

		Sharon Godfrey	March 22	Review process for making respite placements	
C12	Foster Carer representation on panels and at meetings (e.g. CPP, VS Governing Body, Interviews)	Sharon Godfrey	End February 22	<p>11 Jan Update: We have a foster carer on CPB. We need to look at the other boards and asks carers if they would like to take a lead role.</p> <p>26 Jan Update – We need a list of all boards, then we can advertise on the Newsletter. Mac to provide list of boards.</p> <p>28.2.22 – We need to agree as a Board, which panels need representation and discuss with Foster carers know about these panels, what's involved.</p>	

Outcomes, Actions and Success Measures – By Development Workstream

D: Quality Assurance					
Outcome		Improved outcomes for children by building on the strengths of our best existing teams and services, delivering innovative practice and ensuring that purposeful direct work with children and families helps them to improve their lives, reduces risk of harm and helps them reach their potential. We will know practice is strong through audit with both qualitative and quantitative evidence which we will be able to analyse and inform.			
Improvement Commitments		<p>We will enhance our quality assurance oversight of recruitment, supervision, and review of Foster Carers</p> <p>We will strengthen our oversight of KPIs and data sets</p> <p>We will ensure timely recording of all management decisions and supervisions</p> <p>Ensure monitoring of caseloads allow us to track progress of recruitment, assessment, supervision, and review of carers.</p> <p>Ensure Private Fostering Arrangements are robust and have clear oversight</p> <p>Oversee enhancements to the training offer for all Foster Carers</p>			
How will we know we have done it?		To be agreed on 8 November meeting			
Action number	Action	Owner	Timescale	Progress	RAG
D1	Review the training programme offered to carers and audit feedback to develop our offer further	Sharon Godfrey	December 21	<p>Jade, Arek and Sharon have had a meeting with Nico to look at training and provided a list of training we would like for carers and staff. Training offer needs to extend to SGO carers.</p> <p>11 Jan Update: Not heard anything further from Nico.</p> <p>26 Jan Update – All core training is in place and agreed. Supplementary training to be reviewed</p> <p>28.2.22 – Training is ongoing. DTM is meeting regularly with Training Officer.</p>	

D2	Review Audit tools and set out focussed Audit analysis arrangements	Sophie Marshall	1 March 22	<p>11 Jan Update: SG has arranged a meeting with Sophie on 10th January</p> <p>26 Jan Update – SG has included this within the briefing paper on supervision.</p>	
D3	Review PF arrangements to ensure clear processes, systems and oversight – including profiling in universal settings and review if service appropriate within Corporate Parenting Scheme	Arek Ksiazek	January 22	<ul style="list-style-type: none"> • PF tracker has now been reviewed • Monthly meetings are now being held to discuss and track all PF cases to ensure these are within timescales and remain appropriate • All cases which do not meet criteria for PF have been closed and referred back to Family Support • Legal advice has been sought to obtain further clarity on complex PF cases <p>26 Jan Update - Arek is providing a briefing paper on the review of process. He is also updating the annual PF report. Arek is now attending CoramBAAf Private Fostering interest group meetings.</p> <p>28.2.22 – Briefing paper shared at this meeting. Dates to be added.</p>	
D4	Consider performance matrix alongside MCI and KPI information used to inform practice	Sophie Marshall	End February 22	Review w/c 28 Feb re KPIs and performance information.	
	Review information held in Fostering and CRT when considering wider market, the relationships between teams and how this informs outcomes/placements	Mac Heath	End February 22	To be undertaken within service review W/C 28/02/2022	

D5	Embed training spotlight sessions into team meetings e.g., Outcomes from CSPRs, national research, etc.	Sharon Godfrey Sophie Marshall	Mid-March 22	Sharon will set up development team meeting. 11 Jan Update: first session is 25 th January and is focusing on supervision. There will be monthly development sessions, looking at different themes to improve practice across the team. 26 Jan Update – First and subsequent training is booked.	
D6	Review supervision arrangements for Foster Carers	Sharon Godfrey	End January 22	Team have been informed that the expectation is that Carers are supervised every 4 weeks, unless child is placed long term. 11 Jan Update: LCS supervision form for SSW is now live. 26 Jan Update – We have been clear with Team about supervision requirements for Foster carers, this will be reviewed and checked in supervision and an audit of quality and frequency of supervision will take place. 28.2.22 -Supervision has been reviewed, we have updated Fostering Worker supervision template. We have reviewed SSRS so have a tighter grip on supervision, there are some supervisions outstanding due to changes of worker etc,	
D7	Review supervision arrangements for Fostering team so this is included in CSC Supervision Policy	Sharon Godfrey	November 21	This has been completed.	Ev.
D8	Complete a lessons learnt review on Fostering complaints	Tbc	April 22	Preparation for 27 April.	

				28.2.22 – Mac to approach Sophie/PSW to bring together the lessons learned report.	
D9	Complete a benchmarking exercise in relation to Staying Put	Sharon Godfrey	March 22	In progress. 28.2.22 – Completed and presented to Budget and Sufficiency Allowances, to be further discussed at this board to be benchmarked with neighbours.	