

**Lincolnshire Children's
Services
Looked After Children
Annual Report
April 2010 – March 2011**



BRILLIANT LINCOLNSHIRE

Introduction

This report provides information about services and outcomes for Children Looked After by the Lincolnshire Local Authority from the period April 2010 – March 2011 inclusive, and is intended to inform the Public, Elected Members, partners and staff of progress and developments to date.

The Children and Young People's Strategic Partnership (CYPSP) agreed the principles that the County of Lincolnshire is to be a brilliant place in which to be a child or young person, or to bring up a family. We value the contribution that a child, young person, or a family can make to their local community. The Plan sets out the Partnership's aspirations for the future, its plans to improve what's available to children, young people and their families, and the difference we aim to make.

Our principles are:

1. Early Intervention and Prevention

Strong universal services, providing early action and intensive support to vulnerable children and young people.

2. Safeguarding

Ensuring children are safe in every environment.

Encouraging community responsibility for safeguarding.

3. Aspiration and Well Being

Ensuring all those working with children champion the importance of aspiration.

Develop self-esteem, self belief and resilience in all children, young people and their families.

4. Learning and Achievement

All children being the best that they can be.

Closing the gap between vulnerable groups and children living in disadvantaged communities.

5. Best Use of Resources

Integrating delivery with a focus on outcomes, life chances and opportunities.

Effective use of resources to provide better services locally.

Empower communities, creating opportunities for them to engage.

As a group, looked after children and young people have a normal range of distribution of abilities, and with the right experiences and environments being made available, their life chances can be significantly improved. The central principle of corporate parenting is that the local authority and its partners should parent looked after children much as one would parent their own child or children in their family.

In Lincolnshire we are committed to making a difference with and for our children, we have high aspirations and expect high achievement from our children, we aim to promote and support the holistic needs of the Lincolnshire Children especially those looked after.

We had good outcomes in the previous year for children in our care and our vision is positive. The Safeguarding and Looked After Children Inspection 10th May 2010 – 21st May 2010 found that we provide a GOOD, qualitative service for children looked after in Lincolnshire with Outstanding capacity to improve. Our success clearly lies in a shared responsibility across all agencies and effective joint working is well established throughout the county.

*Coming together is the beginning
Keeping together is progress
Working together is success*
Henry Ford.

The priorities in respect of children looked after are embedded in the children and young people's plan, which sets out the Council's priorities across the partnerships, to address the imbalance between outcomes for children in our care and those for all children.

These are further embedded in the Corporate Parenting Strategy and the work of the Corporate Parenting Panel is instrumental in championing the needs of children, contributing to the improvement agenda whilst monitoring the progress and impact of outcomes upon children and young people looked after.

The introduction of the Care Planning and Placement Regulations and Guidance came into force April 2011. It is the intention of the regulations to streamline the legal framework for Looked After Children and Care Leavers. Lincolnshire Children's Services is well positioned to embrace the principles of the regulations and guidance. The principles currently underpin practice within Lincolnshire and will seek to strengthen continuous improvement for Looked After Children and care leavers. In essence these principles require:

- clear processes of assessment, care planning, intervention and review around improving experience and outcomes for Looked After Children
- increased level of scrutiny and oversight of the care plan
- increased participation of children, young people and their families in these processes e.g. Children In Care Councils.
- to secure greater stability for Looked After Children
- that the plan developed under the new regulations must be capable of meeting the requirements of the court in family justice proceedings
- 3 tests:

Is this good enough for my child?

If it doesn't go as expected, is there a back up plan?

Is this really tailored to individual needs, particularly if these are complex and require multiple agencies (lead professional model)?

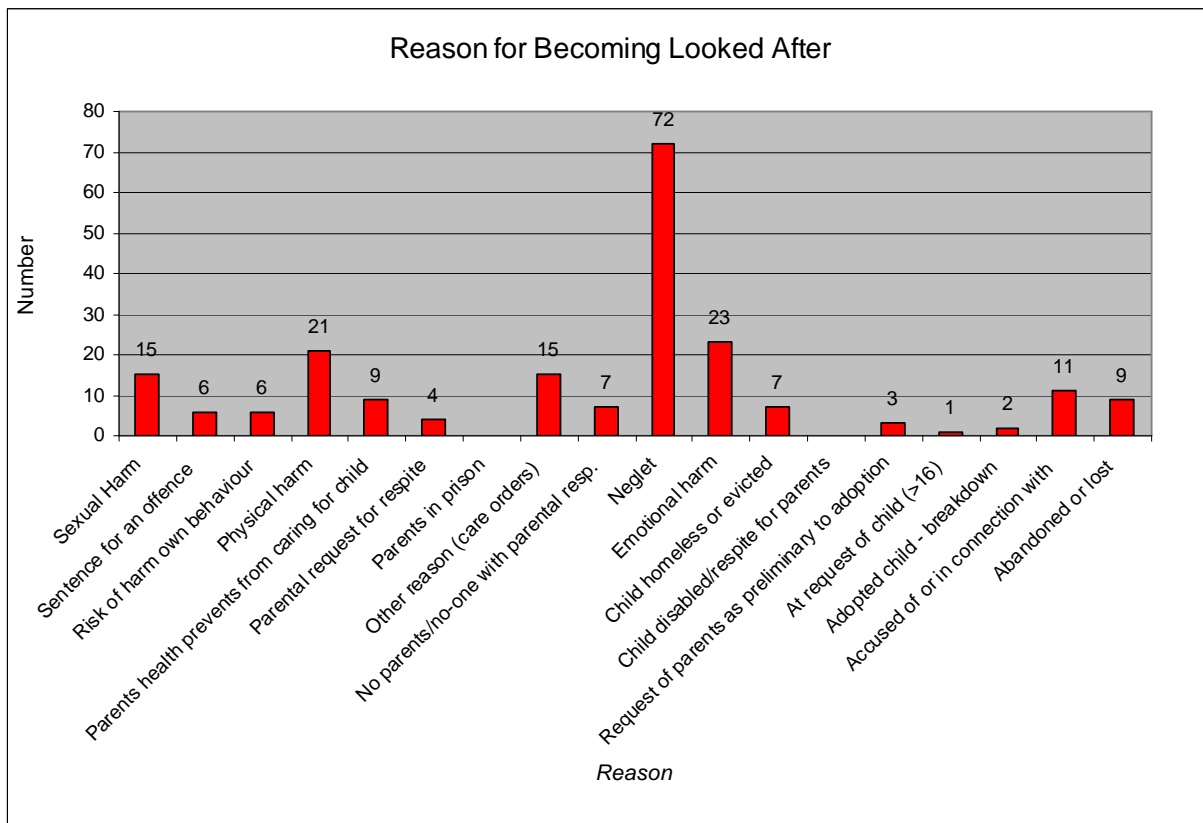
Profile and Population of Children

The number of Children Looked After decreased from 519 March 2010 to 492 March 2011, a reduction of 27 in total looked after population. This would appear to be against the national trend which has seen the proportion of Looked After Children in the population increasing. Based on numbers per 10,000 population current figures reflect 35.1 at end of year, with statistical neighbours at 44.5 and national average at 58. The reduction in Lincolnshire is attributable to partnership working, with a strong emphasis on safeguarding children within their communities, accessing universal and targeted services, wherever safe and appropriate to do so.

The Children and Young People's Strategic Partnership is effectively targeting resources and the local children's partnerships have contributed to enhanced partnership working at community level. This strategy is further enhanced with Lincolnshire piloting the Community Budgets and adopting the Families Working Together project, targeting resources at those families most in need. This has ensured fewer children have lived in situations of vulnerability and as a result, fewer children have been in need of the most specialist services and admission to care.

During 2010/11 210 children and young people were admitted into care; the main reasons for all children entering care appears to be neglect (72) followed by emotional harm (23) and physical harm (21).

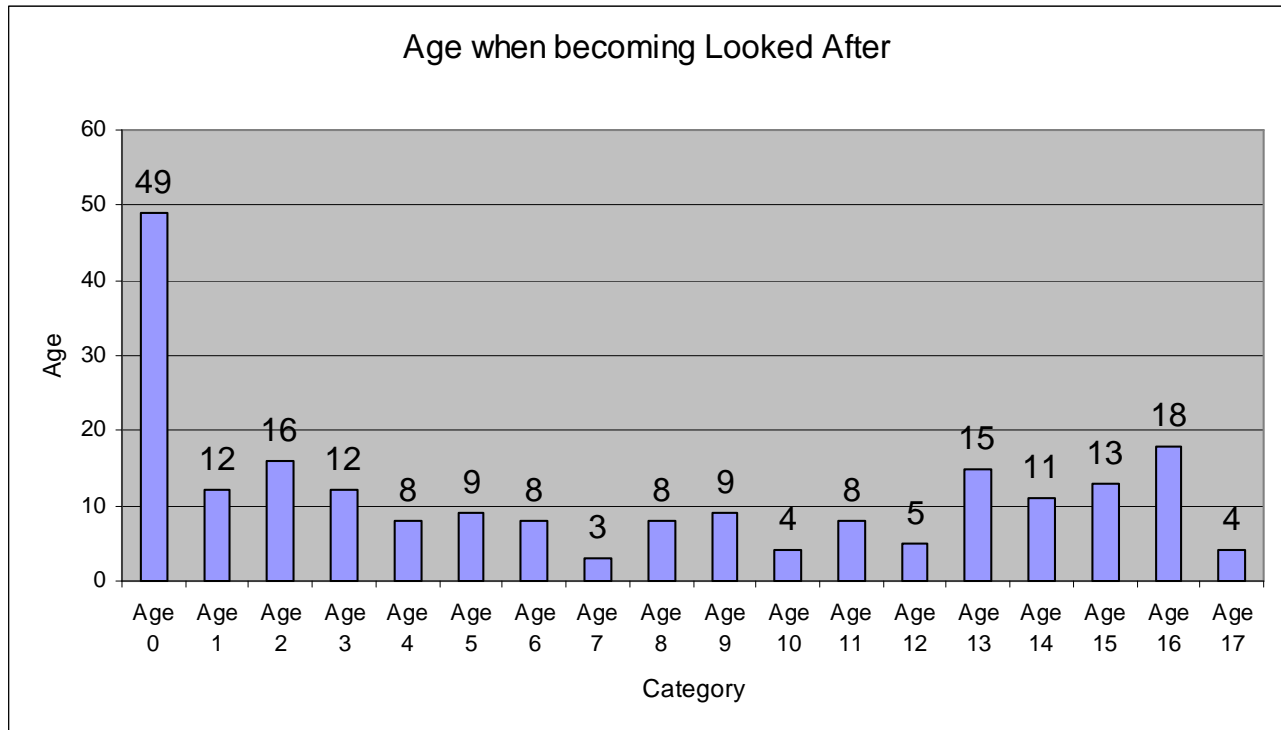
Graph 1: Reason for becoming looked after:



Of this total, 28.6% of the children admitted into care were aged 2 years or under (60 children), for which the main reason continues to be neglect (29 children); this continues to indicate a strong emphasis on safeguarding for an extremely vulnerable group of children. This is also 6 children less than admitted last year, in the same age range, which evidences a strong emphasis on preventative services and safeguarding children in their families.

The second highest proportion of young people becoming Looked After is 16-17 year olds, which is 22, out of these 13 were admitted into care in connection with an offence. This demonstrates Lincolnshire children's vulnerable 16/17 year olds' are in appropriate placements, either foster care or residential placements.

Graph 2: Age becoming looked after:

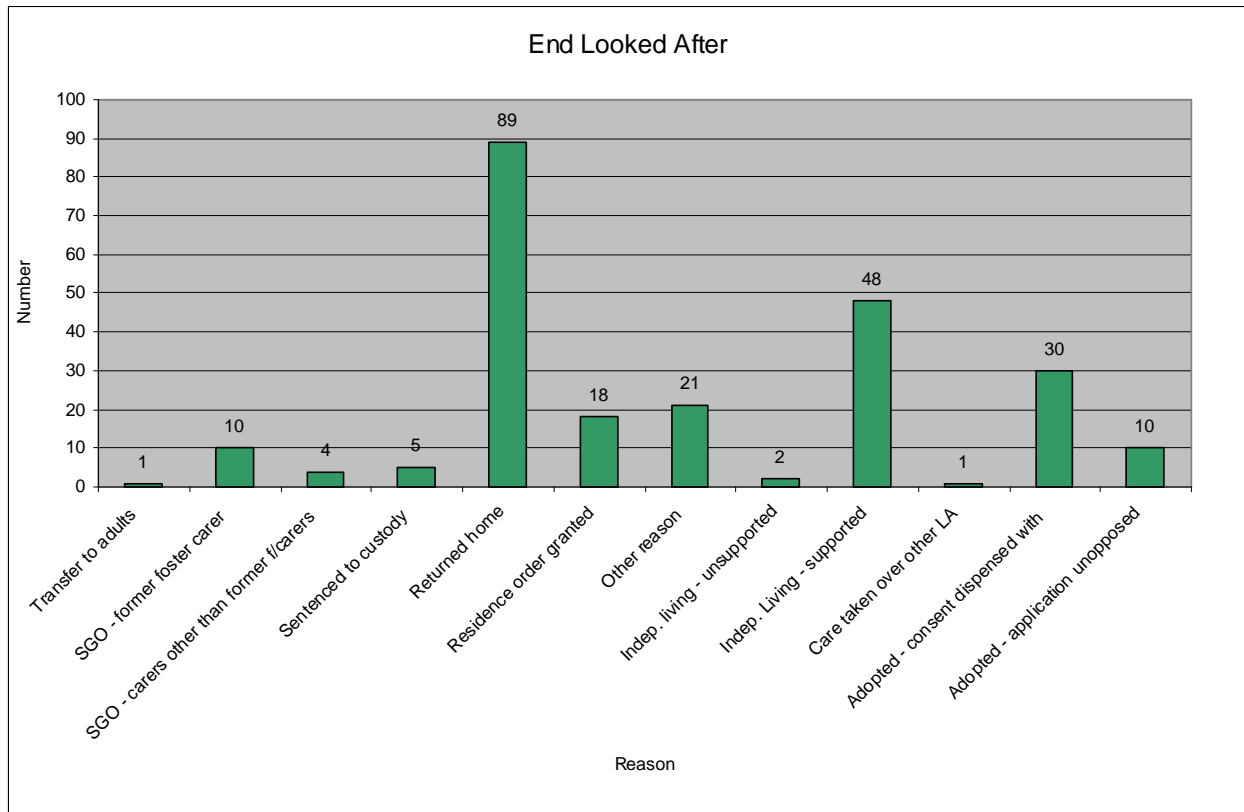


The legal status of children entering care reveals one hundred and fifteen (60.2%) were accommodated, that is Looked After under a voluntary agreement and fifty five children (28.7%) were the subject of a legal order. No children were made subject of emergency protection orders, evidencing working in partnership with parents/families to secure safeguarding plans for children and young people without having to intervene through the courts in an emergency.

Seventeen children required short term safeguarding through Powers of Police Protection, these were commonly required during evening and weekends. Eight children were able to return home, following appropriate assessments and intervention within less than 3 months, whilst nine children continued to remain looked after.

Two hundred and thirty nine children and young people were discharged from care in 2010/11. In some situations children and young people required accommodation for brief periods with parents requiring additional support, in order to meet the developmental and holistic needs of their children, prior to their return home. Robust care planning in conjunction with preventative services has enabled eighty nine (37.2%) of children to return home, whilst continuing to be appropriately safeguarded.

Graph 3: End reason for being looked after:



In circumstances where reunification is not an option, consideration is always given to securing permanence, where appropriate, though the granting of legal orders. In 2010/2011 eighteen children were made subject of Residence Orders. Year end reporting on the National Indicator C23 (Number of adoptions for Lincolnshire) stands at 54 (12%), with forty children being made subject of Adoption Orders and fourteen children subject to Special Guardianship Orders, 11 of these were former foster carers. This is higher than other local authorities in our comparator statistical group, average 35/40 with some lower. NI 61 (Children with a decision for adoption placed within 12 months) was 89.7% in 2010/ 2011 with Lincolnshire currently being the fourth top performer in the country.

Ethnicity

<i>Any other ethnic group</i>	1.5%
<i>Asian - other</i>	0.5%
<i>Mixed-any other mixed background</i>	1.5%
<i>Pakistani</i>	0.5%
<i>White-any other white background</i>	7.1%
<i>White-British</i>	88.8%
<i>TOTAL</i>	100%

With regards to ethnicity, White British continues to represent the majority of the care population within Lincolnshire. This is in keeping with the demographic population of the community. There has been a slight increase of other ethnic groups and work is ongoing to design and develop services to meet their specific needs. Recruitment of carers has been targeted amongst ethnic minority communities and leaflets have been printed in Polish, Portuguese, Romanian, and Bulgarian and distributed through community venues in Lincolnshire. We have attended events such as 'Lincolnshire Pride' and 'Living Islam' in order to raise the profile of fostering and adoption.

Where we have been unable to match appropriately, external placements were commissioned through independent fostering agencies for unaccompanied asylum seeking children and through the consortium, National Register and Voluntary Adoption Agencies, where necessary in order to best meet the cultural, religious and ethnic needs of this small group of children. At the year end we had 28 externally commissioned placements, out of these nine were for unaccompanied asylum seeking children.

Placements of Looked After Children: Safeguarding



Whilst there has been a slight fall in the numbers of children in care, the number of children and young people requiring placements has remained constant, with 211 admissions and 239 discharges occurring 2010/11.

As more children and young people are enabled to remain with their birth family through Lincolnshire prevention strategy, those children coming into care have increasingly complex needs and risk assessments are undertaken in respect of every placement. This resulted in placements that required a higher level of support; also due to their complex needs a number of children could not be safely placed alongside other children. Therefore the fostering service has experienced a reduction in the number of available placements.

To this challenge, the fostering service has responded by regularly reviewing their recruitment strategy. In the period 2010/11, targeted recruitment saw an increase in forty eight new fostering households being approved.

The fostering service remains committed to providing high quality, safe and secure placements to vulnerable children and young people whilst promoting placement stability and emotional attachments with appropriately skilled and qualified carers. Foster carers have access to dedicated CPN support from CAMHS, resources from the Virtual School and placement support worker, along with Supervising Social Workers and children's Social Workers. 20 carers have completed the therapeutic parenting course, that is delivered over 10 weeks by a Supervising Social Worker and foster carer who have received training in this regard.

All foster carers undertake mandatory safeguarding training, they are CWDC compliant and have access to a range of other courses such as Development Attachment Theory; in 2010-11 55 carers attended the Managing Challenging Behaviour and 20 carers attended therapeutic crisis intervention training, also 80 foster carers received training around e-safety and social networking provided by members of the Safeguarding team and an external consultant with 125 carers attending Diversity training.

By developing local placements for children who have complex needs, the fostering service has successfully reduced reliance on externally commissioned placements, as opposed to the average authority which commissions some 32% of placements through independent providers as opposed to 5.9% in Lincolnshire.

Performance indicator B79 sees 85% of children and young people looked after, excluding children placed with parents and children placed for adoption, living in foster care placements, with only fifteen children being placed with independent fostering providers, seven in specialist residential provision, and six children with disabilities in specialist placement. The number of children in external placements has continued to decrease from fifty-four at the end of March 2009, forty-one at the end of March 2010 to twenty-eight at 31st March 2011.

Children placed in externally commissioned placements 2010-2011:

Children placed in specialist residential provision	7
Children placed in independent fostering agency placements (including 9 asylum seeking children)	15
Children with disabilities requiring 52 weeks specialist residential provision	6
TOTAL	28

This is an area of work which is constantly reviewed and will be critical in sustaining our success in the current financial climate.

All children in care had an allocated qualified Social Worker in the last year. Staff have access to Safeguarding training, liaise appropriately with the LADO, and there is clear policy and procedures in place in respect of Managing Allegations signed off by LSCB.

Residential Provision

Lincolnshire Children's services have six residential children's homes: three homes which provide eighteen placements to young people with complex and challenging behaviours, who are unable to live within a family environment at certain times in their lives; and three homes for children with disabilities, one home provides long term care to six young people with complex needs and the other two homes provide short term breaks to families for children and young people.

All of the residential provision is subject to external inspection by OFSTED, and the outcomes of inspections have been positive; this evidenced that our residential provision provide good quality, safe care to the children and young people in Lincolnshire.

86% of staff in the residential homes have a NVQ level 3 in child care demonstrating a clear commitment to ensuring vulnerable young people's holistic needs are met and responded to by suitably skilled and qualified staff.

Placement stability is crucial in order to achieve positive outcomes for children and young people in care. NI062 measures the number of moves and in 2010/11, there was a sudden and unusual spike of young people experiencing 30 or more moves. Our performance in September being 3.61% rising year end to 7.4%. Whilst this is above our aspiration for young people it is below the national average. Performance in May 2011 was more as expected being 0.8%. Overall our young people in foster care are settled with partnership working and targeted resources supporting placement stability.

NI063 measures the length of time children have been looked after and remained in the same placement between 10 and 16 years of age. At the end of March 2011, out of 183 children and young people looked after for more that 2.5 years, 132 (72.5%) had remained in the same placement for 2 years or more. Placement stability is critical in promoting life chances and the foundation from which children and young people will begin to narrow the gap.

Learning and Achievement – Education for Life



As corporate parents we aim for every child in care in Lincolnshire to experience the best education, care and support so that they have the highest aspirations and be the best they can be.

In April 2010 OFSTED inspection of safeguarding and looked after children's services reported that looked after children in Lincolnshire have made better educational progress and at a faster rate than that found nationally.

The attainment of children in care in Lincolnshire shows a year on year improvement in academic performance. In 2010 79% of young people gained one or more A-G grades in their GCSE's, which is an improvement on 2009 performance of 74% and that of 77.5% in 2008. This remains lower in comparison with all Lincolnshire children 99.7%, nevertheless the gap has significantly reduced and this is the result of the joint efforts. In the academic year 2010, 6 % of our young people achieved 5+ A*-C GCSE to include English and Mathematics; this is a lower percentage than our ambition, and led to our educational strategy being reviewed with more effective educational support in early years.

Of significance is that we have had increased achievements in 2010/11 although we had the greatest proportion of young people with Special/Additional Needs (statement) - the highest on record at 65%. This includes those having formal statements as well as those identified with School Action or School Action Plus.

The Virtual School has strategically targeted and encouraged core skill development and have continued to lead a co-ordinated and strategic educational support for children in care in 2010. All looked after children aged 5-16 have been sent book tokens on a monthly basis to encourage reading texts; additionally seventy children have been provided with e-readers, and another forty have been involved with a letterbox club scheme, that has focused on Literacy/Numeracy improvement. 121 children/young people have been provided with home tutoring mainly in core subject(s) identified as being below expectation and/or to be improved. In some cases the student was nurtured and mentored via the JUMP scheme and/or academically mentored and monitored for extra support by the Virtual School team.

Electronic Personal Education Plans play a crucial role in our focus to improve educational attainments and at the end of March 2011, 95% of all personal educational plans were reviewed in time. (91/3% at the end of March 2010)

There is continued commitment to overcome the barriers to education and learning which looked after children and young people may face during statutory schooling so they achieve comparatively to their peers.

We are pleased to announce good educational results in the last year and it is our ambition to seek continuous improvement.

Aspiration and Well Being



A new process was introduced in the last year with our health colleagues taking the lead in completing the health assessments using the BAAF forms to record the health assessment and develop the individual health plan for each child and young person. This was a proactive action, creating a Gold Standard service, improving the quality of the health assessment for children looked after, and was implemented in keeping with the statutory guidance issued around promoting the health needs of children looked after. Thirteen general practitioners have received specific training in order to complete quality assessments and they have been supported by the Designated Doctor and Nurses for children in care. It is anticipated that as the new process is embedded, this will be reflected in improved health performance.

Some challenges emerged in implementing the new process which unfortunately resulted in some young people not receiving an annual health assessment with our performance reported at 73% year end. These young people were immediately reviewed and an assessment undertaken, what was very clear was that despite not having a formal annual health assessment, primary carers ensured young people had been seen by a health professional if necessary.

NI058 is the National Indicator which measures emotional wellbeing of children and young people more commonly known as the Strengths and Difficulties Questionnaire and these were completed in respect of 93% of the children looked after. The SDQ is measured around 13 being normal, 14-17 causing concern and 17 increased concern. The SDQ enables early identification of children and young people requiring support due to their emotional and behavioural difficulties. In Lincolnshire we have established a care pathway that involves Children's Social Care, Education Psychology service, Virtual School and Children and Adolescent Mental Health Services, to ensure that Social Workers are able to access advice and guidance once the need for support identified.

In 2010/11 our mean average for 286 children and young people was 148, which indicates that the majority of our young people are emotionally settled and stable. High scores have been reviewed to ensure the children and young people continue to receive appropriate support and services.

Listening to Children: Make a Positive Contribution



Children in our care have continued to contribute actively and robustly to services development, design and delivery. The Children in Care Pledge sets out our promises to children looked after which we aim to review with V4C 2011/12.

There is an established Children In Care Council. The work of the council is to provide opportunities for children looked after to take part in higher level corporate scrutiny and influence decision making that directly impacts upon them and other looked after children. The chair of the children looked after council (V4C) is an established member of the corporate parenting panel, representing young people's views as agreed and feeding back.

In 2010/11 V4C executive group has worked to support the establishment of three area based subgroups, which in turn are run by fieldwork staff, foster carers and managers, with direct support and funding for activities from the Participation team. These three groups, with an age range of 6-16yrs, have started to identify the key priorities for change and improvement, based on areas of shared concern and experience. The V4C executive group is now linked with A National Voice (ANV) East Midlands, the regional grouping of LAC Councils.

2010/11 saw the production and dissemination of the CIC Kit (coming into care kit) for all children and young people looked after in Lincolnshire. Looked After children and young people, staff and carers contributed to the content and design of the kit, with two versions aimed at primary and secondary level. The kit will be reviewed each year taking into account the feed-back received from the children and young people. For 2011 there is work planned to develop a version of the kit that will be accessible to children with learning disabilities, their carers and professional staff.

In 2010/11, young people in care have continued to participate in the recruitment panels for staff and care leavers have participated in the preparation groups for foster carers.

Children in care in Lincolnshire are encouraged to have a say as individuals through involvement in review meetings, which for 2010/11 stood at 99.7% this remains consistently high performance for children looked after in Lincolnshire, 99.5 % in 2009/2010, and 100% in 2008/2009.

Looked After Children in Lincolnshire are further supported by being able to raise issues through the complaints procedure and having access to the independent advocacy service NYAS. IN 2010/11 27 children and young people sought support of NYAS in bringing matters of concern to them, to the attention of Children's Services. This is an increase of 4 more young people than last year accessing the service.



On 20th October 2010 two members of the V4C council (Voices for Choices) attended an cross party parliamentary working group at Westminster, chaired by Tim Laughton, Minister for Children, contributing to the development of the foster carers charter and engaging in discussions around the education maintenance grant and reform of social work practice.

A survey for young people aged between 11-17 was launched on the 9th April 2010. This was called Tell Us What You Think and was designed to capture their views on: Feeling Safe; Your Care; Your Health: Your Social Worker: Being Listened to; Making Your Views Heard; School; Your Spare Time; The Future and anything else that is important to them. Analysis of the returns was completed and then a work programme developed to provide feedback, consultation and the co-ordination and implementation of changes through working with DMT, the corporate parenting panel and the children in care council.

The survey is being repeated with the 4-8 year olds and 9-11 year olds April 2011, whose results will be analysed and published as part of our commitment to listening and changing for young people.

A dedicated web area on C4YP is under development, with young people contributing to its shaping. This work will be completed September 2011. The dedicated website is a significant piece of work that will bring great benefits to Children and Young People who are Looked-After and Care-Leavers, both in terms of good information and opportunities to contribute to local, regional and national issues; those using the site will be able to develop on-line issue based 'threads' of conversation with opportunities for some shared problem solving, for example, changing placements, experiences of reviews and other meetings, or getting along with other children in placement. Moderation and safeguarding issues have been kept uppermost in planning for this site, taking advice from safeguarding colleagues around e-safety and social networking.

Celebrate: Enjoy and Achieve



Lincolnshire Children's Services continue to promote a culture of positive activities for young people looked after. Following positive feedback from the previous year we have been successful in gaining additional funding for a range of activities to raise children's self esteem, confidence, social skills and potential.

Children in our care accomplished a wide range of achievements in the last year which were recognised in the annual awards ceremony, which was held on the 9 of April 2011 the V4C event at Lincoln Drill Hall. We had over 180 nominations for the awards (the highest ever number of nominations) and the event was attended by over 100 children, young people, also their carers, and staff. The meeting was hosted by V4C, with opening and closing speeches from Cllr Bradwell (lead member for children) and Peter Duxbury, Director of Children's Services. Children and young people receiving awards spoke positively of their experiences of foster and residential care, and in particular spoke of the qualities of individual staff and foster carers who had made a real difference to their lives and had 'believed in me.'

Lincolnshire County Council in partnership with Soundlincs delivered two key areas of service to looked after children, young people, carers and staff in 2010-11. One area of the service delivered music, dance and drama to children and young people living in or attending our children's homes, including the homes for children with disabilities. This service was tailor-made to each home and its residents, and a particularly beneficial impact has been reported by Albion Street, with a DJ project being delivered, and by our homes for children with disabilities, where the potential of some children to express themselves through music and drama has been positively surprising at times for staff caring for them. The second Soundlincs project provided singing groups for children, their carers, and our staff for a year. This has been very successful and the project outcomes will be shared through a national 'Sing Up' project report which will seek to influence government policy in relation to funding for the arts for vulnerable children and young people.

"Jump" (Joint Universities Mentoring Project) continued in 2010/2011 and has provided opportunities for our children and young people to participate in a variety of recreational and educational activities with the aim of raising aspirations and self-esteem and increasing confidence, ultimately resulting in the longer-term benefit of raised educational aspirations and achievement.

The Joint Universities Mentoring Project (JUMP) offered looked after children the opportunity to take part in a number of different projects this year.

JUMP4Success - Two ten weeks after school sessions, which were held at On Target Study Support Centre for a total of sixteen young people. Each young person had their own individual mentor and the young people took part in numeracy and literacy activities in and around the football stadium. In addition, each young person, supported by their mentor and the staff cooked a meal for their peers; also Soundlincs provided a singing teacher for half an hour each week.

JUMP FREE – twenty-four young people attended two nights residential weekends at Freiston Centre for Environmental Education on two occasions. Twelve University students and four staff supported them. During the weekends the young people took part in a wide range of activities including bowling, ice skating, team building, campfire singing, toasting marshmallows and environmental investigation activities. Two young people achieved an ASDAN adult numeracy award and one young person achieved an ASDAN adult literacy award.

JUMP Around – ten young people were supported by community volunteers through SOVA (independent visiting and befriending to children looked after).

JUMP4Arts – Nine young people attended a five day residential at Freiston Environmental Education Centre participating in Arts activities. These included going to the theatre, sharing an arts skill, researching arts heroes and heroines and taking part in a drumming workshop in order to achieve the national Bronze Arts award and Lincoln Diocese Bishops Award.

The Joint Universities Mentoring Project this year has grown from strength to strength with more young people than ever accessing a JUMP project. Evaluations have been extremely positive from all – young people, mentors and foster carers, one young person said *“It’s been brilliant” Nice to get away from everything”*.

Transition to Adulthood

Leaving Care Services are provided by Barnardos on behalf of and in conjunction with the local authority with approximately 293 young people receiving a service from Lincolnshire Leaving Care Service. There are currently 70 16/17 year olds who remain in their placement where transition plans are in effect. In recognition of the pressure created by increasing number of care leavers, Barnardos and Lincolnshire County Council are working to redesign the leaving care service, to ensure that all young people have the support necessary for a successful transition to adulthood.

Individual young people are supported in their transition from adolescence to adulthood over a period of six to eight years. This transition often involves supporting young people in learning from mistakes and making informed choices. Even where there is no change in an outcome, there may well be significant work being undertaken to help a young person sustain accommodation, education, training, employment.

NI148 care leavers in education employment or training stood at 76% at the end of March 2011, indicating that the number of young people in education, employment or training improved throughout the year. The leaving care service has developed new models of working to support young people into education, employment or training. New pre employment work experience opportunities and new protocol will be embedded into practice over the next year which will enhance the service delivered to young people and improve outcomes and targets around education, employment or training.

NI147 Care leavers in suitable accommodation (75%) we have achieved this target throughout the year. Changes in legislation in relation to the definition of what is suitable accommodation for young people have required further developments. Work is being completed jointly by Barnardos and Lincolnshire Local Authority to address the issues affecting young people in gaining suitable accommodation.

The Staying Put Pilot has continued in 2010/11 with 25 young people being able to remain with their foster cares post 18. The scheme is well supported by Elected Members and partner agencies consisting of Barnardos, District Councils, supporting people, young people and carers and is led by a project manager.

Children looked after and leaving care benefit from an apprenticeship scheme called CLAS (Care Leavers Apprenticeship Scheme) which works with local employers to provide panel work opportunities. In 2010/11 13 young people have been in work placements under the auspices of the scheme. Of 293 care leavers, 25% are not in employment, education or training. Only 2 of these are in Staying Put placements. In recognitions of the challenges facing young people as they transition into adulthood a further £100,000 has been made available to increase employment, education and training with the ultimate aim that they will then be successfully employed at the end of the programme.

Conclusion

The overall picture of outcomes for Children in Care in Lincolnshire has shown that we have continued to deliver strong performance in key areas of emotional wellbeing, educational achievements, placement stability, children living in foster placements locally, reduction on reliance of externally commissioned placements.

The overall management of Looked After Children both in prevention, managing risk and implementing actions to exit children looked after from the service is positive. The overall reduction of children looked after has exceeded our targets and is consistent with our aim of improving quality of services and the outcomes for looked after children, and supports Lincolnshire preventative strategy. Our aspirations for children in care are no less than each parent has for their own children. This is the only way they will be able to fulfil their very real potential.

We are proud of the results for 2010/11 and at the same time we acknowledge that there is still much to be done; children looked after both locally and nationally fare less well than their peers in relation to most outcomes. Our commitment and the good, qualitative service based on shared responsibility across all agencies and effective joint working will help narrow the gap and ensure delivery of continued improved outcomes for children and young people we look after.



BRILLIANT LINCOLNSHIRE