

Open Report on behalf of Janice Spencer OBE, Assistant Director - Children's Safeguarding

Report to:	Corporate Parenting Panel
Date:	08 September 2022
Subject:	Adoption Annual Report 2021-22

Summary:

The purpose of this report is to inform the Corporate Parenting Panel about the work of the Adoption Service in accordance with the requirements of the Care Standards National Minimum Standards 2003, 2011, 2014, and the Adoption and Children Act 2002. The National Minimum Standards, together with the Adoption Regulations, form the basis of the regulatory framework under the Care Standards Act 2000 for the conduct of Adoption Agencies and Adoption Support Agencies.

Under the requirements of the National Standards, Members, in their role as Corporate Parents, should be informed on a regular basis about the activity of the Adoption Service.

The National Minimum Standards for the Adoption Service are broken down into 31 standards. Standard 17 deals with the "monitoring and controlling" and requires the Executive Councillor to satisfy itself that the Adoption Agency is effective and achieves good outcomes for children (Section 17.3). Standard 18 deals with the Statement of Purpose and requires the Executive Councillor to satisfy itself that the Adoption Agency and Adoption Support Agency meet the aims and objectives of the Statement of Purpose.

The Annual Report sets out the relevant performance information and identifies the key developments with the service of the last twelve months.

Actions Required:

Lincolnshire Children's Services operates a discreet Adoption Service, on a countywide basis from three localities. The Annual Report and Statement of Purpose thus present the performance of the service over the previous year 2021-2022 to the Executive Councillor responsible for Children's Services and Elected Members. Members of the Corporate Parenting Panel are invited to review and comment on the contents of the Adoption Annual Report for 2021-22.

1. Background

The Annual Report thus present the performance of the service over the previous year 2021-2022 to the Executive Councillor responsible for Children's Services and Elected Members.

2. Conclusion

The Annual Report attached as Appendix A contains a range of information about the Adoption Agency in relation to performance indicators and measuring good outcomes; the work of the Adoption Panel; and various regulations relating to the Act and Adoption Support.

Following consideration of the attached Annual Report the Panel is requested to consider and comment on the contents of this and the work of the Adoption Service.

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Adoption Annual Report 2021 - 2022

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Deborah Crawford, who can be contacted on 01522 552781 or deborah.crawford@lincolnshire.gov.uk



Annual Adoption Report

April 2021 - March 2022



Introduction

This report provides information about the Adoption Service and outcomes for children in care with Lincolnshire County Council, from the period April 2021 – March 2022 inclusive.

The purpose of the Annual Report is to inform the public, elected members, partners and staff of the progress and developments of the Adoption Service during this period. The Adoption Service is now part of a Regional Adoption Agency – Family Adoption Links.

The County Council's Business Plan outlines the organisational values that reflect the Council's Vision and Purpose, providing a set of consistent, simple values that will guide attitudes and behaviours. These values define how we do things and are the principles by which we work together and with our customers and partners and are underpinned by the following statement:

Our vision

Is working for a better future by:

- Building on our strengths
- Protecting your lifestyle, and
- Being ambitious for the future

Our purpose

- Investing in infrastructure and the provision of services
- Commissioning for outcomes based on our communities' needs
- Promoting community wellbeing and resilience
- Influencing, coordinating, and supporting other organisations that contribute to the life of Lincolnshire, and
- Making the best use of all our resources.

Our purpose within Regulated Services is to ensure that every child in every part of the county achieves their potential, responding appropriately to the assessed needs of all children in care and young people to ensure that their life chances are maximised by their experience of the service. The vision is 'Putting Children First'.

National Adoption Agenda

The Government continues to maintain a clear focus on minimising delay for children with a plan for adoption and maximising the potential pool of adopters.

On the 13th March 2014, the Children and Families Bill received royal assent and became the Children and Families Act 2014 on 22nd April 2014. To reflect the changes; regulations, National Minimum Standards and the statutory guidance for adoption were amended and came into force in July 2014. The changes inherent in the Act have continued to be implemented in Lincolnshire, with the establishment of Foster-to-Adopt placements, a two-

stage approval process for adopters, and the development and expansion of support services to adoptive families.

On the 1st May 2015, the Adoption Support Fund (ASF) was rolled out to all Local Authorities. The fund offered a fast, simple service for Local Authorities to apply to, meaning that adoptive families can access the support they need, as and when they need it.

To access the fund, adoptive families need to have an assessment of adoption support needs completed by the Local Authority. Where the assessment identifies that therapeutic services would be beneficial to a family, the Local Authority can apply to the ASF on the family's behalf, who will then release the funding to the Local Authority.

In June 2015, the government published its proposal for the regionalisation of adoption services. The rationale behind this proposal was outlined as:

"By the end of this Parliament, we want to see all local authorities being part of regional agencies. We want to accelerate the pace of change to ensure those children for whom adoption is the right path, are given the best chance of finding a loving, forever family as quickly as possible. "This year, we want to provide up to £4.5M of start-up funding to support early adopters to take forward their proposals."

Lincolnshire and Rutland, North Lincolnshire, Leicestershire, Leicester City, and Northamptonshire Children's Trust launched as Regional Adoption Agency (RAA) in October 2020 under the name Family Adoption Links. They continue to work collaboratively to develop the RAA partnership, with an RAA management team, established regional family finding group, and plans in place to co-ordinate the work processes across the region.

Developing the workforce to ensure all social workers have the skills and knowledge to make swift and robust decisions about the best placements for children to meet their long-term needs was seen as a priority, and in Lincolnshire the adoption staff have all been involved in the Signs of Safety framework to support their work. In addition, all the Supervising social Workers have completed their Adult Attachment Interview training to improve the quality of the adopter assessments, and to assist in the process of matching children to adopters.

In April 2019 Lincolnshire was commissioned by Rutland to deliver adoption services on their behalf, so a contract was developed with them, which continues to date. There have been regular meetings with Rutland staff to ensure that the work is completed in a timely way and to track cases.

Lincolnshire was actively involved in Rutland's OFSTED inspection in February 2020, by holding a training event with Rutland staff, providing children and adopters' files for evidence, and meeting with the inspector. The comments on adoption services in the Rutland OFSTED inspection report 2020 were positive. The contract for the delivery of adoption services for Rutland has been ongoing through 2021/2022.

At the end of March 2019 the statutory adoption register run by Coram BAAF ceased to operate, and was replaced by the Linkmaker system, which enabled social work staff and

adopters to access information on children nationally and to have Lincolnshire children on the national system. This has been effective as the regional colleagues also use this system so there is a regional area where the family finding for the region is held, but also the option to have children on the system nationally so that approved adopters seeking a child can do so through this system.

In April 2019 Lincolnshire was inspected under the new ILACS system by OFSTED and, along with the rest of Children's Services, was rated 'Outstanding'. This was the third consecutive 'Outstanding' for Lincolnshire Adoption Service.

In January 2020, Lincolnshire became involved in a pilot project for Coram/BAAF which focussed on the 'Together or Apart' assessment model which had been constructed and developed by Shelagh Beckett to assist social workers with the task of making lifelong decisions regarding the placing of sibling groups. The pilot has now been completed and the new Together or Apart assessment model is available and in use.

In December 2021 there was the 'Somerset judgement' whereby an adoption case in Somerset was seen to have failed to follow regulations regarding adoption medicals for children with a plan for adoption. In response to this Lincolnshire adoption service reviewed and audited all cases in the preceding three years which had had an adoption decision by the Agency Decision Maker (ADM), and it was reassuring to find that the practice in Lincolnshire had been robust and in line with the regulations. Following the judgement Lincolnshire have implemented the new forms for medical advisors, to ensure that decisions are recorded where required, and that adoption medicals are always considered by the ADM.

At the end of 2022, the adoption support fund announced that they would be continuing for a period of 3 years, as opposed to year by year, which secures the ongoing support for adoptive and Special Guardianship Order (SGO) families in being provided with therapeutic support.

Throughout 2021/22 the RAA has gone from strength to strength and workstreams have worked hard to get the full launch of Family Adoption Links.

There remains a clear alignment of the local, regional, and national agenda which is encapsulated in Lincolnshire County Council's vision "*that every child in every part of the county should achieve their potential.*" To achieve this, the work of the Adoption Service is delivered according to the principles that the council adheres to, specifically:

- Early Intervention and prevention
- Safeguarding
- Aspiration and well-being
- Learning and achievement
- Best use of resources.

In addition to the above principles, four strategic outcomes for children have been agreed by Children's Services.

- Children and young people are healthy and safe

- Develop to their full potential in their early years and are ready for school
- Learn and Achieve
- Children and young people are ready for adult life.

The report details how the activity of the Adoption Service fits within the framework of the above principles.

Progress on Development Goals identified in 2020/2021 Annual Report

Early Intervention and Prevention

The use of the Signs of Safety model has continued to be embedded into practice, with all the staff having completed training. The Supervising Social Workers are using mapping as an effective tool in the initial assessment of prospective adopters. The children's workers have developed their skills in using words and pictures to enhance children's understanding of their situation and the plan for adoption.

There was continued high performance on the adoption scorecard performance against key threshold measures. The service continues to perform well in this area, which means that wherever Lincolnshire children are placed with their adoptive family as quickly as possible, within the government timescales. The timescales for the scorecard were amended to take account of the Covid delay nationally and Lincolnshire's performance continued to be within the target timescales.

There has been a consistent increase in the number of families who we have been able to help through the Adoption Support Fund, and there has been a notable increase in demand for support throughout the period of Covid. The government provided additional funds through the Adoption Support Fund, which we have accessed to provide an on-line therapeutic parenting service for adopters and SGO carers, and an advice line for SGO carers. Both services have been well used by adopters and SGO carers.

Adoption Scorecard

The most relevant indicators refer to the years ending 31st March 2018 and 31st March 2019 which is the most recently published.

There are 3 main indicators pertinent to adoption performance:

- (A10) Average time between entering care and being placed in adoptive family adoption is 290 days. The all-England average is 376 days. Lower is better.
- (A2) Average time between gaining authority to place and achieving a match is 138 days, significantly lower than all England average of 178. Lower is better.

- (A3) The percentage of children who wait less than 14 months between entering care and moving in with their adoptive family is 68% in Lincolnshire, slightly down on last year but still well above all England average.
- Adoptions as a percentage of children leaving care remain strong at 9%.

These remain to be strong figures compared to the national average, and the challenge going forward will be to remain 'on target'. The national targets have been adjusted through Covid to acknowledge the delays in the courts and consequent delays in placement. Lincolnshire children continue to be placed in a timely way wherever possible.

There continues to be a small cohort of children whose timescales will fall out of the target, and this is due to them being difficult to place or applications from parents for leave of the court to appeal Placement Orders which has been a cause for delay.

This year has seen an increased number of children with a plan of adoption, from 49 to 56, in line with the increased numbers of children in care. The trend for high numbers of children placed on Special Guardianship Orders has reversed with a higher number of SGO's granted this year [69]. The number of adoption orders granted this year has gone up again to 31, as compared with 29 last year, still lower than the average but heading in the right direction.

Safeguarding

Over the course of the year 'Signs of Safety' has continued to be incorporated into the adoption process wherever possible as a model for assessing matches, adoptive placements and for risk assessments, and in direct work with children whilst preparing them for placement. Staff members in the team have been actively involved in developing the use of 'words and pictures' in direct work with children assisting them in understanding the reasons they are in care and were not safe in their birth families.

The Supervising Social Workers in the team have all now completed their adult attachment style training and are using this alongside 'mapping' as a way of analysing their initial assessments of adopters, to ensure that the service is assessing and approving adopters who will be able to manage the needs of the children who require adoptive placements.

Aspiration and Well-being

There has been an increase in the number of families who have been provided with therapeutic support via the Adoption Support Fund to assist families in utilising therapeutic parenting techniques in their family life.

Over the course of 2021/22 there have been 322 applications to the Adoption Support Fund to provide therapeutic input for adopted /SGO children and families. The amount of funding granted from the fund to cover these was £837,143.

The number of referrals and the amount of money granted this year increased by a further 25 per cent as compared to the previous year, so this has placed significant pressure on the team

with most of their focus being on adoption support assessments and arranging the therapeutic packages.

There were cases where individual therapy was delivered by therapeutically trained staff who are external providers. In many of the cases there were individual sessions delivered remotely due to Covid, using Theraplay, Therapeutic Life Story Work, Dyadic Developmental Psychotherapy (DDP) or Sensory Integration Therapy (SIT).

There were also several cases where there was a detailed assessment of therapeutic needs, followed by an intensive period of therapeutic input and attachment focussed therapy, again delivered remotely by external providers. All the families in receipt of these services have reported them to be positive in helping them to meet the challenge of parenting their adopted children.

Learning and achievement

Maintain strong links with the Virtual School and ensure adopted children in schools receive the full benefit from initiatives including the Pupil Premium. Through the period of the Covid pandemic there has continued to be liaison with the Virtual School, and the service have been able to make sure that where it was important there have been school places provided for children to reduce the stress in the adoptive or foster home.

During 2021/22 most adoption staff have continued to use Theraplay theory and methods, albeit 'online', so that they can support adoptive families with children newly in placement to use therapeutic parenting models to enhance the building of positive attachments in the early stages of placement.

Unfortunately, it was not possible to deliver this face to face through Covid owing to the constraints relating to close contact. There are three clinicians within the Adoption Support Team who are trained in DDP Therapy, Filial Therapy and Family Therapy: thus, creating a flexible and sustainable adoption service.

Staff have learned new skills and were extremely creative in planning and managing introductions using virtual contact as much as possible, particularly where there were foster carers who were 'shielding'. The situation has moved forward given the gradual easing of restrictions and services being able to work more liberally.

The team was able to continue to provide some post-adoption activities for children during school holidays, but these had to be for a reduced number of children and be risk assessed in accordance with social distancing and Covid rules.

There were forest schools for the younger children to promote awareness of nature and give them new skills and two photography workshops for older children which provided new skills and creativity. All these activities enabled adopted children to meet one another and provided an environment in which the children could talk about being adopted as well as increasing self-esteem.

Best use of Resources

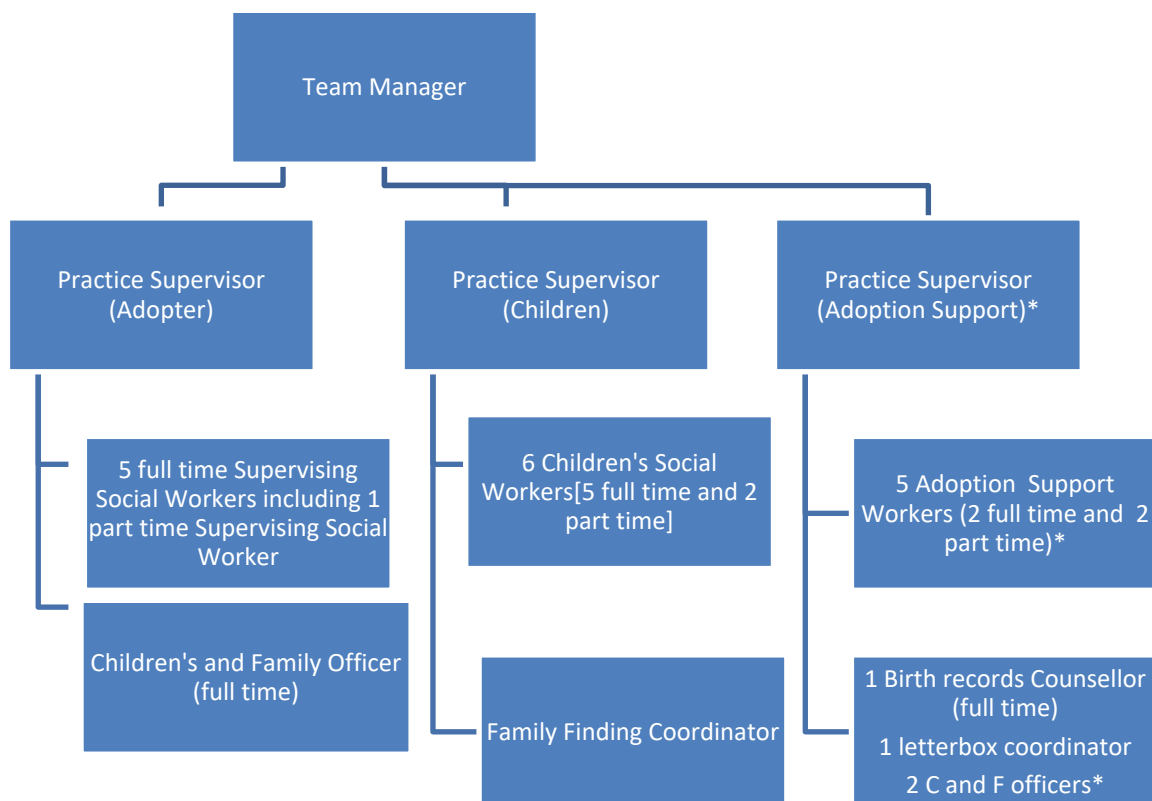
Staff in the post adoption team have been involved in rebuilding the Mosaic system so that it is now a useful and effective recording system which is being used by all team members. The final part of the build was to ensure that the adoption support workflows are correct and effective. This has now been completed so that the system is being used effectively throughout the service.

The post adoption team have begun to develop a range of services for SGO support, to enable them to have access to training, support groups, and advice and guidance. Support proposed will be two-tiered, with the FAST Teams completing the formal reassessment of SGO support plans. The Adoption Support Team has developed an information leaflet and helpline for Special Guardians. Guardians will be granted access to the e-Learning currently available for foster carers and a quarterly newsletter is being developed. Applications to the ASF will be managed through the adoption service. There is an SGO review ongoing and plans for recommendations to be taken to DLT in 2022.

Service Role and Structure

The core duties of the Adoption Service remain broadly unchanged. The Adoption Service continues to provide services to children, adopters and birth family members as required by the National Adoption Minimum Standards 2014 as issued by the Secretary of State under sections 23 and 49 of the [Care Standards Act 2000](#), Adoption and Children Act 2002, the Adoption Agencies (Miscellaneous Amendments) Regulations 2013, the Adoption Support Services Regulations (2005) and the Adoption Statutory Guidance July 2014, the Children Act 1989 and 2004 and the Children and Families Act 2014.

The Adoption Team remains a stand-alone countywide service with office bases at Lincoln, Sleaford, and Louth. This year all staff have been working from home, with access to the office within the smarter working policy. All staff continue to be employed by Lincolnshire, but the adopter's team and the adoption support team are now part of the Regional Adoption Agency.



The Adoption Service is staffed by a Team Manager, three Practice Supervisors, six Children's Adoption Social Workers and six Supervising Social Workers.

The Adoption Support Team has one Birth Records Social Worker, two full-time and two-part-time Adoption Support Social Workers, a Children and Families Officer who manages the 'letterbox' and an adoption support worker who supports adoptive families in the community.

At the end of the 2020 a new Early Help Worker was appointed to focus on the needs of SGO carers and provide them with support and assessments. A qualified Social Worker in the Adoption Support Team carries out the agency's statutory duties of birth record counselling for adopted adults.

The Children's Adoption Social Workers progress children's plans for adoption, by completing child permanence reports, family finding for children, matching and the planning and supervision of introductions, and supporting children in placements until their adoption order is granted. They also complete court reports for the placement order and the final adoption order.

The Supervising Social Workers recruit and assess prospective adopters, as well as completing step - parent adoption assessments. Supervising Social Workers also deliver preparation training courses for adopters, matching of adopters with children and support to adoptive placements and joint applications for the adoption orders.

Lincolnshire does not provide intermediary services but does provide limited assistance in tracing where it is able. The Adoption Support Social Workers complete work directly with families who have adopted and who are struggling to manage issues specifically linked to their adoption.

In addition, they organise groups and activities to support adopters and adopted children. The Children and Family Officer co-ordinates the indirect family time arrangements for adopted children and birth relatives together with the completion of life story work for the preparation of children placed for adoption.

Adoption Performance

Adoption Orders granted April 2021– March 2022

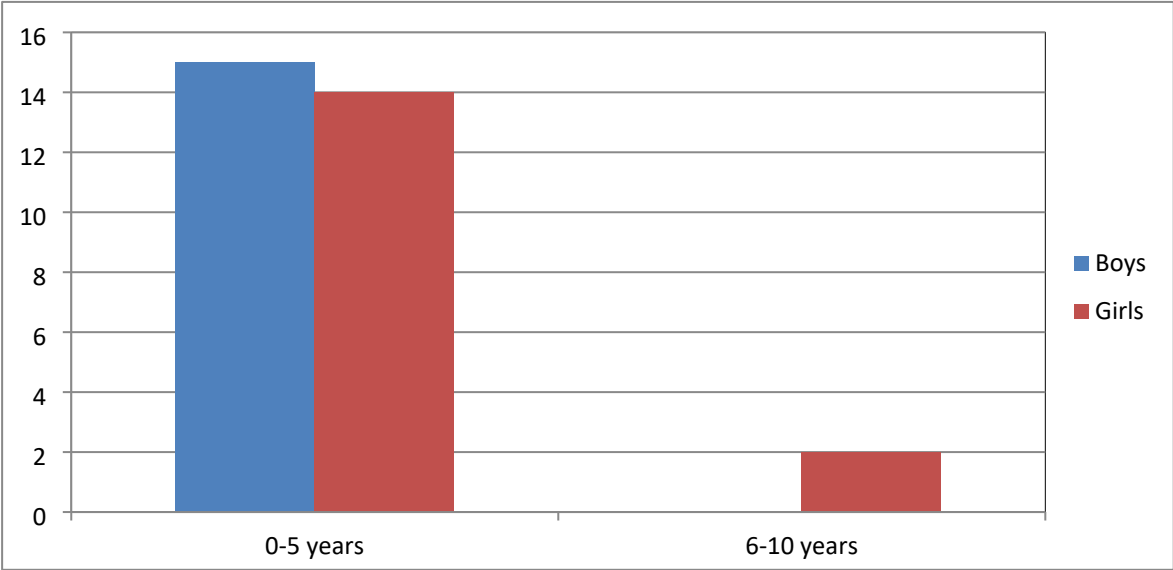
- In the year to March 2022, 31 adoption orders were granted
- In addition, 69 Special Guardianship Orders were granted

This year has seen an increase in the number of adoptions in Lincolnshire with 31 adoptions this year. This is still below average as through Covid there have continued to be delays in the court process. In 'contested' adoption cases it has been difficult as these have had to be hybrid hearings to allow for birth parents to attend court in person.

The number of children being placed on SGOs has increased again to 69 as compared to only 41 in 2020/21. Performance against the Adoption Scorecard has already been discussed in detail above with performance against all threshold measure continuing to show good performance which is consistently better or in line with the statistical neighbours, and the England average.

Adoption Activity for 2021/2022

Profile of children adopted 2021/2022



Lincolnshire County Council achieved 31 adoption orders during 2021/2022, an increase of 2 from the previous year but still below the average number for Lincolnshire. The demographics were different with 16 girls as compared to 12 last year.

This year there has been delay in the courts owing to the impacts of Covid. This has been due in part to the need to have 'hybrid' hearings for contested adoptions, so that the birth parents were able to attend court and be heard, and due to the increased pressure on the courts owing to an unprecedented increase in care proceedings during this time.

Despite this Lincolnshire has continued to achieve high performance levels for the timely placement of children. There are fewer children waiting and many of the children are pre-matched prior to the court granting the Placement Order. In addition to this ,69 Special Guardianship Orders were granted, and these are counted by the DFE as part of the adoption performance measure.

In the cohort of children adopted there were 27 singleton placements and there were only 2 sibling groups of two this year and no sibling groups of 3. In terms of a profile of ethnicity, there were only 2 children of Eastern European heritage. All other children were recorded as White British.

Profile of children with a best interest plan of adoption 2021/2022

During April 2021 to March 2022 57 children had an agency decision of adoption, of which 46 went onto being subject to a Placement Order. This was eight more than the previous year's figures. In addition, there were 3 Rutland children.

Of the 57 children there were the following groups of siblings:

- 1 group of 3 children
- 5 groups of 2 children
- 44 single children.

This is a similar number of sibling groups as compared to last year, but also an increased number of single placements. There continued to be use of kinship placements and Special Guardianship Orders throughout the 2020/21 performance year, and the numbers increased to 69.

Age ranges of children with a best interest plan of adoption 2021/2022

- 0 - 5 years = 57 [40]
- 6 -10 years = 0 [2]
- 10 plus = 0 [0]

Previous year's performance in brackets.

The predominant ethnicity of the children with a best interest plan remains White British although there were 2 children of Eastern European heritage.

All the children this year were under 6 years old but there were 6 children who were 5 years old. These children sometimes come as part of a sibling group with older children and therefore the target of the service's recruitment strategy continues to be targeting adopters willing to consider sibling groups and older children.

Profile of children placed for adoption

In respect of placements made this year 36 children were placed, seven more than in the previous year. Of these, 32 were singleton placements, and 4 children were placed in 2 sibling groups. All the children placed were under five with 28 of them being placed before they were 2 years, with eight children placed between the age of 2 and 5 years. There were 18 boys placed and 18 girls, so a change from last year when there were more boys than girls.

Overall, there was a change in that most of the children were singletons and were younger than in previous years, and with no children in the 6-10 or over 10 age ranges. There has been a significant increase in the number of cases which are delayed in court awaiting placement orders and were not placed within NMS 17.7 as they waited several months to be made subject to a placement order.

Children Awaiting Placement at the close of 2021/2022

At the end of March 2022, there were 10 children whose plans were not agreed by the court and who did not yet have a Placement Order. This is a reduction on last year and nearer to the average number. There were 3 children whose plans were changed by the courts and who either returned home or were placed with relatives on an SGO.

There were then 28 children with Placement Orders and no placement, and one relinquished child. Of these there were 10 children in the process of being adopted by their foster carers. There were 8 children with links identified and progressing to matching panel.

There were 6 children all with recent Placement Orders [Jan -March 2022], who the service is family finding for. There was one child whose plan had changed to long term foster care, 2 children delayed by court appeals / applications to revoke the orders, and one child who will be placed with family members who came forward after the Placement Order was made.

Adopters approved as suitable to adopt during 2021/2022

A total of 27 adoptive parents were approved to adopt during 2021/2022, with no adopters approved for inter-country adoption. 6 of these were also approved for Foster to Adopt. This is a small increase with 2 more adopters than last year's figures.

The service ended the year with adopters awaiting placements so were able to meet the needs of children with adoption plans coming through the system. The focus of the work during this year was to match the children waiting and place them into adoptive families at the earliest opportunity whilst ensuring that the service remained Covid secure.

The trend continues to be that there are more adoptive parents than children waiting for a placement within the county. As there have been significant delays in children's court proceedings, the service has always had approved adopters waiting to ensure choice when making matches.

At 31st March 2022 there were 10 adopters approved and waiting; two of which were being considered for links. In addition, there were two adopters fostering children with a view to adoption.

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16	2014/15
Total Adopters approved	27	25	28	43	22	32	24
Of which Foster-to-Adopt	6	8	7	15	14	12	0
Foster-to-Adopt New Applications	5	8	6	10	5	12	6
Foster-to-Adopt Subsequent Applications	1	0	1	4	9	5	0

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16	2014/15
Approved for one child	16	19	18	37	13	20	14
Approved for two children	11	6	10	6	9	11	9
Approved for three children	0	0	0	0	0	1	1

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16
White British	26	22	25	40	21	29
Asian/Asian British – Indian	1	1	0	1	1	2
Other white background	0	2	1	1	0	1
Mixed White/Black Caribbean	0	0	0	1		

In order to reflect the government's aspiration to encourage foster carers who then go on to adopt the Council supported six fostering families with children in placement to apply directly to the courts for an Adoption Order. There have been a much higher number of these applications over the Covid period reflecting the amount of time that children are remaining in a task centred foster placement, because of court delays.

It is noted that there has been a reduction in the numbers of adoptive families wanting to provide families for sibling groups, and this may be due to the uncertainties which are Covid related. We will continue to maximise our capacity to recruit for larger sibling groups, through

a mixture of targeted recruitment and the flexible use of support packages for families seeking to adopt three or more children

Marketing and Branding

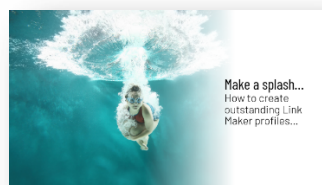
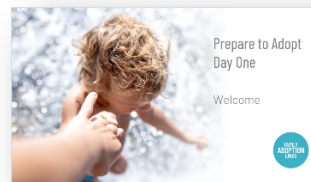
Alex McGuire is the Marketing Officer for Family Adoption Links.

Re-brand

The partnership has been successfully re-branded with a stunning new logo, a suite of corporate colours and fonts, imagery that reflects the children we are family finding for and easy to use corporate guidelines to help all members of the partnership produce visually stunning and appealing work.

Each adoption service has been re-named as Family Adoption Links **Location** creating consistency across the partnership and the fresh new logos ensure instant brand recognition.

Many guides/presentations have been created in the new style, here are a few examples...

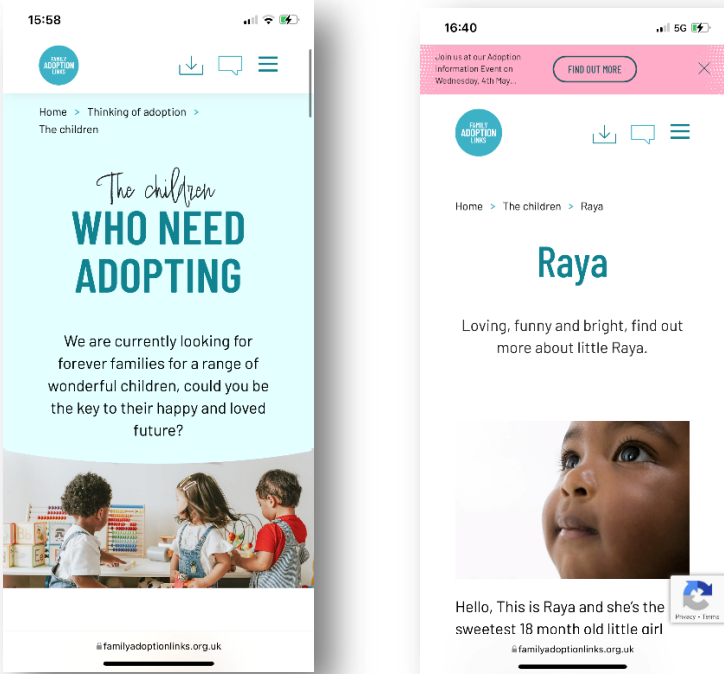


Website

A new website has been created to maximise the recruitment and support activities for the partnership. Reflecting the dynamic and innovative new branding, the new site is designed to be engaging and user-friendly empowering potential adopters and adopters at every stage of their journey.

By including the You Can Adopt Information guides, a You Can Adopt Information video and the ability to book onto our You Can Adoption Information events at any time, the service is able to deliver better quality enquiries, maximise event attendance and reduce administration time.

Featuring full editorial control, the website is 'alive' with information and uses storytelling and testimonials to give potential adopters confidence. The most popular page is the 'The children who need adopting' section receiving 11.58% of the total website traffic over the last 5 months.



The website will also serve as platform for delivering the professional, consistent, and outstanding adoption support services we seek to provide as a partnership and become a single point of contact for those seeking post adoption support and training.

Website KPIs - 8th December 2021 – 19th April 2022

- 1.89k new users
- Average session duration 4.53 min (2-3 minutes is considered good)
- Bounce rate 35.23% (Less than 40% is considered excellent)
- Pages visited per session 4.55 (4.4% is considered good)
- Number of sessions per user 1.93 (Top 10% of websites report 1.9% sessions per user)
- You Can Adopt Information video watched 120 times

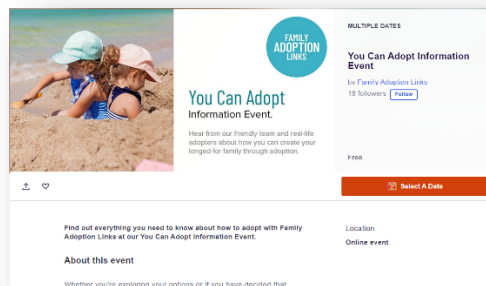
Social Media

Content and posts from the Family Adoption Links Facebook page was seen by 29,910 people in the last 12 months (1/4/21-1/4/22). The partner accounts of Northamptonshire, Leicestershire and Leicester were re-named to reflect their new identities and work is

ongoing to move these accounts and their followers to the central account as soon as possible.

Adoption Information Events

By creating centralised Adoption Information Events hosted on Eventbrite, the partnership has enjoyed incredible economies of scale both in terms of time and money. The corporate presentation delivered on a rotational basis receives positive feedback from both staff and potential adopters at each event and since the events began in November 2021, the region has welcomed 139 potential adopters online.



Here is some of the feedback Family Adoption Links have received...

“The online event was really good, very informative and good having 2 adopters on to chat as well. Denise really seemed very passionate about her role and the team and RAA as a whole.”

“We found it very informative, and I must say the topics covered were all relevant and exactly what is needed at this stage thank you.”

“It was great with all the information we needed, thank you again.”

Marketing and Workstreams

Marketing is fully involved in each of the partnership’s workstreams from producing stunning new presentations for the Assessment and Training group to creating enticing videos for priority children in the Family Finding workstream. The Marketing Officer is committed to digitalising wherever possible to ensure the user journey is as seamless as possible.

Highlights of this include...

The Family Adoption Links Lincolnshire’s Adoption Support event.

Now the event is

- Publicised on ‘Thrive’ the adoption support newsletter
- Advertised on the support section of the website

- Linked to Eventbrite where you can choose your date and book in with all the required information
- Guests then receive automatic email reminders to reduce no shows and ensure they have relevant information for the event
- After the event, guests receive an email with a link to a feedback form on Microsoft teams for instant feedback

‘Thrive’ the post adoption support newsletter

- Created and distributed via Mailchimp
- Great feedback “Thoroughly enjoying the new email newsletters from Family Adoption Links. Great read and great articles.”
- Excellent performance statistics:
 - Lincolnshire 62.2% open rate, 18.6% click rate
 - Leicestershire 43.9% open rate, 11.7%click rate
 - Leicester 47.7% open rate, 10.1% click rate

Recruitment

During this period, the recruitment of adopters was assisted by the recruitment staff.

Their role was to take calls from prospective adopters and make the initial response to enquiries via the website, giving information about adopting, coordinating the provision of further information, completing initial enquiries, and passing the information onto the adoption team.

The Adoption Service continued to undertake its own initial visits to determine the suitability of prospective adopters up to the approval stage.

Recruitment Statistics

From 1st April 2021 to 31st March 2022:

- 119 Initial Expression of Interest forms (IEIs) were received through the recruitment desk
- There was a notable reduction in the number of enquiries this year as compared with the previous year, but the service has still had adopters awaiting placement throughout the year, so sufficiency has not been an issue.

Financial Year	Number of IEs received
2021/ 2022	119
2020 / 2021	208
2019 / 2020	186
2018 / 2019	198

Adoption Panel Activity for 1st April 2021 – 31st March 2022

The Adoption National Minimum Standards 2014 17.2 provides a requirement for:

“Adoption Panels to provide quality assurance feedback to the agency every six months on the quality of reports being presented to the Panel. This includes whether the requirements of the Restrictions on the Preparation of Adoption Reports Regulations 2005 have been met, and whether there is a thorough, rigorous, consistent, and fair approach across the service in the assessment of whether a child should be placed for adoption, the suitability of prospective adopters and the proposed placement.”

Children’s Plans for Adoption

As part of the Quality Assurance process for children to be considered for Adoption, these reports have been scrutinized in advance by the Panel Advisor along with Team Managers from Fostering, Adoption, FAST, Children in Care and the Independent Reviewing Service.

The Quality Assurance meeting is available each week and cases are booked in consultation with Legal Services and the Adoption Team in advance to ensure the timescales in relation to care proceedings are met. This process allows for a rigorous cross-agency check to ensure that the work is of a high enough standard and that the child’s wishes and views are recorded.

When compiling these reports the current foster carers provide a profile for the child, which is circulated. The views of parents and birth family are detailed within these reports. If there are no views, then the Advisor will request that the facts and reasons why there are no views from the parents are recorded.

Written Legal Advice is provided independent of the case holder and ensures that any matters concerning Re B-S (Children) 2013 are well evidenced for the Agency Decision Maker and that the plans are robust and there are no legal issues which may prevent the plans from being considered.

The Quality Assurance meeting will collectively scrutinise each report to ensure that the Welfare Checklist , Children Act 1989 has been addressed and that, if any expert reports have been requested in Care Proceedings, these are available. This is particularly important to ensure there is a balanced approach and that key points raised have been considered fully within the Child’s Permanence Report.

A summary of the assessments is included in the Child Permanence Report and copies of those expert reports are available to the Agency Decision Maker in good time to be read.

The Panel Advisor liaises with the agency to provide any actions and feedback from this forum; this may be addressed with the Adoption Service, FAST Teams, Independent Reviewing Service and Legal Services.

The Agency Decision Maker considers the Welfare Checklist in particular

“the relationship which the child has with relatives and with any other person in relation to whom the court or agency considers the relationship to be relevant, including (i) the likelihood of any such relationship continuing and the value to the child of its doing so, (ii) the ability and willingness of any of the child's relatives, or of any such person, to provide the child with a secure environment in which the child can develop, and otherwise to meet the child's need and (iii) the wishes and feelings of any of the child's relatives, or of any such person, regarding the child, to ensure that any recommendations made have taken account of these relationships.”

Analysis

Child Permanence Reports detail the child's history well. They are written in a style which is easy to read, and consideration is made to how the views of children who are nonverbal can still be included in the reports.

The wishes and views of birth parents can be difficult for the workers to report on due to the family disengaging with the workers. It would be beneficial to see further evidence of how workers have utilised restorative/relationship-based practice tools to engage with the birth family and how this can be evidenced more fully at the point of a link panel. This may have a bearing on several outcomes for both the parents and how many contested cases are addressed.

The reports addressing a child's plan of adoption are written to a high standard and they utilise the Signs of Safety tools in their analysis. The reports detail the child's history well and are easily read and understood. The report details the challenges that a child may have faced in their early life including matters which detail the harm which was attributed to the care given to them by their birth family.

The reports consider fully the lifelong impact of adoption and are mindful in addressing matters around family time (previously contact) post adoption both with birth parents but all those who are important to the child including siblings whose plans may not be that of adoption.

The reports also provide significant insight into the functioning and experiences of the birth family and extended family members; this allows for a fuller understanding of who was considered and an explanation as to why they could not offer care to a particular child.

This is key important information for prospective adopters and in due course the child themselves who may come to view these reports at a later stage.

Between April 2021 and March 2022, the following children have had a decision to support a plan for Adoption made by the Agency Decision Maker compared to the previous year.

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16	2014/15
Boys approved for adoption	32	24	29	24	35	17	12
Girls approved for adoption	22	26	15	27	20	6	8
Total children approved for adoption	54	49	44	51	55	23	20
Single children approved	33	37	31	38	41	15	16
Children in sibling groups of two	2 [4]	6 [12]	5 [10]	5 [10]	4 [8]	2 [4]	2 [4]
Children in sibling groups of three	2 [6]	0	1 [3]	1 [3]	2 [6]	0	0
Children in sibling groups of four	0	0	0	0	0	1 [4]	0
White British children	46	48	42	45	52	22	19
Other white background (European)	3	0	1	2	1	1	1
Other	5	1	2	4	2	0	0
Age Range 0 - 2	40	40	36	39	32	15	11
Age Range 3 - 5	16	8	8	8	15	6	8
Age Range 6 - 8	0	1	0	3	6	2	1
Age Range 9 -11	0	0	0	0	2	0	0
Age Range 11+	0	0	0	1			
% Meeting the National Minimum Standard 17.6	96%	100%	100%	100%	100%	100%	100%

Between April 2021 and March 2022, the following children have been placed for Adoption.

National Minimum Standard 17.7

The Adoption Panel makes a considered recommendation on the proposed placement of a child with adopters within 6 months of the Adoption Agency Decision Maker deciding the child be placed for adoption.

	2021/22	2020/2021	2019/20	2018/19	2016/17	2015/14
Total Children	37	49	44	51	55	23
Linked with adopters in timescale NMS 17.7	20	11	18	19	23	17

Linked with adopters outside timescale NMS 17.7	6	0	10	11	3	1
Awaiting link	10	38	6	21	29	1
Awaiting link – no placement order	10		6			
Returned to family	1	0	1	0	0	4
Change of care plan	2	0	2			
Adopted via Direct Application			1			
% meeting the National Minimum Standard 17.7	78%	100%	78%	78.5%	94.5%	95%

Suitability of Prospective Adopters

There have been twenty-six Adoption/Permanence Panels in this period. In that time the following applicants have been approved.

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16	2014/15
Total Adopters approved	27	25	28	43	22	32	24
Of which Foster-to-Adopt	6	8	7	15	14	12	0
Foster-to-Adopt New Applications	5	8	6	10	5	12	6
Foster-to-Adopt Subsequent Applications	1	0	1	4	9	5	0

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16	2014/15
Approved for one child	16	19	18	37	13	20	14
Approved for two children	11	6	10	6	9	11	9
Approved for three children	0	0	0	0	0	1	1

	2021/22	2020/21	2019/20	2018/19	2016/17	2015/16
White British	26	22	25	40	21	29
Asian/Asian British – Indian	1	1	0	1	1	2
Other white background	0	2	1	1	0	1
Mixed White/Black Caribbean	0	0	0	1		

% reports meeting the National Minimum Standard 10.6 timescale 88%

These reports have all been prepared by social workers who meet the requirements of the Restrictions on the Preparation of Adoption Reports Regulations 2005.

Panel Administration requests the papers are available fourteen days ahead of the Panel date to allow the quality assurance process to take place. Reports are passed to the Advisor who checks that the applicant's statutory checks have been completed and that health checks as well as health and safety checklists have been completed. Alongside this the Advisor will ensure that the assessment is completed and that it covers aspects of the couple's or individual's strengths as adopters and their ability to provide safe care to a child.

The report must ensure that the couple's or individual's childcare experience, background history and life story, including education, is detailed as well as their support network and what attitude they have regarding contact arrangements for the future. The couple's or individual's financial details should be contained in the report.

The quality of Prospective Adopters Reports (PAR) is very good and Adult Style Attachment interviews are being used as well as evidence from referees to appropriately explore skills and strengths.

On occasion the Advisor and Chair have required additional work to be completed prior to formal consideration by Panel however this is rare.

If there is any third-party information or clarification of issues sought by Panel the workers will be asked to join Panel ahead of the applicants.

A further quality assurance check has been agreed when Lincolnshire are considering a link with out of county adopters. These PARs will be checked by both the Practice Supervisor in Lincolnshire and the Panel Advisor to ensure they comply with the standards in Lincolnshire.

Analysis

There is evidence within the minutes of Panel that detail the Panel's key consideration of applicants. The current central list provides the Council with panel members who have the experience and understanding of the adoption process to be able to consider the assessment.

There has been further development in using the referees as a positive source of evidence for the assessment with workers using the referee interview to confirm the views of the workers or in some cases to appropriately challenge the prospective adopter's views.

The Prospective Adopter Reports continue to be of a high standard with only single numbers where further information has been needed to achieve the standard.

These reports have all been prepared or been supervised by Social Workers who meet the requirements of the Restrictions on the Preparation of Adoption Reports Regulations 2005.

Panel Administration requests the papers are available fourteen days ahead of the Panel date to allow the quality assurance process to take place. Reports are passed to the Advisor who checks that the applicant's statutory checks are up-to-date and that health checks as well as health and safety checklists have been completed and that a comprehensive and detailed family time plan is included within the reports.

The Panel Advisor will request any update of reports, medicals and support plans be prepared ahead of Panel to be circulated to Panel Members ahead of the deadline

The Advisor quality assures all the reports to ensure that a full assessment is provided with a clear analysis as to why this family has been suggested as the best match for the child and how they will best meet the child's needs.

Further work continues to be supported by staff on developing a more thorough narrative by adopters on why they wish to adopt a particular child. This further identifies any potential support needs between the child and the potential adopters. The Panel Members will also consider the relative strengths of each match and any areas where they may require further clarity.

The quality of these reports has been good with positive matches for sibling groups and single children. Reports have detailed the needs of children and how the prospective adopters will meet these needs.

Panel minutes show the various matches of children to couples and single carers and confirm that questioning has been relevant and focussed upon the specific task i.e. the match with the adopters to ensure that the needs of a child can be met in the suggested placement.

Adoption Support

The period covered by this report has seen further increases in the range of adoption support services which are provided within the framework set out within the Adoption Agency Regulations 2005, in line with a further increase in requests for adoption support.

Most of the support is now provided through the Adoption Support Fund, but the therapists within the team still provide packages and there is a commissioned service through independent providers, funded by the Adoption Support Fund. The service is provided on a tiered basis dependent on assessed need.

Tier 1	Wide universal support to adopters includes Family Time co-ordination, helpline advice, information via the Lincolnshire adoption website, birth records counselling for adults. Also included in this tier is counselling for birth relatives whose children have been adopted and some general training for adopters and SGO carers.
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Tier 2	All of tier 1 and in addition adoption support groups/activities for adopters and for children affected by adoption. These include a programme of activities which bring adoptive children together to share experiences of adoption as part of leisure activities. This tier also includes additional training for adopters/SGO carers.
Tier 3	Previous tier support plus specific adoption support includes assessment of need, individual adoption support packages, Dyadic Developmental Psychotherapy, Theraplay, Eye Movement Desensitization Reprogramming, Non-Violent Resistance, and Extended Life Story Work. This tier also includes access to primary mental health services and CAMHS. Since the spring of 2015 with the introduction of the Adoption Support Fund, government funding has been made available to provide for therapeutic input to adoptive children and their families in recognition of their lifelong needs.

Tier 1

The Adoption website remains the first point of support for adopters and adopted children and all written and web materials have been revised in line with the Family Adoption Links RAA. The site advertises adoption activities and groups and enables the Adoption Service to consult users about planned future services. In addition to the website service users can contact the Adoption Helpline for advice and guidance. Adopters and SGO carers can also access a range of e-learning modules.

Adopters/SGO carers can sign up to receiving a regular electronic newsletter which provides information on forth-coming activities, useful short articles offering advice, and encourages contributions from both adoptive parents and children.

In 2021/2022 the service received 48 requests for adoption records for adult adoptees, which is slightly up on last year. 31 people were provided with counselling services and there were 17 requests from out of county where the file information was summarised and provided to the other authority. (Callers enquiring about tracing adopted relatives are signposted to other agencies as Lincolnshire does not provide intermediary or tracing services).

The birth families service is still provided by PAC UK who took the contract from After Adoption and provides counselling to birth relatives who have lost their children to adoption. The contract is at capacity and provided counselling to 40 birth parents /relatives during this year. Although with the reduction in numbers of birth parents in care proceedings the nature of the referrals has changed with more of the work now being focussed on birth relatives at a later stage in the process.

Contact

Indirect Letterbox contact activity

April 2021 – March 2022

As of 31st March 2022, there were 651 children on the letterbox.

For the twelve-month period there were 43 new children added and 52 children removed as they turned 18.

There are 12 letterbox arrangements for families who hold Special Guardianship Orders and 2 where children are not adopted but letterbox was felt appropriate.

Direct Family Time

- 11 children have direct family time with one or both birth parents
- 9 have direct family time with siblings in foster care or not adopted
- 4 have direct family time with grandparents.

Tier 2

At the core of provision in this Tier is the offer of adoption support groups across the county co-ordinated by adopters supported by the service. Attendance by adopters at these groups continues to vary but those who attend report they are appreciated. In addition, there have been courses delivered online this year through a membership to a therapeutic parenting organisation using ASF monies, as it was not possible to provide therapeutic training remotely.

Adopters and children have continued to meet and network, when it has been possible to do so, within the government guidance, and have also made use of remote contact using Zoom. We have provided funding to these Localised Adoption Support Groups.

Again, due to Covid, the need for social distancing and risk assessments, the number of children's activities were reduced in part of this year, but the service was able to offer the following: -

Activity days

Woodland Adventure Days for primary age children – action and adventure in a beautiful woodland location, children take part in activities such as den building, fire craft and knot making. There was a three-day event in July for children aged 5-8 which 8 children attended, and a one-day event in August for the 8–11-year-olds which 9 children attended.

Drama workshops – where children create their own play, create scenery, and then perform the finished production for their parents on the afternoon of day 3. There were 2 three-day events for primary aged children, one in June 2021 which 5 children attended and one in February 2022 which 12 children attended.

“Create Your Own Music” Workshops for secondary age children – 5 one-day events held throughout the year which the same group of children can attend. Between 3 and 10 children attended each date.

Photography workshop – also run by Soundlinks for secondary age children – there was an event on 20th August 2021 which 9 children attended.

Water activity days for secondary age children - an exciting opportunity for children to enjoy mini-inflatables, kayaks and see if they can master the stand-up paddle boards. There were two events on 5th and 27th August 2021 and 12 children attended each day.

There was also a Restorative day in Lincoln for adoptive parents – 8 adults attended - details below:

“Spend the day at central wellness with Grace who is a senior Yoga alliance teacher. She is also a Yoga-for-Stress and Burn-Out specialist teacher and Positive Psychology Practitioner for professional development and personal wellbeing. If we do not care about ourselves, how will we find the energy needed to care for others. This day is about reconnecting back to you - a day to explore different practices to support and replenish yourself, to be kind to yourself, particularly if you are feeling like you are running on empty.”

Tier 3

This Tier provides specialised therapeutic support to those families who require direct adoption support with tailored plans of support intervention. The Adoption Support Team now complete all adoption support referrals. Safeguarding Referrals continue to be assessed by the Family Support . Assessment Teams.

Over 200 adoption/SGO support assessments have been completed and the majority indicated some form of therapeutic intervention was required. Cases can be allocated to Post Adoption Support workers who are trained to provide specialist therapeutic input across a range of therapeutic models including Dyadic Therapy, Theraplay, Psychotherapy, Eye movement desensitization reprogramming and Non-Violent Resistance, but the vast majority are commissioned using the adoption support fund grants.

In addition to the above services, the service provided direct financial support through allowances for over 100 adoptive families through the period 2021-2022. This totals £750,000 over the year, and the demand for adoption/SGO allowances has increased significantly throughout the pandemic.

During 2021/2022 the support service received 322[262 in the previous year] new referrals that became support cases under Tier 3. The requests for support covered the following areas, but there was a general increase in requests for adoption/SGO support in relation to the Covid situation with carers struggling to manage children, particularly those who were unable to attend school:

- Attachment difficulties
- Behaviour management /special needs
- Life Story work
- Contact issues
- Requests for funding for support
- Requests for respite care.

- Request for therapeutic or Theraplay input
- Mediation for adoptive families to maintain the adoptive placement.
- Child on parent violence.

The service continues to manage some extremely complex cases with children who have significant difficulties. There has been delay in the system during Covid, with many of the therapeutic providers being at capacity, and having waiting lists for intervention. The significant support from the Adoption Support Fund has made a positive difference to the range of services which can be offered to adopters/sgo carers but has not always been able to provide this in a timely way owing to the high demand. 322 applications were made to the fund, and all were successful. A total of £837,143 was claimed from the fund in 2021/2022.

The Local Authority continues to invest in the on-going training of Adoption Support staff ensuring that clinical supervision is available to therapists within the team and that staff participate in on-going therapeutic training to ensure that the needs of families can be met.

National Changes for 2021/22

Family Adoption Links launched in October 2020. This is a 'partnership' with Leicester, Leicestershire, Rutland, North Lincolnshire, and Northampton children's trust.

It is essential that going forward the agency has a clear focus on how best to deliver services in a way that maximises the impact of limited resources and that will include looking at efficiencies which can be delivered through the regionalisation agenda .There has been considerable work completed this year with regard to the integration and implementation of shared preparation training for adopters , a post adoption training calendar, the establishment of regional family finding , and an activity day where a number of potential links were identified . In addition to this there has been significant work competed on the regional plan for post adoption support.

Service planning

The development goals for the coming 12-month period continue to be aligned to the five County Council principles set out at the beginning of the report and the objectives for children which are set out below.

The service will aim to learn from changes in practice and plan to move forward using more virtual meetings and continuing to be creative in developing new ways of working where appropriate.

Children and young people are healthy and safe.

To continue to develop the 'Signs of Safety' model, and restorative practice in the adoption process, and as the framework for preparing children for placement. Plans are in place for the children's social worker to undertake 'restorative' work wherever possible in their work with birth parents, as this has a positive impact on the court process and reduces the number of contested cases.

Maintain and consolidate progress on improving adoption scorecard performance against key threshold measures to minimise delay for children requiring adoption placements across the region.

Ensure that placements are timely either through placing children as soon as they are subject to a Placement Order or through an extended early placement scheme, to promote positive attachment and making best use of in-house, regional, and national family finding.

To maintain focus on children's health checks and ensure that we follow the new guidance for medical advisors in adoption work in line with the Somerset judgement.

To extend the range of training available to adopters; to provide them with therapeutic parenting skills and a range of post adoption training accessed through the regional hub.

To plan and implement regional training for 'family and friends' of adopters and enable them to support families in their role as adopters.

Children develop full potential in early years and are ready for school

- Extending the Adoption Support Service to include intensive support at the early stage in placements for sibling groups, to promote therapeutic parenting, and attachment work early in the placement, so that children are 'ready for school'.
- Making use of the Caring 2 Learn approach with adopters.
- Support and develop 'play and stay' adoptive family groups to promote social learning
- Making good use of nursery provision for adopted children.

Learn and achieve

- Maximise the benefits to adoptive and SGO families in Lincolnshire arising from the Adoption Support Fund
- Continue to make best use of the pupil premium to support adopted children in school
- To be creative and innovative in terms of developing children's activities to include a 'Talk about Adoption' workshop.

Children and young people are ready for adult life

- Increase the link with the 'leaving care service' to ensure smooth transitions for adopted/sgo young people into independent living

- To continue to provide activities for adopted children which build their skills, recognise their achievements, and build their confidence.
- Support adopted young people who are in full time further education.

Best use of Resources

- Explore options to broaden Adoption Support Model to other permanence options starting with Special Guardianship Orders.
- Through the regional lead, to continue to participate and support the emerging regionalisation agenda, positioning Lincolnshire at the forefront of any development.
- To work towards further development of adoption support/SGO support services by developing and implementing a regional 'core offer'.

Summary

The challenge for 2021/2022 was to maintain services in line with the Covid pandemic to ensure that children were still placed in adoptive placements in a timely way and at the earliest possible opportunity, whilst minimising risk and maintaining high levels of performance against government targets.

There have been issues relating to the court process, again due to Covid, which has created delay for some children, and made the government timescales more challenging to achieve. Also, as more birth parents are contesting adoption orders, this increases the period that the cases remain open. In general, the service has been very successful in attaining these goals and continues to show good levels of performance and excellent outcomes for children.

The caseloads for the adoption social workers have remained high as the courts have been trying to process the backlog of work. There were high numbers of foster carers who wish to adopt children in their care, so all have worked hard to manage this.

Throughout the year there have been approved adopters waiting for placement, so there has been placement choice for many children. The year started with a residual group of children who were difficult to place due to their age and special needs. All these children who were waiting were placed or matched by the end of 2021/22, which was positive.

The regional work for all the teams has been significant and all the adoption leadership group have been engaged in the regional workstreams as the service work to develop an integrated regional service. This has focussed on developing the procedures which will be followed in family finding, agreeing a standardised model for recruitment and training, developing the adoption support offer and the processes required for the increased use of the adoption support fund.

Again, there has been significant increased demand and activity in post adoption/sgo services, and it has been difficult for the team to manage the increased workload. The team has made significant progress in the management of the Adoption Support Fund to enable Lincolnshire families to benefit from a range of therapeutic services, but the need to complete assessments for the fund has had an impact on the ability to deliver some of the other services which are needed.

Performance in 2021/2022 against the key threshold measures in the adoption scorecard has remained high both for the single year and for the three-year rolling average. The number of adoptions completed this year was less than average, but the timescales have consistently improved. The number of children waiting at the year-end has decreased due to the team continuing to be proactive in family finding.

Going forward the service will look to respond positively to the challenges presented through austerity and the regionalisation agenda and, in so doing, maintain its strong focus on delivering excellent outcomes for the children of Lincolnshire who have a plan for adoption.



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