



Southend Borough Council
Corporate Parenting Strategy for
Looked after Children
2016- 2017

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Introduction

This is a multi-agency plan that sets out the Council's and its partner's commitment to improving the lives and outcomes for Southend's looked after children and care leavers. The plan will support the *Children and Young Person's Plan*.

The Children & Young Person's Plan sets out the Children's Partnership aim to break the cycle of poverty, social exclusion and disadvantage experienced by Southend families and improve their quality of life.

The 'golden thread' linking the Plan to this Corporate Parenting Strategy recognises the role of Children's Social Care as a champion for the promotion of good life chances for vulnerable children. This strategy will support the Plan by ensuring that children looked after receive the quality of care necessary to achieve the best possible outcomes thereby reducing the risk of social exclusion and poverty once they leave care.

This strategy will help the Council to:

- Understand the current and future needs of children looked after aged 0-18 and care leavers aged 18-25
- Reinforce the corporate parenting responsibility of the Council and Partners
- Ensure that the race, gender, disability, sexuality, age, religion and culture of children looked after and care leavers are considered in planning to meet their needs

This strategy will be supported by Southend's *Sufficiency Strategy for ensuring sufficient accommodation for Children Looked After and by Southend's Staged Integrated Approach which has been in place since 2007 and is underpinned by the use of the Early Help Assessment and the Troubled Families Agenda*.

Partner agencies have been engaged in identifying key service challenges as well as priorities for future service delivery as set out in this strategy.

The strategy is supported by a multi-agency action plan which has been developed in order to assist the Council and the agencies responsible for corporate parenting to achieve the desired goals and impact.

2. Achievements for 2015-2016

Outcomes for children looked after

The *Children & Young Person's Plan 2015-16* identified a number of targets and actions. There have been significant achievements in relation to the plan that include:

- Improvements in the general stability of placements
- An increase in the numbers of children with permanent placements through Special Guardianship Orders or Adoption
- A improvement in timescales for children between entering care and being placed with an adoptive family
- An increase in the number of young people with a permanency plan in place by the second review
- More children with up to date health assessments and dental checks
- The virtual school in partnership with the YMCA ran a bespoke programme of re-engagement in education for a group of girls identified as persistently absent from school.
- An increase in the proportion of carers who are in suitable accommodation
- An increase in the proportion of care leavers in education, training employment and at University.

Local Standards and Targets

In terms of local standards and targets, Southend is doing well in the following areas:

- Placing children with relatives and friends
- The proportion of looked after children placed locally with Southend foster carers (56.6%)
- Long term stability (64%). Although a drop from the previous year this was due to a high number of young people turning an age where they left the cohort whilst remaining in their long term placement
- Timescales for children being placed for adoption

Being healthy

- 92.1% of children looked after had completed Health assessments
- 94.7% of children had attended in the dentist in the previous 12 months

Staying Safe

- 93.3% of the looked after population have good school attendance. Only 6.7% missed more than 10% attendance in the last academic year. Although these figures

were slightly lower than last year this is because the expected thresholds were increased to support improved performance.

Enjoy and achieve

- There has been consistent improvement in the educational achievement of looked after children at Key Stage 2
- 100% of looked after children cohort achieved level 4 in reading and 70% in writing and Maths at Key Stage 2.
- Achievements of young people in year 11 achieving 1 or more A*-G.....
- Achievements also shows improvement for pupils achieving at least 5 A*-C grade GCSEs at the end of Key Stage 4
- Comparing attainment of Southend LAC with National LAC, Southend achieved above the LAC national average for all headline measures

Updated figures for this section will not be available until September 2016 and will be added as soon as they are available

Positive Contribution

- The proportion of care leavers aged 19 & 20 living in suitable accommodation has increased.
- The proportion of care leavers in staying put placements has increased
- The proportion of care leavers aged 20 in employment, education or training continues to increase

The outcomes demonstrate a trend of continuous improvement over recent years. Most formal performance indicators show performance within the higher bands nationally.

3. Southend's Children Looked After and Care Leavers

Southend's demographics of vulnerable children

In 2014/15 there were 37,972 young people under the age of 18 in Southend. This is estimated to rise to 38,203 in 2015/16 and to 38,430 in 2017. Of the 2014/15 figures;

- 11,369 were under the age of 5 a decrease of 22 from 2013/14;

- 13,053 were aged 5-10 years a rise of 813;
- 9,404 were aged 11-15 years a decrease of 444, with
- 4,146 aged 16+ a decrease of 244.

It is estimated that by 2020;

- 11,501 will be aged under 5 years;
- 13,696 will be aged 5-10 years;
- 10,663 will be aged 11-15 years and
- 3,760 will be aged 16+.

The number of referrals in respect of child in need and the number of children subject to child protection plans has remained stable over the past five years. 2014/15 figures show the number of children subject to ICPC's as 243 (250 in 2014/15) and the total number looked after as having risen to 262 (229 in 2014/15).

Southend's children looked after and care leavers

Children looked after are made up of several distinct groups, although they have overlapping as well as specific needs. They include:

- Babies and younger children particularly 0-4yrs (44.4%)
- 16-18yr olds (15.7% a rise from 10.3%)
- Disabled children
- Young People who are parents
- Young people preparing to leave care
- Care leavers from 18-25 yrs

Children looked after are a diverse group

Overall, the statistics for ethnicity have stayed fairly consistent from year to year, with only small fluctuations. Figures of children looked after reflect the Borough trends in general. The latest census trends indicate a changing demographic in the Borough with slight increases in populations from Eastern Europe, Bangladesh and China.

At the end of October 2015 however, 88.2% of the looked after population in Southend were identified as White British.

Care Leavers

There are a total of 87 Care leavers 18-25 supported by the Southend Care Management 16+Team.

Children with disabilities

Nine looked after children have severe and complex disabilities. The transitions team can work with young people up to 25 years if required to ensure a smooth transition into adult services.

Children entering care

Comparing the last 12 months (Oct 14-sept15) to the previous 12 months (Nov 13-Oct 14), there has been a percentage increase in children aged 1-4yrs and 16+. The rise in 1-4 age group ties in with the change in Southend demographics over the same period. The huge rise in those 16+ does not mirror local demographics and needs to be looked at separately.

Age Band	1.11.13- 31.10.14	1.10.14-30.9.15	% Change
Under 1	23.3%	20.37%	-2.93%
1-4	22.5%	24.07%	+1.57%
5-9	20.6%	16.67%	-3.93%
10-15	23.3 %	21.3%	-2%
16-17	10.3%	15.74%	+5.44%

For more information see Looked after Children and Care Leavers Sufficiency Strategy October 2015 – March 2020

4. Our Ambition and Priorities

Our ambition for looked after children and care leavers is that they experience the lives that we would want for our own children. In 2016/17 we will continue to work towards achieving this ambition through the delivery of one strategic objective that is to be a good and effective corporate parent.

Being a **good corporate parent** requires us to achieve the following strategic priorities:

Priority 1: Reduce the need for children to become or remain looked after

Priority 2: Experience of the Child and Family

Priority 3: Narrow the achievement gap for looked after children

Priority 4: Support the emotional and physical wellbeing of looked after children and care leavers

Priority 5: Reduce delay in achieving permanence for looked after children

Priority 6: Ensure sufficiency of high quality placements for looked after children

Priority 7: Ensure looked after children are safeguarded

In each of these priority areas, our aim is to narrow the gap in outcomes between children looked after and their non-looked after peers, whilst ensuring that the principles of fairness and choice underpin our actions.

To achieve these priorities, we must ensure that corporate parents, elected members and senior officials effectively champion and meet the needs of children looked after and care leavers. We must also ensure that those who have responsibilities for corporate parenting: the Executive members for Children's Services, The Corporate Director for People, multi-agency practitioners and agencies working directly with looked after children do the same.

Being an **effective corporate parent** requires us to make the best use of the Council's resources whilst achieving value for money.

5. Our Priorities

Priority 1: Reduce the need for children to become or remain looked after

The current position

- a) Southend Council believes that children should be supported in their families wherever possible and that their families should be given extra support to keep them together.
- b) The Council has continued to develop and support effective multi-agency early intervention and prevention services to help more children to stay with their families
- c) Southend aims to identify families with additional needs at the earliest point and help them to address their need. Research has shown that getting involved early to encourage social and emotional development can significantly improve mental and physical health, educational attainment and employment opportunities. Early intervention can also help to prevent criminal behaviour (especially violent

behaviour), drug and alcohol misuse, teenage pregnancy and homelessness. Conversely, waiting for problems to take root and reacting late costs the taxpayer billions of pounds.

- d) Southend has piloted a number of innovative family support initiatives, and have in the past year developed a re-designed early help offer.

Challenges:

- a) The challenge over the coming year is to reduce the number of young people entering care, particularly those over the age of 12 years.
- b) To make sure that we can deliver effective early intervention and family support services to families experiencing greater stress due to the recession whilst operating in a challenging financial context.

Corporate parenting monitoring:

- a) Monitor the effectiveness of the LAC permanency panel to ensure a continued reduction in timescales for a permanency plan to have been implemented
- b) Monitor the work of the SGO panel particularly in relation to appropriate permanency planning
- c) Monitor pathway planning to ensure clear plans are in place for young people to move into independence
- d) Monitor early intervention strategies
- e) Monitor the strategies in place to support those at risk of CSE
- f) Monitor strategies for those young people on the edge of care

Priority 2: Experience of the Child and Family

The current position

- a) Southend has a pledge for all looked after children which highlights what they can expect from workers and generally from the Department. This is monitored to ensure that we meet the targets that we have set.
- b) Southend aims to have the lowest staff vacancy turnover as possible to ensure that children do not have numerous changes in social worker. The average turnover of staff in Southend is around 8%.
- c) Southend aims to ensure that the voice of the child is heard. This is both through consultation and ensuring that there is a clear advocacy service in place that young people are aware of.

- d) Off line support groups are held for parents of children looked after and separately for those where children are on a child protection plan and changes to service are made as a result of their comments.
- e) The looked after care council encourages young people to become engaged in making future change to children's service. In 2015 they had a "Takeover Day" which was positively received.

Challenges

- a) To get a wider range of looked after young people involved in the children in Care council meetings and consultation groups to ensure that the voice of the child is heard across service.
- b) To engage with more families whose children are looked after or on the edge of care to ensure that their experiences of the Department are heard and taken into account when looking at service development.
- c) To ensure that the children's Pledge is fully integrated into everyday practice.
- d) To ensure that young people are represented at all interviews for staff in children's services.

Corporate Parenting monitoring

- a) Review the impact of the pledge and other engagement work with LAC and make recommendations for further improvements
- b) Ensure that young people attend the CPG meeting on at least two occasions in the coming year to personally present their views and ideas
- c) Monitor workforce vacancy rate, reasons for turnover and professional development in order to ensure appropriate training of supported staff to deliver services to children, young people and their families
- d) Monitor 2015/2016 improved consistency of allocation of social worker and regularity/allocation of social worker and regularity/quality of visits to looked after children from 2013/14 baseline figure
- e) Monitor the effectiveness of the advocacy service for young people and ensure it is being delivered in line with the contract
- f) Ensure all Members are supported in their CPG responsibilities and take up training at Level one and two
- g) Monitor young people's involvement in training, recruitment and service delivery and consider how this relates across the wider council activity
- h) Receive the outcomes and associated action plans from audits in relation to looked after children to ensure these are indicating an improved trend in position.
- i) Monitor the children's services improvement plan

Priority 3: Narrow the achievement gap for looked after children

The current position

- a) As a corporate parent, the Council recognises that it is crucial to support the education of children looked after and to encourage them to aspire to and achieve high standards.
- b) A solid framework for narrowing the education gap between children looked after and their non-looked after peers is established via the Virtual School, and multi-disciplinary education team and integrated within the Children's Looked After Service.
- c) The foundation for this framework is placement stability and placing children looked after locally. This has ensured that Southend's children looked after experience the least possible amount of disruption to their education.
- d) The Virtual School has supported the effective delivery of corporate parenting to improve the educational attainment of children looked after. The School supports foster carers and practitioners to become good advocates for children in terms of their education and assists them to understand their roles and responsibilities towards children at the key stages of their education. The Virtual School has provided information, advice and guidance to foster carers and social workers on a range of education related areas.
- e) Children looked after with complex needs are supported by Southend Education in partnership with Children's Social Care through jointly funded care and education packages and, where applicable, with Health partners.
- f) At the end of year 11, the work to support the continued engagement by children looked after in further and higher education has been undertaken by the Southend 16+ Team and the Virtual School who now take a lead with young people aged 16-18 years to encourage successful pathways to further/higher education, training and employment.
- g) The integrated approach to service delivery has achieved the following:
 - Provided consistent support to meet the education needs of looked after children
 - Offered greater opportunities for tracking and monitoring their educational attainments
 - Identified young people who are achieving in the key exam stages and prepared personalised additional packages of support through targeted use of the Pupil Premium and through regular review of the Personal education Plans.
- h) Early years services are now working closely with the Virtual School to ensure that looked after children are picked up at an early stage, pre-school to ensure that their

specific and individual educational needs are recognised with the support of the early years pupil premium.

Challenges

- a) We need to ensure that our children looked after continue to have stable experiences in care which will in turn support them to have stable experiences in schools. Further improvement is needed to ensure that Year 11 children leave school with 5 GCSEs at grades A*-C, including English and Maths. The Virtual School has identified that some children who were capable and were predicted to receive these grades over the past few years, then experienced placement breakdown which had an adverse effect on their predicted grades.
- b) The Virtual School can now identify which children at the end of year 9 are predicted to obtain 5 A*-C GCSEs including English and Maths. We need to ensure that they are targeted to ensure that the support is in place to help them to achieve to their full potential.
- c) Understanding the barriers to progression for children looked after at key stages is crucial to improving their educational outcomes. This requires the key services responsible for supporting the education of children looked after and care leavers to better co-ordinate their work to ensure seamless progression routes for children looked after from the age of 3 to 25 and to ensure that this is reflected in the appropriate plans at key stages.
- d) To ensure that the Pupil Premium funding is used to meet the needs of all children looked after can be challenging. The Council will need to continue to consider how to exercise its corporate parenting responsibilities to provide appropriate support and challenge to schools.

Corporate parenting monitoring

- a) Receive update on 16+ activity for the Virtual School particularly in relation to ensuring good quality support and advice for both those looking to attend higher and further education and those at risk of becoming NEET
- b) Receive a report from the Virtual Head Teacher on the timeliness and quality of PEPs including young people's involvement
- c) Champion and promote work with foster carers, schools and partners to embed the processes for completing and reviewing PEP's
- d) Receive a termly report from the Virtual Head Teacher on the progress of LAC and links with designated teachers and governors and identifying those LAC not in good or outstanding schools
- e) Monitor the progress in narrowing the gap through improving achievement and progression from Early Years and Foundation Stage to Key Stage 4 for vulnerable group (Special Education needs and children from low-income families)
- f) Deliver the annual Looked after children's awards evening

Priority 4: Support the emotional and physical wellbeing of looked after children and care leavers

The current position

- a) The Council continues with its health partners to reduce the health gaps and inequalities between Southend's children looked after and their non-looked after peers.
- b) The health service provided to children and young people looked after by Southend is compliant with relevant legislation and had led to over 92% of looked after children having a current health assessment and 94% for dental health. (the majority of those without a health assessment are older young people who refuse appointments).
- c) Southend foster carers are trained where required to fully meet the often complex health needs. Both foster carers and children looked after have access to health information, advice and guidance including confidential information for older young people.
- d) The Joint Strategic Needs Assessment (JSNA), provides a summary of needs and identifies areas for improvement. The JSNA assists the Council and their partners to meet their responsibilities for improving the physical and emotional health outcomes for children looked after and to respond more effectively to their needs.
- e) The introduction in 2014 of a Health Passport for care leavers was favourably received and continues to ensure that all young people leave care with a clear record of their health history.

Challenges

- a) There are continued challenges in achieving timescales for Initial Health Assessments.
- b) We continue to find creative ways to encourage those in the 16+ team to engage with the health services on offer.
- c) To reduce the number of looked after children and care leavers in becoming parents.

- d) Ensure close monitoring of the mental health needs and emotional needs of our looked after children and ensure that support services are available to meet the needs identified.
- e) Identify and support looked after children with substance misuse problems and train and support their foster carers to manage their needs.

Corporate Parenting Monitoring

- a) Receive reports on the number of children in care with timely initial and review health assessments and monitor the timeliness of notifications of new into care and placement changes.
- b) Monitor the SDQ outcomes in social care and ensure plans are in place for those children scoring high on the annual SDQ
- c) Monitor the effectiveness of processes for ensuring care leavers have a full health history.
- d) Receive 6 monthly reports from the senior MH worker for LAC to ensure that the EHWP of LAC is being targeted and managed appropriately.
- e) Monitor those children who go missing from home/placement and/or are at risk of child sexual exploitation
- f) Monitor the numbers of care leavers who are parents
- g) Monitor the work undertaken to prevent young people being estranged from their families.

Priority 5: Reduce delay in achieving permanence for looked after children

The current position

- a) Once a decision is made for a child to become looked after, the Council is committed to ensuring a successful route out of care via a return to birth parents if it is safe and appropriate to do so or by ensuring that alternative family solutions can be found in a timely way thus avoiding drift and unnecessary delay.
- b) The LAC permanency panel meets regularly to ensure that plans for permanency are in place by the second review and that any challenges to achieving this are considered and solutions where possible found.
- c) Timescales for children requiring permanency through adoption have fallen drastically over the past few years with Southend being in the top 10 councils nationally

- d) Early tracking of all cases ensures a timely referral to the adoption team and clear parallel planning which ensures no delay later in proceedings wherever possible.
- e) The number of adopters approved annually has tripled in the past few years, ensuring good quality placements for Southend children. This has also enabled Southend to sell families through the national adoption register, which brings in income to enable external adoption placements to be purchased where required.

Challenges

- a) We need to ensure that early consideration is given to any potential family placement to prevent delay at a later stage and find clear monitoring tools to achieve this.
- b) Introduction of the Post Adoption Fund came into force during the past year. Southend have been successful in the past year in gaining funding through this grant but this needs to continue and develop over the coming year to meet increasing need.
- c) Clearer processes and training is needed to ensure that where a family placement is being considered, practice is of the highest quality and decisions made in a timely manner and considers fully the child's complete childhood.

Corporate parenting monitoring

- a) Monitor the effectiveness in ensuring all children have a permanence plan identified by their second LAC review
- b) Monitor timescales for placement agreement meetings including the completed "delegation of consent" documents
- c) Consider any outcomes of the annual report from the IRO service in relation to gaps for LAC – Focus for 2016/17 on decision making in a timely manner and full consultation with all relevant people in a timely manner.

Priority 6: Ensure sufficiency of high quality placements for looked after children

The current position

- a) The looked after children's service has focused its efforts on ensuring that wherever possible children looked after do not experience instability and unhelpful placement moves. This is achieved through providing placements that are of a high quality and which promote the development of strong secure attachments.

- b) There are currently 107 foster carers in Southend including family and friends carers, and connected persons delivering corporate parenting to looked after children. A sustained programme of training and development is in place and reviewed annually to help carers to manage the emotional and behavioural wellbeing of the young people in their care.
- c) The support offered to carers has been a key factor in maintaining the stability of placements.
- d) We continue to develop annually a comprehensive recruitment plan alongside the adoption service and constantly strive to improve timescales for this.

Challenges

- a) Research has identified that local placements generally produces better outcomes for children looked after whether provided by the Local Authority or the Voluntary or Private Sector. The exception is where there is a need for a specialist placement or for a child to be placed outside of their local geographical area. The challenge is to ensure that children placed further away from local provision receive equitable services where they are placed.
- b) Ensuring a sufficient supply of local placements is challenging due in part to the national shortage of foster carers. Robust recruitment strategies are integral to meeting this challenge.
- c) A key challenge is to ensure that children who come into care, particularly those who come in an emergency, are initially placed in care placements that are suitable and able to meet their specific needs so that placement stability is not compromised. Ideally the caring resources of extended family should be investigated before children become looked after, however the circumstances in which some children are removed from their parents can impact on the willingness of parents to work in partnership with the Council to identify extended family at the earliest opportunity.
- d) The timeliness of permanency planning is a key requirement to meeting the Sufficiency duty and Southend's ability to recruit sufficient suitable adopters to meet the local and national need is vital if we are to meet the ever changing timescales set by government.
- e) Alongside this we need to continue in our work of developing a robust process for commissioning placements for children and young people.

Corporate Parenting Monitoring

- a) Monitor the capacity of placements in line with the sufficiency duty and ensure five year projection will meet need
- b) Annually review the sufficiency statement and update as required
- c) Consider six monthly reports in relation to placement trends and quality of provision including PVI placements

- d) Monitor the effectiveness of the recruitment and retention strategies of foster carers and prospective adoptive parents
- e) Receive an annual report from the Southend Foster Families Community
- f) Receive annual fostering and adoption reports
- g) receive 6 monthly reports in relation to the wellbeing of children placed in out of borough residential placements
- h) Receive reports from cases presented to the LADO in respect of foster carer concerns or those involving residential placements.

Priority 7: Ensure looked after children are safeguarded

The current position

- a) Over the past few years there have been considerable changes to the monitoring of Child Sexual Exploitation (CSE) and children missing from home and care.
- b) Statistical data is of an excellent quality allowing the Council to closely monitor trends and actions.
- c) Senior managers are involved in a number of regional and national groups, looking at CSE & Missing alongside gang culture and are able through these groups to influence policy.
- d) In 2015 Southend appointed a Service Manager responsible for CSE & Missing who is driving through new strategies and monitoring.
- e) Southend have brought the MARAC in house allowing for closer and more timely monitoring of the highest level cases of risk on a multi-agency level.

Challenges

- a) Challenges remain in gaining relevant information from external agencies.
- b) Being a small authority, there are always challenges in ensuring that all legislative changes are recognised and implemented in a timely fashion.
- c) Driving forward change with partner agencies appropriately in understanding and working with CSE & Missing.

Corporate parenting monitoring

- a) Agree 6 monthly CPG reports to be presented to LSCB
- b) Receive 6 monthly reports on Missing & CSE, and evidence how this impacts the care planning for individual young people.
- c) Receive 6 monthly reports on the foster carer's training undertaken.

6. Monitoring and Quality Assurance

The Corporate Parenting Group

The Corporate Parenting Group (CPG) has provided effective leadership and direction of the work required to improve the care experience and outcomes of children looked after and care leavers.

The commitment of elected council members to corporate parenting in Southend has strongly contributed to the trend of continuous improvements for looked after children and care leavers and this commitment will continue, retaining a strong strategic focus on all issues that affect children looked after and care leavers.

The CPG meets 6 weekly and is chaired by the Head of Children's Services, with membership being cross party and multi-agency.

The CPG will oversee the delivery of the Children & Young Person's Plan and monitor and review all services for looked after children and be integral in driving forward the changes identified in the children's services improvement plan.

Measuring the impact of service delivery is central to achieving improved outcomes for children and reducing the impact of disadvantage for vulnerable children and young people. Southend has in place a strong quality assurance system that evidences whether or not services are being delivered effectively and is used as an effective tool to raise standards.

Our framework for quality assurance and service improvement is both reflective and proactive. By examining past service delivery against good practice standards and considering service users' views about the services they have received we can measure the impact and quality of service delivery.

Our key performance indicators and a number of agreed local indicators are captured in our monthly Local Performance Data Set which is reviewed by senior management groups and by the CPG.

Our Pledge

1. We will spend time with you and listen to you

We will visit you at least every six weeks

We will come to see you where you are living

We will try very hard to visit you when we will say we will. We will phone your foster carer to tell you if we can't and then we will come to see you as soon as we can

2. We want you to be fit and healthy

We will help you talk to your doctor and dentist and we will explain to them what we think you need and what your problems are. If you move to live with another foster carer we will tell your doctor and dentist.

If you are unwell or have any problems we will get you all the help you need.

We will tell your foster carers things they need to know about your health, like about anything you are allergic to.

We will make sure you have the right vaccinations as you grow up and we will encourage you to have your health assessments and dentist check-ups every year.

If you are at school you can talk to your school nurse but we have nurses just for our looked after children who will help you if they can.

3. We want you to feel safe

We know that we are all different in terms of where we grew up and we know that we all need different things to feel happy and safe. We want you to feel safe with other people, at school and where you live. If you ever feel unsafe we will make sure you know where to go for help.

We will make sure your foster carers know how to keep you happy and healthy.

If you are happy where you are living we won't move you, unless there is a problem. We will also try and keep you with the same social worker for as long as possible,

If you do have to move, we will give you all the information we can about your new home and your new carers.

4. We want you to get the most out of life

Before you are old enough to go to school we will make sure you can go to nursery so you can enjoy playing with other children.

We want you to do well at school and we will work with teachers and make sure you have extra help if you need it.

We want you to enjoy your spare time in a healthy way. We can arrange free use of the facilities at some of the leisure centres in Southend, which includes swimming.

We will help you to stay in touch with your friends.

5. We will ask you what you want

We will ask you what you want before making decisions about you. If we cannot do what you would like we will explain why to you.

We will always try to keep brothers and sisters together when possible. If we think this is not a good idea we will explain this to you.

We will make sure you know your rights and what we should be doing for you.

If you do not feel that your views are being heard we will tell you how to get an advocate who will speak up for you. We will also tell you how to make a complaint if you need to.

6. When you leave care

We will make sure you have a bank account. We will encourage you to be sensible with your money and continue to save for the future.

We will make sure you have a passport. If this is not possible we will explain the reasons why.

We will talk to you about what you would like for your future, and help you to plan for this, whether you are going to university, into training or into work.