



Somerset Council
Childrens Social Care

Fostering and Kinship Service
Annual Report
April 2024 – March 2025

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Section 1: Introduction

This annual report provides an overview of Somerset Council Fostering and Kinship Service.

The purpose of the report is to inform corporate parents of the performance in respect to stability and permanence for children in our care be it through the Fostering or Kinship care. This includes children living with Special Guardians.

The fostering and kinship services were merged into one service on 1st April 2025 following a period of service rejuvenation. There is currently lots of activity within the service as we develop and work to ensure the children in our care thrive through meeting the needs of all of their carers - both foster carers and kinship carers.

During this financial year there has been some meaningful direction from central government in respect of Kinship care and how local authorities should support. The UK government introduced the children's wellbeing and schools bill in December 2024 with several provisions impacting kinship care. These include the need for all Local Authorities to provide a local offer to kinship carers, which will be an accessible guide for Kinship families to show what support they can access. There was also an extension of the Virtual School Head (VSH) to include children in a kinship care arrangement. It is now a requirement of all local authorities to hold family group decision making forums, to enhance family decision making around care arrangements for children. The government also introduced a definition of kinship care to help clarify and formalise what constitutes kinship care in law.

Additionally, 2024 saw key government developments impacting upon foster care services within local authorities. The policy statement of November 2024 laid out a vision for whole-system reform, including a 'family first approach' with an emphasis on children being raised in family rather than residential settings. Fixing the market ambitions include plans to address shortages and inefficiencies in foster homes by using legislation to support this.

This has led to a variety of service developments: Somerset successfully bid for Government funding and has introduced the mockingbird family model: In 2024 Somerset became part of the Southwest Fostering Hub, also known as 'Fostering Southwest' which is a collaborative initiative launched to support foster care recruitment across the Southwest of England. It brings together 14 local councils under one unified platform to streamline the process for prospective foster carers and improve outcomes for children in care. The initiative is funded by the Department of Education (DFE) and hosted by Wiltshire Council. It is the largest of the nine regional hubs in the UK.

The picture in Somerset for both fostering and kinship replicates the National picture. We continue to recruit fewer foster carers than we lose. Of those we recruit, the demographic has changed, with foster carers less able to meet the full-time care needs of our children. In contrast, we have seen our number of kinship foster carers increase significantly.

Context:

The number of children looked after at the end of March 2025 was 624 which is a 6.5% increase from March 2024.

There were 303 children who became looked after in this financial year, (22.67% more children than last year).

This year 55 children who became looked after (18.5 per cent) went directly to Kinship carer homes, an increase from last year's 17%.

This financial year, 264 children left care with 15.5% of these (41 children) leaving because a Special Guardianship Order had been made and 17 % (45 children) left care to be adopted.

56 children became subject to special guardianship orders.

Section 2: Fostering

Recruitment:

The fostering Assessment Team is structured with x1 full time Team Manager, 4.6 FTE Social Workers, 1.8 recruitment Senior Social Work Assistants and 1 full time Recruitment Co-ordinator.

The data table below shows the number of approvals of fostering households between 1st April 2024 and 31st March 2025. The number of short-term approvals was linked to our previous policy of approving all foster carers to provide care for children up to two years and then review or return to panel for a change of approval if the situation changes. Our policy has recently changed so that we can approve all foster carers as long-term carers from initial approval, unless there are reasons for short term only. Therefore, many of those foster carers approved as short-term carers in this period will offer long term care to our children. Of those 18 foster carer households that were approved as short-term carers, 6 of them preferred short break/emergency care only.

Applications:

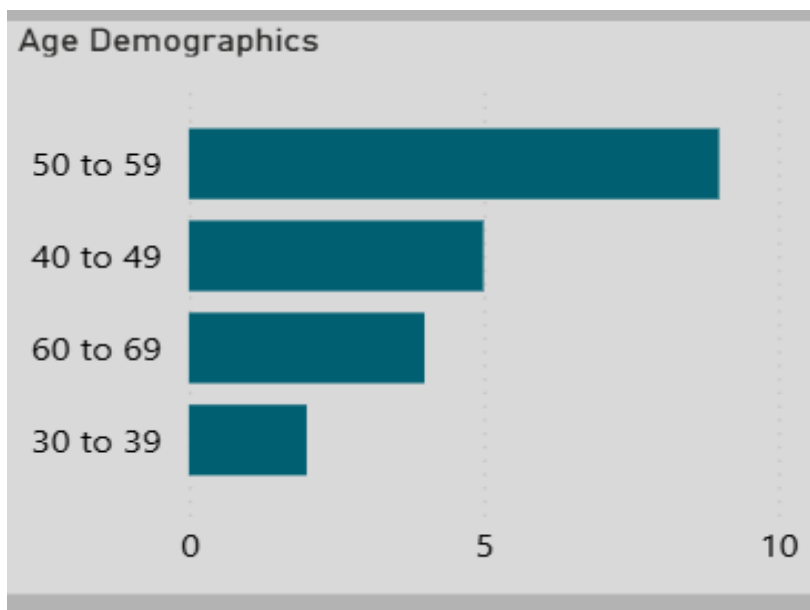
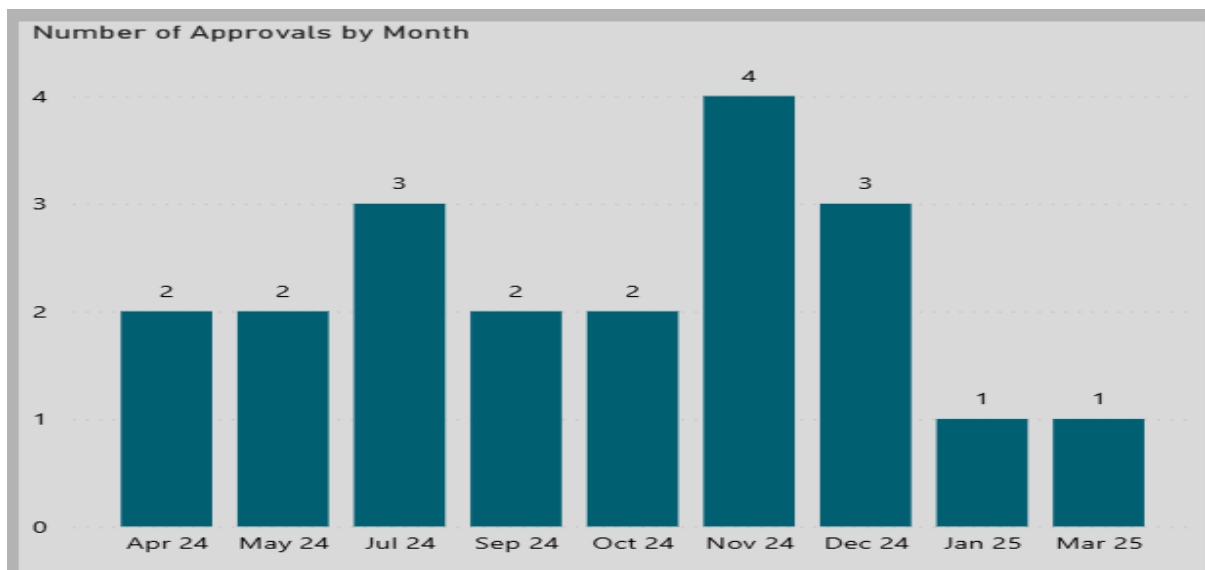
	Foster carer applicants
Applications	35
Approvals	20
Number of beds	31
Short-term approvals*	18
Long-term approvals	1
FAST approvals	1

*One stepping stones carer was also approved during this time.

Unsuccessful application:

Total number of applicants who withdrew/were withdrawn	15
Reasons:	
Due to change in personal circumstances	6
Due to health issues	2
Not suitable	3

Home not suitable	1
Unresolved issues with IFA	1
Issue around panel questioning	1
Worried about allegations	1
Number who returned to assessment and subsequently ratified in 25/26	2



Southwest Hub

This year Somerset joined the Southwest Hub, which has been set up with funding from the DFE. The Hub went live on 29th April 2024 with the aim of centralising enquiries for fostering across multiple local authorities - improving efficiency and increasing fostering households. Data suggests that Somerset is one of the 7 higher performing local authorities in the Hub. The Hub is still embedding but initial findings are encouraging.

Fostering support

Our fostering support team is made up of two separate teams and cover the East and West of the county separately. The East team is made up of 1 full time Team Manager, 1.6 FTE Practice Supervisors, 6.66 FTE Social Workers (x1 equivalent hours utilised for the family finding role) and 2.8 FTE Senior Social Work Assistants. In the West team there is x1 FTE Team Manager, 2 FTE Practice supervisors, 5.3 FTE Social Workers, 2.2 FTE Senior Social Work Assistants and 1 full time Mockingbird Liaison Worker. Sickness and maternity leave have impacted upon team structure throughout the year

Currently there are a total of 386 Somerset children in fostering care and of these, 257 are with Somerset foster carers. 95 of our children have lived with the same foster carer for 2 plus years. Fostering compliance is good across the teams supported through Social Workers holding reasonable caseloads.

As well as providing support and supervision to foster carers, the team holds a number of activity days for carers which include hosting picnic's, pizza and swim events, fish and chips on the beach, an Easter activity and a party at Christmas. 'We care Too' events are held to support the birth children of foster carers and events tend to be twice yearly. There is also a regular 'cuppa and catch up' hosted by foster carers in their homes that we support with. There is also an out of hours support line for foster carers offering telephone support between 5pm and 11 pm on workdays and from 8 am to 11 pm on weekends and bank holidays.

Fostering households:

At the end of March 2025 there were approximately 137 fostering households being supported by these two teams.

Care Type:

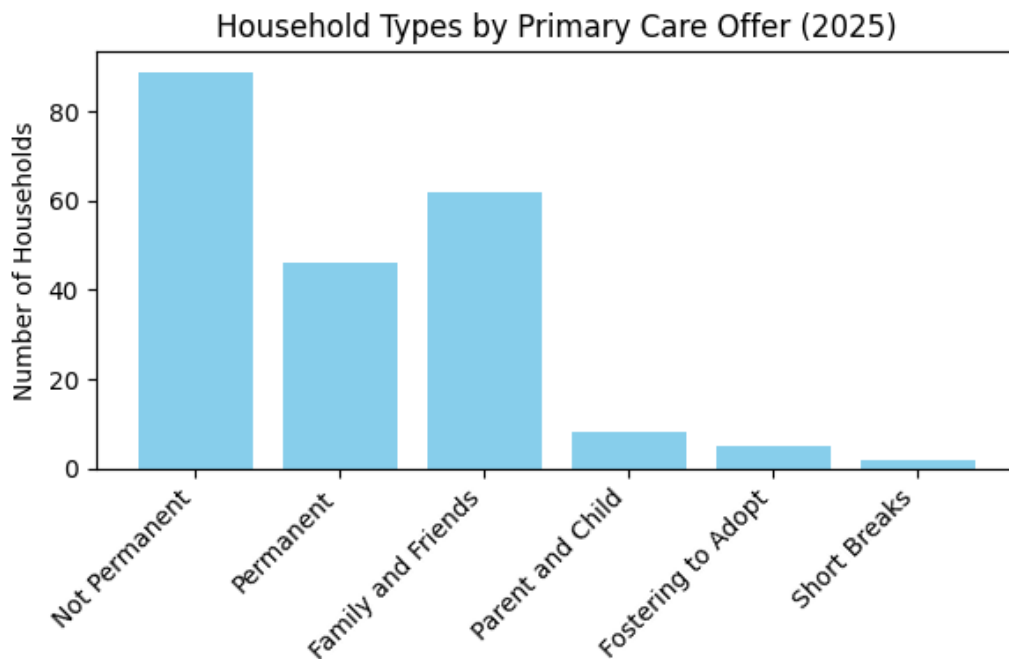
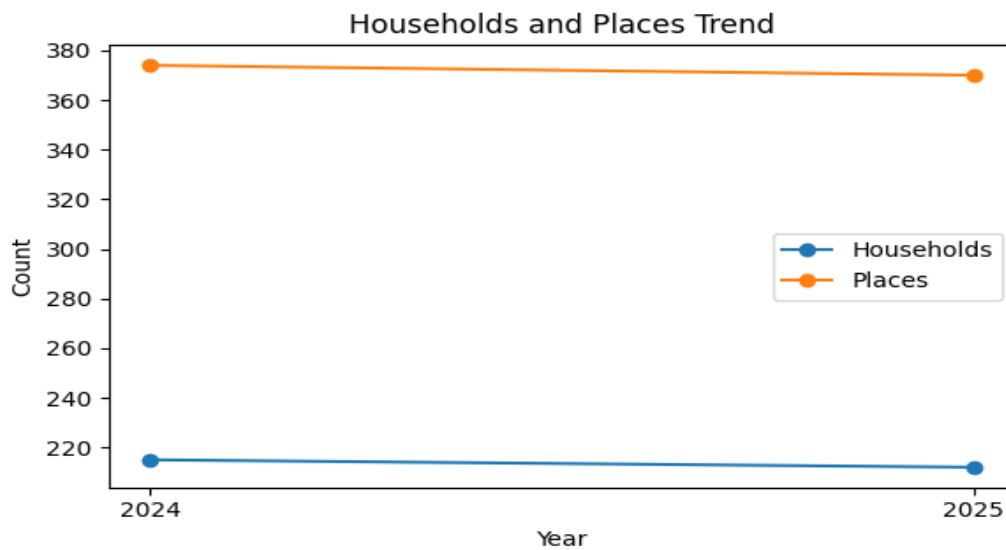
- Not Permanent: 89 households
- Permanent: 46 households
- Short Breaks (Looked After Children): 2 households

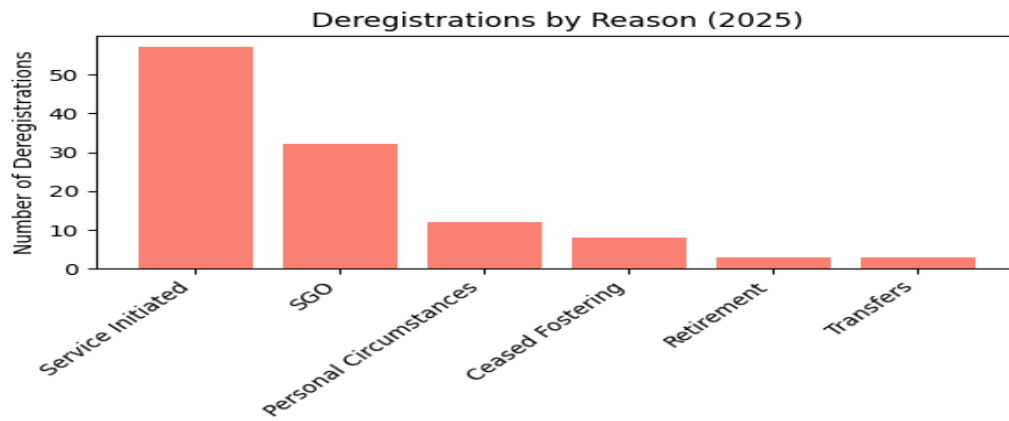
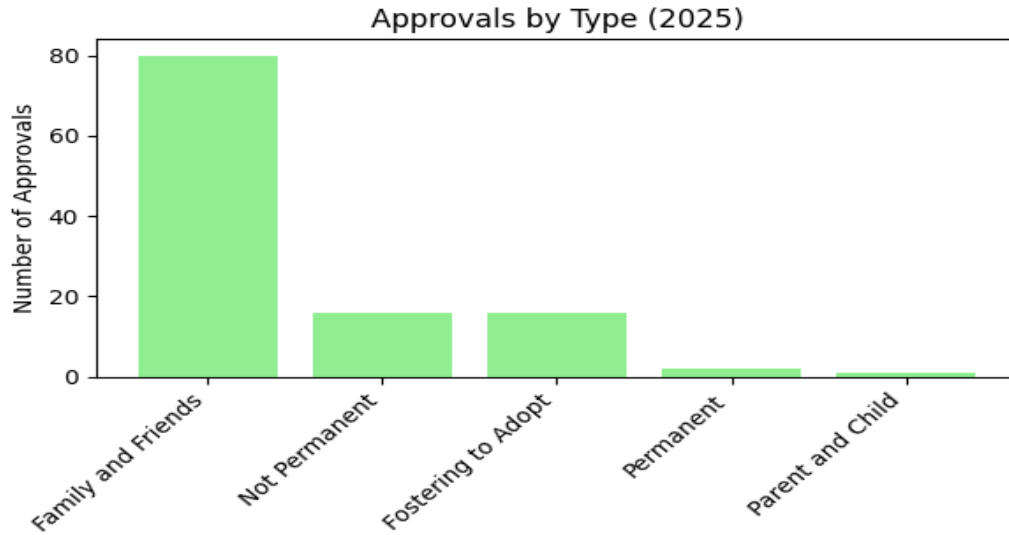
This year we have seen a number of initiatives aimed at support foster carers to continue to foster our children. Somerset considers financial, therapeutic and practical support options

with carers to ensure they feel supported to meet children's needs. Pressure points for foster carers are increasingly: their need to work whilst caring for children who are not in full time education, have high risk needs or display challenging behaviour, around the complex needs of children in our care. In addition, the changing socio-economic landscape is impacting on the viability of fostering for many households. The service is seeking to respond to these challenges in a creative way.

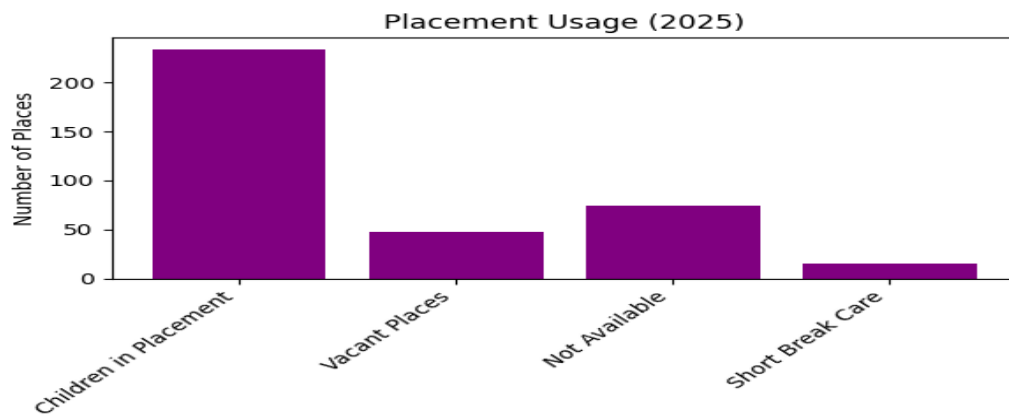
Summary of OFSTED returns data in respect of fostering:

The graphs below provide a visual summary of fostering in Somerset; these figures include all fostering households. The term 'placements' is still used to report to OFSTED despite this no longer being a term we use to describe foster homes for our children.

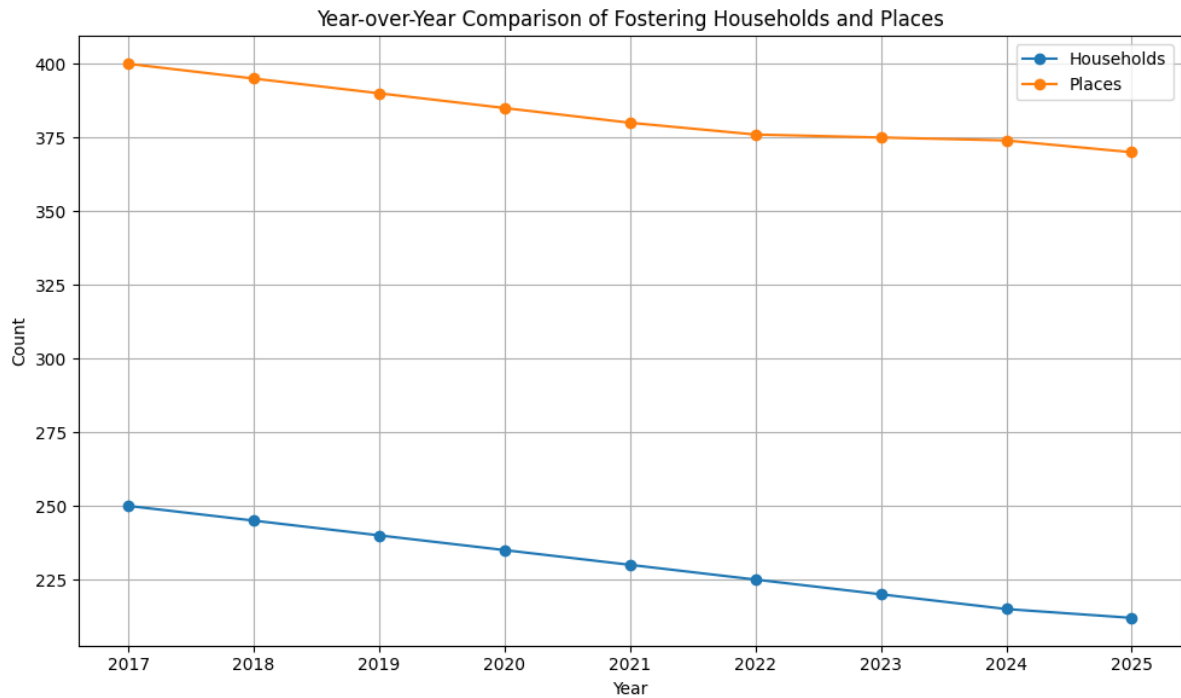




* 'Service Initiated' deregistrations are majority Kinship carers and in line with care planning for children.

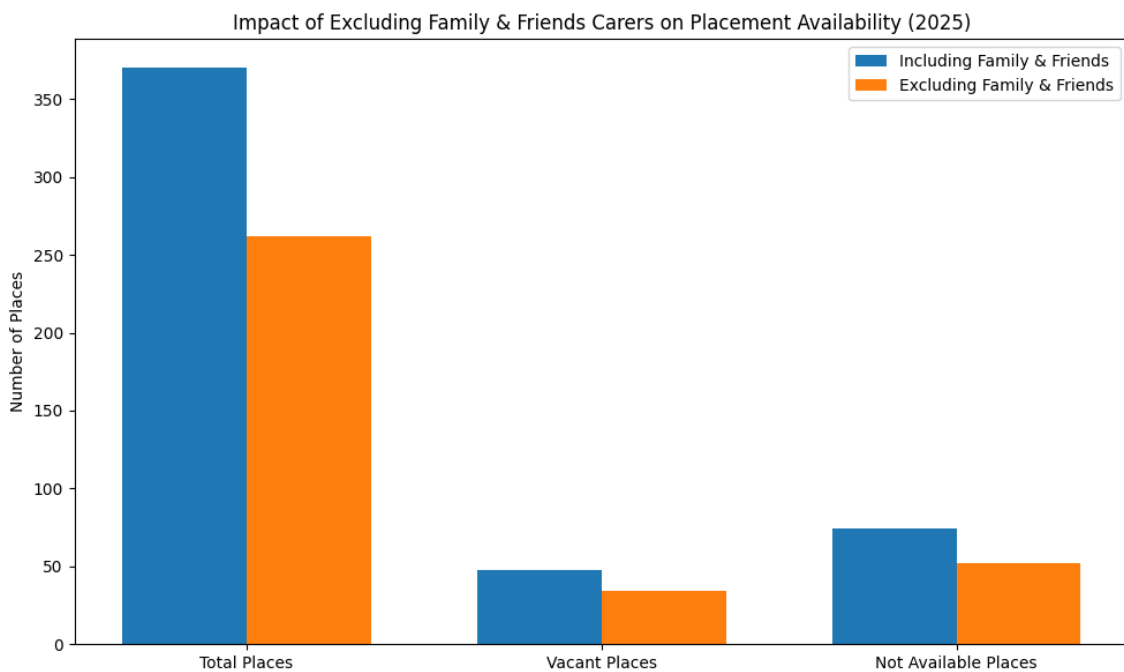


The Graph below demonstrates year on year changes in fostering since 2017:



The Data below shows the difference in the fostering capacity when family and friends data is not included.

Work to maximise occupancy while recognising the needs of some of our children and foster households is ongoing and includes a review of the recording systems. There remain some places logged as vacant when they are actually unavailable.



Metric	Including Family & Friends	Excluding Family & Friends
Total Homes	370	261
Vacant Homes	48	34
Not Available Homes	74	52

Excluding Family & Friends carers results in a significant reduction in foster carer capacity, highlighting their essential role in supporting the fostering system.

Family Assessment & Support Team (FA&ST)

FA&ST is a specialist parent and child fostering scheme conducting independent parenting assessments for families involved in PLO or court proceedings. Assessments are typically carried out in foster carers' homes, with community-based assessments offered when feasible. The team comprises:

- 1 part-time (3 days) Team Manager
- 2 part-time Practice Supervisors
- 1 part-time Supervising Social Worker
- 1 full-time and 2 part-time Assessing Social Workers (1 vacancy, which has since been filled)
- 3 part-time Senior Social Work Assistants

The number of fostering households increased from 7 to 8 during the year. Despite strong interest following recruitment campaigns, no additional households progressed to approval.

Performance

A vacancy in the assessing social worker role limited capacity for community assessments. Staff absences due to sickness and maternity leave also impacted service development, though core service delivery remained stable. All assessing social workers are Parent Assess trained, eliminating the need for external ISWs. One Practice Supervisor leads training across Somerset.

Summary

- Referrals: 77 received; 15 placements made; 4 offered but not progressed; 12 declined due to capacity.
- Two-parent referrals: 30 received; 1 household expanded to accommodate two parents.
- Community assessments: 5 completed from 12 referrals; demand remains high but unmet due to staffing and financial constraints. This should change now that we have recruited to the vacant role.
- Assessments: 20 new assessments initiated; 7 ongoing; 13 completed with 5 families remaining in the community and 8 deemed unsafe to do so.

- Outcomes: All FA&ST recommendations were adopted as the child's care plan.

Child's Experience

Carers document detailed observations to inform assessments, especially for non-verbal children. "Wishing you well" letters are consistently provided. The child's voice is reflected in assessments, annual reviews, and supervision forms, with ongoing improvements led by the Supervising Social Worker.

Carer Experience

New carers benefit from mentoring by experienced colleagues. Feedback highlights strong team support but notes issues with referral information and communication. One carer participated in recruitment interviews and consultative groups. No complaints or allegations were reported.

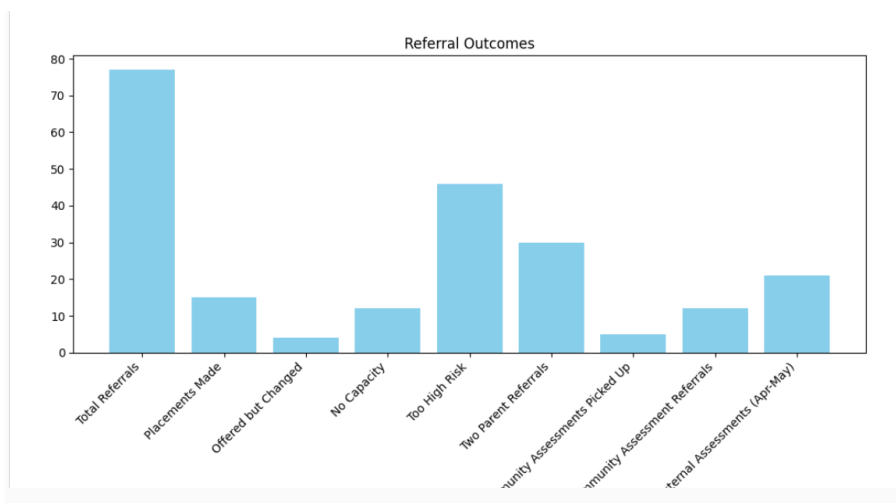
Training and support remain essential, especially for carers supporting parents with learning needs. Attendance at support groups has been inconsistent, with concerns raised about venue suitability. Carers have shown flexibility by providing short-term and emergency care when needed.

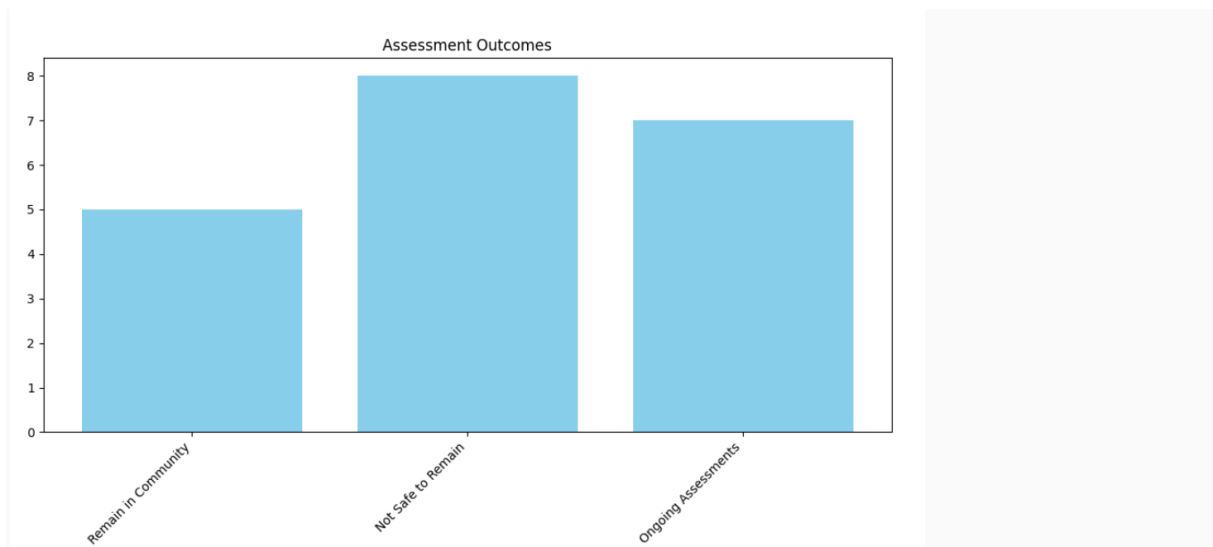
Summary of assessment length and outcomes for children:

- Total FAST foster carer assessments were 20
- Duration of assessment period range from 4 days to 63 weeks & 6 days

Most common outcomes for children following the FA&ST assessment were:

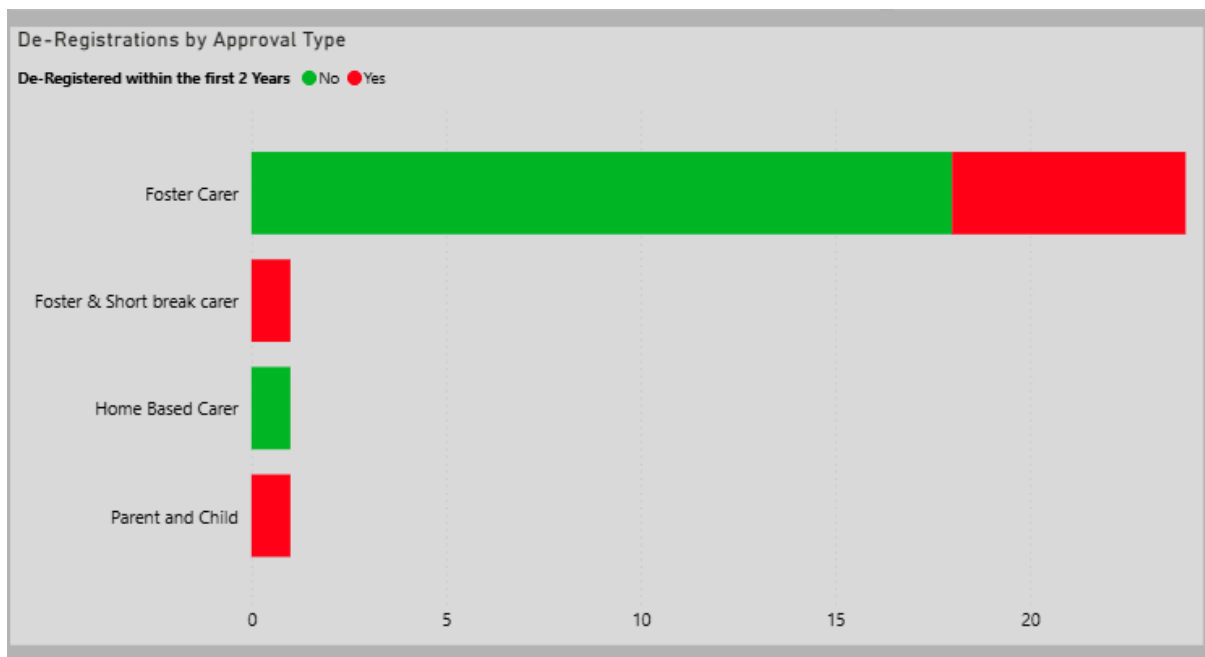
- Returned to family/community: 8 children
- Moved to mainstream foster care: 6 children
- Moved to residential care with parents due to safety reasons: 2 children
- Moved to SGO carers or family members: 2 children
- Still with FA&ST carer (as of June 2025): 2 children



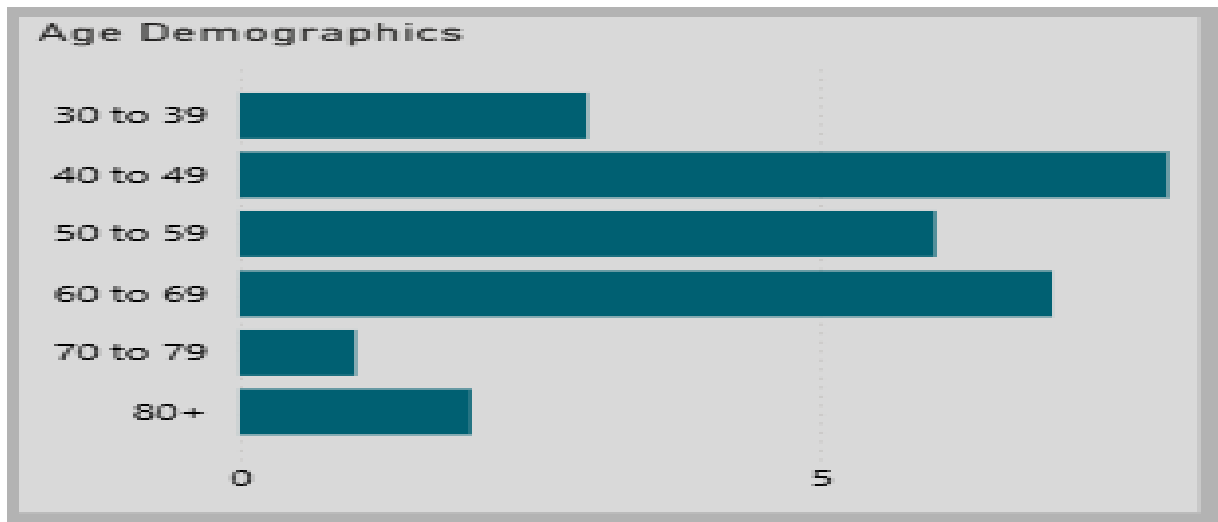


Foster carer Deregistration

During this period a total of 27 foster carer households ceased fostering with Somerset, which equated to a total of 50 possible homes for children. Of these, 8 fostering families had been approved with us for less than 2 years. One carer household had been approved for 18 months before leaving to move to an Independent Fostering Agency (IFA). One of the carers who resigned offered Stepping Stones accommodation only.



Age did not appear to be a deciding factor in respect of reason for deregistration, with the majority of carers being between the age of 30 to 59 years when they left.



Reasons for leaving:

End Reason	Total
Change in family circumstances	6
Complaints	1
Dissatisfaction with Child care teams	1
Dissatisfaction with support provided by Fostering A...	1
Foster Carer Resigned	9
Moving out of area	1
No Response	1
Retirement	4
Transfer to another fostering agency	3

Mockingbird

Launched in January 2025, the programme aims to enhance foster care through community-based support formed into constellation led by Hub Carers.

Constellation 1

- Active Hub carers.
- 9 foster carers involved.
- Delivered over 130 hours of daytime support.

- Hosted 5 coffee mornings and 7 social events.
- Provided emotional support to retain an experienced carer.
- Developed support plans to prevent foster home breakdowns.
- Enabled nursery transport, saving over £1,700 in council costs.
- Children formed strong peer bonds and showed improved confidence.

Constellation 2

- Hub Carer appointed in May 2025
- 3 foster carers involved and actively recruiting
- Recruitment focused on long-term foster homes
- Delivered training and attended promotional events.
- Provided out-of-hours support and guidance to new carers.
- Built rapport with a child with learning needs for future 1:1 support.

Analysis of outcomes so far:

Direct interventions such as day care and transport helped prevent foster home unplanned endings.

Emotional support for carers facing burnout contributed to continued fostering.

Cost Savings:

- Practical support avoided external service costs.
- Retention of experienced carers reduced recruitment and training expenses.

Child Development:

- Peer relationships and group activities fostered emotional growth.
- Children previously withdrawn are now actively participating.
- Carer Engagement: Hub Carers played a pivotal role in maintaining morale and cohesion.
- Regular meetings and feedback loops ensured responsive support. Conclusion & Recommendation

The Mockingbird Programme has strengthened foster care networks, improved outcomes for children and carers, and demonstrated cost-effectiveness. It is recommended to continue and expand the programme to reach more carers and children, especially those children in long term homes and with Kinship carers.

Somerset Foster Carers Consultative Group

The **Somerset Foster Carers Consultative Group** is a formally constituted body established by Somerset Council's Fostering Service to facilitate structured engagement between foster carers and service leadership. The group plays a critical role in ensuring that carers are

actively involved in the development and continuous improvement of fostering services across the county.

Purpose and Objectives

The primary objectives of the Consultative Group are to:

- Provide a formal mechanism for consulting with foster carers on service developments, policy changes, and new initiatives.
- Enable foster carers to raise service-related issues and receive feedback from management representatives.
- Support the delivery of a high-quality fostering service that promotes placement stability and improved outcomes for children and young people.

Membership and Structure

- The group comprises up to 16 foster carer representatives, selected to ensure broad representation across specialist schemes and geographic teams (East and West).
- Membership is voluntary, with representatives serving a minimum term of three years. There is no maximum term.
- The group is chaired by the **Operations Manager for Fostering and Kinship**, and is regularly attended by a **Team Manager**, typically the **Policy Development Officer**.
- Attendance is expected at all meetings; members missing more than three meetings annually without valid justification may have their membership reviewed.
- Vacancies are filled through an open application process, with interested carers submitting expressions of interest to the Fostering Manager.

Accountability and Governance

- The group represents the collective voice of foster carers across Somerset and provides a forum for raising systemic issues and proposing service improvements.
- It does not address individual cases or personal complaints, which must be directed through Somerset Council's formal complaints procedures.
- Foster carers are informed of their area representatives via the "Meet Our Consultative Group" leaflet, which includes contact details.
- Meeting minutes are disseminated to all fostering households and relevant Children's Social Care staff to ensure transparency and accountability.

Operational Arrangements

- The group convenes between four and six times per year, alternating between virtual and in-person meetings at centrally accessible locations.
- A foster carer representative acts as the group administrator, responsible for preparing and circulating agendas at least five days prior to each meeting.
- Guest speakers may be invited to present on relevant topics.
- Minutes are recorded by the administrator, reviewed by the Chair, and distributed by the Fostering Service.
- All members may propose agenda items, and foster carers are encouraged to liaise with their representatives to raise matters of interest or concern.

Section 3: Kinship

Kinship Assessment: Data from 2024-2025

*Assessments started	237	51 stopped (22%)	186 progressed	116 kinship team assessments (62%)	70 ISW assessments (38%)
Reg 24s	109 (2 per week)			90 (83%)	19 ISWs (17%)
Viability Assessments (VAs)	28 (0.5 per week)				

*SG and kinship fostering assessments have now been brought into line and both are included above.

The Kinship Assessment Team is structured with 1 FTE Team Manager, 1 FTE Practice Supervisor and 5.3 FTE Assessing Social Workers.

At the end of March 2025, the kinship assessment team establishment enabled us to complete up to 30 assessments at a time. However, more recently due to maternity leave and one worker leaving capacity has reduced and we rely upon our bank of independent social workers to complete these assessments. The impact of this is that many care arrangements need to be jointly allocated so that we can also provide support. During the assessment process, assessing social workers provide a dual role of assessing and supervising kinship carers who are foster carers, however, when the assessment is completed by an independent social worker, the support role needs to be picked up from within the team.

There has been a significant increase in the number of assessments being requested this financial year, last year there were 115 completed (approximately 62% increase).

Since January we have also been piloting in Mendip (and more recently South Somerset) completing assessments within the pre-proceedings part of PLO and completing Viability assessments (VA) rather than the safeguarding team completing these. The learning has been that this has helped to reduce overall the number of assessments required, enable greater consistency within the Kinship assessment as a Kinship team member will also complete the VA and also allowed for a quicker turnaround in the assessment process. In order to fully implement this model, we will need to grow our establishment of assessing social workers.

56 Special Guardianship Orders were made to Kinship carers during this period which matches the number made last year.

Kinship Support

Fostering support

At the end of March 2025, we had 62 kinship fostering households. 80 kinship fostering households had been approved within the whole year, this is a 75% increase on the number of kinship foster carers approved the previous year. There are currently 29 fully approved kinship foster carer (approved after being presented to foster panel).

31 Fostering Households were presented at panel last year, 26 were approved and 5 were deferred, 4 of which were later approved and 1 that was deferred became an SGO.

There are 3 full time Social Workers providing support to all Kinship foster carers, and one part time Team Manager. Capacity is stretched with further pressure to pick up managing the support needs of carers created by the reliance upon independent social workers completing kinship assessments.

Kinship carers are spread widely around the country with carers being situated in Scotland, Hull and London, however, most carers live within Somerset and the wider southwest. The combination of high caseloads and having to travel greater distances has impacted on compliance including DBS, Medicals, household inspections and unannounced visits.

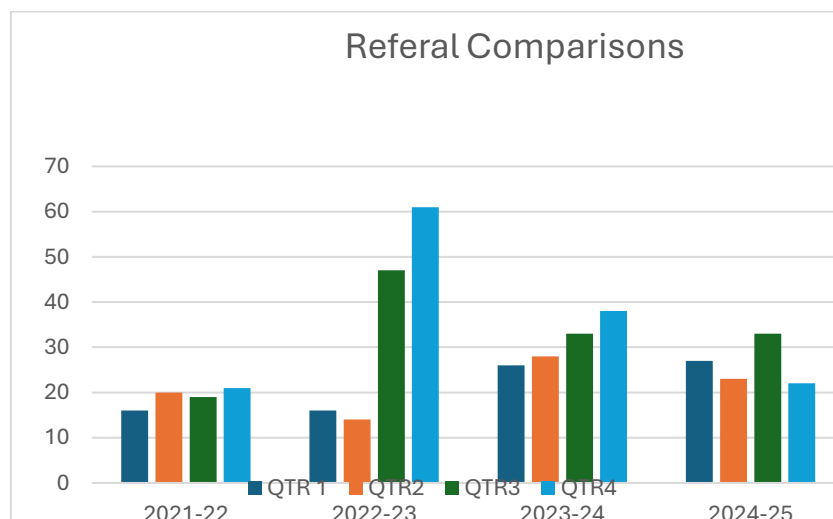
Stability rates within kinship fostering homes continues to be high, last year 3 children (linked to 3 different fostering households) experienced their kinship foster arrangement ending (classed as an unplanned ending). Of these foster arrangements, x1 was temporarily approved and x2 had been to panel. The majority of kinship fostering arrangements end because an SGO is made or the child/ren return home.

Kinship support Team

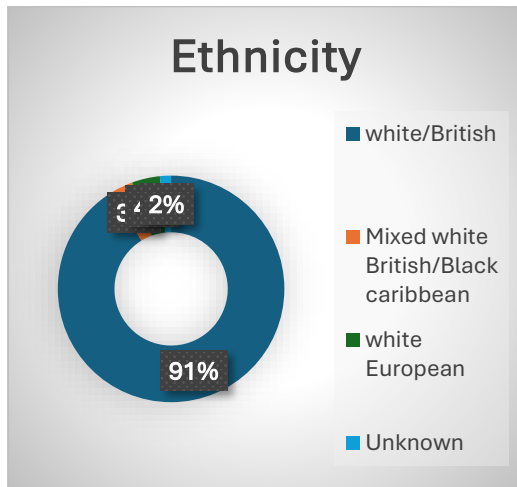
The Kinship Support Team structure consists of 1 full time Team Manager, 5.35 FTE Social Workers and 3.24 Senior Social Work Assistants.

One of the Social Workers within the team is dedicated to providing assessment and support to private foster carers.

During the year April 2024-March 2025, we received 105 referrals, this was a decrease from 130 referrals in the previous year. The 105 referrals equate to 126 children. The graph below shows the growth of referrals over the last 4 years of recording and indicates that referral levels are no longer showing huge variations.

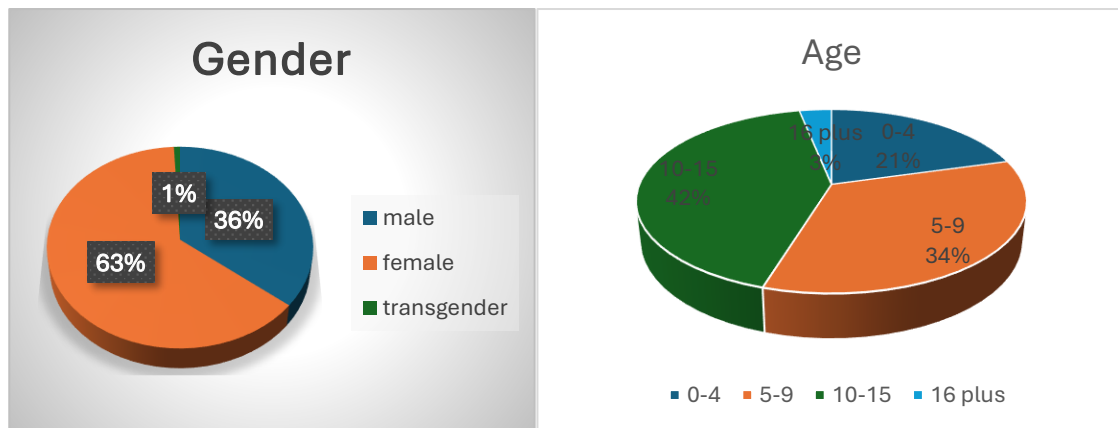


Referrals are predominantly for white British children, as it has been for previous years. This does reflect the predominant ethnicity in Somerset.

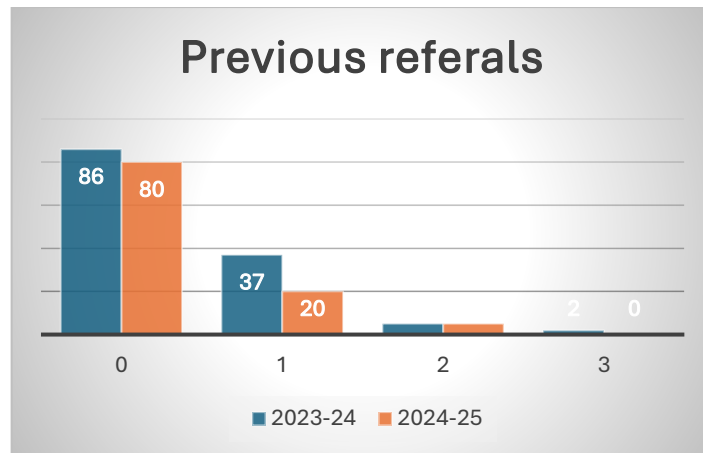


Ages are consistent with previous years. However, there is a change in the recording of ages this year which may account for some minor difference.

There has not previously been any significant difference between genders. This year, we have seen an increase in female referrals from approximately half to two thirds.



Of the 105 referrals, 80 had not previously received support. 20 families had previously had 1 support episode, and 5 families had 2 previous support episodes.



Stability:

Of the 126 children supported last year, 14 were considered at high risk of breakdown, a decrease of 18% on last year. Of those:

- 1 has remained with their special guardian.
- 1 has returned to wider family and declined kinship support.
- 7 came into local authority care. One of these has planning in place for a return to the special guardian and 2 moved to wider family under Regs 24, with Kinship assessments now in place.
- 4 children (3 families) returned to birth parents, 2 of these did so without Kinship support.
- 1 child currently remains with his special guardian, although risk remains high and fostering searches are in place.

There was a significant improvement on waiting time for support over the last 12 months, and only 3 families waited over 12 weeks. The longest waiting time was 13 weeks. This reflects the team being fully staffed and able to meet family' s needs within acceptable timescales. It is likely to be a contributory factor in the decrease of 'risk of breakdown' families in the last year.

Education

We know that children who are not in education have an increased risk of experiencing a breakdown of their special guardianship arrangements. Unfortunately, it is often at the point of a family asking for support that we become aware for the first time, that no or unsuitable education plans are in place, often for long periods of time. Last year we worked directly with the Virtual School Head and made some meaningful progress with getting kinship children back into education. Due to changes within education and virtual school, support in this area has reduced temporarily. Of the 14 children at risk of breakdown last year, education was a key factor in 50% of them and 2 were below school age.

Therapeutic support models imbedded into the team:

Providing Therapeutic support to kinship carers is a key method we use in supporting carers to better understand the trauma experienced by their children and how to parent more therapeutically.

There is a variety of trained social workers and Senior Social Work Assistants in the following therapeutic modalities:

- Dyadic Developmental Psychotherapy (DDP) levels 1 and 2
- Solihull Approach
- Therapeutic Skills Level 3
- Non-Violence Resistance (NVR)
- Motivational interviewing
- Mediation & de-escalation

In addition, we have a social worker completing a diploma in Therapeutic life story work. A Senior Social Work Assistant has completed a diploma in child development, a social worker has a qualification in Systemic family therapy, and the Team Manager has completed a Level 3 in Autism.

Adoption and Special Guardianship Support Fund (ASGSF)

The ASGSF has provided funding for children and families to access therapeutic intervention. On average, our SSWA's spend 1 day of their working week on ASGSF administration.

Last year we commissioned a total of £189,959.46 for therapeutic support to kinship carers and children which is up from £120,933.65 last year. Due to the training programmes of staff within the Kinship and Emotional Health and Wellbeing Team we brought in about £37,000 - £40,000 of income into childrens services from provided ASGSF funded work ourselves. We are also able to provide a wider range of therapeutic support to families who are not entitled to ASGSF funding, which has significantly reduced costs on previous years, where we have commissioned this work to take place.

Changes made in April 2025 to ASGSF funding bring new challenges to the Kinship team and the families that we work with. Whilst the total funding pot remains the same as last year (50 million), there are significant changes as to how much children can access.

- The fair access limit for therapy has been reduced from £5,000 to £3,000 per child, per year.
- The separate £2,500 limit per child per year for specialist assessments has been removed.
- Additional match-funded support for exceptional cases is no longer available, meaning this would need to be fully funded by the local authority.

The changes to the fund are somewhat in conflict with the government also championing Kinship care. The Children's Wellbeing and Schools Bill contains a new legal duty to publish a kinship local offer, including signposting to therapeutic support, but that very support is now being eroded.

Kinship Focus Group

We invite Kinship carers to be part of a focus group where we regularly meet and discuss support needs and developments for kinship carers. The group has provided oversight to policy and practice development and act as a feedback group. As we move forward there will

be an effort to align this more closely with the fostering consultation group, with regular meetings and an agreed agenda.

Section 5 – Feedback, complaints and allegations

Allegations:

During the financial year 2024 to 2025 the LADO was contacted regarding 48 allegations made against foster carers, *these include agency foster carers and Somerset foster carers*. Of these:

- **26** allegations were closed within 1 month
- **9** closed within 3 months
- **3** closed within 12 months
- **2** were open for more than 12 months
- **8** remained open at the end of this reporting period

These concerns were categorised as follows:

- **19** Physical Abuse
- **3** Sexual Abuse
- **14** Neglect
- **10** Emotional abuse

Of those that were investigated:

- **2** involved referrals to the Disclosure and Barring Service
- **3** resulted in referrals to the local authority child protection team
- **2** moved to a S47 enquiry
- **11** concerns were referred to foster panel
- **2** fostering households were deregistered as a result
- **35** resulted in no further action

We received a total of 14 allegations against 13 Somerset approved fostering households resulting in the following:

- **3** Unfounded and 2 Unsubstantiated
- **2** Substantiated
- **3** were information and guidance only
- **4** did not meet LADO threshold

During this same period, we had 1 allegation relating to a Kinship Foster carer and this was closed as Advice and Guidance.

Complaints


At the time of writing this – this information was not available.

Feedback:


Summary of recent foster carer summary:




Quotes from Carers:


 Carer on a CAO fed back: 'I don't know where we would be without NU'


 Birth father fed back 'child centred, breath of fresh air approach'

 Private Foster carer 'a dream to work with – gold star'

 Young person subject to Special Guardian Order 'Conversations help'

 Feedback from Foster carers report AD had prepared as "succinct, very accurate, and very thoughtful," and said that he "completely gets us," showing how well he understands their situation. Having fostered for 11 years and experienced a number of supervising social workers, they were clear that AD is "by far, the best" they've had. They really value his support and commitment.

 Fostering Reviewing Office feedback from foster carer: Despite the many challenges, difficult discussions and investigation, (FC) has felt well supported by the service.

 Feedback to SW by a FC X just rang me as her mentor and said it was really nice of you to have taken the time to speak to her so thank you. It's conversations like that, that carers appreciate.

🙏 We want to take this opportunity to say how truly grateful we are to have our Supervising Social Worker. Throughout our fostering journey, (SSW) has consistently gone above and beyond. She's honest, straight-talking, and always respectful. She's supported us through some really challenging situations, offering clear, practical advice, and backing us up when it mattered most. Quite honestly, if it wasn't for (SSW) support, it's likely we wouldn't have continued fostering. We're incredibly thankful for everything she's done.

Section 5 – Summary and Looking forward

Service Overview & Strategic Developments

- Fostering and Kinship services merged on 1 April 2025. Work is ongoing to align the culture and structure of the two teams.
- Stable number of households overall with strategic planning underway to increase this next year.
- High deregistration rates, mostly due to transitions to Special Guardianship Orders (positive) but some mainstream fostering households have been lost.

Looking Forward

- Establish additional support for foster carers so as to improve stability for children (additionally we have a number of business cases in the process of being considered for funding).
- Continued expansion of Mockingbird.
- Complete the alignment of Fostering and Kinship as one service.
- Address funding challenges for therapeutic support.
- Strengthening assessment capacity and compliance in Kinship.
- Aligning consultative groups for carers.
- Develop a trauma informed service with appropriate training for foster carers
- Introduction of the Family-first approach and family group decision making process to Kinship and Fostering households.