



CALL TO ACTION 2015

The Fostering &
Adoption Charity
tactcare.org.uk

Building a brighter future for children in care





TACT'S CALL TO ACTION – SUMMARY

1. Adolescents entering the care system

TACT wants a stronger focus on the needs of adolescents entering the care system. We believe this can be achieved through the establishment of a cross-departmental taskforce focusing on the reform and re-design of services for adolescents entering the care system, ensuring specialist provision and early intervention.

2. Staying Put

TACT wants the next government to invest adequate funding into Staying Put arrangements. This should include continued monitoring of the implementation of policy at a local level, ensuring practice is in line with national policy and guidance.

3. Education

TACT wants an improvement in educational outcomes for looked after children and care leavers. We want to ensure foster carers and adoptive parents are fully involved in the development of a child's personal education plan and to encourage the delivery of better training to schools on the needs of looked after children.

4. Mental health

TACT wants a commitment to ensure that all looked after and adopted children and care leavers receive timely access to targeted mental health services. We want looked after children to be able to access children's mental health services up to the age of 25 years.

5. Wellbeing

TACT wants a care system that understands, prioritises and measures wellbeing by increasing the understanding of the component factors of wellbeing for looked after and adopted children. We think this can be achieved through consultation with looked after children.

6. Adoption support

TACT wants the next government to allow adopters access to adoption support at an earlier stage in the adoption process. We also want to enable the Adoption Support Fund to be spent on a range of services to meet the child's needs and those of their adoptive family.

7. Special Guardianship

TACT recommends the introduction of a prescribed period of monitored 'settling in' for Special Guardianship Orders where there is not a strong pre-existing bond between child and carer. We would also like to see young people under special guardianship arrangements given the same entitlements as all other care leavers, allowing them to make a smooth and supported transition to adulthood.

INTRODUCTION

Welcome to TACT's Call to Action 2015. This document sets out the priorities for looked after children that should be the focus for the next government following the 2015 General Election. Our Call to Action has been developed in consultation with TACT social workers, foster carers, adoptive families and, most importantly, young people placed in TACT care as well as care leavers. Our 20 years' experience and expertise as a children's charity providing fostering and adoption services leave us ideally placed to comment and recommend on this subject.

Politicians of all parties, indeed all those working with children in the care system, speak with virtual unanimity about how we as a society are letting down children who, through no fault of their own, cannot live with their birth families. This Call to Action illustrates the poor outcomes that those entering care experience in relation to their peers. However, we also know the care system can be transformative, giving children the stability, confidence and support needed to succeed in adulthood. We know what builds resilience and what the risk factors are. So if there is political agreement, and awareness of what will give a young person the best opportunity to succeed, why are they still being let down?

There is no simple answer, but, as the National Audit Office and others have stated, more effective monitoring of the care system and measuring of outcomes for looked after children is critical. Better monitoring and measuring needs appropriate financing. Against a background of continued public sector expenditure cuts from whoever forms the next government, this presents a challenge. It is impossible to propose measures that are entirely cost neutral, but as the Call to Action clearly demonstrates, cost benefit analysis makes an overwhelming case for ensuring the right interventions.

TACT has identified the needs of adolescents entering the care system as our headline issue. This is because time and time again our experience tells us that those who enter care for the first time when older are particularly vulnerable to risk, negative experiences and poor outcomes in care. As well as being our lead area for action, it also cuts across many of the other areas we cover.

This document provides strong recommendations but not definitive answers. It does not address all the issues faced by looked after children and the care system. It is not set in stone as, invariably, new issues will arise over the lifetime of the new government. It allows only for an overview of the main issues, needing future detailed discussion.

So we see this call to action as a starting point; a template for those areas which need addressing after the election. We hope, as politicians of all parties whether in government or opposition, you will agree with our conclusions. We want you, along with civil servants, local authorities and anyone else entrusted with the care and wellbeing of looked after children to speak to TACT and our colleagues in the sector. We must work together. We owe it to looked after children. They deserve our attention.

THE CASE FOR CHANGE

¹ Bowyer, S. and Wilkinson, J. (2013) *Evidence scope: models of adolescent care provision*. Dartington: Research in Practice

Over the past five years the number of children in the UK care system has risen sharply from 81,315 in 2008 to 92,728 in 2013. The resulting increase in demand for children in care services coupled with drastic cuts to local authority budgets has placed a growing amount of pressure on the national care system.

It is well evidenced that the care system works well when children and young people have stable, high quality, long term placements. The security of these placements results in the child being more likely to go on to higher education and achieve better overall outcomes. Unfortunately this stable and secure care journey does not reflect the experience of many children in our care system today.

As the recent report from the National Audit Office highlighted, the current economic climate means local authorities base decisions about children's placements on short term affordability rather than on what is in the best interest of the child. There is a need to move away from this type of service delivery to focus instead on quality of placements and interventions that will have long term cost benefits. The cost benefits may never be realised by the service making the investment, rather by other public services, society as a whole and, most importantly, by the child whose life chances will be vastly improved. In the Demos and Barnardo's report, *In Loco Parentis*, two children's case studies are analysed to demonstrate the difference in cost and outcomes between a supported and an unstable care journey. The findings are clear that when a care journey has early intervention, stability and support through the transition to independence it has positive outcomes for the child and is beneficial to the taxpayer in the short and long term.

The good care journey illustrates how a supported transition from care at 18 is associated with improved health outcomes and education attainment. The poor care journey illustrates how an unstable care journey with an early exit from care at age 16 leads to escalating social services costs and poor outcomes. The estimated total costs of a good care journey for a young person aged 16-30 years incorporating education costs and accommodation support are around £40,000. However, the estimated total costs of a poor care journey for a young person aged 16-30 years including welfare benefits, mental health treatment costs and the costs of unemployment are nearly £112,000. The difference between a good and a poor care journey amounts to an additional £72,000 to the public purse.

Source: In Loco Parentis Demos/Barnardo's Report (2010)

There is a great deal of evidence on the importance of placement stability and quality in promoting the wellbeing of looked after children. Research shows that a child experiencing multiple placements over a four and half year period can cost a local authority twice as much per year while in care than a child in a stable placement¹.



TACT'S POLICY REFORMS

2 Department for Education (2014), *Rethinking support for adolescents in or on the edge of care*, Department for Education Children's Social Care Innovation Programme

3 Boddy, J. (2013) *Understanding permanence for looked after children*

1) TACT's headline policy priority for the new government is a stronger focus on the needs of adolescents entering the care system

'Adolescence is a time of change. A powerful combination of biological, psychological and social changes make adolescents more likely to engage in risk-taking behaviours than children or adults and these changes contribute to opportunities for healthy growth and the risk of negative outcomes.'

Calkins 2010

Adolescents entering the care system

- There are 68,840 looked after children in England; the number of looked after children is at its highest point since 1985.
- The largest single age group starting to be looked after is 10-15 year olds (28% of all children starting to be looked after).
- The fastest growing age group entering the care system is 16-17 year olds. The total number of children entering care has risen by 2% since 2012, and the number of young people aged 16-17 years has increased by 8%.
- Nearly half of those entering care aged 10-15 years stayed for less than 8 weeks and two-thirds left within 6 months.
- Fewer than 1% of looked after children aged 12 or older are adopted.

What are the issues for adolescents entering the care system?

Young people who enter the care system in their adolescent years have to deal with the trauma that brought them into care in addition to the rapid change and development which all teenagers' experience. Often this group of young people present complex issues and require specialist support which, all too often, our care system is failing to provide. The outcome can be a problematic transition to independence and issues continuing into adulthood.

The reasons why adolescents enter care are far more diverse and complex than for other age groups. By the age of 14, abuse and neglect accounts for 42% of entries to care with 45% a result of a mixture of acute family stress, family dysfunction and socially unacceptable behaviour. The majority of adolescents enter care through the crisis admissions route. As a result there is little time to consult the child and plan the best option; this reduces the chances of achieving a stable placement² and makes adolescent entrants to care the group most likely to experience placement breakdown³.

Placement stability/breakdown

Adolescents entering the care system are more likely to experience:

- Placement breakdown.
- Poorer outcomes in education.
- Short and repeated periods in care.
- Placement moves – 1 in 5 of those entering care aged 13 or older have 3 or more placements within a year.

For those young people aged 11 or over who entered care, half were re-admissions⁴. It is common for this group to have experienced multiple admissions into care, often in short term foster care to defuse the crisis at home, then returned to a situation which often looks the same.

Combined with their complex reasons for being in care, many adolescents in care face further challenges:

- Mental and emotional health problems (64%)
- Special educational needs (38%)
- Substance misuse (32%)

The average social care costs for young people with complex emotional or behavioural needs are more than three times as high than for children with no additional support needs⁵, and finding a new placement for a child who has experienced frequent placement moves can more than double the social work input required⁶.

What is the impact of these issues on adolescents and carers?

The combination of issues highlighted above can mean adolescents entering the care system are the most challenging to care for but at the same time the most in need of stability and continuity in supporting them to make a successful transition to adulthood. Local authorities can find it difficult to identify appropriate placements for adolescent entrants which can result in multiple placement moves.

The Department for Education's (DfE) recent 'permanence data pack' shows that adolescent entrants to the care system are the least stable group and are more likely to require specialist provisions and interventions which are not always available.

⁴ Bowyer, S. and Wilkinson, J. (2013) *Evidence scope: models of adolescent care provision*. Dartington: Research in Practice

⁵ Holmes, L., Westlake, D. and Ward, H. (2008) *Calculating and Comparing the Costs of Multidimensional Treatment Foster Care, England (MTFCE): Report to the Department for Children, Schools and Families*. Loughborough: Centre for Child and Family Research, Loughborough University

⁶ Holmes, L with Lawson, D and Stone, J. (2005) *Looking after Children: At What Cost? Resource Pack*. Department for Education and Skills

7 TACT/JEA (2012) *Looked after children and offending: Reducing risk and promoting resilience*

What is the current approach to adolescent provision?

There is a growing consensus that the existing model of care does not work for adolescents entering the care system and that current austerity measures have resulted in adolescents being the first group to be de-prioritised. The lack of early intervention support and a reluctance to intervene until service thresholds have been reached is preventing the needs of older children from being met. Evidence shows that child protection systems are also not meeting the complex needs of adolescents. As council budgets continue to be reduced and the demands of child protection services rise we need to ensure that the needs of adolescents remain a focus and that child protection is not just about the needs of younger children.

The Association of Directors of Children's Services has recently called for reform and re-design of services for these adolescents but despite this these services have received little attention from national or local government.

As TACT's research shows⁷, adolescence is a time of both high risk and great opportunity to improve outcomes. If the right support and services are not available to young people at this crucial stage it can impact on every aspect of their lives in the short and long term, including educational attainment and the ability to gain and retain employment.

TACT wants the next government to:

- Establish a cross-departmental taskforce to focus on the reform and re-design of services for adolescents entering the care system to ensure specialist provision and early intervention are available.
- Ensure child protection systems meet the needs of adolescents in the care system.
- Introduce an adolescent-specific framework for return home from care assessments.
- Increase the pool of specially trained foster carers to deal with the complex needs and potentially challenging behaviour of adolescent placements.
- Review the training needs of commissioners to ensure they have a detailed understanding of their local looked after children in order to commission an appropriate service response.
- Ensure that the processes intended to give young people a voice are working effectively and that adolescents entering the care system are able to influence important decisions about their lives.

2) Staying Put

'I am now part of the Staying Put agenda and that has enabled me to stay put with my foster carers that I was living with before I was eighteen. This has helped me to stay on at college and to continue to reach my goals. My carers are really supportive of what I want to do. Being able to stay put has meant pretty much everything to me. If I had gone independent at eighteen I wouldn't have lasted and would have had to go back to my parents, which wouldn't have worked out. I wouldn't have progressed as a person and I would have had different prospects.'

Young person on a TACT Staying Put placement

The top ten most concerning factors about leaving care reported by young people to the Children's Rights Director⁸ all related to accommodation and their ability to cope with independent living. Therefore, TACT welcomes the introduction of a new duty on local authorities in England to support care leavers to stay with their former foster carers after the age of 18. We particularly welcome the requirement that local authorities must advise, assist and support both the young person and Staying Put carer(s) in order to maintain the arrangement. However, we believe there are some significant obstacles to the successful implementation of the new post-18 care arrangements, which could result in the failure of the policy itself if not addressed by the new government.

Following consultation with our foster carers, we believe the key obstacle to successful implementation of the new Staying Put duty is the lack of adequate financial support for Staying Put carers. Foster carers' income reduces dramatically when they move to support post-18 arrangements even though their input often increases to support the young person in managing their transition to independence. Many foster carers have told TACT that having to make a decision to continue supporting a young person they have a strong familial relationship with, thus losing a significant proportion of the income they rely on, places them under a heavy emotional strain. We believe that foster carers should never be forced to say no to a Staying Put placement for financial reasons.

There is a current government drive to stop young people entering their adult life as benefit claimants. The main political parties have pledged to end job seekers allowances for 18-21 year olds in favour of training or work based opportunities. However, those young people entering into Staying Put arrangements are often forced, as part of the local authority's policy, to claim welfare benefits in order to make a financial contribution to their Staying Put carer. We believe this sends a mixed message to young people and it is not appropriate for care leavers entering into Staying Put arrangement to start their road to independence as benefit claimants. In addition, the young person's benefits can have implications for the carer's benefit entitlements.

⁸ *Young People's Views on Leaving Care* – report of the Children's Rights Director (CSCI 2006)



TACT wants the next government to:

- ➔ Invest adequate funding into Staying Put arrangements and to continue to monitor implementation of the policy at a local level, ensuring practice is in line with national policy and guidance.
- ➔ Introduce a national standard for minimum rate fees and allowances that properly reflects both the costs involved in supporting young people post-18 and the skills and experience of Staying Put carers.
- ➔ End the practice of young people being forced to make welfare benefit claims to contribute towards the cost of their Staying Put arrangements. Instead all allowances and fees should be paid to the carer direct by the relevant local agency. Centrally, government may wish to look at a write back from the Department for Work and Pensions (DWP) to the Department for Education (DfE) if it is felt that the cost of Staying Put should continue to be shared between DWP and DfE.

3) Improve educational outcomes for looked after children and care leavers

Although the attainment gap at GCSE-level is slowly narrowing, outcomes for looked after children remain significantly worse than for young people as a whole. Recent research has found that progress made by pupils at a primary level is not being sustained in secondary school⁹.

TACT welcomes the funding provided through the pupil premium as a move to narrow the gap in outcomes between looked after children and their peers. However, consultation with our carers and adoptive parents has highlighted dissatisfaction with the way some schools are using the pupil premium. Foster carers and adoptive parents do not feel their views are being taken into account and believe schools need to develop a better understanding of the needs of looked after and adopted children.

Foster carers and adoptive parents have a detailed understanding of the needs of the children in their care and therefore an important role to play in their education. Schools should actively seek to involve foster carers and adoptive parents in the development and monitoring of the Personal Education Plan (PEP). An inclusive approach will ensure the PEP is not only focused on educational attainment but also meets wider outcomes and needs such as social inclusion, personal development and support through transition points. A child will only be able to flourish academically if their overall wellbeing needs are being recognised and met.

⁹ Centre for Analysis of Youth Transitions (2014) *Progress made by high-attaining children from disadvantaged backgrounds*

TACT wants the next government to:

- Ensure foster carers and adoptive parents are involved in the development of the Personal Education Plan (PEP) and the ongoing monitoring of whether the PEP is meeting the child's needs.
- Develop guidance to ensure there is greater clarity around how the pupil premium can be spent, especially what the local authority is responsible for funding as corporate parent and the school through pupil premium.
- Deliver better training and support for teachers and school support staff in understanding the needs of looked after children and how to promote their wellbeing as well as their educational attainment.
- Make care and pathway planning more sensitive to the child's educational milestones.



4) Deliver mental health services that meet the needs of looked after and adopted children

The early years of a child's life are a time of rapid development both cognitively and emotionally and early child mental health has a huge impact on later outcomes, including education and employment. Early years and adolescence are both crucial stages of development but are often times when opportunities for support and early intervention are missed.

Recent reports highlight the scale of mental health service cuts and warn of a national crisis¹⁰. Research identifies concern about global mental health service provision for young people¹¹, including inadequate identification of the number of young people who are likely to need support and specific concerns about how well the current system meets the needs of looked after children. There is a trend of increasing complexity of needs and deterioration in mental health of children in foster care.

A startling statistic is that only 6% of the mental health budget is spent on children even though three quarters of adult mental illness begins before 18 years¹². The neglect of child mental health services and the lack of appropriate and early intervention places increasing pressure on adult mental health services.

TACT social workers, foster carers and adoptive parents cite the following problems with Child and Adolescent Mental Health Services (CAMHS) for looked after and adopted children:

- ➔ Long waiting list times often cut against early intervention for looked after children, and placement moves across local authority boundaries result in children being placed on CAMHS waiting lists in their new local authority.
- ➔ CAMHS have high eligibility thresholds and often the service can only be accessed by looked after children in a long term placement. These criteria prevent those in short term placements accessing CAMHS and receiving the specialist support which would allow them to move to a long term, stable placement.
- ➔ Lack of specialist knowledge about looked after and adopted children amongst CAMHS practitioners.
- ➔ Lack of specialist services for adolescents.
- ➔ Poor links with schools in some areas and lack of school based mental health provision.
- ➔ CAMHS focused on the need of the child rather than looking at the child in the context of the family setting and providing support to carers on dealing with children with mental health issues.

¹⁰ Young Minds (2014) *Local authorities and CAMHS budgets 2012/2013 Briefing*

¹¹ Kings College (2014) *Attachment disorders versus more common problems in looked after and adopted children: comparing community and expert assessments*

¹² Taskforce on Mental Health in Society (2015) *The Mentally Healthy Society*



TACT wants the next government to:

- ➔ Commit to ensuring that all looked after and adopted children and care leavers with mental health needs receive timely access to CAMHS and that waiting time standards are introduced.
- ➔ Ensure all looked after children have an option to continue to access CAMHS services until they are 25, allowing for continuity of care and a supported pathway to adulthood.
- ➔ Ensure CAMHS practitioners have the specialist knowledge to allow them to provide a service which meets the needs of looked after and adopted children.
- ➔ Continue to support and prioritise the work of the Children and Young People's Mental Health and Wellbeing Taskforce.
- ➔ Consider reorganising CAMHS services to be joined up with Children's Services Departments in order that service planning, models of delivery and budget management are fully conjoined to benefit all vulnerable children, for example, some local authorities are now operating joined up looked after children and CAMHS teams.



5) Deliver a care system that understands, prioritises and measures wellbeing

Recently UNICEF ranked the UK 16th out of the world's richest countries for childhood wellbeing, particularly for young people aged 15-19 years. Policy makers are calling for a greater focus on wellbeing in all policy making. NICE is calling specifically for a greater focus on the health and wellbeing of looked after children and that well-being measurement tools take a more holistic approach.

In 2014 only half of looked after children had 'normal' emotional and behavioural health. This has changed very little in recent years. The Care Inquiry emphasises the importance of seeking permanence based on quality and stable relationships that promote the wellbeing of children in care. This includes relationships that endure for the child's time in care, the transition out of care and even once they have left care, as this is more likely to mirror children's experience in the general population.

Research shows how health and well-being is closely connected to other aspects of young people's lives, including education, careers, accommodation, life skills and social support.

Unprecedented pressures on local authority budgets are causing many local authorities to seek to reduce the number of children in care, sometimes through commissioning and care planning practices that do not appear to be in the best interests of the child and which can undermine their wellbeing. TACT has experienced a shift towards tenders focused far more heavily on price rather than service quality.

TACT wants the next government to:

- ➔ Increase the understanding of the component factors of wellbeing for looked after and adopted children through consultation with looked after children to establish what wellbeing means to them.
- ➔ Introduce wellbeing measures into local authority and Department for Education data collection and into Care Planning Guidance along the lines of the GIRFEC indicators written into the Children and Young People (Scotland) Act 2014 and accompanying guidance.

6) Earlier access to adoption support

The new Adoption Support Fund will be rolled out from May 2015. New measures should hopefully reduce barriers to adoption support and ensure that adoptive families are able to access the support they need, when they need it.

Adopters can only apply to the Adoption Support Fund once the placement order has been made. However, prospective adopters and matching panels need reassurances in complex cases that support will be in place at the point when a match is being considered. Therefore there is a need to introduce an option for an application to the fund made on the adopter's behalf, thus providing reassurance to the matching panel and prospective adopters.

TACT is concerned with the quality of the assessments which contribute to the child's permanence report (CPR). Many assessments are not detailed enough in identifying the current and future needs of the child and do not take a holistic approach in assessing the needs of the family in supporting the child. It is also vital to allow voluntary adoption agencies (VAAs) to contribute to the assessment process and input their detailed knowledge of the adoptive family's strength, resilience and capabilities.

The courts need to be able to request to see a child's assessment and adoption support plan in full to ensure the plan fully meets the needs identified in the assessment. The courts also need to have the power to override a birth parent's refusal to access medical records. The complex needs of some children being placed for adoption makes it essential to have full medical information. This allows for the identification of learning and development needs, health and hereditary concerns and mental health indicators in order to develop an accurate support plan addressing current and future needs. Without adequate and detailed assessments involving all relevant agencies and full disclosure of all relevant information, it is not possible to develop an adoption support plan which reflects the child's needs.

Finally, there needs to be greater flexibility in how the Adoption Support Fund can be spent and an improvement in the range of services available to families which go beyond the clinical therapeutic needs of the child. Services should include a range of therapeutic interventions, access to training and respite, and funding for practical and domestic support.



TACT wants the next government to:

- ➔ Allow adopters to be able to access adoption support at earlier stages in the adoption process, both pre-adoption order and even pre-placement.
- ➔ Allow the Adoption Support Fund to be spent on a range of services to meet the child's and wider needs of the adoptive family.
- ➔ Strengthen the existing guidelines for assessments during the adoption process. Guidelines should include:
 - the involvement of a range of professionals and agencies, including voluntary adoption agencies and independent reviewing officers;
 - the revisiting and updating of the assessment, if necessary, at each review meeting;
 - robust assessment which looks at current and predicts future needs; and
 - assurance that all information contained in a child's assessment is available to the courts and adoptive parents to ensure the adoption support plan meets all the identified needs.
- ➔ Allow voluntary adoption agencies to make referrals to the Adoption Support Fund.

7) Special Guardianship

Special Guardianship Orders (SGOs) were introduced in 2005 as a new private legal order. They apply to children unable to live with their birth parents but allow them to continue a relationship with their birth family. The number of Special Guardianship Orders is now in excess of 20,000 and rising year on year. The majority of Special Guardianship Orders are made to relatives (85%) but take up for unrelated foster carers makes up a sizeable and growing minority (15% of all SGOs made for looked after children).

When SGOs were developed it was assumed that they would be made for children living in settled homes with relatives or family friends. But with the steady rise of SGOs being granted to unrelated foster carers, a number of issues have arisen in recent years. Unlike adoption, no prescribed period of monitored 'settling in' exists for special guardianships. A key indicator of success for SGOs is the strong pre-existing bond between the child and carer and, where this is lacking, it is a key cause of later breakdown.

Recent research¹³ shows that 1 in 5 special guardians felt strongly pressured by local authorities to accept a Special Guardianship Order. A key factor in this is the squeezed timescales to meet the 26 week care proceedings limit which is constraining the time to adequately prepare special guardians for the challenges ahead. This pressure, combined with the lack of settling in time, is a cause of great concern.

Finally, once a SGO is granted, the child is no longer in the care system and therefore the child and their carers do not qualify for any of the support and advice available to other children in the care system. A key milestone in any young person's life is the transition to adulthood. Care leavers are entitled to a range of support including access to personal advisors, education bursaries, accommodation support and the care leaver's grant. Young people who are under special guardianship arrangements are denied access to any post-18 support.

¹³ SPRU, University of York
(2014) *Investigating Special Guardianship: experiences, outcomes and challenges*

TACT wants the next government to:

- Introduce a prescribed period of monitored 'settling in', in line with the adoption process, for those SGOs where there is not a strong pre-existing bond between the child and the carer.
- Allow all carers applying for a SGO access to independent legal advice to ensure they have time to make an informed decision based on impartial advice.
- Give all young people under special guardianship arrangements the same entitlements as all other care leavers to allow them to make a smooth and supported transition to adulthood.
- Introduce a system of monitoring for children and young people under SGO arrangements with non-related foster carers to track the support received up to the age 21 years.



ABOUT TACT

TACT (The Adolescent and Children's Trust) is the UK's largest specialist charity and voluntary agency providing fostering and adoption services.

Our core work involves providing high quality and well supported fostering or adoptive families for children and young people in the care of local authorities. Working in partnership with local authorities from our offices across England, Wales and Scotland, we are dedicated to providing creative, effective and outcome-focused services. We also campaign on behalf of children and young people in care, carers and adoptive families.

'Children and young people are at the heart of everything we do. Our job is to challenge the prejudice that looked after children often experience and help heal the trauma many have suffered. Our foster carers, adopters and staff work together to ensure all children looked after by TACT achieve their potential.'

Andy Elvin, TACT Chief Executive





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