

OUR YEAR 2017





“For me, being in foster care has been a very positive experience. Georgie has been so helpful. She has supported me through the application process for permanent status in the UK and accompanied me through the Home Office interview. Now I’ve been with Georgie’s family more than two years, but it feels so much longer than that because I love them, and they love me too.

Mahyar– TACT care leaver

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FOREWORD FROM ANDY ELVIN CEO

2017 was a landmark year for TACT. We became the first Charity, in fact the first organization, to successfully win a contract to deliver the permanency services for a local authority. In April we took over the running of the fostering, adoption, family group conference, Special Guardianship Order (SGO) and kinship care support services for Peterborough City Council.

TACT is delighted to have done this. We firmly believe that it is our role as a Charity to be a supportive partner to local authorities in their statutory duties to care for vulnerable children and young people. This contract, which is for ten years with a ten-year extension, allows us to operate in a local authority context and environment and bring our commitment and expertise in achieving outstanding outcomes for all the children and young people we care for.

We are committed to offering the same high-quality services to children across all placements. We believe that children do not see legal orders so neither should services. We are working hard to engage kinship carers, an arrangement where a child who cannot be cared for by their parent(s) goes to live with a relative or a family friend, and open up all of our training and support to them.

The service has started well and we are very pleased to welcome our new staff and foster parents who have transferred over from Peterborough and look forward to a long and happy association with our partners in Peterborough City Council.



It has also been a busy year elsewhere in TACT, with a new office in the North East and an expansion of fostering recruitment in Greater Manchester, Nottinghamshire/ Derbyshire and the South Coast. The success of our new Business Development Unit in turbo charging our recruitment has been sustained and impressive.

Our adoption service has been through a significant transition with the Peterborough contract and this will lead to us significantly increasing the number of adoptive families we help to create.

TACT achieved much positive coverage in national and local media in 2017 and we were particularly pleased that during Care Leavers Week in October our care leavers had blogs about their experiences published in a range of popular media such as the Huffington Post.

During the latter half of the year TACT was closely involved in the DfE Fostering Stocktake and we are very much looking forward to its publication early in 2018. We hope and expect that this report will lead to welcome changes in fostering.

Above all, TACT exists to transform life chances for all the children in our care. We achieve this through supporting our wonderful foster parents, adopters and kinship carers. We are very much looking forward to continuing to build on this work in 2018. I would like to finish by thanking all of our families, our staff and Trustees for their exemplary work and commitment which has made a success of this transformative year.



JON FAYLE

CHAIR OF TRUSTEES

This year has been a busy year for TACT, its staff, its carers and also its trustees. TACT has achieved significant and sometimes trailblazing success in several areas.

In particular, we have

- won a contract to provide permanency services in Peterborough, and have started to provide those services
- secured the future of our adoption service
- radically improved our carer recruitment activity
- extended and developed our services in new areas of the country.

These achievements are described in more detail in the body of this report.

As a Board of Trustees, we have overseen these developments and rigorously considered their viability, particularly in respect of Peterborough. The Peterborough proposal while providing a tremendous opportunity to provide care services in a different and better way for vulnerable children, also carried significant risks. We painstakingly scrutinised these risks and considered measures to mitigate them before agreeing that the project should proceed. We are delighted the project has gone ahead under circumstances that we are confident will lead to better outcomes for vulnerable children in Peterborough.

We have also sought to strengthen and improve our governance. We have

- prepared, with our senior officers, a strategic plan which sets out our ambitions for the next five years
- updated and refreshed our governing document (our Memorandum and Articles of Association) to reflect more accurately the aims of TACT and to improve our governance arrangements
- recruited several new trustees of exceptional calibre who will be able to play their part in driving forward the organisation in future years.

The heart of TACT's business is to provide loving, caring long-term relationships to children who have suffered the most difficult circumstances, frequently involving serious neglect and abuse. It is the existence of these relationships which provides the opportunity for healing and recovery, and for achieving worthwhile satisfying lives for these children as adults. This is the one long-term outcome that the Board is passionately concerned with.

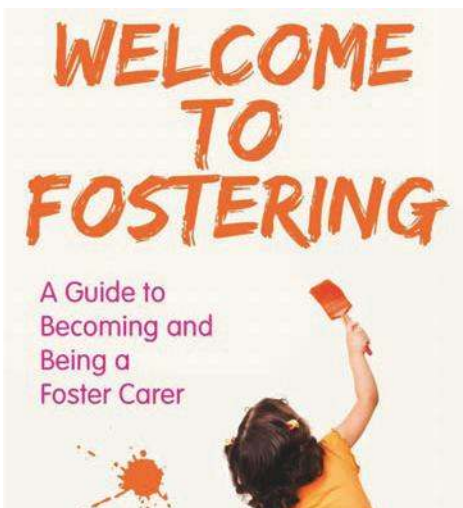
We look forward with confidence and energy to continuing to offer critical friendship to our outstanding senior officers, in our ambition to help to transform the lives of some of our country's most vulnerable and disadvantaged children.





01

Our new Business Development Unit (BDU) has expanded and undertaken some excellent and successful work this year. The unit leads on foster carer and adopter recruitment and new business. During 2017 TACT received a record-breaking number of foster carer enquiries, this is a 57% increase compared to 2016. The significant increase in carer enquiries has led to 77 new foster carer households being approved. The BDU has also continued to expand TACT's fostering service in the North East, the South Coast, Nottinghamshire, Derbyshire, Greater Manchester and South Yorkshire. As a result of the successful expansions, TACT has opened a brand new registered office in Gateshead and also opened two new office premises to provide local training and support to foster carers in Paisley and on the South Coast.



02

We published a book! Welcome to Fostering combines advice from foster carers and professionals with the real experiences of foster children.



03

TACT and Peterborough City Council have entered into an innovative ground-breaking partnership that will improve outcomes for children and young people in care. More on this on page 8.



04

TACT has been at the forefront of campaigning for the abolition of profit making in Children's Service in Wales. TACT Cymru spoke at Charitable Fostering Providers – Cymru launch at Welsh Government about the need to support charitable fostering providers in the face of competition from private multi-national corporations.



05

Over 100 TACT social workers undertook safeguarding training "Think the Unthinkable". The training encouraged social workers to always remain vigilant in order to protect children.



06

TACT has been rated as Outstanding by Ofsted (Office for Standards in Education, Children's Services and Skills) for its fostering service in the South West, the highest valuation that Ofsted can bestow.



07

TACT Scotland focused on developing its permanence service and providing children with secure home environment. Almost 75% of children currently placed with TACT Scotland are in established permanent or long term placements, while the average for other independent agencies is 30%.

TACT PETERBOROUGH PERMANENCY SERVICE

TACT and Peterborough City Council entered into an innovative and ground-breaking partnership in April 2017, with TACT delivering fostering and adoption services on behalf of Peterborough City Council.

The TACT Peterborough Permanency Service is based around ensuring families get the same level of support whether they are adopters, foster carers or special guardians. Specific adoption and fostering teams have morphed into generic family placement support teams and joint training is provided for foster carers, adopters and special guardians.

What the service has achieved so far:

1. Fostering enquiries have increased significantly and the first new foster carer households have started to be approved. There has been a focus on recruiting people who are able and willing to offer homes to teenagers and sibling groups.

2. The numbers of foster carers applying for special guardianship or adoption orders are increasing significantly.

3. Priority has been given to improving support for children returning home from care through the innovative Parallel Parenting scheme where foster carers model good parenting with birth families, building skills, using the Incredible Years programme.

4. The use of expensive residential and commercial independent fostering agency placements is being reduced by improved support alongside higher quality training and development opportunities provided to Permanency service foster carers. This enables them to have the confidence to look after our most complex and vulnerable children and young people.

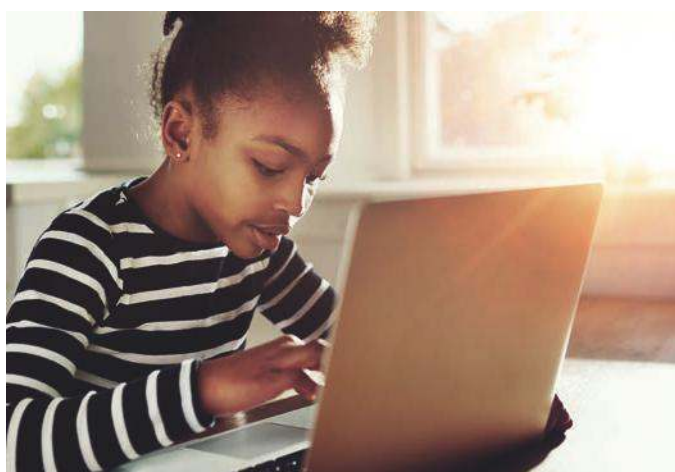
5. A 24/7 Out of Hours service has been introduced for Permanency service foster carers with all social work staff involved in the delivery of this service.

6. Carers have been involved actively in the development of the new service through the leadership of the Foster Carer Committee. The Committee held regular and well attended social events for carers and children, and participated in working groups revising the foster carer hand book and developing service areas such as Staying Put.

7. More Family Group conferences have been held and within shorter time scales. This has already enabled children to be cared for by their families.

8. A mediation service has been introduced to support contact. Life story books and work have begun with SGO children. We have extended birth family counselling (adoption support) to all carer arrangements and the service is working with other agencies to promote an Attachment Aware City.

9. The transfer of 120 foster carer households from Peterborough Council to TACT Peterborough has been completed.



POLICY AND CAMPAIGNING

TACT regularly campaigns to improve policy affecting children and young people in care across the UK. This year witnessed unprecedented interest from parliament on the issue of foster care in England with the Education Committee's inquiry into foster care and the National Fostering Stocktake.

01

TACT along with Action for Children accompanied eighteen children and young people to Parliament to give evidence on what works and what needs to be improved. Our Chief Executive, Andy Elvin, attended a session with other service providers to tell the Committee about the great work of TACT foster carers and the new way of working with Peterborough Council.



02

Fostering Stocktake, national inquiry into foster care, is being led by Sir Martin Narey and Mark Owers. We surveyed TACT children, young people and foster carers and conducted focus groups with the children's champions (a group of young people who represent the views of all children and young people at TACT) to make sure that the voices of foster carers and children and young people are being fed into and are thus at the centre of this very important inquiry. The first draft of the report will be out in December and the final report is expected in 2018.

03

TACT and CoramBAAF continue to co-chair the Alliance. We held a special session with Sir Martin Narey and Mark Owers to feed in the views of the thirty plus children's charities that make up the Alliance. This combined with input to the stocktake from the TACT chief executive means that commissioning, pay, delegated authority, contact with birth parents, sibling contact and money, will be key considerations for the Stocktake. The Alliance has been busy working with the DfE, meeting with Ministers and organising pilot projects to help children and young people in care access timely mental health and therapeutic support where necessary.

04

During the snap general election campaign in May, we scrutinised the main parties' manifestos and noticed there was an absence of a programmatic policy approach for the people we support. So we produced our own manifesto, working closely with TACT children and young people through the Children's Champions meeting, and published a briefing on the key parties and their pledges for children and young people. TACT's Manifesto - Call to Action, outlines the top ten policies that TACT works for on a social policy and legislative level.

05

Thanks to the Children's Commissioner – Anne Longfield, TACT children and young people had an audience with Robert Goodwill MP Minister for Children and Families. This was an excellent opportunity to influence policy development first hand. Amongst the requests made by the young people were relaxation of rules in the care system, delegated authority for foster carers, education support and more financial support for children transitioning to adulthood.





By Gary and Adrian

Eight years ago life changed for Adrian and I when we moved into a five bedroom house with a swimming pool which quickly became popular with our neighbours' children. Our neighbours happened to be foster carers with TACT and it got us thinking about fostering. We had no children of our own, just two rescue donkeys and plenty of room to spare. But we were worried about our eligibility, surely two men can't foster children? Our neighbour spoke to her TACT social worker and it turned out that we would be very welcome to apply. The whole application process was intensive but seemed to go very quickly.

Very soon after approval we got our first placement, we were both nervous and excited. A 14-year-old boy was placed with us and he settled in to home life with us really well and he left us to move in with his girlfriend at the age of 18. He is nearly 22 now and has two little boys. We remain close and he often comes around to ours.

Next came a 16-year-old boy. He came to us after he left his alcoholic mother and took himself to his local authority on his 16th birthday. He stayed with us until he was 18 and then moved into a flat with his girlfriend around the corner from us. He is constantly back and forth to our house and works for the health service as an administrator. Every time

he comes around he loves the smell as we open the door to him because it reminds him of the safe haven we gave him when he went into care.

Our next placement has to be one of our greatest fostering successes. Before coming to us he was already living with foster carers but he was not happy there and had his bags packed for four months waiting to be moved to a new foster home. The problem for him was that as a gay 14-year-old, he felt very repressed about his identity and unable to truly express himself. Within just days of moving in with us he was a transformed person. His school's head of year rang us to say how he couldn't believe the positive change in him. He has really come out of his shell and grown in confidence. It is breakthroughs like that which are so rewarding about fostering. He is really happy living with us and he has no intention of leaving until he is at least 25, he says. He is also a big Dr Who fan and we have restored the original Bristol VR bus that was used in the Dr Who film Planet of the Dead. It has all the original BBC décor and we often go to rallies with it, that's great fun.

Sixteen months ago, a 14-year-old boy joined the family. Initially he was a very angry young man – he thought he was staying with us on a respite basis but he was actually a long-term

placement. When he arrived he had literally nothing except an old guitar. It was so sad to see. He has learning difficulties and started going to a class at his school for young people with special needs. One of his teachers is a musician so with encouragement he has discovered that he is musically gifted and has started his own band who play in our garage. The difference in him now is so fantastic. He is much happier and more confident. He is probably going to stay with us under the 'When I am Ready' scheme which in Wales gives young people the right to stay with their foster families beyond the age of 18.

Fostering has filled a gap in our lives. It is so great having kids around, well Adrian and I are big kids at heart ourselves to be honest. For us the downside of fostering is when we hear the horrible things the boys have been through before they came into our lives. One of our lads often says "well you know what it is like" and I have to remind him actually I don't know what it is like. Neither Adrian or I can imagine how it must feel to be uprooted from your home and taken into care.

I would recommend fostering to anybody. But be aware that it is not easy, you will need to be prepared for tears and tantrums as well as fun and laughter. However, at the end of the day it is so very rewarding.



01 Between April and September 2017, the new TACT permanency service found new families for 17 children including children with complex needs, older children and sibling groups.



02 Monthly Play and Stay groups have been running successfully for over 4 years providing an opportunity for pre-school adopted children and their families to play and chat in an informal setting.



03 The adoption support offer of in-house therapeutic support has benefited more families, as it has become embedded in staff practice.



04 We organised activities for adoptive families including Halloween and Christmas parties and summer picnic for both new and established adopters and their children.



05 The Adoption Support Fund has been utilised increasingly for Peterborough children to receive appropriate therapeutic support. 100% of applications to the ASF were agreed. We also launched monthly adopter support groups creating a safe environment where adopters are able to speak openly to others who understand their situation.

MY STORY...

By Carol

Between January and March 2015, we had approached a couple of adoption agencies and attended an information evening with our local authority. None wanted to take us on. We were new in the area and had not built enough support networks, so they told us. It was disheartening, but my partner DH and I did not give up.

One day, while checking emails, DH saw a TACT advert. He clicked on it, read through the website and rang TACT. After talking to the manager on duty, our adoption journey started. Stage 1 was relatively smooth. We attended the recommended courses and took on any advice given by our social worker. Six months on, we got approved as adopters. It was an exciting time.

Our stage 2 was not as smooth. Family finding was more stressful than we had anticipated. Being turned down for possible matches because of age – we are both over 40, was most disheartening. It felt like a long wait. Twelve months after our approval, we were matched with a sibling pair, Missy who was 2 and a half, and Mister who had just turned 1. It had finally happened. All the disappointments of stage 2 seemed to vanish when we met our children. It was worth the wait.

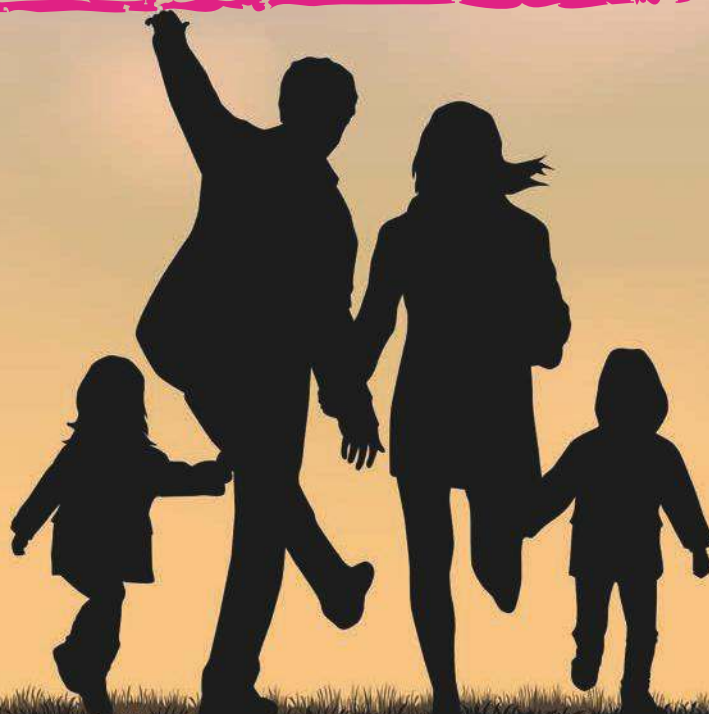
Fast forward 11 months, and our lives have been totally turned around positively. Our house is now noisy with loud laughter, cries and screaming.

There are also moments of cuddles, more laughter, non stop chatter and cheekiness.

I remember when we brought our children home and I looked at DH saying 'what have we done!' The reality was that these gorgeous children were now totally dependent on us. What sort of mum would I be? What would it be like when we took them out, would everyone know they were adopted? How would we cope? It was a huge change for us, but more so for such young children.

I shouldn't have worried. We have all settled into our new lives really well. I cannot imagine life without our babies. It has been challenging as well as rewarding. There have been some really tough days, but there have also been wonderful days and moments. I feel like a mum. I am a mum. I have given up work to care for our children. Watching them grow and bond together as siblings as well as bonding with us brings joy to my heart. The random kiss or hug from Mister, or Missy saying I love you Mama, or I miss Daddy makes it all worth while. Most amazing is watching them on our return from a weekend away. Their sense of relief on returning home, back to the familiar. It's like they are saying, this is where we belong.

The support we have had from TACT has been second to none, which is why I am running the 2018 London Marathon to raise money for the charity. Both our stage 1 and 2 social workers were brilliant, going out of their way to support us. Even now the adoption order has been made, we know TACT is only a phone call away.



CHILDREN AND YOUNG PEOPLE ACTIVITIES



01 West Midlands office continued to host the quarterly Children's Champions meetings with young people gathering from across the UK to share their views about TACT policy, procedures and initiatives.



02 East Midlands office worked with Pedestrian, a charity delivering music courses for young people to produce their own music pieces. One TACT young person even received a Bronze Arts Award in music production.



03 We held well attended art sessions with Leanne Ellis who is a TACT trustee, artist and care leaver.



04 East London office held a Skills for Life training day for TACT young people aged 16 - 18+.



05 TACT South West organised therapeutic workshops with horses at Newbrook Equestrian Centre.



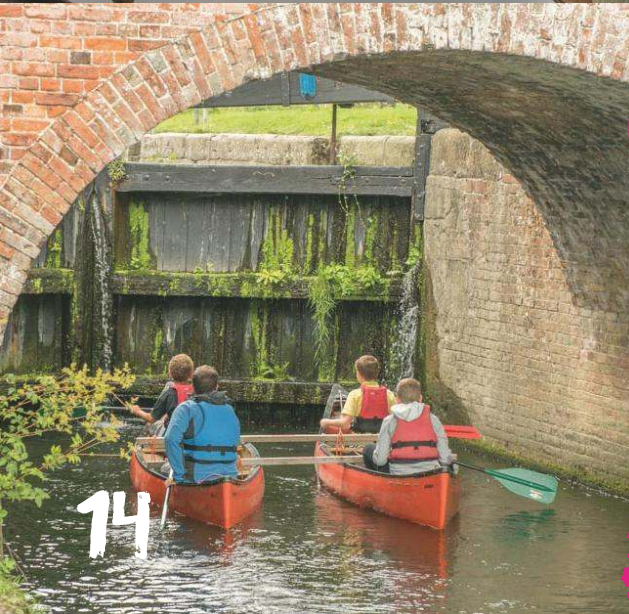
06 TACT North East held a social outing for children and carers at Washington Wetland Centre nature reserve by the River Wear.



07 TACT Yorkshire held its first Celebration Event recognising various achievements of young people.



08 Young people from the North West had an action packed Little Weekend in Ghyll Head in the Lake District.



THE BIG WEEKEND

tactcare.org.uk

In the summer of 2017, 32 young people converged on Tower Wood situated on the beautiful shores of Lake Windermere, for an action-packed weekend full of fun, friendship making and outdoor pursuits.

Ranging in age from 13 to 18, the young people had come together for the Big Weekend from across TACT's regional offices in England, Scotland and Wales. With the common experience of being in care, the weekend gave the young people the chance to take part in a range of activities, work in a team, experience group living and challenge themselves in a new environment.

From kayaking to yachting, the young people were able to try all manner of activities that the magnificent Lake Windermere had to offer. For many of the young people, challenging themselves to do new sports had shown them that they could achieve more than they thought, and so it was a great way for them to build confidence and self-esteem.

All the young people, TACT staff and foster carers that attended the weekend agreed that the atmosphere was absolutely fantastic with plenty of laughter and mutual support.

Chris Bacon, TACT Children's Resource Worker said:

"It was amazing to watch some of the less self-confident young people come out of their shells and grow in confidence during the weekend. You could see their communication skills improving by the day and they became much more engaged with the group".

When the time came to leave the beautiful Lake District and head home it was agreed by all the young people that they had had a fantastic time, they didn't want to leave, and couldn't wait for the next TACT big adventure.

MY STORY...

tactcare.org.uk



Jemma: My carers helped me gain confidence

When I was 15 years old, I was hospitalised with anorexia and had to undertake therapy. During the therapy, I talked about what my life was like living with my schizophrenic mother. As a result, social services took my mother to court for custody of me and my younger brother, who was then 13. That is how we ended up with TACT foster carers Jackie and Wayne.

The change wasn't easy at the beginning. When I lived with my mum, we used to hide away in our rooms and never spoke to anyone. Jackie and Wayne are completely opposite; they're open and confident and always have lots of friends around. This new lively environment made me feel claustrophobic and I had to go back into therapy. I struggled with being very shy, I used to squeak like a mouse instead of talking.

But, the longer I was with Jackie and Wayne the better I got. It took about a year for us to get comfortable with each other but then we felt just like a normal family. I am sure that I can thank Jackie and Wayne for my newfound confidence. And I have also received lots of support from my social workers and my Personal Advisor Paul, who is always there for me.

My foster carers were very important in helping me win my battle with anorexia. When I first came to live with them I had a very strict relationship with food. I had to eat the same amounts of the same foods every day so that the calories were always the same. If anything changed it would cause me to panic. Over time, Jackie and Wayne

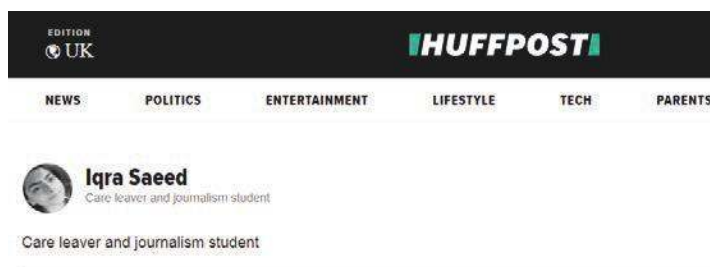
have helped me to become more relaxed with my routine and to understand that little changes here and there aren't going to make a negative difference if any at all. I remember driving home with Jackie not long after I moved in. I was starting to panic because we were stuck in traffic and I needed to eat my dinner on time. Jackie noticed me panicking and said: "Why worry when there's nothing we can do to get back any faster". In a strange way, this calmed me down. It didn't stop me from getting stressed when things didn't go according to plan but it has always been the thing I'd tell myself to help me relax in those situations.

Now I am 18 years old and I still live in Bretton, Peterborough with my foster carers under Staying Put arrangement, which enables me to stay until I am at least 21. I have just started my second year of level 3 photography at college and I couldn't be enjoying it more. I have also organised work experience with the media house I would love to work for when I finish my course. I will be working with the head photographer and helping with photoshoots for various magazines they publish.

In addition to gaining confidence, being in care taught me to be more open-minded and adaptable. I believe it is important to respect different backgrounds and how other families live. With this mindset, even very different people can find a bond between each other, just like I did with Jackie and Wayne. They have always been and will always be family to me. They have done so much for me and my brother, I don't know what life would be like if it weren't for them and I could not be more grateful.

TACT COMMUNICATIONS

TACT continued to be a voice for fostering and adoption in the media.



During National Care Leavers Week TACT published a series of blogs by our wonderful care leavers, celebrating their achievements and contribution to society. Their blogs were also published in local media and The Huffington Post which has an audience of 7 million.



Our amazing foster carers shared their experience on TV, radio, print and online. Their inspirational stories appeared in various media including Radio 4, BBC World Service, Talk Radio, The Huffington Post, Gay Times (65,000 readers) and Asda's Good Living magazine (2 million readers).



TACT continued to be the go to voice of expertise on fostering and adoption for national and regional media. This year CEO Andy Elvin appeared on ITV London News, BBC Newsnight, BBC Radio Kent, Victoria Derbyshire programme on BBC 2, Talk Radio and The Guardian among others.

We continued to be a consistent contributor to the specialist media such as Community Care, Local Government Chronicle and Children & Young People Now.



TACT continues to benefit from the support of our ambassador Solomon O.B – rapper, poet, musician, the National Poetry Slam Champion and a former foster child. Throughout the year Solomon has been busy performing at TACT events including Children's Champions meetings in Birmingham and Skills for Life workshop for young people in London. He also starred in a bespoke video called Fostering with TACT about what our carers and young people think.



Lorraine Pascale, TACT patron, celebrity chef and former foster child, continued to support our work. She wrote a foreword for a book Welcome to Fostering – A Guide to Becoming and Being a Foster Carer. The book was co- edited by our CEO Andy Elvin and Martin Barrow, former news editor of the Times and a foster carer. Lorraine also shared news about the book with her 342k Twitter followers. She said: "I am thrilled that this book, with real-life accounts by foster carers and young people in care, and lots of great expert advice has been produced."

THANK YOU!



01

The Department of Education has awarded TACT up to £1.2 million over three financial years, to support the commissioning of Peterborough City Council's fostering, adoption and permanency service to TACT.



02

Special thank you to our youngest fundraisers, Elisha (10) and Ethan (8) who climbed Snowdon with their foster mum Joy and raised an incredible £1132 for TACT Cymru.



03

Children in our care received generous donations in the form of cuddly toys. John Lewis donated nearly 100 toys to TACT London & South East. Peterborough cycling clubs organised their annual Teddy Ride in aid of TACT.



04

Our biggest thanks of all goes to our wonderful foster carers and adopters for their dedication and enthusiasm. Thanks to them, many children and young people have been given the opportunity to enjoy a brighter future.



05

We are extremely grateful to all amazing people who ran, cycled, climbed mountains and challenged themselves to raise funds for children and young people in care.

FINANCIAL REVIEW



01

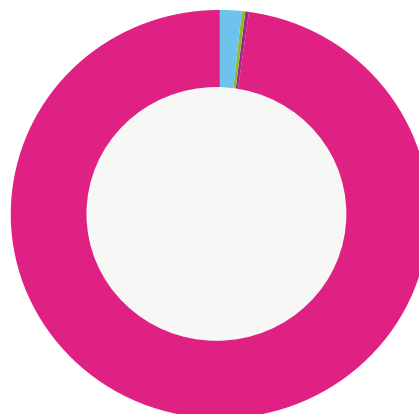
The majority of our income comes from fostering fees as fostering is our main activity. Voluntary income includes fundraising income and individual donations.

Where our income came from

Total income £ 21.8 million

Adoption Income – 1.8%
£ 390 k

Voluntary income – 0.3%
£ 66 k



Fostering income – 97.7%
£ 21.3 million

Other income – 0.2%
£ 47 k



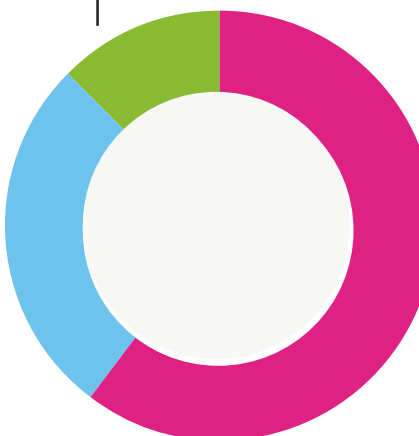
02

60% of the money we earned was spent on carer fees, recruitment, training, allowances and ongoing support. Indirect costs included activities for children and young people which lead to better outcomes for them. We are a charity and when surpluses are generated in any year then they are re-invested in positive activities for children and young people.

What we spent it on

Total expenditure £ 21.6 million

Indirect costs – 12.4%
£ 2.7 million



Staff – 27.3%
£ 5.9 million

Carer support – 60.3%
£ 13 million

SUPPORTERS AND TRUSTEES

As a charity TACT is proactive in generating voluntary fundraising income to support excellent outcomes for the children and young people we care for. This income is spent on a variety of activities and services which enrich our children's lives and raise their aspirations.

Our voluntary income is restricted to projects for children and young people and in the last year has enabled us to provide:

- Our fantastic theraplay service for adoptive families
- A number of regional activity days throughout the UK
- Our annual Big Weekend for young people
- Additional group sessions and therapeutic support for foster carers, caring for children with complex behaviours
- Individual therapeutic support for children and young people who require additional support
- Skills for Life workshops to support young people in their journey to independence
- Additional educational support for young people to assist in exam preparation

TACT could not be the organisation we are without support and donations from individuals, corporate, partners, Trusts and Foundations. Thank you for your ongoing support.

TACT Trustees 2017

Jon Fayle (Chair), Geoff Knox, Ann Lee, Leanne Ellis, Mary Griffith Jones, Philip Woodman, Lisa Waterman, Michael Thomas, Matthew Doyle, Martine Bond, Leon Farrar, Gillian Santi, Joan Lawton MBE

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Baroness Howarth of Breckland OBE

TACT Ambassador

Solomon O.B

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Major Donors

State Street, BBC Children in Need, Department for Education, British & Foreign School Society, Vodafone, John Lewis, Home House



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