



# Lambeth Children's Social Care Permanence Planning Protocol

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**DOCUMENT RECORD**

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## **1. Introduction and Purpose**

- 1.1. In Lambeth, we believe all children should be living in a permanent care arrangement within a maximum of 14 months of the need being identified.
- 1.2. Our aim is for all children and young people in our care to have a safe, effective, and stable placement as early as possible, including through SGO, adoption and long-term fostering. If children and young people are unable to remain with their birth parents and experience the trauma and loss of separation as well as earlier adversities, it is essential that they have the opportunity to form reparative, long-term relationships to build resilience.
- 1.3. The practice outlined in this protocol aims to ensure that effective planning for children and young people takes place at the earliest possible opportunity. This is to identify stable placements with carers who are in tune with their needs, so that children and young people achieve the best possible outcomes in the right placement for them.
- 1.4. Permanency Planning Meetings (PPM) will be required for all children up to the age of 17 who have come into Local Authority care, in the PLO process and where care proceedings have been issued. They will be chaired by the responsible Team jManager.
- 1.5. Children and young people's views about placements should be fully considered and a full, age appropriate explanation given to them about decisions that are made.
- 1.6. This protocol applies to the Child Assessment Teams (CAT), Family Support and Child Protection (FSCP) Service, Children with Disabilities (CWD) Team and Social Workers in Schools Team, Children Looked After (CLA) Service, and the 16+ Teams.

## **2. Initial Permanency Planning meetings**

- 2.1 Our 'Think Permanency' approach starts right at the beginning of our involvement, with social workers engaging and involving families to think about how their child's permanency needs can be met.
- 2.2 The allocated Social Worker and Team Manager will facilitate an initial permanency planning meeting within 14 days of children and young people entering Local Authority care, entering the PLO stage or care proceedings issued. The Initial PPM should take place before the first looked after review and subsequent PPMs held 6 weekly until permanence has been achieved.

- 2.3 The meeting is to include social workers (including assessing social workers), family finders (Adopt London South (ALS) and Lambeth Fostering and Permanence Service), Young People's Personal Advisers (PA) Supervising Social Workers (SSW), foster carers (or keyworkers), the IRO (if allocated) and any other relevant professionals working with the family to share and consider the child and young person's formative experiences and needs.
- 2.4 In this discussion, the child's experiences and needs will be shared and to inform the foster carers (or keyworkers) and SW/PA's understanding of the expressed and unexpressed needs the child and young person is likely to bring to the relationship, interaction and communication with their carers. It will also look at the specific skills required from a permanent carer to meet these needs, the permanency options available and parallel planning for permanency.
- 2.5 The overall aim is for the social workers, carers and significant professionals to develop a shared understanding of the child and young person's needs and how they can be supported in their new environment. The child and young person's permanency needs will be explored and how those involved in the meeting will work collaboratively to parallel plan for permanence within the child and young person's timescales.
- 2.6 The permanency planning meetings (PPM) shall provide clarity on how the child will be supported with settling into care and set clear timescales for progressing permanency planning such as referral for Family Group Conference and assessment of family and connected persons and family finding.
- 4.1 The Team Manager will be responsible for completing the PPM workflow on mosaic within 5 days of the meeting. The Permanency Planning Tracker workflow is the responsibility of the social worker to update and input the child and young people's permanency plan and relevant sections, within 7 days of the permanency planning meeting. The Permanency Planning Tracker will remain open until permanency has been achieved either through a final Order, matching, the child returns (or remains) with their family and ceases to become looked after.

### **3 Adoption Planning, Relinquished babies and Early Permanence**

- 3.1 If adoption is being considered as a plan for the child, an immediate referral to be made to the Regional Adoption Agency (RAA) Adopt London South (ALS) at [enquiriesALS@southwark.gov.uk](mailto:enquiriesALS@southwark.gov.uk). There should be no delay in waiting for care proceedings to be initiated. A Family Finder from the Regional Adoption Agency (RAA) Adopt London South (ALS) will attend permanency planning meetings.

- 3.2 An immediate discussion should take place with the Permanency Lead and an initial permanency planning meeting held and chaired by the Team Manager. The views of the parents and significant persons should be obtained and presented at the meeting. These discussions should consider the possibility of early permanence via adoption, including whether a foster to adopt placement is appropriate. A family finding profile to be completed by the family finder and social worker within 7 days of the meeting.
- 3.3 If adoption is agreed as the permanency plan for the child, then the adoption planning procedures should be followed. The social worker should start the Child Permanence Report as soon as possible. The Permanence Lead will liaise closely with the Social Work Team and RAA, to ensure all appropriate reports and timescales are met and arrange a date for the Agency Decision Maker (ADM) to consider whether the child should be placed for adoption.
- 3.4 In cases where a baby is being relinquished or siblings of the child have been subject to any form of permanence, a discussion should be held immediately with the Permanency Lead and Adopt London South (ALS) Early Permanence Team and family finder and a foster for adoption placement be identified. Please refer to the Adoption planning guidance on TriX. Counselling should be offered to the birth parent(s). Notification should also be sent to the Flourish Team.
- 3.5 In the case where a baby is being relinquished please liaise with the Permanency Lead and Adopt London South regarding presenting to the Adoption Panel to consider recommending adoption to the Agency Decision Maker. The recommendation of panel is approved by the Director of Social Care who is the Agency Decision Maker (ADM).

#### **4 Permanency Planning Meetings**

- 4.2 An initial permanency planning meeting (PPM) for all Looked After Children up to the age of 17 will take place within 14 working days of the child entering care and before their first Looked After Review. The second and subsequent Permanency planning meetings should be held 6 weekly. This should be highlighted within the CLA plan at the initial Looked After Child Review.
- 4.3 Permanence Planning Meetings for children in PLO or Care Proceedings are initiated and the child is not looked after, permanence planning is still vital for the child involved. In these circumstances if the matter is about to be transferred to the FSCP or CLA service they should be invited to attend and be involved in care planning.
- 4.4 After the Case Management Conference (CMC) Court Hearing, the allocated Social Worker should request a permanence planning meeting within two weeks.

- 4.5 A permanency plan and timescales for achieving permanence should be agreed by the second Looked After Review.
- 4.6 For children aged 17 who are being supported to live independently in the community may not need second and subsequent permanency planning meetings. Such discussions around their permanency needs can be reviewed through their pathway planning.
- 4.7 The allocated Social Worker should request an initial permanency planning meeting with their Team Manager. The permanency planning meeting mosaic workflow is the responsibility of the Team Manager to start and complete and to task the Permanency Planning Tracker to the social worker to update.
- 4.8 The Social Worker will update the permanency planning meeting workflow, outlining the child's history, including their attachment history and needs. The Team Manager will complete the workflow with the minutes of the discussion, permanence options being considered and reasoning, the views of the child, parents and significant individuals and the actions. The social worker will also upload to the permanency planning workflow any relevant expert reports that are already available, for example those that have been completed within the PLO process.
- 4.9 The Team Manager will then make the decision, in consultation with other participants, about whether any other professionals need to be invited to the meeting, such as the family finder from the Regional Adoption Agency (where adoption is being considered), the Special Guardianship team, Supervising Social Worker, Guardian (as observer only) or a teacher from the Virtual School.
- 4.10 The meeting must be attended by the child's Social Worker and chaired by the Team Manager. Some complex matters can be chaired by the Service Manager.
- 4.11 The purpose of the PPM is to explore all the permanence options for the child, taking into account the child's needs, and any siblings they have. The meeting will consider whether there is sufficient information available for a decision to be made about what the long-term plan for the child is. It is expected that the child's Social Worker will be able to represent the child's wishes and feelings about the permanence options and plan, where this is age appropriate.
- 4.12

- 4.13 If it is felt sufficient information is available to confirm the permanency plan, the Social Worker for the child should inform the child's IRO.
- 4.14 If insufficient information is available to make a final decision on the permanency plan for the child because assessments have not yet been completed within Court or further information is identified as necessary, then subsequent PPMs will be held. A subsequent PPM will also be held if further reflective discussion is needed around contact, placement of siblings etc. The date for the next PPM will be set at the meeting to ensure least drift and delay.
- 4.15 Permanency Planning Meetings should consider all aspects of permanency and consider the vulnerabilities and strengths of each permanency option available including rehabilitation. This seeks to ensure early planning around reunification, contact arrangements, sibling assessments, family finding for permanent and long term foster placements, completing child permanence reports and life story work.
- 4.16 The permanency plans will be presented to the CLA Review to ensure IRO scrutiny and endorsement of the care plan.
- 4.17 The purpose of a Permanency Planning Meeting is to consider:
- i The child's formative developmental experiences, attachment experience and the impact of any trauma, abuse, and loss to inform professionals and carers of their immediate and longer-term needs
  - ii What are the possible plans for the child / what is the final plan for the child?
  - iii What expert reports are available and how do they influence planning
  - iv What further information is still needed to help make a permanence decision
  - v What are the plans for contact?
  - vi Are there siblings and what are their plans? Is a sibling assessment required?
  - vii What other processes are needed - selection meeting / child permanence report etc
  - viii What support will be required if rehabilitation to the birth family is being considered
  - ix What support is needed for adopters or Special Guardians or for foster carers.
- 4.18 **Sibling Assessments** – all sibling groups should have a Sibling Assessment completed once it is clear that they are going to remain in care, and regardless of how they have been placed from when they came into care. This assessment should be completed by the child's Social Worker and should provide a clear rationale about why decisions are being made about whether to place siblings together or apart. These decisions should be shared with children in age-appropriate ways.

## 5 Family and Friends Care

- 5.1 Consideration should be given to all children growing up within their extended family if they are not able to remain in the care of their parents. Assessments need to consider family and friends capacity to provide good reparative care throughout the child's life. Permanency planning meetings should be used to comprehensively explore support that would be required if the child/ren was placed with their extended family, particularly around contact with their family and other significant people. Subsequent PPMs to be held six weekly to ensure that the assessment is progressing, and within timescales.
- 5.2 **Temporary Regulation 24 placements.** Prior to placement, a preliminary viability assessment must be completed and approved by an Assistant Director. If the placement was made in an emergency then verbal approval to be given by the assistant director following preliminary checks undertaken, including suitability of accommodation and sleeping arrangements; health and safety check completed; police checks on household members over the age of 18, motivation to care and relationship with birth parents and the responsible main carer confirmed; any other areas considered relevant by the senior manager. In an emergency, the viability assessment should be completed and signed off by the Assistant Director within 5 days of the placement.
- 5.3 The Preliminary assessment template (revised November 2020) is to be used for all viability assessments and the social worker should complete the viability workflow on Mosaic which sends an alert to Team Managers within the Fostering and Permanence Service regarding the placement. The Panel Advisor /Permanency Lead will track these matters and ensure timescales are met for presentation at the Fostering Panel and Agency Decision Maker (ADM) for full approval.
- 5.4 The signed viability assessment must be emailed to the Special Guardianship Team Manager within 24 hours. The Special Guardianship Team will initiate the statutory checks and allocate to an assessing social worker or liaise with the ISW if appointed by Court. Permanency planning meetings should take place 6 weekly and monitor the progress of the assessment and placement. The Permanency Lead should be notified at week 12 of the placement should there be any challenges with completing the assessment within the 16 weeks timescales.
- 5.5 The full connected carer's assessment must be completed within 16 weeks of the placement, if this is not feasible than an 8 weeks extension can be requested at the Fostering Panel and ratified by the Agency Decision Maker (the nominated officer is the AD for Corporate Parenting). The matter is to return to the Fostering Panel before the 24 weeks expires to consider whether the connected carer can be fully approved

and the recommendation from panel is referred to the Agency Decision Maker (the nominated officer is the AD for Corporate Parenting) for his decision.

- 5.6 If the connected carer is not approved within the 24 weeks period, then the placement becomes unlawful and fostering regulations state that the child must be moved from that placement.
- 5.7 Should the child or young person remain in the placement, the SW team must complete a risk assessment outlining the delays, the rationale for the child remaining in the placement, the vulnerabilities and strengths of the placement and regularly monitoring via frequent visits and an early children looked after review. The risk assessment should be presented to the Agency Decision Maker (AD for Corporate Parenting) for consideration. This situation must be avoided through early notification of the placement and assessment to the Fostering and Permanence Service and careful tracking of the progress of the assessment via PPMs. These will be reviewed and monitored at the Permanency Board.
- 5.8 **SGO support:** The SGO Team are responsible for providing SGO support and children should be supported to grow up outside of the care system with their extended family. Family and Friends long term fostering should only be considered in exceptional circumstances and reviewed at the Permanency Tracking Panel. Pursuing an SGO and the benefits to the child and long-term carer is to remain on the agenda for discussion and review.

## 6 Placement with Parents Regulations

- 6.1 Please see guidance notes and flowchart. Prior to the placement, a suitability assessment must be completed by the SW and approval is given by the nominated officer being the Assistant Director for corporate parenting. If the placement is in an emergency, discussions need to be had with the Assistant Director, relevant checks completed, and the suitability assessment must be completed within 10 days of the placement for approval by the Assistant Director. Suitability assessments are reviewed every 6 months. Permanency planning meetings should be held at least 6 weekly, for review and monitoring of the support and the likelihood of discharge of the care order. The Permanency Lead is to be notified of all children on care orders and placed with parents. These matters will be reviewed at the Permanency Board and Permanency Tracking Panel.

## 7 Permanent or Long-Term foster care: Children aged 15 and under

- 7.1 If permanent or long-term foster care is identified as the permanence plan for a child, then a fostering family finding Social Worker will be allocated from the Fostering and Permanence Service.

They will work alongside the social worker in identifying permanent/long term foster families.

- 7.2 Responsibilities for family finding will be agreed at the PPM. The family finder and social worker will work collaboratively to complete a profile of the child and young person for circulation. The young person may be asked to contribute or review their profile regarding the type of family or carers they would like to live with. The profile will be circulated via the Access to Resources Team and Fostering Support Team to assist in identifying potential carers. Photos, videos etc. should be used where deemed appropriate. Both the family finder and the child's Social Worker should read the assessments of interested foster carers (in house and/or IFA) at the very earliest opportunity due to the demand for foster carers. Family Finding meetings will continue as required once the Permanency plan is agreed.
- 7.3 The focus needs to be on finding the right carer for the child and if that is not possible in house then IFA carers need to be considered. Where a child's current foster placement is being considered as a permanent home, careful assessment, and a joint visit with the CLA Social Worker and the Family Finder from the Fostering and Permanence Service to the foster carer will be arranged. Matching through a selection meeting is then required to support the long-term stability of the placement.

#### **Selection meetings**

- 7.4 If permanent or long-term fostering is a likely outcome for the child, early planning to help secure the right placement for the child as soon as possible is crucial and planning for this should not wait until the conclusion of care proceedings.
- 7.5 Once suitable foster carers have been identified, a selection meeting should be held to agree the match. This meeting will be chaired by the Team Manager and will include the child's Social Worker, the supervising Social Worker, and any other relevant professionals.
- 7.6 The purpose of the meeting is to ensure everyone is:
- i Clear how the placement will meet the child's needs, including their emotional, developmental, and reparative needs throughout the child's minority
  - ii Clear what the child's view is regarding the potential plans
  - iii Clear how the child and family's history will be shared with the carers
  - iv That there is an agreed support plan for the child and the carer
  - v The role of the agency support if this is an IFA placement

- 7.7 At the end of the meeting, a date should be agreed to present to the Fostering Panel for long term matching and when the Child Permanence Report (CPR) will be updated and matching paperwork completed. If a young person is aged 16 years and part of a younger sibling group to be matched, then they will be presented to the Fostering Panel as a sibling group. (Please see guidance on long term fostering)
- 7.8 The social work team will complete the child permanence report; the matching report and fostering support plan is completed jointly with the foster carer and supervising social worker. The foster carers recent review, panel minutes and ADM decision will also be presented to the Fostering Panel alongside any updated assessment that details the carers capacity to meet the child's long-term needs.
- 7.9 The children's views as to their long-term match should be fully considered as there may be some older children who may not wish for their placement to be confirmed as long term for the time being. Such decisions should be recorded on the child's file and timescales for reviewing this agreed. The views of Parents and significant family members should be obtained and included in the child permanence report and the relevant sections of the report shared with birth parents.

## **8 Permanent or Long term foster care: Children aged 16+**

- 8.1 Please see long term fostering guidance and process. For some young people aged 16 and 17, it will be more appropriate for the recommendation to be made outside panel and through the **16+ matching process** and ratified by the agency decision maker (ADM).
- 8.2 For this age group there will be discretion to keep the matching low-key, as it is recognised this may be more appropriate where the young person has close links with their birth family and may feel compromised by being matched with foster carers. However, the decision on Long-Term matching would still be made by the Agency Decision Maker, and the young person and foster carer would still receive acknowledgement of the change of status of the placement to include a letter confirming the decision of the Agency Decision Maker.

## **9 Supporting placement stability**

- 9.1 Supporting placement stability and review of fostering support plans help ensure stable good placements for children and young people that help them to come to terms with their losses, build resilience and achieve good outcomes. Purposeful, child focused, and trauma informed support should be provided by the social work team on an ongoing basis utilising personal and group supervision and if appropriate advice sought from the children looked after mental health service (CLAMHS).

- 9.2 Permanency planning meetings that include all professionals involved with the child and carer ensure good communication and reflection on the needs of the child/young person and their carer(s). The frequency of these should be based on need, they can occur more frequently than six weekly. Carers should always be invited to these meetings.
- 9.3 Where a placement is in difficulty a *Placement Stability* meeting should be held. This should be chaired by the Team Manager and attended by the carers, social worker, access to resources officer, IRO and other relevant professionals involved with the child/young person. This meeting needs to focus on the strengths of the placement and how these might be built on, the challenges and the support required to help ensure the placement is sustainable where this is in the child or young person's interest. A safety plan and placement support plan should be agreed with the fostering agency and carer.
- 9.4 Where a carer or placement gives notice and asks for a child to leave, a *Placement Disruption meeting* should be held within a week of notice being given. This meeting could be chaired by the Team Manager (or Service Manager) and attended by the carers and professionals involved with the child or young person. This meeting should reflect on what has happened and whether there are any services that could be put in to support the young person and carer in the current placement and any future placements. If the carers are clear that the placement needs to end the meeting should agree timescales, how the ending will be managed for the benefit of the child and how s/he will be told. It should also consider whether there are any lessons to be learnt.

## **10 Placement Stability meeting**

- 10.1 All placement moves in Borough and with in-house foster carers will be agreed by the Service Manager. All placement moves for children moving to Independent Fostering Agency foster carers, out of borough placements and to residential placements or for children aged over 16 years will be presented to the CMR panel. In emergencies, these are agreed by the Assistant Director of Corporate Parenting and then presented to the CMR panel.
- 10.1 Children and young people subject to Care Orders and have moved placements should have ongoing PPMs and be booked onto the Permanency Tracking Panel. This meeting will also monitor all children who have had one or more moves to help promote placement stability.
- 10.2 Where a child or young person was matched with the foster carer and the placement broken down, then an initial permanency planning meeting is to be held within 14 days of the child or young person moving to their new home and a new permanency

planning tracker started. The usually PPM procedures to follow regarding permanency planning.

## **11 High Cost Placement Panel**

- 11.1 This panel currently monitors all children in residential care in order to help ensure good outcomes are being achieved and there is a clear plan for step down to foster care or semi-independent provision.
- 11.2 This panel will also review children who are in other long-term placements to help promote placement stability.
- 11.3 Children and young people presented to this panel are also referred to the Permanency Board and Permanency Tracking Panel for monitoring and review of permanency planning.

## **12 Life story work**

- 12.1 Life story work will be an integral part of all work completed by the social work teams. It is expected that life story work will become built into all work undertaken with children and young people. All children who have been in care will be expected to have a life story book. Please see Life Story Work Policy.
- 12.2 Life story activities and worksheets will be collated in a life story book/folder that the child and young person can keep, and the workers will be expected to keep copies of these for the child's file.
- 12.3 The child's social worker is responsible for taking copies or photographs of the child's Life Story work and Book and uploading these into the Documents – Attachment section on the child's Mosaic record. This is important to ensure the child can access their Life Story in the future if their original record gets lost or damaged. The original Life Story work and Book should remain with the child and their carer.
- 12.4 Children and young people will be supported to have a life story box in which they keep items and objects that they consider important, and these will all be appropriately labelled with the support of the child's Social Worker. Integrating life story work into everything our Social Workers do with children and their families and carers, will support children and young people to understand why they are in care, the decisions that have been made about them and it is hoped that this will help to support placement stability.
- 12.5 Life Story Work can be used to support the child's social worker's in completing the child's permanence report (CPR) and to prepare the child for alternative permanence

- 12.6 arrangements. For Children Looked After, their Life Story Books should be up to date within 4 months of them entering care. The up-to-date Life Story Book should be shared with the IRO at the child's second Looked After Review.
- 12.7 Later life letters should be completed for all looked after children and updated prior to a social worker leaving. Later life letters should also be completed where children are placed in Special Guardianship arrangements prior to the order being made. For adopted children the life story book and later life letter must be completed and handed over to adopters by the pronouncement hearing.

### **13 Escalation**

- 13.1 If a worker is unhappy with the permanence plan, or process of agreeing a permanence plan, this should initially be raised with their Team Manager, and if not resolved then it should be escalated to their Service Manager or the Service Manager for Fostering and Permanence.
- 13.2 If children are unhappy with their permanence plan, this should be highlighted within the permanence planning process, and their IRO should be alerted. Children should be offered the option of an advocate through Barnardo's so that they have independent support to represent their views.

### **14. Governance of Permanency Planning and Placement Stability**

- 14.1 Permanency planning, including the completion of Life Story Work will be tracked at fortnightly Permanency Tracking Panels. These will be chaired by the assistant director of corporate parenting. They panel will include the service managers for CLA and Fostering and Permanence, IRO team manager, Fostering Family finder, RAA family finder, Permanence Lead, Legal and attended by the social work team presenting.
- 14.2 Permanency planning will also be tracked at monthly Permanency Board meetings. These will be chaired by the Director of Social Care. They Board members include the Assistant Directors, Service Managers, Legal, the designated medical advisor, the RAA (for adoption tracking), Family Group Conference Co-Ordinator, Flourish Team Manager, Principal Social Worker, the IRO service and the Permanency Lead.
- 14.3 The Permanency Board will refer matters to the Permanency Tracking Panel for ongoing monitoring.
- 14.4 Themes will be reported to Senior Leadership Meetings such as Corporate Parenting Board and Assurance Board.

## 15 Responsibilities

- 15.1 **Strategic Director, Children’s Social Care** has responsibility for the strategic overview for the safeguarding of children and young people looked after by the London Borough of Lambeth. This includes responsibility for this protocol to ensure that permanency planning is implemented and timely.
- 15.2 **Director, Children’s Social Care** will deputise for the Strategic Director and has day to day operational responsibility for CSC, ensuring adequate management processes are in place for CSC to carry out their safeguarding responsibilities. The Director will also have oversight of relevant policies and procedures, will monitor performance with the management team and has overall responsibility for the management of the permanency protocol.
- 15.3 **Assistant Directors** have specific responsibilities to support staff in their management and decision-making processes in care planning for permanence for children and young people and operational monitoring of all cases. All ADs, will oversee the currency and implementation of this permanency protocol.
- 15.4 **Service Managers/Team Managers/Social Workers/Personal Advisors** have responsibility for safeguarding of LBL children and young people and specific responsibilities for the timely and effective care planning and achieving permanency. They will ensure appropriate liaison with partner agencies in applying the protocol.
- 15.5 **Independent Review Officers** have specific oversight and monitoring responsibilities for children and young people under 18 years which includes the application of this protocol.

## 16 References

Research in Practice <https://www.researchinpractice.org.uk/all/>

Lambeth Children & Young People’s Procedures Online  
<https://www.proceduresonline.com/lambeth/childcare>

Lambeth Children’s Social Care Practitioners’ Toolkit Hub  
<https://lambeth.sharepoint.com/sites/ChildrensSocialCarePracticeandResources>

- Preliminary Viability Assessment (revised Nov 2020)
- Initial Family and Friends Care Assessment: A good practice guide
- CoramBAAF CPR Checklist Guidance and Tools
- Long Term Fostering Guidance



Public

Law

Outline

Procedures

Online

[https://www.proceduresonline.com/devon/childcare/user\\_controlled\\_lcms\\_area/uploaded\\_files/The%20Public%20Law%20Outline%20guide%20%20for%20SW%20and%20Managers.pdf](https://www.proceduresonline.com/devon/childcare/user_controlled_lcms_area/uploaded_files/The%20Public%20Law%20Outline%20guide%20%20for%20SW%20and%20Managers.pdf)

## **17 Legal and Procedural Framework**

The Children Act 1989

Care Standards Act 2000

Adoption and Children Act 2002

Fostering National Minimum Standards

Adoption National Minimum Standards

## **19 Appendices**

Appendix A Permanency Pathways flowchart