

Fostering Quarter 1 and 2 Report

1st April – 30th September 2020

Executive Report



Quarterly reports to the Executive Board are a requirement of the Fostering Service to meet Standard 25.7 of the National Minimum Standards for Fostering Services. They are a key part of the documentation considered by OFSTED when conducting a Service inspection.

Introduction

Blackburn with Darwen Borough Council's Fostering Service aims to ensure that:

- The best foster carers are recruited for our children;
- All placements receive high quality support, effectively targeted according to need;
- Children are found permanent families without delay;
- Children and young people in foster care achieve the best possible outcomes.

This year, due to the Covid-19 pandemic, and the initial impact from April during the lockdown period, a Quarter 1 summary has been combined with Quarter 2. This is to enable a true reflection of the impact upon the Service over this period, and takes into account the initial suspension of certain aspects of the Service from March 2020. This report aims to reflect the initial impact of Covid-19, and how in Quarter 2 developments had been made to embrace and implement a new way of working for all.

Children in our Care in Foster Care

Placement stability in Quarter 1 remained consistent, and the anticipated placement disruption was not observed within this period. The number of children and young people placed in-house saw an increase, alongside the proportion of family and friends placements. The general consensus and explanation for this was felt to be a sense of resilience and commitment from foster carers, to maintain children and young people in their care in a time of uncertainty and school absence for many.

Children in our Care Teams, Fostering and Safeguarding Teams worked collaboratively to 'RAG' rate placements in order of priority for additional support and enhanced communication with foster carers to offer stability. The priority risk assessments for children, young people and foster carers/residential carers continues to date throughout the pandemic. The Independent Reviewing Officers also had oversight and input into placement stability, offering emotional support to our children and young people and working with Children's Services to provide an enhanced support plan in this time of need.

Placement visits and assessment visits continued throughout the lockdown period and continue to be undertaken for the most vulnerable placements, alongside additional support from REVIVE from a therapeutic and emotional well-being perspective. A large proportion of virtual support visits and calls were maintained certainly for those foster carers who were shielding or at higher risk. The Fostering Service increased support calls for those who requested this, or were risk assessed as requiring this.

Quarter 2 saw the start of placement instability and some disruptions with both fostering and residential placements. This was anticipated at the point of some children and young people returning to school, and also as a result of the longevity of the pandemic and its impact. There has been an increase in Quarter 2 with Agency placements being required, but most important to note is that the availability of foster placements saw a reduction possibly as a result of foster carers on a national scale isolating, feeling anxious about accepting new placements and also the age of many of our foster carers placing them in the vulnerable category. Placement instability therefore saw an increase in this Quarter, but also placement sufficiency was hugely impacted. Some children were delayed at the very start of the pandemic in moving to their adoptive families for a period of time, and in turn this held up foster placements that were anticipated to become available for other children. The two tables below reflect data over both Quarters.

Quarter 1 Data

	As at 30th June 2020
No of Children in Foster Care (All)	255
Placement Type	
No. children in Foster Placements (in-house)	138
No. children in Family and Friends placements	67
No. children in Foster Placements (agency)	50
Female	115
Male	140
Is Disabled?	
Yes	7
No	248

Quarter 2 Data

	As at 30th Sept 2020
No of Children in Foster Care (All)	245
Placement Type	
No. children in Foster Placements (in-house)	130
No. children in Family and Friends placements	65
No. children in Foster Placements (agency)	50
Gender	
Female	107
Male	138
Is Disabled?	
Yes	7
No	238

The number of males in our care remains the highest gender group, with a consistent pattern each Quarter of the 11-15 years age group being the most significant and more challenging in terms of sufficiency to identify long-term placements. Teenage placements remain the most consistent in terms of challenging to place and young people, and the most difficult to identify such placements within fostering both in-house and on a national scale.

Age breakdown End of Quarter 2	
0-2	30
3-6	40
7-10	47
11-15	92
16+	36

The White British ethnic group, at 80% have a significantly higher number of children in our care as opposed to 12% from the Asian population.

There are 7 children with disabilities in our care in Quarter2, with no new placement requests for this cohort of children which is positive and demonstrates the supportive Child in Need packages in place to prevent family placement breakdown.

Placement Stability

The Department uses a definition of placement stability based on 3 or more placements in a 12 month period that is calculated on a cumulative basis over the year. The average for England is measured against the figures for 2013/14 when it was 10.7%; the comparable authority percentage for the same year was 10.1%. Since August 2017, placement stability has been deteriorating. This is not an issue specific to the Fostering Service but reflects instability for all types of placements and is an issue for Local Authorities overall. The table below demonstrates the minimal placement stability issues as outlined in Quarter 1, to the steady increase in Quarter 2.

Year to date Q1 –Q2	Apr	May	Jun	Jul	Aug	Sep
LAC with 3 or more placements (cumulative)	0	0	1	3	4	7
Total no. of LAC	411	414	407	399	395	394
% Stability of LAC placements 2020/21	0.0%	0.0%	0.2%	0.8%	1.0%	1.8%

Reasons for placement instability includes the disruption of placements for teenagers displaying challenging behaviours and missing from home episodes, and an influx of larger sibling groups. It remains the case that babies and under 2s are placed in parent and child assessment units and in foster placements for example for the duration of care proceedings, before settling into their permanent placement and this can impact upon the above figures. This year, certainly by Quarter 2 the impact of Covid-19 has been felt and some already vulnerable placements are beginning to become fragile. Support is always the response along with training needs but the impact of the pandemic is certainly felt and even more so at the point of placement matching.

Disruption meetings are held for any long term matched foster placement that breaks down, and learning taken from the findings. Teenagers are another high percentage group who have three or more placements, consistently due to behavioural needs and challenges for foster carers to manage in the longer term. Changes in educational placement also impact significantly upon placement stability. It can be challenging for the young person to emotionally invest in further foster placements

when the first has disrupted. This is when the Service refers to REVIVE where consultations and assessments take place to support this group of young people and their carers.

There is a focus on establishing a support package for teenagers at the point of a new placement commencing, to try to reduce the likelihood of disruption.

Matching and Ethnicity

Two white, British children aged 5 and 3 years were placed in a non-culturally matched placement with British, Asian foster carers in an emergency. The foster carers were very experienced at caring for white, British children, and there have been no issues with this match.

Engagement with Children & Young People and the VOICE Group

The impact of Covid-19 has had a significant impact upon the more typical methods of engagement and participation, towards virtual methods with children and young people. While this works for many, there is still a cohort of children and young people who prefer face to face interaction and feel virtual or telephone communication does not work for them. The VOICE group is taking place at the attendees have been asked to assist with looking at 'what a Corporate Parent should look like' and also helping the REVIVE Team to consider a relaunch and new name. Where risk assessed and possible, some groups have taken place face to face to promote engagement with young people.

Feedback from Children in Foster Care:

Children and young people, and foster carers, have made the following comments over Quarters 1-2:

'I liked being with them (foster carers) during lockdown we had fun'

'I hated home education, I missed my mates'

'I have had a number of Social Workers over the past year'

'We did lots of baking in lockdown, I am getting to be really good!'

Birth Children and Birth Parents told us:

'H has been really welcoming and when I visit for family time'

'My child has had a lot of different social workers'

'We FaceTime a lot and I still get to see my daughter even though we can't meet in person'

Promoting Children's Health, Emotional Development, Education and Leisure:

Looked After Children and young people are encouraged to participate in a variety of activities in which they can succeed and are supported in achieving better outcomes. All local Looked After Children and care leavers are provided with a Be Active card, which enables them to access free sport and leisure activities within the Borough, albeit this has been largely suspended during the pandemic. Foster carers are provided with a MAX Card, which offers heavily discounted access to a range of leisure parks and facilities around the North West. This is funded by the Fostering Service in partnership with the Foster Carer Association.

Children in foster care have regular medicals at the statutory frequency appropriate for their age. There is a Designated Nurse for Looked After Children, who takes an active role in following up health issues and assisting with health promotion work. Foster carers have a Health Passport for each child in their care, which is a record of all of the child's health details. Medicals have been impacted initially due to Covid-19 with some delay, but there has been regular communication around this and in

Quarter 2 this has started to see improvement. The impact on all medical appointments nationally has been affected.

There are 7 Looked After Children in foster care, who are registered as having a disability. Foster carers are provided with the relevant training and support to meet the specific needs of the child in placement and they are able to access support from the Children with Disabilities Team with aids and adaptations, Disability Links registration and information and advice where needed.

In relation to emotional wellbeing, Looked After Children have access to Clinical Psychology and related services through REVIVE and the East Lancashire Child and Adolescent Service (ELCAS) also known as Children and Adolescent Mental Health Service (CAMHS). The REVIVE Service is a partnership between Blackburn with Darwen Borough Council's Children's Services and East Lancashire Hospital Trust to provide emotional health support for children known to the Local Authority and is based at Duke Street. REVIVE delivers consultation to Foster Carers, training and direct intervention on emotional health and well-being.

In Quarter 2, two new Clinical Psychologists commenced in post in REVIVE and a Play Therapist will commence in post in January 2021.

In line with Standard 8 of the National Minimum Standards for Fostering Services, the Department implements a written education policy prepared in partnership with the Virtual Head Teacher and the Education Manager for Children in Our Care. The Virtual Head's role is to ensure that the educational needs of all Children in our Care are being met and that levels of achievement and aspiration among our children and young people are raised. Termly briefings are held with a group of social workers, managers and Designated Teachers and Head Teachers to consider ways to improve achievement and attainment.

The Pupil Premium allowance, previously paid to schools to support Children in our Care to achieve in school, is managed by the Virtual Head who has a system in place to administer and ensure the money is spent appropriately to enhance educational achievements. The Virtual Head quality assures all Personal Education Plans (PEPs). Nationally in March 2020, children and young people were educated at home due to the pandemic. Children and young people who were looked after and vulnerable learners were prioritised for continuous school provision during the lockdown period and until schools returned to some sense of 'normality' in September. The Local Authority provided Pupil Premium funding to children and young people in foster placements, residential placements and also those placed with parents under a Care Order. This was to support home education, to purchase activities, workbooks and other tools to assist education during lockdown.

The Education Manager, where necessary, actively intervenes with Schools to promote the needs of children in Foster Care. As part of the preparation and assessment process and through the Foster Carer Agreement, Foster Carers are set a clear expectation that they will promote and support children's educational attainment. The ways in which Foster Carers meet children's educational needs are monitored through the foster carer review process and supervisory visits. Foster Carers regularly receive training around 'Promoting Educational Achievement for Children in Our Care'.

The return to school was a focus within the Virtual School and wider Children's Services and Education Department during the summer period. In order to prepare and identify any potential issues, the following activity was carried out:

- 1) RAG rating of all Children in our Care (CIOC) in relation to their level of risk re: non-attendance at the start of the academic year – this was completed by Virtual School,

reviewed, and agreed by their social worker. This enabled a joint focus for monitoring specifically those at Red or Amber.

- 2) Virtual School Education Support Workers made contact with identified CIOC/carers specifically those transitioning to new schools or where there were existing concerns to offer support/advice and a point of liaison.
- 3) Virtual school contacted all designated teachers offering support and guidance and requesting schools make contact with the virtual school should any concerns/issues arise
- 4) Virtual School provided parents, carers and foster carers with a return to school resource booklet and additional resources developed by the Educational Psychology team.

In addition, a consultation exercise with young people was undertaken and in summary the common themes from the session were that the children were looking forward to returning to school. They were most excited about seeing friends but felt some apprehension and anxiety.

Transitions

Children and young people in foster care are supported to make a positive transition to adult life and Foster Carers attend training on 'Transitions' which focuses on their role in developing young people's skills to live independently, as they progress towards adulthood. The Children in Our Care Team and the Fostering Service also encourage carers and young people to consider 'Staying Put' and the Leaving Care Service also delivers courses for Foster Carers to develop their understanding of this. The training has been positively evaluated by carers and most indicate a willingness to work with 'Staying Put'. The Leaving Care Service attends Reviews to discuss Staying Put with foster carers for young people aged 17 years.

The Leaving Care Service has the Investing in Children Award, and the Service was rated as 'Good' by Ofsted from the last 2017 inspection. The Service is also working hard to encourage and support care leavers into apprenticeships, of which there were three young people this Quarter. The Leaving Care Service has achieved Staying Put placements this Quarter, and also continues to offer supported lodgings and supported accommodation which increases choice for young people leaving foster care and residential placements in favour of semi-independence. The Nightsafe at St Silas project continues to be a valuable resource for young people and referrals continue to be managed by the Leaving Care Team. Another joint commission between Nightsafe and the Local Authority is planned for Quarter 3 with a post 16 provision being established at Whalley New Road to create further support accommodation placements for this age group 16 plus.

The Leaving Care Service has eight advisors. Three advisors are working with the 16 to 18 year old age group resolving issues with accommodation, education, training and employment and Staying Put. Five advisors are providing advice and guidance to the 21 to 25 year old age group, and in addition, all advisors have a caseload of at least twenty 18 to 21 year olds for whom they provide general support.

Children and young people with disabilities who are in our care are also referred at 17 years of age to Adult Social Care for an assessment of need prior to turning 18 years, and there is a period of twelve months for planning to be undertaken around post 18 years provision.

Care Planning

The Care Planning and Fostering (Miscellaneous Amendments) (England) Regulations 2015 provide a revised definition of 'permanence' for Children Looked After, including for the first time the definition of a long term foster placement. The responsibilities of the Local Authority in assessing the ability of

the foster carer to meet the needs of the child now and in the future, and identifying any support services needed to achieve this are also set out. Local Authorities are required to achieve long term matching within reasonable timescales. The Regulations introduce new duties for ceasing to look after a child.

The Fostering Service

The Fostering Service is structured into three teams, including the Permanence Team, which launched on 1st July 2018. The Team completes all assessments of family members/connected persons from Child Protection to Public Law Outline pre-proceedings, and Care Proceedings, as highlighted in the Ofsted Action Plan. There are four full time Social Workers and one working four days per week. The Special Guardianship Social Worker is part time and continues to experience capacity issues due to the increasing number of Special Guardianship applications.

At the end of Quarter 2 there were 33 connected persons fostering households, with a further 9 households under temporary fostering approval under Regulation 24.

There are two mainstream Fostering Teams in the Service, who focus upon family finding, assessment and supervision of Foster Carers, alongside recruitment. There are 87 mainstream foster carers approved to provide placements for children in our care and 10 for short breaks.

Quarter 2 saw the start of two Deputy Team Managers, one in Permanence and one in Mainstream as part of the Service restructure. The Mainstream Team also recruited to a full time Supervising Social Worker post.

Foster Carer Recruitment and Retention

Understandably during the first lockdown period of Quarter 1, the number of approvals for this period saw a reduction despite maintaining a steady flow of enquires throughout this period. Facebook and Radio were the main sources of advertising for Let's Foster. The Heart Radio advert was launched just prior to lockdown, and therefore for the increased number of people suddenly home based, this radio advert received a lot of air time and generated numerous enquiries into the Service. Enquiries therefore did remain consistent despite the pandemic from April onwards. The number of enquiries transferring into Registrations of Interest or Stage 1 Assessments did see a decline, reasons for this were that applicants felt uncertainty about the future, feeling unable to commit to fostering. Others reported that having children and young people coming into their home during the Covid-19 pandemic caused some anxiety, and this was perceived to be a heightened risk of contracting the virus. Many were making enquiries but decided to progress to assessment after more consideration. To provide a flavour of the channels most successful in attracting attention from the public, the table below outlines this within Quarter 2.

Google Ads	16
Phone	5
Web Ads	3
Facebook	6
Radio	9
Bus Stops	3

The impact of Google Ads has increased registrations of interest overall, alongside the continued advertising on Twitter, Facebook and the Let's Foster website.

Quarter 2 saw the Service objective of maintaining digital advertising with a community presence. The bus stop campaigns brought in some interest, and Q2 promoted a new 'Lets Foster' billboard to ensure a presence in the community to link in with the bus stop promotion and radio advert which are all current. The billboards are in place for 12 months and will be regularly refreshed.



Foster Carer Training

The start of 2020 and the entirety of Quarter 1 was impacted by the pandemic, and largely the Service was reacting to the changing landscape and ways of working. This meant that all training was suspended in Quarter 1, offering the existing online options only during this time.

Quarter 2 saw a review of training delivery, and how the Service could be creative with the training offer. Me-Learning has been the primary source of online training, and links have been made with Foster Talk to negotiate a bespoke online training offer which is in the infancy of being established.

Some mandatory training remains impossible to offer in full such as Paediatric First Aid and this simply cannot be delivered virtually. All training is online, some foster carers have already accessed a volume of online training, others requiring more support to do so.

Fostering Panel and Review Panel

With the introduction in Quarter 1 of lockdown, and colleagues largely working from home, the Fostering panels have had to adapt and offer a virtual platform in order to continue to function to

approve both mainstream, and family and friend's foster carers. The Fostering Service became a pilot for MS Teams virtual panel delivery, coordinated by both business support and the Fostering Team Manager. By the end of Quarter 2, Fostering main panel had been fully functioning via MS Teams, allowing foster carers to be 'seen' and questions asked of them by panel members and this worked extremely well. Due to a reduction in the steady stream of enquiries being transferred into full assessments and approvals over Q1 and Q2, there were two mainstream fostering households approved within this period. Reasons for this as stated have included potential fostering households feeling uncertain and vulnerable during the Covid-19 pandemic in order to fully commit to fostering and to welcome unknown young people into their homes.

Annual Review Panel has also continued in the lockdown period of Q1 and into Q2 but this was held as a review by the Service Lead as opposed to a panel with foster carers in attendance. This will recommence as a virtual panel once again in Q3.

Complaints

There has been one complaint within this timeframe, which was centred around communication. This was addressed and minor adjustments within the Service have resolved the likelihood of further issues.

Compliments

Over Quarters 1 and 2 there have been 9 compliments received by the Service. Some examples of these compliments include:

Foster carers have said:

"My Social Worker has always been brilliant, always answers phone calls/emails/texts. Has supported me through a turbulent last 6 months."

"Excellent support is offered by my Social Worker. I think we have built up a good relationship which complements our thinking."

"Our Social Worker is very professional, honest, and supportive, he helps us be a foster family!"

"As always our Social Worker has been a constant source of support. They are personable but always professional. They are easy to talk to and we have no worries when it comes to making contact with them with any needs we may have."

Allegations

There have been 2 allegations over Quarter 1 and 2. These allegations were made by a young person following her experiences of a placement disruption, after making a series of allegations against her foster carers which were unsubstantiated.

Specific Incidents and Restraints

During Quarters 1 and 2, there were 13 Specific Incidents received within the service. Eight were classified as serious illness or accidents/injury and were all addressed appropriately and recorded.

Bullying Reports

There were no reports of bullying in Quarter 1. In Quarter 2 there was 1 reported bullying incident which was appropriately recorded and managed by the foster carers and school. The reported incident took place at school whereby the young person was a victim of a physical and verbal altercation.

Serious illness and accidents

There have been 7 reports in Quarters 1 and 2, and all have been appropriately managed and reported, and 3 resulted in Hospital admission.

Missing From Home

Quarter 1 saw 5 reports of missing from home, and Quarter 2 had 16 reported incidences of missing from home involving 10 young people. All were appropriately recorded via Engage and interviews offered or had taken place.

Exemptions

The end of Quarter 2 saw two exemptions in place. One of which has supported 2 long-term placements, a parent and child placement and an additional parent and child placement. The further exemption that remained and also ended during this Quarter period enabled 3 siblings to remain placed alongside one another and transitioned to the care of extended family.

Engagement with Foster Carers

Blackburn with Darwen has a Foster Carer Association (FCA), which did meet regularly, and has an Elected Committee. The Chair of the FCA sits on the Corporate Parenting Specialist Advisory Group. The FCA has its own website, which is used to communicate messages and news updates about events. The foster carer support group also meets regularly and is attended by the Children's Services Elected Member.

Since the pandemic in March 2020, all FCA meetings have been suspended. The rising number of Covid-19 cases in the Borough, and the number of vulnerable foster carers due to health or age related reasons, has meant that support from the FCA is via phone calls, email and social media. New dates were set in Quarter 2 but the decision was made to postpone until further notice.

The FCA have been attending virtual meetings with the Head of Service, Service Lead and Fostering Team Manager on a frequent basis to ensure any concerns and queries are addressed.

There remains a Local Authority commission in place with The Fostering Network, for advice and mediation support, which is readily accessible if and when needed by foster carers in the Borough.

Short Break Foster Care

All short breaks were initially suspended due to the Covid 19 pandemic lock down measures coming into force from Monday 23 March 2020 and throughout Quarter 1. There are currently 10 approved short break carers within the Service. Short break carers continue to buddy up and provide day care and emergency support to other short break carers.

In Quarter 2, discussions have taken place with short breaks foster carers around reinstating breaks following a Covid risk assessment. One short break arrangement has recommenced following a robust plan, however due to the personal views and health needs of many of the short breaks carers, there has been an understandable reluctance and anxiety about recommencing the provision of short breaks, certainly with local Covid-19 figures rising and many who are in the vulnerable category. The Service continues to review short breaks provision to recommence this at the very earliest opportunity.

A full Review of short breaks provision is planned for Quarter 3.

Commissioned Placements

The requests for commissioned placements in Quarter 1 continued to see a reduction and the number of new agency placements were low. Quarter 2 however started to see an increase in both Independent Foster Placements and Residential placements. The most significant challenge to date remains identifying placements for teenagers, and more specifically with mental health needs which has seen an increase in Quarter 2. It is evident that when placement requests are being sent out on the North West Framework for both Fostering and Residential, the number of placements being identified is at an all-time low with very little being identified. This undoubtedly creates a problem when trying to place teenagers and the Covid-19 pandemic has certainly had an impact with foster placements and carers feeling able to accept new placements during these uncertain times. The table below provides an overview of the type of placements commissioned at the end of Quarter 2.

Placement Type	
Adoptive Placements	19
Foster Placements (in-house)	130
Foster Placements (agency)	50
Friends & Family	65
Placed with Parents	81
Independent Living	0
Children's Homes (in-house)	4
Children's Homes (agency)	19
Secure	0
Prison/HMYOI	3
NHS	2
Residential Not Subject to CH Regulations	11
Other	9
Residential School	0

Budget

Current placement pressures in-house and across the independent fostering agency landscape continue to place the commissioning budget under pressure. The Case Tracking and Commissioning Panel monitors placements and ensures that there are robust plans for those that could be brought back to in-house provision. The financial position across both of these areas is closely monitored throughout the year. Pressures for this financial year are due to the demands on the Service with the numbers of children in our care, placement sufficiency and stability. Placements for teenagers and those with complex needs are the most costly, and largely in residential or therapeutic placements.

The financial pressures facing the service have been recognised by the Council and a cash limit increase of £1.8m has been approved by Executive Board in order to address the predicted overspend. The Local Authority are working in partnership with Health colleagues to negotiate joint funding of placements for those children and young people with significant needs.

New Service Priorities and Updates for 2020/21:

1. The management team will continue to monitor compliance with Fostering Regulations and National Minimum Standards and will increase the number of case file audits completed each month to support this.

2. Placement sufficiency and stability will continue to be a key area of focus, with areas for learning taken from disruption meetings and case auditing. Blackburn with Darwen are part of the cohort of North West Authorities collaboration for the DfE SEED funding and research project, which looks specifically at recruitment, retention, sufficiency and producing a Market Position Statement. The aim is to form a new local commissioning framework and hold regular Exchange Days to focus on long term matching opportunities. **Update Sept 2020: One virtual Exchange Day has been held in Quarter 2 and was successful. Exchange Days with other North West Authorities will take place every 8 weeks and will place focus upon family finding.**

3. The Fostering Front Door/You Can Foster has now ceased. The interim plan has seen this service brought back in-house and managed via the Fostering Service and Business Support. A review of the duty/placement referral system and fostering commissioning process will be undertaken and a proposal presented for consideration. **Update: Assessment Tracking panel takes place fortnightly to ensure potential fostering households are not experiencing delay with assessment and this can be expedited.**

4. Recruitment will focus upon emergency and short break foster carers, to respond to the increasing demand for urgent placements for teenagers. This will also enable a support package of short breaks to be considered for those young people who are more challenging to place and/or in fragile placements currently and will seek to assist with placement stability alongside our Revive offer. **Update: The DfE Seed funding project will assist BwD and other LA's with digital marketing and recruitment for harder to place children and young people, specifically teenagers.**

5. The delivery of a comprehensive training offer will be outlined and implemented online until face to face training can resume. This will be coordinated with ME-Learning and Foster Talk, along with Nurturing Attachments training from REVIVE Psychologists for foster carers.

6. A review of short breaks fostering will commence in Quarter 3. Alongside this review, ongoing Covid risk assessments will be carried out to try to progress with the re-introduction of short breaks working collaboratively with short breaks carers.

7. A virtual Fostering Forum will take place in January 2021.

Pamela Price
Service Lead, Placements