

Central Bedfordshire Council Priory House Monks Walk Chicksands, Shefford SG17 5TQ

please ask for Leslie Manning
direct line 0300 300 5132
date 25 October 2012

NOTICE OF MEETING

CORPORATE PARENTING PANEL

Date & Time Monday, 5 November 2012 at 11.00 a.m.

Venue at Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the CORPORATE PARENTING PANEL:

Elected Members (voting)

Cllrs M A G Versallion (Chairman), A L Dodwell (Vice-Chairman), Mrs A Barker, N B Costin, Mrs S A Goodchild, Mrs D B Gurney, N J Sheppard and B Wells

[Named Substitutes:

Cllrs: P N Aldis, D Bowater, B J Spurr and A M Turner]

Officers (voting)

Deputy Chief Executive/Director of Children's Services Director of Social Care, Health and Housing

Carers (non-voting)

Only two of the four foster carers' co-opted representatives will be expected to attend at any one meeting.

AGENDA

1. Apologies

To approve any apologies for absence and notification of substitute Members.

2. Minutes

To approve as a correct record the minutes of the meeting of the Corporate Parenting Panel held on 3 September 2012 (copy attached).

3. Chairman's Announcements and Communications

To receive any announcements from the Chairman and any matters of communication.

4. Members' Interests

To receive from Members any declarations of interest.



Item Subject Page Nos.

5 The Future Development of the Corporate Parenting Panel

To receive a presentation by the Deputy Chief Executive/Director of Children's Services. She will reflect on the progress of the Corporate Parenting Panel to date and will also point to good practice elsewhere, including new expectations by Ofsted for enhanced partnership working.

The Deputy Chief Executive/Director of Children's Services will invite members of the Panel to make suggestions to improve and develop the work of the Panel in the next municipal year.

6 Recruitment of Foster Carers

To receive a presentation by the Head of Fostering and Adoption. She will set out the steps taken to recruit foster carers and members of the Panel will be encouraged to bring forward any ideas they have to improve the recruitment programme. The presentation will also set the scene for the regular report on the Fostering Service appearing later on the agenda and

which features an update on the recruitment of foster carers (item 8 refers).

7 National Agenda - "Stolen Children"

To consider an oral report on a national agenda regarding "stolen children" following notification by the British Association for Adoption & Fostering.

8 Quarter Two Report on the Fostering Service - July * 9 - 16 to September 2012

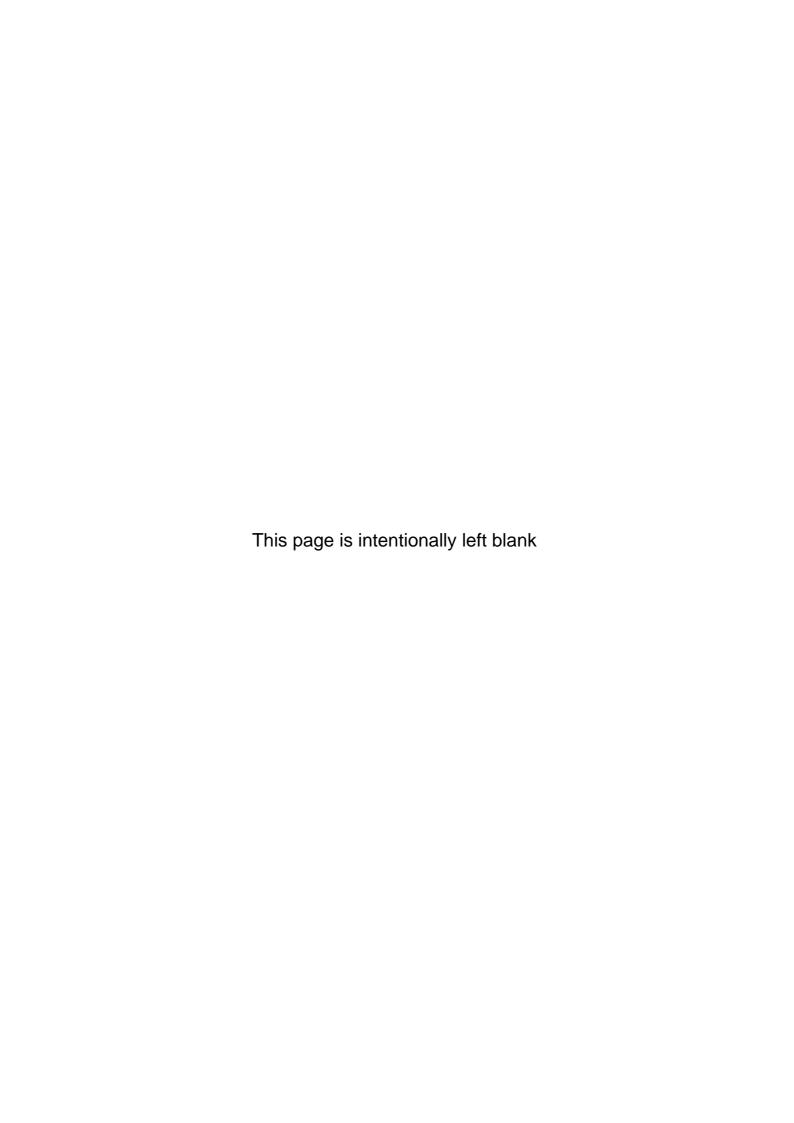
To consider a report outlining activity in the Fostering Service during Quarter Two, with a comparison to previous quarters.

9 Half-Year Report on the Adoption Service - April to * 17 - 20 September 2012

To consider a report outlining activity in the Adoption Agency during the first six months of 2012-13.

10 Looked After Children's Health Progress Report * 21 - 26

To consider a report on the progress made in improving health outcomes for Looked After Children.



CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **CORPORATE PARENTING PANEL** held at Room 15, Priory House, Monks Walk, Shefford on Monday, 3 September 2012

PRESENT

Elected Members (voting)

Cllrs M A G Versallion (Chairman), A L Dodwell (Vice-Chairman), D Bowater, N B Costin, Mrs S A Goodchild, N J Sheppard and B Wells

Officers (voting)

Mrs J Ogley - Director of Social Care, Health and Housing

Apologies for Absence: Cllr Mrs A Barker

Mrs C Freestone Cllr Mrs D B Gurney

Mrs H Phillips

Members in Attendance: Cllr P N Aldis

Officers in Attendance: Ms Y Corden – Interim Assistant Director,

Children's Services Operations

Ms M Peaston – Committee Services Manager
Ms S Scholey – Team Leader for Looked after

Children Team

Others in Attendance: Mrs B Rooney – Public Health Manager, NHS

Bedfordshire

Representatives – Children in Care Council

CPP/12/11 Minutes

The minutes of the meeting of the Corporate Parenting Panel held on 2 July 2012 were approved as a correct record and signed by the Chairman subject to some minor drafting amendments.

CPP/12/12 Chairman's Announcements and Communications

The Chairman reminded the Panel that the Looked After Children's Awards Ceremony would be held on Friday, 28 September 2012 starting at 6.00 p.m. at the Council Offices, Priory House, Chicksands.

CPP/12/13 Members' Interests

There were no declarations of interest.

CPP/12/14 Quarter One Report on the Fostering Service - April to June 2012

The Panel received a report providing details of activity in the fostering service during Quarter 1 compared with previous quarters.

The Panel was advised that plans to disaggregate the fostering service from its current shared delivery with Bedford Borough Council may be deferred for six months. The reason for the deferral was to ensure that staffing was set up appropriately to minimise any risk for the children. A consultation process with employees was currently being carried out.

The Panel noted that the recruitment campaign to secure more foster carers was proceeding successfully.

In response to a question, it was noted that independent fostering placements were used when an in-house placement was not appropriate because of particular circumstances. These might include the age profile of the child, or special needs. The Panel also noted that nationally, increasing numbers of children needed foster care placements and this was true of Central Bedfordshire. Whilst no studies had been published as to why more children were coming into care, comments were made that it was likely that authorities had improved their ability to identify long term neglect and, following the Monroe Report, were less tolerant of this than previously, making intervention more likely.

NOTED

the Quarter 1 report on the Fostering Service.

CPP/12/15 Children in Care Council - Presentation

The Panel took part in an ice-breaker introductions exercise run by the Children in Care Council (CiCC) representatives. This was followed by a presentation by the representatives on CiCC activities.

Following the presentation, points were made during discussion including:

- the Step up to Social Work campaign provided an opportunity for people interested in making a career as a Children's Social Worker to interact with children, enabling an assessment of their aptitude
- the CiCC website was deliberately kept separate from the Council's website but comparisons with other CiCC websites would be made to ensure it was young-people friendly
- the advantages of young children in care having older Looked After Children as mentors, who were in a good position to understand their anxieties, were acknowledged.

The Chairman thanked the CiCC representatives for their presentation.

CPP/12/16 Children in Care Council - Workshop

The Children in Care Council representatives ran a workshop in which all Panel members participated.

The theme of the workshop was:

"How would you encourage young people to 'enjoy and achieve'?"

RESOLVED

that the points made through the workshop be captured and brought back to a future meeting of the Corporate Parenting Panel with some proposed actions.

(Note:	The meeting commenced at 2.00 p.m. and concluded at 3.30 p.m.)						
	Chairman						
	Dated						

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Meeting: Corporate Parenting Panel

Date: 5 November 2012

Subject: Quarter Two Report on the Fostering Service – July to

September 2012

Report of: Yolanda Corden, Interim Assistant Director Children's Services

Operations

Summary: The report outlines the activity in the fostering service during Quarter

Two, with comparison to previous quarters.

Contact Officer: Fiona Mackirdy, Head of Adoption and Fostering

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

Central Bedfordshire Council's Medium Term Plan Priority C Promote Health and Well-being.

The Children and Young People's Plan 2011-2014 Priority 2 – Protecting children and keeping them safe.

Fostering is a key statutory service to Looked After Children.

Financial:

1. Adoption and Fostering within Children's Services has an annual budget of £5.015 million, including income from Bedford Borough Council under the Shared Service arrangement. There are no new financial considerations arising from the Annual Reports.

Legal:

2. Regulations, associated Statutory Guidance and National Minimum Standards outlines the requirement to report to Members on the management and outcomes of the services, in order that they can satisfy themselves that the services are effective and achieving good outcomes for children.

Risk Management:

3. Regulatory Risks: Failure to report to Members would be a breach of National Minimum Standard.

Staffing (including Trades Unions):

4. Not applicable.

Equalities/Human Rights:

5. Fostering and services provided to Looked after Children affects all sectors of communities.

Community Safety:

6. Not applicable.

Sustainability:

7. Not applicable.

Procurement:

8. Not applicable.

RECOMMENDATION:

that the Corporate Parenting Panel note and comment on the content of the report.

Background

- 9. The Children Act 2004, Care Standards Act 2000 and associated Relevant Regulations and National Minimum Standards require Local Authority Fostering Services to report to Members at three monthly intervals. This will be achieved by presentation of quarterly updates to the Corporate Parenting Panel and a full year Annual Report to this Panel and the Children's Services Overview and Scrutiny Committee in June each year.
- 10. The Adoption and Fostering service is a shared service hosted by Central Bedfordshire Council. Annual reports contain information activity in respect of both Councils. This report will be provided to Bedford Borough.
- 11. This report covers activity in the period July to September 2012. Comparative data with previous quarters is summarised in the tables in Appendix A.

Recruitment of Foster carers

- 12. During the period 59 enquiries were received from members of the public interested in becoming foster carers. This is slightly lower than the comparable quarter last year, but overall for the year so far numbers of enquiries are on par with last year.
- 13. 24 assessments of new foster carers commenced, including 16 assessments of households caring for a child within their own family. This is a similar level of activity as the last two quarters with the number of new assessments started for mainstream carers being 8 on average per quarter.

14. 8 new fostering households were approved by the Fostering and Permanence panels. Taken with changes to carers' approval and resignations there was a net increase of 6 fostering placements in Quarter 2, taking the total for the year so far to 26.

Placements for Children

- 15. In these 3 months there were 107 requests for new or change of fostering placements. This was considerably lower than the previous quarter but more in line with average performance. 29 of these requests did not materialise into placements as children did not become looked after or did not move placement.
- 16. 26 newly looked after children were placed with in-house foster carers of whom 10 were Central Bedfordshire children. 9 CBC children were placed in Independent Fostering Agency provision when becoming looked after.
- 17. At 30 June 2012, there were a total of 162 children living with in-house foster carers of which 91 were Central Bedfordshire children. This is a similar figure to the year end in March 2012.
- 18. The absolute number of looked after children from Central Bedfordshire living in Independent Fostering Agency provision was 84 at 30 September 2012, an increase from 74 in June 2012 and reflective of the increase in the number of looked after children over the period.

Training for Foster Carers

19. 14 training courses took place involving 79 delegates. This included preparation training for prospective foster carers as well as short courses and workshops for approved foster carers.

Key Events

- 20. Recruitment events included a presence at Leighton Buzzard Canal Festival and at Bedford Market throughout August. Specific information events for Youth Care Fostering were held during this period. All events were advertised in local newspapers, and adverts have been placed in some parish magazines in both council areas.
- 21. The local Foster Care Association held a cheese and wine event for foster carers and elected members from both councils as part of the Fostering Network 'Stronger Voice' campaign to raise the profile of fostering with elected members.

Key Issues

22. The Department for Education have published a consultation document on a range of measures affecting adoption and fostering, with a closing date of 7 December 2012. Proposals include the introduction of 'Fostering for Adoption' whereby approved adopters initially have a child placed on a fostering arrangement whilst plans for the child's future care are finalised. The consultation is also seeking views on whether further guidance is needed to strengthen foster carers delegated responsibility for looked after children in their care.

Appendices

Appendix A – Comparative Data

Background Papers: (open to public inspection)

None

Appendix A

Chart one shows the allocation of in house placements to Central Bedfordshire Council (CBC) and Bedford Borough Council (BBC) during the last four quarters.

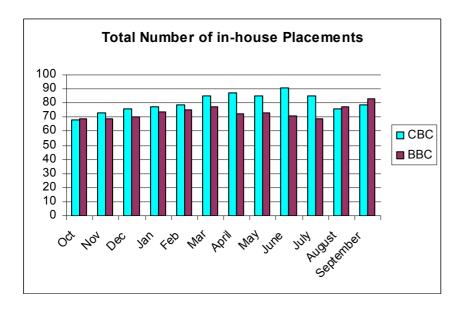


Chart two shows the proportion of new placements made in CBC and BBC in the last four quarters.

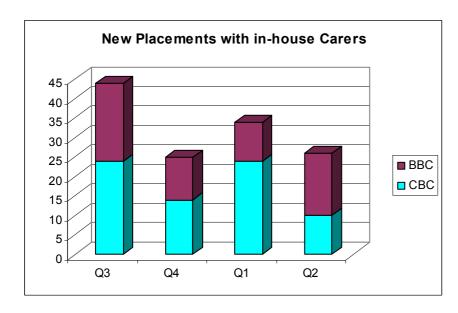


Chart three shows the number of foster carer assessments started in the last four quarters.

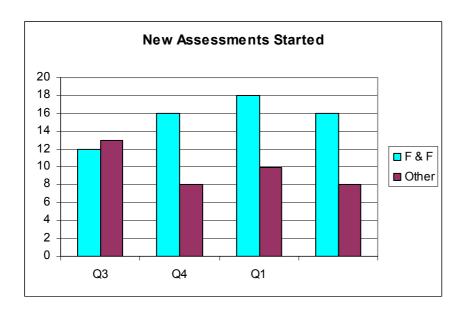


Chart four shows the total number of requests of both councils for new placements and a change of placement in the last four quarters.

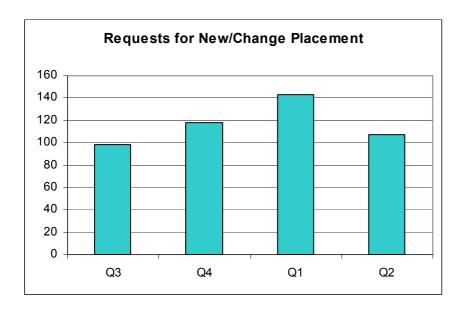


Chart five shows the total number of enquiries made about fostering in the last four quarters.

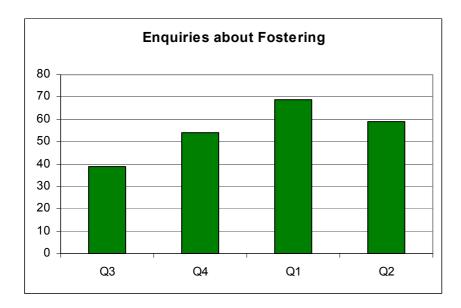
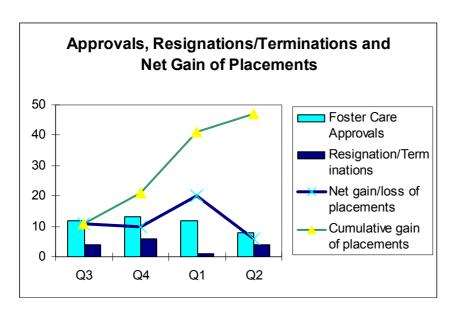


Chart six shows the total numbers of approvals, resignations/terminations and net gain of placements in the last four quarters.



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Meeting: Corporate Parenting Panel

Date: 5 November 2012

Subject: Half-year Report on the Adoption Service – April to

September 2012

Report of: Yolanda Corden, Interim Assistant Director Children's Services

Operations

Summary: The report outlines the activity in the Adoption Agency during the first six

months of 2012-13.

Contact Officer: Fiona Mackirdy, Head of Adoption and Fostering

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

Central Bedfordshire Council's Medium Term Plan Priority C Promote Health and Well-being.

The Children and Young People's Plan 2011-2014 Priority 2 – Protecting children and keeping them safe.

Adoption is a key statutory service to Looked After Children.

Financial:

1. Adoption and Fostering within Children's Services has an annual budget of £5.015 million, including income from Bedford Borough Council under the Shared Service arrangement. There are no new financial considerations arising from this report.

Legal:

2. Regulations, associated Statutory Guidance and National Minimum Standards outlines the requirement to report to Members on the management and outcomes of the Adoption Agency, in order that they can satisfy themselves that the services are effective and achieving good outcomes for children.

Risk Management:

3. Regulatory Risks: Failure to report to Members would be a breach of National Minimum Standard.

Staffing (including Trades Unions):

4. Not applicable.

Equalities/Human Rights:

5. Adoption and services provided to Looked after Children affects all sectors of communities.

Community Safety:

6. Not applicable.

Sustainability:

7. Not applicable.

Procurement:

8. Not applicable.

RECOMMENDATION:

that the Corporate Parenting Panel note and comment on the content of the report.

Background

- 9. The Children Act 2004, Care Standards Act 2000 and associated Relevant Regulations and National Minimum Standards require Local Authority Adoption Agencies to report to Members at six monthly intervals. This will be achieved by presentation of a six monthly update to the Corporate Parenting Panel and a full year Annual Report to this Panel and the Children's Services Overview and Scrutiny Committee in June each year.
- 10. The Adoption and Fostering service is a shared service hosted by Central Bedfordshire Council. Annual reports contain information activity in respect of both Councils. This report will be provided to Bedford Borough.
- 11. This report covers activity in the period April to September 2012. Comparative data with the previous year is included where relevant.

Recruitment of Adopters

- 12. During the period 45 households attended information evenings about becoming adopters and 19 households attended for a subsequent in-depth interview.
- 13. 11 assessments of new adopters commenced in the period. 17 new adoptive households completed their assessment and were approved by the Adoption panel. Taken with the number of assessments started, the service is on track to exceed the number of adopters approved last year, and to meet the recruitment target set.

Adoption planning and placements for Children

- 14. In this 6 month period there were 80 referrals for permanence planning including those where the plan was adoption. 39 were from CBC and 41 from BBC. The number of referrals was nearly double that in the previous sixmonth period and reflected the proactive planning taking place in both councils to ensure children are placed in a timely way in a permanent placement
- 15. 16 cases were presented to the adoption panel or to the Agency Decision Maker for a recommendation as to whether adoption should be the plan for the child. This is twice the number in the comparable period last year.
- 16. 7 children were placed with adopters during the period (5 from Bedford Borough and 2 Central Bedfordshire Council children.) This takes the total number of children placed with adopters and awaiting the adoption order to 12. 5 further children had been matched with adopters and introductions for early October were planned. 4 adoption orders have been granted since April 2012, 2 for Bedford Borough children and 2 for Central Bedfordshire children.

Special Guardianship and Adoption Support

- 17. The adoption and permanence team within Children's Services play a key role in supporting children placed under a Special Guardianship Order or for adoption after the legal order is made. At the end of September the team were providing support to 44 families (23 CBC and 21 BBC. This is a lower number of cases than previously, reflecting a change in the types of support provided towards earlier intervention and group/peer support services, enabling targeted support to those families in most need.
- 18. The staff have also facilitated support to 203 letterbox contact cases (113 BBC and 90 CBC).

Adult Adoption work

19. Over the period there were 28 referrals from adopted adults or their birth relatives seeking support to trace records or for intermediary services to facilitate contact, a small increase on the number over the same period last year.

Key Events

20. There was ongoing publicity to recruit adopters throughout the period, with adverts placed in newspapers and parish magazines in both council areas. Information and drop-in sessions specifically about adoption were held in July at Priory House and Borough Hall. The adoption and fostering service held stalls at Leighton Buzzard Canal Festival and at Bedford Market during the summer holidays.

Key Issues

- 21. This period has seen a significant national spotlight from Government on adoption. The government published 'An Action Plan for Adoption: Tackling Delay' in March which set out key proposals to increase the number of children being adopted and to ensure those children were adopted without due delay. A subsequent change in Regulations was enacted to change the way in which decisions about adoption for a child are made by the Council. The Government has announced some grant funding for Councils to assist with implementation of the reforms.
- 22. Alongside this, an Adoption Scorecard was published in May 2012 outlining council performance against key targets. In both authorities, whilst low numbers of children were adopted as a percentage of all looked after children leaving care, timeliness of adoption for those children was good, with performance being within the target timescale.
- 23. The Department for Education has also launched three consultations over this period in relation to adoption practice. The first in relation to contact for children where adoption is the plan, and second in relation to sibling placements, have now closed and guidance is awaited. The current consultation, which closes on 7 December is seeking views on a radical change to the way adopters are recruited, and in relation to the implementation of 'Fostering for Adoption', a practice whereby children are placed with adopters firstly under a fostering arrangement whilst the court decides finally on whether adoption should be the plan.
- 24. Both Councils have responded to the DfE request for voluntary submission of quarterly adoption performance data as this provides benefit to the service by way of regular tracking of overall performance.

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None

Background Papers: (open to public inspection)

None

Meeting: Corporate Parenting Panel

Date: 5 November 2012

Subject: Looked After Children's Health Progress Report

Report of: Anne Murray, Director of Nursing and Quality

Summary: The report proposes to consider and comment on the progress made in

improving Health outcomes for looked after children.

Advising Officer: Anne Murray, Director of Nursing and Quality

Contact Officer: Yolanda Corden, Interim Assistant Director Children's Services

Operations.

Public/Exempt: Public

Wards Affected: All

Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The report supports the priority to promote health and wellbeing and protecting the vulnerable as detailed in the Central Bedfordshire Council Medium Term Plan "Delivering your priorities – our plan for Central Bedfordshire 2012 – 2016".

The health provision for Looked After Children is a key statutory service. These reports support the implementation of updated statutory guidance and ensure the report scheduling is applied

This report looks at the specific contribution of Health Services to the health and wellbeing of Looked After Children following the Ofsted inspection of services for Safeguarding and Looked After Children. The progress report was previously presented to the Shadow Health and Wellbeing Board for comment.

Financial:

1. There are no financial implications for the Council

Legal:

2. There are no legal implications for the Council.

Risk Management:

3. Regulatory risks: failure to report to Members would be a breach of National Guidance.

Staffing (including Trades Unions):

4. Not applicable.

Equalities/Human Rights:

There are no implications for the Council.

Community Safety:

6. Not applicable.

Sustainability:

7. Not applicable.

Procurement:

8. Not applicable.

RECOMMENDATION:

that the Corporate Parenting Panel note and comment on the content of the report.

Background

- 9. On 29 May 2012 the Board received a report setting out the findings of Central Bedfordshire's Safeguarding and Looked After Children (SLAC) inspection in relation to the quality of Health Services for Looked After Children. The Board requested a further report on the progress made in the first six months following the inspection.
- 10. This report sets out the actions taken to deal with:
 - a) the issues which Ofsted requires to be addressed in the six months following inspection;
 - b) longer term improvement planning.

Detailed Recommendation

11. The Ofsted report identified a number of areas that needed to be tackled. The following sets out the specific areas of improvement identified and the action taken to address them. It should be noted that responsibility for the delivery of the action plan has now passed from NHS Bedfordshire and Luton to the Bedfordshire Clinical Commissioning Group (BCCG). The Ofsted areas for improvement have been changed to reflect this.

Summary of Action in the six months following the inspection

1	2
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Ofsted areas for improvement	Action taken and impact
Ensure all LAC have prompt access to appropriate health services which promote good outcomes for them.	Changes which have already been implemented include increasing LAC nurse hours to help provide a leaving care service, and pilots of Health Histories to enable young people who
BCCG should ensure that all care leavers are enabled to access health services and receive a copy of their health histories to	are leaving care to have an informative written record of medical information about themselves.
ensure they are able to make future life choices.	The action plan is only part of the work which the BCCG is undertaking to improve the health outcomes for LAC in Central Bedfordshire.
	The Business Plan will ensure that the service for delivering LAC healthcare will be responsive to the needs of LAC and care leavers and ensure partnership working is strengthened and inclusive.
	The Designated Doctor is in post and a permanent Designated Nurse has been appointed and will take up post in October/November 2012.
BCCG should ensure that all looked after children and young people have access to age appropriate health education and promotion information.	The distribution of Young People (age specific) Health & Wellbeing Information Packs which include a wide range of relevant and age appropriate information has commenced. The packs are distributed to all young people in care either via their designated social worker for those young people currently in the care system, or via the Designated Doctor and/or Nurse at their Initial Health Assessment, if entering care. These will be evaluated through the work of the LAC Participation & Engagement Officers, the Children in Care Council and the LAC Health Team.
	Health & Wellbeing Information Packs which include a wide variety of physical and emotional health information have been distributed to all Foster Carers via their Supervising Social Workers. The evaluation and feedback from Foster

	Carers will inform the future development of these packs and associated future training.
	The health promotion/health improvement work is also underpinned by the Foster Carer training programme that has been set up and is delivered in partnership with the shared Adoption & Fostering Service and South Essex Partnership Trust (SEPT) provider services. The training programmes include: - • Helping to maintain and promote good health for children and young people in care • Helping to meet the specific health needs of young people leaving care • How to talk to young people about sex and relationships These training sessions specifically supplement the Health & Wellbeing Information packs previously mentioned. Feedback and evaluations from the
	training will be collated and monitored through the LAC Health Improvement Group on a quarterly basis.
	Public Health staff have also delivered a similar training session to LAC designated teachers (approximately 80 members of staff) to ensure continuity and consistency of health information and advice.
BCCG and Central Bedfordshire Council should ensure that the strength and difficulties questionnaire outcomes are reviewed as part of the emotional health and well-being assessment during review assessments.	The strength and difficulties questionnaire (SDQ) has been piloted and is now rolling out to be distributed by the social worker to each looked after child.
BCCG must ensure that all GPs and independent health contractors are aware of their statutory responsibility to Looked After Children.	LAC awareness is included in the Safeguarding Strategy for BCCG for primary care which is currently under review to take into consideration the change to clinical commissioning groups. This includes LAC responsibilities in the training roll out.

- 13. Early performance management information indicates improvements:
 - In 2011-12 Central Bedfordshire's uptake of immunisations by LAC who have been looked after continuously for at least 12 months was 92.3%, which is an improvement on 2010/11 and is expected to be above the national average when the figures are released later in the year.
 - In 2011-12 dental checks for LAC in Central Bedfordshire were 91.5%, which is an improvement on 2010/11 and is expected to be above the national average when the figures are released later in the year. Some of this improvement is due to new recording systems which are now in place.
 - In 2011-12 Looked After Children who had their annual health assessment during the year (each six months for under-fives) was 87.2% which was up from 84.7% last year. This figure is still low and is the subject of a focussed activity.

Conclusion and next steps

- 14. The next stage of improvement is to focus on longer term service redesign.
- 15. CBC, BBC, SEPT and the LAC Health team have held joint workshops to review the LAC service as a whole and to discuss steps towards developing a service which meets the CQC and Ofsted standard of Good, as well as ensuring that we provide a service that supports and empowers young people to live and manage a healthy lifestyle throughout their lives.
- 16. The first of these workshops focussed on:
 - Process Mapping the current health pathway
 - Identifying Issues
 - Identifying Solutions
 - Action planning
 - Meeting with Young People who were representative of the Children in Care Council to test ideas.

Undertaking the process mapping exercise gave all an understanding of the delays in the process, complications and transfer of care.

17. The focus of the second session was to work with partners from across the health and social care economy to address the gaps identified by the Ofsted and CQC reviews and gain agreement for the foundations of a reviewed model for the LAC services in Bedfordshire. The outcome of the second workshop was to develop a business case, with input from all stakeholders, outlining the reviewed care pathway which will then go through the formal governance route for commissioning. Further work on this business case continues throughout October. Service principles and responsibilities for stakeholders were discussed and further detail will be set out within the business case.

- 18. The action plan is only part of the work which BCCG is undertaking to improve the health outcomes for LAC in Central Bedfordshire. The Business Plan will ensure that the service for delivering LAC healthcare will be responsive to the needs of LAC and care leavers and ensure partnership working is strengthened and inclusive.
- 19. This area of work remains a vulnerable area in Central Bedfordshire and also across the whole of Bedfordshire area. A review meeting with senior Health Services staff and Bedfordshire's three Directors of Children's Services will take place early in 2013 to review six months of focussed activity.

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None

Background Papers: (open to public inspection)

None