



**Suffolk Sufficiency  
Strategy for Children in  
Care and Care Leavers  
2018-2021**

# Foreword

Dear colleague,

Improving life outcomes for children in care (CiC) and care leavers is a clear priority in Suffolk. The Corporate Parenting Board has lead responsibility for ensuring that Suffolk is fully meeting its corporate parenting duties to children and young people in care and care leavers.

The needs of children in care and the reasons that they come into care are complex. We have seen a rise in adolescents entering care over the previous few years, and children in care are over-represented in the criminal justice system. No one service operating alone can hope to meet the needs of families where children are at risk of care or in our care. We must ensure we have close, coordinated working relationships with partners if we are to succeed in improving outcomes for our children – now and in the future. This means our partners, including our District & Boroughs as corporate parents, and all our partners on the Corporate Parenting Board need to work together to support outcomes for our children. The Children & Social Work Act 2017 places extra responsibilities on us to support care leavers to the age of 25, and to publish our Care Leaver Offer and Covenant. In doing this, I am pleased that we will be forging ever closer relationships with Business and the Voluntary and Community Sector – our children need the support of the whole community of Suffolk.

The increase in numbers of children in care and challenges associated with recruiting foster carers and adopters are national issues, and the trends upwards in care numbers are extremely challenging for Suffolk, both in terms of the financial cost and the drive to improve outcomes. In Suffolk we have high expectations for our children in care, and we can be pleased with the progress we have made, acknowledged by our Ofsted judgement of Good. We can be proud of the fact that we have an increasing number of children placed in Suffolk, which is good for children and families, and supports Suffolk's economy. We can be proud of our partnership with our Children in Care Council and the excellent work they have done to embed The Promise in Suffolk.

We are ambitious for our children in care and care leavers. We have confirmed our commitment to preventing children from coming into care, securing a good choice of placements for children, providing an excellent education, maximising good health and wellbeing, and to secure permanence as a key priority. It will be a challenge, but we know we need to do more.

In delivering this Strategy, we must build genuine partnerships both within, and outside the council, and build on what works, always seeking to challenge ourselves and partners in areas we need to improve.

I hope this Strategy will prove how much we can achieve by working together.

Kind regards



**Councillor Gordon Jones,  
Chair of Corporate Parenting Board**



## Foreword by Chair of Children in Care Council

Hi, we are Corey and Izzy, Joint Head Chairs of the Suffolk Children in Care Council, C2C.

C2C is Suffolk County Council's Children in Care Council which consists of around 20 young people in foster care and care leavers. We join quarterly meetings with the Corporate Parenting Board and discuss current happenings. We have a "you say, we did" relationship with them, where we have devised a simple table which shows what we have said and the action taken by the Board. Another perk of the meeting is that pizza is always the cornerstone to our productiveness!

Our major achievements with the Board is the MOMO app (Mind Of My Own) \* and the launch of the new Suffolk Promise, which we have been actively involved with. We have been able to integrate The Promise into CIC reviews and other formal meetings, which has made the process a lot easier for workers and children and young people alike. Our focus for 2018 is the coming into care packs.

We all share the same belief that children and young people who have experience of the care system should look at that experience as a positive one. However, to achieve this, we are aware that we need to bring about change. We would like to encourage everyone to read carefully the following section on young people's views about their placements and keep these in mind.

Above all, do for us as you would for your own children and grandchildren. Always think, if this were my child would I be happy? If the answer is 'No' then don't do it! We hope this helps you think about how you implement this Strategy

*Corey/ Izzy*

**Joint Chairs of the Children in Care Council**

*\*The MOMO apps enable children and young people open to Social Care to share their views, feelings and feedback directly with their worker in an easy and accessible way.*

## Voice of Young People

We are committed to co-production with children and young people, parents and carers. We spoke to young people from Brighter Futures and C2C (Suffolk's Children in Care Councils), about what children in care need, and this is what they said:

*If you are settled and can stay in a placement you will do better. If you move around a lot you have to change schools, you lose your friends and have to start all over again! Your education suffers and so does your mental health.*

*We need people who go above and beyond to show us love and that they care. Help us build relationships with people who can support us and be there for us.*

*Life story work is really important, but it needs to be updated as we grow older too.*

*Children and young people in care just want to be settled. They don't want to move around a lot. They need to know why they are in care in the first place and people need to explain this honestly to them, so that they understand, and answer all their questions.*

*Give us choices, pre-visits to placements if possible. If it's not an emergency placement, involve us in the decision making about where we are going to live and in planning the move.*

*We need to know that our family are ok, especially siblings if we have been separated from them. We need to know when and how we can see our family if this is possible. No matter what has happened in our family, we still have a bond with them and often we still love them.*

*Let us stay in touch with our previous carers if we want to. Help us to stay in touch with family and friends. Let us have sleep overs and do normal things like other children and young people.*

*Let us follow our dreams. Have aspirations for us. Help us to see that we can achieve, go to University if we want to, but not just in education, in sports, the Arts, community activities, Scouts, Cubs, Guides, Brownies, Cadets.....*

*Make sure there is always someone that we can go to and talk to. Being a care leaver can be a lonely place.*

*When deciding on placements, involve us, listen to us and what is important to us. If we want to be in a certain place but you don't think it's right for us, just moving us away won't help. We will just keep running back there. Work with us to find a way that we can live safely in the area we want to.*

*When we become a care leaver at 16, don't put us in accommodation with other people who are going to be a bad influence or exploit us. Supported Lodgings are a good step towards independence.*

## The Sufficiency Duty

This document sets out how Suffolk intends to meet its sufficiency duty as laid out in section 22G of the Children Act 1989. This requires local authorities to take steps that secure, as far as reasonably practical, sufficient accommodation for children in care within their local authority area.

The Children Act 2008 further defines sufficiency as “a whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do come into care. For children in care, local authorities and their children’s trust partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of children in care and young people within their local area.”

In 2010, the Statutory Guidance for the Sufficiency Duty was issued. This guidance is explicit in placing a duty on all local authorities and children’s trusts to act strategically to address gaps in provision by ensuring that they include, in relevant commissioning strategies, their plans for meeting the sufficiency duty.

The Children & Social Work Act 2017 extends the duties on all local authorities (including District and Borough Councils) to have regard to a set of corporate parenting principles when exercising their functions in relation to looked after children and care leavers up to the age of 25.

## Purpose of the Sufficiency Strategy

The purpose of this Strategy is to set out Suffolk’s vision for, and approach to, providing sufficient, safe, secure and appropriate placements for children in care and care leavers over the next 3 years. It supports the delivery of Suffolk’s Children in

Care Priorities, and is aligned to the Council’s Business Plan and Joint Strategic Needs Assessment (JSNA). It is underpinned by the Health Needs Assessment of Children in Care.

An important element of planning sufficient accommodation is to take early, preventative action to support children and families so that fewer children come into care.

This document describes:

- Our Sufficiency progress since 2016
- Current supply and demand (Appendix 1)
- Future risk factors (Appendix 2)
- Summary Needs Analysis
- Our priorities and recommendations for action
- Commissioning intentions to meet sufficiency

## Governance

The Sufficiency Strategy is a live document. It will be underpinned by a set of action plans across the Suffolk system that will support the priority actions and link to existing work. The Intelligence Hub will create a Sufficiency Strategy Reporting Framework that will monitor our performance, which will report to the Corporate Parenting Board and the Council’s Directorate Management Team for Children & Young People.

## Our Vision

All children and families in Suffolk have the right to:

- be safe
- the best education
- physical and emotional health
- successful preparation for adulthood and employment.

Too many children do not have these opportunities and we are committed to changing that. We must be brave and change the way we work to deliver this. For children in care, this means providing permanence\*.

\* At SCC, we are defining permanence as a child being in a safe, long term arrangement that meets their needs e.g. adoption; long term fostering; Special Guardianship Order (SGO); child arrangement order; reunification to birth family.

## Sufficiency progress from 2016-18

Good progress has been made in Suffolk to improve sufficiency for children in care from the implementation of the Corporate Parenting Placement Sufficiency Strategy 2016-2018. We are grateful to partners who have enabled the following achievements:

- The Family Solutions Team is in place, supporting diversion from care and reunification for adolescents. Of families worked with, 85% of children avoid the need for care.
- Our practice with children in need and children on child protection plans, which are stages that the majority of children that enter care pass through, is improving. 86% of audits demonstrated plans are built around family suggestions and 86% demonstrate progress towards outcomes and safety goals
- We are further strengthening our edge of care offer through a Social Impact Bond, which will provide family therapeutic intervention on a payment by results basis, which will commence at the beginning of 2019.
- As part of Phase 1 of Positive Choices there were 53 referrals in 2017-18, with no pregnancies resulting in a removal over this period.
- The Emotional Wellbeing Hub was successfully launched in April 2018 which is improving access to direct support at the first point of contact and appropriate access to more specialist support.
- Successful launch of the first Mockingbird Hub in Lowestoft which supports foster care placement stability by empowering foster families to support each other and overcome problems before they escalate
- At 31 March 2018, over 75% of Suffolk children were placed within a family setting. Only 7.1% were in residential accommodation.
- The range, provision and quality of post 16 supported accommodation and lodgings has greatly improved, with utilisation of stock from registered social landlords.
- Greater support is being offered to 18 to 21-year olds using Housing Related Support and social housing provided by Borough and District Councils and Housing Associations as well as the independent sector. The number of

care leavers placed in suitable accommodation was at 90% in April 2018.

- The Virtual School is now leading on post 16 support and challenge to education settings – post 16 PEPs and an online portal have been developed.
- The 60 place SEMH Free School in Ipswich will open September 2019.

## Sufficiency Progress according to Ofsted

- The Ofsted Inspection of children's social care services in September 2017, judged services as good in all areas. The Inspection Report praised progress in sufficiency and permanence:
- *"Most children in care have settled placements. The proportion who live with foster carers has increased. The number of children who are living more than 20 miles from home (outside the local authority) has fallen."*
- *"There is a strong focus on the recruitment and retention of foster carers."*
- *"The local authority is in touch with 96% of its care leavers. The range of semi-independent and supported accommodation options available to them has increased. Almost all care leavers live in suitable accommodation."*
- *"Judicious commissioning is also increasing the range of placement and accommodation options available. This is particularly true for older children and young people."*
- *"The family solutions team provides intensive help and support for children and families at the edge of care. It is able to demonstrate its positive impact in preventing family breakdown and/or supporting reunification."*
- However, it was noted that *"Vulnerable young people assessed as needing to come into care are accommodated, but the experiences of homeless 16- and 17-year-olds are variable. A very small number of them are placed temporarily in bed and breakfast accommodation when there is no suitable alternative and while efforts are made to facilitate their return home."* Since the inspection, short term beds have been commissioned to end the use of Bed & Breakfast, and this was nil at 31 March 2018.



## Summary Needs Analysis

This strategy is underpinned by 3 appendices:

- [Appendix 1: Children in Care current supply and demand](#)
- [Appendix 2: Children in Care risk factors](#)
- [Appendix 3: Health Needs Assessment of Children in Care](#)

In considering the placement needs of children in care, and assessing future need, it has been important to look at the wider child population. In addition, two other pieces of work will be undertaken by the Intelligence Hub to inform commissioning:

- A stock and flow analysis of children entering and exiting care.
- Supply of 'real-time' dynamic data to better plan sufficiency, linking data across activity, quality and cost at the level of each individual child and young person.

### Findings

The number of children in care (excluding UASC) has increased by 11% over the past 5 years.

The numbers of Children in Care, excluding UASCs, increased by 3.9% in 2017/18 following 3 years of growth averaging 2.2% per year. Significant work is on-going to reduce the number and complexity of Care entry, but a range of -2% to +3% per year in the next 3 years can be expected.

The largest cost pressure continues to come from the placement of Children in Care in externally purchased accommodation. At June 2018, annual spend on this provision is forecast to be £15.3m, with the need for bespoke packages of care with 2:1 support continuing to be a significant cost driver. Our Transformation Programme "CYP High Cost Demand: Children in Care is working to ensure value for money."

Risk factors for children in care are all increasing, with likely upward pressure on children in care numbers due to increased need and complexity.

The following are some of the key influences on this that have been drawn from the data and Needs Assessment:

- There is a modest growth in the child population but with a more pronounced growth in the number of adolescents in the medium term. This will tend to increase numbers in care.
- There is a link between the level of deprivation, particularly for most deprived areas and the level of care needs. There is increasing deprivation in the most relatively deprived areas of Suffolk including parts of Ipswich and Lowestoft, and emerging areas of Sudbury, Haverhill, Stowmarket, Brandon and Newmarket. This will tend to increase numbers in care, potentially impacting in the west.
- In 2016/17, 18% of Suffolk's children in care were placed out of county, reducing to 11% at March 2018. This is significantly better than national average (38%) and statistical neighbour average (17.6%) for 2016/17 highlighting Suffolk's improved local provision.
- The educational progress of Suffolk's children in care has improved in all subjects and in all key stages over the last two years. It is now better than national in all areas except for key stage 2 maths.
- Adverse childhood experiences, including parental domestic abuse, mental health and substance misuse, giving rise to neglect and emotional abuse being a significant factor in children entering care. Effective services will continue to be needed to mitigate and reduce the care needs this gives rise to.
- Vulnerability to and harm from substance misuse is increasing. Many young people do not perceive themselves to have a substance misuse problem, and do not access treatment. Further work is required

to address the challenge of young people receiving treatment.

- Self harm is increasing and is a particular concern for teenage girls. Around one third of 15 year olds reported having self harmed nationally, equating to 11 female children in care in Suffolk
- NICE estimate that around 45% of all CiC in UK have a diagnosable mental health disorder and 70-80% have mental health problems that are recognisable to professionals. Applying this prevalence to Suffolk around 355 children in care and 32 UASC may have mental ill health.
- Nearly half of children in care have an SDQ score of concern. There is a wider recognised level of unmet emotional well-being support. This is an important contributory factor to care entry with particular impacts seen among teenage girls.
- There remains an important role for schools to support inclusion and in turn reduce the risk of care entry and escalation in the complexity of care. 11.6% of children in care had a fixed term exclusion in 2017/18, 3.8% have a reduced offer and 22% are not attending a good or outstanding school.
- There are a small number of care Leavers still in unsuitable accommodation. The Children & Social Work Act 2017 gives us responsibility for care leavers up to age 25, which increases this challenge. This will require persistent engagement and a continued range of accommodation options to meet individual needs, and may impact on District & Boroughs if care leavers become homeless.
- We have more children entering the system than exiting. Public Health are currently engaging in a “stock and flow” exercise to inform future actions.
- We have 14 boys and 12 girls affiliated to gangs in the Leaving Care Service. Gang activity and associated County Lines drugs activity creates a challenge in providing safe accommodation that does not exacerbate the risks.

- UASC rates have seen a 65% increase from 2016, but dropped in the last 6 months due to temporary hold on the National Transfer Scheme
- There is high utilisation of current in-house foster care capacity meaning that significant recruitment and retention will be needed to maintain sufficiency of these placements, particularly to meet the needs of adolescents, sibling groups, for children with additional needs and to provide respite to placements.
- There is a challenge in recruiting sufficient adopters for the current level of care entry
- Children from BME background are over-represented in CiC cohort
- Children in care are over-represented within the criminal justice system
- 1 in 3 children in care has a diagnosed SEND. SEND will increase, possibly by up to 18% over the next 3 years
- Stability of placements has been consistent over the past 5 years, with 10% of children having 3 or more placements
- In the last five years the proportion of children in care (including UASC) aged 15-17 years has increased 10% (27% to 37%). Excluding UASC the rise is 6%

## Priority Areas for Action

- Priority 1:** Early help and at risk of care
- Priority 2:** Maintain recruitment of foster carers and adopters
- Priority 3:** Ensure all children have access to a suitable education to meet their needs
- Priority 4:** Supporting 18+ care leavers
- Priority 5:** Therapeutic support to CiC and care leavers
- Priority 6:** SEND
- Priority 7:** Permanence
- Priority 8:** Complex adolescents facing extreme challenges



# Priority 1

# Early Help and risk of care

Priority lead: Head of Social Care Fieldwork

Priority actions:	Related strategies	Targets and timescales	Owner
1. Strengthen Family Network Meeting practice to more fully consider extended kinship/ network support, potentially extending to respite and shared care.	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Family Finding training for practitioners to amplify current practice - July 18</li> <li>– Review baseline &amp; development of accessible resources – Nov 18</li> </ul>	Head of Social Care Fieldwork
2. More systematic identification of children at risk of care to help ensure effective systemic support is provided at the right time including Early Help services.	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Agree the scope of locality-based review meetings and the use of a toolset to aid practitioner judgement about risk of care - Aug 18</li> </ul>	Head of Social Care Fieldwork
3. Develop the Family Solutions Service to support intensive interventions for families with children aged 3 – 10, preventing care breakdown and to support longer-term care reunification	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– December 2018</li> </ul>	Head of Social Care Fieldwork
4. Increase multi-agency systemic focus on earlier and sustained intervention to mitigate risk of neglect due to adverse childhood experiences in Suffolk to identify best practice and develop a strategic approach to early help	<b>Violence against Women &amp; Girls Strategy</b> <b>Suffolk Alcohol Strategy</b> <b>Public Health workstream</b> <b>LCSB Neglect Strategy</b>	<ul style="list-style-type: none"> <li>– Evidence review of ACE factors and effective intervention by Oct 2018</li> <li>– Bid for funding to increase support to families where parental alcohol misuse is a factor - July 18.</li> <li>– Work with Violence against Women and Girls (VAWG) Strategic Group to ensure actions are progressed.</li> <li>– Scope adverse childhood experience strategy - Dec 18</li> </ul>	Head of Health Improvement, Public Health
5. Commission a Therapeutic Trajectory to Care & Edge of Car /Reunification Service (see Priority5)	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Contract Award - July 18</li> <li>– Mobilisation - Dec 18</li> <li>– Go Live - Jan 19</li> </ul>	Head of Programmes
6. Implement Phase 2 of Positive Choices targeting care leavers and parents with learning disability, mental health and substance misuse issues		<ul style="list-style-type: none"> <li>– Service Development and Recruitment - Aug 18</li> </ul>	Head of Safeguarding

## Priority 2 Fostering & Adoption

Priority lead: Head of Fostering and Adoption

Priority actions:	Related strategies	Targets and timescales	Owner
1. Recruitment strategy for foster carers for teenagers, children with complex needs, siblings, short breaks, link carers and mother & baby placements	<b>CYP High Cost Demand Transformation</b> <b>Fostering &amp; Adoption Recruitment Strategy</b>	<ul style="list-style-type: none"> <li>– Targets for 25 additional net gain foster placements for 11+ year olds. - 2019</li> <li>– Targets for 25 additional net gain foster placements for 11+ year olds. - 2020</li> <li>– Targets for 25 additional net gain foster placements for 11+ year olds. - 2021</li> <li>– Sufficiency targets for other needs groups are currently under review and will be set against need and Child in Care Profile.</li> </ul>	Head of Fostering and Adoption
2. Retention of current foster carers	<b>CYP High Cost Demand Transformation</b> <b>Fostering &amp; Adoption Recruitment Strategy</b>	<ul style="list-style-type: none"> <li>– Analysis of exit plans and Foster Carers surveys will be reviewed monthly at the recruitment board.</li> </ul>	Head of Fostering and Adoption
3. Recruitment of sufficient adopters	<b>CYP High Cost Demand Transformation</b> <b>Fostering &amp; Adoption Recruitment Strategy</b>	<ul style="list-style-type: none"> <li>– Sufficiency targets</li> <li>– 2019 - 36,</li> <li>– 2020 - 43</li> <li>– 2021 - 49.</li> </ul>	Head of Fostering and Adoption
4. Increase the number of children being adopted.	<b>Fostering &amp; Adoption Recruitment Strategy</b>	<ul style="list-style-type: none"> <li>– Percentage of children awaiting adoption who have a placement order</li> </ul>	Head of Fostering and Adoption

## Priority 3 Ensure all children have access to good education

Priority lead: Head of Virtual School

Priority actions:	Related strategies	Targets and timescales	Owner
1. Ensure every child is in an appropriate education setting and receiving appropriate education for their age and stage	Virtual School Development Plan SEND Strategy	<ul style="list-style-type: none"> <li>– 95% PEP compliance</li> <li>– Improve PEP quality: 60% are good by July 2019, 75% by July 2020 and 95% by July 2021</li> <li>– Reduce % CIC attending settings judged inadequate to below 2% by July 2021</li> </ul>	Head of Virtual School
2. Improve the offer for education post 16 for Children in Care, including training, work and apprenticeships.	Virtual School Development Plan SEND Strategy	<ul style="list-style-type: none"> <li>– Increase % of Year 12 and 13 children in care and care leavers engaged in EET to 80% by July 2021</li> <li>– Improved % of care leavers 16-24 EET to 60% by July 2021</li> </ul>	Head of Virtual School
3. Improve attendance, including no permanent exclusions, a reduction in fixed term exclusions and part time tables.	Virtual School Development Plan SEND Strategy	<ul style="list-style-type: none"> <li>– Increase the number of CIC who have no period of fixed term exclusion: 88% July 2019, 91% July 2020 to 93% - July 2021</li> </ul>	Head of Virtual School
4. Sustaining educational arrangements when there is a placement move, ensuring robust planning is in place to minimise impact of education change.	Central Resource Panel.	<ul style="list-style-type: none"> <li>– Reduce the % of CIC with more than 20 days without education following a placement move to 0% - July 2021</li> </ul>	Head of Virtual School
<b>E E T – in education, employment or training</b>	<b>C I C – children in care</b>	<b>C L – care leaver</b>	

## Priority 4 Supporting 18+ care leavers

Priority lead: Head of Corporate Parenting/ Leaving Care Service Manager

Priority actions:	Related strategies	Targets and timescales	Owner
1. Develop, in partnership, appropriate accommodation for care leavers 18+	<b>Leaving Care Offer &amp; Covenant</b> <b>Be Safe Transformation</b>	– 95% of care leavers in suitable accommodation that meets need by 2019/20	<i>Leaving Care Service Manager</i>
2. Develop a multi-agency Transitions Panel to plan all transitions into suitable accommodation for care leavers		– 95% of care leavers in suitable accommodation that meets need by 2019/20 – 100% care leavers who meet ACS threshold in suitable accommodation – 2019/20	<i>Leaving Care Service Manager</i>
3. Reduction of homelessness for 18-25-year-old care leavers	<b>Suffolk Homelessness Strategies</b>	– To be agreed with SHB	<i>Suffolk Housing Board</i>
4. Enable young people to make a smooth transition into independent living from residential care including through developing the Staying Close scheme	<b>Be Safe Transformation</b>	– 100% leaving residential care are in suitable accommodation with connected support	<i>Head of Residential Services</i>

## Priority 5 Therapeutic support for children in care/ care leavers

### Priority lead: Associate Director Transformation

Priority actions:	Related strategies	Targets and timescales	Owner
1. Establish Therapeutic Intervention Service by January 2019 to reduce entry to care and support reunification for children aged 8-17.	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Scope service - Oct 18</li> <li>– Implementation Nov – Jan 19</li> </ul>	Associate Director Transformation
2. Scope therapeutic mental health service for vulnerable children across Suffolk aged 0-25 which includes crisis; complex behavioural presentation; youth offending; schools; edge of care; Child in Care; SEND and Care Leavers for October 2018	<b>Children's Alliance Mental Health Transformation CAMHS Redesign Gt Yarmouth &amp; Waveney</b>	<ul style="list-style-type: none"> <li>– CEWG stakeholders workshop – July and October 2018</li> <li>– CYP element in Mental Health Case for Change drafted – Sept 2018</li> <li>– Implementation Jan 2019 onwards</li> </ul>	Associate Director Transformation
3. Promotion and access to support for coping with ADHD/Autism.	<b>SEND Strategy Priority 3</b>	<ul style="list-style-type: none"> <li>– Co-produced model designed - Sept 2018</li> <li>– Business Case produced - Nov 18</li> <li>– Implementation - Jan 19 onwards</li> </ul>	Associate Director Transformation



## **Priority 6 Children in care with SEND (as SEND Sufficiency Plan)**

**Priority lead: Head of SEND Strategy and Commercial Services**

<b>Priority actions:</b>	<b>Related strategies</b>	<b>Targets and timescales</b>	<b>Owner</b>
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This priority will be developed by December 2018 to align with the recommendations of the SEND Sufficiency Plan. We will be working on the principle that residential accommodation will be required in close proximity to education.

# Priority 7 Permanency

Priority lead: Head of Fostering and Adoption

Priority actions:	Related strategies	Targets and timescales	Owner
1. Increase numbers of children achieving permanence via adoption, SGO, connected persons and permanent fostering	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– 60% of children in new connected persons placements convert to SGOs or CAO</li> <li>– 85% of children in long term fostering placements are deemed permanent</li> <li>– 100% of children with a placement order are adopted</li> </ul>	Head of Fostering and Adoption
2. Establish a second Mockingbird Hub and evaluate the Mockingbird Family Model	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Recruitment to second hub carer by Nov 18.</li> <li>– Joint evaluation with Fostering Network, to inform future model - Mar 19</li> </ul>	Head of Fostering and Adoption
3. Identify young people needing to achieve permanence and identify blockers	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Establish Permanence Progress Group, to ensure no children have a delayed outcome of permanence.</li> </ul>	Head of Corporate Parenting

SGO – Special Guardianship Order

CAO – Child Arrangement Order

## Priority 8 Complex adolescents facing extreme challenge

Priority lead: Head of Corporate Parenting and Joint Heads of Youth Justice Service

Priority actions:	Related strategies	Targets and timescales	Owner
1. Review our in-house residential service	<b>CYP High Cost Demand Transformation</b>	<ul style="list-style-type: none"> <li>– Review complete March 2019</li> <li>– Proposals to CYPDMT June 2019</li> </ul>	Head of Corporate Parenting (CP)
2. Review current supported and supervised accommodation		<ul style="list-style-type: none"> <li>– Review current contract March 2019</li> <li>– Extend or re-tender March 2020</li> </ul>	Strategic Commissioning Lead, CP
3. Replace “bespoke” arrangements with an Ofsted registered home.		<ul style="list-style-type: none"> <li>– 1 registered home in place Dec 18</li> <li>– Review Jun 2019</li> </ul>	Strategic Commissioning Lead, CP
4. Implement County Lines and Urban Gangs Strategic action plan	<b>Vulnerable Children workstream Priority 3</b> <b>Be Safe Transformation</b> <b>County Lines and USG Strategic and Tactical Action Plan</b>	<ul style="list-style-type: none"> <li>– Performance framework in development for the strategic action plan.</li> </ul>	Head of Youth Justice Service
5. Suffolk Constabulary, Placement Providers and SYOS to finalise and implement a protocol and action plan to reduce the unnecessary criminalisation of young people in care.	<b>Draft Police Children and Young People’s Plan</b> <b>Youth Justice Plan</b>	<ul style="list-style-type: none"> <li>– Police led - targets and timescales to be advised.</li> </ul>	Head of Youth Justice Service
6. Prevention of unnecessary remand for children in custody	<b>LASPO Act Guidance</b>	<ul style="list-style-type: none"> <li>– Increase in number of children receiving bail</li> </ul>	Head of Corporate Parenting/Youth Justice

## Commissioning Approach

- We will ensure commissioning is needs led, outcomes based and involves the voice for children and young people, parents and carers
- We will continue to operate within a mixed economy of internal and external provision, always prioritising the best placement to meet the needs of the child
- Work to redesign service, further reduce costs and ensure value for money will be a priority
- We are committed to an evidence-based approach to commissioning, and this includes using our own data to inform decision making wherever appropriate, for example through building data-led scenarios.
- Commissioning will be focused on ensuring quality and early intervention to reduce demand and produce greater placement stability leading to better outcomes for children
- We will ensure that we have robust contract management arrangements in place to ensure that outcomes are delivered within quality provision, which is cost effective
- We will work closely with social workers and Independent Reviewing Officers to ensure they understand cost of placements and support contract management.
- We will build our strategic relationships through greater regional and sub-regional collaboration
- We will work strategically with our high-spend providers and collaborate with partners to ensure use of local placements is maximised.
- We will work closely with the provider market to develop provision and articulate a clear vision of our sufficiency needs.
- We will work with all our partners and the Suffolk Children's Alliance to redesign services that support this Strategy.
- We will do everything we can to secure local placements for children to enable continuation of education and family networks, and enable safe reunification at the earliest opportunity,
- We will seek permanence as soon as possible.
- We will use the family network as an ongoing resource for the child.
- Our Sufficiency Strategy will be used to influence registered housing providers and Suffolk Housing Board to maximise use of local social housing for children in care and care leavers

<b>Placement Demand and Supply Analysis</b>			
<b>Demand</b>	<b>Supply</b>	<b>Gaps</b>	<b>Actions</b>
<p>Need for high quality local placements for</p> <ul style="list-style-type: none"> <li>▪ CYP with disabilities/ autistic spectrum and associated challenging behaviour</li> </ul>	<ul style="list-style-type: none"> <li>▪ In-house fostering placements for complex are limited</li> <li>▪ Purchased residential provision at Hadleigh and Ipswich for complex needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Foster carers for complex needs and respite.</li> <li>▪ Residential provision co-located with schools in West Suffolk.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Include recruitment targets for complex needs and respite in Fostering Recruitment Strategy</li> <li>▪ Develop business case for residential provision close to special education for up to 8 placements.</li> </ul>
<p>Need for high quality local placements for:</p> <ul style="list-style-type: none"> <li>▪ CYP with complex emotional and behavioural difficulties</li> <li>▪ CYP involved in the criminal justice system – remands</li> <li>▪ CYP in or affected by gangs</li> <li>▪ CYP at risk of sexual exploitation/trafficked</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good quality in-house foster carers but insufficient numbers for teenagers.</li> <li>▪ IFA market/Transition to foster service</li> <li>▪ In-house Children’s residential homes</li> <li>▪ 16+ accommodation.</li> <li>▪ Supported lodgings</li> <li>▪ Bespoke arrangements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient levels of in-house foster carers, particularly foster carers offering adolescent placements.</li> <li>▪ Insufficient specialist residential places in Suffolk for children with challenging behaviour and or experiencing placement breakdown.</li> <li>▪ Provision that can meet the needs of CYP at risk of sexual exploitation &amp; gangs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meet recruitment targets for in-house carers through Fostering Recruitment Strategy.</li> <li>▪ Review in-house residential service</li> <li>▪ Develop specialist residential provision in Suffolk.</li> <li>▪ Dual Placement children’s home.</li> <li>▪ Utilise new transition to foster scheme.</li> <li>▪ Redesign mental health services for vulnerable children.</li> </ul>
<p>Need for high quality local placements for</p> <ul style="list-style-type: none"> <li>▪ Mother &amp; baby placements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited local supply of fostering options (3 places)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient placements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Include mother and baby recruitment targets in Fostering Recruitment Strategy.</li> </ul>
<p>Need for high quality placements for</p> <ul style="list-style-type: none"> <li>▪ Care leavers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Housing related support</li> <li>▪ Private sector</li> <li>▪ Registered providers</li> <li>▪ Supported and supervised accommodation contract</li> <li>▪ Supported lodgings</li> <li>▪ Complex supported living (MAVAM)</li> <li>▪ Shared Lives Supported lodgings (ACS)</li> <li>▪ Staying put and staying close scheme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient places to meet need of young people coming into care as teenagers and not ready for independent living at 18.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supported lodgings 18+</li> <li>▪ Redesign in HRS</li> <li>▪ Influence Housing Strategies to prioritise shared housing needs of care leavers.</li> <li>▪ Implement Staying Close project</li> </ul>



## Summary of Commissioning intentions

Lead: Head of Strategic Commissioning | Tina Hines

Activity	Timescale	Lead Commissioner
<ul style="list-style-type: none"> <li>Develop business case for residential accommodation for children with SEND close to specialist educational provision, ensuring appropriate transitional accommodation available.</li> </ul>	Business case Dec 2018 Provision 2020	Strategic Commissioning Lead, Corporate Parenting
<ul style="list-style-type: none"> <li>Review existing supervised and supported living, and supported lodgings contract.</li> </ul>	Review existing arrangements by March 2019 Extend/redesign/ re-tender March 2020	Strategic Commissioning Lead, Corporate Parenting
<ul style="list-style-type: none"> <li>Review current therapeutic services and develop a business case for a therapeutic mental health service for vulnerable children.</li> </ul>	Business case October 2018	AD Transformation
<ul style="list-style-type: none"> <li>Review existing in-house residential service.</li> </ul>	March 2019	Head of Corporate Parenting
<ul style="list-style-type: none"> <li>Develop provision to meet the needs of children affected by County Lines and Gangs.</li> </ul>	March 2019	Strategic Commissioning Lead, Corporate Parenting
<ul style="list-style-type: none"> <li>Ensure suitable provision for 18+, including shared accommodation and specialist provision</li> </ul>	Ongoing	Strategic Commissioning Lead, Corporate Parenting
<ul style="list-style-type: none"> <li>Review Housing Related Support, with ACS and partners, to ensure sufficient and suitable accommodation is available for Child in Care and care leavers</li> </ul>	March 2020	Strategic Commissioning Lead, Corporate Parenting