

Sufficiency Strategy Delivery Plan *Delivery Update September 2021*

Reference	Issue	Evidence for issue	Action	Success criteria	Who	By when	Delivery Update
1	Very high numbers of children in care	Rate per 10k NELC - 166. SN - 106 England - 67	Review and revise edge of care offer Ensure that all decisions to bring children into care are endorsed by Legal Gateway panel. Usually this will be before the child has entered care	1) Reduce numbers of CLA from 609 (December 20) to 450 2) Reduce the rate per 10k to 120	HoS – Children in Care	Apr-22	Ongoing, Small reduction reported to date, work programmes progressing as planned
2	Relatively high numbers of unaccompanied asylum-seeking children with a variety of needs	Currently have 17 UASC in care and expect this to increase to 25 over the next 12 months. This will bring us up to 0.7% of the local population in line with National expectations.	Recruit a manager to focus on ensuring this group are receive excellent assessments of need and services to support them until their cases are decided by the Home Office	1) All UASC receive a single assessment within four weeks of arriving in the country. 2) All UASC are able to live homes that allow them to thrive	HoS – Children in Care	Jun-21	Actioned NELC is now part of the national rota for distributing new UASC cases. We are only expected to take one additional UASC in 21/22 and have already taken on this person.

3	NEL children are in care for longer than the England average	NELC - average time in care, 2 years 4 months England - average time in care, 2 years 0 months	Monitor impact of reunification programme and permanence planning to see if it results in reduced average length of time in care	1) Average stay in care in NEL is no longer than the England average.	HoS – Children in Care	Apr-22	Ongoing, monitoring of delivery
4	Fewer males and more females in care than England average	NELC Female CLA - 47% Male CLA - 53% England Female CLA - 44% Male CLA - 56%	Review decision making to ensure that risk is managed appropriately for both male and female children.	1) Difference between England and NEL gender split for CLA is understood. 2) If necessary, action is taken to remedy any bias discovered.	Business and Improvement Programme Manager	Aug-21	Outstanding
5	Children from mixed backgrounds may be overrepresented in the CLA population	NEL population overall is 0.74% from mixed backgrounds. CLA population is 4% from mixed backgrounds	Review of decision making about children from mixed backgrounds to try and understand disparity	1) Reasons for disparity are understood. 2) If review indicates need to alter practice, then this is implemented	Business and Improvement Programme Manager	Dec-21	Ongoing

6	NELC is not able to fully understand vfm and usage of its in-house care, because it does not routinely monitor occupancy	No monitoring data is routinely produced and shared	Collect and publish (internally) monthly occupancy rates for each NELC children's home. Do the same for NELC foster carers.	1) NELC Commissioners can ensure use of in-house care remains efficient	Business and Improvement Programme Manager	Apr-22	Ongoing, developing suitable monitoring arrangements with respective services
7	Insufficient foster homes for all children but especially those aged 10-15	58% of children in care are aged 10-15 61% of foster carers are approved for this age group but there are almost no vacancies	Review of fostering leading to targeted recruitment campaign to increase number of foster carers by 20 households	1) 20 fostering households recruited. 2) at least twelve of these households are approved to care for children aged 10-15 3) Number of foster carers is sufficient for 60% of CLA	Service Manager - Fostering	Dec-21	Actioned
8	No emergency foster care or PACE bed	Fostering register shows no carers who currently meet these needs	As part of fostering review, identify and support one or more carers to take on this role	1) Emergency foster care and PACE bed available where needed	Service Manager - Fostering	Dec-21	Ongoing

9	No in-house foster care that can be used for parenting assessments	Fostering register shows no carers who currently meet these needs	As part of fostering review, identify and support one or more carers to take on this role	1) Parenting assessment bed available where needed	Service Manager - Fostering	Apr-22	Ongoing
10	No provision exists for new UASC when they first arrive in the borough	No emergency foster provision available locally	As part of fostering review, support at least one carer to be able to offer short term home to new UASC	1) All UASC are living in suitable homes	Service Manager - Fostering	Dec-21	Ongoing
11	Difficulties finding foster care for more complex children and young people	Foster care not always available when needed	Pilot family finding approach as part of Valuing Care work	1) All children whose care plan is fostering are able to live with excellent carers	Children's Commissioner and Service Manager - Fostering	Apr-22	Ongoing
12	Few young people in NEL continue living with their former carers at 18 (Staying Put)	Staying put for NELC care leavers is just 9% compared to 42-58% England average.	Review Staying Put policy and procedure to make it more attractive for young people and carers – promote with FC	1) More young people continue to benefit from living in a family setting.	Service Manager - Fostering and HoS – Children in Care	Apr-22	Ongoing, Task and Finish group established September 2021.

13	Insufficient assurance that all children living in SIL are in the most appropriate provision for their needs	Children with significant vulnerabilities and sometimes insufficient independence skills are living in SIL.	Undertake risk assessment of all children living in SIL and in the future for any children who are proposed for SIL.	1) All children live in the most suitable home for their needs	Service Manager – Children in Care	Apr-21	Actioned – all children in SIL have a risk assessment that shows how they are suitable to live with just support and guidance rather than care.
14	Overnight respite care has not been available during pandemic	Cromwell House is not able to offer respite safely whilst Covid 19 measures are in place	Review needs of those formerly receiving respite to ensure that families are coping. Restart overnight respite care for families with most acute need	1) Families who rely on respite receive the support they need	HoS – Children in Care	Jun-21	Actioned although we also are reviewing the overall short breaks provision to ensure that we are making the most of available resources.
15	Difficulties in retaining residential bed as emergency provision because of difficulties in moving young people on	Emergency bed has been occupied by a small number of children during the year. They mostly have stayed well beyond the anticipated 48 or 72 hours.	Review operation of emergency bed and take action to enable young people to move on within seven days of taking up residence. Ensure that emergency bed is not used to address 16/17 years youth homelessness without joint assessment and planning with Housing.	1) Emergency bed is used appropriately and is available to support young people in need	HoS – Residential Children’s Homes	Dec-21	Appointment of new interim service manager for residential will allow this to be completed as part of the wider review of children’s homes.

			If available and suitable, provision established under 19, 21 or 22 can be used for edge of care respite.				
16	There are increasing numbers of young children being brought into care	Between 18/19 and 19/20 there were an additional 47 children aged five or under who came into care.	Review support available to families of young children and secure additional support where gaps are identified.	1) Number of young children entering care reduces	Head of Early Help	Dec-21	Actioned Full review completed, with strategy developed.
17	Some children have multiple placements in a year	Up to fifty children each year have more than three placements	Set up alert for when children have had two placement breakdowns to ensure robust planning for the third placement. Improve matching through making improvements to the placements process. Monitor use and effectiveness of stability meetings when placements are appearing at risk of breakdown.	1) Number of children with three placements in a year, reduces.	Children's Commissioner	Apr-22	Ongoing Ongoing Ongoing

18	NELC is not able to fully understand how well current care leaver housing meets their needs	Outcomes for young people in different settings are not monitored	Review where our care leavers live and how well this meets their needs in order to inform future commissioning.	1) NELC becomes assured that its care leavers get the support they need as young adults	Children's Commissioner	Apr-22	Actioned
19	Fostering and children's home providers do not offer many homes in NEL	Rate of children living outside of the borough	Engage with the IFA, SIL and children's home sectors to encourage them to make more provision available in NEL	1) Sufficient local options for children not to need to live in distant placements except in exceptional circumstances	Children's Commissioner	Apr-22	Ongoing
20	Value for money is not regularly measured or reviewed	Since Valuing Care there has not been regular reviews of the vfm of care packages.	Build vfm review into contract management processes	1) All homes that our children and young people live in provide appropriate levels of care and support at excellent vfm	Children's Commissioner	Apr - 22	Awaiting development of Commissioning Team
21	All 18+ care leavers live fully independently, regardless of their needs	No reliable data collected	Review outcomes for 18+ young people leaving care and then develop commissioning plan with	1) All CL get the support that they need to	Children's Commissioner	Apr - 22	Ongoing

			Housing to meet any identified need.	thrive as young adults			
22	No trainer flat to help young people prepare for independent living	Not locally available	Partner with local housing provider to create a trainer flat for young people	1) Young people leaving care can learn independence skills in a real life setting	Children's Commissioner	Dec-21	Actioned
23	Insufficient oversight of searches for homes for CLA and CL. No assurance of quality from contracted providers. No escalation process for social care staff to follow to raise concerns about a provider. No mechanism for strategic commissioning within children's services.	Different parts of CSC are currently responsible for different types of search	Establish a Commissioning and Homes for Children Team. This will be predicated on identifying sufficient savings through the establishment of this team.	1) The best and most appropriate homes are found for our children and young people. 2) Provision is excellent vfm. 3) Concerns about providers are appropriately addressed. 4) Opportunities for service improvements are identified	Children's Commissioner	Apr – 22	Ongoing, recruitment in progress

				and acted upon.			
24	Inadequate understanding of return home interviews (RHI)	Insufficient scrutiny of RHI data	Collect relevant data and monitor RHI performance	<ol style="list-style-type: none"> 1) All CLA who go missing are offered an RHI. 2) 70% of CLA missing episodes lead to a RHI taking place 	Children's Commissioner	Dec-21	Data received by Commissioner. Awaiting analysis. On track to be completed by Dec 21.
25	Disruption to education caused by the pandemic has disrupted children's education	Little direct evidence but an inevitable consequence of schools being closed	Explore and implement activities to support CLA to catch up with missed education	<ol style="list-style-type: none"> 1) All NEL children in care fulfil their academic potential 	Virtual School Head	Dec-21	Ongoing
26	Lack of understanding of occupancy rates and outcomes for those living in SIL	No regular information about this is created or reviewed	Monitor void nights in SIL Monitor outcomes for those in SIL.	<ol style="list-style-type: none"> 1) NELC can be assured that we are making the best use of SIL. 2) NELC will be assured that our children are making good progress whilst living in SIL. 	Willows Programme Manager	Apr-21	Weekly occupancy data now being provided allowing void nights to be kept to a minimum

The actions below are linked to this sufficiency plan but will be overseen by other workstreams.

27	Too many care leavers are not engaged in education or training.	35% of CL aged 17/18 and 40% of those aged 19/20/21 are NEET	Develop apprenticeships and traineeships targeted at young people leaving care.	1) Increased numbers of young people are benefiting from education or training.	AD - Skills	Dec-21	Ongoing
28	Criminal exploitation of our children and young people	Increase in safeguarding issues linked to criminal exploitation	Establish vulnerabilities hub	1) Young people in care are protected from criminal exploitation.	Head of Transformation	Apr-21	Ongoing, this is being established by Humberside Police Joint protocol for children in custody, including CLA is being developed

Monitoring

The items monitored as set out below, relate to the actions in the plan at Appendix 1.

Work is currently progressing to develop internal Apex monitoring and establish manual report where automated systems are not suitable to capture the required information.

Reference	Success criteria	Monitoring	Frequency
1	1) Reduce numbers of CLA from 609 (December 20) to 450 2) Reduce the rate per 10k to 120	a) Numbers of CLA b) Rate of CLA	Monthly

2	<ul style="list-style-type: none"> 1) All UASC receive a single assessment within four weeks of arriving in the country. 2) All UASC can live homes that allow them to thrive 	<ul style="list-style-type: none"> a) Numbers of UASC receiving single assessment within time. b) LAC reviews 	Quarterly
3	<ul style="list-style-type: none"> 1) Average stay in care in NEL is no longer than the England average 	<ul style="list-style-type: none"> a) Average length of time in care 	Monthly
4	<ul style="list-style-type: none"> 1) Difference between England and NEL gender split for CLA is understood. 2) If necessary, action is taken to remedy any bias discovered. 	<ul style="list-style-type: none"> a) DMT briefing presented by end of August 2021 	One off
5	<ul style="list-style-type: none"> 1) Reasons for larger numbers of CLA from mixed ethnic backgrounds is understood. 2) If review indicates need to alter practice, then this is implemented 	<ul style="list-style-type: none"> a) DMT briefing presented by end of December 2021 	One off
6	<ul style="list-style-type: none"> 1) NELC Commissioners can ensure use of in-house care remains efficient 	<ul style="list-style-type: none"> a) Number of foster care placements with NELC registered carers (total bed nights in period) b) Number of foster placements utilised (total bed nights used in period) c) Number of children's home bed nights in period d) Number of children's home bed nights used in period. 	Monthly
7	<ul style="list-style-type: none"> 1) 20 fostering households recruited. 2) At least 12 of these households are approved to care for children aged 10-15 3) Number of foster carers is sufficient for 60% of CLA 	<ul style="list-style-type: none"> a) Number of new carers recruited. b) Approval of new carers c) Total number of NELC carers 	Monthly

8 & 10	1) Emergency foster care and PACE bed available where needed. 2) All UASC are living in suitable homes	a) Emergency bed availability b) Emergency UASC bed availability – this may be the same bed as for a)	Monthly – once provision secured
9	1) Parenting assessment bed available where needed	a) Number of parenting assessments that happen outside of NEL	Monthly
11	1) All children whose care plan is fostering can live with excellent carers	a) Number of children enabled to move from children’s home or residential schooling to foster care following family finding approach	Quarterly events – will be reviewed after Valuing Care event on 22nd April 2021
12	1) More young people continue to benefit from living in a family setting.	a) Staying Put numbers and outcomes for children previously in foster care	Quarterly
13	1) All children live in the most suitable home for their needs	a) Progress measures for YP in SIL	Quarterly
14	1) Families who rely on respite receive the support they need	a) Cromwell House is available from April 2021 for those with most acute need for overnight respite	One off then ongoing
15	1) Emergency bed is used appropriately and is available to support young people in need	a) Frequency of having to use independent provision in an emergency	Monthly
16	1) Number of young children entering care reduces	a) Number of children under five entering care	Quarterly
17	1) Number of children with three placements in a year, reduces.	a) Number of children with 3+ placements in 12 months	Quarterly

18	1) NELC becomes assured that its care leavers get the support they need as young adults	a) Outcomes of review are presented to DMT by end of July 2021	One off
19	1) Sufficient local options for children not to need to live in distant placements except in exceptional circumstances	a) Number and percentage of distant placements	Monthly
20	1) All homes that our children and young people live in provide appropriate levels of care and support at excellent vfm	a) Map of needs vs. cost – will need to agree model to use building on Valuing Care	Quarterly
21	1) All CL get the support that they need to thrive as young adults	a) Briefing shared with DMT by end of August 2021. Briefing will set out plans for further development of 18+ homes for CL	One off
22	1) Young people leaving care are able to learn independence skills in a real life setting	a) Availability of trainer flat when needed	Monthly
23	1) The best and most appropriate homes are found for our children and young people. 2) Provision is excellent vfm. 3) Concerns about providers are appropriately addressed. 4) Opportunities for service improvements are identified and acted upon.	a) CHCT is established. b) Contract management feedback	Quarterly
24	1) All CLA who go missing are offered an RHI. 2) 70% of CLA missing episodes lead to a RHI taking place	a) Percentage of missing episodes that lead to a RHI being offered. b) Percentage that leads to a RHI occurring	Monthly
25	1) All NEL children in care fulfil their academic potential	a) Children’s progress against expectations as reported by the school	Termly

26	1) NELC can be assured that we are making the best use of SIL. 2) NELC will be assured that our children are making good progress whilst living in SIL.	a) Percentage void nights in NELC funded SIL b) Progress measures for YP in SIL – need to agree model for this	Quarterly
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