

**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<br>NELC - 166.<br>SN - 106<br>England - 67   | Review and revise edge of care offer<br>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<br>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.<br>2) All UASC are able to live homes that allow them to thrive | HoS – Children in Care | Jun-21  | Actioned<br><br>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. |

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| <b>3</b> | NEL children are in care for longer than the England average                 | <b>NELC</b> - average time in care, 2 years 4 months<br><b>England</b> - 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 |
| <b>4</b> | Fewer males and more females in care than England average                    | NELC<br>Female CLA - 47%<br>Male CLA - 53%<br>England<br>Female CLA - 44%<br>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.<br>2) If necessary, action is taken to remedy any bias discovered. | Business and Improvement Programme Manager | Aug-21 | Outstanding                     |
| <b>5</b> | Children from mixed backgrounds may be overrepresented in the CLA population | NEL population overall is 0.74% from mixed backgrounds.<br>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.<br>2) If review indicates need to alter practice, then this is implemented                          | Business and Improvement Programme Manager | Dec-21 | Ongoing                         |

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| <b>6</b> | 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.<br><br>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 |
| <b>7</b> | Insufficient foster homes for all children but especially those aged 10-15   | 58% of children in care are aged 10-15<br><br>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.<br>2) at least twelve of these households are approved to care for children aged 10-15<br>3) Number of foster carers is sufficient for 60% of CLA | Service Manager - Fostering                | Dec-21 | Actioned  |
| <b>8</b> | 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   |

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| <b>9</b>  | 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  |
| <b>10</b> | 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  |
| <b>11</b> | 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  |
| <b>12</b> | 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. |

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| <b>13</b> | 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. |
| <b>14</b> | 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.<br><br>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.        |
| <b>15</b> | 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.<br><br>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.     |

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|           |  |   | If available and suitable, provision established under 19, 21 or 22 can be used for edge of care respite.   |   |                         |        |   |
| <b>16</b> | 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<br><br>Full review completed, with strategy developed. |
| <b>17</b> | 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.<br><br>Improve matching through making improvements to the placements process.<br><br>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<br><br>Ongoing<br><br>Ongoing                           |

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| <b>18</b> | 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                                   |
| <b>19</b> | 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                                    |
| <b>20</b> | 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 |
| <b>21</b> | 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                                    |

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|           |  |  | Housing to meet any identified need.   | thrive as young adults  |                         |          |                                  |
| <b>22</b> | 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                         |
| <b>23</b> | 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.<br>2) Provision is excellent vfm.<br>3) Concerns about providers are appropriately addressed.<br>4) Opportunities for service improvements are identified | Children's Commissioner | Apr – 22 | Ongoing, recruitment in progress |

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|           |   |  |   | and acted upon.  |                           |        |   |
| <b>24</b> | 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"> <li>1) All CLA who go missing are offered an RHI.</li> <li>2) 70% of CLA missing episodes lead to a RHI taking place</li> </ol>   | Children's Commissioner   | Dec-21 | Data received by Commissioner. Awaiting analysis. On track to be completed by Dec 21. |
| <b>25</b> | 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"> <li>1) All NEL children in care fulfil their academic potential</li> </ol>  | Virtual School Head       | Dec-21 | Ongoing   |
| <b>26</b> | 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<br>Monitor outcomes for those in SIL.                  | <ol style="list-style-type: none"> <li>1) NELC can be assured that we are making the best use of SIL.</li> <li>2) NELC will be assured that our children are making good progress whilst living in SIL.</li> </ol> | 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.

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| 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<br><br>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<br>2) Reduce the rate per 10k to 120 | a) Numbers of CLA<br>b) Rate of CLA | Monthly   |

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

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| <b>8 &amp; 10</b> | 1) Emergency foster care and PACE bed available where needed.<br>2) All UASC are living in suitable homes | a) Emergency bed availability<br>b) Emergency UASC bed availability – this may be the same bed as for a)                             | Monthly – once provision secured  |
| <b>9</b>          | 1) Parenting assessment bed available where needed  | a) Number of parenting assessments that happen outside of NEL  | Monthly   |
| <b>11</b>         | 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 |
| <b>12</b>         | 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   |
| <b>13</b>         | 1) All children live in the most suitable home for their needs  | a) Progress measures for YP in SIL   | Quarterly   |
| <b>14</b>         | 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  |
| <b>15</b>         | 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   |
| <b>16</b>         | 1) Number of young children entering care reduces   | a) Number of children under five entering care   | Quarterly   |
| <b>17</b>         | 1) Number of children with three placements in a year, reduces.   | a) Number of children with 3+ placements in 12 months  | Quarterly   |

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| <b>18</b> | 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   |
| <b>19</b> | 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   |
| <b>20</b> | 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 |
| <b>21</b> | 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   |
| <b>22</b> | 1) Young people leaving care are able to learn independence skills in a real life setting   | a) Availability of trainer flat when needed  | Monthly   |
| <b>23</b> | 1) The best and most appropriate homes are found for our children and young people.<br>2) Provision is excellent vfm.<br>3) Concerns about providers are appropriately addressed.<br>4) Opportunities for service improvements are identified and acted upon. | a) CHCT is established.<br>b) Contract management feedback   | Quarterly |
| <b>24</b> | 1) All CLA who go missing are offered an RHI.<br>2) 70% of CLA missing episodes lead to a RHI taking place  | a) Percentage of missing episodes that lead to a RHI being offered.<br>b) Percentage that leads to a RHI occurring         | Monthly   |
| <b>25</b> | 1) All NEL children in care fulfil their academic potential   | a) Children’s progress against expectations as reported by the school  | Termly    |

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