

# Barking & Dagenham

**Looked After Children Sufficiency Action Plan**

Jan 2023-April 2024

## LBBB Looked After Children Sufficiency Action Plan – Jan 2023-April 2024

### Introduction to the Plan:

This action plan results from the updated **Looked After Children Sufficiency Strategy** document which sets out our key principles and provides a detailed summary of needs, progress in meeting needs, the types of accommodation available and indications of current supply along with forecast demand.



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The strategy addresses the sufficiency pressures faced in Barking & Dagenham – many of which are set out by Ofsted in [new research](#) on placement sufficiency for children in care and care leavers, published in November 2022. This highlights the fact that many Local authorities across the country are finding it difficult to meet their sufficiency duty for reasons that include:

- the rising numbers of children in care and an older profile of children
- an increase in children who require specialist provision that can support complex needs and in particular, mental health needs
- a lack of secure provision for children nationally, meaning alternative places need to be found for children with complex needs
- issues with recruitment and retention of foster carers, residential care workers and other social care and wider children's professionals
- not having the right quantity and mix of provision for the children in their area
- difficulties in working in the private market, where private providers have more power and local authorities have little choice

These pressures are all faced within LBBB & exacerbated by the demographic changes & increased social care demands faced by the borough, including:

- the highest proportion of children (0–17) in the UK: almost three in ten residents (29.9%) are under 18.
- the highest proportion of under 5s in the UK: 8.8%.
- child poverty amongst the highest in London boroughs and the country: 50% of children live in households on the poverty line.
- poor quality of housing: waiting list for housing are some of the largest in the country.
- Barking and Dagenham has the highest deprivation score in London

As such this **plan** details the key actions that we will undertake in order to ensure that we can address these growing pressures.

These actions are set out in detail in the action plan below but in summary include:

- Ensuring we are getting best value, quality, and outcomes from current providers we are working with
- Strengthening the voice of the child to improve commissioned services & shape the future market
- Working more closely and innovatively with providers in borough and bring new & innovative providers into the borough
- Improving prevention & Edge of Care services to support children & their families to prevent children entering care
- Exploring new models of step-down for residential and foster care to improve sufficiency within borough which is based on the child's journey from early help to preparation for adulthood
- Further building & strengthening our internal fostering service and increase support to families to help children to return to their families
- Exploring the feasibility of LBBB providing more direct services & provision including developing its own children's home with a new focus in relation to assessment & outreach, edge of care support, short term crisis & emergency and the facilitation of step down and preparation for adulthood
- Strengthening our leadership and governance in relation to transitions and preparation for adulthood, improving our whole system pathways, outcomes for young people and our whole system commissioned offer
- Improving our oversight of sufficiency requirements through systematically gathering key data on social care needs & trends to enable us plan for future service demand and identify where there is a need for new or changed services. To then use this with our market intelligence to work with local providers and partners to develop this capacity.

We will take these key actions forward through working in partnership with our statutory partners, commissioned providers, care experienced young people as well as the voluntary, community and faith sector in the London Borough of Barking and Dagenham.

Like all local authorities, LBBB has faced increasing demand for its services in a climate of insufficient funding and increasing costs for accommodation for the children who need our care. In this context, to achieve the best possible outcomes for children and families and provide stability and sustainability to the care system, we are focused on providing the right help at the right time to mitigate risks and prevent the need for escalation. Our approach to sufficiency is built on the principle that children are best brought up in families &, as such, we are committed to supporting families to remain safely together through intervening as early as possible when children and families need support. If children and young people need to come into our care, we will do all we can to help them return safely back to their families.

For children and young people who need to remain in our care (where living within their birth family or wider network is not a viable option) we want them to find the right home the first-time round. Wherever possible, we want this to be with a fostering family in Barking and Dagenham. Our responsibilities as corporate parents also extend to those young people leaving our care who are approaching, or who have reached adulthood. We are committed to equipping young people who are leaving care with the skills to thrive as independent young adults by increasing the numbers of Care Leavers engaged in

education, training and employment. This involves supporting their access to affordable housing which meets their individual needs, circumstances, and aspirations. LBBD is determined to work collaboratively and effectively with all our young people, service providers and partner agencies to improve the health, welfare, and educational outcomes of all our looked after children.

The **action plan** below sets out how the key strategic actions from the Looked After Children Sufficiency Strategy will be taken forward. Progress against these actions will be reviewed quarterly through a new **LAC Sufficiency Oversight Group**. The plan covers 5 primary commissioning workstreams:



### Workstreams

1. Effective Commissioning & Oversight	2. Prevention, Early Help & Edge of Care	3. Fostering & Adoption	4. Residential & Supported Accommodation	5. Data Insight & Market Development
<p><b>Aim:</b> To maximise the use of our existing resources through ensuring the services and placements we currently use are of high quality &amp; safe as well as efficient, effective, and focussed on outcomes.</p>	<p><b>Aim:</b> To focus on systemic prevention – working with all partners to reduce the number of children entering the care system by ensuring that families are well supported at an early stage &amp; empowered to take control and find their own solutions to improve their life chances. To also ensure that the families of children most at risk of entering care receive more intensive support through a comprehensive Edge of Care offer.</p>	<p><b>Aim:</b> To Improve overall in-house fostering capacity (general &amp; specialist) – increasing the numbers of foster carers and their capacity to support more children - increasing the availability, stability, and effectiveness of foster care placements: preventing placement breakdown; reducing admission to residential care; providing a faster step down from specialist treatment provision and enhancing the prospects of successful family reunification where viable</p>	<p><b>Aim:</b> To Improve overall capacity to ensure there is sufficient provision of residential placements to meet a range of needs, particularly complex disabilities, as close to home as possible. To also ensure that there remains a sufficiency of other accommodation-based support</p>	<p><b>Aim:</b> To develop a continuous oversight of our sufficiency requirements through systematically gathering key data on social care needs &amp; trends to enable us plan for future service demand and identify where there is a need for new or changed services. To then use this together with our market intelligence to work with providers and partners to develop this capacity.</p>

## Workstream Commissioning Leads

1. Effective Commissioning & Oversight	2. Prevention, Early Help & Edge of Care	3. Fostering & Adoption	4. Residential & Supported Accommodation	5. Data Insight & Market Development
Philip Williams / Michael Fenn / Interim Commissioning Manager	Amisha Maisuria / Head of Early Help / Mazeda Bellevue / Nikhil Scott / Angela D'Urso	Valerie Tomlinson / Philip Williams / Nikhil Scott / Interim Commissioning Manager	Valerie Tomlinson / Nikki McGowan / Interim Commissioning Manager	Michael Fenn / Mazeda Bellevue / Interim Commissioning Manager
<ul style="list-style-type: none"> <li>The needs of children with complex health needs &amp; disabilities will be incorporated into all 5 workstreams – <b>Clare Bruton / Head of Disabilities</b></li> <li>Engagement and involvement from Health, Education &amp; Operational colleagues will also be integral to the success of all 5 workstreams</li> </ul>				

The commissioning leads will be responsible for progressing the work set out in the action plan below. This may include setting up specific workstream task & finish groups, bringing in Health, Education & Operational colleagues, ensuring that there is CYP & stakeholder participation, writing growth bids as required and producing quarterly update reports to the LAC Sufficiency Oversight Group which (will report to the Children’s Improvement Board).

### Draft LAC Sufficiency Oversight Group Terms of Reference:



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The strategy & action plan will be subject to a full review & revision in Q4 23/24

## LAC Sufficiency Action Plan:

Workstream	Action Focus / Objectives	Actions	Milestones / targets	Success Measures & Indicators	Quarterly Review Updates / Progress Tracker - RAG
Effective Commissioning & Oversight	<p><b>Aim: To maximise the use of our existing resources through ensuring the services and placements we currently use are of high quality &amp; safe as well as efficient, effective, and focussed on outcomes.</b></p>				
	<p><b>Placement Agreements &amp; Contracts</b></p> <p>Improve the way we specify and monitor services to ensure we have:</p> <ul style="list-style-type: none"> <li>clearer definition of services to be provided &amp; the expected outcomes</li> <li>clearer monitoring &amp; tracking of contractual requirements</li> </ul>	<p><u>Residential</u>: Audit &amp; review all current residential placement agreements and contracts.</p> <p>Revise placement agreement to ensure clearer direction to providers on placement aims, objectives, expected outcomes and monitoring.</p> <p>Track completion &amp; delivery of these through Residential Oversight Meeting / Provider QA Group</p> <p><u>IFAs</u>: Audit &amp; review all current IFA agreements and contracts.</p>	<p>Audit completion &amp; review of Residential agreements by end of Dec. 22</p> <p>Revision / redesign of Placement Agreements by end of Jan 23</p> <p>Tracking of placement agreements from Jan 23</p> <p>Audit of IFA Contracts – Feb 23</p>	<p>We have a full understanding &amp; knowledge of Provider compliance with placement agreements</p> <p>We can see a clear correlation between services provided, funding levels and outcomes and be able to report these back to relevant Panels (see next section)</p>	
	<p><b>Oversight Panels / Meetings</b></p>	<p><u>Provider Quality Assurance Meetings</u></p> <p>Re-design &amp; re-launch monthly provider QA meetings to:</p> <ul style="list-style-type: none"> <li>Receive monthly Provider Quality Improvement Team Report</li> </ul>	<p>New Terms of Reference put together &amp; monthly meetings set up - first meeting 26<sup>th</sup> Jan</p>		

	<ul style="list-style-type: none"> <li>Review CCRAg tracker – areas to note / areas of concern / actions</li> <li>Team Visits &amp; forward plan</li> <li>IPA/Contracts status</li> </ul> <p><u>Residential Oversight Meetings</u></p> <ul style="list-style-type: none"> <li>Individual reviews of effectiveness and outcomes</li> <li>Link to Joint Multi-Agency Funding Panel (below) re effectiveness &amp; VFM</li> </ul>	Residential Oversight Meetings moved to fortnightly from Feb23		
<b>Children with disabilities and complex health needs in residential settings:</b>	<ul style="list-style-type: none"> <li>Develop specialist advocacy to ensure the voices of children with complex health needs and disabilities are listened to and heard</li> <li>Follow the template set out by the National Review Panel for reviewing safety &amp; quality of placements for children with disabilities and complex health needs in residential settings</li> <li>Reviews to be presented to the Residential Oversight Panel</li> </ul>	<p>Advocacy redesign underway – procurement from Jan23</p> <p>Template used on the 2 cases identified in the National Panel Review &amp; to be adopted for all other children with disabilities.</p> <p>Review the need for an independent audit.</p>	We have better oversight of this very vulnerable group of children	
<b>Clear Funding Arrangements</b>  Ensure that all tripartite funding of placements is	<ul style="list-style-type: none"> <li>Develop a new shared funding mechanism that more accurately reflects the level of Health, Education and Social Care needs of the CYP being placed.</li> </ul>	Undertake audit of current funding split against CYP Placements / needs /	Equitable funding arrangements in place for 23-24	

	<p>appropriately split between partners to avoid cost pressures impacting disproportionately on one partner.</p>	<ul style="list-style-type: none"> <li>• Set up a <u>Joint Multi-Agency Funding Panel</u> – a regular commissioning led decision-making meeting to agree contribution of CYPS CSC, NEL Commissioning and CYPS Education to the cost of placements, care, treatment and support packages for eligible children and young people.</li> <li>• Agree a shard cost for placement brokerage for these CYP</li> </ul>	<p>brokerage - to be completed Dec 22 Jan 23 - set up a group to:</p> <ul style="list-style-type: none"> <li>• review audit findings</li> <li>• look at best practice models</li> <li>• develop the funding decision tool</li> <li>• design the panel process</li> <li>• recommendations re the future funding of brokerage / placement finding services</li> </ul> <p>Work to be completed by April 23</p>		
	<p><b>Quality Assurance</b></p> <p>Ensuring that robust quality assurance processes are in place so that we know placements for our children are of good quality and are safe</p>	<p><u>Monitoring:</u> Work with QA team on developing:</p> <ul style="list-style-type: none"> <li>• an annual schedule of placement visits</li> <li>• a standard quality review format</li> <li>• a visits prioritisation hierarchy</li> <li>• a Quality Assurance tracking tool (CCRAG QA Tool)</li> </ul>	<p>QA Visits &amp; recording process development Jan-March 23:</p> <p>New QA Provider QA meetings &amp; introduction of the CCRAG tool – Jan 23</p>	<p>Aware of issues early &amp; can put mitigations in place</p> <p>Fewer placement moves due to low quality accommodation</p>	




	<p>– meeting all National Minimum Standards and regulatory requirements</p>	<ul style="list-style-type: none"> <li>re-launch professional’s quality issues reporting form with new guidance <a href="https://www.lbbd.gov.uk/form/quality-assurance-form">https://www.lbbd.gov.uk/form/quality-assurance-form</a></li> </ul> <p><u>Child &amp; Young person’s voice:</u></p> <ul style="list-style-type: none"> <li>Link to participation work &amp; promote use the portal at <a href="https://oneboroughvoice.lbbd.gov.uk/">https://oneboroughvoice.lbbd.gov.uk/</a> to capture the voice of our CIC and Care Leavers views as to their placements</li> <li>Develop a Young Inspectors scheme to undertake visits &amp; participate in provider reviews</li> <li>Return Home Interviews - ensure that return home interviews are routinely completed &amp; issues relating to placements are fed through to QA team</li> </ul> <p><u>Providers</u></p> <ul style="list-style-type: none"> <li>Work with providers on improving standards &amp; understanding and enacting legislative changes e.g., requirements and flexibilities around DoLS / support in the Introduction of national standards for supported accommodation for young people etc.</li> <li>Ensure close monitoring of contracted providers to ensure</li> </ul>	<p>Participation work aligned to Participation &amp; Direct Work Action Plan</p> <p>Work with Skittlez &amp; QA to develop YI scheme – from Jan 23</p> <p>Develop one page fact sheets / provider resources / bite size training sessions – March 23</p>	<p>Children and young people are safe and in good quality settings</p>	
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		Sibling and Permanency savings are realised			
	<p><b>Joined up Commissioning:</b> Develop greater integrated Commissioning with Health partners (ICS and NELFT) &amp; Education to ensure that resources are maximised across services</p>	<ul style="list-style-type: none"> <li>Use the sufficiency workstreams to strengthen collaboration &amp; partnership working around integrated sufficiency planning &amp; support e.g., placement support for children with complex medical needs &amp; fast-track CAMHS support for specialist Foster Carers etc.</li> </ul>	Ongoing	Coherent and consistent commissioning & investment in early intervention/prevention and local specialist services to support placement sufficiency & reduce the need for emergency/crisis, and often high cost, intervention.	
	<p><b>Children &amp; Young People's Participation</b></p>	Develop Commissioning CYP Participation/co-production guidance & standards	Produce in Jan23 to inform participation in the 5 CSS Action Plan workstreams	That we can demonstrably show that the voice of children & young people has informed the commissioning process	

Prevention, Early Help and Edge of Care

**Aim: To focus on systemic prevention – working with all partners to reduce the number of children entering the care system by ensuring that families are well supported at an early stage & empowered to take control and find their own solutions to improve their life chances. To also ensure that the families of children most at risk of entering care receive more intensive support through a comprehensive Edge of Care offer.**

<p><b>Mapping:</b> To understand the 'journey of the child into care' to identify key intervention points &amp; what actions could/should/were taken at these points.</p>	<ul style="list-style-type: none"> <li>Review of LAC cases to produce 'journey of the child into care' mapping. Looking at whole system responses including Health &amp; Education.</li> <li>Utilise work of Insight Team &amp; new sufficiency data system</li> </ul>	<p>Mapping &amp; Prevention report to be completed by Feb 2023</p>	<p>To focus commissioning activity in areas of prevention that will have the most impact – working with partners to deliver a whole system response.</p>	
<p><b>Early Help:</b> Improve access to early help so we can ensure that more families stay together and receive support to overcome difficulties and become more resilient.</p>	<ul style="list-style-type: none"> <li>Provide Commissioning support to progress actions in the new Early Help and Early Intervention Strategy</li> </ul>  <p>DRAFT%20EH%20Strategy%20PDF%20JH%</p>	<p>November 2022 ongoing</p>	<p>Reduction in number of children who are subject to child protection plans</p> <p>Reduction in total number of looked after children</p>	
	<ul style="list-style-type: none"> <li>Support the implementation of the Early Help Target Operating mode (EH TOM)</li> </ul>	<p>October 2023</p>		
	<ul style="list-style-type: none"> <li>Support the development of three co-located hubs, called 'Best Chance Family Hubs'</li> </ul>	<p>April-October 2023</p>		

		<p>Continue to support key local prevention initiatives:</p> <ul style="list-style-type: none"> <li>• PAUSE Project</li> <li>• Implementation of the Volunteer Offer</li> <li>• Promotion of the FGC Service and ongoing monitoring of performance</li> </ul>	Ongoing		
	<p><b>Edge of Care</b> Develop a full 'Edge of Care' offer providing a range of services through the SIS and Education &amp; Health partners to reduce the need/ prevent children needing to become looked after by offering more support to keep the family together</p>	<ul style="list-style-type: none"> <li>• Review and assess gaps in edge of care step-up/step-down provision</li> <li>• Parents: work with parents as partners, recognising the need to support them to strengthen their relationships with their children and promote positive development – initiate parenting workshops &amp; design parenting support resources</li> <li>• Schools: Work with schools to co-produce plans designed to re-engage children &amp; young people with education – developing training &amp; resources to help teachers understand each child's issues in more detail and how they can better support them to improve attendance. This includes working with the disability service to make sure children on the edge of care with SEN (often undiagnosed) are given the support they need to re-engage with school</li> </ul>	<p>Review Feb/March 2023</p> <p>Produce proposals and draft Edge of Care Development Plan – May 2023</p>	<p>A comprehensive Edge of Care offer in place</p> <p>Reduction in the number of children entering the care system</p> <p>Reduction in number of S20 placements</p> <p>Reduced spend through fewer looked after children</p>	

		<ul style="list-style-type: none"> <li>SIS: Continue to assess need and implement services that complement the SIS offer</li> </ul>			
	<b>Alternative Provision</b>	<ul style="list-style-type: none"> <li>To work with Education partners to develop a new Framework for Alternative Provision for vulnerable children experiencing difficulties within the school setting.</li> </ul>	<p>Specification &amp; Procurement Process – Jan-May23</p> <p>Services to be in place from Sept. 23</p>	<p>Improved mental wellbeing &amp; lessening of disruptive behaviours.</p> <p>Increased attendance &amp; engagement with education – better attainment and reduction in exclusions where possible</p>	
	<p><b>Earlier Step-Down</b> Improve sufficiency of step-down support within borough based on the child’s journey from early help to preparation for adulthood</p>	<ul style="list-style-type: none"> <li>Explore new models of step-down for residential and foster care - through Fostering Development &amp; Innovation Group</li> <li>Development of intensive community support services where there are gaps</li> <li>Local educational support for children with complex health needs &amp; disabilities</li> <li>Promotion of the Lifelong Links and Reconnect Project</li> </ul>	Ongoing	<p>Better outcomes for children &amp; young people</p> <p>Increase in number of children returned to a family or friends’ network or in long term placements</p> <p>Savings in residential placements generated</p>	


	<b>Mental Health</b> To improve resilience through increased access to support for children and young people with Mental Health	<ul style="list-style-type: none"> <li>Commissioning a Mental Health Practitioner to sit in the Corporate Parenting and Permanence Team</li> </ul>	22/23	The immediate target is to increase access to at least 35% of those with a diagnosable condition. Hence alongside the challenge of increasing CAMHS capacity, there is an equally pressing need to engage and maximise the contribution of non-NHS support e.g., counselling commissioned by schools and / or the CVS; improve the ability of universal services including schools and parents to support CYP with mental health problems and build greater resilience amongst CYP themselves.	
		<ul style="list-style-type: none"> <li>Develop the transition offer for Looked After Children with enduring mental ill health into Adult Mental Health Services</li> <li>Develop the role of the Transitions Lead Commissioner to develop to ensure that packages of care are appropriate and timely for young people transitioning to Adult Services</li> <li>Work with children/ adults social care, voluntary sector, CCG and NELFT to consider the gap in provision in wellbeing and emotional support provision for Looked After Children and Care Leavers who do not meet secondary MH threshold once they turn 18.</li> </ul>	22/23		
		<ul style="list-style-type: none"> <li>Work with the ICS (Local Place), NELFT, Voluntary Sector and Carer Leavers to further develop the emotional wellbeing offer for those who do not meet the secondary care threshold but require therapeutic intervention</li> <li>Monitor and evaluate TIGER Light to ensure it meets the aims and objectives and ensure sufficient</li> </ul>	From Jan23		


		capacity for those CYP who need the support			
		<ul style="list-style-type: none"> <li>Work with local Adult Mental Health Providers to redesign the 17+ supported living offer for young people open to secondary MH services with a formulation of complex emotional dysregulation</li> </ul>	Ongoing		
		<ul style="list-style-type: none"> <li>Review the use of the clinical oversight protocol with the ICS (Local Place) and NELFT to ensure that all clinical interventions for CYP placed OOB have been appropriate and lead to positive outcomes</li> </ul>	March 2022		
	<b>Domestic Abuse</b> Support the implementation of the Domestic Abuse Strategy through commissioned services	<p>Increase colocations of commissioned services – universal, triage, adults Increasing the commissioned services offer:</p> <ul style="list-style-type: none"> <li>Family Hubs DA team</li> <li>CYP intensive intervention service</li> <li>Vulnerable/multiple disadvantage adults IDVA / L&amp;D lead</li> <li>CYP direct access and therapeutic service – commissioning</li> <li>Triple P reducing parental conflict programmes (standard, teen, enhanced, transitions, stepping-</li> </ul>	Nov 22 – ongoing	<p>There is increased support for families who experience domestic abuse and appropriate services in place to mitigate where possible the potential lifelong impact of this for children &amp; young people.</p> <p>There are experts at the right point in the</p>	

		<p>stones) – training and implementation ongoing</p> <ul style="list-style-type: none"> <li>• DA parenting programmes – commissioning ongoing (Strengthening Families, Strengthening Communities, Inspiring Families, Empowering Parents Empowering Communities)</li> <li>• DA online - Triple P (baby, standard, teen, fearless), Parent Talk Action for Children</li> <li>• NRPF and housing support</li> <li>• Intensive parenting support intervention MDT model being developed</li> <li>• Development of a Young People’s Therapeutic Service - a pre CAMHS threshold service for children and young people who are victims of domestic abuse and live within the borough</li> </ul>		<p>system and needs are being met</p> <p>There is trauma informed 1:1 counselling available for children and young people which is age appropriate and responsive to the needs of the individual, including art and/or play therapy, Mindfulness, Cognitive Behavioural Therapy (CBT) etc.</p>	
	<p><b>Vulnerable Adolescents</b></p>	<ul style="list-style-type: none"> <li>• Provide appropriate commissioning support in taking forward the Exploitation Strategy</li> <li>• Develop specialist foster care services for vulnerable / complex adolescents (actions in section 3 below)</li> <li>• Develop Remand Fostering (actions in section 3 below)</li> <li>• Develop the London Accommodation Pathfinder (LAP) which will offers a residential alternative to custody for</li> </ul>	<p>January 2023 onwards - Workshop set up for Jan 10th to launch exploitation strategy and to relaunch Strategic Group</p>	<p>Young people are kept safe in appropriate, supportive environments</p>	



		London children (actions in section 4 below)			
	<b>New Town Culture</b> - using creative arts as a vehicle of change	<ul style="list-style-type: none"> <li>Commission New Town Culture to develop creative clubs, tools and training programmes that can be used by social care practitioners to support families with children on the Edge of Care</li> </ul>	Outline specification to be completed by April 23	Improved family dynamics - families are better able to connect & build trust through working together on creative arts projects	
<b>Fostering</b>	<p><b>Aim: To Improve overall in-house fostering capacity (general &amp; specialist) – increasing the numbers of foster carers and their capacity to support more children - increasing the availability, stability, and effectiveness of foster care placements: preventing placement breakdown; reducing admission to residential care; providing a faster step down from specialist treatment provision and enhancing the prospects of successful family reunification where appropriate &amp; viable</b></p>				
	<b>Develop a new Comms Strategy &amp; Plan:</b>	<ul style="list-style-type: none"> <li>Develop proposals to raise awareness of the rewards and benefits of fostering amongst key audiences – value-based, demographic targeting, reflecting the diversity of the community</li> <li>Develop a customer-focused foster carer membership communications and engagement plan to support retention</li> </ul>	<p><b>Phase 1.</b> The key areas of this Fostering Sufficiency work will be taken forward by a new Fostering Development &amp; Improvement Group. This will be a short task &amp; finish group meeting Jan-April 23 which will develop asset of proposals to increase the number of in-house</p>	<p>Increase in overall number of foster carers approved for long-term fostering arrangements.</p> <p>Improve retention of current foster carers</p> <p>Target: minimum increase in overall numbers of 15% in 23/24</p>	

		<ul style="list-style-type: none"> <li>• Design specific targeted recruitment strategies &amp; communications to bring in more people who have the skills to become Specialist Foster Carers</li> <li>• Design a campaign using creative design &amp; marketing techniques, including year plan of events</li> <li>• Involve foster carers throughout communication planning and delivery as key stakeholders and advocates</li> </ul>	<p>foster carers through exploring new ways to support them, developing Comms &amp; targeted recruitment campaigns and designing a new model of specialist foster care for young people with complex SEMH needs.</p>  <p>Draft%20TOR%20-%20Foster%20Care%20C</p>	<p>Increased capacity within the foster workforce to be able to place:</p> <ul style="list-style-type: none"> <li>• Older children over 13 years</li> <li>• Sibling groups</li> <li>• BME children and young people</li> <li>• Children with complex or challenging needs</li> <li>• Parent and child</li> <li>• Children with disabilities</li> </ul>	
	<p><b>Increase Overall Fostering Capacity</b></p>	<ul style="list-style-type: none"> <li>• Improve existing recruitment structures so as to increase the number of in-house foster carers and specialist foster carers including improving packages of support &amp; (given the cost-of-living pressures) looking at ways to make fostering more attractive &amp; financially viable (e.g., remove or reduce council tax for in-borough foster carers &amp; provide rebates for those out-of-borough)</li> <li>• Increase the capacity within foster carer households to</li> </ul>	<p>Take final proposals through governance processes April 23</p> <p><b>Phase 2.</b> Oversee the formation of a development &amp; implementation steering group to take forward the proposed actions April 23 onwards</p> <p>Have recruitment, training &amp; support programme in place for specialist foster care</p>		

		<p>take more children (e.g., through building conversion grants)</p> <ul style="list-style-type: none"> <li>• Explore support options to enable more people in employment to become foster carers</li> <li>• Continue to grow &amp; support the Mockingbird Family Model of delivery</li> <li>• Annual Foster Care Fee review: put a mechanism in place to review &amp; uplift Foster Carer rates annually - &amp; publish as a part of our annual Provider Uplift Policy in March prior to the start of each fiscal year</li> </ul>	<p>service start in June/July 23</p> <p>6month progress review – Nov 23</p>		
	<p><b>Develop a LBBD Specialist Foster Care Model</b></p>	<ul style="list-style-type: none"> <li>• Establish and scope out the nature and detail of the target cohort and define needs using existing data and analysis</li> <li>• Agree a model of specialist foster care based on circles of support - scoping out and clarifying all aspects of the overall initial design</li> </ul> <p></p> <p>LBBD%20Specialist%20Adolescent%20SEN</p>		<p>We have available a group of resilient, high quality, well trained and well supported in-house specialist carers who can meet the mental health and wellbeing needs of an older cohort of more complex young people avoiding the need for residential placement</p>	

		<ul style="list-style-type: none"> <li>• Liaise with wider stakeholders including care experienced young people to test out the model &amp; establish wider system supports / get financial input etc.</li> <li>• Develop a costed action/implementation plan – detailing utilisation of existing resources / new resources required</li> </ul>		<p>Target: initial cohort of 10 specialist foster carers in 23/24</p>	
	<p><b>Remand Fostering:</b> ensuring that Looked After young people in the criminal justice system can be placed into appropriate foster care whilst awaiting a court date</p>	<ul style="list-style-type: none"> <li>• Scope demand /needs</li> <li>• Look at what needs to be commissioned / developed in-house</li> <li>• For in-house Remand Foster Carers design specialist support and training including Supervising Social Worker training &amp; development &amp; ways to provide 24hr advice &amp; support (in-house or commissioned)</li> </ul>	<p>Take work forward through the Fostering Development &amp; Improvement Group</p>	<p>Young people are kept safe in a family environment whilst on remand</p> <p>Young people receive positive help &amp; support around neglect, trauma, mental health or special needs that may have contributed to their offending behaviour</p> <p>Young people on remand gain the opportunity to demonstrate positive behaviour changes within society</p>	

## Adoption/Special Guardianship

<p><b>Timeliness:</b> Improve the timeliness of adoption and ability to recruit adopters whilst delivering small savings</p>	<ul style="list-style-type: none"> <li>London Borough of Barking and Dagenham has been part of Adopt London East, Regional Adoption Agency since 1st October 2019. LBBD will continue to participate in the Regional Adoption Agency (RAA)</li> </ul>	Ongoing	Increase in the timeliness of adoption proceedings and numbers of children adopted. Savings of 5% (TBC)	
<p><b>Capacity:</b> Increase the number of adopters able to offer a permanent family to siblings, children with disabilities, and BAME children</p>	<ul style="list-style-type: none"> <li>Joint recruitment activities with the East London Consortium members to attract more adopters and to provide a richer recruitment experience for our adoptive families.</li> </ul>	Ongoing	Increase in the number of children successfully placed for adoption	
	<ul style="list-style-type: none"> <li>Continue to participate in the Permanence Task Force where all the permanence activity is being discussed, this includes adoption, long term fostering, special guardianship, reunification etc.</li> </ul>	Ongoing		
	<ul style="list-style-type: none"> <li>Further review of adoption working with Havering and Redbridge</li> </ul>	October 2023		

		<ul style="list-style-type: none"> <li>Re-commission the birth family support service as a pan London service to offer one-to-one support and training for our adopters.</li> </ul>	March 2023		
		<ul style="list-style-type: none"> <li>Review annual report to consider if the required outcomes have been achieved and make any necessary changes</li> </ul>	November 2023		
Residential & Supported Accommodation	<p><b>Aim: To Improve overall capacity to ensure there is sufficient provision of residential placements to meet a range of needs, particularly complex disabilities, as close to home as possible. To also ensure that there remains a sufficiency of other accommodation-based support</b></p>				
	<p><b>Grow Specialist Provision and Capability:</b> Ensure an adequate supply of quality placements for looked after children by in-house and external providers including for children with special educational needs with focus on more children placed within 20 miles of their home</p> <p>Increase quality and availability of provision of Placements for children</p>	<ul style="list-style-type: none"> <li>Engagement with neighbouring boroughs through the East London Commissioning Group to develop cross-borough accommodation to increase range and drive down costs</li> <li>Join an existing Partnership to address the identified needs.</li> <li>Create a new partnership with our Local Authority Partners</li> <li>Tender (either alone or in collaboration) for specialist providers either through a</li> </ul>	Ongoing	<p>Sufficient available capacity to meet all needs as locally as possible (where appropriate)</p> <p>Reduction in number of spot-purchased non-framework residential placements</p> <p>Savings in residential placements generated</p>	

	and young people with complex disabilities	single provider or via a framework			
	<ul style="list-style-type: none"> <li>• Work closely with Disabilities team to identify needs &amp; match with placements that offer bespoke and highly skilled practitioners that can meet the needs of our children with ASD/Complex disabilities to prevent placement breakdown and instability</li> <li>• Work with Education and Health Partners to develop sufficient specialist local support to enable children with complex needs and disabilities to live in local residential homes. This includes working with Education to ensure there is sufficient educational places &amp; wrap around support for these children and working with the ICS to improve access to CAMHS - including crisis support and increase provision of T4 beds</li> </ul>		Ongoing – Social Care Commissioning will be included in future planning meetings		

		<ul style="list-style-type: none"> <li>Evaluate the opportunities to design &amp; build our own resources - explore the feasibility of opening an LBBB owned children's home with a new focus on assessment, outreach in relation to edge of care and the facilitation of step down and preparation for adulthood.</li> </ul>	Newton Europe have been commissioned to undertake a feasibility study in the early 2023. This will help us understand the potential scale of the work, prior to tendering the larger piece that would get us to the point of making a capital bid and/or planning permission etc.		
		<ul style="list-style-type: none"> <li>Initiate a Project Group to explore ways to increase capacity &amp; availability of high-quality Mother and Baby Assessment places - explore commissioning Mother and Baby assessment places either through a local contract or working in partnership with other LA's</li> </ul>	From November 2023		
	<p><b>Supported and unsupported accommodation for Looked After Children:</b> Ensure that there is a sufficient range of placement types which have access to universal</p>	<ul style="list-style-type: none"> <li>Review Commissioning Alliance contact and explore alternative/additional options to improve the ability to source placements for our children and young people with more complex needs</li> </ul>	March 2023	<p>Savings in residential placements generated Savings generated</p> <p>Reduce the number of unplanned placements moves</p>	



<p>and specialist services and that all placements meet National Minimum Standards and regulatory requirements</p> <p><b>Accommodation for Looked After Children who are ready to leave care:</b> Develop the range and quality of single occupancy supported and unsupported accommodation within the London Borough of Barking and Dagenham and its near neighbours.</p>			<p>Savings generated by moving Care Leavers from high-cost placements</p>	
	<ul style="list-style-type: none"> <li>Identify &amp; explore alternative move on options including disused properties renovated by Habitats 4 Homes, LivShare and The National House Project</li> </ul>	November 2023		
	<ul style="list-style-type: none"> <li>Review the Rent Guarantor Scheme – this scheme is aimed at those young people aged 18+, who are financially and emotionally ready to live independently and where there is no family member willing/able to act as a Guarantor</li> </ul>	Meeting with Landlords Dec 22 / Review feedback & revise offer if required. Launch Jan & review @ 6months June-July 2023		
	<ul style="list-style-type: none"> <li>Commission one (or more) housing Options for 16-17 Homeless young people presenting under the Southwark Judgement.</li> </ul>	From September 2023		
	<ul style="list-style-type: none"> <li>16+: A competitive procurement process will involve the re tendering of an existing provision of</li> </ul>	July 2023		

		supported accommodation at The Vineries			
		<ul style="list-style-type: none"> <li>Work with Community Solutions and the Homeless Young Peoples Panel to develop further resources</li> </ul>	Ongoing		
	<b>Children’s Homes, secure units, and welfare:</b> Develop the range and quality of Children’s Homes and secure units within the London Borough of Barking and Dagenham and its near neighbours.	Work with other London Boroughs through the Pan-London Placements Commissioning Panel to: <ul style="list-style-type: none"> <li>Develop the London Accommodation Pathfinder (LAP) which will offers a residential alternative to custody for London children</li> <li>Develop a New Secure Children’s Home for London and Pan London Vehicle (PLV)</li> </ul>	The first LAP unit in Newham is due to open in late Jan 2023  The development of the secure unit will take place in 2023 following sign-off of the PLV by all London Authorities – this goes to LBBDD Cabinet in Feb2023	Savings in residential placements generated  Placement stability will deliver improved education, health and wellbeing outcomes for our LAC	
		Work with other local authorities in the sub-region to better shape the market to meet our needs for: <ul style="list-style-type: none"> <li>Emotional and Behavioural Difficulties (EBD)</li> <li>Mother and Baby provision</li> <li>Young people who have been in custody</li> </ul>	Ongoing		

		<ul style="list-style-type: none"> <li>• CSE Placements</li> </ul>			
		<ul style="list-style-type: none"> <li>• Explore delivering robust training and support to placement providers to manage the needs of more complex children and young people including those with DOLS</li> </ul>	March 2023		
	<p><b>Reverse Residentials &amp; Wrap Around Support at home:</b> Review the use of &amp; develop process around use of Reverse Residentials (as alternative to Family Assessment Units) &amp; At - Home wrap around support (as alternative to residential support)</p>	<ul style="list-style-type: none"> <li>• Put in place a clear process around how Reverse Residentials will be commissioned &amp; monitored</li> <li>• Develop a similar process for wrap-around support</li> <li>• Agree level of information required by Placement Finding Team to initiate work with a provider for provision of a Reverse Residential Assessment – amend Placement Request form to include drop down box for these</li> <li>• Develop a preferred providers list &amp; process for payment (waiver or may be a possible to add to existing support framework)</li> </ul>	Jan-March 2023	<p>That use of these is safe and planned.</p> <p>That they become a recognised and effective alternative to Family Assessment Units &amp; (where appropriate) fostering or residential care.</p>	

		<ul style="list-style-type: none"> <li>• Develop a RR tracker &amp; build in reviews (the Placement Finding Team will be able to manage current volumes without additional resources, but this will need to be kept under review)</li> <li>• Explore any possible East London arrangements</li> </ul>			
	<b>Respite &amp; Emergency Provision</b>	<ul style="list-style-type: none"> <li>• Explore ways of developing specialist Emergency Respite resources to stem escalation e.g., multi-agency 'drop in' provision (models such as Crisis Café, One Stop Shop or CYP Haven), or multi-agency service models offering overnight provision for young people experiencing crisis (models such as Circuit Breaker, Evening Sanctuary, Hope House &amp; Nest).</li> </ul>	April - Sept23	Reduction in foster care & residential placement breakdown due to children and young people experiencing crisis (through deterioration in mental health & associated behaviours and/or worsening relationships with family/carers and professionals etc.)	

Data Insight & Market Development

**Aim: To develop a continuous oversight of our sufficiency requirements through systematically gathering key data on social care needs & trends to enable us plan for future service demand and identify where there is a need for new or changed services. To then use this with our market intelligence to work with local providers and partners to develop this capacity.**

<p><b>Data:</b> To ensure that we make effective use of our own data/localised information, other local authority data and national-level data to:</p> <ul style="list-style-type: none"> <li>• predict need and plan sufficiency so that we can develop models of intervention that enable us to effectively manage these needs given the costs involved</li> <li>• Commission robust preventative services that aim to reduce demand for higher-level interventions</li> <li>• Take learning from both successful and unsuccessful outcomes to understand the elements that contributed to this. (e.g., identifying factors leading to</li> </ul>	<p><b>LBD Bespoke Data Set</b> - Xantura have been commissioned to provide a set of descriptive statistics to feed into the strategy in addition to a more refined target set of analytics to strengthen the commissioning approach going forward. These outputs will specifically focus on demand and the risk profiles of individuals and care leavers as they flow through the Children’s care system, thus helping the Children’s commissioning team to better target and commission services more effectively and efficiently.</p> <p><b>Pan-London Dynamic Sufficiency Tool</b> – This takes data from all participating</p>	<p>Xantura: Jan23-March23 Focus: Integration of financial data into residential pathway analysis or into new dashboard April23-June23: Implementation of use across Commissioning and awareness raising - Present at relevant boards/meetings including Systems Improvement Board / Inspection Readiness Board etc.</p> <p>Future work: Explore how we develop the tool to include language AI to generate summary strategic text for commissioners / expand for leaving care</p> <p>Pan-London Dynamic Sufficiency Tool is currently being tested &amp;</p>	<p><u>Better Insight</u> – understanding of the types of risks affecting children as they move through the care system, giving more insight into which provisions and interventions would be most effective <u>Join-up</u> – Creating a more holistic picture of LAC and Care Leavers to encourage join up with other services e.g., Adult Social Care <u>Cost Savings</u> – realising savings by better demand management, targeted interventions, and where appropriate the reduction in need for more costly and intense interventions</p>	
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	<p>placement breakdown)</p> <ul style="list-style-type: none"> <li>Understand the experiences of children and identify ways to improve services</li> </ul>	<p>London Authorities and analyses demand, trends, capacity and gaps</p> <p><b>Children’s Dynamic Support Register (DSR)</b> – identifying at an early-stage children with learning disability, autism or both who are likely to need additional support</p> <p><b>Residential Oversight Group</b> – this will provide ongoing information on children’s needs, effectiveness of provision and any gaps</p> <p><b>CYP Participation</b> – information from young inspectors &amp; LAC/Care Leavers participation groups will provide valuable insight to inform commissioning</p>	<p>will be available in Q4 22/23</p> <p>Commissioning will be included in meetings related to the DSR from Jan 23</p> <p>Commissioners now sit on the Residential Oversight Group</p> <p>Participation Strategy includes CYP involvement in Commissioning</p>		
	<p><b>Market Position Statement:</b> Under The Care Act (2014), local authorities were given a duty to ensure and facilitate a diverse, sustainable and high-quality care market, that serves not only those</p>	<p>Develop an all-age Market Position Statement setting out:</p> <ul style="list-style-type: none"> <li>‘The Local Picture’ – A summary of our demographic, key issues relating to B&amp;D, supply and demand pressures</li> </ul>	<p>Jan – March 2023</p>	<p>To shape new developments &amp; overall market provision as far as possible</p>	

	<p>who have care and support needs, but the population as a whole. The purpose of the Market Position Statement (MPS) is to summarise current supply and demand in Barking and Dagenham, signal business opportunities to providers, and indicate our direction of travel.</p>	<ul style="list-style-type: none"> <li>• ‘Where we are now’ – an analysis of current provision, it’s strengths and weaknesses, and an analysis of our resources, both financial and workforce</li> <li>• ‘Where we want to be’ – a statement of our commissioning priorities for the service area, highlighting gaps in provision where business opportunities lie, as well as areas of saturation</li> </ul>			
	<p><b>Provider Engagement:</b> Continually engage with our providers and others by working in partnership and building relationships with the market.</p>	<ul style="list-style-type: none"> <li>• Build partnership working and relationships with the market – listening &amp; ‘get to know you’ sessions so relationships are not just about monitoring. Have a Commissioning SPOC for each provider</li> </ul>	Ongoing	To foster trusting relationships with key providers enabling us to work collaboratively & develop solutions to identified gaps in the market	
		<ul style="list-style-type: none"> <li>• Improve our understanding, identification, and mapping of all stakeholders</li> </ul>	Ongoing through Provider QA meetings		
		<ul style="list-style-type: none"> <li>• Organise quarterly provider forums for all providers and share information about our placement needs with providers.</li> </ul>	Set dates & agendas for 23-24		

		<ul style="list-style-type: none"><li>Strengthen the voice of the child to shape the future market by continuing engagement and consultation</li></ul>	Include in Participation Strategy – Jan- April 2023		
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