

<b>Item No.</b> 7.	<b>Classification:</b> Open	<b>Date:</b> 9 July 2018	<b>Meeting Name:</b> Corporate Parenting Committee (CPC)
<b>Report title:</b>		Sufficiency Strategy (2018-2022)	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Genette Laws, Director of Commissioning Alasdair Smith, Director, Children and Families	

## RECOMMENDATIONS

1. That the committee note the progress made on the sufficiency strategy action Plan for 2018-19 ; and
2. That the committee note the development of a dashboard to monitor the impact the sufficiency strategy is having on the outcomes for our children looked after (CLA) and is invited to comment on its content as an aide to the work of the corporate parenting committee.

## BACKGROUND INFORMATION

3. Southwark's corporate parenting committee agreed the sufficiency strategy (2018-2022) and an Action Plan for the first year of implementation in November 2017. Appendix 1 provides a link to the full strategy and action plan.
4. The 2017 Ofsted inspection noted that the implementation of the previous Sufficiency Strategy was not sufficiently monitored. Therefore, in order to ensure better monitoring of system improvements during the 4 year strategy implementation period, senior management across both commissioning and children's social care have put in place robust governance processes and monitoring arrangements.

## Governance

5. A steering group is co-chaired by the director of commissioning and director of children's social care. The first of its bi-monthly meetings took place in January 2018 and is represented by multi-agency senior stakeholders including commissioning, finance, children's social care, public health, clinical commissioning group (CCG) and clinical health colleagues from the looked after child (LAC) health service at Guy's and St Thomas's (GST), education (Virtual School), youth offending service (YOS) and Speakerbox.
6. A working group is co-chaired by the head of partnership commissioning for children and young people and head of permanence. This bi-monthly meeting takes place on alternate months and is accountable to the steering group. Representatives across multi-agencies attend the meetings as above, however the working group is designed to operate as a series of task & finish groups with themes for each meeting to address the delivery of specific action plan points.
7. There have been two meetings of both the steering group and working groups so

far. There have been some issues relating to quoracy and it has been agreed the working group needs to focus on specific targeted areas of the sufficiency strategy. By structuring the meetings based on key themes it is thought that this will increase attendance and allow for greater focus at future meetings.

8. A task & finish group meeting was held in June 2018 to focus on contract monitoring arrangements across children's residential care Homes, independent fostering agencies (IFAs) and semi-independent provision. Children's social care will be working more closely with commissioning and contract monitoring officers to develop a role for Young Inspectors, monitor current Frameworks, plan and review visits to providers and refresh provider processes. The next of these meetings will take place on 30 June 2018 and will focus on streamlining Ofsted notification process.
9. It is proposed that the first half-yearly update is received by the children and adult's board (CAB) in September 2018.

### **Progress to date**

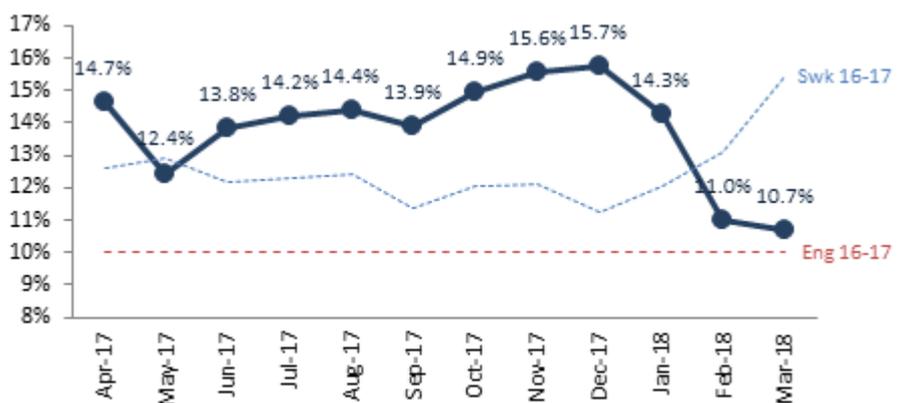
10. The sufficiency strategy RAG rated action plan includes placement sufficiency priorities for implementation during Year 1 (2018-19). See Appendix 2.
11. Highlights to date include the significant progress made in reducing the number of children looked after (CLA) living in residential care homes. In November 2017 there were 38 CLA in residential care and this has reduced to 27 in June 2018. This equates to a 29% reduction. Southwark Council has a commitment to safely reduce numbers to 30 or less. Whilst the majority of CLA have now moved to semi-independent accommodation as they are over the age of 16, some have been placed in foster care which is associated with better outcomes due to being in a family based environment.
12. Reducing the number of children in residential care is a twofold approach. One aspect is supporting children moving out of residential care as part of high quality care planning but the most powerful change is about children entering care. Support from the front door and safeguarding services combined with the work of the clinical service to prevent more children entering care and for those children who do enter care making residential care a less likely placement option.
13. A new access to referral (ART) and placement team has been established within the permanence service and fully launched in April 2018. There are several key developments that have taken place to improve practice, decisions and processes around placements for all CLA in Southwark. These include:
  - Placement brokers have moved from commissioning into the ART Team within children's social care in October 2017 and the team is now centrally based at Talfourd Place in Peckham;
  - Referral processes have been improved using the Mosaic system (children's social care client system) on which costs of services, including placements, transport etc, will be record. This will give a single record of costs per client and better intelligence to commissioners and social work services to monitor and track outcomes and challenge providers where necessary regarding agreed delivery;

- The system is being redesigned to work less as a risk management tool to being based more around the needs of the child. A programme of system training has been delivered for all staff to ensure a smooth transfer of processes. There are now 3 resource coordinators in post who will deliver this work; and
  - A performance dashboard has been generated which will focus on providing greater levels of intelligence around the improvement of outcomes for all children looked after in Southwark including placement sufficiency, longer term stability and a range of health and education related outcomes.
14. A key measure of whether ART is making a difference for children and young people is placement stability and children’s experiences of whether they feel happy, settled and safe in their placements. Across children’s services an audit was recently undertaken focusing on placement stability which incorporated multiagency input from education and child and adolescent mental health Services (CAMHS). A really enlightening and helpful part of audit was some direct interviews by Speakerbox with some of the young people whose cases were looked at in the audit. A key action from this meeting is for the head of permanence set up a task and finish group to draw out learning and develop a stability improvement strategy from the stability dip sample. The group should include representation from key partners including the virtual school, health, CAMHS and foster carers etc.
15. A further key measure of success for ART is placement stability for children in care. The Department for Education (DfE) measure short term stability as children who have experienced 3 or more moves during the year. Since the establishment of ART in October 2017 this measure is showing strong improvement going from a peak of 15.6% in November 2017 to 10.7% at the end of March 2018. (See graph below)

### Short term placement stability (3+ placements in the year)

PERCENTAGE (12 MONTH ROLLING)

Low percentages are good



#### Annual comparisons

YtD 2017-18	2016-17	Change
11.9%	15.0%	-
Swk 15-16	Eng 16-17	SNs 16-17
13.0%	10.0%	-

16. Long term stability is measured by the DfE as children who have been in their placement for over two years for the last twelve months. This measure is intrinsically linked to improving short term stability and it is anticipated that as short term stability and getting the right placement as early as possible improves,

this will reflect in an improvement in the long term stability measure over time. It is recognised that significant improvement is needed in long term placement stability and work is being undertaken to strengthen long term placement support and achieving secure permanence for all children. (See graph below).

### Long term placement stability (same placement for 2+ years)

SNAPSHOT PERCENTAGE



#### Annual comparisons

YtD 2017-18	2016-17	Change
58%	61%	Down
Swk 15-16	Eng 16-17	SNs 16-17
63%	68%	-

17. Commissioners have led a review of models of residential care in the South London area and further afield including the North Yorkshire County Council 'No Wrong Door' Innovation approach. The sufficiency strategy action plan asked that the council secures a supply of places in residential children's homes for Southwark children as appropriate to the emerging levels of need. The options considered included "make or buy" through direct in-house provision or through partnership with a provider. The report is on track for delivery and will be discussed at CAB in July 2018.
  
18. There has been progress made on developing a commissioning solution across 8 South London Boroughs based on a successful Innovation Bid to the Department for Education in 2016. Southwark joined the South London Commissioning Group (SLCG) with the aim of generating greater leverage over the placement provider market with streamlined IT processes for managing placement referrals and monitoring outcomes. Although there have been delays in recruiting a full central team based in Croydon, the estimated go-live date remains 31 January 2019 and the partnership have successfully completed a needs assessment to inform the specification for providers of IFA and residential placements and the commissioning strategy which will be produced by September 2018.
  
19. The 16+ Move On Project is the fourth work strand in the redesign of the 16+ Housing Project where Southwark are undertaking a full redesign of how we support 16/17 years olds presenting to the council as homeless. This strand of the redesign is being managed between the multi-agency housing team and children service's. The purpose of the project is to:
  - Identify 18+ homeless young people currently in temporary supported accommodation and to assist them in moving on to long term tenancies.
  - This will provide capacity for care leavers who are approaching the age of 18 or are currently over 18 years old and living in semi independent

Accommodation to move onto temporary accommodation and/or their own tenancies.

- The project will also identify those 18+ care leavers who are in temporary accommodation so they are assessed and supported to move on to long term tenancies.

### **Future Implementation of the Sufficiency Strategy**

20. Further work is required over the remainder of 2018-19 and indeed the next three years to 2022 to fully implement the aims and ambitions that have been set out in the Sufficiency Strategy 2018-2022.
21. As the profile of need changes over time, as with the reduction in numbers of CLA in residential care placements, trends will continue to be monitored and plans may be adjusted in order to ensure needs are appropriately being met.
22. It is proposed that the next update for corporate parenting committee in 6 months includes quantitative data from the newly established dashboard (source: Mosaic system) so that members can see the impact that these changes are having upon CLA outcomes.
23. Commissioners will also be working closely with Speakerbox and children's social care teams to further develop quantitative performance measures based on the 10 I Statements that formed an important part of the sufficiency strategy development and through increased levels of input from young people and their families into the care planning process.

### **KEY ISSUES FOR CONSIDERATION**

24. The populated sufficiency strategy performance dashboard will be brought back to CPC in 6 months and members will be invited to comment. Members are also asked to note that there will be an opportunity to contribute to the dashboard.

### **Policy implications**

25. None

### **Community impact statement**

26. Southwark's CLA experience poorer outcomes than their non-CLA peers. Therefore through implementation of the sufficiency strategy 2018-2022, we will strive to improve outcomes across social care, health and education thus reducing the gap in equality.

### **Legal implications**

27. The council has a duty under the Children Act 1989 (section 22c)<sup>1</sup> to provide sufficient placements locally, as far as reasonably practical, to meet the accommodation needs of our children looked after and of our care leavers. Through delivery of the sufficiency strategy, Southwark Council has committed to improving sufficiency of placements for all CLA and care leavers.

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<sup>1</sup> <https://www.legislation.gov.uk/ukpga/1989/41/section/22C>

## Financial implications

28. There is a requirement through the budget recovery board for children's social care to save £300k in 2018-19 on children's placements. These savings are expected to be delivered through improved placement decisions and processes together with the reduction in the number of CLA in residential care placements. Key areas of pressure on spend are high cost semi-independent accommodation and it is anticipated the impact of the Moving on Project will be to create more capacity in sustainable cost semi-independent accommodation for Southwark care leavers and reduce the spend on high cost semi-independent accommodation.
29. Southwark Council has invested £30k joining the South London Commissioning Group (SLCG) to improve sufficiency of IFA and residential placements across 8 South London Boroughs. It is proposed that a report will be delivered to cabinet in October/November recommending whether Southwark should take forward this approach to commissioning of CLA placements from February 2019.

## Consultation

30. In developing the sufficiency strategy 2018-2022, consultation took place with CLA and care leavers at a Forum led by Speakerbox and commissioning. This led to the development of 10 I Statements which young people felt were the most important factors in the delivery of a successful sufficiency strategy.
31. It is our ambition in Southwark that CLA and care leavers are increasingly involved in decisions that are made about them, that they feel safe and healthy, they are supported to achieve their goals and aspirations, that they are supported into education and employment and that they are enabled to live happy and independent lives during adulthood.
32. Commissioners will work with children's social care to develop a role for Young Inspectors to ensure a greater emphasis on the views of young people during the contract monitoring of placements process.
33. SLCG Stakeholder Workshops were held with over 80 IFA and Residential providers in February 2018.

## BACKGROUND PAPERS

Background Papers	Held At	Contact
None		

## APPENDICES

No.	Title
Appendix 1	Sufficiency Strategy and Action Plan
Appendix 2	Sufficiency Strategy RAG rated Action Plan

## AUDIT TRAIL

<b>Lead Officer</b>	Genette Laws, Director of Commissioning and Alasdair Smith, Director, Children and Families	
<b>Report Author</b>	Sophie Gray, NHS Southwark CCG and Helen Woolgar, Head of Service - Permanence	
<b>Version</b>	Final	
<b>Dated</b>	28 June 2018	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	No	No
Strategic Director of Finance and Governance	No	No
List other officers here	N/a	N/a
<b>Date final report sent to Constitutional Team</b>		