

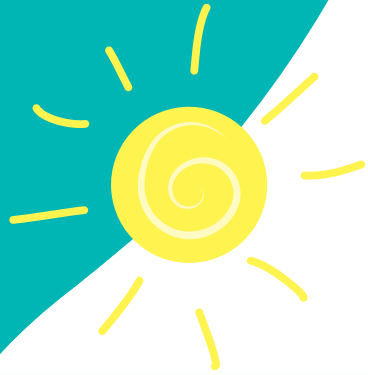
A vibrant, stylized illustration of a diverse community enjoying a park. In the foreground, a man in a yellow shirt and a woman in a purple shirt hold a young child. Behind them, various people are engaged in activities: a man in a wheelchair, a woman pushing a stroller, an elderly couple walking with a cane, a woman walking a dog, and children playing. The background features a city skyline with a large modern building, a playground with a blue structure, and trees in autumn colors under a bright sun.

Sufficiency & Commissioning Strategy

for children in Nottinghamshire
2023-25





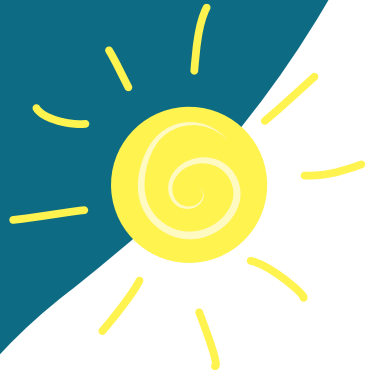


Contents

| | |
|---|----|
| Purpose | 4 |
| Vision and Principles | 6 |
| Headline Summary and Key Approaches | 8 |
| Approach to Preventing Care Admissions | 10 |
| Approach to Supporting Placements | 14 |
| Profile of Nottinghamshire Children in Care | 24 |
| Action Plan | 27 |



Purpose



A 'Sufficiency Duty' is placed on Local Authorities under the Children's Act 1989 (Section 22G). The Sufficiency Duty requires local authorities to ensure that there are sufficient placements within their geographical area to meet the needs of children and young people in care, and to take steps to develop provision to meet the needs of all children and young people in care locally as far as is possible.

In 2010 the government published 'Statutory Guidance on Securing Sufficient Accommodation for Looked After Children' (DCSF 2010) as part of a suite of statutory guidance documents which, together with the Care Planning, Placement and Case Review (England) Regulations 2010 set out how local authorities should carry out the full range of responsibilities in relation to care planning, placement and review for young people.

The guidance identifies what best practice in securing sufficiency would look like:

- ① All children are placed in appropriate placements with access to the support services they require in their local authority area, except where this is not consistent with their welfare;
- ① The full range of universal, targeted and specialist services work together to meet children's needs in an integrated way in the local area, including children who are already looked after, as well as those at risk of care or custody;
- ① Where it is not reasonably practicable for a child to be placed within his/her local authority area, there are mechanisms in place to widen the range of provision in neighbouring areas, the sub-region or region which is still within an accessible distance (i.e. based on transport links and community boundaries), while still being able to provide the full range of services required to meet identified needs;
- ① All children with adoption recommendations are placed with an adoptive family within 12 months of that recommendation;



- ⑨ Partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17, and support the continuity of accommodation beyond the age of 18;
- ⑨ Services are available in adequate quantity to respond to children, including predicted demand for a range of needs, and emergencies;
- ⑨ In addition to meeting relevant national minimum standards, services are of high enough quality to secure the specific outcomes identified in the care plans of looked after children;
- ⑨ Services are situated across the local authority area to reflect geographical distribution of need;
- ⑨ All placement providers (including private, voluntary and public sector providers) are linked into the wider network of services and work with these services to offer appropriate support to deliver identified outcomes for Nottinghamshire children;
- ⑨ Universal services know when a child is looked after and have good links with the range of targeted and specialist services which support him/her, including placement providers;
- ⑨ There are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services within the local authority area; and
- ⑨ The local authority and its partners collaborate with neighbouring Children's Trusts to plan the market for services for Nottinghamshire children and commission in regional or sub-regional arrangements. (DCSF 2010)

This strategy for Nottinghamshire children sets out how we intend to meet the Sufficiency Duty by developing our own local authority provision and by working with external providers and other partners to shape a local market that will meet the needs of children close to where they live whenever this is appropriate.



Vision and Principles



Whenever possible we want our children to grow up in stable homes with a loving family, close to their birth family and community and with the additional support of professionals whenever they need it. Where possible, this should be through extended family or family friends, and where that isn't achievable, through foster care. A small number of children may need a residential care setting either temporarily or on a longer-term basis.

Our aim is to have foster care homes with appropriately skilled and experienced carers close to home, so that family relationships, friendships and education are disrupted as little as possible, for any children who need it. We would never want to see a child enter residential care only because a foster placement wasn't available. We know at times children in foster care can feel understandably upset or frustrated and we would always want to have timely, effective support on hand for children, young people and carers.

Where a residential setting is right or necessary in the short term, to provide some stability or as an opportunity to solve problems or change circumstances, or the long term as a permanent home this should be local, high quality, a "family size" and style of home and ensure emotional warmth alongside professional skills. We recognise for some older young people that neither residential or foster provision will achieve good outcomes and we will always reflect whether our focus should be on investing in additional support with birth families, especially for those older young people whom neither residential nor foster provision is achieving good outcomes.

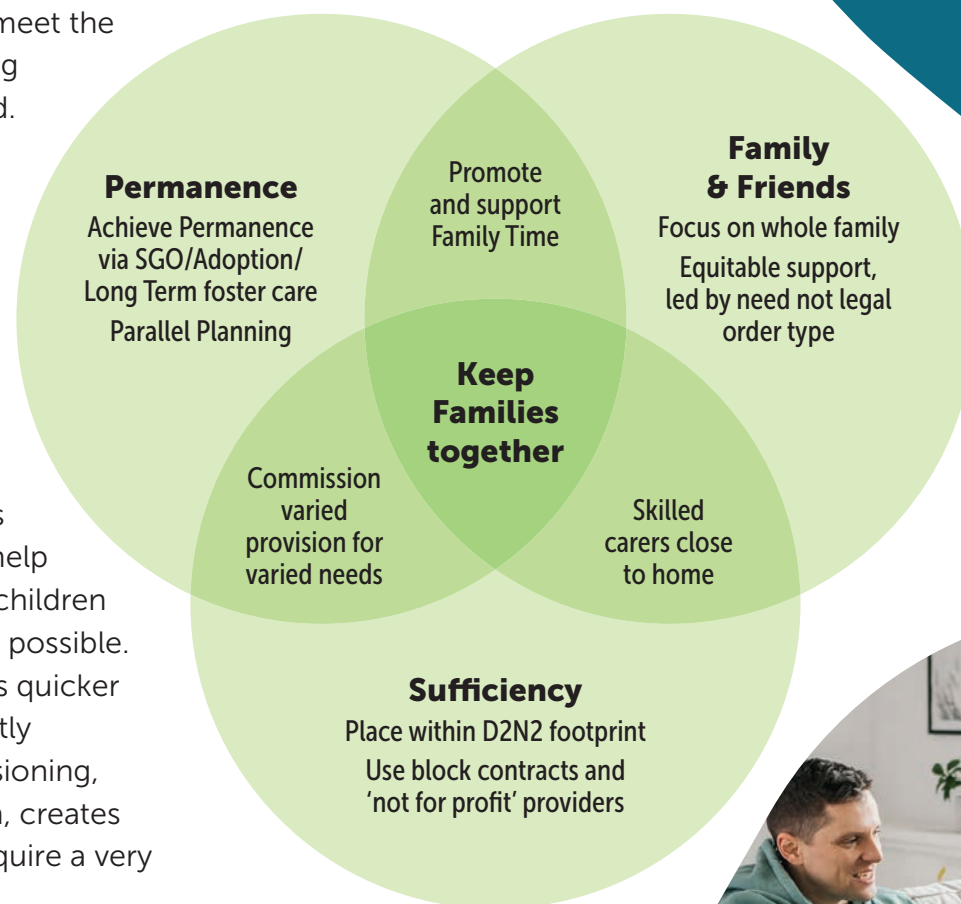
We recognise that for some young people the type of accommodation that they require as they approach adulthood will change with the need for greater autonomy and support, rather than care in many instances. Some young people will also require care into adulthood. We will make sure that we have a range of semi-independent accommodation that can meet the very different needs into early adulthood, and we will develop strong pathways to ensure consistent provision for those entering adult social care.



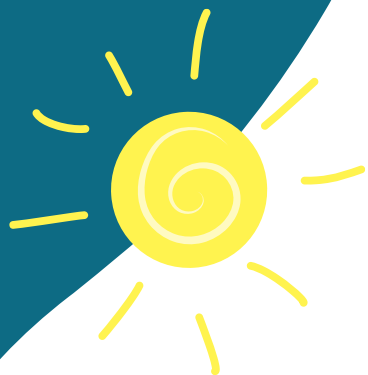
In making provision we will always make the very best use of our resources to get the best outcomes for children. We will grow the number and skills of our internal foster carers so that we have sufficient capacity to meet the needs of our children with the independent market providing more specialist placements or at times of increased demand. We will look to build alliances with residential providers, particularly in the not-for-profit sector, and look to incentivise the development of good, local homes including through joint ventures and block contracts that provide certainty. We will continue to have provision of local authority staffed homes that provide the best possible care for children that are hardest to place in the external market.

Where we identify a shared interest with other organisations such as the NHS or neighbouring local authorities that will help us make the best quality and value for money provision for children we will seek to work jointly and in a strategic way whenever possible. This would be with the aim of helping meet children's needs quicker and reducing the need for more intensive care settings, jointly assessing individual and population level need and commissioning, and providing in a way that minimises underuse of provision, creates economies of scale and caters for children whose needs require a very specialist response.

In reading this strategy, it is important to understand how it interfaces with our strategic approach to providing permanent, loving homes for young people and mitigating the need for Local Authority care, as depicted in the diagram above.



Headline Summary and Key Approaches



- Of our 953 children (at July 31st 2022) 55.2% are in unrelated foster care, 17.1% are in residential care, 11.5% are in semi-independent accommodation and 8.8% are fostered by a relative or friend.
- The most common category of need is abuse and neglect, across all our age cohorts.
- Most children originate from the Ashfield District, at 22.5% of the total children looked after population, followed by Mansfield at 19.3%.
- 11.5% of CLA are previously Looked After; there are 42 Unaccompanied Asylum Seeking Children (4.4%) and 6.2% of all our young people are recorded as having a disability.

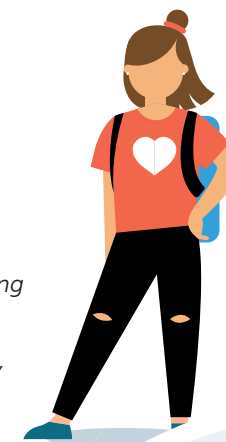
Nottinghamshire has several approaches to better meet our Sufficiency Duty whilst also improving outcomes for young people in care; these have been developed by analysing our current placement mix and understanding our most vulnerable cohorts of young people:

- We will look to place young people in kinship arrangements (with relatives or friends) wherever possible.
- Where young people have been placed in residential care against the recommendations of their care plan, we will look to 'step down' to a family-based placement, or reunify with birth parents where it is appropriate to do so.
- We will increase the number of foster placements that are with in-house carers rather than externally provided.
- We will aspire to increase the proportion of 12 to 15 year olds who are in family based placements.
- We will place more young people within the D2N2 footprint, and avoid placing outside of the D2N2 footprint wherever possible.

- 🌀 We will provide better support to those families on a non-Looked After care order, ie Special Guardianship or Child Arrangement Orders, and increase the number of families exiting care via these placement types.

| Current Position (July 2022) | As Percentage | Actual Number of Young People |
|---|---------------|-------------------------------|
| % of children fostered by a relative or friend | 9.1% | 84 |
| % of children in residential care where the care plan recommends a different placement type | 23.9% | 39 |
| % of foster placements that are external | 57.7% | 303 |
| % of 12–15-year-old children in family based placements | 68.7% | 204 |
| % of OLA placements that are outside the D2N2 footprint | 58.8% | 290 |
| Number of exits from care due to Special Guardianship Order | N/A | 48 |
| Total | 2,061,429 | 2,377,429 |

Due to differing data sources and rounding numbers may not match exactly.



In seeking continuously to improve how Nottinghamshire sets about meeting its sufficiency duty, we have established the following strands of work that seek collectively to:

- 🌀 Ensure we are providing all of the necessary support to children and families to prevent young people coming into care unless absolutely necessary, and to ensure their stay in care is no longer than it needs to be.
- 🌀 Growing and developing our internal fostering and residential provision and ensuring it is complementary to, and not competing with, the independent provider market.
- 🌀 Working with the independent provider market to ensure it can provide us with sufficient quality and quantity of local provision to meet current and future demand.





Approach to Preventing Care Admissions

Family Networking

We know that most families are supported best in the long term from those who care about them such as friends, families and their wider support network. We will ensure that, from the beginning of their journey with us, families are supported to fully participate in developing their own plans and are empowered to work together to identify their own solutions. This is demonstrated through our commitment to a Family Networking approach, initially within the Assessment Service, but with this being the way of working throughout Children's Social Care.

We will consider Family Networking with families from the very first contact with have with them and support them to identify family and connected persons who may be able to offer support. It may be that this includes a Family Network Meeting which is facilitated and supported by a social worker.

Multidisciplinary Teams

We are developing a multi-disciplinary team approach to supporting children in need of help, protection and care. The multi-disciplinary teams will consist of social workers, plus partner agencies who provide services to families relating to the three main areas of familial risk: adult mental health, substance misuse and domestic abuse.

The approach will improve the help and support provided to vulnerable children and young people in need of help, protection or care, i.e. those children and families known to Children's Social Care.

The new model will be based on the following commitments:

- ① A person-centred approach which will be guided by the voice of the child.
- ① A shared vision and plan for working with children and families.
- ① Equal recognition and respect of everyone's role.
- ① Retention of specialist roles, knowledge and skills.
- ① Information sharing between agencies.
- ① A model of group supervision.
- ① A Strengths-based approach putting relationships at the centre of our work with children and young people, together with their families and our partners.

This approach will build on what we know works successfully in other Local Authorities where professionals working as one team to keep more children safely at home has reduced the period of intervention by providing support to children and families at an earlier stage which is focused on their needs. This has reduced the number of children subject to Child Protection Plans and the number entering care within these Local Authorities.

Stronger Families Team

The Stronger Families Team (SFT) is a multidisciplinary team consisting of a social work team manager, parent and family workers and youth workers. The team offer a voluntary, bespoke approach to provide families with support that is specific to them and their current situation, for better outcomes. The young person's social worker will refer a family and remains the lead professional throughout the team's involvement.





A short term, intensive support plan is created jointly with the family following Creative Solutions Panel.

The support package explores with family members their strengths and identifies areas where support and interventions can be offered. The team aims to support families continue to build on their families strengths. This is achieved by the parent and family worker working with parents and carers and youth workers supporting the children and young people (10-18 years), with the hope of finding common ground to improve their home environment. Youth workers prioritize and ensure children and young people are seen and listened to, working with them in relation to their own strengths and helping to identify activities and interests outside of the home environment.

The overall goal of this team is to encourage and support families to remain living together both improving and building on lasting family relationships.

Kinship Care

In Nottinghamshire, we understand that kinship carers make a huge contribution to our placement sufficiency, keeping young people out of local authority care and providing stable permanent homes within their own family and community. We have invested in a new Kinship Support Service, which will deliver and review support plans for kinship families and deliver and commission support to ensure placement stability. We are committed to raising awareness of the challenges faced by Kinship carers and making our policies and processes fairer and more comparable to how we treat adopters and foster carers. As the Kinship Support Service becomes embedded, we will look to encourage more families to apply for Special Guardianship Orders now that there is a viable support offer for them to access.

Alignment to Key Approaches and Action Plan

Place young people in kinship arrangements (with relatives or friends) wherever possible.

Provide better support to those families on a non-Looked After care order, ie Special Guardianship or Child Arrangements Orders.

Restoring Family Relationships

For some children their stay in a care setting may be quite short and for others it can be much longer. Whenever there is a possibility of a child returning to their birth family it is important that we support that process with support, challenge and practical advice to parents and emotional support to children and young people about that possibility. We recognise that new approaches to how we work with a birth family whilst a child is in care need to be developed to create the best possibilities of reunification and that clear offer of post reunification support needs developing alongside our refreshed kinship offer. We commission STARS (Supporting Children and Young People to Achieve Resilience and Success'), a Social Impact Bond funded initiative which can work with families where children can safely return home.

Alignment to Key Approaches and Action Plan

Aspire to increase the proportion of 12 to 15 year olds who are in family based placements.



Approach to Supporting Placements



Developing Our Fostering Services

Following the pandemic we have found that the recruitment and retention of foster carers has become more difficult but we remain committed to growing our internal capacity. We have already achieved some collaboration across D2N2 on recruitment and training but will explore how we can build on this so that the collective efforts of all four council's helps grow our ability to attract and keep foster carers. We will continue to reflect on the benefits that foster carers receive to make sure that they appropriately support their caring activity.



We have made improvements to our traditional recruitment campaigns and digital marketing techniques to reach various groups of people and will reflect in and refine our methodology. We have streamlined our enquiry forms and processes and offer to meet with enquirers at their earliest convenience. We have created a dedicated Recruitment and Assessment team to enable us to complete good quality assessments within an appropriate timeframe and regularly provide both virtual and face to face information events across the County. We will continue to reflect on the effectiveness of this approach and to look at best practice from elsewhere including identifying a high performing critical friend to support and challenge our process,

Whilst we have put resource into recruiting and assessing future carers we have also developed a good support service to our internal foster carers to ensure that carers feel valued and committed to caring for Nottinghamshire. Support hubs and events such as our foster care conference, sons and daughter's event, Fostering's got Talent are highly valued. Fostering Liaison and Action Group (FLAG) meetings are well attended; foster carers can talk to senior managers including service director and councillors, listen to invited speakers and agree future agenda items.

We have reviewed our training offer to our foster carers based on feedback to ensure we have a clear pathway of what training our foster carers need to complete during the first three years of their fostering careers. We continue to evolve as a therapeutic fostering service and ensure our training is evidence based on trauma informed practice and interventions, such as Theraplay, PACE (Playfulness, Acceptance, Curiosity and Empathy) model, Dyadic Development Practice (DDP), Polyvagal and attachment theory. We also access support via our education psychology service, to inform some of our training or provide workshops on specific topics on therapeutic parenting.

Alignment to Key Approaches and Action Plan

A strategic direction is agreed in relation to the D2N2 collaboration on fostering provision.

We will increase the number of Foster placements that are with in-house carers rather than externally provided.

Developing Our Relationship with the Independent Fostering Market

Through our partnership with Derbyshire, Nottingham City and Derby City, we have a D2N2 framework that provides the basis for much of our relationship with Independent Fostering Agencies (IFAs). The review in 2024 offers us an opportunity to think about how we want to engage with the IFA market in the future, how we set out the needs for our children and how we achieve the best value for money from the market.

Alignment to Key Approaches and Action Plan

We will place more young people within the D2N2 footprint, and avoid placing outside of the D2N2 footprint wherever possible.





Mainstream Residential Care

Many of the children who need residential care have experienced trauma or attachment issues stemming from circumstances in early life and need skilled care and support. Some of these children and young people will with the right care be able to move to foster care settings whereas some will remain in children's homes until they reach adulthood. We have two homes, Oakhurst and Lyndene, that will continue to provide homes for these children and we have firm plans to introduce two further two-bedded homes. We intend to invest in our workforce to make sure we have consistent use of PACE, DDP and other parenting approaches and to employ a therapeutic social worker specifically to improve planning and delivery of care in these homes.

Alignment to Key Approaches and Action Plan

We have a clear operating model, recruitment, retention, CPD and career progression strategy to support our children's home workforce.



Children's Disability Provision

Over time we have developed a significant skill set for children with profound and multiple disabilities, an area where there is limited provision within the market. We have and will continue to provide for Nottinghamshire children but also to provide these specialist services to neighbouring authorities where capacity allows. This is delivered through our home at Caudwell House.

We know that one of the key features to keeping children with disabilities at home with their birth families is by providing respite from caring in the form of short breaks, including overnight. We will continue to ensure we have the capacity and skills to care for these children to provide that break for carers where necessary at Caudwell House and The Big House.

Whilst there is provision nationally for children with learning disabilities and autism we would always wish for children to be close to their families and to have continuity of education and healthcare. As such we need to continue to have local provision that can meet those requirements. We have a workforce skilled at working with these children. Thus the current four bedded home known as West View will be developed to become a specialist provision for these children.

Alignment to Key Approaches and Action Plan

For the current West View to become a 4-bedded learning disability and autism specialist home.

That we make the very best use of our capacity at Caudwell House and offer additional capacity to local authority and health partners across D2N2.





Developing Our Internal Residential Estate

It is important that we continue to develop our internal residential estate so that we retain within the council the skills and capacity to deliver these services in what can be a volatile market and so that we can fill areas where the market is least able or willing to deliver.

Alignment to Key Approaches and Action Plan

That two new two-bedded mainstream children's homes are established to replace the current West View.

We have a clear operating model, recruitment, retention, CPD and career progression strategy to support our children's home workforce.

Developing Our Relationship with the Wider Residential Market

Nottinghamshire has developed some excellent relationships with residential providers both in its own right and through our D2N2 partnership with Derbyshire, Nottingham City and Derby City Councils. Our current contractual framework is due for review in 2024 and this gives us an opportunity to think about the relationship we want with the market in terms of frameworks, block contracts, and areas of specialism where we might work as a collaborative and with health partners to make provision. Our aspiration will be for children needing residential care to receive it within the D2N2 footprint, that the care they receive is outstanding and that costs are transparent with clear accountability for how money is spent. We know that in order to support some areas of the market we need to think about how the local authority can achieve the environment for SMEs and not-for-profit providers to flourish.

Alignment to Key Approaches and Action Plan

Review our block contracting arrangements for residential care.

A strategic direction is agreed in relation to the D2N2 framework both for the break in 2024 and the end of the current contractual term in 2026.

Secure Provision

The local authority remains committed to providing a local and national resource through Clayfields House with a mixture of justice and welfare secure beds. The unit will continue to consider how it can build areas of specialism that help serve our local children and areas of national need. We will invest in advancing the use of technology to support care and education in the home and in the physical environment so that it is the best it can be including reviewing overall capacity.

Alignment to Key Approaches and Action Plan

The physical environment at Clayfields is improved.

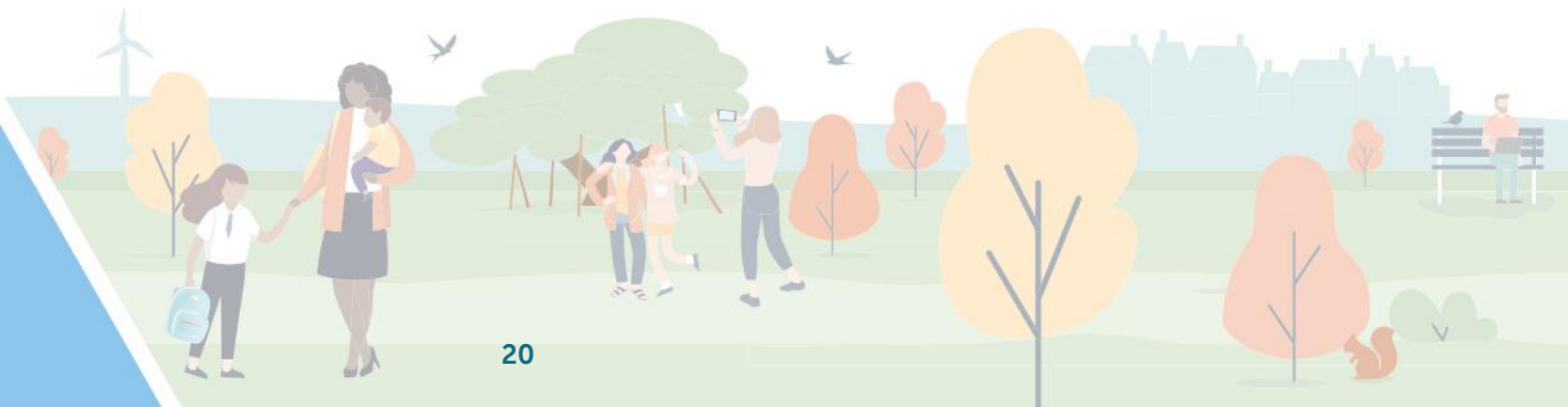
Clayfields House staff have electronic recording systems that allow more time to be care focused.



Developing Our 16+, Staying Put and Staying Close Services

We have recommissioned our 16+ supported accommodation provision, and will be entering into a minimum of a 5 year contract with providers who will be able to offer individualised tailored flexible support to young people leaving care, and homeless young people aged 16 and 17. We aim to build on an already strong base to continue to drive service improvements in this field and look forward to implementing our 'Staying Close, Staying Connected' approach in Nottinghamshire. Enhancing the service offer to care leavers by ensuring improved planning and transition processes from residential settings into supported accommodation, embedding a strengths-based and trauma informed approach to service delivery and developing multi-agency teams to provide a more responsive, flexible service to improve outcomes for care leavers.

For many care leavers longer term housing options will be the responsibility of district and borough councils and it is important that they have a picture of the level and type of need that we forecast for the future. The needs of care leavers also need to be part of any plans around housing strategies for a devolution deal and combined authority.



Unaccompanied Asylum Seeking Children

We have developed specific provision for our Unaccompanied Asylum Seeking Children and former Unaccompanied Asylum Seeking Children care leavers, which helps us focus on their specific needs as well as holistic support to integrate with life in the UK. There is an increasing need for this type of provision due to the National Transfer Scheme (NTS) for accommodating new Unaccompanied Asylum Seeking Children arrivals now being mandatory for local authorities. Within the East Midlands region Nottinghamshire, alongside our other 9 regional local authority partners, are working together to research and develop capacity building for suitable and sustainable provision. Nottinghamshire is identified as the lead authority for a Home Office exceptional funding grant for a Senior Business Analyst to work on behalf of the East Midlands region to explore this capacity building and accommodation options as individual authorities or options of a regional approach.

We also participated within the East Midlands "A Place To Call Home" project, which via grant funding from the Home Office, was tasked to identify new potential foster carers specific to Unaccompanied Asylum Seeking Children and assist them through the fostering process. This project funding has now ended, but the East Midlands will continue to fund ongoing recruitment marketing for potential Unaccompanied Asylum Seeking Children foster carers within the East Midlands, as to expand provision and attract carers who are specifically interested in supporting those seeking asylum.





Emergency Placements

We know that for a small number of children emergency placements are needed at very short notice, for example for transfer overnight from police custody or due to emergency protection orders. This can place a pressure in our Emergency Duty Teams and more appropriate provision is needed for when this need occurs. We need to develop both foster carers and a residential setting that have appropriate facilities for these circumstances and clear protocols for safe and effective care in what can be very difficult circumstances.

Alignment to Key Approaches and Action Plan

Identify and support emergency foster carers.

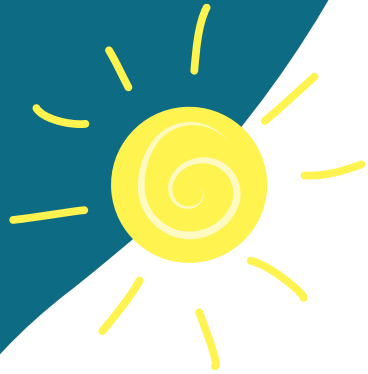
Identify a setting and operating model for very short-term emergency residential provision.

Develop a model of specialist mental health focused children's homes (across D2N2) co-commissioned with the NHS.

Investing in Our Children and Our Staff

In order to continue to provide the care that our children need and deserve we know that we need to continue to invest in our services. Areas of development over coming months and years will include ensuring that we have the optimum staffing model, a clear programme of continued professional development led by our service manager as the residential practice lead, clear career pathways for staff so aspirant care managers can acquire the skills they need to advance and a clear recruitment and retention strategy that means we recruit the staff we need and that they stay and develop strong relationships with our children. Where possible we should do this with key strategic partners in the local children's home market.





Profile of Nottinghamshire Children in Care at March 2022

What we know about our young people in our care



| | Age Cohort of CLA | | | | |
|--|---|---|---|---|---|
| | 0-3 | 4 to 6 | 7 to 11 | 12 to 15 | 16-17 |
| Cohort Size | 148 | 84 | 178 | 296 | 259 |
| % of total population of children in care | 15.4% | 7.9% | 18.5% | 30.70% | 26.90% |
| Proportion (%) by district | Mansfield is highest (26.4%) followed by Ashfield (19.6%) | Ashfield is highest (28.9%) followed by Mansfield (27.6%) | Ashfield is highest (25.3%), Mansfield is 20.2% | Ashfield is highest (21.3%) followed by Mansfield (19.6%) and Bassetlaw (17.6%). Other LA placements are 6.8% | Ashfield is the highest (20.1%) followed by Mansfield (17%) and Bassetlaw (16.6%) |
| % in first placement (based on cohort at April 1st 2022) | 97.3% | 89.5% | 89.3% | 13.9%, a significant drop from the age 7-11 cohort | 84.9% |

| | Age Cohort of CLA | | | | |
|--|--|---|---|---|--|
| | 0-3 | 4 to 6 | 7 to 11 | 12 to 15 | 16-17 |
| % that have had 3 or more placements (based on cohort at April 1st 2022) | 0% | 0% | 1.69% | 1.69% | 3.1% |
| Two highest Primary factors for being LAC and % | The most common category of need is abuse or neglect (78.4%); Family dysfunction is the second highest (10.1%) | The most common category of need is abuse or neglect (69.7%); Family dysfunction is the second highest (21%), which is the most significant spike in family dysfunction between age cohorts | The most common category of need is abuse or neglect (57.9%); Family dysfunction is the second highest (23.6%) Family in acute stress rises to 9.5% | The most common category of need is abuse or neglect (38.1%); Family dysfunction is the second highest (24.7%), Family in acute stress rises to 15.2% | The most common category of need is abuse or neglect (34.7%); Family dysfunction is the second highest (25.9%) |





| | Age Cohort of CLA | | | | |
|--|--|---|---|---|--|
| | 0-3 | 4 to 6 | 7 to 11 | 12 to 15 | 16-17 |
| % in in-house provision, highest 2 placement types within that | 75.7% in house; 43.2% are in in-house fostering and 21.6% are in family and friends placements | 40.8% in house; 22.4% are with in-house Foster Carers and 13.2% are in family and friends placements or placed with parents | 41.6% in house; 25.3% are with in-house FCs and 15.7% are in family and friends placements or placed with parents | 37.8% in house; 25.7% are with in-house FCs, 8.1% are in family and friends placements or placed with parents and 1.7% are in NCC residential homes | 64.9% in house; 15.1% are with in-house FCs, 5% are in family and friends placements or placed with parents and 1.9% are in in-house residential |
| % in external provision, types this tends to be | 24.3% external; 18.2% are in IFA and 2.7% are in a fostering for adoption placement | 59.2% external; 51.3% are in IFA and 6.6% are in external fostering for adoption placements | 58.4%; 51.7% are in IFA, and 6.7% are in non-NCC residential settings | 62.2% external; 33.8% are in IFA, and 24.7% are in external residential settings | 35.1% external; 42.1% in independent or semi-independent accommodation, 20.1% are in external residential placements and 12.7% are in IFA |

Action Plan

| Desired Outcome | Action(s) | Who | When? |
|---|--|--|-------------|
| For the current West View to become a 4-bedded learning disability and autism specialist home | <ul style="list-style-type: none"> Define staffing and property changes including training and skills Develop an implementation plan | David Andrews Devon Allen | By 2024 |
| That two new two-bedded mainstream children's homes are established to replace the current West View | <ul style="list-style-type: none"> Identify and purchase properties Define staffing and operating model including training and skills Develop an implementation plan | David Andrews Devon Allen | During 2023 |
| We have a clear operating model, recruitment, retention, CPD and career progression strategy to support our children's home workforce | <ul style="list-style-type: none"> Conduct a staffing and skills review | Devon Allen Davinia Lawton Paul Thomas | April 2023 |
| That we make the very best use of our capacity at Caudwell House and The Big House and offer additional capacity to local authority and health partners across D2N2 | <ul style="list-style-type: none"> Define realistic capacity and adjust the Statement of Purpose Plan options for future for occupancy Liaise with D2N2 about need Devise a marketing strategy if required | Davinia Lawton | April 2023 |





| Desired Outcome | Action(s) | Who | When? |
|--|---|--|--------------|
| The physical environment at Clayfields is improved | <ul style="list-style-type: none"> • Deliver on the DfE capital bid | Paul Thomas | October 2024 |
| Clayfields House staff have electronic recording systems that allow more time to be care focused | <ul style="list-style-type: none"> • Identify and purchase a stand alone system | Paul Thomas | June 2024 |
| A strategic direction is agreed in relation to the D2N2 framework both for the break in 2024 and the end of the current contractual term in 2026 | <ul style="list-style-type: none"> • Agree a short, medium and long term strategy for D2N2 care | Service Director, Commissioning and Resources | |
| Identify and support emergency foster carers | | Group Manager and Service Manager Fostering | |
| Identify a setting and operating model for very short-term emergency residential provision | <ul style="list-style-type: none"> • Deliver assessment places through our residential block contract • Create a facility for EDT to use for overnight and weekend placements | Group Manager, Commissioning and Placements Service Manager, Residential and Contact Services | Jan 2023 |

| Desired Outcome | Action(s) | Who | When? |
|---|---|--|------------|
| A strategic direction is agreed in relation to the D2N2 collaboration on fostering provision | Agree a short, medium and long term strategy for D2N2 care | Service Director, Commissioning and Resources | March 2023 |
| Review our block contracting arrangements for residential care | <ul style="list-style-type: none"> Review LA specific arrangements Review D2N2 strategy for block contracting Agree a detailed forward plan of actions including scope and size of tenders | Service Director, Commissioning and Resources Group Manager, Commissioning and Placements | March 2023 |
| Develop a model of specialist mental health focused children's homes (across D2N2) co-commissioned with the NHS | <ul style="list-style-type: none"> Continue to deliver the Joint Commissioning business case Conclude funding and resource discussions with the NHS Tender for new service provision | Service Director, Commissioning and Resources Group Manager, Commissioning and Placements | May 2023 |



