

# Placement Sufficiency Strategy 2020-2023

Supporting our children and young people to have a safe place to live and thrive

Date of Publication: **February 2020**

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# Introduction

## What is placement sufficiency?

We believe in supporting all of our children and young people to have a safe place to live and thrive. We recognise that most children and young people are best brought up within their own families, however where this is not possible, we look to find a family or a home that best meets their needs and offers access to the support and opportunities needed for success and happiness in later life.

To meet this vision, we need to have the right home, in the right place, at the right time. This strategy sets our aims and priorities to deliver this.

## Guiding Legislation

The Children Act 1989 (section 22g) requires local authorities to take steps that are reasonably practicable to secure sufficient accommodation for children and young people under their care who cannot live at home and whose circumstances indicate that it would be in their best interests to be accommodated within the local authority's area (for example, in order to stay at the same school or near to other family where contact can easily take place). This is commonly referred to as 'the sufficiency duty'.

This strategy is also guided and supported by:

- The Housing Act 1996
- The Homelessness Reduction Act 2017
- Social Care and Education Priorities
- Corporate Parenting Strategy
- Permanence Strategy
- Placement Sufficiency Audit
- Fostering Statement of Purpose
- Fostering Marketing and Recruitment Strategy
- Edge of Care
- Care Leavers Offer

## In Summary...

### Finding the right home

Securing homes and support that meet the needs of our children and young people.

### In the right place

For most of our children and young people their placement will be within the local area or close to their home.

Where it is in the best interest of the child or young person, the right place may be outside of the local area.

### At the right time

Well planned moves, that reduce the need for placement changes and emergency placements.

# Our Aims

Our Social Care and Education common purpose statements:

- To support people to have a safe place to live and thrive
- Keep people safe from harm
- Promote inclusion and a sense of belonging
- Enable people to be independent/self-sufficient and resilient
- Enable people to pursue life opportunities
- Ensure we support people's rights and listen to their wishes
- Ensure access to self-improvement
- Promote good emotional, mental and physical health

Our placement sufficiency aims:

1. To provide an increased range of homes for our children and young people that meet their needs and provides them with a safe place to live and thrive.
2. To provide stability for our children and young people, by providing timely options to achieve permanence and providing homes and support at the right time.
3. To increase the recruitment and retention of Leicester City Council foster carers and their capacity to meet the needs of the children they care for.
4. To review and to reduce our reliance on out of area residential homes and independent fostering agencies.
5. To commission smarter to reduce costs, assure quality and support better matching through building better relationships with our market providers and establishing stronger commissioning practices.

# Our Children and Young People

To ensure we address the specific needs of our children and young people, a comprehensive placement sufficiency audit was completed in January 2019. The audit provided an analysis of current and predicted needs and demands for our looked after children, young people and 16-17 year old homeless using data from the last three years.

As with the national picture, the number of children looked after in Leicester City has increased significantly over the last 5 years, a 32% increase from 533 to 677. Notably the rate of increase has reduced considerably due to the impact of edge of care interventions within Leicester City's Early Help and Prevention Services such as MST (Multi Systemic Therapy), Family Support, Family Group Conferencing and commissioned interventions such as local volunteer support from 'Safe Families' and a sustained effort on progressing permanence for our children and young people.

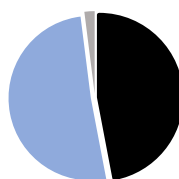
## Demographics



The age profile of our looked after children is 20% aged 0-3, 26% aged 4-9 years, 37% aged 10-15, and 17% aged 16 years+.



The ethnicity profile of children looked after does not reflect the ethnicity of the general child population of the city in that proportionately more white children (61%) are in care in Leicester City.

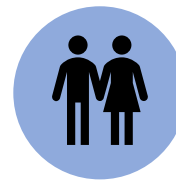


47% of our children and young people are female (this is high compared to other local authorities).



There has been a significant increase in the number of large sibling groups entering care. This puts additional pressure on placements able to care for more than two children.

## Care experienced adults and 16/17 homeless



The number of care experienced adults continues to increase, year on year since 2013. At the end of 2018, there were 250 care experienced adults and 107 eligible 16 and 17 year olds in our care.



Additionally, over the last three years there has been over 160 presentations of homeless 16 and 17 year olds presented to housing options.

# A Place To Live, Your Home

We recognise that our children and young people have different needs when it comes to finding a home, and we want to support all of our young people to have a safe place to live and thrive. To do this, we provide a range of different homes and settings.

Whilst we believe our homes and families are the best place for our children and young people. We also recognise that to meet the needs of some of our children and young people, we need to commission homes from other providers.

## Foster care

Our vision is for all children in foster care to have stable lives, establish trusted relationships, to feel cared for and to benefit from high quality foster care for as long as they need it.

78% of our children and young people live with foster families. Leicester City currently supports over 270 fostering households offering short-term, permanent, specialist and short-break care. A significant number of our carers are family and friends of the children they care for (also known as kinship foster carers).

For young people transitioning into adulthood, our staying put scheme offers them the opportunity to remain with their foster carer post-18.

Our Fostering for Adoption scheme ensures that more children can be placed with their potential permanent carers on a fostering basis while the local authority seeks a legal order from the courts.

## Children's homes and residential care

Our vision is for all children in residential care homes to have a safe place to live, to feel cared for and to benefit from the support offered by staff and services to succeed and thrive.

8% of our looked after children live in children's homes or in residential care homes. Leicester City maintains five high-quality internal children's homes supporting up to 36 young people – including specialist support for disabled young people.

Where out of area or more specialised provision is required, we commission bespoke packages for each young person.



# A Place to Live, Your Home

## Semi-independent accommodation

Our vision is for all young people in living in semi-independent accommodation is to have a safe place to live, whilst developing their life skills to successfully transition into adulthood and independence. In 2015 Leicester City Council commissioned 84 beds of semi-independent accommodation and housing related support awarded to a single provider. Due to increases in demand and emerging complex needs, additional accommodation and housing related support for young people is sought through spot purchasing.

## Independent living

We want our young people to succeed and thrive during their transition into adulthood and beyond. In 2018-19, over 40% of our young people were living independently. We ensure that our young people leaving care are a priority on our waiting list for social housing and offer financial and practical support to our young people when they find a home – including no council tax if living in Leicester City.

## Specialist accommodation and support

To support our vision to provide homes that meet a child or young person needs, we work closely with our partner agencies and local providers to provide specialist accommodation and support – for example, health or education provisions.

# Where Our Homes Are

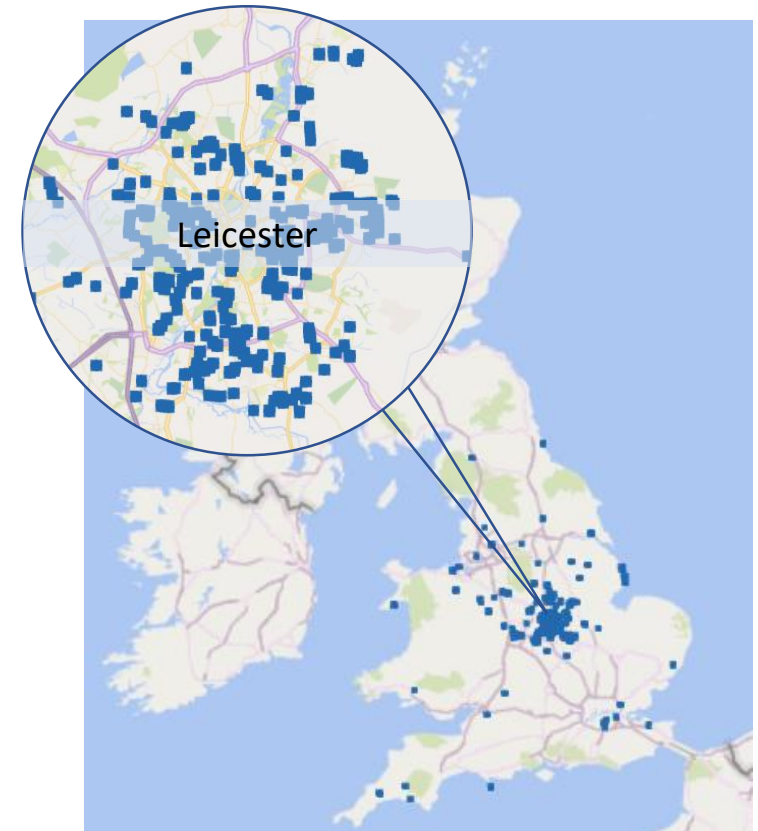
We aim for the majority of our children and young people live within the local area or close to their home. However we recognise that sometimes it may be in the best interest of the child or young person to live outside of the local area (for example, for their own safety or need for specialist support).

Our aim is to provide more local homes and support, this means:

- recruiting and retaining more foster carers from the local area
- improving our children's homes
- working with local providers who offer accommodation and support to ensure they are aware of our children and young people's current and emerging needs, and managing the market to ensure these needs can be met.

82% our children living within the city, or within a 20 mile area of their home. We aim to increase the number of available homes within and close to the city through our planned activity, maintaining our performance of above national average of 80%.

Where children or young people need to live outside of the city, we will work closely with that provider to ensure that they are able to meet the young person's needs.



Children and young people homes, 2019

# Stability and Permanence

## Creating stability

We want all of our children and young people to feel safe and secure at home. Our strategy focuses on finding homes that create stability.

We are committed to:

- Finding homes that meet the long-term needs of our children and young people
- Supporting children, families, carers and staff to create stability for our children and young people
- Promoting the benefits of stability for our children and young people

To help achieve this, we will regularly monitor and support:

1. The number of children who experience three or more moves within 12 months
2. The number of children who have been looked after for 2.5 years who have been in the same home for two years.

## Achieving permanence

There has been significant activity towards helping our children and young people achieve permanence in a timely manner, this means finding a stable, long-term home. An increasing number of our children achieve permanence through special guardianship orders or adoption.

This is outlined and monitored through our on-going permanence activity.

## Moving towards independence

For our older young people, we want to help them succeed in their future accommodation plans. Many of our young people transition from care to semi-independent or supported living arrangements, an increasing number remain with their foster carers, before moving into their own tenancy.

Stability remains good in Leicester City. The number of children experiencing 3 or more moves in 12 months, reduced from a high of 15% five years ago to below the national average of 10%.



# Forecasted Need and Demand

## Foster care

It is projected that there is a need for an additional 43 foster placements by the end of 2022 to maintain our positive offer of foster care homes to 78% of our children in care.

We specifically need carers able to offer:

- Long-term fostering
- Care for larger sibling groups
- Care for young children with complex and therapeutic needs

This will be met through recruitment of new foster carers and exploring options available to existing foster carers to meet this need.

## Children's homes and residential care

Leicester City manages five internal children's homes that support the complex needs of many of our children and young people.

We recognise that there will always be a need for commissioning external residential homes – especially for our children and young people with specialist needs, or a need to be placed away from the local area.

It is projected that the demand for our homes will remain stable over the next 3 years. We want to continue to improve and develop our homes to further meet the complex and emerging needs of our children and young people.

## 16+ accommodation and housing related support

The number of care experienced adults accessing support is expected to increase significantly by 2020.

This is due, in part, to the rising number of children and young people and our commitment to offer services and support to care experienced adults to 25.

The needs of our young people vary. Our analysis shows:

- 70% will require low-level support
- 20% will require mid-level support
- 10% will require high-specialist support

We recognise the need to find homes that meet their emerging needs, create stability and promote their independence.

# Our Priorities, What We Will Do

## Foster Care

We will develop and deliver a new foster carer marketing and recruitment strategy to recruit, target and retain more foster families.

We will develop a new specialist foster carer scheme.

We will review and revise our support offer for our new and existing foster carers – including financial support.

We will consult with our existing foster carers to see what development opportunities exist for them.

## Residential Care

We will continue to develop and improve our own children homes to meet the on-going and future needs of our children and young people.

We will review all external residential placements to ensure quality, value for money and ensure they meet the needs of our children and young people.

## 16+ Accommodation and Housing-related Support

We will recommission accommodation and housing-related support jointly with the housing department for our care experienced adults and 16-17 homeless young people that better meets the wide range of emerging needs.

We will update our leaving care offer and be clear about how we will support young people to succeed through providing quality homes and support – including continuing to support the Staying Put Scheme.

## Commissioning

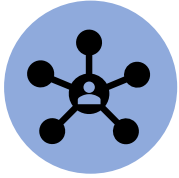
We will review and explore smarter ways of commissioning to reduce costs, assure quality and support better matching through building better relationships with our market providers and establishing stronger commissioning practices.

We will use a co-production approach and consult with young people, families and staff to understand their needs.

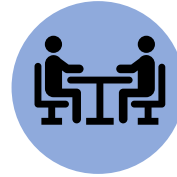
We will develop a clear Market Position Statement to help local providers meet our children and young people's needs.

We will improve systems to record and monitor information to better meet the current and future needs of our children and young people.

# How We Will Work



We will work with services across the council and partner agencies to provide quality accommodation and support to our children and young people, foster carers and staff.



We will work with providers to ensure our children and young people are receiving quality services.



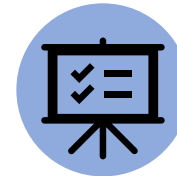
We will use a co-production approach to engage with our children, young people, foster carers, staff and providers to lead to a better understanding and quality provision with support that meets the needs of our young people.



We will work with Ofsted, who regulate our homes, to enhance quality and safety of children.



We will be passionate advocates for our children, young people and families.



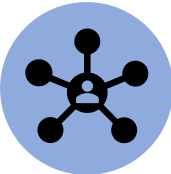
We will ensure our work is underpinned by good analysis and understanding of need. Our systems and processes will support the gathering and sharing of this information so it can be used to inform strategy and practice.



We will ensure commissioning activity meets corporate expectations relating to quality, value for money, prevention and wellbeing.

# Making A Difference

We asked our children and young people what differences they wanted to see in three years time:



We will have a clear vision for each of our services, with clear targets and data to support on-going success



We will know what it's like for our children and young people living in our homes.



The number of internal homes – including the number of foster carers will have increased.



Our children and young people will be taught independence skills at an appropriate time relevant to them.



We will be passionate advocates for our children, young people and families.



There will be more natural move-on time for our children and young people.

# Making It Happen

## Project Phasing:

Phase 1: Scoping and Design (Sept – Dec 2018)

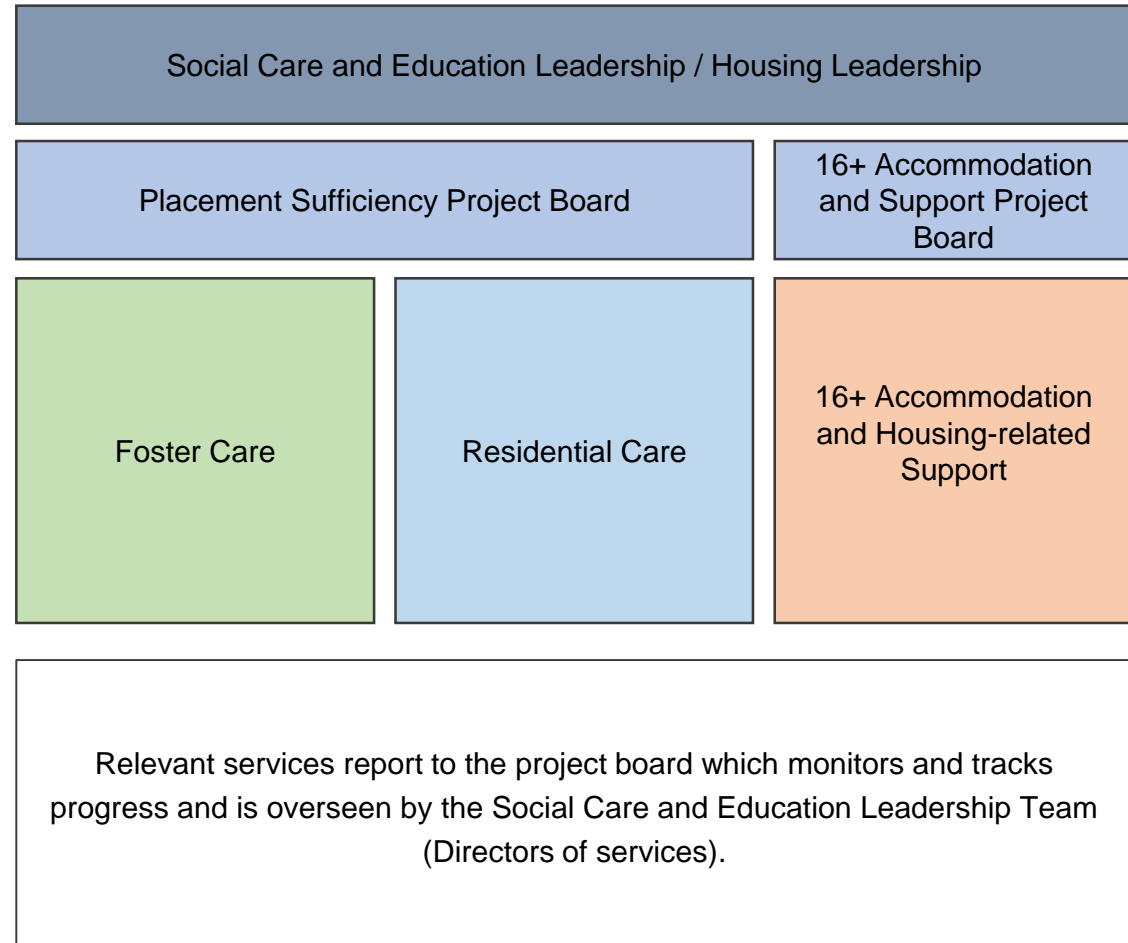
Phase 2: Audit and Planning (Jan – March 2020)

Phase 3: Delivery (March 2020 – 2022)

Phase 4: Sustainability and Review (March 2022-23)

A detailed delivery plan will accompany this strategy, monitored by the governance structure.

## Governance:



# Placement Sufficiency Delivery Plan Overview 2020 - 2023

This delivery plan accompanies the Placement Sufficiency strategy 2020-2023. This document provides an overview of actions to be taken to achieve our aims, enabling staff, the public and services we work with to better understand our developments and intentions. A more comprehensive delivery plan is maintained and reviewed by the governance boards (page 12 of the strategy) which includes task ownership, delivery timescale and status updates/RAG rating.

The aims of the strategy are:

1. To provide an increased range of homes for our children and young people that meet their needs and provides them with a safe place to live and thrive.
2. To provide stability for our children and young people, by providing timely options to achieve permanence and providing homes and support at the right time.
3. To increase the recruitment and retention of Leicester City Council foster carers and their capacity to meet the needs of the children they care for.
4. To review and to reduce our reliance on out of area residential homes and independent fostering agencies.
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## Placement Sufficiency Priorities

Foster Care	Residential Care	16+ Accommodation and Housing-related Support
<p>We will develop and deliver a new foster carer marketing and recruitment strategy to recruit, target and retain more foster families.</p> <p>We will develop a new specialist foster carer scheme.</p> <p>We will review and revise our support offer for our new and existing foster carers – including financial support.</p> <p>We will consult with our existing foster carers to see what development opportunities exist for them.</p>	<p>We will continue to develop and improve our own children homes to meet the on-going and future needs of our children and young people.</p> <p>We will review all external residential placements to ensure quality, value for money and ensure they meet the needs of our children and young people.</p>	<p>We will recommission accommodation and housing-related support for our care experienced adults and 16-17 homeless young people that better meets the wide range of emerging needs.</p> <p>We will update our leaving care offer and be clear about how we will support young people to succeed through providing quality homes and support – including continuing to support the Staying Put Scheme.</p>
<h3>Commissioning</h3>		
<p>We will review and explore smarter ways of commissioning to reduce costs, assure quality and support better matching through building better relationships with our market providers and establishing stronger commissioning practices.</p> <p>We will use a co-production approach and consult with young people, families and staff to understand their needs.</p> <p>We will develop a clear Market Position Statement to help local providers meet our children and young people’s needs.</p> <p>We will improve systems to record and monitor information to better meet the current and future needs of our children and young people.</p>		

## Project strategy and delivery

<b>Action step</b> <i>What needs to be done?</i>	<b>Quality measure</b> <i>What will good look like?</i>	<b>Key performance indicators/outputs</b> <i>How will we know this is having an impact?</i>	<b>Status</b> <i>Where are we now?</i>	<b>Indicative timescale</b> <i>When should this step be completed?</i>
1. Establish project board and develop project plans	The board has strong membership buy-in and meets regularly to progress plans	-	Strategy board established in 2019-20. Delivery board established in 2020	Autumn 2018
2. Produce placement sufficiency audit and collate relevant research and learning	Clear analysis covering the last 3 years and making predictions and recommendations for future developments	<ul style="list-style-type: none"> <li>• Placement sufficiency audit document</li> </ul>	Audit undertaken and completed – this will be refreshed in Spring 2020	Winter 2018- Spring 2019 (& review annually)
3. Enhance the placement sufficiency audit by providing examples and experiences of those involved	Good examples that support better understanding of the data being presented	<ul style="list-style-type: none"> <li>• Placement sufficiency audit document</li> </ul>	Action added following consultation, to be completed with audit refresh in Spring 2020	Spring 2020
4. Produce and publish draft placement sufficiency strategy and delivery plans	A clear strategy that outlines our current and forecasted needs, and what activity is being undertaken to meet this need over the next 3 years	<ul style="list-style-type: none"> <li>• Placement sufficiency strategy and delivery plan</li> </ul>	Completed, to be published in March 2020	Spring 2020
5. Develop and produce placement sufficiency dashboard and performance reports	Systems that support practice and provide key data to inform developments and provide new performance indicators relevant to homes of young people	-	Data is available and will be presented to project delivery boards as requested	Spring 2020
6. Improve awareness of placement sufficiency across social care and education workforce and public	More people recognize the demands placed on the service and what is being done to address these demands	-	Undertaken consultation in Winter 2019. Post-publication engagement events and comms to be arranged.	Summer 2020



## Foster Care

<b>Action step</b> <i>What needs to be done?</i>	<b>Quality measure</b> <i>What will good look like?</i>	<b>Key performance indicators/outputs</b> <i>How will we know this is having an impact?</i>	<b>Status</b> <i>Where are we now?</i>	<b>Indicative timescale</b> <i>When should this step be completed?</i>
1. Complete analysis to better understand sufficiency challenges and opportunities	Clear analysis covering the last 3 years and making predictions and recommendations for future developments	<ul style="list-style-type: none"> <li>Placement sufficiency audit document</li> </ul>	Audit undertaken and completed – this will be refreshed in Spring 2020	Winter 2018
2. Undertake cost-benefits exercise to consider outsourcing services	Reach an informed decision based on evidence and examples from other local authorities	<ul style="list-style-type: none"> <li>Decision from leadership team</li> </ul>	Decision made for services to remain in-house	Winter 2018
3. Review all in-house marketing and recruitment activity	We better understand how our marketing and recruitment activity supports our work, and re-design materials	<ul style="list-style-type: none"> <li>Increase in enquiries</li> </ul>	New branding and material designed – to be printed Spring 2020	Summer 2019
4. Recruit a publicity officer to oversee our marketing and recruitment activity	Publicity officer will oversee the marketing and recruitment activity of the service, working alongside corporate comms to improve and refresh our approach and materials	<ul style="list-style-type: none"> <li>Increase in enquiries</li> </ul>	Publicity Officer now in post	Summer 2019
5. Create and publish marketing and recruitment strategy and plans	A strategy that addresses how the service will develop and deliver action set out in the placement sufficiency strategy.	<ul style="list-style-type: none"> <li>Increase in enquiries</li> <li>Increase in applications</li> <li>Increase in approvals</li> </ul>	Strategy in development, to be published in Spring 2020	Spring 2020
6. Develop a targeted recruitment campaign for 'hard to recruit' cohorts	A clear focus in marketing activity which leads to an increase in in-house foster carers able to care for our children in care	<ul style="list-style-type: none"> <li>Increase in applications to 'hard to recruit' cohorts</li> </ul>	Campaign launched in Winter 2019	Spring 2020

7. Develop a new specialist foster carer scheme	A new scheme is created which is successful in recruiting foster carers able to care for children with high/specialist needs	<ul style="list-style-type: none"> <li>• Increase in applications to specialist foster carer</li> <li>• Increase in children moving from residential homes/IFA to in-house foster carers</li> </ul>	Exploring scheme and options for delivery	Winter 2020
8. Review all children and young people in short-term foster placements	Better understanding and processes to ensure timely permanence is explored and achieved	<ul style="list-style-type: none"> <li>• Increase in permanent placements for children and young people</li> </ul>	Monitoring group established and meet every 6 weeks	Summer 2019 - Ongoing
9. Review and improve recruitment processes from point of enquiry through to approval	Clear process that can be articulated by staff and understood by potential foster carers – reduces unnecessary steps and focuses on the 'customer' (foster carer)	<ul style="list-style-type: none"> <li>• Increase in conversion from enquiry to application</li> <li>• Shorter response times</li> <li>• Better quality and experience for foster carers</li> </ul>	Analysis showed our response times and conversions are better than average; continue to monitor and explore new approaches	Summer 2020
10. Develop/or purchase a new customer relations management system (CRM) to support marketing and recruitment activity	A new CRM system is in-place which supports the team to manage marketing material and monitor engagement and responses to enquiries/applications	<ul style="list-style-type: none"> <li>• Increase in conversion from enquiries, application and successful approvals</li> </ul>	In procurement, tender to go live in early 2020	Summer 2020
11. Review our support offer to foster carers	A clear offer to our foster carer, which includes all offers from the local authority as corporate parents	<ul style="list-style-type: none"> <li>• Increase in applications/recruitment of foster carers</li> <li>• Increase in retention of foster carers</li> </ul>	Developments made through corporate parenting and in-services Continue to explore and engage with foster carers through reference groups	Summer 2020
12. Review our financial support offer to foster carers	Clear recommendations based on evidence for developing our existing financial offer	<ul style="list-style-type: none"> <li>• Increase in applications/recruitment of foster carers</li> <li>• Increase in retention of foster carers</li> </ul>	Analysis completed, exploring payment models	Autumn 2020
13. Develop a foster carer reference group, support groups and buddy schemes in the city	Members of the group are able to support developments, offering their views as experts	<ul style="list-style-type: none"> <li>• Increase in retention of foster carers</li> <li>• Engagement/reference groups in place</li> </ul>	Groups and schemes scoped and in-development	Spring 2020

14. Review of existing foster carers and current approvals to explore potential for extending approvals (where appropriate)	Support and processes in place to support foster carers to extend their approvals, subject to robust assessment	<ul style="list-style-type: none"> <li>• Increase in number of in-house places available</li> <li>• Reduction in use of IFAs</li> </ul>	Several developments underway to support foster carers looking to care for additional children	Spring 2020 - Ongoing
15. Complete exit interviews project (research into retention of foster carers)	A new approach to completing exit interviews, that is co-designed with our foster carers and national researchers	<ul style="list-style-type: none"> <li>• Increase retention of foster carers</li> </ul>	Phase one of project completed, piloting new scheme through FIRO (Fostering Independent Reviewing Officer)	Autumn 2019 – Spring 2020
16. Arrange annual celebration and networking event for our foster carers	An opportunity to celebrate our existing foster carers, inform them of upcoming developments.	<ul style="list-style-type: none"> <li>• Increase retention of foster carers</li> </ul>	Held first celebration event in 2019 which received positive feedback from foster carers	Annual events
17. Continue to review all external IFA (Independent fostering agency) placements	Overview of all externally commissioned placements – including permanence tracking and financial tracking.	<ul style="list-style-type: none"> <li>• Appropriate and evidenced use of in-house and external placements</li> </ul>	Undertaken by monthly placement decisions group, which is now well established	Ongoing – reviewed monthly
18. Revise training offer to include foster carers and care experienced young people	Training material is relevant and includes our foster carers and care experienced young people	<ul style="list-style-type: none"> <li>• New course material</li> </ul>	Developments underway with foster carers and care experienced young people	Summer 2020

## Residential Children's Homes

<b>Action step</b> <i>What needs to be done?</i>	<b>Quality measure</b> <i>What will good look like?</i>	<b>Key performance indicators/outputs</b> <i>How will we know this is having an impact?</i>	<b>Status</b> <i>Where are we now?</i>	<b>Indicative timescale</b> <i>When should this step be completed?</i>
1. Complete analysis to better understand sufficiency challenges and opportunities	Clear analysis covering the last 3 years and making predictions and recommendations for future developments	<ul style="list-style-type: none"> <li>Placement sufficiency audit document</li> </ul>	Audit completed in January 2019	Winter 2018
2. Progress development of internal children's homes – through service improvement plan	Improvements to our internal children's homes.	<ul style="list-style-type: none"> <li>Good Ofsted rating</li> <li>Placement stability</li> </ul>	Several development projects completed or underway, due to complete 2020	Spring 2019 – Summer 2020
3. Explore new approaches to residential care – including no wrong door and staying close models	Each model is carefully explored and a cost-benefit is completed. If approved, models will be implemented and result in improvements to care offered to children in residential homes	<ul style="list-style-type: none"> <li>Good Ofsted rating</li> <li>Placement stability</li> </ul>	Leadership team are exploring different models	Spring 2020 - Spring 2021
4. Develop internal children's homes support offer for children and young people	Clear offer to our children and young people of what to expect from our children's homes.	<ul style="list-style-type: none"> <li>Good Ofsted rating</li> <li>Placement stability</li> </ul>	Being explored through corporate parenting service	Summer 2020
5. Develop a comms plan to support our children's homes	New comms supports better understanding of our children's homes across the city	<ul style="list-style-type: none"> <li>Positive response from public / care experienced young people</li> </ul>	Being explored through corporate parenting service	Summer 2020
6. Continue to review all external placements	Overview of all externally commissioned placements – including permanence tracking and financial tracking.	<ul style="list-style-type: none"> <li>Appropriate and evidenced use of in-house and external placements</li> </ul>	Undertaken by monthly placement decisions group, which is now well established	Ongoing – reviewed monthly
7. Development of new quality assurance arrangements	Clear QA processes and tools are in-place and being used regularly for all internal and external residential placements	<ul style="list-style-type: none"> <li>New QA framework</li> </ul>	New arrangements scoped and framework drafted, awaiting approval	Spring 2020

## 16+ Accommodation and Support

<b>Action step</b> <i>What needs to be done?</i>	<b>Quality measure</b> <i>What will good look like?</i>	<b>Key performance indicators/outputs</b> <i>How will we know this is having an impact?</i>	<b>Status</b> <i>Where are we now?</i>	<b>Indicative timescale</b> <i>When should this step be completed?</i>
1. Complete analysis to better understand sufficiency challenges and opportunities	Clear analysis covering the last 3 years and making predictions and recommendations for future developments	<ul style="list-style-type: none"> <li>Placement sufficiency audit document</li> </ul>	Audit completed in January 2019	Winter 2019
2. Research national and local authority guidance, strategies, performance and data to compare	Understanding and evidence of benchmarking and learning from other local authorities and agencies.	<ul style="list-style-type: none"> <li>Placement sufficiency audit document</li> </ul>	Audit completed in January 2019	Winter 2019
3. Complete thorough needs analysis to support re-commissioning	Clear understanding of the cohort and future needs of young people in need of accommodation aged 16-25	<ul style="list-style-type: none"> <li>Detailed analysis</li> </ul>	Analysis underway, due to be completed in March 2020	Spring 2020
4. Engage with key stakeholders including young people and providers	Multiple events held with key stakeholders to understand current and future need, and co-produce the new model	<ul style="list-style-type: none"> <li>Positive response from public / care experienced young people</li> </ul>	Consultation in December 2019, soft market testing and engagement to begin March 2020 – Summer 2020	Spring 2020
5. Develop a suitable model	The model is suitable, evidence-based and supported by the key stakeholders	<ul style="list-style-type: none"> <li>Detailed model which meets identified need</li> </ul>	Pending analysis and engagement with local providers	Spring 2020 – Summer 2020
6. Sign-off and publish tender	Sign-off is given from leadership teams and the tender is successfully published	<ul style="list-style-type: none"> <li>Positive response from public / care experienced young people</li> </ul>	-	Summer 2020
7. Award new contracts	The contract is awarded in-line with the tender	<ul style="list-style-type: none"> <li>Successfully award contract according to model</li> </ul>	-	Winter 2020 - Spring 2021

8. Develop and publish Care Leavers offer with focus on succeeding in their home	Clear offer to our care leavers that tells them what we offer and how they can access support	<ul style="list-style-type: none"> <li>Revised offer</li> <li>Positive responses from Care Experienced Young People</li> </ul>	Revised offer published at <a href="http://www.leicester.gov.uk/leaving-care">www.leicester.gov.uk/leaving care</a>	Winter 2019
9. Revise joint protocol between SCE and housing departments	Clear pathway and supporting documents for accessing accommodation and housing related support in a timely manner	<ul style="list-style-type: none"> <li>Revised protocol</li> </ul>	Joint protocol drafted, awaiting completion of model to confirm detail	Summer 2020
10. Develop and share our Staying Put scheme	Foster carers and care leavers are provided the opportunity to remain in their current foster care placements post 18 under the guidance of the Staying Put scheme.	<ul style="list-style-type: none"> <li>Increase use of staying put scheme</li> </ul>	Scheme is successful and trend shows increased use, continue to share with foster carers and care experienced young people	Summer 2020
11. Explore further use of local ASC supported living schemes and other local schemes	Team manager of 16+ is member of the Panel.	<ul style="list-style-type: none"> <li>Increase stability for care experienced young people</li> </ul>	Included in draft ASC supported living strategy	Summer 2020
12. Explore use of an outreach service to support young people in independent homes	This is incorporated into the scoping and planning of a new model	<ul style="list-style-type: none"> <li>Increase stability for care experienced young people</li> </ul>	Scoping to commence Summer 2020	Winter 2020
13. Explore development of our own semi-independent homes	This is incorporated into the scoping and planning of a new model	<ul style="list-style-type: none"> <li>Reduction in use of external provision</li> <li>Increase stability for care experienced young people</li> </ul>	Scoping to commence Summer 2020	Winter 2020
14. Explore leasing council homes and providing support scheme	This is incorporated into the scoping and planning of a new model	<ul style="list-style-type: none"> <li>More young people securing their own properties</li> </ul>	Scoping to commence Summer 2020	Winter 2020

## Commissioning

<b>Action step</b> <i>What needs to be done?</i>	<b>Quality measure</b> <i>What will good look like?</i>	<b>Key performance indicators/outputs</b> <i>How will we know this is having an impact?</i>	<b>Status</b> <i>Where are we now?</i>	<b>Indicative timescale</b> <i>When should this step be completed?</i>
1. Develop a market position statement that sets out our need from providers over the next 3 years	Statement that sets out the council's vision for the placement needs over the next 3 years.	<ul style="list-style-type: none"> <li>Published market position statement</li> </ul>	Social care and education market position statement drafted, due to be published 2020	Summer 2020
2. Promote positive engagement and relationships with the local market and providers	Understanding of local market and relationship with placement commissioning team resulting in improved placement matching	<ul style="list-style-type: none"> <li>More understanding and engagement with providers in and outside of the city</li> </ul>	Consultation held December 2019, further engagement sessions to be scheduled in 2020 – to include foster carers and local providers	Spring 2020 - Ongoing
3. Promote positive engagement and relationships with local authorities across the region	Sharing of learning, challenges and opportunities across the region to support one another	<ul style="list-style-type: none"> <li>More understanding and engagement with LAs in and outside of the city</li> </ul>	Attendance at several regional groups Exploring regional arrangements for specific campaigns and approaches	Ongoing
4. Develop systems and performance reports to support commissioning of external placements.	System developments support ability to access information, performance data and supports practice.	<ul style="list-style-type: none"> <li>Performance reports</li> </ul>	Data is available and will be presented to project delivery boards as requested	Spring 2020
5. Promote sharing of information across teams and services to improve understanding of commissioning needs and demands	Clear pathway and process for sharing information between teams and systems.	<ul style="list-style-type: none"> <li>Increased awareness and understanding</li> </ul>	Processes are now in-place to support sharing of information	Spring 2020