APPENDIX 2. Version 21 DRAFT LAC ACTION PLAN

NOVEMBER 2015-MARCH 2017

Impact Key

Cost = reduction in placement cost

Target LAC Number April 2016: 535	Target LAC Number April 2017: 497					on in placement cost on in length of placement					Priority Rating:		RAG		
· · ·	· · ·					uction in the number being	g accommodated				Urgent Priority (work to embed activities to be complete by April 2016)	High	Blue: Complete Green: On track Amber: Slippage		
Action Plan contains workstreams that will begin in this period - some may span more than one period and are priority rated accordingly	n 										Development of activities will continue in to next period (Apr 16-Mar 17)	Medium	Issues Red: Significant Delay		
O WORKSTREAM/ ACTIVITY	REQUIRED (DELIVERABLES)	TARGET LEAD AGE GROUP	TARGET END DATE	REVISED END DATE	D IMPACT OBJECTIVE	WHAT WILL THE IMPACT BE?	HOW WILL THE IMPACT BE MEASURED?	TARGET SAVING (£K)	TARGET REDUCTION OF 52-WEEK PLACEMENTS		PROGRESS TO DATE (from progress report)	Priority Rating	RAG		
UTCOME 1: FAMILIES ARE SUPPORTED TO STAY TOGE A higher proportion of children who are referred to CSC to have a Family CAF in place so that no child comes through without one.	1. A higher proportion of children, excluding emergency safeguarding issues and UASC, will have a Family CAF. A % of cases will need to be agreed.	<mark>L. Lofting</mark> / C. Smith	Jun-16	6	Number	More children with Family CAFs will result in more early support, and	Number of CAF's per year overall and % step up to CSC. (to be made			% proportion to have Family CAF (state	LL/ CS to meet 15.2.16 to agree key deliverables and target dates				
	 Raise awareness through consultation with stakeholders that completion of a Family CAF is required. 		Mar-16	6	-	therefore fewer reaching the edge of care and potentially becoming	available via CSC performance monitoring report).			How will this be measured?		Medium	Red		
	 Review access to services where children do not have a Family CAF and ensure continuous refusal of a CAF by a family is referred to CSC. 		Jun-16	6]	looked after.				Monitoring of refusal					
ge 11- Support for parents/carers with mental health difficulties	1. A Service Specification will de developed with suggested options for delivery.	T. Jefford / B. Squire	May-16	6	Number	mental health difficulties	Base line to be agreed and th reasons for becoming LAC to be monitored via CSC								
k plan fted	 A scoping exercise to determine the level of need to be undertaken; collecting of information re referrals to adult mental health and the outcome (take up or not). 		May-16	6]	will result in and increase Family CAF's with service being accessed in a timely manner, and children will						Medium	Amber		
	 An overview of the current adult mental health services with referral thresholds and working practices. 		May-16	6	1	be supported to remain within their family unit.						-			
Domestic Abuse	 Review 40 cases ehere children became LAC, to identify learning points with regards to domestic abuse for all relevant organisations. 	T. Jefford / V. Crompton	May-16	6	Number	Increased workforce knowledge leads to earlier identification and intervention, including Family CAF's and childrer	to be monitored via CSC performance monitoring								
	2. Ensure the Domestic Abuse offer is implemented across Social Care and E&P using audit tools and techniques to judge how this has been emebedded into practice.		Oct-16		-	will be supported to remai within their family unit.									
	 Ensure access to support for those at high risk of harm is timely with cases presented at MARAC within 3 working days and support from IDVAs provided as appropriate. 		Apr-16	6										Medium	Amber
	4. Ensure the E&P and Social Care workforce development plans include expectations set out in the Domestic Abuse Document.		Apr-16	6											
	5. Ensure 80% of E&P and Children's Social Care staff are fully compliant with the appropriate workforce development expectations.		Mar-17	7											
Improve pathway for Substance Misuse Support (by parents/carers)	1. Review 40 cases ehere children became LAC, to identify learning points with regards to substance misuse for all relevant organisations.	T. Jefford / V. Crompton	May-16	6	Number	substance misuse issues	Base line to be agreed and th reasons for becoming LAC to be monitored via CSC performance monitoring								
	2. Pilot joint visits between Inclusion and Wisbech Locailty Team, with a view to understanding the needs of children within this cohort, not already known to Children's Services. The pilot will run for 6 months and will be fully evaluated. Further action will be dependent on findings. The project will commence in March 2016. Following this provide an evaluation report.		Nov-16	6		Family CAF's with service being accessed in a timely manner, and children will be supported to remain within their family unit.									
	 Develop a working protocol between Children's Social Care and Inclusion Drug and Alcohol treatment services where parents are misusing substances. 		Feb-17	7								-			
	 Ensure the Children's Social Care and Inclusion protocol is implemented across Social Care and Inclusion using Auditing. 		Oct-16	6	1										
	 Ensure access to Inclusion Services for parents misusing substances is timely with the first treatment intervention received within 3 weeks of referral. 		Ongoing	g	-							Medium	Amber		
	6. Update existing parental substance misuse screening tool		Jan-17	7]										
	7. Embed the Substance Misuse Screening Tool for use within E&P and Children's Social Care and ensure it is used appropriately.		Jan-17												
	Publish the Derentel Substance Misure expectations for		lon 15	7											

		9. Ensure the E&P and Social Care workforce development plans include expectations set out in the LSCB Parental Substance Misuse Document.		Apr-16							
		10. Ensure 80% of E7P and Children's Social Care staff are fully compliant with the appropriate workforce development expactations.		Mar-17							
1.5 (page 12)	Review the impact of parenting support courses on LAC and ensure consistency of use and capacity. These courses form part of our preventative approach and we need to ensure that their use is promoted and their effectiveness and impact is monitored.	Children with Disabilities 1. Children's Proactscip Instructors will run 1 more Proactscip training course for parents before April 2016 and schedule and promote 3 more for 2016/17. This provides training on proactive strategies for use with children whose behaviour may be challenging. 2. Instructors will prepare an evaluation report of the 3 courses run to date for joint Children and Adults Proactscip Board In April 2016. General Parenting Courses	S. MacBean J. Sollars	Apr-16 Apr-16	Number	Accessible parenting programmes and earlier support for parents will prevent escalation of issues, building family resilience and confidence, enabling children to remain in or return to their family unit. Step-downs to Locality team will be supported to ensure a differentiated	Attendance at Parenting Programmes will be tracked, and involvements and impact reported on.		To be added once first data availabel	Medium	Amber
		 Evidence-based parenting programmes form part of our preventative approach and we will ensure that their use is promoted and their effectiveness and impact is monitored. 				response.There wil be an increasing number of Family CAF's targeting early help to keep family's together.					
1.6 (page 12)	Support parents with Learning Disabilities and parenting capacity issues	 Training for workforce to understand adult learning difficulties and the implications for expectations of parenting capacity. 	T. Gurney	Mar-16	Number	Workforce has a greater understanding and therefore can produce information and	To be added to CSC performance monitoring report.		LDP/CSC have drafted a joint protocol to safeguard the welfare of children at risk when they are residing with a		
		2. Where parents have been identified as having a learning disability consideration will be given to the best way to communicate with them to ensure children remain at home.		Mar-16		communication more effectively, enabling parents to understand what is required and children to remain at home. Increase			parent(s) or carer(s) with a learning disability. This protocol covers all key deliverables within this action	Medium	Green
		 Ensure that plans address learning capacity of parents and are written and communicated to ensure parents understand the changes that need to be made to ensure the family stays together. This will be monitored through case audits and through the ability and the parent parent parent parent. 		Mar-16 Mar-16		in effective Family CAF's for this group.			plan. Sign off from Management teams (LDP/CSC) expected by end March.		
1.7 (page 12) work plan drafted	Parenting support website We will develop an accessible website that answers parent's questions and helps them pro-actively manage their children's needs. The site will include information regarding setting boundaries and managing difficult behaviour. This will be a useful tool in enabling practitioners to signpost parents to further comprehensive courses of support	the child in need planning process. 1. List of content areas to be produced based on research into the common problems and situations parents need help with. This will develop further from the work underway to understand common needs identified to support 'Early Help' and the ACT. Additional research will be conducted with 'Think Family' workers, and social care staff as well as gaining views directly from parents where possible, based on questions around 'what would have helped you', 'what would you use'.	M. Whitehand	Jun-16	Number	Support for parents, available 24/7, will prevent escalation or issues direct to social care, building family resilience and confidence, enabling children to remain in their family unit and local community and re- dierct through a Family CAF.					
	sources of support.	 Prioritised list of subject areas to be produced based on research into the information content, resources and applications that can provide support for the questions and situations identified. Research into the materials available, identification of any budget required to pay for subscription services (eg online parenting courses) or Prioritised plan of work agreed and implementation begun to source/secure/develop content making best use 		Aug-16 Aug-16		 Support for practitioners in their role – measured by surveys and monitoring of their online activity Support for the ACT and measurement of their referral to online resources as part of their response to families or practitioners Use of online materials by 				Medium	Amber
		of existing trusted sources. Plan will set out expected delivery time for specific content sections etc based on what is agreed overall. 4. Navigation plan of site/web content produced and any work required by others in Digital Strategy Team or LGSS		Aug-16		the public (we cannot measure who the individuals are) from a baseline position. It will be noted that it is difficul to quantify/attribute change of	t				
		IT team agreed through the Gateway process. 5. Development of any applications or similar, quizzes, online assessments, and things that people can do to encourage their involvement.		Sep-16		behaviour to any one thing and particularly information, however it will contribute to overall reductions					
		 Develop marketing communications plan to support use of the content by key groups (practitioners, families) Workforce training plan to raise awareness and utilisation of online resources in practice 		Nov-16 Jun-16							
1.8 (page 13)	Adult sexual health and contraception	Lead officers in Public Health and safeguarding services will work together to develop a pathway and guidance for practitioners for prioritising adults that require targeted support Z. We will also continue to support adults and young	V. Thomas / S. MacBean	Jun-16 Jun-16	Number	Education of teenage LAC to prevent pregnancies which are more likely to result in babies being taker into care, linking with the	parenting strategy and SPACE project data. Link	See Target Reduction in Children in Care	Action uodated by VT 11.2.16	Medium	Amber
		people with a learning disability to access sex and relationship training, education and support.				Corporate Parenting Strategy.					
1.9 (page 13)	Support to children in their early years	 We will work with commissioners of Health Visiting to consider how Health Visitors will support the strategy by taking opportunities to identify early, through standard interventions, families at risk of LAC. 	J. Sollars	Apr-16	Number	Better identification at earlier stage will enable intervention to take place and thereby reduce the numbers of children needing to become LAC later.	Data to be collected will be agreed through the service specification to be drafted by Public Health.				
		2. We will ensure that eligible families take up the offer of free education for 2 year olds, and that wider support and intervention with families is planned in an integrated way across services in the early childhood sector so that		Ongoing		Increasing the take up of the 2 year-old offer will reduce pressure on families with struggling	2 year old uptake will be measured via EYF Team data.		Agreed target of Currently at 83.5% take up for 80% Take up eligible children	Medium	Green

OUTCOME	2: RISK IS MANAGED CONFIDENTLY AND INTEN	ISIVE SUPPORT IS PROVIDED FOR FAMILIES AT TH	HE EDGE OF CARE						-2,100		
2.1 (page 14)	Develop a clear framework of Specialist and Edge of Care services Edge of care is defined where children have been	 Each Specialist Service needs to be within framework that ensures that they contribute a range of options – clearly stating WHAT they deliver and HOW. Services must be focused on clear models or programmes with 	T. Collins / R. Wilshire	Mar-16		Number	Targeting resources in a timely way will allow more efficient work with children, reducing the timescales of			Impact detailed in 2.5 and 5.1	
	exposed to a range of issues that could result in the need to become Looked After. Early Help Services are pivotal in preventing this escalation (Note 1)			Mar-16			referrals between services. This will ensure appropriate services are alerted in a	database via the Edge of			
		with Early Help and CSC. All cases need contingency planning to have an 'at hand' plan if risk escalates. 3. Service specifications for AtC and SFSS will be refined		Feb-16	Complete		timely manner and children will be supported to stay at home and return home.				
		to ensure they are complimentary and not duplicating work. 4. Intervention points for each service will need to be		Mar-16	Complete						
		revised. 5. Develop clearer guidance around how to refer to each service and what to refer, based on S.Magilton's		Mar-16							
		proposals. 6. Ensure staff receive training on making referrals to specialist services. 7. Develop a database to feed in outcomes of each		Jun-16 Sep-16							
		specialist service to aid monitoring and evidence base.									
		8. Agree who will monitor specialist services (team or board). 9. Monitoring of the newly formed Alternatives to Care Service.			Complete Complete						
		Service.									
2.2 (page 15)	Focus of family services on preventing children entering the care system to enable us to offer appropriate services at the appropriate time	1. We will target resources, such as young people's workers, towards families particularly where there are young people aged 8+ who may be on the trajectory towards care.	T. Collins / J. Gregg	Mar-16		Number		CSC Performance Team to provide baseline date and then measure: -number of LAC and of			
		 Implement the new role of combined Resource Panel to ensure strengthened thresholds of accommodation. 		Mar-16				these: -how many were known/ not known prior to becoming LAC.			
		 We will explore invest to save options to increase the impact of work on savings by reducing the number of 8+ 		Mar-16				-How many had a CAF -which service referred them in.			
		coming into care.									
	Work to broker family solutions For all cases on the edge of care we will use family group approaches to explore wider family solutions to ensure a child can remain in their family or extended family. Family workforce will need to be upskilled to use FGC approach.	1. Undertake review of Family Group Conferencing Service and agree options/ funding for future of the service. DevelopTransformation Bid proposals to be presented to Directors then CSC MT.	F.Van Den Hout/ Sarah- Jane Smedmore	Mar-16		Number	Identification of family solutions will reduce the number of children who enter care and who have a Family CAF.	Number of cases FGC works with.		Reduction of 30 children expected in first full year	
		2. Implemement proposed option/s		Apr-16							
2.4 (page 15)	Reduce the number of 16+ Looked after children	1. Ensure consistent approach to Southwark judgement by reviewing the protocol to ensure consistency.	R.Wilshire	Mar-16		Number	Identifying alternatives for those aged 16 and over wil reduce the number of 16+ in care, especially those who enter care for less			Reducing 16+ 52- week placements to 6.42, and supported	
		2. Regularly meet with District councils to promote		Ongoing			than 3 months.			accommodation 52-week	
		keeping 16+ with their families. Voluntary housing agencies will be invited to these meetings to ensure they provide accommodation to young people where needed.								placements to 19.24	
2.5 (page 15)	Monitoring of Alternatives to Care (AtC) and Space Project (Avoid repeat removal of babies)	 AtC service has now had an opportunity to embed - we will now need to review its effectiveness. See action 2.1 (9) above for duplicate action. 	A. Jack (AtC); T. Jefford / V. Crompton/A. Warburton (Space)	Jan-16	Complete	Number	AtC - working with those at crisis point to enable children to remain in their family unit Space - working with	data based on KPI's. All specailist service to align information with this data. Quarterly performance		AtC: reduce LAC by 26 50-week placements [25 52-week placements]	
		2. We will launch Space and monitor its effectiveness - targeted support for women who have have babies removed previously.		Mar-16			mothers who have previously had babies removed to break the cycle and reduce the number of babies in care.	reports are also being undertaken. SPACE: This is being developed.		(working with 60, 43% success)	
	3: CHILDREN ACCESS AND REMAIN IN EDUCAT										
3.1 (page 17)	Analysis of patterns of attendance, exclusions and absence to ensure young people who are LAC do not miss out on education	Establish additional support for schools to monitor the attendance of LAC, CiN and CP. Commission provider to undertake this work who will work closely with the EWO to analyse this data.	J.Pallett	Ongoing		Cost	LAC - stable education will reduce the occurrence of placement breakdown and therefore fewer escalations to expensive provision. CiN & CP - stable	help understand what age children are most likely to		Reduce residential schools to 8.24 52-week placements	
		Analysis of the data will indicate where intervention needs to be targeted.					education reduces the pressure in families due to exclusion or non-				
		Formal tender for attendance monitoring provider underway.					attendance, therefore reducing the likelihood of children coming into care				

Family Support Case Management Meetings have been developed. A single plan detailing all services, case examples and referral pathways is being developed. Service specification have now been revised Development of a monitoring database is curretly being considered but may result in slippage due to complexity. COMPLETE (To be monitored by monthly board) COMPLETE (monthly spreadhseet completed by AtC)	High	Amber
To be included in the Family Support Board Meetings detailed in 2.1 Majority of work is complete, waiting for exemplar to be completed. Panel will be combined with Creative Care work.	High	Amber
		Green
Transformation bid to be submitted. Options appraisal initial draft complete. Once proposed option agreed and invest to save proposal will be considered by Directors and	High	Green
CSC MT. FB/FvdH to meet to discuss 23.2.16. FGC will be moving in to SASU once proposals in place.		Green
FB/FvdH to meet 23.2.16 to discuss this action	High	Amber
Monitoring of AtC as per KPI's in service specification is in place and being reported to CSC MT and project board monthly.	High	Green
Monitoring is currently under development for Space.	- igi	Amber
Update provided by JP on these actions 9.2.16. Many actions are progressing as BAU and therefore next steps actions are to be drafted for education section by end February 2016.#	High	Green

(page 17)	Establish effective collaboration and joint working	Establish local point of access for schools, securing links between Locality Teams and newly established SEND Specialist Teams to ensure early signs of SEMH are identified and effectively responded to by the schools and targeted/ specialist support services when needed. Establish process within Transfer meetings between Locality Teams and Childrens Social Care by which adolescents who are at risk of needs escalating are identified and prioritised, with appropriate additional support provided for the family as required	H Phelan	Ongoing	Nu	mber	challenging behaviour, therefore reducing the likelihood of children coming into care.	Measures will include: -Reduction in the number of permanent exclusions -Reduction in the number of requests for EHCP for SEMH -Reduction in the number of Out of County placements for SEMH -Improved attendance figures for those identified with SEMH -70% of those using the Exlusion/Behaviour phone line report satisfaction			
	Services that support the stability of educational placements	Provide appropriate support to schools to enable them to effectively manage the additional needs of LAC, to prevent escalation to crisis management, whenever possible. At times of crisis, to co-ordinate support across teams so that the school placement is maintained.	M Cullen / J Pallett	Ongoing	Nu	imber	Stable education is supported by the effective use of family CAF to reduce the pressure in families due to exclusion or non-attendance relating to challenging behaviour, therefore reducing the likelihood of children coming into care.				
(page 17)	Support for care leavers	ESLAC to provide support and guidance to young people who are progressing from Y11 to post 16.	J. Pallet	Ongoing	Co	ost	Smooth transitions between Year 11 and Post 16 education will support young people moving to supported accommodation or successfully exiting the care system. This will also help with reducing the number of LAC who are NEET.	Pathway plans data		This will reduce the number who return to care and therefore reduces the cost. This links with the saving in 2.4	
	4. PLACEMENTS FOR CHILDREN IN CARE ARE		D Heller d/D	Complete	0-	4	Creative estutions will		4 005	Deduce externel	
(page 18)	Family based care (Creative Care)	1. Draft a process for Creative Care	R. Holland/R Leslie	Complete	Co	ISL	Creative solutions will reduce the use of high cost	IRO Spreadsheet will be used to identify cases that	-1,005	Reduce external residential	
	Review placements and look at creative options to reunify	2. ART to implement the process		Apr-16			external placements. Data			homes to 22.77	
	child with family and reduce cost. This is being undertake through creative care work and S20 panel.	3. Fortnightly discussion regarding Creative Care to take place through S.20 panel.		Apr-16			regarding successful moves will be collated.			52-week placements.	
	Reduce the number of external placements/ increase in-house fostering placements	1. Develop emergency foster carer provision (in-house)	T.Collins / R. Leslie	Ongoing	Co	ost	Expanding the size and skill set of in-house fostering provision will reduce the use of agency	Key Activity Data	-2,535	Increase in- house fostering to 186.72 52- week	
	External residential and IEA use will be reduced. In-house										
	External residential and IFA use will be reduced. In-house fostering placements will be increased. [Additional action plan attached].			Apr-16			foster placements and residential placements,			placements; reduce IFAs to	
	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county.	 Develop the fostering action plan Implement findings from fostering consultant to improve the fostering service. 		Apr-16 Apr-16			foster placements and			reduce IFAs to 155.00 52-week placements &	
	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county	3. Implement findings from fostering consultant to improve					foster placements and residential placements, therefore reducing the			reduce IFAs to 155.00 52-week	
	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county	 Implement findings from fostering consultant to improve the fostering service. Develop in-county supported lodgings provision for 16+ Develop shared understanding between Social Care and Strategy and Commissioning on the types of placement children and young people can expect to increase the understanding of each service of the particular pressures relating to the current financial pressures with the placement budget. A set of joint 'rules' will be drafted and signed up to then shared widely by all managers. 		Apr-16			foster placements and residential placements, therefore reducing the			reduce IFAs to 155.00 52-week placements & kinship 52-week placements to	
	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county	 Implement findings from fostering consultant to improve the fostering service. Develop in-county supported lodgings provision for 16+ Develop shared understanding between Social Care and Strategy and Commissioning on the types of placement children and young people can expect to increase the understanding of each service of the particular pressures relating to the current financial pressures with the placement budget. A set of joint 'rules' will be drafted and signed up to then shared widely by all managers. Develop a clear understanding of the likely placement needs over the coming 12 months and beyond. We will undertake a full review of the needs of our current LAC population to ensure we have the right resources to meet needs. 		Apr-16 Jun-16 Apr-16 Apr-16			foster placements and residential placements, therefore reducing the average weekly cost.			reduce IFAs to 155.00 52-week placements & kinship 52-week placements to	
	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county	 Implement findings from fostering consultant to improve the fostering service. Develop in-county supported lodgings provision for 16+ Develop shared understanding between Social Care and Strategy and Commissioning on the types of placement children and young people can expect to increase the understanding of each service of the particular pressures relating to the current financial pressures with the placement budget. A set of joint 'rules' will be drafted and signed up to then shared widely by all managers. Develop a clear understanding of the likely placement needs over the coming 12 months and beyond. We will undertake a full review of the needs of our current LAC population to ensure we have the right resources to meet 		Apr-16 Jun-16 Apr-16			foster placements and residential placements, therefore reducing the average weekly cost. Reduction in no. of residential placements. Reduction in emergency placements Reduction in length of time in external accommodation Targeted commissioning of services to meet current needs. Up to date evidence base to hold ART to account. Reduce number of emergency placements. Reduce new high cost			reduce IFAs to 155.00 52-week placements & kinship 52-week placements to	
	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county	 Implement findings from fostering consultant to improve the fostering service. Develop in-county supported lodgings provision for 16+ Develop shared understanding between Social Care and Strategy and Commissioning on the types of placement children and young people can expect to increase the understanding of each service of the particular pressures relating to the current financial pressures with the placement budget. A set of joint 'rules' will be drafted and signed up to then shared widely by all managers. Develop a clear understanding of the likely placement needs over the coming 12 months and beyond. We will undertake a full review of the needs of our current LAC population to ensure we have the right resources to meet needs. Develop a defined process for decision making and challenge around threshold agreements and resource needs for a young person. 	R. Leslie/ J	Apr-16 Jun-16 Apr-16 Apr-16 Apr-16		pst	foster placements and residential placements, therefore reducing the average weekly cost. Reduction in no. of residential placements. Reduction in emergency placements Reduction in length of time in external accommodation Targeted commissioning of services to meet current needs. Up to date evidence base to hold ART to account. Reduce number of emergency placements.	ART will provide cost data.		reduce IFAs to 155.00 52-week placements & kinship 52-week placements to	
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4.3	fostering placements will be increased. [Additional action plan attached]. Wherever an external placement disrupts, the young person will be brought back in-county. Developing partnerships with external providers in-county to provide cost effectice long term residential placements.	 Implement findings from fostering consultant to improve the fostering service. Develop in-county supported lodgings provision for 16+ Develop shared understanding between Social Care and Strategy and Commissioning on the types of placement children and young people can expect to increase the understanding of each service of the particular pressures relating to the current financial pressures with the placement budget. A set of joint 'rules' will be drafted and signed up to then shared widely by all managers. Develop a clear understanding of the likely placement needs over the coming 12 months and beyond. We will undertake a full review of the needs of our current LAC population to ensure we have the right resources to meet needs. Develop a defined process for decision making and challenge around threshold agreements and resource needs for a young person. Continue to review the top 50 placements weekly Budget information available to units and Sec 20 panels; reduce costs through procurement of places 	Davies/	Apr-16 Jun-16 Apr-16 Apr-16 Apr-16		ost	foster placements and residential placements, therefore reducing the average weekly cost. Reduction in no. of residential placements. Reduction in emergency placements Reduction in length of time in external accommodation Targeted commissioning of services to meet current needs. Up to date evidence base to hold ART to account. Reduce number of emergency placements. Reduce new high cost nlacements Reducing the unit cost through improved	ART will provide cost data.		reduce IFAs to 155.00 52-week placements & kinship 52-week placements to 35.29	
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	High	Green
Regular meetings between Marian Cullen and Xenia Dixon (ESLAC teacher) to share cross service developments, offers and thresholds. SEND Specialist Services Teachers and ESLAC teachers working together to discuss cases. Dedicated EP resource provided to ESLAC for consultation/advice. SENiD Specialist Services joining ESLAC/START Tuition Framework.	Medium	Green
	Medium	Green
	High	Amber
Review of recruitment strategies and required resources currently taking place.	High	Green
 Expect 20/50 to be moved in FY 16/17 Units aware of budget spend Process drafted process for units to take ownership of budgets to be developed.	High	Green

		6. Creation of emergency solo placements at Hawthorns Children's Home.	T		11							
					Mar-16							
4.4 (page 19)	Reducing the cost of external placements	1. Continue to commission IFAs through the Eastern Region Fostering Contact .		J. Davies/ R. Leslie	Ongoing		Cost	Reducing the unit cost by better procurement through	ART will provide cost data.	-132		
		2. Monitor and report savings made as a result of negotiating discounts			Ongoing			regional collaboration.				
		3. Review the external residential framework contract.			Apr-16							
4.5	Develop Assisted Boarding Placements	1. Establish process to procure places where appropriate		J. Davies/ R.			Number	Supporting family resilience				
(page 19)		to avoid children coming in to care. This is being taken forward through the RNCF and Assisted Boarding	year olds	Wilshire	complete	Jan-16		by reducing the pressure within families, enabling the				
		Schools Network. 2. Launch programme across all SW Units to raise	-					child to remain part of the family unit.	on this will provide data required.			
		awareness and encourage take-up. Launch to be led by Units information to be drafted centrally.			Mar-16							
4.6 (page 20)	Cambs policy on UASC Placements	1) Review potential for crash pad to reduce call on in- house fostering while long term solutions found.		C.Smith/T.Coll ins/ J. Davies/	Apr-16		Cost	Through offering emergency solutions as a	UASC placement type and locations will be monitored			
	Development of dedicated pathway for UASC to ensure assessments are made quickly and children placed in the							more cost effective response prevents	by ART.			
	most appropriate and cost effective accommodation	2) Develop emergency pool of foster workers to support	÷		Apr-16			blocking of longer term placements for other				
		UASC	+					children in the care system and therefore prevents the				
		3) Draft UASC Pathway			Apr-16			escalation of cost for permanence.				
4.7	Develop in county provision for disabled young	1) Work with providers already operating in		R. Holland/ J.	Apr-16		Cost	Offering in-house provision		-8	Reduce	
(page 20)	people	Cambridgeshire to discuss the Council's needs and work with them to establish in-county provision.		Davies				reduces the use of expensive external	made in-county		residential disability to 2.73	
		2) Develop a working group to review First Steps to ensure Cambs Special Schools do not exclude disabled	+		Apr-16			alternatives, therefore reducing the average			52-week placements	
		children.			0			weekly cost.				
4.8	Parental financial contributions	3) Develop 52 week education provsion in-county 1) Re-submit proposal through Democratic Process		T. Collins	Sep-16 Jun-16		Cost	Generating income,	Reduction in number of			
	We will consult on parental contributions	(Spokes/ Committee)						reducing the net average weekly cost.	children becoming LAC			
								May also result in fewer children entering the care				
								system.				
OUTCOME 5.1	5: CHILDREN ARE MOVED THROUGH THE CAR			S.J.	Apr-16		Time	Speeding up identification	IRO database will help to			
	Reunification	1) Map a process for tracking children where reunification										
(page 20)		has been agreed to ensure it remains on track.NSPCC		Smedmor/ T.	7.10			of reunification cases and	monitor the number of			
(page 20)	Well-resourced and coherent reunification services can lead to better and speedier permanence outcomes	has been agreed to ensure it remains on track.NSPCC Framework. 2) A tracker will be developed to enable Resource Panel	-		Apr-16			of reunification cases and the process of reunification will result in a reduced	monitor the number of children exiting care. CFA Performance Management			
(page 20)	lead to better and speedier permanence outcomes through a stable return home to parents. This work will ensure that reunification is considered as soon as the	Framework.		Smedmor/ T.				of reunification cases and the process of reunification	monitor the number of children exiting care. CFA Performance Management Team will provide data regarding the number of			
(page 20)	lead to better and speedier permanence outcomes through a stable return home to parents. This work will	Framework. 2) A tracker will be developed to enable Resource Panel to track children through the reunification process to prevent drfit.		Smedmor/ T.	Apr-16			of reunification cases and the process of reunification will result in a reduced amount of time children	monitor the number of children exiting care. CFA Performance Management Team will provide data regarding the number of children who return home as part of the care			
(page 20)	lead to better and speedier permanence outcomes through a stable return home to parents. This work will ensure that reunification is considered as soon as the	Framework. 2) A tracker will be developed to enable Resource Panel to track children through the reunification process to		Smedmor/ T.				of reunification cases and the process of reunification will result in a reduced amount of time children	monitor the number of children exiting care. CFA Performance Management Team will provide data regarding the number of children who return home			
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(page 20) 5.2	lead to better and speedier permanence outcomes through a stable return home to parents. This work will ensure that reunification is considered as soon as the	Framework. 2) A tracker will be developed to enable Resource Panel to track children through the reunification process to prevent drfit. 3) Develop Monthly meeting to track all children with a reunification led by HoS Corporate Parenting. 1) Develop a system to track the timliness of a child's	-	Smedmor/ T.	Apr-16		Time	of reunification cases and the process of reunification will result in a reduced amount of time children spend in care.	monitor the number of children exiting care. CFA Performance Management Team will provide data regarding the number of children who return home as part of the care package plan, or because of free will.	-60	Reduce	
(page 20)	lead to better and speedier permanence outcomes through a stable return home to parents. This work will ensure that reunification is considered as soon as the child becomes Looked After.	Framework. 2) A tracker will be developed to enable Resource Panel to track children through the reunification process to prevent drfit. 3) Develop Monthly meeting to track all children with a reunification led by HoS Corporate Parenting.	- - -	Smedmor/ T. Collins	Apr-16			of reunification cases and the process of reunification will result in a reduced amount of time children spend in care.	monitor the number of children exiting care. CFA Performance Management Team will provide data regarding the number of children who return home as part of the care package plan, or because of free will.		concurrent adoption to 5.50	
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Work to H complete. Ofsted reg, staffing and protocol for use being developed.		
High quality/ low cost providers have been taken to view properties in March, Wisbech & Linton	High	Amber
Scoping paper developed and process agreed. Transferred to Access.	High	Green
	High	Amber
8.2.16: First working group meeting set up for 15.3.16	High	Amber
	Medium	Amber
8.2.16: Meeting arranged with		
o.z. io. meeting analigea mai		
SJS/TC/FB 25.2.16 to discuss working group.	High	Amber
 SJS/TC/FB 25.2.16 to discuss	High High	Amber Green
SJS/TC/FB 25.2.16 to discuss working group. Target number of concurrent		
SJS/TC/FB 25.2.16 to discuss working group. Target number of concurrent	High	Green

5.	5	Transition to Adulthood	1. Develop a policy to ensure effective pathways for those	R. Holland/ T.	Apr-16	Time	Earlier planning will result		Impact linked to	
(p	age 22)		who are leaving the care system are established in a	Collins			in a smooth transition and		2.4	
			timely manner prior to the young person becoming 16.				successful exit of care, in a			
			 Improve the availability of community support and resources to prevent reaccommodation. 		Sep-16		timely manner.			

-6,789

TARGET REDUCTION IN LAC POPULATION (See Note 2) TARGET REDUCTION TARGET OF 52-WEEK PLACEMENTS TOTAL DEMOGRAPHY 16/17: 148 32.5 **REDUCTION:** OTAL REDUCTION IN 15/16: 42 15/16: 42 16/17: 38 EXISTING LAC: 16/17: 38

						Business Planning reference
Objective	2016/17	2017/18	2018/19	2019/20 2020/21		
Reduce the number of children who are looked after	-2,100	-1,615	-1,680	-1,744	-1,841	A/R.3.012
Reduce the unit cost of placements for children in care	-922	-958	-714	-427	-312	A/R.6.406
Reduce the length of time children are in care	-507	-853	-809	-485	-340	A/R.0.400
Adoption*	-350					A/R.6.305
Share Care provision (4.7)	-500	-174				
Alternatives to Care (2.5)	-219					
In-house fostering	0					
Inflation	-132	-124	-110	-96	-88	A/R.6.407
Carried forward pressure	-2,059					
	-6,789	-3,724	-3,313	-2,752	-2,581	

* saving included for completeness and to ensure savings are not double counted.

SAVINGS:

Discoment france	2016/17
Placement type	saving
Residential - disability	-75
Residential schools	-153
Residential homes	796
Independent fostering	-3,638
Supported Accommodation	-35
16+	-118
In house fostering	1,011
Kinship	14
In house residential	0
Concurrent adoption	50
TOTAL	-2,148
BP savings	-1,429
Budget Transfers	-719
	-2,148

Note 2: Target LAC Reduction

There are two columns for target numbers - the first is the target number of children diverted, and the second is the 52-week placements diverted.

The target demographic reduction in children in care is an educated estimate of the number of children teams will need to work with in order to meet the target reduction in 52-week placements and therefore the savings. It is unknown how many of these children would enter funded placements, the types of placements they may require and the length of time they may remain in care. This target therefore will be reviewed after 6 months

The target reductions in 52-week placements, separated out for demography and current numbers have been calculated from the demography calculations and the BP model respectively. Please note, these reductions are in 52-week placements so, in reality, the number of children diverted or reunified will need to be greater than this. Where possible the target reductions have been assigned as per the BP model, and others have been assigned as agreed with project leads.

Note 1: Edge of Care Definition

The following criteria may be used to define a child on the 'Edge of Care' Have or in need of a Family CAF Open to Children's Social Care Have a Child In Need or a Child Protection Plan Considered likely to become accommodated should the current intervention not succeed Recently left care to return to live with their parents and are still in need of specialist support

Issues' may include:

Parents' capacity to cope due to: Their own mental health or substance misuse Poor parenting skills Experience of domestic violence Their own learning difficulty Limited or no wider family or community networks For older young people 11+ 'issues' may include Violence from young person Criminal or anti-social behaviour Emotional and anger management issues Mental health issues Family discord Young person homeless, abandoned or subject to neglect or abuse Missing from home Child Sexual Exploitation and risk taking behavious

	Medium	Amber
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