

Sufficiency Strategy 2020 - Priorities and Progress Log

1. We are redeveloping early help services, with our partners, to better support children, young people and families at an earlier stage, and by keeping children and young people safely within their homes and communities.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact

2. Enhance our new Edge of Care model, including further development of restorative approaches and Family Group Conferences. Exploration of the value of more intensive therapeutic programmes of support to children, young people and families

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Review function of Princess Ave children's home and develop a residential short breaks service with family intervention	Jo Lee	Review and re-modelling of Princess Ave complete	Feb 2018	Our Place delivering on short breaks and family interventions. Graded good in Ofsted inspection Up to 30 families using services at any one time Brief report produced (Feb 2019) which demonstrated very low numbers of children who used the service came into care Feedback received about the service is positive

				Generated a lot of interest from other LA's who have visited
		Full review of service underway – includes report to consider future developments. Peer review been invited. Teeside Uni has approached service and will be reviewing service and evidence.		
		Relocate Our Place from Princess Avenue to Vulcan Way site and use Princess as a 5 bedded Long Term Children's home. Logic - PA already registered CH & Vulcan Way residents used to regular comings and goings that happen at Our Place.	Gate Way 2 – been costed up and planning permissions process underway (May 2019)	
Family Conferencing	Group	Maria Murrell/Debbie Peel	Team, policy and practices developed	Team in place and well received within wider children's services Report produced Jan 2019 which gives over view of very positive impact

3. We are seeking to increase social work capacity and develop smarter ways of working to enhance support to children, young people and families

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Social Care/ S-Work	Maria Murrell			

4. Going Home work stream commenced in 2018 to explore how we can develop a culture and vision for services which promotes safe and sustainable reunifications within families

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Identify young people OOA, future planning, resources needed and costs	Miriam Sigsworth	Audits of care planning	Oct 2018	Clear understanding of plans for yp with timescales
Reduce OOA costs by a focus on current placement plans	Miriam Sigsworth/Maria Murrell	further review of progress in terms of plans to return by Maria Murrell	May 2019	
Scope out range and demand for residential services with support going home and coming home	Jo Lee	Report produced	Jan 2019	Clear picture of trends, demand, cost and scope of services gained Recommendations for service development made and being progressed (see point 12 for detail)

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5. Exploration of innovative models of peer / network support within our fostering services, including the development of the Mocking Bird model.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Establish links and networks with other interested LA's	Rhona Bollands/Jo Lee	RB and JL have met with Tees Valley ADC LA's and shared ideas		Some interest, Darlington in particular
		JL has met regionally including with Fostering Network rep for NE. Agreement to form a Regional Fostering Strategy (improve practices and closer working together) by end of June 2019		

6. Review and maintain quality of the Foster Care Service with the purpose of explore further efficiencies within the team.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Review the Team structure	Jo Lee and Judith Henderson	Analysis of level of work completed up to 2018	Dec 2018	Capacity increased with a full time agency worker with view to re-evaluate approx. a year after TVA

		Level of work now requires a refresh following split to TVA -		
		Team Development Day planned 06/06/19 to explore options for re-structure of team		
Monitor performance and key activity of Child Placement Panel	Jo Lee	Annual Report to Children's Board	2017/18 presented	

7. Research opportunities to develop innovative approaches to support Special Guardianship arrangements

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact

8. Working with Dartington Research to test the application and value of Dynamic System Modelling to help us understand in real time the operation of our early help and social care system; to manage 'flow', to anticipate placement trends, and monitor the impact of strategies.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Dartington – overall approach to enabling children to stay safely at home – provides overall	Miriam Sigdsworth			

model and mechanism for culture change				

9. Improved commissioning approaches for external placements that deliver strong placement matches and ‘best value’, including reviewing and strengthening the NE12 solution.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
NE12 solution to be in place and able to meet need	Martin Skippsy/Michael Rowntree/Jo Lee	NE12 solution in place		Solution has had limited success in meeting demand as of May 2019.
		Review of the solution with regional partners underway as of May 2019		
Establish roles, firm and improved pathways between commissioning team and social care teams	Jo Lee/Michael Rowntree	Funding pathways established that includes a rep from commissioning	Sep 2018	Improved communication which leads to better understanding of need/demand and ability to negotiate cost. Relationships between the teams are now in place and strong (May 2019)
		Roles have been developed however require firming up and drawn into a procedure (not to be reliant on relationships alone in the future)		

Focus on contracts, specifications etc, links to NE12 and IFA Impower model to map needs against cost (TV)	Michael Rowntree			
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10. Review the full procedures around admission into our care, including strengthening funding arrangements and agreement processes. This will include greater focus on continuous financial monitoring of placements in order to achieve best value and purpose.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Review CMAP (funding panel)	Jo Lee	Reviewed membership and process/procedure	Sep 2018	Procedure and forum now in place for costs to be formally reviewed. 'Advisory Panel' More focus on the decision making process and move away from using the panel as forum to 'care plan'
		Further develop the function of the panel to include CETR - work is underway and conference is planned June 2019		
Review procedure and process to bring a child into our care through to placement	Jo Lee	Procedures reviewed and put in place - <ul style="list-style-type: none"> • Bringing a Child into Care • Placement Request and 	Aug 2018	Clear process in place that brings Team Around the Child together in decision making. Forum established with a role to scrutinise planning

		<p>Sourcing Placement</p> <ul style="list-style-type: none"> • Placing a Child Out of Area • Advisory Panel and Funding Request 		<p>process that includes key partners (health, adult services and education) and recommendations around funding for high cost complex cases.</p>

11. Exploration of models to improve emotional wellbeing and resilience amongst children in our care

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact

12. We will review the functioning of our in-house children’s homes and re-model in order to deliver on the coming home, going home work stream. Specifically, to create capacity for short term to medium term placements for complex teenagers where the ultimate aim is to return home. Increase long term placements in order to build on current placement stability and create increased cost efficiencies for those young people in need a residential care.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Scope out demand, range and functions of residential care in Stockton	Jo Lee	Report produced – Review of Residential Care in Stockton	Jan 2019	We now have a clear picture and understanding of

				<ul style="list-style-type: none"> • of services available • demand and trends • cost comparatives • recommendations and solutions
	Jo Lee/Claire Harper	<p>Develop turnaround home to provide dedicated support to prepare for return home. Step between our place and residential medium/long term home. Focus on first 3 months.</p> <p>Propose review 3 bed home, move children into new five bed. – at Gate Way 2 (May 2019)</p>		
	Jo Lee/Claire Harper	<p>Create 2 extra medium to long tem beds. (5 - 3 from existing 3 beds bring 2 young people home. Relocate Our Place from Princess Avenue to Vulcan Way site and use Princess as a 5 bedded Long Term Children's home.</p> <p>Logic - PA already registered CH & Vulcan Way residents used to</p>		

		regular comings and goings that happen at Our Place. – at Gate Way 2 (May 2019)		

13. We will explore opportunities through the Joint Venture and Tees Valley solutions to achieve our key objectives to keep more children and young people safely connected to their communities.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Increase capacity and range of options available in residential care	Jo Lee/Miriam Sigsworth/Sue Wray	Piece of work being initiated around Tees Valley Wide collaboration on residential provision, also includes respite for foster carers. Possible support from Sue Reay.		
Increase capacity and range of options available in foster care	Jo Lee/Judith Henderson	Poss TV collaboration – range of options including possible shared service		

14. Maintain improvements in the range of accommodation and support packages for Young People in Care and Care Leavers.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Fostering Marketing Strategy to be in place yearly and report produced with outcome	Jo Lee/Helen Caswell/Judith Henderson	Marketing Strategy in place with a target of approving 10 carers per year Report produced	2018-2019 2019-2020	Quality of IVs improved 8 mainstream carers approved in 17/18 8 mainstream carers approved 18/19
Ensure quality of provision	Jo Lee	Review Procedures <ul style="list-style-type: none"> • Accommodation Procedures • Monitoring External Provision • Refresh Joint Housing Protocol Produce report re quality of provision	March 2019 May 2019	Assured range of accommodation and quality of accommodation remains of a high standard for Young People in and Care Leavers
Develop Care Leavers Local Offer	Jackie Ward/key partners	Local Offer on line		
Refresh Foster Carers Offer	Jo Lee/Judith Henderson/Clare Harper	Consultation with foster carers completed Sep 2018 Increase rates including respite to bring in line with other LA'a at gateway 1 May 2018 Training Package reviewed and new digital pack produced – Nov 2018		

		Links established with Our Place to increase respite		
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15. Strengthen and embed our approach and delivery of the Regional Adoption Agency, in order that more children leave care through adoption.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Establish Relationships with TVA	Mel Douglas/Vick Boyd			
Have in place robust tracking system to ensure early permanency is established	Mel Douglas			
Ensure procedures are in place to link LA with RAA	Jo Lee	Procedures reviewed	March 2019	Clear pathways that link child with adopters journey in place
Monitor Performance of TVA	Vicky Boyd	Annual Report to be produced and presented to Children's Board	Presented April 2019	Assurances given re quality of performance

16. Make positive use of Short breaks provision, including the promotion of the Short Breaks Grant to provide families of children with disabilities and additional needs with needed breaks from caring, while the child benefits from the opportunity to take part in social opportunities. Thus reducing the potential of family breakdown.

How, what are the actions	Who is leading	Comments on progress	Date Completed	What is the impact
Review Short Breaks Grant	Jo Lee/Lou Carling	Consultation with parents Review Offer and Process Progressing through gateway for a electronic version – at gate way 3 May 2019	Oct 2018	Improved offer, more choice and in line with parents views following consultation
Review of Place Scheme delivery model	Jo Lee			
Review of Short Breaks delivery model	Jo Lee	OASIS and Hartburn Lodge co-located following a piece of work that included consultation with parents, young people, Ofsted and staff.	Feb 2019	Building free up at Vulcan Way to make way for review of residential services Streamlined and child focused service now in delivery stage Access including school transport and transitions made easy for children Efficiency due to economies of scale and now more opportunities to develop service further

		Next steps is review of staffing and management structure		