

## **Children's Services: Lincolnshire Leaving Care Service from 2020**

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## 1. Introduction

The Leaving Care Service supports Lincolnshire County Council to meet its statutory responsibilities set out in the [Care Leavers \(England\) Regulations 2010](#) and the [Children Act 1989](#).

Care leavers have been the focus of government policy resulting in additional requirements of Local Authorities in relation to care leavers, with the most recent being the extension of the Personal Adviser duty to 21 to 25 year olds and the publication of the care leaver Local Offer enacted via the [Children and Social Work Act 2017](#).

There is no standard delivery model for Leaving Care Services in England, with a range of delivery mechanisms ranging from in-house services, externally commissioned services and emerging developments of strategic partnerships; however commissioners must ensure that the Leaving Care Service is developed in line with emerging policy as well as local need.

A commissioning review of the Lincolnshire Leaving Care Service commenced in July 2018. The review considered local and national policy requirements, local need and feedback from Leaving Care Service users (care leavers) and professionals, the performance of the existing Leaving Care Service, a comparison against Leaving Care Services in other areas and the supplier market. This Commissioning Plan provides the overview of key findings.

Barnardo's has delivered the Lincolnshire Leaving Care (LLCS) contract since 2007, with the most recent contract in place from 2015 at an annual core cost of £1,098,155. The current contract is due to finish in March 2020 following agreement to extend the 3 year core contract period to the full 5 years possible.

Last year Lincolnshire launched the [Looked After Children and Care Leaver Strategy 2018-2021](#) and all recommendations made as part of the Leaving Care Service review are in line with overarching aims of the Strategy.

### **Aim of the Commissioning Plan**

To inform decision makers of:

- The key findings of the Lincolnshire Leaving Care Service review
- Recommended changes to the Lincolnshire Leaving Care Service
- How much funding is required
- The best route for commissioning the Lincolnshire Leaving Care Service in the future.

## 2. Current Commissioning Arrangements

The LLCS is currently commissioned by LCC Children's Services and Barnardo's are the incumbent supplier; the current contract is due to expire on 31 March 2020 and it cannot be extended beyond this.

The total annual contract value (direct LCC expenditure) for the Leaving Care Service in 2018/19 is £1,258,038. However analysis shows the direct service cost, once

additional supplier activity is factored in, to be £1,430,509 per annum. The Council also spends £659,535<sup>1</sup> on indirect costs associated with care leavers.

Direct costs (contract costs paid to Barnardo's)	Per annum
Core contract cost 2015-2020	£1,098,155
Accommodation Worker <sup>2</sup> and 21+ Personal Adviser extension <sup>3</sup>	£159,883
<b>Total Direct costs</b>	<b>£1,258,038</b>

Table 1: Direct costs relating to the Leaving Care Service

The numbers of 16 and 17 year olds in care has increased by 20% since 2014, all of whom have since transitioned to the Leaving Care Service. The contract value of the Leaving Care Service contract has not increased, other than to provide additional funding for the extension of the Information, Advice and Guidance (IAG) service to 21 – 25 year olds as a result of updates to the Children and Social Care Act 2017.

It should be noted that a proportionate 20% increase to direct costs would make the total value £1,716,610.

### 3. Lincolnshire Leaving Care Service Review Findings

#### 3.1 Policy Background and Statutory Duties

The Leaving Care Service supports Lincolnshire County Council to meet its statutory responsibilities set out in the [Care Leavers \(England\) Regulations 2010](#) and the [Children Act 1989](#).

The requirements of Local Authorities are set out in the [Care Leavers \(England\) Regulations 2010](#), [Volume 2 of the Children Act 1989 Guidance - Care Planning, Placement and Case Review regulations and statutory guidance](#) (guidance in relation to young people entitled to support to prepare them to leave care but who remain looked after – i.e. 'eligible' children) and [Volume 3 of The Children Act 1989 Guidance and Regulations – Planning Transition to Adulthood for Care Leavers](#) (mainly for those referred to in the legislation as 'relevant' and 'former relevant' and which was amended in May 2014).

More recent Local Authority requirements are laid out in [Keep On Caring - Supporting Young People from Care to Independence](#), with key practice changes around the extension of the personal adviser duty to 21-25 year olds and the publication of the care leaver Local Offer<sup>4</sup> enacted via the [Children and Social Work Act 2017](#).

Additional impacts on the Local Authority and any Leaving Care Service will result from the Local Authority's obligation to observe the principles of the [Care Leaver Covenant](#), with additional commitment to care leavers to support access to EET (Education, Employment and Training) opportunities and identification of local partners to support care leavers into apprenticeships and internships.

<sup>1</sup> Indirect costs include support for Care Leavers Apprenticeship Scheme [CLAS] - covering care leaver costs and financial support - and spend within two LAC budgets, which account for the majority of indirect spend and includes spend on care leaver expenses (translation services, travel costs, accommodation top-ups, emergency payments to cover food & utilities etc.) and Supported Lodgings payments.

<sup>2</sup> Funded annually from Youth Housing budget.

<sup>3</sup> Introduced in April 2018 in response to statutory requirements of Children & Social Work Act 2017.

<sup>4</sup> [Local Offer Guidance 2018](#)

Lincolnshire supports a number of former-UASC (Unaccompanied Asylum Seeking Children) care leavers through the Leaving Care Service who are covered by the above statutory requirements; further guidance from DfE regarding the Local Authority's statutory responsibilities for UASC over the age of 18 is detailed in [Care of unaccompanied migrant children and child victims of modern slavery \(2017\)](#). In addition, [Immigration Act 2016](#) (though not fully enacted) limits some of these responsibilities in respect of over 18 year olds whose asylum status is 'Appeal Rights Exhausted' i.e. their application and any subsequent appeals have resulted in a decision that they have no leave to remain.

The following strategies are also relevant to all care leavers:

- [Care Leaver's Strategy](#) (2013)
- [Keep on Caring – Supporting Young people from Care to Independence](#) (2016)

In addition, there are also a number of reports<sup>5</sup> capturing care leaver views about transition, relationships and independence that have informed the thinking behind the recommendation for the extension to a 16+ service. This includes the report from Mark Riddell ([National Implementation Adviser for Care Leavers' First Year Report October 2017 to October 2018](#)) which explores areas of good practice in other local authorities and which repeatedly references the benefits of a 16+ model and the importance of effective relationships.

#### Summary of Key Findings

- The current Lincolnshire Leaving Care Service is meeting statutory requirements and the recommended delivery model aligns to recommendations made in national policies as well as a number of Ofsted inspections noting the benefits of earlier allocation (covered in more detail in [Appendix 3](#)).

### 3.2 Current Lincolnshire Leaving Care Service Performance

Ofsted inspections include care leavers as a key focus area, with Lincolnshire's obtaining a 'Good' sub-judgement for care leavers in the last full inspection in 2014, which noted that:

*The Lincolnshire Leaving Care Service is highly effective in keeping in touch with all care leavers. Personal Advisers maintain frequent contact with care leavers who are unstable and exhibiting chaotic and risky behaviours. Pathway plans for some care leavers do not ensure that all of their wide ranging needs are addressed.*

*There is a wide range of services, including mental and physical health, employment and education workers and a parenting support worker, who work in the service to improve the health and engagement of care leavers. Many interventions reduce risks, gradually building engagements in services and improving outcomes.<sup>6</sup>*

<sup>5</sup> [Care leavers' views on their transition to adulthood](#), Coram Voice (October 2017); [Care leavers' transition to adulthood](#), The National Audit Office (July 2015); [Leaving Care Leaving Well](#), Social Finance (June 2018)

<sup>6</sup> [Lincolnshire County Council - Ofsted Children's Services Inspection, October/November 2014](#)

The contract is rated by Children's Strategic Commissioning as 'good' with no risk to the Local Authority either in terms of supplier stability or in the delivery of their given KPIs. Barnardo's has indicated they would be interested in re-tendering in the event the decision is taken to re-commission the Leaving Care Service from 2020 and there is no indication that the current stability would not continue if they were successful.

In terms of KPI and contract delivery, Barnardo's has remained broadly on target for the duration of its contract, meeting or exceeding the majority of KPIs around supported accommodation and EET. Average KPI attainment over the contract period to date is shown in *Table 2* below:

Key contractual KPIs	Lincolnshire Target	2015-16 average	2016-17 average	2017-18 average	2018-19 (Q1-Q3 average)	National average (year ending Mar-18) <sup>7</sup>
Care leavers aged 19 in suitable accommodation	100% (tolerance 90%)	91.5%	95.5%	92.75%	92.67%	87%
All care leavers in suitable accommodation	100% (tolerance 90%)	90.75%	93.75%	92.5%	94%	84%
Care leavers aged 19 on Education, Employment or Training (EET)	65%	63.25%	74%	69.25%	62.67%	57%
All care leavers in Education, Employment or Training (EET)	65%	56.25%	69%	65%	67%	49%
Pathway Plans reviewed according to timescale	90%	79.25%	87%	83.75%	89%	N/A

Table 2: Main KPIs for Lincolnshire during contract duration against national average

All KPIs have seen fluctuations over the life of the contract, and the figures in *Table 2* above are the average over the year based on the month at quarter end (June, September, December and March). Some KPIs such as EET may fluctuate over the year as a result of impact of the academic year and the strength of the labour market. All KPIs are above the national average<sup>7</sup>.

The Pathway Plan KPI is the main target that has consistently under-performed during the life of the contract, although it is currently being met based on the average of Q1-Q3 2018-19 data (Q4 2018-19 data will be available shortly). It is important to note that there have been quarters when the 90% target has been hit but the average attainment has been below target. It should be recognised that the target measure includes LCC (i.e. not completed by Barnardo's) Pathway Plans reviewed within timescales, and changes to reporting since 2016 have identified the impact on the KPI if LCC plans were reviewed to time as well as any Plans reviewed but not uploaded onto Mosaic – both of which have indicated that the KPI would be met more often than officially reported. Recent improvements in both Barnardo's and LCC processes directed by the Corporate Parenting Manager and the LLCS Service Manager have shown uplift above

<sup>7</sup> [Children looked after in England including adoption: 2017 to 2018](#)

target threshold for Pathway Plans, with the KPI being met or exceeded for the past 3 months.

There has also been recognition through contract management that meeting the KPIs is only part of the picture i.e. the narrative on those in 'unsuitable accommodation' often highlights young people choosing to live with friends or who do not wish to disclose their address. Similarly, the LCC Service Manager and the Corporate Parenting Manager are clear that the KPI relating to Pathway Plans is only meaningful if the quality of plans is good and have agreed a programme of Pathway Plan audits to look at this – facilitating lessons learnt and sharing of good practice. Barnardo's has redeveloped its Audit Framework and has a clear programme of review of Pathway Plans for 2019-20; Barnardo's is clear that it is keen to be involved in any working group resulting from the expected peer review of audits by Camden.

Barnardo's has previously undertaken an audit of case files in order to ensure staff are better trained to improve recording and information collection; this is in addition to the case file audit undertaken by LCC. Recent audits include care leavers in custody and care leavers with children, both of which have led to case file recording improvements and improved delivery.

Recent focus on the service led by the Corporate Parenting Manager has started to explore the work behind the top-level KPIs to review actual practice and quality. Initial work has highlighted some gaps and drift when viewed through the lens of an Ofsted inspection i.e. what difference does the service make to care leavers regardless of the top-level KPI attainment, though the review is not complete.

In terms of best practice, Barnardo's is able to access its experience in delivering a wide variety of services nationally and it should be recognised that Lincolnshire is leading the way regarding the extended duty for 21+ care leavers, with effective systems and staffing in place from April 2018. This has been recognised by a number of local authorities and led to a joint Lincolnshire-Barnardo's organised national conference which was held in Birmingham in November 2018 and explored how to support the 21+ cohort and shared elements of good practice from the first 12 months of the extended duty.

### **3.3. Needs Summary**

Barnardo's February 2019 report shows 354 Open Cases, with a further 12 of low involvement. Barnardo's is working with 326 young people at present. In comparison, Barnardo's was working with 275 care leavers at the end of February 2018, an increase of almost 20%.

Each Leaving Care Worker had an average caseload of 27 Care Leavers as of December 2018. As comparison, in Nottinghamshire Leaving Care Workers have an average 25 cases each with a similar number of care leavers.

Regarding visits within timescale, all visits by LCC social workers to Looked After Children within timescale were reported at 93.2% overall as of September 2018. Barnardo's visits within timescale regarding 8-weekly visits (Pathway Plans) to care leavers as recorded on Mosaic are at 52% (Relevant and Former-Relevant, excluding Eligible) as of November 2018<sup>8</sup>. However, this highlights gaps in Mosaic recording rather than actual visits undertaken but more accurate data is currently unavailable from Barnardo's.

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<sup>8</sup> Infoview report - MOSAIC (C1) CURRENT LEAVING CARE COHORT

As of October 2018, there were 397 young people subject to Special Guardianship Orders (SGOs), placed with 266 guardians. Projections for the next 5 years based on current age groups do not take into account new orders, but there are currently 81 x 11-15 year olds and 12 aged 16+ year olds. SGO's are informed about the Leaving Care Service and their entitlement to support through the service. However, it is worth noting that not all young people wish to be referred to Leaving Care once they reach 16, and referral numbers remain fairly low at 21 since 2007. Regardless, there is the potential for all 93 SGOs over 11 years old to come into scope of a 16+ service at some point during the period 2020 to 2025.

### 3.4. Stakeholder Engagement Analysis

The extensive feedback collected from engagement activity has been collated into a detailed Stakeholder Engagement Report, which is attached at *Appendix 2*.

Given the volume of feedback collected, the following summary table details some of the key areas identified:

LLCS aspect	Key themes from stakeholders	Recommendation
Education, employment and training (EET)	<ul style="list-style-type: none"> <li>• Value of apprenticeships</li> <li>• % of care leavers in EET</li> <li>• Focus on vocational opportunities as well as academic</li> <li>• Employment opportunities</li> <li>• EET support</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of the Care Leaver Apprenticeship Scheme (CLAS)</li> <li>• LLCS specification to include EET worker requirement</li> <li>• Service specification to highlight working relationships with colleges and employers to develop opportunities</li> <li>• LCC to include opportunities for care leavers within appropriate commissioned contracts</li> <li>• Work preparation courses continue</li> </ul>
Suitable accommodation	<ul style="list-style-type: none"> <li>• Value of Supported Lodgings</li> <li>• Practical support e.g. rent gap payments</li> <li>• Accommodation support</li> <li>• Varied accommodation options inc. Youth Housing</li> <li>• Council Tax exemption</li> <li>• Local connection to all of Lincolnshire</li> <li>• Creative use of New Homes Grant</li> </ul>	<ul style="list-style-type: none"> <li>• Supported Lodgings providers supported; expansion of provision</li> <li>• LLCS specification to include accommodation worker requirement</li> <li>• Link to the Youth Housing Review to co-ordinate evidence of need</li> <li>• Tenancy preparation courses continue</li> </ul>
Relationships and transition	<ul style="list-style-type: none"> <li>• Strong relationships between young people and Leaving Care Workers</li> <li>• Benefit of earlier allocation</li> <li>• Need for gradual transition between services</li> </ul>	<ul style="list-style-type: none"> <li>• Earlier allocation to Leaving Care Service at 16 years</li> <li>• Twin-tracking with social worker and Leaving Care Worker</li> </ul>

LLCS aspect	Key themes from stakeholders	Recommendation
Identity and resilience	<ul style="list-style-type: none"> <li>• Mental health support</li> <li>• Benefit of Life Links programme</li> <li>• Care leavers to have ownership of their care/pathway plan</li> <li>• Continuity of relationships</li> <li>• Tailored support packages</li> <li>• Issues are not Monday to Friday 9am-5pm</li> </ul>	<ul style="list-style-type: none"> <li>• Access to mental health support (via other commissioned services such as Kooth)</li> <li>• Pathway Plans to be redesigned to meet the needs of care leavers inc. completion methodology/guidance</li> <li>• Audit of quality of Pathway Plans (qualitative KPI in the specification)</li> <li>• Proactive and innovative duty desk to support out of hours</li> </ul>

Table 3 – summary of stakeholder feedback

Summary of Key Findings
<ul style="list-style-type: none"> <li>• The service review has confirmed that whilst core service delivery will be largely unchanged, the extension of the service to enable allocation to a Leaving Care Worker at 16 years will have impact on some elements of delivery.</li> <li>• Commissioners will work with the service area and the Director of Children's Services to ensure the service specification meets the needs of the wider cohort and remains within the identified budget (identified below in 5.2).</li> <li>• Commissioners will ensure relevant information about service user needs is shared in respect of the Youth Housing Review.</li> </ul>

## 4. Options Analysis

### 4.1 Options Overview

This options analysis focuses on the commissioning of the Lincolnshire Leaving Care Service from 1 April 2020 onwards. The options considered for the commissioning of the service were:

- a) **Do nothing:** this means continuing with current contractual arrangements and not altering services or funding.
- b) **Decommissioning:** this means not commissioning any services beyond existing contracts and that services would effectively cease.
- c) **In-sourcing:** this means bringing the services within the Council with staff potentially being subject to TUPE rights and then being employed and managed by the Council.
- d) **Procurement by means of an open competitive tender:** this means going out to the market, by means of a competitive tender process, with the intention of continuing to outsource the service to meet the requirements of service users.

## 4.2 Options Appraisal

### a) Do nothing

The option to do nothing has not been actively considered, as the current contract is in the final year of the maximum 5 year contract term and extension via waiver is contrary to the Council's Contract and Procurement Procedure Rules and UK's Public Contracts Regulations 2015.

### b) Decommissioning

The option to decommission the service has not been actively considered, as Local Authority support to Looked After Children leaving care is a statutory responsibility through a number of Acts and Guidance, as detailed in 3.1.

### c) In-sourcing

**Benefits** of bringing the current delivery model in-house include: opportunity to develop a fully integrated service for children in care and care leavers; significantly reduced issues with case management recording on Mosaic; reduces the risk of lack of direct control over a critical area of performance; reduces added distance from the end user and the service; reduces risk of ensuring service quality and consistency; and provides the opportunity for single management oversight for the full LAC to care leaver journey.

**Risks** of bringing the current delivery model in-house include: increased costs of an insourced model e.g. costs of providing pensions; significant officer and management time across the Council to implement the new service; effective continued management of Supported Lodgings; danger of team instability in the event not all TUPE-eligible staff chose to transfer; and short to medium term impact on the quality of service delivery which may have been an unacceptable risk given the strategic importance of the service. An additional risk is that any staff who TUPE transfer into the Local Authority will have access to the Local Government Pay Scale (LGPS) and Local Authority Terms and Conditions (inc continuous service and enhanced redundancy), making it more difficult and costly to procure the service externally in the future.

This option was not recommended.

### d) Procurement by means of an open competitive tender

Children's Strategic Commissioning Service's review of the Lincolnshire Leaving Care Service highlighted the **strengths** of the current delivery model in terms of proactive support to care leavers, focusing on suitable accommodation and EET (education, employment and training). The service is well resourced and well regarded in the Ofsted inspection of 2014, with a 'Good' sub-judgement. The intention is therefore to retain the overarching service model from April 2020.

Improved collaborative relationships are the key to a high performing Leaving Care Service and external staff will be encouraged to collaborate and co-locate, if appropriate and cost-effective, to support effective work planning around a young person. This could have a positive impact on accommodation needs for an external Leaving Care Service and be instrumental in the delivery of a twin-

tracking 16+ delivery model from 2020, as will the clear expectation of strategic management from the Service Area Lead.

Revising the contract would enable all current contract elements and variations to be pulled into a single costed contract, which would simplify understanding of budgets and responsibilities, and improve accountability of the commissioned service.

Whilst the current contract measures show effective delivery, recommissioning would give the opportunity to review best practice and develop the specification to meet the Council's aspiration for care leaver support. KPIs would be designed with stakeholders to be more qualitative and would better assess the impact of the service along with young people's attainment and experiences over agreed time periods, and alongside standard quantitative KPIs in line with statutory data returns.

**Risks** of outsourcing include: potential limited market interest in tendering for the opportunity; access to Mosaic by a new supplier would have IT and training implications for any new staff; the cost and liabilities of TUPE may deter market interest or may complicate the implementation period; risk of team instability in the event not all TUPE-eligible staff chose to transfer to a new supplier; information management of care leaver documents and files; and short to medium term impact on the quality of service delivery.

This option was recommended.

### **4.3 Impact Assessment**

An equality impact assessment has been undertaken (see *Appendix 4*). This will continue to be modified as required so that it remains up to date with developments.

Given the Commissioning Plan for the Lincolnshire Leaving Care Service does not anticipate significant changes to existing arrangements other than earlier allocation, there are no significant adverse impacts envisaged.

## **5. Recommended Option**

### **5.1 Overview of recommended service model**

Children's Strategic Commissioning Service's review of the Lincolnshire Leaving Care Service highlighted the strengths of the current delivery model in terms of proactive support to care leavers, focusing on suitable accommodation and EET (education, employment and training). The service is well resourced and well regarded in the Ofsted inspection of 2014, with a 'Good' sub-judgement. The intention is therefore to retain the overarching service model from April 2020.

However, the key recommendation to Children's Services Directorate Leadership Team (DLT) focused on the extension of the service to enable earlier allocation at 16 years (rather than the current 17 ½ years), and the resulting impact this increased cohort will have on the indicative budget.

Conversations with stakeholders prior to the previous DLT paper in November highlighted that many practitioners and Care Leavers themselves believe that, whilst the service is good with strong elements of good practice, the service can be improved

by earlier transition, i.e. at 16 to Leaving Care, with a graduated handover from social care to Leaving Care over the 2 year period to 18. This theme of earlier allocation was evident at subsequent engagement during early 2019 with both care leavers and other stakeholders.

The 'twin-track' model of delivery, i.e. earlier allocation to Leaving Care at 16 years, so that both social care and Leaving Care support the care leaver to the age of 18 years, is a model of delivery that has attracted many 'Outstanding' sub-judgements from Ofsted in other authorities.

The proposed model for Lincolnshire is one whereby the Social Worker and Leaving Care Worker will have distinctive roles to play when supporting young people from the age of 16 years whilst both contributing to the overall goals of the Pathway Plan. Prior to children turning 18 years old, the Social Worker will retain oversight of the Pathway Plan and LAC reviews, meaning that the Leaving Care Workers will be required to offer the operational input to support with the preparation for adulthood. Operational preparation for adulthood would include: building a strong working relationship with the young person; support in accessing accommodation, education, training and employment etc; work preparation; tenancy readiness; accessing appropriate health services; and securing access to benefits, where applicable, at an early stage.

Service configurations have considered the possibility of the co-location of Leaving Care staff with social care teams to better facilitate the twin-tracking delivery model. However, this will have resourcing and accommodation cost implications for Children's Services which need to be accounted for within the available £1.5m per annum budget. Work is ongoing to assess the capacity of property to achieve co-location of the service and evaluate the cost-effectiveness of such an approach.

Extension of the service to a 16+ model would draw in approximately 150 additional young people into the Leaving Care Service per year, though there are rising numbers of young people in SGOs (see above) who may present an additional burden. It is also proposed to draw in a further 24 young people who sit in FAST (Family Assessment Support Team) and LASPO (Legal Aid, Sentencing and Punishment of Offenders Act 2012 i.e. young people who become Looked After as a result of being in custody), as well as all new UASC arrivals (average 20 per annum) bringing together all aspects of post-16 LAC and Leaving Care to one central point.

Improved collaborative relationships are the key to a high performing Leaving Care Service and external staff will be encouraged to collaborate and co-locate, if appropriate and cost-effective, to support effective work planning around a young person. This could have a positive impact on accommodation needs for an external Leaving Care Service and be instrumental in the delivery of a twin-tracking 16+ delivery model from 2020, as will the clear expectation of strategic management from the Service Area Lead.

Elements to be included and considered during the service development plan for the Leaving Care Service from 2020 include:

- Ongoing Life Links offer to all care leavers to identify networks of family and friends as a means of identifying personal support.
- Social media and networking platforms to provide peer-to-peer support including out of hours contact and resilience networks.
- Proactive duty desk for young people in need of support including out-of-hours on-call desk.

## 5.2. Outline of recommended option

- Increased flexibility for Social Workers to retain greater oversight and influence with complex young people with the benefit of additional capacity provided by Leaving Care Workers to enhance the support offered to some very challenged young people.
- Social Workers can step back from direct operational support and delegate tasks to Leaving Care Workers where more capable and independent young people do not require the intensive oversight of a Social Worker.
- The potential to free up Social Worker capacity in the LAC teams to better target resource at complex young people and ensure that the right level of support is offered at the right time - well before turning 18 years old - as well as enable support to other Looked After Children and effect positive impact in social care caseloads.
- Improved experience for care leavers who would have a longer 'lead-in' time to get to know their Leaving Care Worker and build an effective relationship to support them to independence.
- Effective information sharing between the LAC teams and Leaving Care to ensure support is identified to prepare the young person for independence, including the potential benefits of having a co-located team structure (which may range from physical co-location to virtual teams undertaking joint team meetings and with Local Authority management oversight of the entire service).
- Prioritisation of young people with mental health issues, challenging and risk-taking behaviours, SEND (Special Educational Needs and/or Disabilities), UASC, INSA (Intense Needs Supported Accommodation) placements etc. These young people would have an early introduction to their Leaving Care Worker as soon as they turn 16 and some may require longer-term joint caseload management with the social worker.
- Earlier allocation is increasingly highlighted as best practice.
- Re-procurement of the Leaving Care Service will enable benefits to be realised with regard to its independency of the Council – this is seen as a benefit by young people – as well as maximising the available budget through competitive tendering.

## 5.3. Funding recommendations for Lincolnshire Leaving Care Service

The assumption for financial costing has been made based on the provisional approval of a 16+ twin tracking model of delivery as outlined above in 4.2. For context, full budget responsibility for service delivery for the Leaving Care Service sits with LCC and the current contract expenditure is £1,258,038 per annum. The increase in staffing necessary to meet the increased cohort of 6.0 FTE (LCW) will require an additional £157,976.

Indicative **contract** cost to procure a 16+ model Leaving Care Service at the current level of service with the same staffing levels plus 6.0 FTE additional staff would therefore be, given the fact that the current levels of activity from the incumbent provider cannot be guaranteed within existing pricing levels as a result of any future procurement exercise, *at least £1.5 million* per annum.

Service configurations discussed in 5.1 consider the intention to evaluate the possibility of co-location of Leaving Care staff with social care teams to better facilitate the twin-tracking delivery model. This would have resourcing and accommodation capacity

implications for LCC which need to be accounted for within the indicative contract value; budget projections suggests that such costs are likely to be c. £94,000 (covering accommodation only and recurring annually) and one-off costs of c. £70,000 (IT, telephony etc.).

Staffing models for a commissioned contract would be at the discretion of the successful supplier who would identify staff sufficient to meet the requirements of the service specification. Nevertheless, given TUPE would apply to Barnardo's staff, it is reasonable to anticipate that current staffing levels would remain as current *plus* 6.0 x FTE identified as being required to deliver the twin-tracking 16+ service model.

Whilst the recommended budget takes into account the increased cohort and the impact of increasing numbers of SGOs, other budget risk may arise in the event of changes in policy or new statutory guidance in relation to care leavers, or in relation to increasing care leaver numbers (including 21+ year olds). These changes may attract funding from central government, but this may be limited.

Commissioning the 16+ model will, in due course, have an impact on social work teams but this is anticipated to be positive in freeing up time for other complex cases, including LAC, and will not increase the need for additional social workers. Benefits therefore include reallocation of harder-to-recruit-to and more expensive social work time.

The recommended cost to be presented to the market for the re-procurement of the Leaving Care Service from 2020 as a 16+ model is therefore **£1.5 million** per annum (£7.5 million over the recommended 3+1+1 years' timescale).

#### **Summary of Key Findings**

- Council to increase its overall contract contribution by £0.24 million per annum to £1.5 million per annum (£7.5 million over 5 years), to include the Accommodation Worker and 21+ returners extension on a permanent basis.
- The Council offer of LCC accommodation (co-location with social care teams to facilitate joint working, twin-tracked case holding and joint supervision) to be explored by the LCC Estates team as a means of making the indicative budget more attractive to the market.
- Service specification to encourage supplier voluntary contribution as a means of adding value to the service.
- The Council to agree support to the supplier through relevant training and/or access to appropriate LCC training events including Signs of Safety.
- The Council to enable access to the Mosaic case management system including relevant IT training and infrastructure support.
- The Council to continue to fund the Care Leaver Apprenticeship Scheme (CLAS).
- The Council to continue to fund miscellaneous care leaver costs through the LAC South and LAC North cost centres, with spend agreed in line with the relevant Financial Handbooks.

## 6. Key Milestones

Activity/Milestone	Start Date	End Date	Output/Deliverable
DLT paper	9 April 2019		Decision re: procurement route, service model and indicative budget
Executive DLT	12 April 2019		
Service Specification development	April 2019	July 2019	Children's Services Manager and Corporate Parenting Manager leading with support from Children's Services Strategic Commissioning
Commissioning and Commercial Board	20 May 2019		Confirm Commissioning Plan
Scrutiny	19 July 2019		Pre-decision Scrutiny
Executive Councillor decision	29 July 2019		Decision
Tender opportunity live on ProContract (min 30 days)	7 August 2019*	13 September 2019*	Invitation to tender
Tender evaluation	16 September 2019*	20 September 2019*	Evaluation panel to assess supplier submissions and recommend supplier to the Director via relevant reports
Provisional tender award (start of 10-day standstill period)	25 September 2019*	4 October 2019*	Feedback letters to all suppliers (email & hard-copy)
Tender award (post-standstill)	7 October 2019*		Formal letter to successful supplier
Implementation period	7 October 2019*	31 March 2020	Implementation Plan
Corporate Parenting Panel	14 November 2019		Update
Contract start date	1 April 2020	31 March 2023	Commence service

\* may be subject to change/amendment

## 7. Appendices

- Appendix 1 - LLCS Options Appraisal Scoring Matrix
- Appendix 2 - LLCS Stakeholder Engagement Summary
- Appendix 3 - LLCS Benchmarking Analysis
- Appendix 4 – LLCS Equality Impact Assessment

## APPENDIX 1 Options Appraisal Scoring Matrix

	Strategic fit		Ease of implementation		Risks to delivery*		Quality of service		Cost		Total	
	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted
<b>Weighting:</b>		2		3		3		2		4		
<b>Do nothing</b>		5		8		1		5		8		<b>79</b>
<b>Decommissioning</b>		1		1		1		1		9		<b>46</b>
<b>In-sourcing</b>		9		5		7		8		6		<b>94</b>
<b>Procurement by means of an open competitive tender</b>		8		8		7		7		7		<b>103</b>

**Scoring Key:** Low 1-3, Medium 4-6, High 7-9

**Note:** The higher the score, the better the option. \* When scoring 'Risks to Delivery' – a high score = low risk; low score = high risk. (Figures provided as **examples**, amend accordingly).

## APPENDIX 1

### Options Appraisal Scoring Matrix

#### Criteria Descriptions

- **Strategic fit** - This includes the design and scope of the proposed solution and the accountability and governance arrangements. This assessment also takes in to account any partnership arrangements and the amount of supportive or negative impact.
- **Ease of implementation** - This includes the impact of any procurement (if relevant) as well as the organisational arrangements. It also takes in how well a new service could run, taking account of factors such as TUPE.
- **Risks to delivery** - This looks at service delivery and the risks posed by the option. It considers risk in its widest sense and covers for example, reputational risk, stakeholder engagement risk, management capability, potential conflict of interests etc. \* When scoring 'Risks to Delivery' – a high score = low risk; low score = high risk.
- **Quality of service** - This takes a holistic approach and considers service quality in its widest sense.
- **Cost** - This takes account of all costs including: potential for added value or savings, cost of putting options in place, (including any procurement costs), opportunity costs, staff costs e.g. TUPE.

## APPENDIX 2

### LLCS Stakeholder Engagement Summary

#### Section 1: Care Leavers Pre-Market Engagement

##### Purpose:

To discuss the following key areas, linked to wider leaving care support:

- Education, employment and training (EET)
- Suitable accommodation options
- Relationships and key transition points in to and out of Leaving Care services
- Identity and resilience

To identify things in LCC that social care and virtual school could do better in terms of preparation for leaving care, as well as what care leavers want in terms of support once they leave leaving care; including what skills they need to be confidently independent.

<b>Date</b>	Tuesday 19 <sup>th</sup> February 2019
<b>Time</b>	11am – 12.30pm
<b>Location</b>	The Gainsborough Academy Youth Centre,
<b>Care Leavers</b>	4
<b>Staff</b>	Andrew Morris (Corporate Parenting Manager), Bridie Fletcher (Commissioning Officer – Children's), Rebecca Crooks (Participation Officer), Debbie Barker (Senior Youth and Community Development Worker), Meg Rhodes (Volunteer)

##### Discussion:

Open and informal discussion with young people. Direct quotes are indicated, all other comments/suggestions made by the young people during the course of the discussion are summarised

##### Supported Lodgings (1 x YP experience)

- supported by Leaving Care Worker (LCW) to identify/make transition
- decision was challenged by Foster Carer (FC)
- *"wouldn't be here now without that support"*

##### Staying Put

- *"part of the family"*
- Felt that Social Worker (SW) encouraged to Stay Put as it seemed the easier option for them
- *"didn't feel like any other options (available)"*
- If it fails *"can just be put back"* into care (cause of anxiety)
- Need separate discussions about accommodation options (away from FC)

##### Leaving Care Support

- needs to be better preparation for transition to *"demystify"* leaving care
- need to identify a 'Plan B' in case circumstances change
- need to be allocated a LCW earlier in process
- need more consistent check in from LCW

## APPENDIX 2

### LLCS Stakeholder Engagement Summary

- need closer work between SW and LCW to prepare for transition
- *"all support stops"* (frequency of contact)
- *"I have to do it all by myself"*
- *"my issues aren't Mon – Fri, 9-5"*

#### Relationships

- Need to be aware of support networks outside of LCC
- Networks help to feel less isolated
- Suggestion of a 'buddying system'
- Opportunities to meet locally with other Care Leavers
- Need different things at different times (support)
- *"making mistakes but having people to support you"*
- Need to have the right information (discussion about Core Offer website)
- Need to be persistent (to find out what you need to do)

<b>Date</b>	Thursday 21 <sup>st</sup> February 2019
<b>Time</b>	8.30am – 9.30am
<b>Location</b>	Myle Cross Centre, Lincoln
<b>Care Leavers</b>	1
<b>Staff</b>	Rebecca Crooks (Participation Officer)

#### Discussion:

Open and informal discussion. Direct quotes are indicated, all other comments/suggestions made by the young person during the course of the discussion are summarised.

#### Staying Put

- YP remained under Staying Put until turned 22yrs
- FC provided positive parental support which meant less demand on LCW (e.g. finance advice, practical home advice, planning for future)
- FC helped YP to purchase first house
- LCW supported to access grants for education and independent living

#### Education

- Unsure of plans after Sixth Form
- Applied independently to City Council Apprenticeship
- LCW suggested LCC Apprenticeship
- LCW advised University available as an option but not an aspiration of YP
- LCW provided support to apply and knew available if didn't work out

#### Leaving Care Support

- LCW made contact at 17.5yrs via phone call
- Met with LCW at 18yrs
- SW left service when 17yrs and allocated a new worker but never met
- Was aware of the leaving care process *"but not whether what I was receiving was right"*

## APPENDIX 2

### LLCS Stakeholder Engagement Summary

- No reviews in between SW and LCW
- Aware that "*I wasn't on the top of the list*" (due to being settled)

#### Relationships

- Most support from Foster Carer not SW
- "*Other people needed more attention*"
- Felt Leaving Care support was "*a tick box exercise*"
- YP aware "*not to take up too much time*"
- Relationship with FC was key for YP

#### Other key issues

- YP received no notification of Extended support for Care Leavers (and YP works for LCC)
- YP felt that she was "*quite lucky*" to have a good relationship with her LCW
- LCW should be like a '*buddy*', key not to come across as a SW
- YP had concerns that LCW becoming involved at earlier stage (16yrs) would be "*too much*" involvement.

## APPENDIX 2 LLCS Stakeholder Engagement Summary

### Section 2: Stakeholder engagement information from event 8<sup>th</sup> March 2019

Section a) Event feedback from the table discussions around the 4 identified themes:

Education, Employment & Training		
What's working well?	What's not working well?	What can we do to improve?
<ul style="list-style-type: none"> <li>• Apprenticeship programme</li> <li>• Work Prep Programme</li> <li>• Employment of Care Leavers</li> <li>• In education till 19yrs</li> <li>• % EET compared to national</li> <li>• Students at risk of NEET offered alternative EET</li> <li>• Links with MH services</li> <li>• Positive links with virtual school/ Barnardo's/ LC services</li> <li>• Schools forging links with colleges – taster sessions offered so students can make informed choices</li> <li>• Varied opportunities – incl vocational</li> <li>• Passionate co-ordinator</li> <li>• Individual – based approach (bespoke)</li> <li>• Practical support</li> <li>• Good follow up</li> <li>• Volunteering</li> <li>• Support to get role (in school)</li> <li>• Sue &amp; Helen (EET support)</li> <li>• YP want to work &amp; do apprenticeships</li> <li>• PEPS</li> <li>• 24 hrs housing projects &amp; after hrs</li> <li>• Leaving Care service will be flexible (evenings)</li> </ul>	<ul style="list-style-type: none"> <li>• Aspirations 4 YPs – needs to improve</li> <li>• Higher Education destinations</li> <li>• Mental Health – Barrier to employment</li> <li>• Joined up approach</li> <li>• Generational influences</li> <li>• Where is info for schools regarding transport support etc. – not reaching all schools etc.?</li> <li>• Limitation of roles in LCC need more vocational roles</li> <li>• Functional skills may not be of level to access course</li> <li>• Support (hands-on) for major incidents may not always be joined up or in place – Individual level</li> <li>• EHCP plans delay on transfer from LA -&gt; LA</li> <li>• Exclusions from education due to behaviour</li> <li>• CL remaining in education +18 at L3 or above</li> <li>• Students being isolated &amp; not having as much access to EET due to living location</li> <li>• Logistical/ Geographical issues (rurality)</li> <li>• Transport links and costs</li> <li>• Opportunities matching expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Employability Support – Programmes – Linkages to existing provision</li> <li>• Resilience building e.g. exam stress/ revision/ job interview</li> <li>• Partnerships!!!!!!!</li> <li>• Personalisation</li> <li>• Leaving Care support worker share info</li> <li>• Partnership sign up to support – In contracts? Eg interviews, apprenticeship support</li> <li>• Access to accommodation in <u>right</u> place</li> <li>• 24 hour support – a voice at the end of the phone/ knowing who to contact</li> <li>• Care leaver offer needs publishing more</li> <li>• More alternative vocational provision</li> <li>• Different approaches to delivering education – collaborative learning incorporating some distance learning</li> <li>• IAG – access. When the student feels it's beneficial</li> <li>• Early intervention regarding NEET/ earlier awareness</li> <li>• Raising expectations &amp; resilience</li> <li>• Improved transport</li> <li>• Social media campaign</li> <li>• Individual approach</li> </ul>

## APPENDIX 2

### LLCS Stakeholder Engagement Summary

<ul style="list-style-type: none"> <li>• Finance – addressing transport/cost of business</li> <li>• Work experience</li> <li>• Point of call from support workers</li> <li>• Flexibility</li> <li>• Tailored to individuals</li> <li>• Lots of education options</li> <li>• CLAS – good salary – guaranteed interviews</li> <li>• Hill Holt Wood offers good support services</li> <li>• Lincoln Nacro inspire YP- great provision</li> <li>• Pastoral support from YMCA</li> <li>• Abbey access – offering short courses &amp; practical work</li> <li>• Over 70% of CYP with Nacro are in Education/ employment/ training - there is a bursary incentive for YP to attend</li> </ul>	<ul style="list-style-type: none"> <li>• Limited relevant/ appropriate opportunities</li> <li>• Accessibility (to know about service)</li> <li>• Apprenticeships less accessible</li> <li>• Personal education plan steps @ 18 – studying big part of life alongside independence EPEP + PEP - Pressure and added stress, services will stop at 18 – should be more transition</li> <li>• Not all Care Leavers know about education</li> <li>• Turnover of staff in SC</li> <li>• Not always having a job at the end of it</li> <li>• Issue getting hold of it – knowledge &amp; finding out about (grant) – YP didn't know about it</li> <li>• Lack of information</li> <li>• Availability for Care Leavers</li> <li>• Reliance upon YP to be pro-active to access support eg guidance</li> <li>• Failure to complete Apprenticeships – lack of job ready support</li> <li>• Very 'grown up' environment on placements</li> <li>• Apprenticeships 'steam rolled' into specific path</li> <li>• CS staff don't know enough about opportunities &amp; access to EET</li> <li>• Lincolnshire access to opportunities</li> <li>• Grouping CYP together – it isolates them from mainstream groups</li> <li>• College intake of September – need interim educational support – teaching 1-2-</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging YP to save £</li> <li>• Reduced driving lessons</li> <li>• More people trained like Sue &amp; Helen</li> <li>• Key people working together – access to 25 for PEP/EPEP or a structured meeting 1x term to talk about outcomes</li> <li>• Build in things around starting retention</li> <li>• Set back up person of LC worker off</li> <li>• Get info to YP when they need it. Central place to access eg pathway page</li> <li>• Not sharing changes around staffing – YP don't want to know LC team/SW team changing constantly</li> <li>• More of a team effort</li> <li>• Support network for Care Leavers to help with searching for jobs/training</li> <li>• Improved communication between the services</li> <li>• Directory of services – employers can refer to other groups</li> <li>• To external offer to virtual school support beyond leaving education</li> <li>• Support to prepare for work readiness. Eg. Transport/ pay/ timekeeping/ sustainability</li> <li>• Apprentice support (peer) – not just CL – Buddy system (work shadowing/ socialisation)</li> <li>• Planning &amp; support for end of apprenticeship (or mid-point if unhappy)</li> <li>• More support for wider CS staff &amp; agencies to understand more about</li> </ul>
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## APPENDIX 2 LLCS Stakeholder Engagement Summary

	<p>1 should integrate role reversal where YP researches &amp; teaches the teacher</p> <ul style="list-style-type: none"> <li>• YP feels rejected &amp; that nobody is interested in them</li> <li>• Some YP are missing basic functional skills – this is a barrier</li> <li>• YP get labelled &amp; sometimes do stuff to 'fit in with the crowd'</li> <li>• If there is not enough uptake on a course the provider won't run it</li> <li>• Academies are a business – their focus is on stats &amp; figures which marks against the YP</li> </ul>	<p>LAC/CL access to EEY</p> <ul style="list-style-type: none"> <li>• We need to market courses &amp; make possible for YP to get there</li> <li>• Education providers to consult with YP about what they want to do</li> <li>• Take an interest in the voice of the YP</li> <li>• Develop apprenticeship opportunities in different sectors to reflect YP of 2019</li> </ul>
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Accommodation Options		
What's working well?	What's not working well?	What can we do to improve?
<ul style="list-style-type: none"> <li>• Supported Lodgings/ support packages</li> <li>• % of suitable (93%)</li> <li>• Staying put arrangements</li> <li>• Rent gap payment</li> <li>• Leaving Care Support</li> <li>• Different options to do stuff/ Varied types of support are available</li> <li>• Private organisations to take a lease &amp; sub-let to YP. LA top up HTS if necessary to 25yrs</li> <li>• UASC</li> <li>• Stepped transition/plans for move on with support</li> </ul>	<ul style="list-style-type: none"> <li>• Get to 100%</li> <li>• Youth homelessness</li> <li>• Risk – Exposure to</li> <li>• Isolation</li> <li>• Definition of suitability! (ours not always young people)</li> <li>• Contributions to accommodation costs when start working</li> <li>• Delivery of support by contracted housing providers – is this really effective?</li> <li>• YP need more information earlier maybe ideas not booklet</li> <li>• Vulnerable YP housed together</li> <li>• Physical strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Concept of home/ understanding what that means from a YP perspective</li> <li>• Extend Supported lodgings</li> <li>• Independent living – Transition support</li> <li>• Respecting choice</li> <li>• Awareness of risk &amp; enabling independence</li> <li>• Information on what will happen in the future &amp; the impact of that YP</li> <li>• Ensure YP know the range of options out there</li> <li>• Need for level support offered for those leaving supported accommodation to independent living</li> </ul>

## APPENDIX 2

### LLCS Stakeholder Engagement Summary

<ul style="list-style-type: none"> <li>• Choice of accommodation – supported/tenancy</li> <li>• Barnardo's support/ Relationship with LC &amp; SW</li> <li>• Good inter-agency working/ multi-agency allows options</li> <li>• HMO – similar to Uni – try to replicate</li> <li>• When young people feel their voice is heard</li> <li>• Options depending on personal needs</li> <li>• Planning and risk assessments that are carried out prior</li> <li>• Room to manoeuvre placements</li> <li>• Move on Accommodation</li> <li>• Can select depending on individual needs</li> <li>• First step into independent living</li> <li>• Low level eviction rates</li> <li>• Positive feedback from young people</li> <li>• Young people have a voice</li> <li>• Lot of planning between LC workers/SWS/Housing</li> <li>• Work with same LC workers – get to know</li> <li>• Look at the individual - environment</li> <li>• Really good working</li> <li>• Talk on YP's behalf if scared</li> <li>• Council tax exemption</li> <li>• Creative use of new home grant</li> <li>• Futures for me</li> <li>• Signposting</li> <li>• Help with Independence skills</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility/ costs to landlord</li> <li>• Managing benefits</li> <li>• Lack of communication – what are my options</li> <li>• Singled out of the family – paying rent to foster family</li> <li>• Breakdown when restrictions such as age are reached</li> <li>• A lot of housing in Lincoln is limited to students</li> <li>• No guarantors</li> <li>• Tenant not always aware of circumstances</li> <li>• WHAT HAPPENS WHEN WE ARE FULL??</li> <li>• Pushed into cheaper options</li> <li>• Lack of on-going support – independent living/ Lack of contact with other professional agencies</li> <li>• Post 18 support/lack of</li> <li>• Not all frontline staff don't know what's available</li> <li>• Out of county accommodation</li> <li>• Levels of risk has increased – complex needs</li> <li>• Funding doesn't cover all needs</li> <li>• Homeless – no information about housing options</li> <li>• Foster care breakdown @ 16 – pushed to service (Nacro) rather than SL</li> <li>• No life skills after foster care, or residential care</li> </ul>	<ul style="list-style-type: none"> <li>• Listen to YP</li> <li>• Options discussed earlier</li> <li>• Accommodation in 'suitable' areas/location</li> <li>• Support on financial management</li> <li>• Understand individual needs</li> <li>• Fund top up deposits</li> <li>• Work with tenants to understand individual needs</li> <li>• Availability of information</li> <li>• More funding/ More financial support</li> <li>• Better variety – smaller self-contained</li> <li>• Young parents – move on</li> <li>• Co-Ordinated districts</li> <li>• Post 18 accommodation</li> <li>• Open communication between groups to share what is available</li> <li>• Review ratios of staff to young people</li> <li>• More life skills less on academic achievement</li> <li>• Supported accommodation</li> <li>• Good team &amp; SW to work through &amp; create boundaries &amp; manage expectations</li> <li>• Lead person managing with expertise of YP. Specialist LC – Housing</li> <li>• V LC workers should have more contact post SW (Currently 8 weeks)</li> <li>• LCC campaign to raise positive profile award HB</li> <li>• Corporate guarantor</li> <li>• Better awareness of available</li> </ul>
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## APPENDIX 2

### LLCS Stakeholder Engagement Summary

<ul style="list-style-type: none"> <li>• Family settings / Structures &amp; boundaries</li> <li>• Individual approach / committing to help</li> <li>• Good providers</li> <li>• Meets the needs of the YP</li> <li>• Flexible</li> <li>• Pre-Visits to accommodation (where appropriate)</li> <li>• Life Links</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes YP won't engage – no consequence (legal responsibility)</li> <li>• 18-19 waiting to move to own accommodation – private landlord &amp; deposits – feeling stuck</li> <li>• Private landlords wait take housing benefit – Private wait to make deposit – no money</li> <li>• Resources for chaotic lifestyles</li> <li>• Location hubs</li> <li>• Lack of accommodation in rural/coastal areas – impact on contact – impact of cost (specialist placements)</li> <li>• Lack of awareness of C.Tax exemptions</li> <li>• YP knowledge of what they are entitled to/can access</li> <li>• YP isolation</li> <li>• Inadequate transition support</li> <li>• Over/under assessment of need</li> <li>• YP not always ready to move independently</li> <li>• YP awareness of the realities of accommodation options</li> <li>• UASC – options available</li> </ul>	<p>accommodation – Promotion of C.Tax exemptions</p> <ul style="list-style-type: none"> <li>• Mentors (older Care Leavers)</li> <li>• Educating YP of reality of availability – Promotion of new home grant</li> <li>• Developing 'In-House' resources</li> <li>• Ensuring independent conversations take place</li> <li>• Wider support staff aware of accommodation options &amp; where to go/start</li> <li>• Ongoing refresh of awareness</li> <li>• Preparation for independent living – including f/carers support for this</li> <li>• Broader range of provisions (increase space &amp; access)</li> </ul>
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## APPENDIX 2 LLCS Stakeholder Engagement Summary

Relationships & Transitions		
What's working well?	What's not working well?	What can we do to improve?
<ul style="list-style-type: none"> <li>• Positive relationship between YP/ staff/ peers</li> <li>• Resourcefulness of professionals</li> <li>• Financial support available for Care Leavers</li> <li>• Greater flexibility to use CL grants</li> <li>• Life links developing as a method of exploring/ maintaining pre-care networks</li> <li>• Transition panel meeting</li> <li>• Move on plans – manage expectations &amp; start early</li> <li>• Local area risk assessments</li> <li>• Duty officer contract</li> <li>• Some amazing care professionals out there</li> <li>• Leaving Care Team</li> <li>• Supported lodgings providers are important in supporting YP MH 7 wellbeing</li> <li>• Foster placements with supporting transitions</li> <li>• MH support good with accommodation providers</li> <li>• Pathway plan</li> <li>• If good liaison between SW/LCW = good outcomes</li> <li>• Transitional SW in LAC service – Link between LAC Barnardo's</li> </ul>	<ul style="list-style-type: none"> <li>• Isolation of YP</li> <li>• In-between accommodation (into &amp; out of)</li> <li>• Policy creates gaps (need to bridge services)</li> <li>• Gaps in communication of service YP</li> <li>• Same issues as 20yrs ago</li> <li>• Handover to leaving care. Can SS be extended 6 months to allow full year if needed?</li> <li>• Lost relationships when Care Leavers move on</li> <li>• Transitional period between agencies</li> <li>• Improved communication particularly between agencies</li> <li>• Loneliness &amp; identity formation</li> <li>• Emotional support available</li> <li>• Support services available outside of 9-5 (sexual health, bereavement &amp; grief)</li> <li>• Chronological age can be a barrier to accessing services</li> <li>• Grey areas 16-18</li> <li>• LC worker going on mat leave or leaving the service can cause stress / anxiety</li> <li>• Access to LC support out of hours</li> <li>• 18 is universal but not always appropriate</li> <li>• If LCW off sick, YP not seen for periods of time</li> <li>• 9-5 working day</li> <li>• Links with other services to be improved</li> </ul>	<ul style="list-style-type: none"> <li>• Transition services to plug gaps</li> <li>• Communication of services available to YP – improve</li> <li>• Sharing of good practice between support workers</li> <li>• Life links work developed wider</li> <li>• Earlier transition support between services</li> <li>• Bring back Youth Services</li> <li>• Is 6 weeks too long to not see SW?</li> <li>• Continuity</li> <li>• Drop in centres? CAB – last resort</li> <li>• Earlier allocations</li> <li>• Counselling provision should be introduced from the first time a child enters care</li> <li>• Reliability &amp; consistent support</li> <li>• Around the clock access to support</li> <li>• Non-judgemental support</li> <li>• Roadmap of services – Where can I go?</li> <li>• Earlier allocation for transition</li> <li>• Facilitation of relationship with family at points of transition</li> <li>• More than 9-5 support out of hours support</li> <li>• Transitions should be from 16 yrs + to allow time to form a relationship with LC workers</li> <li>• Pathway plans to reflect need eg. See</li> </ul>

## APPENDIX 2 LLCS Stakeholder Engagement Summary

<ul style="list-style-type: none"> <li>• Inspectors</li> <li>• Some professionals have very positive relationships</li> <li>• Supported accommodation – supports with independent living from the start</li> <li>• Move on plans devised at start of tenancy – reviewed 6 weekly</li> </ul>	<ul style="list-style-type: none"> <li>• LCW at 17.5 yrs</li> <li>• Reviewing of pathway plan &amp; the length – not bespoke for YP – template YP don't have much ownership</li> <li>• Signs of safety – do it follow through to Pathway Plan</li> <li>• Not a proper transitions – only meet LC worker 1 – no chance to build relationship up (before being handed over)</li> <li>• Staffing levels – transition happened as not enough LCW or going on long term sick. YP left hanging</li> <li>• Cliff edge rather than gradual transition &amp; time to build new relationship</li> <li>• Limited accommodation options available at 18 yrs of age</li> <li>• Lack of communication between child &amp; adult services – mental health, social care, housing</li> <li>• Front line workers are not aware of all post 18 move on options</li> <li>• Limited finances e.g. Private lets – deposit</li> </ul>	<p>that individual need it continues? Should it be reviewed only when required</p> <ul style="list-style-type: none"> <li>• Crisis MH – times need to be responsive, can wait hours to be seen by a professional</li> <li>• LC website – for IAG &amp; signposting</li> <li>• Young inspectors transition inspection</li> <li>• Peer support – Network of support (Professionals)</li> <li>• On call system – out of hrs</li> <li>• Explanation of support structure to YP</li> <li>• Introduced earlier (16) – to work with SW</li> <li>• SW stay longer – keeping YP@ centre</li> <li>• Better communication</li> <li>• More ownership for YP pathway plan – YP have a copy- training on writing the plan</li> <li>• Follow through as YP used to that language &amp; format</li> <li>• Professionals understanding each-others roles</li> <li>• LCW goes with SW for adhoc visit – Earlier transitions or extended involvement of SW</li> <li>• Looking at other threads of support not just LCW/SW. Don't cut them out!</li> <li>• Foster carers feel as professionals/ housing – see YP 24hrs</li> <li>• To be listened too</li> <li>• More floating support services for post 18 yrs</li> <li>• Someone may already have a</li> </ul>
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## APPENDIX 2 LLCS Stakeholder Engagement Summary

		relationship with <ul style="list-style-type: none"> <li>Schools/ parents compare more life skills modules with YP</li> </ul>
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Resilience & Identity		
What's working well?	What's not working well?	What can we do to improve?
<ul style="list-style-type: none"> <li>Kooth – working on peer support – online training</li> <li>Life links to be offered to all 16 year olds</li> <li>Emotional and wellbeing support pathway</li> <li>Mindfulness in education setting – Healthy lifestyles – sleep/ exercise etc.</li> <li>Encouraging YP to take ownership of their care plan</li> <li>Care Leavers opportunities in LA - Share and experience</li> <li>'Polish' school for children</li> <li>Life story work – start as soon as come out of care</li> <li>Continuity of placement/key worker</li> <li>Educate about what makes you feel good</li> <li>Resistance – diff things at diff times</li> <li>Info, self-help tools</li> <li>'Our Promise' – safety net</li> <li>Recognise problems and work together</li> <li>Acknowledge things that go wrong and</li> </ul>	<ul style="list-style-type: none"> <li>Mental health</li> <li>Ensure young people know how to access services</li> <li>71% - engaging in Kooth are outside 9-5pm</li> <li>Consistency of staff working with families</li> <li>Understanding what's 'normal'</li> <li>Who is doing that support?</li> <li>Continued positive role model</li> <li>Cultural support for UASC</li> <li>Life story work – capacity to complete</li> <li>How to support those who become LAC at 16/17 yrs</li> <li>Multiple placements</li> <li>Labelling – being 'Leaving Care' or 'fostering'</li> <li>What does Identity mean (different things to different people)</li> <li>YP not really knowing the reasons met they've come into care</li> <li>Having named person rather than 'Leaving Care worker' or 'I'm in Leaving Care' – more natural &amp; integrated</li> </ul>	<ul style="list-style-type: none"> <li>Enable to make decisions in a safe place</li> <li>Mental health first aid introduced to YP (in care)</li> <li>Resilience coaching, give YP tools to manage life's hurdles – packages made up of local services</li> <li>Programme to support resilience and M&amp;WB in schools</li> <li>Supporting YP to use self-help tool already available</li> <li>Service available 24hrs. 6-10pm as a peak service</li> <li>local offer</li> <li>Access to hobbies/activities – subsidised</li> <li>Start early – needs to be implemental from early years</li> <li>Needs to be individualised</li> <li>Match YP &amp; Key worker for best outcomes &amp; accommodation</li> <li>Opportunity to succeed/ fail while support is unavailable</li> <li>Life story work – individual needs – more priority needs to be given: more staff</li> </ul>

## APPENDIX 2 LLCS Stakeholder Engagement Summary

<p>mentor/educate</p> <ul style="list-style-type: none"> <li>• Realistic with consequences</li> <li>• Manage expectations</li> <li>• Not everyone lets you down</li> <li>• Continuity of relationships</li> <li>• Professional &amp; individuals who care</li> <li>• Positive relationships</li> <li>• Always someone there to talk to</li> <li>• Support package in place that tailored</li> <li>• Support from services to give young people options</li> </ul>	<ul style="list-style-type: none"> <li>• Transition period @ 18 at time when they can get in contact with birth mother</li> <li>• Boys not talking about their issues 'manning up'</li> <li>• Diversity – demographics – carers (variety/traditional)</li> <li>• Knowledge and understanding to provide adequate support</li> <li>• Not being heard/understood when saying what you want</li> </ul>	<ul style="list-style-type: none"> <li>• More open conversations</li> <li>• Those involved in looking after children in care, very open about these reasons BUT are appropriate</li> <li>• Forum for groups to have someone to vent/talk to – Forum for Care Leavers all over the UK</li> <li>• More peers &amp; drop in centres</li> <li>• Have 3<sup>rd</sup> party all the way through / Counselling</li> <li>• Do we expect certain behaviours? Get to the root early</li> <li>• Ensure we build resilient staff teams</li> <li>• Acknowledge but don't label</li> <li>• Open conversations for variety of areas – foster carers</li> <li>• Training around LGBT</li> <li>• Sex Ed &amp; Relationships</li> <li>• All support packages &amp; plans be young person's lead</li> <li>• Having opportunities to meet with workers away from providers eg away from foster carers</li> <li>• Care Leavers be buddy up with LAC so they have someone to talk with</li> </ul>
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## APPENDIX 2 LLCS Stakeholder Engagement Summary

Section b) post-event feedback from attendees via Snap survey:

Organisation	Did you find the stakeholder day a good use of your time?	Which parts of the stakeholder day did you find most useful?	What worked well?	What could have been improved?	If we hold a similar event in the future, what might you ...	Any other comments that you would like considered?	Would you like to be involved in future planning opportunities?
Children's Links	Yes	All of it, from the information provided at the start of the day presentations, to the discussion groups in the afternoon.	I liked that you arranged the tables so that a variety of organisations were represented at each one.	N/A	I would find value in another event of similar content	Thank you for the opportunity for Children's Links to be represented at the event. I am now considering ways in which to support young people in the Leaving Care Service when approaching new project ideas and funding bids.	Yes
Lincolnshire Community Health Services	Yes	Liaising with partner agencies, local authority, independent and voluntary. Great to have the input from care	The presentations and around the table discussions with feedback. Care leaver	Could there have been a list of attendees and their roles and contact details available for those attending. That way we would	Input from foster carers and young people who are in the Staying Put scheme.	A really valuable event- great ideas and opportunities discussed.	Yes

## APPENDIX 2 LLCS Stakeholder Engagement Summary

		leavers.	contributions to the discussions.	have known if there were people that we particularly wanted to talk to who weren't on our table.			
Lincolnshire Partnership NHS Foundation Trust	Yes	Young people's stories.	Mixed tables.	-	-	-	Yes
Safe Haven Accommodation	Yes	Looking to the future and taking on the views from young people leaving the care system, the transition from leaving care starts at 17 ½ years and this needs to be started earlier and focus on preventing care leavers feeling isolated which may impact on mental health aspirations and attainment	Group work, working with a variety of providers.	Maybe it could have been more condensed and scheduled as half day session	Case studies from young people who have lived in a variety of settings i.e. foster, residential, supported, semi-independent	No	Yes

## APPENDIX 2 LLCS Stakeholder Engagement Summary

Xenzone	Yes	Meeting other partners and understanding how our services fit together. Looking at key themes and relating our services to those provided by others to create a better package of care and support. Meeting YPs with real experiences and insights into being a child in care, which really gave context and guidance about where we need to support change.	The format, clear and easy to engage with, allowed all to input and contribute ideas. The delivery style was fantastic - friendly, humorous, but impassioned and engaging - well done. The food was also exceptional - thank you so much.	Nothing, well done.	Similar format and discussion opportunity, it may also be great for the YPs to play an even more active role in perhaps leading a few sessions or sharing a life story if they felt like they wanted to, I found them inspiring and it helps focus everyone on what we are really here to achieve.	Thank you very much, I wish your apprentices all the very best in their futures. XXX especially was very inspiring; they spoke with such courage and conviction. Thank you for the opportunity to meet them and ourselves, if I can help with mapping surrounding contacts outside of Lincolnshire, please do not hesitate, happy to help.	Yes
Supportive Link	Yes	I liked the activities as we got to think outside the box and liaise with other people from different organisations and	It was great having the young people there to give their own take on their experience. I got to get their	Everything was great	Nothing comes to mind now and I feel the same format would be great.	I would just like to say that the host for this event (I believe his name is Andy) did a great job. He presented well	Yes

**APPENDIX 2**  
**LLCS Stakeholder Engagement Summary**

		location. This got us to be more relaxed when networking and also sparked ideas between us. Everyone got to share their views and best practice.	perspective both good and bad and was able to take notes which I have shared with my team and we are already implementing changes to better equip the young people in our care to transition into independence. We want our young people to know that this is not just a job. We actually care about their future.			and the information he gave was very insightful. I also liked the fact that he walked round the room and took the time to speak to people. I saw him go to each table. It was clear that this is not just a job for him and that he really cares a lot about the young people and wants to make positive change in their lives. It was also great catching up with Bridie Fletcher.	
24-7 Support UK Limited	Yes	Hearing the voices of the young people that were involved. Not only were they very articulate in	I thought the day flowed really well and the content of the topics covered was comprehensive	Having been to lots of similar events up and down the country it's hard to see where this one could be improved, The venue was	More of the same. Plenty of interaction with the young people, it's so important that	Well done to Andy and everybody involved in making the day happen. Very enjoyable and I	Yes

**APPENDIX 2  
LLCS Stakeholder Engagement Summary**

		<p>making their points, but they also engaged well with the room and really helped all delegates understand things and see things from the point of view of the service user. They all deserve great praise for their input into what was a very enjoyable and worthwhile day.</p>	<p>yet easy to understand. Using the signs of safety template ensured that the set tasks and brain storming exercises enjoyed the interaction of all delegates around each table. It was also great to network with other agencies to see how we could work together in the future to improve on services delivered.</p>	<p>great and totally fit for purpose, the content of the day was comprehensive without being overloading and as for the food, well that was absolutely outstanding.</p>	<p>their voices are heard during such events and as providers of services we can all learn so much by hearing what they have to say.</p>	<p>can't wait for the next one.</p>	
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## APPENDIX 3

### LLCS Benchmarking Analysis

#### National overview

Ofsted information as of March 2018 showed 10 Local Authorities delivered an 'Outstanding' Leaving Care service, 2 of whom are judged 'Outstanding' overall<sup>9</sup>. All 4 LAs judged 'Outstanding' for the leaving care sub-judgement in 2016 to 2017 were reported to have high numbers of Care Leavers in appropriate accommodation. Lincolnshire shares this profile of high numbers of Care Leavers in suitable accommodation. Lincolnshire's sub-judgement for leaving care support is currently 'Good'.

Just over half of Leaving Care Services rated as outstanding in other Local Authorities deliver a service that allocates young people to the service at 16; however, the majority of these are unitary authorities which tend to be well placed to deliver services due in part to smaller geographical area for delivery and the integrated nature of responsible housing departments. In addition, Mark Riddell (National Implementation Advisor for Care Leavers, Department for Education) has responded to our request for information to state that there are no outsourced Leaving Care Services rated as 'outstanding'.

Leaving care support nationally is delivered in a number of ways, both through integrated internal Local Authority teams and by externally commissioned services. Barnardo's is currently commissioned to deliver more than 10 Leaving Care Services, including Lincolnshire, Merthyr, and Redbridge. A number of services, including Derbyshire, have brought Leaving Care Services in-house in order to improve performance and delivery.

#### National comparison

Key contractual KPIs	Lincolnshire Target	2015-16 average	2016-17 average	2017-18 average	2018-19 (Q1-Q3 average)	National average (year ending Mar-18) <sup>10</sup>
Care leavers aged 19 in suitable accommodation	100% (tolerance 90%)	91.5%	95.5%	92.75%	92.67%	87%
All care leavers in suitable accommodation	100% (tolerance 90%)	90.75%	93.75%	92.5%	94%	84%
Care leavers aged 19 on Education, Employment or Training (EET)	65%	63.25%	74%	69.25%	62.67%	57%
All care leavers in Education, Employment or Training (EET)	65%	56.25%	69%	65%	67%	49%

<sup>9</sup> [Children's social care data in England 2017 to 2018: charts, tables and underlying data](#)

<sup>10</sup> [Children looked after in England including adoption: 2017 to 2018](#)

## APPENDIX 3

### LLCS Benchmarking Analysis

Pathway Plans reviewed according to timescale	90%	79.25%	87%	83.75%	89%	N/A
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Table 1: Main KPIs for Lincolnshire during contract duration against national average

#### Reports and information

There are a number of reports<sup>11</sup> capturing care leaver views about transition, relationships and independence that have informed the thinking behind the recommendation for the extension to a 16+ service. This includes the report from Mark Riddell ([National Implementation Adviser for Care Leavers' First Year Report October 2017 to October 2018](#)) which explores areas of good practice in other local authorities and which repeatedly references the benefits of a 16+ model and the importance of effective relationships.

#### Ofsted inspections of Leaving Care Services

Allocation at 17½ years is seen as one of the key weaknesses of the current model and is one of the main concerns from professionals. A number of comments from Ofsted inspection reports reiterate this concern:

- Blackpool Borough Council's latest Ofsted inspection has a sub-judgement for care leavers of 'Requires Improvement', but notes that *'The leaving care service has increased capacity to support care leavers, but the introduction of personal assistants (PAs) to 15-year-olds is very new. Current 18-year-olds have only had a PA from their eighteenth birthday, and this is too late to provide them with the necessary support and skills for adulthood at the earliest opportunity.'*<sup>12</sup>
- London Borough of Barnet's latest monitoring visit highlighted a number of areas of improvements for care leavers since their last full inspection, but also noted that *'The allocation of personal advisers is not happening early enough for most children. Inspectors saw evidence of transition planning happening for children when they were around 17 and a half years old. This leaves little time to make appropriate arrangements, particularly for housing options. This is an acknowledged area for development.'*<sup>13</sup>
- London Borough of Redbridge's recent focused visit noted that *'Some personal advisers do not meet the young people before they become care leavers. This affects their ability to develop a good relationship and has caused delay to the progression of plans.'*<sup>14</sup>

Whilst the above 3 examples highlight ineffective practice linked to late allocations, Rotherham Metropolitan Borough Council's last Ofsted inspection (Nov-17) gave a sub-judgement for care leavers of 'Outstanding': *'Planning for transition starts early, from the age*

<sup>11</sup> [Care leavers' views on their transition to adulthood](#), Coram Voice (October 2017); [Care leavers' transition to adulthood](#), The National Audit Office (July 2015); [Leaving Care Leaving Well](#), Social Finance (June 2018)

<sup>12</sup> [Blackpool Borough Council – Ofsted children's services inspection, November /December 2018](#)

<sup>13</sup> [London Borough of Barnet – Ofsted children's services focused visit, February 2019](#)

<sup>14</sup> [London Borough of Redbridge – Ofsted children's services focused visit, December 2018](#)

## APPENDIX 3

### LLCS Benchmarking Analysis

*of 15, so a sufficient understanding of the needs and preferences of the young person and their carers can be built up before the final transition takes place.<sup>15</sup>*

As an example of positive support provision for care leavers, Oldham Metropolitan Borough Council's latest Ofsted inspection has a sub-judgement for care leavers of Requires Improvement but notes: *'Some previous gaps in provision for care leavers have been addressed by a range of additional practical and emotional support provided via the youth service. This is highly valued by young people, who gave inspectors good examples of how the staff are available for them, how they are responsive and how they make a difference to their lives, for example by being available to them at weekends, over Christmas and during other holiday periods.<sup>16</sup>*

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<sup>15</sup> [Rotherham Metropolitan Borough Council – Ofsted children's services inspection, November 2017](#)

<sup>16</sup> [Oldham Metropolitan Borough Council – Ofsted children's services inspection, January/February 2019](#)

## APPENDIX 4 LLCS Equality Impact Analysis

### Equality Impact Analysis to enable informed decisions

#### The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

#### Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

**\*\*Please make sure you read the information below so that you understand what is required under the Equality Act 2010\*\***

#### Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

#### Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

#### Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## APPENDIX 4

### LLCS Equality Impact Analysis

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

#### **Decision makers duty under the Act**

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

#### **Conducting an Impact Analysis**

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

#### **The Lead Officer responsibility**

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

#### **Summary of findings**

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

## APPENDIX 4 LLCS Equality Impact Analysis

### Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

### How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

**Proposals for more than one option** If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

**The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.**

**APPENDIX 4  
LLCS Equality Impact Analysis**

**Background Information**

<b>Title of the policy / project / service being considered</b>	Recommissioning of the Lincolnshire Leaving Care Service (LLCS)	<b>Person / people completing analysis</b>	Bridie Fletcher
<b>Service Area</b>	Children's Regulated Services	<b>Lead Officer</b>	John Harris, Head of Regulated Services (Fostering)
<b>Who is the decision maker?</b>	Janice Spencer, Interim Director of Children's Services	<b>How was the Equality Impact Analysis undertaken?</b>	Desktop review
<b>Date of meeting when decision will be made</b>	29/07/2019	<b>Version control</b>	4.0
<b>Is this proposed change to an existing policy/service/project or is it new?</b>	Existing policy/service/project	<b>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</b>	Re-commissioned
<b>Describe the proposed change</b>	<p>The project seeks to review the needs of care leavers in respect of their access to support through the Lincolnshire Leaving Care Service.</p> <p>The LLCS is in the final year of the current 5 year contract and a decision around the future delivery model of the service is being sought to re-procure the service through competitive tender to be in place for 1 April 2020.</p> <p>The service review in advance of this decision has assessed the numbers of current care leavers as well as those in future scope of the service, the statutory environment and potential future policy change impacts, the delivery of the current supplier and feedback from stakeholders using a Signs of Safety model.</p> <p>The approved recommendation is to extend the service to 16 year old Looked After Children who will be allocated a Leaving Care Worker – allocations currently happened at 17 ½ years.</p> <p>Recent Ofsted inspections have indicated that later allocation to a Leaving Care Service is viewed as a weak model of delivery, and this has been reaffirmed by the report from Mark Riddell (<a href="#">National Implementation Adviser for Care Leavers' First Year Report October 2017 to October 2018</a>) which explores areas of good practice in other local authorities and which repeatedly</p>		

## APPENDIX 4 LLCS Equality Impact Analysis

references the benefits of a 16+ model and the importance of effective relationships. The current service model would change very little – there would still be locality-based Leaving Care Workers who support young people around access to suitable accommodation and EET (education, employment and training). It is anticipated that the service specification may include many of the other elements including: duty desk for out of hours issues; building a strong working relationship with the young people; support in accessing accommodation, education, training and employment etc; work preparation; tenancy readiness; accessing appropriate health services; and securing access to benefits, where applicable, at an early stage.

The key change around earlier allocation at 16 years is based on a twin-tracking delivery model whereby the Social Worker and Leaving Care Worker will have distinctive roles to play alongside the Virtual School Team when supporting young people from the age of 16 years whilst both contributing to the overall goals of the Pathway Plan. Prior to children turning 18 years old, the Social Worker will retain oversight of the Pathway Plan and LAC reviews, meaning that the Leaving Care Workers will be required to offer the operational input to support with the preparation for adulthood up to this age, after which they will be the sole caseworker.

Improved collaborative relationships are the key to a high performing Leaving Care Service and external staff will be encouraged to collaborate and co-locate, if appropriate and cost-effective, to support effective work planning around a young person. This could have a positive impact on accommodation needs for an external Leaving Care Service and be instrumental in the delivery of a twin-tracking 16+ delivery model from 2020, as will the clear expectation of strategic management from the Service Area Lead.

Elements to be included and considered during the service development plan for the Leaving Care Service from 2020 include:

- Ongoing Life Links offer to all care leavers to identify networks of family and friends as a means of identifying personal support.
- Social media and networking platforms to provide peer-to-peer support including out of hours contact and resilience networks.
- Proactive duty desk for young people in need of support including out-of-hours on-call desk.

Approximately 20% of the current 18+ year old care leaver cohort are former-UASC (Unaccompanied Asylum Seeking Children) care leavers, and Lincolnshire currently supports almost 100 UASC and former-UASC care leavers aged 14 to 25. This specialist support with an experienced Leaving Care Service team based in Peterborough would continue to be a requirement under the re-procured service, though additional capacity in that team may be required to support increased case numbers.

The service will also continue to support care leavers to the age of 25 if they are in EET, though any care leaver over the age of 21 who would otherwise be closed is able to contact LLCS to request support and advice, and may then be allocated a Leaving Care Worker to support with a particular issue. This higher-age extension of service will continue.

The re-procured service may also be affected by increasing numbers of Special Guardianship Orders (SGOs) who are also entitled to a Leaving Care Service but this is a staffing capacity issue that will be resolved through contract management, and does not affect access to the service otherwise for any protected characteristics.

## APPENDIX 4

### LLCS Equality Impact Analysis

#### **Evidencing the impacts**

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

#### **Data to support impacts of proposed changes**

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

##### Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

##### Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1<sup>st</sup> April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

## APPENDIX 4 LLCS Equality Impact Analysis

### Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

<p><b>Age</b></p>	<p>Earlier allocation to the Leaving Care Service is expected to strengthen relationships for the young person, and the twin-tracking model with social care to 18 years old, will enable the most vulnerable young people to have greater case worker support.</p> <p>It is expected that, where appropriate, young people will transfer fully to Leaving Care Service as soon as possible after they are 16 with social care providing strategic oversight rather than active case handling. However, more vulnerable young people will benefit from a longer period of joint case holding in order to support improved outcomes.</p> <p>Earlier allocation to Leaving Care Service will also allow young people to get to know their Leaving Care Worker earlier and build a strong relationship which will lay a good foundation for effective post -18 support.</p> <p>The existing Leaving Care Service includes the extended Personal Adviser duty to 25 years old and this will continue within the new service model. This enables all care leavers over the age of 21 to request support (Information, Advice &amp; Guidance) from the duty desk, and may result in reallocation of a Leaving Care Worker to support with a particular issue.</p> <p>Under the new service model, care leavers could expect to receive support from the Leaving Care Service from 16 through to 25 and is in line with the feedback we have received from care leavers.</p>
<p><b>Disability</b></p>	<p>Care leavers with disabilities are allocated a Leaving Care Worker at 17 ½ at present so the key change of the service proposals centre on earlier allocation. It is anticipated that earlier allocation along with twin-tracking and joint supervision with their social worker and Leaving Care Worker will enhance the voice of the child through strong advocacy and results-focused planning. In addition, earlier allocation to Leaving Care will allow for a more gradual transition to adult services and a longer period to become familiar with the change of case worker.</p>
<p><b>Gender reassignment</b></p>	<p><b>Neutral impact</b> – the current Leaving Care Service supports both males and females including transgender and intersex, and this would continue under any future re-commissioned service.</p> <p>It may be that young people have a preference for a particular gender of Leaving Care Worker, especially at 16 when they are starting to transition to a new support service, but this would be picked up through pre-allocation planning and ongoing review (to include the voice of the child).</p>
<p><b>Marriage and civil partnership</b></p>	<p><b>Neutral impact</b> – the current Leaving Care Service supports young people who are married or in civil partnerships, and this would continue under any future re-commissioned service.</p>

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<p><b>Pregnancy and maternity</b></p>	<p>The current Leaving Care Service supports young parents through a range of interventions, including support with suitable housing and access to benefits. This is not anticipated to be affected by the re-procurement of the LLCS from 2020, with the key material change being linked to earlier allocation. Young parents aged under the current allocation age of 17 ½ will be supported to access the same level of support through their social worker and the same entitlements to services. It is anticipated that earlier allocation along with twin-tracking and joint supervision with their social worker and Leaving Care Worker will enhance the voice of the child through strong advocacy and results-focused planning, and this will extend to care leaver's children.</p>
<p><b>Race</b></p>	<p>The current Leaving Care Service supports young people of all ethnicities, and this would continue under any future re-commissioned service.</p> <p>Unaccompanied Asylum Seeking Children (UASC) are positively affected by the proposed change – earlier allocation to a UASC -experienced Leaving Care Worker will remove some of the confusion young people evidence about who they need to ask for support at the point of transition. For these young people, twin-tracking with social care will offer a greater level of support in the immediate period following arrival (most Lincolnshire UASC are spontaneous arrivals and arrive aged 16 or 17). Most UASC come from middle eastern countries such as Syria, Iran and Iraq and have particular cultural needs, which are well supported through the current Leaving Care Service who work well with the main supported accommodation providers and other colleagues including Virtual School.</p>
<p><b>Religion or belief</b></p>	<p><b>Neutral impact</b> – the current Leaving Care Service supports young people of all religious beliefs, and this would continue under any future re-commissioned service.</p> <p>It may be that young people have a preference for a particular Leaving Care Worker, especially at 16 when they are starting to transition to a new support service, but this would be picked up through pre-allocation planning and ongoing review (to include the voice of the child), and may be difficult to facilitate given the predominant demographics of the Lincolnshire workforce.</p> <p>Unaccompanied Asylum Seeking Children (UASC) are positively affected by the proposed change – earlier allocation to a UASC -experienced Leaving Care Worker will remove some of the confusion young people evidence about who they need to ask for support at the point of transition. For these young people, twin-tracking with social care will offer a greater level of support in the immediate period following arrival (most Lincolnshire UASC are spontaneous arrivals and arrive aged 16 or 17). Most UASC come from predominantly Muslim countries, which are well supported through the current Leaving Care Service who work well with the main supported accommodation providers and other colleagues including Virtual School.</p>

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<b>Sex</b>	<b>Neutral impact</b> – the current Leaving Care Service supports young people of all genders, and this would continue under any future re-commissioned service. It may be that young people have a preference for a particular gender of Leaving Care Worker, especially at 16 when they are starting to transition to a new support service, but this would be picked up through pre-allocation planning and ongoing review (to include the voice of the child).
<b>Sexual orientation</b>	<b>Neutral impact</b> – the current Leaving Care Service supports young people of all sexual orientations, and this would continue under any future re-commissioned service. It may be that young people have a preference for a particular gender or sexual orientation of Leaving Care Worker, especially at 16 when they are starting to transition to a new support service, but this would be picked up through pre-allocation planning and ongoing review (to include the voice of the child).

**If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.**

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### Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

**Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.**

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Age	No perceived adverse impact
Disability	No perceived adverse impact.
Gender reassignment	No perceived adverse impact.
Marriage and civil partnership	No perceived adverse impact

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<b>Pregnancy and maternity</b>	No perceived adverse impact.
<b>Race</b>	No perceived adverse impact
<b>Religion or belief</b>	No perceived adverse impact
<b>Sex</b>	No perceived adverse impact.
<b>Sexual orientation</b>	No perceived adverse impact.

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**If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.**

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### Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at [consultation@lincolnshire.gov.uk](mailto:consultation@lincolnshire.gov.uk)

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

### Objective(s) of the EIA consultation/engagement activity

To understand the needs of care leavers and key stakeholders in respect of the Lincolnshire Leaving Care Service. This will help commissioning ensure the contractual arrangements with leaving care service supplier meets both statutory requirements and the needs of care leavers, and is flexible enough to deal with emerging patterns of need.

Engagement with care leavers was carried out at a face-to-face engagement session in February 2019, with a subsequent stakeholder event focusing more widely on services for care leavers which was held in March 2019 and was also attended by some care leavers.

Both sessions were undertaken with the support of the Community Engagement and Children's Services Participation Teams, and both sessions utilised the Signs of Safety model to support discussions (what works well, what are we worried about, what needs to happen).

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**Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic**

<p><b>Age</b></p>	<p>Engagement was predominantly carried out with care leavers who are still in receipt of a Leaving Care Service. Feedback was captured from one former one care leaver who has left the Leaving Care Service as a result of being 21+ years old. Care leavers reported they wanted earlier and more flexible support, noting that any issues and difficulties are not Monday to Friday 9am to 5pm. Care leavers welcomed the proposal to allocate to Leaving Care Service at 16, being of the opinion that this would provide a strong base of support into adulthood and a longer transition from social care. Care leavers also liked the independency of the current Leaving Care Service and felt that it was often a positive move away from social care and the next step towards independence and adulthood.</p>
<p><b>Disability</b></p>	<p>No care leavers present at the engagement events have known disabilities, though some have (or have experienced) mental health difficulties.</p>
<p><b>Gender reassignment</b></p>	<p>No care leavers present at the engagement events have known issues or needs relating to gender reassignment.</p>
<p><b>Marriage and civil partnership</b></p>	<p>No care leavers present at the engagement events were married or in civil partnerships.</p>
<p><b>Pregnancy and maternity</b></p>	<p>No care leavers present at the engagement events were pregnant or were parents.</p>

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Race	<p>All care leavers present at the engagement events were white British.</p> <p>Former-UASC care were previously engaged with during the Closed Ordered List tender preparation in 2018 and feedback was linked to race and nationality i.e. the importance of cultural match around placements, services and support.</p>
Religion or belief	<p>No care leavers present at the engagement events shared any information about religious needs.</p> <p>Former-UASC care leavers were previously engaged with during the Closed Ordered List tender preparation in 2018 and whilst the majority of currently accommodated UASC are Muslim, feedback was more closely linked to race and nationality rather than religion i.e. the importance of cultural match around placements, services and support.</p>
Sex	<p>All care leavers present at the engagement events were female – note that females make up c.35% of current care leaver cohort (121/329).</p>
Sexual orientation	<p>No care leavers present at the engagement events shared any information relating to sexual orientation.</p>
<p><b>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</b></p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes, within the limits of the engagement events. A wide range of young people were invited to attend the face-to-face engagement including males and young people with other protected characteristics.</p> <p>The proposal to extend the Leaving Care Service downwards to allocate at 16 will not adversely affect any young people with protected characteristics, given the core delivery of the service is otherwise unchanged.</p> <p>Additional service developments in the specification will focus on widening access to support to ensure all young people are able to gain maximum benefit from the commissioned service.</p>
<p><b>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</b></p>	<p>Care leavers will continue to be engaged through a number of mechanisms including the Big Conversation events (usually in half terms and school holiday), V4C groups etc.</p> <p>Care leavers have a range of mechanisms to support improvements including the Leaving Care Service compliments and complaints process; feedback from care leavers is also fed into commissioning via related contracts such as Youth Housing and other, including UASC, supported accommodation provision, as well as feedback from professionals.</p>

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### Further Details

Are you handling personal data?

Yes

If yes, please give details.

Looked After Children's details are recorded on LCC's Mosaic case management application. This includes name, DOB, address of placement, family information, health information, ethnicity, religion and family information/background.

This information remains available to the social worker and some of this information is also available to the Leaving Care Worker following allocation; the current supplier of the Leaving Care Service has access to Mosaic and it is anticipated that this arrangement will continue for the supplier of the re-procured service.

The Leaving Care Service uses Mosaic to update relevant personal information as further details may be obtained as the young person progresses through service or shares information with his case worker as he becomes more settled.

Statistical information (non-identifiable) is shared with the Department of Education through the 903 return, contributing to national understanding of key indicators for care leavers around suitable accommodation and EET.

Information on individuals is shared with relevant LCC professionals as part of wider service delivery – this may also include Virtual School, accommodation provider, education providers, health professional and other internal LCC services such as Early Help or the Futures 4 Me team.

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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Ensure the service specification clarifies the requirements around earlier allocation at 16, along with the expectations of twin-tracking and social care oversight to ensure younger care leavers remain fully supported. Other protected characteristics (disability, gender etc) are covered within the general service specification. Ensure the service specification strengthens support requirement for UASC care leavers.	John Harris, Head of Regulated Services (Fostering)	The re-procurement of the Lincolnshire Leaving Care Service is expected to start by the end of August, with the aim of awarding the contract by early November 2019. This will provide the successful supplier with a 4-5 month implementation period prior to the contract start date of 1 April 2020.
<b>Signed off by</b>		<b>Date</b>	<a href="#">Click here to enter a date.</a>

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