

**COMMISSIONING EXCELLENCE – MEETING THE SUFFICIENCY DUTY 2018-2022:  
ACTION PLAN UPDATE (19 JANUARY 2023)**

No.	What is working well?	What are we concerned about?	What needs to happen	Covid-19 impact/actions & recovery
<b>1.</b>	<p><b>Deliver the Partners in Practice programme to improve practice in Lincolnshire, transform the quality of Children's Social Care Services and Early Help arrangements, and support reform of the wider system within Children's Services</b></p> <p align="center"><b>THIS ACTION IS CLOSED FROM DECEMBER 2020 AND FORMS PART OF DAY-TO-DAY DELIVERY IN QUALITY &amp; STANDARDS TEAM</b></p>			
<b>2.</b>	<p><b>Review the effectiveness of early intervention services including the development of a performance management programme to understand the quantifiable outcomes delivered by the service and to help reduce the need for statutory intervention</b></p>			
	<ul style="list-style-type: none"> <li>■ Early Help Strategy has launched, co-produced with partners and families. Governance is a cross-partnership arrangement and subgroups will directly enable LCC to deliver on this vision.</li> <li>■ Early Help Front Door is embedded in practice and integrated with the social care front door to achieve consistency in decision making, allocation and resources.</li> <li>■ Future4Me has been established as a permanent team working with young people on the edge of care.</li> <li>■ The Early Childhood Strategy Steering Group launched in November 2021.</li> <li>■ Through audits, qualitative information suggests that re-referrals to Early Help is very low and most TACS are closed with needs met.</li> </ul>	<ul style="list-style-type: none"> <li>■ Concern remains about the on-going impact of the pandemic on young children.</li> </ul>	<ul style="list-style-type: none"> <li>■ Firm up the implementation plan for the Early Help Strategy Steering group, with regular reports to LSCP and DLT.</li> <li>■ The Early Childhood Strategy Steering group meets monthly and has incorporated the Start for Life and Family Hub's agenda. Now known as '<i>The Start for Life And Family Hubs Steering Group (SFL &amp; FH's)</i>'.</li> <li>■ Delivery plan for Family Hubs to be written and submitted to the DfE by 30<sup>th</sup> December 2022</li> <li>■ Governance arrangements for SFL &amp; FH's and Supporting Families have been set up, with the first governance board held in September and then bi-monthly.</li> <li>■ Develop an overarching Parenting Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>■ Transformation Team is in place to support recovery.</li> <li>■ Clear analysis about the impact of Covid-19 in Lincolnshire on children and families.</li> <li>■ Support staff health and wellbeing to ensure the recruitment and retention.</li> <li>■ Support the implementation arrangements of Smarter Working for staff across Early Help.</li> <li>■ Implement the Start for Life and Family Hubs Programme to support Covid-19 recovery, particularly considering the impact on young children, from April 2022 to March 2025.</li> <li>■ Children's Centres continue to be integral to offering preventative services for Early Years and remained open during the pandemic for critical health appointments.</li> </ul>

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	<ul style="list-style-type: none"> <li>Lincolnshire has been successful in securing 'Build Back Better' funding which will support and enhance early intervention.</li> </ul>			<ul style="list-style-type: none"> <li>Children's Centres are back to a pre-Covid attendance rate; attendance continues to have an upward trajectory.</li> </ul>
<b>3.</b>	<p><b>Undertake a 'Deep Dive' of current and recent CiC cohort to ensure children are transitioning to CiC status within appropriate thresholds and evaluate if more could be done, together with partner organisations, to avoid children becoming CiC</b></p> <p><b>THIS ACTION IS NOW CLOSED AND WILL FORM PART OF ACTIONS 4 &amp; 5</b></p>			
<b>4.</b>	<p><b>Improve understanding of why more complex young people are coming through the front door in order to determine what can be done to identify them in order intervene earlier and remedy the situation</b></p> <p><b>THIS ACTION IS NOW CLOSED WITH ACTIONS BEING FED INTO ACTION 5</b></p>			
<b>5.</b>	<p><b>Create a Youth Hub to support adolescents engaging in risky behaviours in order to identify children and young people at risk of coming into care and prevent the numbers of CiC increasing</b></p>			
	<ul style="list-style-type: none"> <li>Future4Me service has funding commitments secured to ensure on-going service delivery to adolescent cohort.</li> <li>Schools are now completing 30% of return interviews which come through the Early Help Front Door which demonstrates positive collaboration.</li> <li>Ensuring the voice of the child within our Joint Diversionary Panel.</li> <li>Ensuring a child-first approach underpinned by trauma informed practice to reduce children being at risk of criminalisation.</li> <li>Reduced numbers of children sentenced to custody and those remanded into custody.</li> </ul>	<ul style="list-style-type: none"> <li>Recognising and responding the risk posed to children through exploitation and county lines.</li> <li>Responding to reduce the re-offending rates of small numbers of children within the justice system.</li> <li>Ensuring that children are transferred out of custody in accordance with PACE legislation at the earliest opportunity.</li> <li>Giving priority to ensuring that children and young people have access to stable education, training and employment.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing the findings of the University of Lincoln evaluation of the Joint Diversionary Panel through a dedicated action plan.</li> <li>The service action plan will drive forward key actions around education, equality and resettlement.</li> <li>Maintaining work with key partners around exploitation including Lincolnshire Police.</li> <li>Mapping work to be completed by LSCP Child Exploitation Analyst to target specific interventions.</li> <li>Utilising education mentors to be pro-active in supporting children/young people to attend</li> </ul>	<ul style="list-style-type: none"> <li>Effective roll-out of trauma-informed training to significant numbers of staff and partners.</li> <li>Performance and timeliness around missing return interviews has been maintained.</li> <li>Oversight of missing return interviews is resulting in increased performance and quality.</li> <li>Feedback from parents and children demonstrates the supportive relationships with practitioners.</li> <li>Consultation and formulation are being rolled out across children services to provide specialist knowledge and</li> </ul>

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	<ul style="list-style-type: none"> <li>■ The service has been provided with a grant of more than £500,000 (Turnaround) over the next 2 ½ years by the Ministry of Justice to support our work around early intervention and prevention.</li> <li>■ Key developments around missing and exploitation to ensure a robust framework to support children at risk.</li> <li>■ Recruitment of specialist roles to support the integrated complex care team around key areas such as speech and language, and psychology.</li> <li>■ Work undertaken by the LSCP Child Exploitation Analyst role to understand the profile within Lincolnshire.</li> </ul>		<p>school and college or training opportunities.</p>	<p>expertise to shape interventions.</p> <ul style="list-style-type: none"> <li>■ Evaluating impact of Restoring Family Relationships team working to resolve family disputes and risk of homelessness.</li> </ul>
<b>6.</b>	<b>Nominate the CiC &amp; care leavers programme board to develop a local model of suitable and appropriate accommodation options that effectively manages the cohort of young people requiring support and accommodation and ensures maximises education, employment and training opportunities</b>			
	<ul style="list-style-type: none"> <li>■ Children and Young People's Accommodation Pathway endorsed by Children and Young People's Scrutiny Committee.</li> <li>■ All District Councils agreed Lincolnshire care leavers have a local connection to apply for housing across the county and recognise them as a priority group.</li> </ul>	<ul style="list-style-type: none"> <li>■ There continues to be a general shortage of affordable, accessible one-bedroom accommodation across Lincolnshire.</li> <li>■ Move-on accommodation options can be difficult for young people to find/access. This was exacerbated through 2020 due to Covid-19 restrictions and has continued to some extent, though partners have</li> </ul>	<ul style="list-style-type: none"> <li>■ Multi-agency Protocol is in place and will always need to be monitored and refreshed as the agenda progresses.</li> <li>■ Annual review of the Youth Housing contract with Nacro to look at structure and service update.</li> <li>■ Annual review of all the housing protocols to be undertaken</li> </ul>	<ul style="list-style-type: none"> <li>■ Within the Youth Housing Service every commissioned bed space has an associated move-on bed space linked with it. This continues to support the smooth transition of young people between accommodation and opened up capacity within the service to ensure no young person is without suitable housing.</li> </ul>

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	<ul style="list-style-type: none"> <li>■ Clear plan of action and commitment from partners to meeting the accommodation needs of CiC and care leavers with a multi-agency Protocol now in place and all seven District Councils signed up.</li> <li>■ LCC and Barnardo's continue to look at how to grow the Supported Lodgings model.</li> <li>■ LCC has an agreed process to meet the funding gap between Housing Benefit/earnings and private rent for care leavers less than 21 years of age.</li> <li>■ In-house semi-independent living houses fully operational in Grantham and Gainsborough with a number of young people having been accommodated.</li> <li>■ Integrated Supported Accommodation (Youth Housing) delivered by Nacro and is known as NEST. This service has proven an excellent resource and has supported CiC and care leavers through effective and innovative person-centered practice.</li> <li>■ Grant funding via MHCLG enabled Nacro to set up a project supporting care leavers at risk of homelessness; the Council will find out early 2023 if the funding</li> </ul>	<p>been adaptable and supported young people where possible.</p> <ul style="list-style-type: none"> <li>■ Cost of living is making housing and rent unaffordable to some care leavers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Bid to be submitted in January 2023 to DfE for Staying Close Staying Connected funding.</li> <li>■ Ofsted regulation needs to be applied to all semi-independent living offer to looked after children aged 16 and 17 years old.</li> </ul>	<ul style="list-style-type: none"> <li>■ The development of a cumulative risk assessment tool has enabled more complex young people to be accommodated in the Youth Housing Service.</li> <li>■ Multi-agency protocol remains in place prioritising care leavers.</li> <li>■ District Councils continued to offer top priority to care leavers for the housing register and in cases where young people might have become high risk of homelessness.</li> <li>■ Weekly '<i>Keep in Touch</i>' meetings between the Youth Housing Service, Corporate Parenting Manager, commissioning teams and Lincolnshire Leaving Care Service started during pandemic as a means of picking up operational issues have continued, maintaining oversight of capacity and resources.</li> </ul>

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	<p>has been extended but feedback has been extremely positive from all stakeholders. This service has resulted in high suitable accommodation figures (96%).</p>			
<b>7.</b>	<b>Undertake targeted marketing and recruitment campaigns to support the growth of the in-house Foster Care market to meet the needs of priority groups including Foster-to-Adopt</b>			
	<ul style="list-style-type: none"> <li>■ The Fostering Service has a dedicated recruitment team and takes a whole-team approach for the responsibility of recruitment.</li> <li>■ The service recruits in accordance with a 3-year recruitment strategy and an annual operations plan using the full range of media.</li> <li>■ Although the number of enquiries has reduced, in comparison with national recruitment trends we are doing very well.</li> <li>■ A permanence strategy is in place and the operational plans are reviewed and performance monitored monthly informing actions and practice.</li> <li>■ Involving potential foster carers during the assessment stages has supported front loading matching, allowing placements to be identified early and the necessary support put in place in a timely manner. Working in this</li> </ul>	<ul style="list-style-type: none"> <li>■ The age profile of experienced foster carers continues to be a cause for concern with many within 5 years of retirement. Currently retirement/health related matters account for 19% of our de-registrations. 14% of those 'offline' is due to ill-health.</li> <li>■ Initial enquiries have decreased to a pre pandemic level and current social and economic challenges remain a concern in attracting new carers.</li> <li>■ Difficulty in recruiting foster carers for specific groups of children including placements for children requiring permanent fostering and parent and child.</li> <li>■ There continues to be a significant increased presence of Independent Fostering Agencies (IFAs) within the Lincolnshire boundaries.</li> <li>■ The CiC population has risen over the last year by 4.2%, this is an increase of 2.2% compared to last year.</li> <li>■ Although the retention of foster carers remains in line with national</li> </ul>	<ul style="list-style-type: none"> <li>■ Continued focussed presence on all media with emphasis on targeted recruitment to support the current CiC population and retention.</li> <li>■ Marketing will consider and use unique selling features, effectively taking a commercial view and actively competing in a crowded pool of providers.</li> <li>■ Marketing will continue to develop and showcase itself as the local fostering provider of Lincolnshire, bringing the community of Lincolnshire to the heart of its campaigns, actions and adverts whilst advocating and modelling community reasonability and a shared commitment to Lincolnshire children and Lincolnshire foster carers.</li> <li>■ The Fostering Service will continue to provide a virtual and face-to-face offer, learning from the success and increased</li> </ul>	<ul style="list-style-type: none"> <li>■ Virtual opportunities continue to be offered alongside face to face options, in support, recruitment and training. 100% of foster carers recently surveyed felt they would like this offer to continue.</li> <li>■ Covid-19 impacted last year on placement availability; there are no longer any beds offline due to concerns about infection.</li> <li>■ During the pandemic, checks during Stage One have been delayed due to other services capacity and restrictions, slowing down the process of approval. The Stage One process has now returned to business as usual and with some small developments this process is being completed within 8 weeks.</li> </ul>

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	<p>way has secured 4 permanent placements since July 2022.</p> <ul style="list-style-type: none"> <li>■ KPIs throughout the recruitment process have continued to show an increase in performance since July 21 which has transferred to a higher conversion rate from initial enquiries to approved households. We currently have a conversion rate between 10-11%, which is an increase of 6%.</li> <li>■ Retention payment system introduced in 2019 has continued into 2022 and is well received by foster carers.</li> <li>■ The Fostering Service is currently experiencing a loss of around 9%, the average expected according to the 2021 data collection is 10%.</li> <li>■ The Fostering Service have improved on-line presence and processes, establishing a digital following.</li> <li>■ All fostering recruitment processes are now fully active on-line, offering digital engagement and interactions between service and applicants.</li> </ul>	<p>trends a recent survey reveals 15% of those taking part have considered resigning from fostering within the last 12 months due to financial challenges and concerns over the rising cost of living.</p> <ul style="list-style-type: none"> <li>■ We currently have 21 fostering households 'offline' owing to personal reasons and their availability will be monitored and reviewed.</li> </ul>	<p>participation from applicants using digital means.</p> <ul style="list-style-type: none"> <li>■ An on-line recruitment process has created a platform for Smarter Working practices which, alongside regular personal contact and earlier allocation to Supervising Social Workers (SSWs), means an ideal combination has been introduced.</li> <li>■ The conversion rate will be maintained at a level of at least 10% to stabilise our current population size.</li> <li>■ Review and consider a rise in financial support to fostering households.</li> <li>■ SSWs to review and plan timelines and support packages for returning to fostering and ensure foster carers continue to feel connected to the service and community.</li> </ul>	

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<b>8.</b>	<b>Improve support to in-house foster carers to increase retention rates and commence a rolling programme of learning from exit interviews</b>			
	<ul style="list-style-type: none"> <li>■ Retention plan is in place and retention payments are well established. These are paid annually to foster carers.</li> <li>■ Foster carers retention payments are currently in line with the national average expected.</li> <li>■ A recruitment campaign has been developed through foster friendly employers to recruit more foster carers. This has been a huge success with many employers joining in.</li> <li>■ The Fostering Service are proactive in offering interviews with foster carers prior to leaving the service.</li> <li>■ Exit interviews are also in place to better understand why foster carers choose to stop fostering. Feedback from exit interviews is fed back to the fostering teams.</li> <li>■ Foster carer surveys are in place. The latest survey suggests the strongest part of the support offer to foster carers is the general support from their Supervising Social Worker and the child's Social Worker, the support they receive from other foster carers, workshops, and training.</li> </ul>	<ul style="list-style-type: none"> <li>■ The number of foster carers leaving the service continues to be of challenge but understand that most foster carers leave the service due to life changes rather than dissatisfaction.</li> <li>■ Communication between children's Social Workers and foster carers is not consistently good and is cited as a factor that contributes to placement disruptions. A joint working approach with the Fostering Service and the Children's Teams including joint visits, supervision and meetings is a continued way of addressing this. Learning from disruptions continues to be an established practice.</li> <li>■ A recent survey reports the part of the support offer in most need of improvement is support from their Supervising Social Worker and the child's Social Worker during challenging times, joint working with other agencies, the LSCP training system, efficiency of foster carers expenses and availability of respite placements.</li> </ul>	<ul style="list-style-type: none"> <li>■ Work to build better working relationships with other agencies and teams.</li> <li>■ Consider the implementation of a higher tier of support during challenging times. The fostering service continue to with the complex care team to consider the support offer to foster carer including therapeutic support through training, consultation for foster carers, clinical supervision of Placement Support Workers.</li> <li>■ Availability of clinical supervision was a barrier to Placement Support Workers being able to fully use their training to deliver Theraplay sessions. However, clinical supervision has been sourced; The Fostering Service are to commission this resource and dates for this to take effect are to be agreed.</li> </ul>	<ul style="list-style-type: none"> <li>■ The service has returned to face-to-face supervision and support, however what has been identified through the period of Covid-19 is that the use of virtual training etc has been beneficial for some carers; the Fostering Service now offer virtual and face-to-face training to accommodate all foster carers.</li> <li>■ The use of virtual training and support groups has enhanced the support to foster carers.</li> <li>■ Social media presence has increased and the service have seen a huge success in public response to social media platforms.</li> <li>■ Fostering and Caring2Learn have developed a hugely supportive on-line community, which often provide the first contact with carers experiencing placement difficulties. This is very active and considered a key strength and form of communication and support for carers across Lincolnshire.</li> </ul>

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	<ul style="list-style-type: none"> <li>■ Caring2Learn is embedded within the Fostering service who continue to embed the Caring2Learn structure and principles into everyday practice and interactions.</li> <li>■ The Fostering Service have brought training within service and offer a more personal service for training and workshops.</li> <li>■ The Fostering Service have developed a hub model approach to support. All services are be included, and the hub has been relaunched.</li> <li>■ The Fostering Hub provides access to support through one avenue. Support is offered through support, groups, one to one support, referrals to universal services. Support through caring2 learn, social media support, the use of WhatsApp support.</li> <li>■ There is a dedicated Facebook page. Recent introduction of a foster carer magazine has been well received by foster carers and staff.</li> <li>■ The Fostering Service and Caring2Learn have effectively engaged many foster carers who</li> </ul>			



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	<p>have derived confidence and skills from the training and support offered.</p> <ul style="list-style-type: none"> <li>■ All Placement Support Workers are trained in theraplay and are able to provide therapeutic support to foster carers, which is well received.</li> <li>■ Foster carers are invited to participate in feedback forums to help shape support for the wider community. With the re launch of meet the leadership groups, Information collected will use '<i>You Said We Did</i>' to ensure the community can see how feedback is used and their voice is valued.</li> <li>■ The use of the Valuing Care toolkit has been embedded within the Fostering Service and is now being used as part of the Form F assessment and foster carers annual review, This is used alongside the Valuing Care tool for a child/young person to enhance matching of placements. And to support in the identification of training and development needs of foster carers.</li> </ul>			

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9.	<b>Undertake targeted work to support the recruitment and retention, and the ongoing development, of in-house Residential Children's Workers leading to the creation of a flexible support service that can meet the needs of all CiC including those with the most complex needs</b>			
	<ul style="list-style-type: none"> <li>■ A rolling programme of recruitment been established and has proved to be successful.</li> <li>■ Homes Managers for Haven Cottage, Northolme, Robin House and Albion Street have been appointed.</li> <li>■ Homes Managers are mindful of the need to provide relief staff opportunities or positions in other homes to those who may not be successful in securing permanent full-time posts in their preferred home.</li> <li>■ Other teams across Children's Services are signposting unsuccessful applicants to consider careers in residential.</li> <li>■ Established training programme for all residential staff will increase skills and knowledge of workers to deal with more complex children who need service provision. This includes training provided by CAMHS which all staff within residential estates are expected to attend to promote greater understanding of the needs of children who have experienced trauma and how this can be best met.</li> </ul>	<ul style="list-style-type: none"> <li>■ Recruiting staff in some geographical areas continues to prove to be challenging at times.</li> <li>■ Ability to recruit high calibre Home Managers continues to be a challenge. Therefore we are working on succession planning from our existing staff by providing development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Look to continuously increase the numbers of relief staff to ensure that there is a workforce which is sufficiently flexible to meet service needs. We continue to work hard to increase staffing so that we have sufficient relief staff and that we are able to do so consistently across the authority.</li> <li>■ There will need to be a recruitment campaign for Homes Managers and staff for the new Louth children's home opening in Autumn 2023.</li> <li>■ The band 6 workers who will provide emotional, behavioural and mental health based support for staff and children as part of the complex care health offer are now in post.</li> </ul>	<ul style="list-style-type: none"> <li>■ Recruitment of staff continues within the homes and interviews are now all face-to-face and include engagement of the children and young people.</li> <li>■ Training is now back up and running and IT capacity has been increased to enable staff to complete relevant e-learning and online training courses.</li> <li>■ Succession planning and training for Homes Managers and Assistant Managers will continue to develop current staff showing potential and an interest in progression.</li> </ul>

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	<p>Training programme developed to ensure all staff members are trained to a minimum standard, including social pedagogy training, Signs of Safety and restorative practice.</p> <ul style="list-style-type: none"> <li>Work commissioned through the restorative practice team to support all homes staff to improve relationship building remains ongoing.</li> </ul>			
<b>10.</b>	<b>Monitor the level of care leavers in suitable accommodation as part of contract management of Leaving Care Service</b>			
	<ul style="list-style-type: none"> <li>Number of care leavers in suitable accommodation is average 95% of all care leavers aged 17-21 years (period October 2021 to end September 2022) and exceeds contract KPIs.</li> <li>Lincolnshire Leaving Care Service (LLCS) offer proactive support to care leavers through tenancy preparation, liaison with housing providers etc.</li> <li>Supported Lodgings Providers are well supported by LLCS and are able to offer up to 26 placements (as of September 2022).</li> <li>Negligible use of B&amp;B accommodation which, if used, is a short-term solution whilst housing is made ready or in response to particular need.</li> </ul>	<ul style="list-style-type: none"> <li>Despite low numbers in unsuitable accommodation, some care leavers are living at unconfirmed addresses. Reporting from LLCS shows level of work undertaken to maintain contact with clear voice of young people about their level of engagement.</li> <li>Differing approach to care leavers requiring accommodation across District Councils continues to a lesser extent.</li> <li>Care leavers living out of county are disadvantaged due to not always being able to access Council Tax exemptions due to local agreements.</li> <li>Former-UASC care leavers continue to experience delays in asylum decisions and are unable to move on to independent accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>With c.37% of Lincolnshire care leavers living out of county, it is important to develop strong reciprocal links with other Local Authorities to promote access to an equal care leaver local offer including Council Tax exemptions and housing support. Corporate Parenting Manager (CPM) is working with regional colleagues and key internal stakeholders, including commissioned services, on the DfE Staying Close Staying Connected funding bid to explore regional access to services and which, if successful, will start April 2023.</li> <li>Service review to be undertaken in the next 12 months to determine stakeholder views on the Leaving Care Service, and</li> </ul>	<ul style="list-style-type: none"> <li>Suitable accommodation has remained high for care leavers through 2022 – partners have worked closely together to develop strategies and map available provision to maximise access to provision.</li> <li>Extensions of stay and rent gap payments have ensured young people have remained in suitable accommodation through the pandemic and this has continued with the emerging cost of living difficulties.</li> </ul>

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	<ul style="list-style-type: none"> <li>■ District Councils agreed Council Tax exemptions from April 2019 with a cross-county approach agreed to meeting the needs of care leavers requiring accommodation through development of multi-agency Protocol.</li> <li>■ Contract for Lincolnshire Leaving Care Service (LLCS), awarded to Barnardo's, started 1<sup>st</sup> April 2020, and has been extended to 31<sup>st</sup> March 2025.</li> <li>■ Allocation of young people to LLCS at 16 supports access to effective accommodation options.</li> <li>■ Integrated Supported Accommodation (Youth Housing), known as NEST, has been operational for 2 years in January 2023. Accommodation options meet varying needs and complexities, and the supplier has a range of move-on accommodation which supports care leavers to the age of 21.</li> <li>■ Gap Homes is in development with Lincoln City Council for adults at risk of homelessness; care leavers may be eligible but it was felt accommodation options for care leavers with supported lodgings and NEST are sufficient.</li> </ul>		<p>which will inform the delivery model from April 2025.</p> <ul style="list-style-type: none"> <li>■ Decision made not to progress with Gap Homes; Lincoln City Council are continuing the work with Barnardo's to develop 2 sites in the city.</li> </ul>	

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<b>11.</b>	<b>Monitor the level of care leavers in education, employment and training as part of contract management of Leaving Care Service, and report on numbers involved in CLAS</b>			
	<ul style="list-style-type: none"> <li>■ Care leavers accessing education, employment or training (EET) was 68% for the full cohort of all care leavers aged 17-21 years (period October 2021 to end September 2022) and exceeds contract KPIs.</li> <li>■ Positive feedback from care leaver engagement over EET aspirations/opportunities which will inform development of EET pathways and proactive vacancy matching for care leavers by Lincolnshire Leaving Care Service (LLCS).</li> <li>■ Care Leaver Apprenticeship Scheme (CLAS) remains positive with 9 young people enrolled as of September 2022, with good outcomes for care leavers.</li> <li>■ Positive engagement with a number of employers regarding the development of apprenticeship and work experience opportunities for care leavers.</li> <li>■ Contract for Lincolnshire Leaving Care Service (LLCS), awarded to Barnardo's, started 1<sup>st</sup> April 2020, and has been extended to 31<sup>st</sup> March 2025; allocation of young</li> </ul>	<ul style="list-style-type: none"> <li>■ Inconsistent careers guidance for CiC and care leavers through schools and education provision.</li> <li>■ ePEP quality is variable at 16-17 year-old transition point and not always recorded clearly on Mosaic.</li> <li>■ Ongoing access to EET has been affected, first by the pandemic and now by the cost of living crisis.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to develop 'step-up' courses with education providers to improve apprenticeship readiness.</li> <li>■ Focus on development of IT skills as much as Maths and English qualifications.</li> <li>■ Issues remain around access to apprenticeships as they require minimum Maths and English before entry. Corporate Parenting Manager (CPM) continues to work with a range of partners to identify alternatives.</li> <li>■ Corporate Parenting Manager (CPM) is working with regional colleagues and key internal stakeholders, including commissioned services, on the DfE Staying Close Staying Connected funding bid to explore regional access to wider services such as EET and related support and which, if successful, will start April 2023.</li> </ul>	<ul style="list-style-type: none"> <li>■ EET has been a challenge for many young people as a result of the impact on successive lockdowns on the gig and hospitality sectors, reduced suitable job vacancies and changes to access for education provision.</li> <li>■ Laptops continue to be distributed to care leavers and other vulnerable young people to facilitate access to on-line education and training.</li> </ul>

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	<p>people to the service at 16 facilitates support with education choices.</p> <ul style="list-style-type: none"> <li>■ EET Worker post is able to support care leavers with targeted strategies; work prep courses are held virtually or as 1-2-1 support sessions, following feedback from care leavers.</li> <li>■ Lincolnshire care leavers are guaranteed an interview for LCC job vacancies if they meet the benchmark.</li> </ul>			
<b>12.</b>	<b>Ensure occupancy levels within in-house residential homes are maintained at a high level to reduce unit costs through ongoing staff development, robust planning processes and engagement with SEND review of maintained provision for CWD unit</b>			
	<ul style="list-style-type: none"> <li>■ All in-house residential homes remain at full occupancy with trajectory plans for children able to move on and early identification of potential new admissions.</li> <li>■ New residential Children's Homes in Lincoln and Louth will be opened in 2023, creating 8 additional placements.</li> <li>■ The monthly Placement Management Meeting (PMM) continues to be a vehicle for reviewing which children can move to in-house residential provision and thus save on costs.</li> </ul>	<ul style="list-style-type: none"> <li>■ High numbers of children and young people in independent sector Residential Children's Homes despite operating close to capacity in the in-house provision.</li> <li>■ Current in-house provision does not provide for the needs of some of our most complex and vulnerable children resulting in them being placed in smaller homes (i.e. 3-bedded) out of county.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to monitor occupancy levels across the county's homes.</li> </ul>	<ul style="list-style-type: none"> <li>■ Occupancy levels continue to be high. Covid-19 has not adversely impacted on this.</li> <li>■ There was a greater pressure on the staffing team to meet the needs of the children and young people with them spending more time at home when schools have not been accessible for them.</li> </ul>

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	<ul style="list-style-type: none"> <li>■ We now have the two internal supported accommodation units which provide for the needs of older children who are looked after to assist them in developing independence skills.</li> <li>■ The supported accommodation contract with NACRO is embedded and working well to provide general or intensive support to young people, depending on their needs.</li> </ul>			
<b>13.</b>	<b>Evaluate the scope for expanding the Lincolnshire Secure Unit (LSU) to offer more welfare bed provision as part of any tendering submission to the Ministry of Justice (MoJ) whether for inclusion as part of the contract or re-sale to other Local Authorities</b>			
	<ul style="list-style-type: none"> <li>■ Mutual Ventures were commissioned to assist with the creation of a Business Case for a new-build unit and to consider the usage of beds in the future in terms of the welfare-justice split in order to make recommendations as to way forward.</li> <li>■ Negotiations with the Ministry of Justice (MoJ) regarding the new contract have been successfully concluded with Lincolnshire being awarded a five-year contract with 20% uplift in price.</li> <li>■ New contract to MoJ for provision of Secure Children's Home service now in place and delivery is ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>■ The DfE have now started the grant application process and applications have been submitted for both an 18-bedded and 24-bedded Secure Children's Home with a 4-bedded step-down home attached.</li> </ul>	<ul style="list-style-type: none"> <li>■ DfE have now confirmed that they will fund the full 24-bedded option with 4 additional step-down beds.</li> <li>■ Land for the new build has been identified but will only be purchased once planning permission has been approved.</li> </ul>	<ul style="list-style-type: none"> <li>■ Demand has outstripped supply for secure accommodation, including welfare beds during Covid-19, though this is reflective of a wider issue unrelated to the current pandemic. MoJ beds have been temporarily allocated to welfare beds dependant on capacity.</li> <li>■ LSU introduced Teams calls to ensure young people could maintain contact, providing extra support to families if and when visits have needed to be restricted, Court appearances also facilitated via video link.</li> <li>■ Young people have access to education packs which they</li> </ul>

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				can complete during any period of isolation. Support from education staff and healthcare has continued including the use of an on-line therapy platform and phone assessments.
<b>14.</b>	<b>Explore opportunities to implement the Staying Close initiative to support CiC leaving care from Residential Children's homes to stay close and access support</b>			
	<ul style="list-style-type: none"> <li>■ Children's Homes staff members are committed to assisting young people to move to independent accommodation.</li> <li>■ Staff members within the homes have developed on-going support for children and young people who leave the homes. This is based on need but includes providing outreach support for young people.</li> <li>■ Our in-house supported living projects, Barnardo's supported living providers and our commissioned NACRO services provide a range of options for children to move on.</li> </ul>	<ul style="list-style-type: none"> <li>■ Identifying accessible and affordable properties appropriate to meet the needs of young people who are ready to move to independent living.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ensure staff have the right skills to uphold the principles of Staying Close to support young people to move into independent living.</li> <li>■ Following a move on from residential care, staff members continue to offer a level of support which includes visiting and phone contact. The in-house supported accommodation also provides another means of young people retaining high levels of support. Staying Close is not being pursued at this stage given the strategies in place for young people who continue to receive support and priority has been given to establishing two residential homes for children.</li> </ul>	<ul style="list-style-type: none"> <li>■ This is now sitting under the Transformation work which is being undertaken.</li> <li>■ Staff continue to support young people who move on from their homes, and this has continued throughout the pandemic.</li> </ul>
<b>15.</b>	<b>Utilise the feedback from the participation in the Oxford University research project of recruitment and retention of foster carers together with feedback from foster carers surveys and exit interviews to inform future updates of the foster carer recruitment strategy</b> <b>THIS ACTION IS NOW CLOSED WITH ACTIONS BEING FED INTO ACTIONS 7 &amp; 8</b>			



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<b>16.</b>	<p><b>Continue to enhance the skills of Kinship Carers through specific training for connected persons carers and development of Information packs for family and friends</b></p> <p style="text-align: center;"><b>THIS ACTION IS NOW CLOSED WITH RELEVANT ACTIONS IN PLACE</b></p>			
<b>17.</b>	<p><b>Review the Leaving Care Service in light of impending legislation linked to 'Keep On Caring' policy and implement necessary processes and procedures to meet legislative requirements including Local Offer for care leavers</b></p> <p style="text-align: center;"><b>THIS ACTION IS NOW CLOSED WITH RELEVANT PROCESSES IN PLACE FOR MONITORING PURPOSES</b></p>			
<b>18.</b>	<p><b>Work with Corporate Parenting partners locally to develop the care leaver offer and increase affordable housing options for care leavers across Lincolnshire</b></p> <ul style="list-style-type: none"> <li>■ Full information on the <a href="#">Core Offer</a> to care leavers is on the main council web site.</li> <li>■ Lincolnshire Leaving Care Service (LLCS) and partners are aware of the Core Offer and know how to use the system to update the offer so it is always current.</li> <li>■ Supported Lodgings Providers are well supported through LLCS and are able to offer up to 26 placements as of September 2022.</li> <li>■ LCC has agreed a process to help meet funding gap between Housing Benefit/earnings and private rent for care leavers less than 21 years of age.</li> <li>■ All District Councils have agreed Lincolnshire care leavers have a local connection to apply for housing across the county, recognising them as a priority group.</li> </ul>	<p><b>Work with Corporate Parenting partners locally to develop the care leaver offer and increase affordable housing options for care leavers across Lincolnshire</b></p> <ul style="list-style-type: none"> <li>■ Ensuring that the Core Offer remains up to date and relevant, especially for those care leavers (e.g. UASC) living outside of Lincolnshire.</li> <li>■ There is a general shortage of affordable, accessible private rented accommodation across Lincolnshire.</li> <li>■ Move-on accommodation options can be difficult for young people to find/access.</li> </ul>	<p><b>Work with Corporate Parenting partners locally to develop the care leaver offer and increase affordable housing options for care leavers across Lincolnshire</b></p> <ul style="list-style-type: none"> <li>■ Core Offer development needs to be continually revisited and refreshed.</li> <li>■ Continue to work with Partners to maintain and improve Core Offer.</li> <li>■ Work to secure more free leisure access for care leavers has been started with South Kesteven District Council and it is hoped this will encourage other District Councils to do the same. Work with providers to source additional accommodation option for former UASC who do not have a finalised asylum status.</li> </ul>	<p><b>Work with Corporate Parenting partners locally to develop the care leaver offer and increase affordable housing options for care leavers across Lincolnshire</b></p> <ul style="list-style-type: none"> <li>■ Former-UASC care leavers living out of county have, where required, maintained tenancies with their existing supported accommodation provider rather than moving in-county during the pandemic. LCC covered the rent gap to enable this to happen.</li> <li>■ District Councils continued to offer top priority to care leavers for the housing register and in cases where young people might have become high risk of homelessness.</li> <li>■ The NEST (Nacro) accommodation offer is proving incredibly effective in accommodating young people with complex needs and those who struggle with keeping themselves safe and are ordinarily unable to share with other young people.</li> </ul>

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	<ul style="list-style-type: none"> <li>Clear plan of action and commitment from partners to meeting the accommodation needs of CiC and care leavers with a multi-agency Protocol now in place and all seven District Councils signed up.</li> </ul>			
19.	<p><b>Recommission low level Supported Accommodation services in line with needs analysis to meet the needs of CiC, care leavers and 16-17 year olds at risk of homelessness including ensuring close to education, employment and training opportunities</b></p> <p><b>THIS ACTION IS NOW CLOSED AS NACRO WERE COMMISSIONED TO DELIVER INTEGRATED SUPPORTED ACCOMMODATION (KNOWN AS NEST) FROM 1<sup>ST</sup> JANUARY 2021; ONGOING ACTIONS ARE FED INTO ACTIONS 20 &amp; 23</b></p>			
20.	<p><b>Develop a Protocol for Youth Housing, in partnership with Adult Services and District Councils, to support the transition of care leavers and young people into independent living</b></p>			
	<ul style="list-style-type: none"> <li>All District Councils have agreed Lincolnshire care leavers have a local connection to apply for housing across the county, recognising them as a priority group.</li> <li>Clear plan of action and commitment from partners to meeting the accommodation needs of CiC and care leavers with a multi-agency Protocol now in place and all seven District Councils signed up.</li> <li>All partners are aware of their statutory obligations to care leavers and have agreed to adopt and abide by the seven Corporate Parenting principles in their interaction with care leavers.</li> </ul>	<ul style="list-style-type: none"> <li>There is a general shortage of affordable, accessible one bedroom accommodation across Lincolnshire that makes the transition to independent living more difficult.</li> <li>There is a shortage of move-on accommodation for residents in Adults Housing Related Support that makes the transition of young people and care leavers into such supported accommodation more problematic.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the success of the Protocol to facilitate the smooth and successful transition of care leavers and young people into Adult Services and independent living.</li> <li>Continue to develop more Supported Lodgings opportunities through the Lincolnshire Leaving Care Service (LLCS) to expand the range of accommodation options.</li> <li>Training and information sessions to continue across the county to support District Council in the understanding of their duties.</li> </ul>	<ul style="list-style-type: none"> <li>Within the Youth Housing Service every commissioned bed space has an associated 'move on bed space' linked with it. This has supported the smooth transition of young people between accommodation and opening up capacity within the service to ensure no young person is without suitable housing</li> <li>The development of a cumulative risk assessment tool has enabled more complex young people to be accommodated in the youth housing service. The tool enables managers to oversee risk across the whole service and management placements</li> </ul>

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	<ul style="list-style-type: none"> <li>■ Adult Services are working with their suppliers of Housing Related Support to adapt processes to meet the needs of care leavers and young people in transition.</li> <li>■ All seven District Council have committed to offering Council Tax relief for care leavers.</li> <li>■ A Protocol has been developed with DWP to support care leavers to request housing element of Universal Credit is paid direct to landlords.</li> <li>■ The Nacro offer has step forward accommodation associated with every NEST bed space meaning that there is a plethora of step forward options associated with NEST for young people to use as they turn 18.</li> <li>■ A new homeless preventions service for care leavers means there is a bespoke service available if they get into difficult. A transition panel has been set up between District Council's and LCC and LLCS to focus on the transition for care leavers.</li> <li>■ Lincolnshire have taken the bold step to underwrite some tenancies for independent 17.5 year olds who can take the</li> </ul>			<p>to safeguard young people, manage complex needs and ensure young people maintain housing.</p> <ul style="list-style-type: none"> <li>■ Supported Lodging providers have offered arms' length continual support to young people who do not wish to shield with their providers. Relationships, support and IAG were maintained with a number of young people who chose to move out of Supported Lodgings during the pandemic and live with other people.</li> <li>■ District Councils continued to offer top priority to care leavers for the housing register and in cases where young people might have become high risk of homelessness.</li> <li>■ Weekly '<i>Keep in Touch</i>' meetings between the Youth Housing Service, Corporate Parenting Manager, commissioning teams and LLCS have maintained a close oversight of capacity and resources thus preventing homelessness and ensuring stability of housing.</li> </ul>

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	tenancy over in full at the age of 18 which is aids smooth transition.			
<b>21.</b>	<b>Create an Open Select List for UASC requiring Supported Accommodation that meets the needs of the cohort and delivers VfM THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS</b>			
<b>22.</b>	<b>Re-open the Open Select List for Fostering, Residential Children's Homes, Independent Non-Maintained (Special) Schools and Intense Needs Supported Accommodation increasing the number of providers on the List THIS ACTION IS NOW CLOSED AS THE OSL FOR THE 7 PLACEMENT STRANDS STARTED IT'S NEW 5-YEAR CYCLE IN SEPTMBER 2022, WITH UDATED SERVICE SPECIFICATIONS AND TERMS AND CONDITIONS</b>			
<b>23.</b>	<p><b>Manage the marketplace to enhance the quality and quantity of supported accomodation and move-on options in Lincolnshire in conjunction with partners</b></p> <ul style="list-style-type: none"> <li>■ The Supported Accommodation (Youth Housing) contract with Nacro, known as NEST, continues to offer greater flexibility to support a range of needs including the intensive-support solo placements which in turn has reduced the need for high-cost INSA placements.</li> <li>■ The Open Select List started a new 5-year cycle in September 2022 with updated Terms and Conditions and service specifications.</li> <li>■ Closed Ordered List (COL) offering supported accommodation for 16-17 year old Unaccompanied Asylum Seeking Children (UASC) was</li> </ul>	<ul style="list-style-type: none"> <li>■ There continues to be a general shortage of affordable, accessible one bedroom accommodation across Lincolnshire that makes the transition to independent living more difficult.</li> <li>■ Move-on accommodation options can be difficult for young people to find/access.</li> <li>■ There is a shortage of move-on accommodation for residents in Adults Housing Related Support that makes the transition of young people and care leavers into such supported accommodation more problematic.</li> <li>■ Issues with staff recruitment and retention nationally, adds pressure to service delivery for Supported Accommodation and across the wider care market.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue monthly Placement Planning Meetings (PMM) to look at existing support packages and future options for children and young people placed out of county.</li> <li>■ Develop DfE Staying Close Staying Connected bid in January 2023 which, if successful, will be implemented from April 2023; working with other regional LAs with aim of developing processes and cross-border service access for all E.Midlands care leavers.</li> <li>■ Review the processes for in-house referrals to ensure information flow and best use of capacity appropriate to need.</li> </ul>	<ul style="list-style-type: none"> <li>■ Effective and proactive relationship development with independent placement suppliers continues to be instrumental in retaining placements for some very complex young people or extending notice periods to ensure sufficient time to source an alternative.</li> </ul>

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	<p>awarded in September 2022 for a 5 year period.</p> <ul style="list-style-type: none"> <li>■ LCC continues to utilise in-house options (maximising occupancy within Residential Children’s Homes, supported accommodation at Denon &amp; Rowston, establishing Staying Close options, maximising use of in-house foster care including for Staying Put arrangements and increasing the availability of Supported Lodgings) to ensure a sound mix of in-house and independent sector provision.</li> <li>■ The CiC transformation programme has increased oversight of the mix of placements through the monthly Placement Planning Meeting (PMM) which considers alternative placement options to improve outcomes and reduce budget pressures.</li> <li>■ Valuing Care toolkit incorporated into a single all-placements referral form on Mosaic.</li> </ul>		<ul style="list-style-type: none"> <li>■ Respond to the consultation on the draft Guidance relating to the regulatory requirements for supported accommodation, which is open till 16th January 2023 and has been shared with suppliers. The registration process is expected to start in April 2023 and LCC will not be able to use unregistered supported accommodation for 16-17 year olds from November 2023.</li> <li>■ Finalise the 2023-27 Sufficiency Strategy and action plan, which will be accompanied by an annual Market Position Statement. Children’s Strategic Commissioning Team will use this as a way of engaging the market and working with independent placement suppliers to develop capacity and strong relationships, with a focus on meeting young people’s needs and value for money.</li> <li>■ Undertake review of supported accommodation options as part of the CiC Transformation programme in light of emerging needs trends of young people.</li> </ul>	

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24.	<b>Ensure VfM in independent sector placement provision through robust commissioning and contract management</b>			
	<ul style="list-style-type: none"> <li>■ Regional evaluation system via the new portal which launched in 2022 is in place for all fee increase requests received from Independent Non-Maintained (Special) Schools, independent residential and independent foster agencies.</li> <li>■ The Open Select List started a new 5-year cycle in September 2022 with updated Terms and Conditions and service specifications.</li> <li>■ Each and every placement is open to mini-competition and evaluated on three distinct criteria to deliver value for money.</li> <li>■ Closed Ordered List (COL) offering supported accommodation for 16-17 year old Unaccompanied Asylum Seeking Children (UASC) was awarded in September 2022 for a 5 year period, with ceiling price for all placements.</li> <li>■ The CiC transformation programme has increased oversight of the mix of placements through the monthly Placement Planning Meeting (PMM) which considers</li> </ul>	<ul style="list-style-type: none"> <li>■ Some Independent and Non-maintained (Special) Schools suppliers remain reluctant to join the Open Select List as they prefer to operate under the National Association of Special Schools (NASS) contract instead.</li> <li>■ Foster care placements continue to be in short supply nationally, impacting on ability to secure suitable Independent Fostering Agency placements in and around Lincolnshire for children and young people with complex needs, as well as older/teenage young people and UASC.</li> <li>■ Continued numbers of late entrants into care has impact on capacity of independent placements, which has subsequent impact on placement costs linked to high demand and complex needs.</li> <li>■ Cost of living impact on care sector with difficulties in recruitment and retention, utility and resource costs etc which is driving up fee increase requests through the regional process and has already started to be evident in increased base placement costs when suppliers respond to referrals.</li> </ul>	<ul style="list-style-type: none"> <li>■ Seek to ensure every independent sector placement is contract managed in accordance with appropriate schedule to maximise capacity and develop relationships with key suppliers.</li> <li>■ Review the role of Contract Managers; with the increasing number of placements there is a need to ensure that this capacity is used in a way that is most meaningful and adds most value to sourcing and sustaining good quality independent placements. Review how contract management is undertaken to ensure greater flexibility and ability to develop key suppliers, whilst retaining focus on safeguarding and Safe and Well checks.</li> <li>■ Work with social care and SEND finance colleagues to highlight cost pressures and emerging trends in the independent sector, in order to build into budget forecasting.</li> </ul>	<ul style="list-style-type: none"> <li>■ Commissioning Officers continue to manage placement breakdowns and instability resulting from complex behaviours and late entrants into care, which have increased since the pandemic.</li> <li>■ Oversight of placement need and referral numbers is supporting the Valuing Care agenda seeks to further improve commissioning arrangements in this area.</li> </ul>

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	<p>alternative placement options to improve outcomes and reduce budget pressures.</p>	<ul style="list-style-type: none"> <li>Issues with staff recruitment and retention nationally, across the wider care market has an impact on the Council's ability to source placements for more complex children and young people that need a higher ratio of staffing.</li> </ul>		
25.	<p><b>Undertake a review of existing CAMHS commissioning arrangements, aligned to the Future In Mind Strategy, to inform future intentions in partnership with other agencies</b></p> <p><b>THIS ACTION HAS BEEN COMPLETED AND NO SIGNIFICANT CHANGES TO THE CAMHS SPECIFICATION WERE REQUIRED FOLLOWING THE REVIEW. DUE TO THE PANDEMIC OCCURRING FROM MARCH 2020 IT WAS NOT FEASIBLE TO DEVELOP AND PUT IN PLACE AN UPDATED SPECIFICATION TO INCLUDE ANY SERVICE CHANGES/DEVELOPMENTS.</b></p> <p><b>A NEW WIDER REVIEW OF CHILDREN'S MENTAL HEALTH SERVICES IS BEING PLANNED POST-PANDEMIC IN 2022, WHICH WILL FORM THE BASIS FOR A LONGER-TERM TRANSFORMATION PLAN.</b></p>			
26.	<p><b>Develop and monitor delivery of an Emotional Wellbeing Service providing direct intervention to school-aged Lincolnshire children and their families</b></p>			
	<ul style="list-style-type: none"> <li>Healthy Minds Lincolnshire (HML) is now fully embedded in the emotional wellbeing and mental health pathway for Lincolnshire children and young people.</li> <li>Mental Health Support Teams (MHSTs) started to be introduced into education settings in the County in 2019; currently five teams operational covering, Lincoln, Gainsborough, Boston Skegness, and Spalding. Two more are in development covering Grantham and Sleaford, more teams are being introduced in future waves.</li> </ul>	<ul style="list-style-type: none"> <li>Waits to assessment increased over recent quarters as a result of the significant number of referrals into the service during and post-Covid.</li> <li>Demand and capacity work in relation to waits shows that capacity is below what is required to fully meet the demand of the referrals. The reasons behind this relate to vacancies/turnover of staff and consultations being rescheduled due to either children and young people and families' needs or staff sickness.</li> <li>Some families continue to be difficult to reach resulting in a number of children and young people who did not attend or were not brought for assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Action plan in place to address waits, the impact is not fully evident.</li> <li>Actions include increasing telephone consultation slots which significantly reduced the number of young people waiting for contact; from over 200 young people waiting for their first contact to approximately 100 (Q2 2022-23).</li> <li>Ongoing actions to address waits for assessment/treatment: <ul style="list-style-type: none"> <li>Use of telephone consultations to support demand as much as possible.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Waits for treatment have increased following an increase in referrals pre- and post-pandemic. We continue to recover from this, with a focus on reducing the wait for assessment which has led to an increase in wait for treatment. We continue to implement a recovery plan in relation to this in response to demand and capacity work.</li> <li>During the pandemic more virtual delivery of 1:1 and group interventions was provided via approved web-based platforms such as Q Health and WebEx. This</li> </ul>

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	<ul style="list-style-type: none"> <li>■ HML continues to support education settings not covered by MHSTs, supporting equity of access.</li> <li>■ The Children and Young People's Mental Health (CYPMH) Here4You Access Team was introduced in January 2022, creating a single point of access to CYPMH services. All referrals for emotional or mental health support are assessed to determine which service (HML, MHSTs or CAMHS) is right to provide the best support. Since the introduction of the Access Team there have been no referrals rejected by HML and there has been a significant reduction in inappropriate referrals to CAMHS, demonstrating that children and young people are getting to the right service, first time.</li> <li>■ The Here4You Access Team also staff the freephone advice and self-referral line, providing advice to young people, parents, carers or professionals such as teachers. This may include self-help strategies and/or agreeing that extra support is needed. The line continues to receive positive feedback from stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>■ The average wait time from referral to treatment is not meeting the benchmark of 6 weeks; in Q2 2022-23 67% waited between six and ten weeks and 23% waited up to twelve weeks.</li> <li>■ Waits to treatment: as a result of the increase in telephone consultations, waits for treatment have unavoidably increased.</li> <li>■ For Q2 2022-23, of those children and young people waiting over 6 weeks from assessment to treatment, 40% were seen in less than 12 weeks and 50% were seen in less than 18 weeks.</li> <li>■ Referrals for behavioural concerns continue to be the second highest reason for referral.</li> <li>■ Group intervention offer not being delivered effectively in terms of the group focus.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Recruitment and induction procedures being reviewed.</li> <li>➤ The Here4You Access Team are now processing some HML referrals to release capacity within the HML admin team to get appointment letters out.</li> <li>➤ Due to current longer waiting times for treatment a Waiting List Protocol has been introduced whereby children and young people and families are contacted every four weeks to check in with them and provide support and advice.</li> <li>➤ Review of group offer – altering the number of groups being mapped moving forward dependent on demand.</li> <li>➤ Review of the data for patients who did not attend determined that there are fewer cancellations when sending out letters rather than booking appointments over phone. As a result the service has introduced a different process for booking telephone consultations; appointment</li> </ul>	<p>ensured continuity of provision during the pandemic and more support and more choice for children and young people who do not want to engage in the conventional face-to-face support.</p> <ul style="list-style-type: none"> <li>■ Online resources, workshops and videos developed during the pandemic mean that there are even more resources available to support children and young people and families.</li> <li>■ Before the pandemic in 2019-20 HML accepted 3023 referrals. Initially during 2020-21 there was a 20% reduction in referrals with 2428 accepted. During 2021-22 the number of referrals increased to 3049, returning to pre-pandemic levels. However, the rise was seen most sharply in Q4 with 921 referrals accepted causing significant pressure on the service.</li> <li>■ The service is following a 'Retain–Revise–Revert' approach to development post-Covid using learning from the pandemic to inform which of the changes that have taken place need to be kept, which need further development and</li> </ul>



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	<ul style="list-style-type: none"> <li>■ Continuing to see an increase in the number of self/online referrals received from young people; demonstrating that children and young people who saw referral as a barrier are now accessing independently.</li> <li>■ Online resources, videos and workshops developed in partnership with CAMHS and MHSTs received both regional and national recognition as examples of good practice.</li> <li>■ 52% of referrals to HML were for children and young people identified as having a vulnerability; no vulnerable children and young people were rejected by the service in Q2 2022-23.</li> <li>■ Effective communication is in place between the Here4You Access Team and Children's Services Early Help referral 'Front Door'; practitioners actively engage in dialogue that encourages a holistic approach to identification of children and young people's needs and most appropriate support.</li> <li>■ HML's support to education settings includes case supervision/consultation and since piloting this in 2021, take</li> </ul>		<p>letters will be sent for all appointments in future.</p> <p>➤ Review of the emotional wellbeing service, alongside other relevant commissioned services currently being undertaken to inform future commissioning of the service.</p>	<p>which would be better returning to pre-Covid delivery.</p>

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	<p>up has increased and feedback is that the support and advice is improving confidence and capability in the education workforce.</p> <ul style="list-style-type: none"> <li>■ Contract management ongoing and service rated Good in terms of performance.</li> </ul>			
<b>27.</b>	<b>Work in partnership with colleagues in Safer Communities and Police and Crime Commissioner (PCC) to ensure commissioned services for Domestic Abuse (DA) support meet the needs of children and young people</b>			
	<ul style="list-style-type: none"> <li>■ The Domestic Abuse commissioned service includes outreach support for adults as well as a children and young people service that offers group and specialist therapeutic sessions.</li> <li>■ The Domestic Abuse Partnership including Children's Services are working to commission a targeted perpetrator programme that specifically meets the needs of Lincolnshire and builds on learning over the last few years.</li> <li>■ Safer Communities and Children's Services have worked with the PCC to ensure that future commissioning objectives in</li> </ul>	<ul style="list-style-type: none"> <li>■ Ensuring that the new Domestic Abuse Support Service commencing in April 2023 is able to respond to the demand for services, specifically the delivery of the therapeutic sessions for children and young people and the new elements of the model being outreach and engagement and the recovery service</li> <li>■ Developing sustainable perpetrator support services post-March 2023 that builds on the learning from the initial pilot project and lottery funded extended programme. In addition to integrate this programme into a sustainable Lincolnshire model that can be delivered by local service providers.</li> <li>■ Ensuring in line with the DA Act statutory duties that we provide appropriate support for adults</li> </ul>	<ul style="list-style-type: none"> <li>■ Robust contract management of the new domestic abuse contract starting in April 2023, to ensure an appropriate service is being delivered and it can meet demand both for adults and children.</li> <li>■ Safer Communities and Children's Services to continue to work with the OPCC and ICB to ensure that all existing and future services are protecting and supporting victims of domestic abuse.</li> <li>■ Ongoing communication to Children's Services staff to inform of and promote the availability of the service as well as promoting collaborative working across this agenda.</li> </ul>	<ul style="list-style-type: none"> <li>■ All services have now resumed to normal practice of a combination of face to face and virtual/telephone contact. However as a result of Covid-19, technology is being utilised on a more regular basis and forms part of the new commissioning model as well as the DA Partnership practice. All multi-agency DA training is available virtually and face to face.</li> </ul>

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	<p>relation to victim support do not overlap and that there is no duplication of work.</p> <ul style="list-style-type: none"> <li>The <a href="#">Domestic Abuse Act 2021</a> has strengthened the partnership response to DA and a DA strategy has been developed which was published on 5<sup>th</sup> January 2022.</li> </ul>	<p>and children in safe accommodation.</p>	<ul style="list-style-type: none"> <li>Continue to ensure that the £1.4 million grant awarded to LCC is used to develop and enhance the offer in relation to safe accommodation for adults and children.</li> </ul>	
<b>28.</b>	<b>Support CWD who are CiC through effective re-commissioning of Domiciliary Care and Short Breaks services</b>			
	<ul style="list-style-type: none"> <li>Ongoing positive relationships with provider. Good feedback from service users and parent/carers.</li> <li>Provider awarded 'Good' rating from Ofsted for domiciliary care provision.</li> <li>Caravans at Butlins and the Thomas Centre continue to offer short break opportunities.</li> <li>Review of services complete. Proposal to re-commission services going through Democratic pathway.</li> <li>Developing relationships with Domiciliary Care providers on the Open Select List and enhancing number of packages being provided.</li> </ul>	<ul style="list-style-type: none"> <li>Full number of hours committed to domiciliary care in the block contract not being met.</li> <li>Staff recruitment to domiciliary care services is problematic. Several domiciliary care packages remain unfulfilled as a result.</li> <li>Impending increase in National Living Wage likely to impact significantly on existing packages of domiciliary care being provided.</li> <li>Waiting lists for Early Support and Learning Provision, and Targeted Positive Activities services.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support providers to enhance recruitment of domiciliary care support workers.</li> <li>Complete democratic pathway on re-commissioning of CWD services and, subject to agreement, re-procure services ready for October 2023.</li> <li>Analyse how to better integrate CWD services for younger children with mainstream offer, wherever applicable.</li> <li>Finalise proposals to enhance short breaks provision at the Maples.</li> <li>Look at more flexible ways of using Direct Payments to overcome capacity in the marketplace for domiciliary care.</li> </ul>	<ul style="list-style-type: none"> <li>Domiciliary care packages tailored to meet needs of service users e.g. suspending during lockdown etc.</li> <li>Staff working across all three areas of service delivery to maintain capacity in domiciliary care staffing.</li> <li>Targeted Positive Activities moved to a largely virtual offer, including telephone support.</li> <li>Some targeted provision delivered in community venues in summer and half-terms. This included some 1-2-1 provision to offer respite to families.</li> <li>Early Learning provision moved to a virtual offer, including telephone support. Videos of sessions have been shared with families for future use.</li> </ul>

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	<ul style="list-style-type: none"> <li>New Strut House facility up and running. Well received by parent/ carers, and service users.</li> </ul>			<ul style="list-style-type: none"> <li>Waiting lists eradicated due to virtual offer.</li> </ul>
<b>29.</b>	<b>Undertake a review of Adoption Support services and recommission in line with the recommendations of the review</b>			
	<ul style="list-style-type: none"> <li>After Adoption, the service provider of both Safe Base and Birth Counselling went into Administration on 31<sup>st</sup> March 2019.</li> <li>Regional Adoption Agency (RAA), Family Adoption Links, was launched in October 2020.</li> <li>The Safe Base programme was put on hold, and in-house services were delivered.</li> <li>The service was recently re-procured and re-awarded to the incumbent supplier, PAC-UK (Family Action). The new contract runs from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023, with the option to extend for a further 2 years until 31<sup>st</sup> March 2026.</li> <li>Ability to utilise Adoption Support Fund to support delivery of therapeutic parenting programmes.</li> </ul>	<ul style="list-style-type: none"> <li>There remains uncertainty around the adoption regionalisation agenda and impact on future commissioning decisions for support services.</li> <li>No guaranteed Adoption Support Fund is available beyond 2021.</li> <li>Uncertainty around the delivery of a 'Safe Base' (or equivalent) programme.</li> <li>Uncertainty around local or regional arrangements.</li> <li>RAA not yet in a position to make a joined-up decision regarding services.</li> <li>Unlike Lincolnshire, the other authorities that make up Family Adoption Links provide their birth counselling services in-house.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to contract manage, monitor and evaluate outcomes.</li> <li>Continual review of Adoption Support Services, to include findings from a review undertaken by the Adoption Support team; further updates regarding the Adoption Support Fund and the latest position on the RAA.</li> <li>Adoption Support services to be determined as part of wider RAA.</li> <li>Working alongside other partners in Family Adoption Links to determine what services are and could be available regionally and how these can be commissioned to enable economies of scale and quality assurance</li> <li>Continue to work alongside partners in Family Adoption Links to determine regional services.</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face birth counselling support has been reintroduced following the easing of Covid-19 lockdown rules and birth families are now seen in person wherever possible and appropriate. Building on the success of the virtual support that was rolled out during the pandemic, the supplier continues to offer a mixed service model incorporating online and virtual one-to-one support where this is most effective and offers controlled access to a monitored Facebook support group for birth parents.</li> </ul>
<b>30.</b>	<b>Recommission the on-line counselling service for children and young people in Lincolnshire and monitor usage</b> <b>THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS</b>			

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31.	<p><b>Undertake a review of the Return Interview service and recommission in line with the recommendation of the review</b></p> <p><b>THIS ACTION IS NOW CLOSED AS RETURN INTERVIEW SERVICE IS BEING DELIVERED IN-HOUSE</b></p>			
32.	<p><b>Undertake a review of the Advocacy service and recommission in line with the recommendation of the review</b></p> <p><b>THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS</b></p>			
33.	<p><b>Undertake a review of family support services to families with children on the edge of care and recommission in line with the recommendations of the review</b></p> <p><b>THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS</b></p>			
34.	<p><b>Embed 'Caring to Learn' to improve academic outcomes, wellbeing of and opportunities for all Lincolnshire CiC</b></p>			
	<ul style="list-style-type: none"> <li>■ The Caring2Learn approach is fully embedded within Children's Services. The Caring2Learn Manager is part of the Virtual School team and the Practice Supervisor is located in the Fostering Service, with a Strategic Steering Group overseeing action plans and partnership working.</li> <li>■ We have continued to deliver our learning and development programme covering all aspects of our 'Cornerstones of Good Practice' which has remained popular. In 2021-2022 we have delivered 120 workshop sessions to over 2000 attendees from education, children's services and foster carers. These include workshops focussing on specific areas of development such as speech, communication and language, reading or maths as well as sessions which focus on</li> </ul>	<ul style="list-style-type: none"> <li>■ As the offer continues to remain in demand and engagement grows, we will need to grow capacity within the team to continue to maximise the engagement from education and carers in Lincolnshire</li> <li>■ Maintain and grow the engagement in the Caring2Learn Caring Schools Award following the turbulent times during the pandemic and competing with a range of high priority demands on schools.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to grow the foster carer and school-based Champions Team who are now offering wide ranging support across the county.</li> <li>■ Continue the work on developing our offer to include SGO, kinship and adoptive parents in our support network activities.</li> <li>■ Continue to work together with a range of Children's Services teams to ensure the successes, developments, and innovations of Caring2Learn are embedded and built upon such as within the development of Family Hubs.</li> <li>■ Review and relaunch the Caring Schools and Learning Homes Toolkits via a more streamlined digital platform which cuts down on workload whilst still maintaining an effective focus on reflection and self-evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>■ Workshops and events are being delivered via both Zoom, MS Teams and face to face options, although virtual remains the most popular option.</li> <li>■ We have continued to support the community through our on-line and virtual support groups and social activities which are now the preferred choice for participants as our WhatsApp groups including a Listening Group for foster and kinship carers to provide more interactive and immediate support to carers.</li> </ul>

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	<p>readiness for learning and education, trauma awareness, wellbeing and nurture. Feedback for these sessions is very positive with 100% of respondents very satisfied with the knowledge gained and would recommend the workshops to others.</p> <ul style="list-style-type: none"> <li>■ We continue to promote the Caring2Learn Award for Caring Schools and Learning Homes and a further 21 schools have been accredited or re-accredited between 2020-2022 and an award celebration and presentation event was held in November 2022</li> <li>■ Engagement with the Hub Support Network has continued to grow. Our social media and virtual support groups have been extremely active; we now have 840 members of our Facebook group and 170 members of our various WhatsApp groups which bring everyone together to support each other, offer advice, share good practice, information and problem solve.</li> <li>■ The Education Champions role has continued to develop; we now have 21 Foster Carer Champions offering peer support to fostering households, supporting new and experienced</li> </ul>			

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	<p>carers and also supporting recruitment and training activities. Champions take on approximately 30 support tasks a month.</p> <ul style="list-style-type: none"> <li>■ Caring2Learn is supporting schools to be able to nurture and promote wellbeing and become more trauma informed through our bespoke training offer. In 2021-2022 we have delivered whole-school or group staff training in twilight sessions and INSET days focused on developing 'Relational and Trauma Informed Approaches to Inclusion' in 10 primary and secondary schools across the county. This bespoke training also forms part of our strategic support offer to multi-academy trusts.</li> <li>■ We have developed a universal programme for all parents and carers called Parents2gether which aims to help education settings, schools, parents and carers work together to develop learning in the home, support education in school and early years settings, encourage resilient and nurturing parenting approaches, introduce strategies for improving children's wellbeing and positive behaviour</li> </ul>			

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	and develop local peer support networks for parents and carers with the education setting as the hub. Following the pilot of this programme a wider roll out as a 'train the trainer' package is planned.			
<b>35.</b>	<b>Enhance participation of CiC and care leavers to ensure they are fully involved in the shaping of their care/ pathway plan and wider service delivery</b>			
	<ul style="list-style-type: none"> <li>■ Voices 4 Choices (V4C) meetings are held in the four quadrants of the county which has enhanced participation.</li> <li>■ Participation at CiC reviews is very good.</li> <li>■ IROs endeavour to have contact with children routinely between reviews.</li> <li>■ Big Conversation events are well supported by CiC teams, care leavers, senior staff and Cllrs with notes shared with workforce to raise awareness of issues.</li> <li>■ There has been some good practice and attendance for virtual V4C meetings including a programme of virtual music sessions delivered by Soundlinks.</li> <li>■ A new action plan has been developed to work towards the re-introduction of some physical V4C meetings. This includes</li> </ul>	<ul style="list-style-type: none"> <li>■ Participation in V4C events, although improved, still only accounts for a small number of CiC.</li> </ul>	<ul style="list-style-type: none"> <li>■ To build up links with the children who attend the 'fun days' held by the CiC teams.</li> <li>■ There needs to be stronger links developed with Barnardo's with the aim being to explore how care leavers can work with V4C.</li> <li>■ Link outcomes expected from Big Conversations into overall Business Plans.</li> </ul>	<ul style="list-style-type: none"> <li>■ V4C meetings were held virtually since the first lockdown up until June 2021. Since June 2021 there have been monthly face to face V4C meetings taking place across the 4 quadrant areas in Children's Services. The groups have given views and feedback around issues including language that professionals use, updating the Coming into Care Kit and the qualities and support they want from their social workers</li> <li>■ A V4C report has been presented to DLT and SLT in September 2022 and November 2022 detailing a plan to develop and grow the V4C meetings. A steering group is being established to include representative from front line teams to review how V4C is delivered and links in with services.</li> </ul>



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	<p>consulting with young people and professionals about their views; developing participation work for the V4C groups; planning external venues and activities; and communications and awareness-raising including direct mail to young people.</p> <ul style="list-style-type: none"> <li>Physical face-to-face meetings has now been reintroduced since June 2021 and planning will be taking place to develop further meetings and activities.</li> </ul>			<ul style="list-style-type: none"> <li>There have been several successful Big Conversation meetings since the end of 2021 that have been well attended by both CiC and senior managers and elected members. This has helped to link in with Barnardo's who have attended. Recent Big Conversations have focused on planning the future direction of V4C and the FAB awards. There has also been a regional CiC residential meeting held in Leicestershire with representatives from Lincolnshire attending.</li> </ul>
<b>36.</b>	<p><b>Finalise profile templates for foster carers and CiC to enhance matching process and mutual expectations</b></p> <p><b>THIS ACTION IS NOW CLOSED FOLLOWING COMPLETION OF PROFILE TEMPLATES</b></p>			
<b>37.</b>	<p><b>Work with regulated settings, foster carers and supported accommodation/ lodgings providers to prepare CiC for transition to adulthood through focus on skills for Adult Life and increasing levels of independence</b></p> <p><b>THIS ACTION IS NOW CLOSED – 'SKILLS FOR ADULT LIFE' BOOKLET IS COMPLETE AND IN-HOUSE SUPPORTED ACCOMMODATION IS IN PLACE OR IN DEVELOPMENT</b></p>			
<b>38.</b>	<p><b>Explore use of social media to improve communication channels with CiC and care leavers</b></p> <p><b>THIS ACTION IS NOW CLOSED FOLLOWING UPDATE AND ONGOING MAINTENANCE OF ON-LINE INFORMATION</b></p>			
<b>39.</b>	<ul style="list-style-type: none"> <li>Each child is provided with a document that identifies the importance of the relationship with the Social Worker and the nature and frequency of their contact. The pledge outlines the</li> </ul>		<ul style="list-style-type: none"> <li>'Tell Us' survey has been paused as part of a wider review of feedback mechanisms within Children's Services which is analysing the range of feedback to ensure there is not duplication and also</li> </ul>	<ul style="list-style-type: none"> <li>A new generic Children's Services Feedback survey has been developed and implemented to improve how feedback is captured and collated centrally. The Council's 'Let's Talk' online engagement</li> </ul>

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	<p>commitment of the authority and expectations of CiC.</p> <ul style="list-style-type: none"> <li>■ An annual 'Tell Us' survey is completed focusing on core aspects of the pledge.</li> <li>■ The Care Pledge has been reviewed over 2020 via V4C groups. They have been involved in reviewing the design and content of the pledge and its rebranding as the '<i>Lincolnshire Caring Promise</i>'.</li> <li>■ Communications plan has been completed be linked to the Transformation Project and there was a roll out the new Lincolnshire Caring Promise in early 2021 which included a number of staff training sessions being delivered about it via the Children's Services Quality and Standards Service.</li> </ul>		<p>investigating which methods of gaining feedback may be more successful.</p>	<p>platform has been utilised and approximately 300 responses have been received since its introduction in September 2022. Analysis reports will be shared with Children's Services Managers in December 2022.</p> <ul style="list-style-type: none"> <li>■ The rebranded Lincolnshire Caring Promise has been rolled out as part of the Transformation Project and has not been affected by any Covid-19 impact.</li> <li>■ A quality assurance exercise will be undertaken in 2023 to monitor awareness of the Caring Promise amongst CiC.</li> </ul>