

**COMMISSIONING EXCELLENCE – MEETING THE SUFFICIENCY DUTY:
ACTION PLAN UPDATE 23 JANUARY 2020**

No.	What is working well?	What are we concerned about?	What needs to happen
1.	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		
	<ul style="list-style-type: none"> ■ All Project Plans and Business cases have been approved. Flexibilities from Statutory guidance confirmed. ■ Roll out of Restorative Practice programme has been completed. ■ A new single child and family progress plan and procedure was launched March 2018. ■ Draft business flow (Roadmap) produced detailing the journey of the child from the front door. This included a draft new Child and Family assessment. ■ Additional capacity provided for the Children's Mosaic Team. ■ Workshops with Team Managers held Jun-Sep September 2018 to ensure that the Roadmap and new assessment is fit for purpose. ■ SOS Practice Lead groups established and roll out of Family Finding Training and Safety Planning has commenced. 	<ul style="list-style-type: none"> ■ Ability of Mosaic to map the new workflows (Roadmap) - testing of workflows for the child and family assessment and LAC Plan are ongoing and progressing. 	<ul style="list-style-type: none"> ■ High Level Project Plan produced and being monitored to keep the project on track. This project has now moved to sit within the Quality standards and review Team as part of the sustainability plan post the PIP Programme. ■ The programme has a detailed implementation plan and clear governance arrangements in place to capture practice quality and the impact on outcomes for children and families. ■ Our evaluation partner (ECORYS) commenced the evaluation of this project in February 2018, to track outcomes. ■ Child and Family assessment (CFA) and plan went live across the localities on the 1st April 2019. Scoping for CFA audit has been completed and audits will take place in October and November 2019 All Team Managers have been tasked with an audit. ■ Review of the CFA will take into account the above, team feedback, data information, stakeholder engagement, with a report being presented to DLT early 2020. The review will also include a learning

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			<p>event for partners to feed back findings from the review and will also look for Participation Team to gain feedback from families/young people.</p> <ul style="list-style-type: none"> ■ Sustainability for SOS/Restorative Practice plan has been completed and an internal training programme has been developed. ■ Passport to Excellence Practice in respect of future SOS/RP training has been completed and will consist of: 1-day Intro to Practice in Lincolnshire, 2-day Advanced SOS and some 1-day bespoke workshops including Safety Planning, RP, words and pictures and trajectory planning. These will all be delivered internally by PA's and those staff completing the train the trainers. ■ Practice Lead sessions have been refreshed; these are now being delivered internally.
2.	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		
	<ul style="list-style-type: none"> ■ Early Help (EH) Review has been supported by the recruitment of a Practice Supervisor and Performance Officer. ■ Resources allocated to reflect workloads and review of approved Parenting Strategy. ■ DMT agreed the recommendations of the EH review in Jul 2018. 		<ul style="list-style-type: none"> ■ Implementation plan in progress with regular updates to DMT. All locality managers have been involved in the implementation of the EH review. All resources have now been realigned as a result of the review and boundary move. ■ The EH Front Door has now been aligned with the CSC and works to ensure that the right cases are being

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			<p>supported by internal EH teams under the wider agenda of EH and effective sign posting and support to partners.</p> <ul style="list-style-type: none"> ■ Parenting Strategy has been submitted to DLT to review. A DLT review of linked strategies and work was completed to ensure limited duplications and maximise the potential for synergies to streamline our offer to parents from 0-19.
3.	<p>Undertake a 'Deep Dive' of current and recent LAC cohort to ensure children are transitioning to LAC status within appropriate thresholds and evaluate if more could be done, together with partner organisations, to avoid children becoming LAC</p> <p style="text-align: center;">THIS ACTION IS NOW CLOSED</p>		
	<ul style="list-style-type: none"> ■ Analysis of a number of LAC cases undertaken as part of Action 4 below. 		<ul style="list-style-type: none"> ■ This Action will now form part of Action 5 below with evaluation of outcomes to determine the success of the Youth Hub in reducing the numbers of children becoming LAC.
4.	<p>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</p> <p style="text-align: center;">THIS ACTION IS NOW CLOSED WITH ACTIONS BEING FED INTO ACTION 5</p>		
	<ul style="list-style-type: none"> ■ Changes in Business case agreed to include Edge of Care. ■ 122 cases analysed and 22 subject to a Deep Dive workshop with partner agencies. Proposed cohort and model developed. Consultants 'Mutual Ventures' commissioned to act as a critical friend for the development of 		<ul style="list-style-type: none"> ■ JDP Evaluation through University of Lincoln. ■ Updates to DMT to reflect learning.

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	<p>the new model.</p> <ul style="list-style-type: none"> ■ Joint Diversionary Panels fully rolled out in September 2017; more than 500 cases presented and 66% decrease in the number of first time entrants into formal criminal justice system. 		
5.	Create a Youth Hub to support adolescents engaging in risky behaviours in order to identify CYP at risk of coming into care and prevent the numbers of LAC increasing		
	<ul style="list-style-type: none"> ■ Youth Hub Team in place as of April 2019. ■ Psychologists and Speech and Language Therapist in place. ■ Clinical formulations provide a trauma informed approach to intervention work within the team. ■ Consultations provide access to a psychological approach for the wider Children's Services Team. 	<ul style="list-style-type: none"> ■ Consideration of adolescent model post PiP funding. ■ Fidelity to the vision and original model for Futre4Me. ■ HMIP inspection & Ofsted thematic inspection expected during 2020. 	<ul style="list-style-type: none"> ■ Revise and embed delivery model. ■ Evaluate performance and impact of service delivery through ECORYS. ■ Internal evaluation and report to DLT, to include future service model post-PiP ■ Revise and evaluate the impact of consultation clinics and formulation clinics with the Psychology team.
6.	Nominate the LAC & 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		
	<ul style="list-style-type: none"> ■ Children and Young People's Accommodation Pathway endorsed by Children and Young People's Scrutiny Committee. ■ All District Councils have agreed Lincolnshire Care Leavers have a local connection to apply for housing across the county and recognise them as a priority group. 	<ul style="list-style-type: none"> ■ There is a general shortage of affordable, accessible one bedroom accommodation across Lincolnshire. ■ Move-on accommodation options can be difficult for young people to find/access. 	<ul style="list-style-type: none"> ■ Multi-agency Protocol is in place and will always need to be monitored and refreshed as the agenda progresses. ■ Commence delivery of provision of semi-independent living service at Gainsborough. ■ New Youth Housing tender (Housing Related Support) is in the process of

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	<ul style="list-style-type: none"> ■ There is a clear plan of action and commitment from partners to meeting the accommodation needs of LAC and Care Leavers with a multi-agency Protocol now in place and all seven District Councils signed up. ■ LCC and Barnardo's have expanded the number of Supported Lodgings providers and continue to look at how to grow the model. ■ LCC has now put in place an agreed process to meet the funding gap between Housing Benefit/earnings and private rent for Care Leavers less than 21 years of age. ■ In-house semi-independent living houses fully operational in Grantham with a number of young people having been accommodated. A second unit is planned for Gainsborough. 		<p>being commissioned and will be awarded in early 2020.</p>
7.	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		
	<ul style="list-style-type: none"> ■ The Fostering Service has a dedicated recruitment team. ■ The service recruits in accordance with an annual recruitment strategy and uses the full range of media. ■ A permanence strategy was launched in 2018 and has continued through 2019. ■ Recruitment levels in 2018 were higher 	<ul style="list-style-type: none"> ■ The age profile of experienced foster carers is a cause for concern with many within 5 years of retirement. This has resulted in higher levels of de-registrations and resultant loss of expertise. ■ Difficulty in recruiting foster carers for specific groups of children including placements for children requiring permanent fostering. 	<ul style="list-style-type: none"> ■ Continued focussed presence on all media with emphasis on targeted recruitment.

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	<p>than in previous years.</p> <ul style="list-style-type: none"> ■ Retention payment system introduced in 2019 for mainstream foster carers. This has been well received. 	<ul style="list-style-type: none"> ■ The increased presence of independent fostering agencies within the market place. 	
8.	Improve support to in-house foster carers to increase retention rates and commence a rolling programme of learning from exit interviews		
	<ul style="list-style-type: none"> ■ Retention plan is in place and retention payments have commenced. ■ Exit interviews are in place to better understand why foster carers choose to stop fostering. Feedback from exit interviews are fed back to the fostering teams. ■ Focus groups and foster carer surveys are in place. ■ Early Help and Future4Me offer prioritised support to children in foster placement and have developed packages geared to the needs of individual children. ■ All Placement support workers are trained in theraplay and are able to provide therapeutic support to foster carers. ■ Caring2Learn has been effective in engaging a large number of foster carers who have derived confidence and skills from the training and support offered. 	<ul style="list-style-type: none"> ■ The number of foster carers leaving the service continues to be of concern, but we know that most foster carers leave the service due to life changes rather than dissatisfaction. ■ Communication between Social Workers and foster carers is not consistently good and is cited as a factor that contributes to placement disruptions. 	<ul style="list-style-type: none"> ■ Embed the Caring2Learn structure based on the findings of a pilot in the Lincoln and West Lindsey areas. ■ A series of roadshows with all Social work teams will take place between December 2019 and February 2020 to share learning from foster carer exit interviews and will provide a focus on what makes a foster placement successful by emphasising the 'team around the carer' approach.

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9.	<p>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 LAC including those with the most complex needs</p>		
	<ul style="list-style-type: none"> ■ Rolling programme of recruitment has been established and this has proved to be successful at The Beacon children's home with staff being recruited to vacant posts. ■ Development of a larger pool of relief workers to ensure that there is capacity to respond to service demands at all times including when there are high levels of sickness and or leave. Home managers are mindful of the need to provide relief staff opportunities to those who may not be successful in securing permanent full time posts. ■ Established training programme for all residential staff which will increase skills and knowledge of workers to deal with the more complex children who are in need of 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. Training programme has been developed in order to ensure that all staff members are trained to a minimum standard. This includes social pedagogy training, signs of safety and restorative practice. ■ Recruitment process amended to seek 	<ul style="list-style-type: none"> ■ Recruiting staff in some geographical areas continues to prove to be challenging at times. ■ Poor levels of staffing at Albion Street children's home which is having an impact on occupancy levels. 	<ul style="list-style-type: none"> ■ Finalise work commissioned through the restorative practice team to support all homes staff to improve relationship building. ■ Look to continuously increase the numbers of relief staff to ensure that there is a workforce which is sufficiently flexible to meet service needs. ■ Continue to engage in targeted recruitment for Albion Street children's home.

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	<p>to add suitable but unsuccessful interviewees to relief teams.</p> <ul style="list-style-type: none"> ■ Particular difficulties in ensuring that the staffing levels at Albion Street are appropriate to meet the needs for the children. 		
10.	Monitor the level of Care Leavers in suitable accommodation as part of contract management of Leaving Care Service		
	<ul style="list-style-type: none"> ■ Number of Care Leavers in suitable accommodation is average 95% of all care leavers aged 17-21 years (period April to end October 2019) and exceeds contract KPIs. ■ Lincolnshire Leaving Care Service offer proactive support to Care Leavers through support around tenancy preparation, liaison with housing providers etc. ■ The 20 supported lodgings providers are well supported through the Lincolnshire Leaving Care Service, offering increased capacity of up to 41 placements as of September 2019. ■ Negligible use of B&B accommodation which, if used, is a short-term solution whilst housing is made ready or in response to particular need. ■ 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. 	<ul style="list-style-type: none"> ■ Despite low numbers in unsuitable accommodation, some Care Leavers are living at unconfirmed addresses. Detailed reporting from LLCS shows level of work undertaken to maintain or instigate contact. ■ Differing approach to Care Leavers requiring accommodation across District Councils continues to a lesser extent. ■ Care leavers living out of county are disadvantaged due to not always being able to access Council Tax exemptions due to local agreements. ■ Some young people including Care Leavers in Youth Housing provision have complex needs and require high levels of support, which impacts on numbers of general needs beds available. This is being addressed through the Housing Related Support procurement run jointly with Adults Services which is expected to award in January 2020. 	<ul style="list-style-type: none"> ■ Work is continuing around development of supported lodgings provision, which may be able to link in with regional project to enhance supported lodgings access for UASC and former-UASC care leavers. ■ With c.42% 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 is working with regional colleagues.

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	<ul style="list-style-type: none"> ■ Multi-agency accommodation event aimed at former-UASC care leavers resulted in many moving to independent accommodation. ■ LLCS procurement completed with final contract award in December 2019 to Barnardo's. ■ Earlier allocation of young people to the Leaving Care Service at 16 under the new contract will support access to effective accommodation options. 		
11.	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		
	<ul style="list-style-type: none"> ■ Care leavers accessing education, employment or training (EET) was 62% for the full cohort of all care leavers aged 17-21 years (period April to end October 2019) and is slightly under contract KPI target for 19 year olds – average affected by post-September changes in courses and young people leaving education as well as complexities of the current cohort. ■ Positive feedback from Care Leaver engagement over EET aspirations/opportunities which will inform development of EET pathways. ■ Proactive vacancy matching for Care Leavers from Lincolnshire Leaving Care Service. ■ Care Leaver Apprenticeship Scheme 	<ul style="list-style-type: none"> ■ Inconsistent careers guidance for LAC and Care Leavers through schools and education provision. ■ ePEP quality is variable at 16-17 year-old transition point and not always recorded clearly on Mosaic. 	<ul style="list-style-type: none"> ■ Barriers to EET identified following Care Leaver engagement need to inform wider strategy to develop range of opportunities for Care Leavers in EET that expand offer beyond administrative positions – recent EET survey identified desire for more vocational opportunities. ■ Continue to develop "step-up" courses with education providers to improve apprenticeship readiness. ■ Focus on development of IT skills as much as Maths and English qualifications. ■ Issues remain around access to apprenticeships as they now require minimum Maths and English before entry. Corporate Parenting Manager is working with range of partners to

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	<p>enrolment remains positive with good outcomes for Care Leavers.</p> <ul style="list-style-type: none"> ■ Work preparation course continues to show positive feedback from attendees, and targeted work prep course scheduled for UASC Care Leavers continues to be well attended. ■ Positive engagement with a number of employers regarding the development of appropriate apprenticeship and work experience opportunities for Care Leavers. ■ Controlling Migration Fund (CMF) bid to work with former-UASC care leavers was successful – this is a one year project to develop access to EET and support young people's engagement which is being led by Virtual School ■ LLCS procurement completed with final contract award in December 2019 to Barnardo's. ■ Earlier allocation of young people to the Leaving Care Service at 16 under the new contract will support access to effective accommodation options. 		<p>identify alternatives inc LCC guaranteed interviews, work experience options</p>
12.	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		
	<ul style="list-style-type: none"> ■ Out-of-county meeting continues to be a vehicle for reviewing which children can move to in-house residential provision and thus save on costs. 	<ul style="list-style-type: none"> ■ High numbers of children and young people in Independent Sector Residential Children's Homes despite operating close to capacity in the in-house provision. 	<ul style="list-style-type: none"> ■ Continue to monitor occupancy levels across the county's homes. ■ Due to continued difficulties in recruiting staffing the occupancy levels

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	<ul style="list-style-type: none"> ■ All residential units within the county are responsive to the needs of children and have demonstrated a willingness and ability to accommodate the needs of children at short notice e.g. response to Kisimul suspension. ■ Occupancy levels at The Beacon have increased significantly (now close to full capacity) following review undertaken with the CWD team of those placed out of county. ■ 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. There has been considerable demand on these homes with high levels of occupancy. 	<ul style="list-style-type: none"> ■ 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. 	<p>at Albion Street have reduced over the last six months. Review of recruitment strategy has been employed with the development of new strategies in order to increase staffing levels at Albion Street children home which in turn will allow for higher levels of occupancy.</p> <ul style="list-style-type: none"> ■ Develop own provision for smaller residential homes. ■ Over the course of the next twelve months we will continue to monitor the occupancy levels of the supported accommodation homes alongside the profile of our Looked After Children in order to evaluate whether there is justification to open a further supported accommodation in the south of the county.
13.	Evaluate the scope for expanding the Lincolnshire Secure Unit 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		
	<ul style="list-style-type: none"> ■ 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 welfare and justice split in order to make recommendations as to way forward. ■ Negotiations with the MoJ regarding the new contract have been successfully concluded with Lincolnshire being awarded a five-year contract with 20% uplift in price. 	<ul style="list-style-type: none"> ■ The DfE have advised there is no funding available in 2018/19 to progress the possibility of a new build. ■ The Revised Action Plan remains the same however due to Government discussions on Brexit and the December 2019 General Election it is uncertain when the Department of Education will be in a position to outline its spending profile as the CSR has not as yet been set, with the possibility this might not be complete by April 2020. 	<ul style="list-style-type: none"> ■ Consider bid for additional capital monies to access funding for a larger secure unit pending the next CSR at the Department of Education in April 2020 (subject to release of spending profile). Utilise information and experience from Mutual Ventures exercise to support any bid submission. ■ New contract to MoJ for provision of Secure Children's Home service now in place and delivery is ongoing. ■ Awaiting decision from the DfE as to

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			<p>whether or not they will be providing additional funding to increase the number of welfare beds and offering additional funding for this. This is unlikely to be announced until the new financial year.</p>
14.	Explore opportunities to implement the Staying Close initiative to support LAC leaving care from Residential Children's homes to stay close and access support		
	<ul style="list-style-type: none"> ■ Children homes staff members are committed to assisting young people to move to independent accommodation. ■ 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. 	<ul style="list-style-type: none"> ■ Identifying accessible and affordable properties appropriate to meet the needs of young people who are ready to move to independent living. 	<ul style="list-style-type: none"> ■ Ensure staff have the right skills to uphold the principles of Staying Close to support young people to move into independent living. ■ Suitable property identified in West Lindsey to pilot Staying Close - use lessons learnt to roll-out in proximity to other children's homes in the county where required. ■ It is not clear at this stage whether the Staying Close accommodation is necessary to meet the needs of young people moving on from children's homes. 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.

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15.	<p>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</p> <p>THIS ACTION IS NOW CLOSED WITH ACTIONS BEING FED INTO ACTIONS 7 & 8</p>		
	<ul style="list-style-type: none"> ■ Foster carers' survey completed. ■ Focus groups are held quarterly across the County. ■ Mentoring programme has been established. ■ All managers chair a selection of annual foster carer reviews. 	<ul style="list-style-type: none"> ■ The age profile of existing foster carers is a concern. ■ Foster carers leaving to go to IFA's have increased with level of remuneration and support perceived to be the key attractions. 	<ul style="list-style-type: none"> ■ Ensure that the development of foster care mentors provides effective support to all newly approved and inexperienced foster carers within a quadrant. ■ To develop a proposal for a 'Mockingbird' programme to run alongside the managing risky adolescence behaviour team.
16.	<p>Continue to enhance the skills of Kinship Carers through specific training for connected persons carers and development of Information packs for family and friends</p> <p>THIS ACTION IS NOW CLOSED</p>		
	<ul style="list-style-type: none"> ■ A specific pack is provided to all kinship carers and outlines the Reg.24 and/or SGO processes. ■ Kinship carers have the same expectations placed upon them as agency carers. ■ Quarterly support groups are in place. ■ Foster carer training is made available to all kinship carers. 	<ul style="list-style-type: none"> ■ The geographical spread of kinship carers is a concern with an increased number outside of the County boundaries. 	<ul style="list-style-type: none"> ■ Continue to facilitate quarterly support groups. ■ Develop options for foster carer training for all kinship carers, including online training opportunities.

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17.	<p>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</p> <p>THIS ACTION IS NOW CLOSED WITH RELEVANT PROCESSES IN PLACE FOR MONITORING PURPOSES</p>		
	<ul style="list-style-type: none"> ■ LCC has given full commitment to extending the offer to Care Leavers over the age of 21 up to 25 years. ■ All additional LLCS staff recruited into post and now delivering duty service. ■ All Lincolnshire Leaving Care Service Care Leavers who may be eligible have been written to about the extended service and how to access if they require IAG or more targeted support. ■ LLCS Contract Deed of Variation in respect of the extended duty is complete and has been signed. ■ Service review of LLCS completed in Autumn 2019 with papers presented to DMT recommending delivery route for the wider service from 2020. ■ KPIs in place to monitor 21+ service based on initial benchmarking; themes identified for reallocation to full service and IAG-only contacts. 	<ul style="list-style-type: none"> ■ Level of take up of the new service is still in early stages. ■ Potential impact of rising SGO numbers on 21+ offer, as well as on the wider Leaving Care service. 	<ul style="list-style-type: none"> ■ Ongoing monitoring of KPIs and review of themes to ensure partners are informed and actions/support can be explored. ■ Review of caseload of additional LLCS 21+ staff to assess value for money and potential scope for innovation. ■ Local Offer for Care Leavers in place and continuously reviewed.
18.	<p>Work with Corporate Parenting partners locally to develop the Care Leaver offer and increase affordable housing options for Care Leavers across Lincolnshire</p>		
	<ul style="list-style-type: none"> ■ Full information on the Core Offer to Care Leavers is now on the FSD. 	<ul style="list-style-type: none"> ■ Ensuring that the Core Offer remains up to date and relevant, especially for those 	<ul style="list-style-type: none"> ■ Core Offer development needs to be continually revisited and refreshed.

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	<p>Partners have contributed to the Core Offer.</p> <ul style="list-style-type: none"> ■ Leaving Care Service and partners are aware of the Core Offer and know how to use the system to update the offer so it is always current. ■ Supported lodgings providers are well supported through the Lincolnshire Leaving Care Service, and able to offer up to 41 placements as of September 2019). ■ LCC has agreed a process to help meet the funding gap between Housing Benefit / earnings and private rent for Care Leavers less than 21 years of age. ■ All District Councils have agreed Lincolnshire Care Leavers have a local connection to apply for housing across the county and recognise them as a priority group. ■ There is a clear plan of action and commitment from partners to meeting the accommodation needs of LAC and Care Leavers with a multi-agency Protocol now in place and all seven District Councils signed up. 	<p>Care Leavers (e.g. UASC) living outside of Lincolnshire.</p> <ul style="list-style-type: none"> ■ There is a general shortage of affordable, accessible accommodation across Lincolnshire. ■ Move-on accommodation options can be difficult for young people to find/access. 	<ul style="list-style-type: none"> ■ Continue to work with Partners to maintain and improve Core Offer.
19.	Recommission low level Supported Accommodation services in line with needs analysis to meet the needs of LAC, Care Leavers and 16-17 year olds at risk of homelessness including ensuring close to education, employment and training opportunities		
	<ul style="list-style-type: none"> ■ An opportunity is currently out to tender (joint procurement with Adult Care and Community Wellbeing) to 	<ul style="list-style-type: none"> ■ Complexity of referrals for current supported accommodation service increasing. More placements being 	<ul style="list-style-type: none"> ■ Complete procurement exercise and implement new service from July 2020.

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	<p>commission the new, integrated Supported Accommodation service due to commence on 1st July 2020. Alongside those 16 and 17 year olds that present as homeless to the District Council, the service will also look to support and accommodate Looked After Children and Care Leavers in more planned moves and as a transition into their Adulthood.</p> <ul style="list-style-type: none"> ■ As a proportion of the cohort accommodated in the current Youth Housing Service, Care leavers and Looked After Children tend to make up about half that are in residence at any one time. ■ All placements with 3 months or less until their 18th birthday are flagged to locality leads to ensure better transition out of supported accommodation into (semi) independent living or other provision. ■ Positive move on outcomes recorded from current supported accommodation service. ■ District Councils have signed up to the multi-agency Protocol for transitioning young people from Children's Services into Adult Services and/ or independent living. ■ A number of young people supported to step-down from higher needs provision into lower level youth housing following allocation of additional waking night staff to a specific site. 	<p>sought for a high level of support hours.</p> <ul style="list-style-type: none"> ■ Geographic spread reduced on the reconfigured contract to three key 'hubs' of the county. ■ Long term bed voids carry financial implications on the reconfigured contract. ■ Impact of outcome of the tender for the Adult Care and Community Wellbeing's tender for Housing Related Support, in terms of potential reduction of move-on accommodation. 	<ul style="list-style-type: none"> ■ Continue to engage in dialogue with Adult Services on Protocol around transitioning young people from Children's Services to Adult Services supported accommodation.

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	<ul style="list-style-type: none"> ■ Strong and cohesive, joint working arrangements in place between the Supplier and LCC, so that more young people with more complex needs have been supported within the Youth Housing contract. 		
20.	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		
	<ul style="list-style-type: none"> ■ All District Councils have agreed Lincolnshire Care Leavers have a local connection to apply for housing across the county and recognise them as a priority group. ■ There is a clear plan of action and commitment from partners to meeting the accommodation needs of LAC and Care Leavers with a multi-agency Protocol now in place and all seven District Councils signed up. ■ 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. ■ 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. ■ All seven District Council have committed to offering Council Tax relief for Care Leavers. 	<ul style="list-style-type: none"> ■ There is a general shortage of affordable, accessible one bedroom accommodation across Lincolnshire that makes the transition to independent living more difficult. ■ 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. 	<ul style="list-style-type: none"> ■ 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. ■ Continue to develop more Supported Lodgings opportunities through the Leaving Care service to expand the range of accommodation options.

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	<ul style="list-style-type: none"> ■ A Protocol has been developed with DWP to support Care Leavers to request housing element of Universal Credit is paid direct to landlords. 		
21.	<p>Create an Open Select List for UASC requiring Supported Accommodation that meets the needs of the cohort and delivers VfM</p> <p>THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS</p>		
	<ul style="list-style-type: none"> ■ Current supported accommodation provider offering value for money and good outcomes for UASC, all of whom remained in placement post-implementation of Closed Ordered List (COL). ■ Closed Ordered List awarded to 2 suppliers with implementation of contract from 1 October 2018; 2 year initial contract with option to extend for 2 years. ■ Active information sharing within region from UASC Leads to support good practice development. ■ Proactive and high quality support to UASC LAC within supported accommodation; same high quality support to former UASC Care Leavers from Leaving Care Service. ■ Effective partnership working including DWP and Lincolnshire Police; internal UASC Strategy Group in place with key teams represented. ■ Approval gained to purchase and implement NRPF Connect system 	<ul style="list-style-type: none"> ■ Numbers of UASC arrivals are difficult to predict and, though arrival numbers in 2018-19 were low during April to November, arrivals have increased since December with 11 young people accommodated in the 2 months from December to January (including 6 together in one arrival). ■ Outcome of Home Office UASC funding review for funding rates 2018-19 is still not public and may now be delayed until the former UASC Care Leaver funding review is complete. ■ Withdrawal of support for ARE former UASC Care Leavers may adversely impact some young people. ■ High numbers of former UASC Care Leavers receiving support – Lincolnshire is supporting 74 currently via Leaving Care Service; this includes 24 who are in supported accommodation including foster care due to an undetermined asylum claim i.e. cannot claim benefits or who are ARE. ■ Supported accommodation provider in Peterborough cannot sustain 	<ul style="list-style-type: none"> ■ Ensure Appeal Rights Exhausted (ARE) and No Recourse to Public Funds (NRPF) protocols agreed and process for undertaking Human Rights Assessments agreed (including staff training complete) are followed. ■ Legal to review contract agreement to enable implementation of NRPF Connect. ■ Ongoing challenge to Home Office around timely decisions on asylum and improved processes on provision of documents following positive decision (delays impact on DWP claims). ■ Work with social care and Leaving Care to reiterate importance of early Triple Planning for UASC including asylum outcomes and accommodation options at 18yrs. This includes review of 18+ accommodation arrangements focusing on young people in receipt of benefits.

No.	What is working well?	What are we concerned about?	What needs to happen
	<p>which will support understanding of asylum status and enable Home Office challenge.</p> <ul style="list-style-type: none"> ■ Human Rights Assessment (HRA) training completed and protocols agreed for implementation of 12-week notice of withdrawal of support for UASC who are ARE from 1 April 2019 including virtual panel sign-off; UASC finance handbook updated. ■ Controlling Migration Fund bid submitted to expand EET/ePEP support to former UASC Care Leavers and awaiting outcome. 	<p>accommodation for 18+ in receipt of benefits i.e. with leave to stay, as impacting on capacity for U18 places.</p> <ul style="list-style-type: none"> ■ 5 former UASC Care Leavers in foster care have transitioned to Staying Put arrangements. 	
22.	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		
	<ul style="list-style-type: none"> ■ The Open Select List (OSL) has been in place since the 1 September 2017 and is used in the first instance for all placement searches. ■ 99 suppliers (covering a substantially greater number of establishments/ placement) were accepted on to the original OSL for Independent Residential, Independent Foster Care, Independent and Non-Maintained (Special) Schools and Intense Needs Supported Accommodation Placements. Subsequent re-openings the List added a further 34 new suppliers. ■ Placement activity is on a sound legal and contractual footing. No challenges 	<ul style="list-style-type: none"> ■ When a placement cannot be found from the OSL, an additional search is required to the wider market. ■ Some of the Independent and Non-maintained (Special) Schools suppliers remain reluctant to join the OSL as they prefer to operate under the National Association of Special Schools contract instead. 	<ul style="list-style-type: none"> ■ Reopen the OSL for September 2020 taking into account any changes to legislation and/or statutory guidance.

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	<p>received to the operation of the OSL.</p> <ul style="list-style-type: none"> ■ Amendments have been made to the OSL T's and C's for Independent Foster Care linked to the Supplier's obligation to offer a 'Staying Put' option where desired. ■ All OSL T's and C's updated in line with the implementation of General Data Protection Regulation. 		
23.	Manage the marketplace to enhance the quality and quantity of supported accommodation and move-on options in Lincolnshire in conjunction with partners		
	<ul style="list-style-type: none"> ■ The Open Select List (OSL) was re-opened in autumn 2019 for new entrants, with 16 new providers joining the OSL. ■ A Closed Ordered List tender was launched in May 2018 for supported accommodation for 16-17 year old Unaccompanied Asylum Seeking Children (UASC). Two providers were successful and are managing the flow of UASC into Lincolnshire. ■ Linked to a number of actions identified above, LCC is looking to make best use of its own in-house resources (including maximising occupancy within Residential Care homes, 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 	<ul style="list-style-type: none"> ■ There is a general shortage of affordable, accessible one bedroom accommodation across Lincolnshire that makes the transition to independent living more difficult. ■ Move-on accommodation options can be difficult for young people to find/access. ■ 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. ■ The outcome of the Adult Care and Community Wellbeing tender for Housing Related Support could also further exacerbate the issue around sufficient move-on accommodation for Looked After Children and care leavers if there are a low number of suitable bids that can meet the requirements 	<ul style="list-style-type: none"> ■ Monitor service provision and move-on from the Council's own in-house Supported Accommodation units in Grantham and Gainsborough. ■ Continue monthly Independent provision meetings to look at existing support packages and future options for CYP placed out of county. ■ Seek to further enhance the number of Supported Lodgings in terms of volume and geography across the county. ■ Work with District Councils to identify private sector landlords amenable to offering tenancies to young people and Care Leavers.

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	<p>independent sector provision. This has been further developed over the last 18 months by the establishment of two in-house units of supported accommodation for 16 and 17 year olds in Grantham and Gainsborough.</p> <ul style="list-style-type: none"> ■ A Joint Panel has been created to oversee the transition of 18 year olds from Youth Housing into Adults provision. ■ Staying Put options now facilitated with Independent Foster Care agencies. ■ The new Supported Accommodation contract due to commence in 2020 is based upon an integrated model, which offers more flexibility with regards to step-up/ step-down and move-on accommodation. 		
24.	Ensure VfM in independent sector placement provision through robust commissioning and contract management		
	<ul style="list-style-type: none"> ■ All suppliers on the Open Select List (OSL) are requested to provide a Cost Calculator breakdown of their charges and must submit a Fee Increase Toolkit to accompany any desired price increases. ■ A regional evaluation system is in place for all fee increase requests received from Independent Non-Maintained Special Schools. ■ Robust contractual terms and conditions are in place for all suppliers on the OSL. 	<ul style="list-style-type: none"> ■ Some of the 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 contract instead. ■ There is a national shortage of Foster Care placements that makes it difficult to identify and secure suitable Independent Foster Care agency placements in and around Lincolnshire for children and young people with complex needs. ■ The increasing complexity and late entry 	<ul style="list-style-type: none"> ■ Reopen the Open Select List ready for September 2020. ■ Undertake regular financial analysis of cost calculators and screen fee increase requests to limit Council's exposure. ■ Seek to ensure every independent sector placement is contract managed in accordance with appropriate schedule.

No.	What is working well?	What are we concerned about?	What needs to happen
	<ul style="list-style-type: none"> ■ Each and every placement is open to mini-competition and evaluated on three distinct criteria to deliver value for money. ■ An annual contract management meeting is scheduled for all Independent sector Residential Children's homes and Foster Care agencies. ■ Unregulated Supported Accommodation suppliers are visited as a minimum bi-annually for a full contract management meeting. ■ Ceiling prices built into ITT for Closed Ordered List for UASC. 	<p>to care of many children and young people often makes it difficult to find a suitable independent sector placement in Lincolnshire or neighbouring areas.</p> <ul style="list-style-type: none"> ■ Annual increase in National Minimum wage and changes to guidance regarding sleep-in costs are being reflected in substantial and regular fee increase requests across the sector. 	
25.	<p>Undertake a review of existing CAMHS commissioning arrangements, aligned to the Future In Mind Strategy, to inform future intentions in partnership with other agencies</p> <p>THIS ACTION HAS BEEN COMPLETED AND THE CAMHS SERVICE SPECIFICATION IS BEING UPDATED ACCORDINGLY TO BE IN EFFECT APRIL 2020</p>		
	<ul style="list-style-type: none"> ■ Stakeholder engagement and benchmarking completed and analysis undertaken to inform DMT report. 	<ul style="list-style-type: none"> ■ Funding for commissioning arrangements April 2020 onwards to be agreed with CCGs. 	<ul style="list-style-type: none"> ■ Report to go to DMT 26 March 2018 to determine future commissioning arrangements for CAMHS and wider Emotional Wellbeing and Mental Health strategy April 2020 onwards
26.	<p>Develop and monitor delivery of an Emotional Wellbeing Service providing direct intervention to school-aged Lincolnshire children and their families</p>		
	<p>During 2018/19:</p> <ul style="list-style-type: none"> ■ 2,275 referrals accepted between April 	<ul style="list-style-type: none"> ■ Online emotional wellbeing and mental 	<ul style="list-style-type: none"> ■ Online pathway continues to be

No.	What is working well?	What are we concerned about?	What needs to happen
	<p>2018 and March 2019 with 17,701 direct interventions delivered (1:1 and group support).</p> <ul style="list-style-type: none"> ■ Over 70% of referrals accepted had an initial assessment within 2 weeks of referral. ■ 70% of CYP who completed treatment and had two or more outcome scores showed improved outcomes. ■ 100% of relevant children and young people with paired RCADS (Revised Children's Anxiety and Depression Scale) showed reduced RCADS. ■ 91% of children and young people discharged did not need any further treatment or were discharged back to universal services. ■ 191 children and young people referred to CAMHS. ■ 384 workshops delivered to 3,531 children and young people and 91% of children and young people who provided feedback said workshops had had a positive impact on their emotional wellbeing concerns. ■ 1,671 professionals engaged in training and 90% said training had had a positive impact on their confidence to support children and young people's emotional wellbeing concerns. ■ Parent/carer workshops being rolled out and 100% positive feedback from parents/carers on improving their confidence to support their child's 	<p>health pathway – www.lincolnshire.gov.uk/ewb - is not being fully utilised before referrals are made to HML.</p> <ul style="list-style-type: none"> ■ Demand on service continues to be high and although wait times for interventions continue to reduce these still need to improve further. 	<p>promoted and is also promoted on new CAMHS/HML website.</p> <ul style="list-style-type: none"> ■ Wait times for interventions are continuing to be monitored. These are expected to further reduce with the 4 week wait time initiative taking place in partnership with CAMHS.

No.	What is working well?	What are we concerned about?	What needs to happen
	emotional wellbeing concerns.		
27.	Work in partnership with colleagues in Safer Communities and Police and Crime Commissioner (PCC) to ensure commissioned services for Domestic Abuse support meet the needs of children and young people		
	<ul style="list-style-type: none"> ■ The new Domestic Abuse Support Service commenced in August 2018 and includes outreach support for adults, and group and specialist therapeutic sessions for children and young people. ■ Safer Communities and Children's Services have worked with the PCC to address identified gaps in provision relating to perpetrator support services utilising the £1.4m grant awarded by the Home Office to Lincolnshire and Sussex Police. ■ Safer Communities and Children's Services have worked with the PCC to ensure that future commissioning objectives do not overlap and that there is no duplication of work. 	<ul style="list-style-type: none"> ■ Ensuring that the Domestic Abuse Support Service is able to continue to respond to the demand for services, specifically the delivery of the therapeutic sessions for children and young people. ■ Developing sustainable perpetrator support services post-March 2020 that builds on the learning from the pilot project funded by the Home Office. 	<ul style="list-style-type: none"> ■ Ongoing robust contract management of the Children's Services element of the new domestic abuse contract to ensure an appropriate service is being delivered. ■ Safer Communities and Children's Services to continue to work with the PCC to ensure that existing and future services are protecting and supporting victims of domestic abuse. ■ Ongoing communication to Children's Services staff to inform of and promote the availability of the service.
28.	Support CWD who are LAC through effective re-commissioning of Domiciliary Care and Short Breaks services		
	<ul style="list-style-type: none"> ■ Ongoing positive relationships with provider. Good feedback from service users and parent/ carers. ■ Early Learning Provision and Targeted Activities for Young People are running at capacity in most areas. ■ Creating additional short-term capacity in areas where there are waiting lists 	<ul style="list-style-type: none"> ■ Full number of hours committed to domiciliary care not being fulfilled. ■ Staff recruitment to the domiciliary care service is problematic. 	<ul style="list-style-type: none"> ■ Support provider with new approach to enhancing recruitment of domiciliary care support workers. ■ Ongoing support to continue to be provided from within the provider's national structure. ■ Develop 'Open Select List' frameworks to offer additional capacity in key areas

No.	What is working well?	What are we concerned about?	What needs to happen
	<p>for Early Learning Provision.</p> <ul style="list-style-type: none"> ■ Provider recently awarded 'Good' rating from Ofsted for domiciliary care provision. 		<p>of domiciliary care and (overnight) short breaks provision</p>
29.	Undertake a review of Adoption Support services and recommission in line with the recommendations of the review		
	<ul style="list-style-type: none"> ■ After Adoption, the service provider of both Safe Base and Birth Counselling (Birth Ties) went into Administration on 31st March 2019. ■ PAC-UK (a subsidiary of Family Action) were contracted via novation agreement to provide the statutory Birth Counselling (Birth Ties) contract to 31st March 2020. ■ The Safe Base programme was initially put on hold, though an in-house service is currently being trialled. ■ Agreement has been reached with PAC-UK to extend their contract to 30th September 2020 to allow time for the review of the Adoption Support Service, as well as expected updates on the Adoption Support Fund and Regionalisation Agenda. ■ Ability to utilise Adoption Support Fund to 31st March 2021 to support delivery of therapeutic parenting programmes. 	<ul style="list-style-type: none"> ■ There remains uncertainty around the adoption regionalisation agenda and impact on future commissioning decisions for support services. ■ No guarantee Adoption Support Fund will be available beyond 2021. ■ Uncertainty around the delivery of a 'Safe Base' (or equivalent) programme 	<ul style="list-style-type: none"> ■ Formalise extension to PAC-UK for the Birth Counselling contract. ■ Continue to contract manage, monitor and evaluate outcomes. ■ Full review of parenting programme ongoing and will consider the feasibility of incorporating adoption support services into the programmes. ■ A full review of Adoption Support Service, 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 Regionalisation Agenda. ■ Proposals on the future commissioning of Adoption Support to be submitted to DLT in January 2020 for approval with a view to commissioning as appropriate from 1st October 2020.
30.	<p>Recommission the online counselling service for children and young people in Lincolnshire and monitor usage</p> <p>THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS</p>		

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	<ul style="list-style-type: none"> ■ Online Counselling supports young people at the first opportunity therefore helping needs from escalating. ■ Highly valued service, with 2,618 young people accessing the Service on 21,255 different occasions between April and December 2018. ■ 97% of YP asked said they would recommend the Service to a friend. ■ Kooth Ambassadors are working with the service to support the promotion of, and signposting to, Kooth. ■ Where YP have been signposted to Kooth, the majority of new registrations were signposted from their school. ■ Where YP have been signposted by Kooth to other services, these include CAMHS, CAMHS Crisis team, Healthy Minds Lincolnshire and GPs. 	<ul style="list-style-type: none"> ■ Where YP indicate they have not been able to find what they are looking for, there is currently no facility for them to provide feedback as to why. ■ Number of YP who have heard about Kooth from their GP has reduced. 	<ul style="list-style-type: none"> ■ Kooth have a new online platform in place and once embedded will be looking at developing a facility for YP to indicate reasons for their feedback (should the YP wish to do so). ■ Further targeted promotion of Kooth.
31.	<p>Undertake a review of the Return Interview service and recommission in line with the recommendation of the review</p> <p>THIS ACTION IS NOW CLOSED AS RETURN INTERVIEW SERVICE IS BEING DELIVERED IN-HOUSE</p>		
	<ul style="list-style-type: none"> ■ Review undertaken. Decision made for contract with Barnardo's to cease on 31 March 2018 and Return Interview service to be brought in-house from 1 April 2018. ■ Protocols and processes agreed for transfer to LCC and in place. 	<ul style="list-style-type: none"> ■ Potential risk that children and young people may not view the service as independent as the workers will be part of the Local Authority and consequently CYP may be reluctant to engage. 	<ul style="list-style-type: none"> ■ Mitigate issues around independence by including ability for young person to specify another known person (e.g. schoolteacher) or another person in LCC not known to the CYP to conduct return interviews. ■ Communication to all stakeholders re: new processes and procedures and update Children's Manual.

No.	What is working well?	What are we concerned about?	What needs to happen
32.	Undertake a review of the Advocacy service and recommission in line with the recommendation of the review		
	<ul style="list-style-type: none"> ■ Advocacy service reviewed and decision made to extend the TVL contract to 30th June 2020. ■ Service meeting highlighted higher than expected levels of activity for Children's Services and no waiting list in operation. ■ Following a service review and presentations to Committees, it was agreed that the service will be re-commissioned with effect from 31st July 2020. 	<ul style="list-style-type: none"> ■ Demand for the service has exceeded the predicted levels of activity. 	<ul style="list-style-type: none"> ■ Full procurement pack being prepared with Contract Notice and ITT to be issued in January 2020.
33.	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		
	THIS ACTION IS NOW CLOSED SUBSEQUENT TO THE COMPLETION OF THE TENDER PROCESS		
	<ul style="list-style-type: none"> ■ Safe Families for Children service extended to 30 June 2019. ■ Edge of Care Support service procured and contract won by Safe Families for Children. Service will be in place for 3+1+1 from July 2019. 	<ul style="list-style-type: none"> ■ Service is now offered County-wide and may impact on quality of service given widespread location and stretched resources. 	<ul style="list-style-type: none"> ■ Target reduced from 75 referrals to 60 to accommodate extra travel and supervision time. However, new contract will support over 70 families per annum. ■ Implementation of new specification requirements with Safe Families for Children.
34.	Embed 'Caring to Learn' to improve academic outcomes, wellbeing of and opportunities for all Lincolnshire LAC		
	<ul style="list-style-type: none"> ■ The project funding has now been extended to the end of March 2021. 	<ul style="list-style-type: none"> ■ Ensuring that the research evaluation by ECORYS is able to collect, measure 	<ul style="list-style-type: none"> ■ ECORYS are in the process of carrying out a stakeholder survey, in-depth

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	<ul style="list-style-type: none"> ■ Over 160 foster carers and 160 education settings and 6 of our Children's Homes and other residential settings have now been involved in the project through accessing the Caring2Learn Award toolkits, attending training, workshops, events or support groups ■ Excellent feedback from schools, education settings, foster carers and Children's Services staff on the quality of training and support received through the project. ■ 20 fostering households and 37 schools and education settings have been accredited with The Caring2Learn Award for Learning Homes and Caring Schools in the first 18 months. ■ The second Caring2Learn Award celebration event took place in September 2019. ■ The Learning Homes workbook has been developed into bespoke versions for mainstream, early years, respite and carers in their first year. We have also developed a version of the Learning Homes Toolkits for residential settings and child-minders. ■ The Caring Schools toolkit has been developed into bespoke versions for schools and other education settings and early years settings. ■ A core training programme covering 	<p>and demonstrate outcomes of both academic achievement and wellbeing and that the findings of the overall Partners in Practice evaluation include the specific work of Caring2Learn in enough detail.</p> <ul style="list-style-type: none"> ■ Ensuring we have enough capacity within the Caring2Learn core and wider team to meet the quickly growing interest and engagement from education and carers in Lincolnshire and also take advantage of the income generating possibilities from growing interest from other local authorities. 	<p>interviews with schools, foster carers and young people, and a detailed comparative study of schools working with the project compared to other schools. We have also created a data set to track improvement in a number of areas to be included in the PiP Scorecard</p> <ul style="list-style-type: none"> ■ Continue to grow the foster carer and school-based Champions Team who are now offering wide ranging support across the county. ■ Continue to work together with a range of Children's Services teams to ensure the successes, developments and innovations of the project are embedded and built upon and that the Caring2Learn approach is built into business as usual for a sustainable future. ■ The development of a bespoke training offer focussed on supporting the needs of previously looked after children in education aimed at Designated Teachers, Virtual School Co-ordinators and Education Champions is a focus of the project action plan for 2020.

No.	What is working well?	What are we concerned about?	What needs to happen
	<p>the 'Cornerstones of Good Practice' - restorative practice, social pedagogy, Signs of Safety and trauma awareness is now in place for access by education staff, foster and residential carers and Children's Services staff. This is further enhanced by a bespoke offer of Solihull Parenting, Time2Talk (Makaton and speech. language & communication development) for foster carers and Mindfulness and Wellbeing and Kids Skills (supporting improved behaviour) for all staff and carers.</p> <ul style="list-style-type: none"> ■ Since 2018 250 schools, foster carers and Children's Services staff have attended restorative practice training, 200 have attended social pedagogy training, 100 have attended trauma awareness workshops and over 100 schools have attended the induction sessions for the Caring2Learn Award. ■ The Hub Support Network is continuing to grow. The team of 30 Education Champions made up of schools-based staff and foster carers is well established and are offering 1:1 or group support, advice and facilitating formal and informal meetings with schools and foster carers. They are also facilitating workshops such as Kids Skills and Addressing Sleep Issues and Nightmares in Young Children and Early Years drop-in sessions for foster carers at Lincoln North Children's Centre. They are also co-facilitating the Designated Teachers Cluster 		

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	<p>Meetings alongside Virtual School Co-ordinators.</p> <ul style="list-style-type: none"> ■ We have been contracted to launch Caring2Learn in North Lincolnshire and have over a third of their schools signed up to the Caring Schools Award in this academic year. ■ In November 2019 Caring2Learn won the Children and Young People Now Award in the Children in Care category. 		
35.	Enhance participation of LAC and Care Leavers to ensure they are fully involved in the shaping of their care/ pathway plan and wider service delivery		
	<ul style="list-style-type: none"> ■ Voices 4 Choices (V4C) meetings are held in the four quadrants of the county which has enhanced participation. ■ Participation at LAC reviews is very good. ■ IRO endeavour to have contact with children routinely between reviews. ■ 'Tell us' surveys are undertaken annually. ■ Nominations for the annual FAB awards are increasing year on year ■ Big Conversation events are well supported by LAC, Care Leavers, senior staff and Cllrs with notes shared with workforce to raise awareness of issues. ■ Care leavers join Participation team on extended 13 weeks work experience 	<ul style="list-style-type: none"> ■ Participation in V4C events, although improved, still only accounts for a small number of LAC. 	<ul style="list-style-type: none"> ■ To continue to promote V4C across all LAC, including those placed out of county. A new programme has been created which refocuses V4C in a range of alternative and external venues with varied activities. It is hoped this will increase interest and attendance. New publicity material is being sent directly to children, young people and carers at the end of November 2019 ■ To build up links with the children who attend the "fun days" held by the LAC teams. ■ Link outcomes expected from Big Conversations into overall Business Plans. ■ Strive to ensure successful work experiences result in Care Leaver apprenticeships.

No.	What is working well?	What are we concerned about?	What needs to happen
	and help to shape service delivery.		
36.	Finalise profile templates for foster carers and LAC to enhance matching process and mutual expectations THIS ACTION IS NOW CLOSED FOLLOWING COMPLETION OF PROFILE TEMPLATES		
	<ul style="list-style-type: none"> ■ Templates for both foster carer and child's profiles have been agreed following engagement with children at a Big Conversation event. 		<ul style="list-style-type: none"> ■ Foster carers to complete profiles upon approval and as part of the annual review. The profiles will be held on the duty desk and submitted to the Social Workers of all children being placed. ■ Monitor usage of the profiles and their effectiveness in matching and sustaining foster care relationships.
37.	Work with regulated settings, foster carers and supported accommodation/ lodgings providers to prepare LAC for transition to adulthood through focus on skills for Adult Life and increasing levels of independence THIS ACTION IS NOW CLOSED – 'SKILLS FOR ADULT LIFE' BOOKLET IS COMPLETE AND IN-HOUSE SUPPORTED ACCOMMODATION IS IN PLACE OR IN DEVELOPMENT		
	<ul style="list-style-type: none"> ■ 'Skills for Adult Life' booklet has been made available to all foster carers and Social Workers. ■ The use of these is monitored by LAC reviews. ■ 'Skills for Adult Life' forms an Appendix to the Open Select List (OSL) contract for all regulated and unregulated placements through the OSL. ■ Low level supported accommodation services regularly feature development of young people's skills for independence through group 	<ul style="list-style-type: none"> ■ Anecdotal concerns that some LAC and Care Leavers are unready or unable to embrace independence as a result of insufficient skills for independent life. 	<ul style="list-style-type: none"> ■ To consider whether some essential material can be delivered on a small group basis. ■ Robust placement management to ensure regulated and unregulated settings are preparing children and young people for independence through development of skills for adult life. ■ Development of the in-house supported accommodation in Grantham and Gainsborough will enhance opportunities for a focused

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	<p>participation within the housing projects.</p> <ul style="list-style-type: none"> ■ 'Life Links' support will be routinely offered to every LAC at age 16 and be available to every LAC/Care Leaver up to the age of 25yrs. The Family Group Conferencing team will offer targeted support to help young people identify their own support networks to help them move towards independence and provide support in adulthood. 		<p>programme of independence training for individual young people. All in-house residential homes continue to provide independence training.</p>
38.	<p>Explore use of social media to improve communication channels with LAC and Care Leavers</p> <p>THIS ACTION IS NOW CLOSED FOLLOWING UPDATE AND ONGOING MAINTENANCE OF ON-LINE INFORMATION</p>		
	<ul style="list-style-type: none"> ■ The Council hosts web pages with information for LAC. ■ The leaving care service hosts a non-interactive app for all Care Leavers in the County. ■ An online Core Offer for Care Leavers has been developed in line with the Children and Social work Act (2017). 	<ul style="list-style-type: none"> ■ Not all LAC and Care Leavers have ready access to social media and/or online materials. ■ Not all online information is 'mobile friendly'. 	<ul style="list-style-type: none"> ■ Continue to develop, promote and improve the Core Offer for Care Leavers through engagement with Care Leavers and partner agencies. ■ Consider the use of other social media to engage with LAC and Care Leavers.
39.	<p>Monitor adherence to the Lincolnshire Care Pledge and '10 things I want from my Social Worker' through V4C and other participatory groups</p>		
	<ul style="list-style-type: none"> ■ 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 commitment of the authority and expectations of a LAC. 		<ul style="list-style-type: none"> ■ The Care Pledge remains on the V4C agenda and is currently being reviewed by V4C. ■ The 'Tell Us' survey is going out imminently to young people aged 12+ and asks if they are aware of the Care

No.	What is working well?	What are we concerned about?	What needs to happen
	<ul style="list-style-type: none"><li data-bbox="300 213 853 316">■ An annual 'Tell Us' survey is completed focusing on core aspects of the pledge.		Pledge.

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