

London Borough of Haringey

Looked After Children Sufficiency Strategy 2018-2021

A. Our vision and outcomes

Introduction

This document sets out how Haringey Council will meet its statutory duty to ensure that there is sufficient accommodation for looked after children that meets their needs, improves their outcomes and is within the local authority area. The Sufficiency Strategy 2018-2021 has been developed to ensure that the placement offer for looked after children and care leavers commissioned by the Council can respond to their assessed needs and help to improve their outcomes. This strategy sets out the actions that will be taken over the next three years to influence and improve the availability, quality and value for money of placements commissioned.

Vision and outcomes

The Council's Corporate Plan, Building a Stronger Haringey Together, sets out our vision for children and young people:

Giving all children and young people the best start in life, including world class education

The Sufficiency Strategy has been developed to support the Council to deliver its vision and meet its statutory duties, by focusing on ensuring that:

Children and young people in care live in stable, high quality settings, where their needs can be met and their outcomes improved, enabling them to return home where this is in their best interests

In addition to this outcome, we recognise that the ability of the Council to meet its duties relies on responding to and managing demand as well as managing the market and that the key priority is ensuring that children and young people are supported to develop and thrive in the most enabling environment possible. We believe that there are three principal ways, through this strategy, in which we will achieve this outcome:

- Sufficiency – Establishing whether we have enough of the right range of provision, and in the right proportion, to support these outcomes for children, young people and families
- Quality – Determining whether we have effective, local and high quality services to support these outcomes for children, young people and families
- Value for Money – Ascertaining whether we have the right balance of cost and impact in the provision we commission to support these outcomes for children, young people and families

The sufficiency duty applies in respect of all children who are defined as 'looked after' under the Children Act 1989. However, as the statutory guidance on sufficiency states "an important mechanism – both in improving outcomes for children and in having sufficient accommodation to meet their needs – is to take earlier, preventive action to support children and families so that fewer children become looked after. This means that the commissioning standard outlined in this guidance also applies to children in need who are at risk of care or custody (sometimes referred to as children 'on the edge of care')". To ensure that the local authority only accommodates children and young people for whom being looked after is in their best interests, this Strategy also touches on provision at the 'edge of care'. In line with the guidance, and to ensure that the local authority delivers its corporate parenting responsibility for children in care as they transition to independence after 18, the strategy also covers provision of placements for 18+ care leavers. Finally, it includes analysis and actions for legal permanency, to ensure returns home and the long-term stability of children is always considered.

We recognise that access to effective universal and targeted, community based provision will help to develop a family's resilience and ability to cope under pressure. Whilst the services which may form part of an early help offer are not considered here in detail, there is a connectivity between these and the 'edge of care' and in care provision which is the focus of the LAC Sufficiency Strategy. By enabling access to stronger and earlier support in the community, the protective factors which ensure children and young people brought into care return home sooner, can be nurtured. In addition, from a LAC Sufficiency perspective, this approach will ensure that higher cost and more specialist resources are appropriately focused on meeting the needs of those children and young people who do come into care.

Based on the current placement mix and the value for money of provision, this Strategy identifies gaps and opportunities in the current market and establishes the commissioning and market development required locally to find better ways of meeting needs. It ends by defining the actions the Council and its partners are taking and will take to ensure sustainable placement sufficiency in the future.

Meeting the needs of looked after children is part of Priority 1 in Haringey Council's Corporate Plan. Within the overall aim of ensuring that all children get the best start in life, the council has an objective which details that "all children and young people will be safeguarded from abuse and offered the best possible care if they cannot remain with their own family".

The LAC Sufficiency Strategy forms an important part of Haringey's overarching strategy for looked after children and care leavers, but is only one element of the borough's whole system approach to meeting the needs of children, young people and families. Access to effective and timely support through established pathways to universal, targeted and specialist services is fundamental to ensuring that the needs of looked after children and young people are met holistically.

As such, the LAC Sufficiency Strategy 2018-2021 should be read in conjunction with a number of other local policies and strategies:

- **Early Help Strategy** – Haringey’s Early Help strategy and service offer is intended to ensure that families are given the best possible chance of remaining together and reflects the council’s belief that most children are likely to thrive and achieve good outcomes if they are cared for within their own families.
- **Corporate Parenting Pledge** – Adopted in July 2017 at a meeting of the Full Council, the Pledge has been co-produced with our children in care council, Aspire, to provide a consistent experience for all children in our care, regardless of age, reason for being looked after or placement type.
- **Permanency Policy** – Decisions regarding how to accommodate a child and their individual care planning must be formulated with the input of the child and/or their family. These decisions should be taken in line with Haringey’s statutory responsibilities and guided by local policy for providing long-term stability and care for children.
- **Joint Commissioning Strategy for SEND** – Formulated to ensure integrated planning and commissioning for individuals with special educational needs and disabilities between Haringey Council and Haringey NHS Clinical Commissioning Group.
- **Housing Strategy 2017-2022** – The strategy pledges to help young people, including care leavers, to secure and maintain independent housing and provides vulnerable children and young people with services to learn and develop independent living skills.

The Council is currently working with partners to develop a new vision and model to enable all children, young people and families in Haringey to thrive, reflecting a Think Family approach, supporting community resilience, prevention and emphasising the importance of access to a range of universal, targeted and specialist community based services to deliver better outcomes. Improving pathways for children in need, those at risk of coming into care or custody, as well as for those already looked after, is a key element of this approach which will strive to ensure that needs are met before a social care assessment is required. This ‘whole system’ approach will intertwine universal, targeted and specialist services to improve outcomes for all children and young people. This approach will also ensure that the full range of services work together to meet children’s needs in an integrated way, including children who are already looked after, as well as those at risk of care or custody. The emerging model also highlights the role of earlier, targeted intervention to reduce demand for social work input and ensure that children brought into care can return home wherever possible.

B. Needs and market profile

National context

Nationally, the number of looked after children continues to rise, increasing by 5.6% from 2014 to 2017. This has outpaced the increase in the 0-18 population, increasing the rate of looked after children nationally from 60 to 62 LAC per 10,000 children, and is driven in part by an increase in the number of unaccompanied asylum seeking children (UASC). The increasing number of LAC nationally should also be seen in the context of increasing demands in safeguarding and child protection services where both referrals and assessments have increased significantly even in the past year.

Since 2015 there has been a 19% decline in the number of children leaving care due to being adopted, from a peak of 5,360 to 4,350 per year following declines in the number of placement orders and placements for adoption in previous years. Following sustained increases since 2013, LAC ceasing due to a Special Guardianship Order (SGO) has also begun to fall slightly.

Policy, legislation and case law have had an impact on the demands placed on local authorities and their ability to respond through the commissioning of placements from the market. In the four years since Haringey published its last LAC Sufficiency Strategy, a number of national developments have affected local practice and provision:

- **Southwark Judgement** – A duty which obliges children's services to provide accommodation and support to homeless 16 and 17 year olds under Section 20.
- **Remand process** – When courts refuse bail to a child (10-17 years), they are remanded into local authority care or youth detention accommodation and treated as looked after.
- **Staying Put policy** – This enables a young person to remain in their current foster placement after turning 18. The young person may continue in their staying put arrangement until the age of 25.
- **Children and Social Work Act** – The new Act introduced in 2017 outlines the seven principles of corporate parenting which local authorities must abide by for looked after children and care leavers. Significantly, the Act enables local authorities to place children in secure facilities in Scotland and extends the personal advisor role to care leavers up to the age of 25 years, irrespective of their educational status.

Local context

The needs profile of Haringey's children in care

The primary reasons for children entering care in Haringey are abuse and neglect, followed by absent parenting. According to data from Haringey's Children in Need (CIN) census, domestic violence was the most prevalent factor identified which indicates that a large proportion of looked after children – who are likely to have been Children in Need at one time – may have emotional support needs, stemming from past traumas in the home environment. This is echoed by Haringey's 2017 LAC Strengths and Difficulties Questionnaire (SDQ) results, in which a third of looked after children had an SDQ score that was a 'cause for concern', highlighting the prevalence of emotional or behavioural disorders within this cohort.

In addition to this, as alluded to by the SDQ scores, at least 10% of Haringey's LAC cohort of 422 children (August 2017) have significant behavioural or conduct difficulties and are at risk of involvement in criminal activities. In 2016/17 9% had at least one exclusion from school, 7% of LAC aged 10 and above had been convicted or subject to a final warning or reprimand during the year and 9% were detained on youth justice legal statuses.

A small proportion of Haringey's LAC cohort have extremely complex needs and are highly vulnerable. According to 2016/17 LAC reviews, 7.5% of our children in care are at risk of involvement in gangs and 2-3% percent are at risk of Child Sexual Exploitation (CSE). Furthermore, 2% of LAC who had been looked after for at least 12 months have been identified as having a substance misuse problem. Although the percentages are small, these statistics reflect incredibly complex young people in need of a range of tailored, highly specialist services to ensure that they overcome any difficulties and are no longer at risk.

The needs which arise from experiences of neglect and trauma are often manifest in poor emotional wellbeing and increased levels of mental illness in looked after children in Haringey. This is echoed by national statistics which estimate that approximately 45% of looked after children in the UK suffer from some form of mental ill health compared to 10% of children in the general population. Whilst we have commissioned targeted mental health services for looked after children, social, emotional and mental health and wellbeing issues remain significant.

In addition, we know that whilst national statistics show children aged 11 to 16 years from Black, Asian and Minority Ethnic (BAME) groups may have a higher prevalence of mental health problems than other groups, they are less likely to approach local Child and Adolescent Mental Health Services (CAMHS) for support and interventions. As 43% of LAC are from a BAME group this cohort constitutes a significant proportion of the LAC profile.

A distinct group within the BAME population is the cohort of Unaccompanied Asylum Seeking Children (UASC). This group comprise 19% of LAC entrants since the beginning of the financial year of which the majority are male and within the 16-17 years age range. Many of these young people may have experienced good parenting and a secure upbringing, but will need culturally appropriate support to successfully integrate into Haringey's communities.

The composition of Haringey's looked after cohort and the proportion of children with complex needs is reflected in the council's current placement mix and the increasing demand for specialist and therapeutic placements. These are key areas of focus for this strategy as we need to develop capacity to respond to the increasingly complex needs and behaviours being displayed by some children and young people. At the same time, we are developing a wider vision (as described earlier) for children and young people which should ensure that some of these needs are addressed earlier, in family settings and in the community rather than through services at the edge of or in care.

Haringey's Early Help offer seeks to deliver preventative support through a variety of mechanisms including the provision of parenting and strengthening family programmes and approaches to prevent crime, violence and anti-social behaviour. We are also working to

ensure appropriate access at an earlier stage to services for children's and parents' mental health and wellbeing, substance misuse and domestic violence to avoid family breakdown.

The desired outcomes and achievements for Haringey's children in care

A fundamental element of delivering this Strategy, is ensuring that all children in care are given sturdy foundations to ensure that they have the best start in life and achieve positive outcomes. A recent study conducted by Coram Voice and the University of Bristol highlighted the positive impact that care can have upon a child, with 83% of looked after children across 16 local authority areas stating that being in care has improved their lives. Haringey aims to ensure that all children experience an improvement to their wellbeing, attainment and quality of life whilst being looked after by the authority.

Through the improvement of placement stability and the provision of the highest-quality packages of care and support to all looked after children, Haringey aims to ensure that LAC educational achievement continues to improve, reaching the same levels as in the wider 0-17 population. Currently Haringey's educational attainment rates for looked after children are ranked among the best of our statistical neighbours, and we will seek to further improve on these levels. The average LAC attainment 8 score is 34.2 but in the future the improved confidence and emotional and mental wellbeing of looked after children will see attainment levels increase and move closer to the average for Haringey's 0-17 population (46.5).

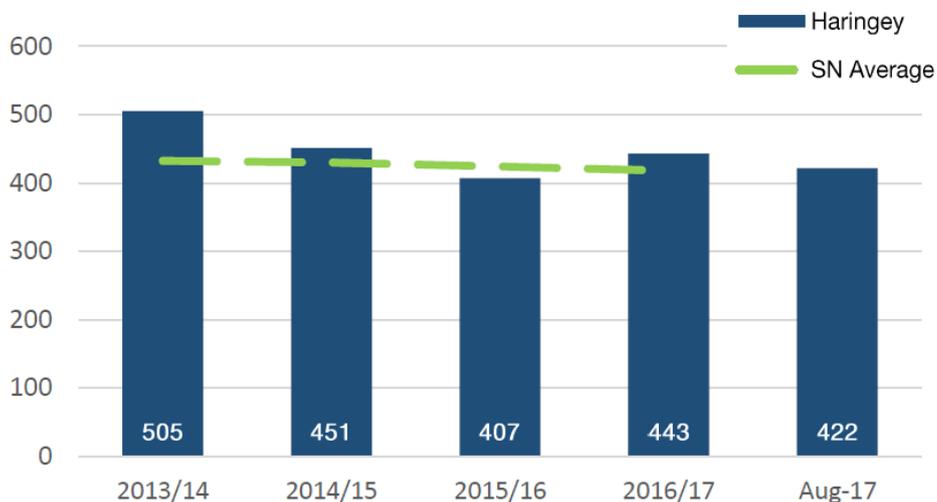
The Council strives to guarantee that within each placement, the physical and emotional wellbeing of looked after children is improved, that they positively use their time and develop the skills necessary for the transition to independence. Ultimately, the high quality support and care that all children will receive whilst being looked after should translate into positive outcomes and destinations for young people when they become care leavers. Currently 47% of care leavers (aged 19-21) and 53% of UASC care leavers are in Education, Employment or Training (EET), which is above our statistical neighbour average. We will continue to encourage and support, from an appropriate age, more looked after children to be able to undertake education, employment and training upon transition to adulthood and therefore become more financially independent. Achieving these improved outcomes for our looked after children is directly connected to the council's strategy for commissioning a range of high-quality placements, which are able to meet the needs of each individual child.

To contribute to achieving the desired outcomes for LAC, Haringey will ensure that placement providers are effectively linked into the wider network of services available for children and young people through establishing new communication forums for children and young people's provision. This will help to ensure that placement providers work collaboratively with education, health, wellbeing, welfare and leisure services to improve outcomes for children and young people in their care.

Demographics of Haringey's looked after children population

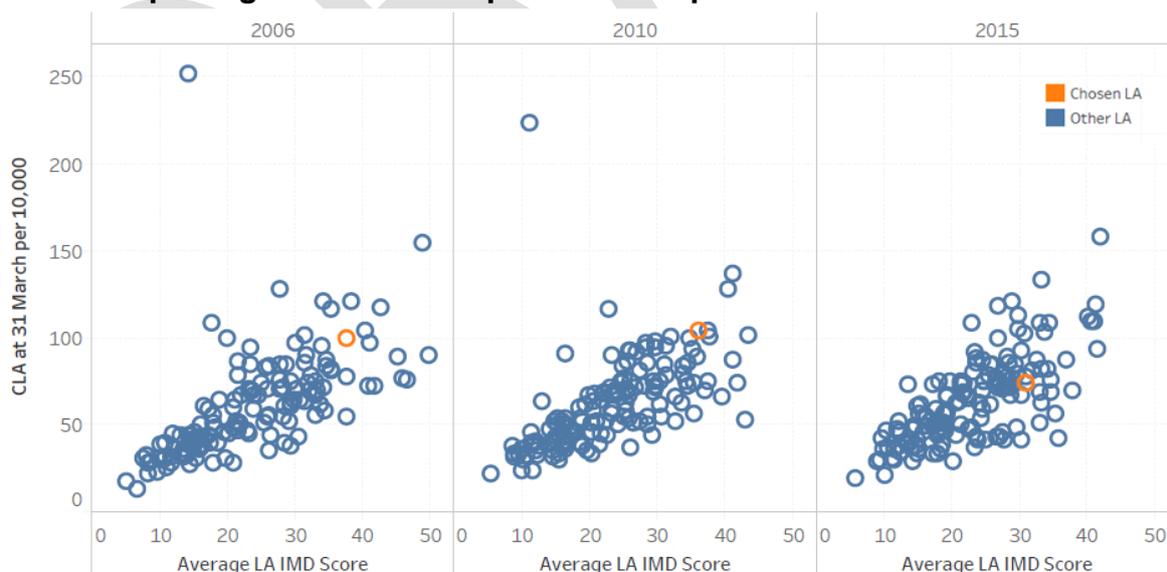
Over the period of the previous LAC Sufficiency Strategy 2014-17 Haringey significantly reduced its numbers of looked after children from 505 in 2013/14 to 422 in August 2017. Haringey’s LAC population per 10,000 is now similar to our statistical neighbour average.

Number of looked after children by year – August 2017



Research has highlighted that there is a correlation between a council’s levels of deprivation and the size of their LAC populations. Based on comparator data gathered from other local authorities, it is indicated that the current size of Haringey’s LAC cohort is within an appropriate range, considering the borough’s average Index of Multiple Deprivation (IMD) scores.

Exploring the relationship between deprivation and need - 2015



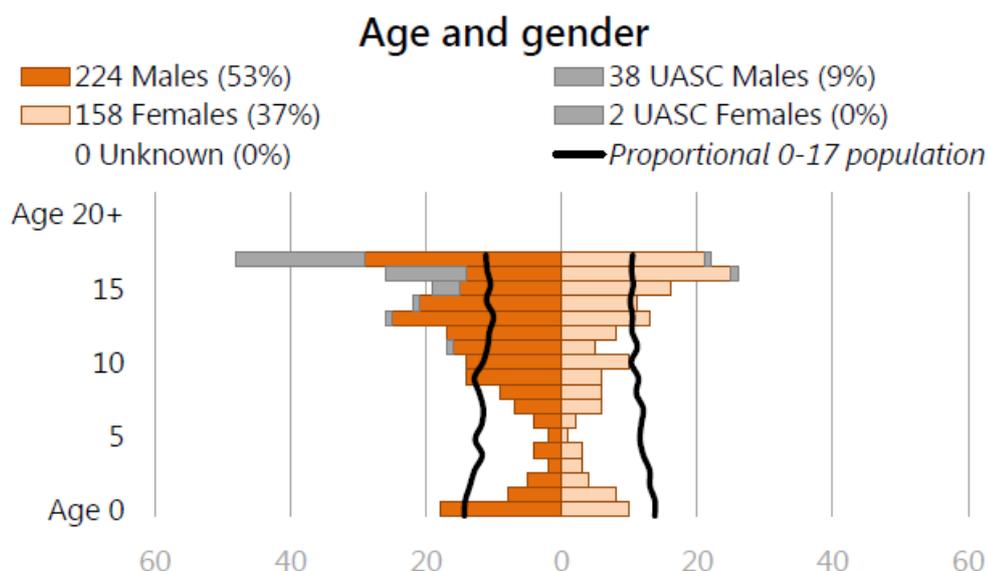
- The largest proportion of looked after children were aged between 15-17 years. A third of looked after children in the 15-17 years age range have been in care for less than 1 year, but nearly half have been in care for over than 5 years.

Number of looked after children by age – August 2017



- Our looked after children cohort includes a disproportionate number of males and this gap has increased from 57% of the cohort being male in 2013/14 to 62% male in 2017. The age breakdown differs by gender also, with the highest number of male LAC aged 10-14 and the greatest number of female looked after children aged 15-17 years.
- Haringey has a disproportionate number of children in care of Black ethnicity when compared to the wider population. 43% of the LAC cohort is Black, compared to 22% of the under-18 population of the borough. Children of White and Asian ethnicity are under-represented in our LAC cohort as they comprise 31% and 3% respectively of Haringey’s looked after children population, but 50% and 8% of the local 0-17 population.
- As of August 2017 40 looked after children (9.5% of the LAC population) were Unaccompanied Asylum Seeking Children (UASC) and a large majority (95%) of this cohort were male and over the age of 10.
- In 2016/17 4.5% of LAC were children with disabilities and out of this cohort the primary reason for being looked after was because their parents were unable to meet the levels of care needed (73%).

Demographics of looked after children – August 2017



The disproportionality of boys in the looked after children cohort is reflected marginally in the data regarding Children in Need and children with a Child Protection Plan where there are higher numbers than would be expected from the general population. However, for ethnicity, there are markedly higher proportions of BAME in both the Children in Need and Child Protection Plan cohorts: 42% of CIN are from a BAME background compared to 22% of the Haringey under-18 population and 38.3% of those with an open CPP are of BAME origin.

Whilst there is an interrelationship with the numbers of Unaccompanied Asylum Seeking Children becoming looked after, who are predominantly male and of BAME origin, this is not the sole contributing factor to the over-representation of BAME groups in the LAC cohort. If all UASC were separated from the LAC cohort data, there would still be an overrepresentation of BAME children, males and adolescents in comparison to Haringey's under-18 population.

Ethnic background of looked after children – August 2017

	All LAC	Not UASC	UASC	CIN population	Haringey 0-17 population
White	31%	31%	30%	28%	50%
Mixed	14%	16%	0%	11%	14%
Asian or Asian British	3%	2%	8%	6%	8%
Black or Black British	43%	46%	20%	38%	22%
Other ethnic group	6%	3%	33%	5%	5%
Not stated/ not recorded	3%	2%	1%	13%	1%

The over-representation of BAME children in the LAC cohort is a trend evident throughout the country. The phenomenon has been questioned widely but is yet to be fully understood. Deprivation levels are likely to play a role, particularly given the correlation between deprivation and LAC rates (as demonstrated earlier), as well as the correlation between deprivation and ethnicity. Anecdotally, too, many factors are thought to contribute, from an overall lower number of BAME foster carers and the impact this has on the ethnic identity of BAME children in care¹, to single parent families being more common in Black and Mixed ethnicity households, which can lead to greater vulnerability and instability at home²³

As highlighted in recent research into the disproportionate numbers of Black, Asian and Minority Ethnic (BAME) boys in the criminal justice system, BAME children in custody are less likely to be recorded to have substance misuse concerns, to be at risk of self-harm, to have learning difficulties, to have mental health concerns, to be disengaged from education or to have problematic family relationships. If it is the case that such needs have not been identified or met at an earlier stage, then this may lead to a care decision by both family and practitioners. The complex interplay of poverty, poor housing options (instability, overcrowding, poor quality accommodation) and issues such as mental health, domestic violence and substance misuse in the household, will also affect the decision making process for a child to become looked after, if only for a short time, and disproportionately affect some communities.

In line with this complexity, the data from the Haringey LAC cohort does not conclusively show why BAME children and young people are over-represented. For example, children of Black ethnicity are more likely to be LAC for 10 or more years than children of White ethnicity (10% vs 6%), but they are also more likely to be LAC for 3 years or less (72% vs 69%). Similarly, children of Black ethnicity are less likely to be adopted than White children (1% vs 4%), but they are also more likely to return to their parents from a LAC placement (29% vs 26%).

Haringey's placement mix

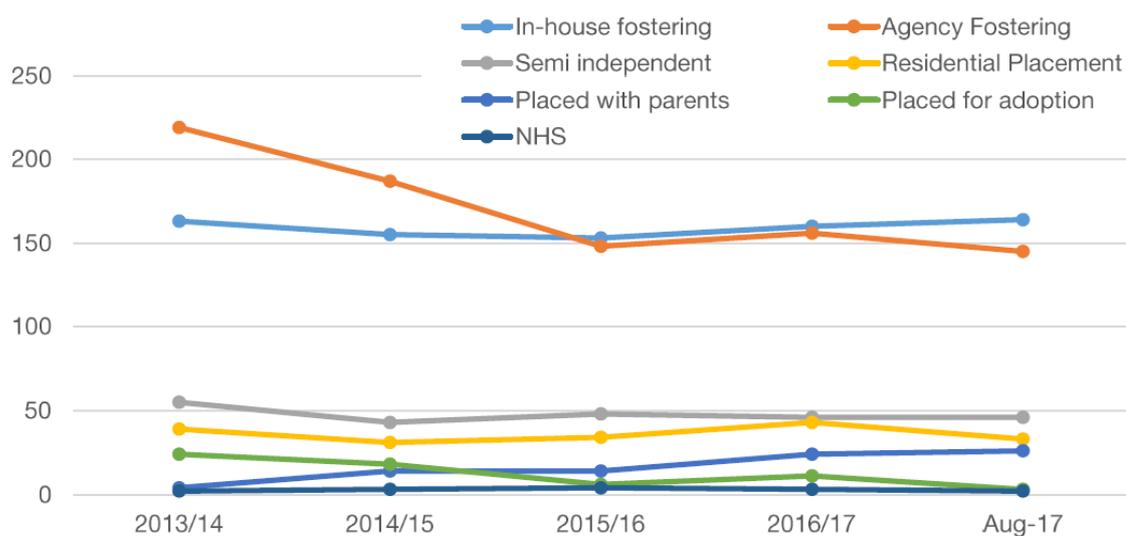
Since 2013/14 Haringey's placement mix has changed in a number of ways.

- The fostering mix has moved to a majority of in-house compared to Independent Fostering Agency (IFA) carers as the numbers of looked after children overall have decreased.

¹ Community Care, <http://www.communitycare.co.uk/2011/08/23/successful-fostering-of-black-and-ethnic-minority-children/>

² Census 2011, <https://www.ethnicity-facts-figures.service.gov.uk/ethnicity-in-the-uk/ethnicity-and-type-of-family-or-household>

³ The Voice Online, <http://www.voice-online.co.uk/article/how-care-system-letting-down-black-children>



en by placement type 2013/14 – August 2017

- Increasing numbers of children are supported to remain at home as indicated by the significant rise in the number of placements where the child is legally looked after by the local authority but is placed with parents. Having access to high quality and effective universal and targeted services to meet their needs will be particularly important for this cohort.
- Semi-independent and residential placements remain consistent in use. This is in part due to the high numbers of looked after children becoming care leavers and because the needs profile of those requiring a residential placement remains stable.
- Since the publication of the last Strategy there remains a very limited use of placements in secure residential accommodation, as such accommodation is only utilised in extreme circumstances where the child may be at risk of repeat absconding, CSE or poses a danger to themselves or others.
- The location of placements remains similar to the previous period. Whilst it is positive that 82% of LAC are placed within 20 miles, there continues to be a lower number of placements within the borough (22%) than outside the borough (78%). However, this is a fairly typical spread of placements and mirrors trends seen in other London boroughs, whereon average 72% of placements are made outside of the local authority area.
- Placement stability will generally reflect that a child or young person is in a placement which can meet their needs and improve their outcomes, offering a safe place for them to develop. Stability is measured by tracking those looked after children who experience three or more placement moves – and a lower rate of moves is preferable for this statistic. 7.5% of looked after children in Haringey have

three or more placement moves, better than our statistical neighbour average of 8%, and improved since September 2013 when stability was at 9%.

Gaps in capacity and supply

There are distinct areas of the market where supply is unable to meet the council's levels of demand and where we need to take action, as set out in this Strategy:

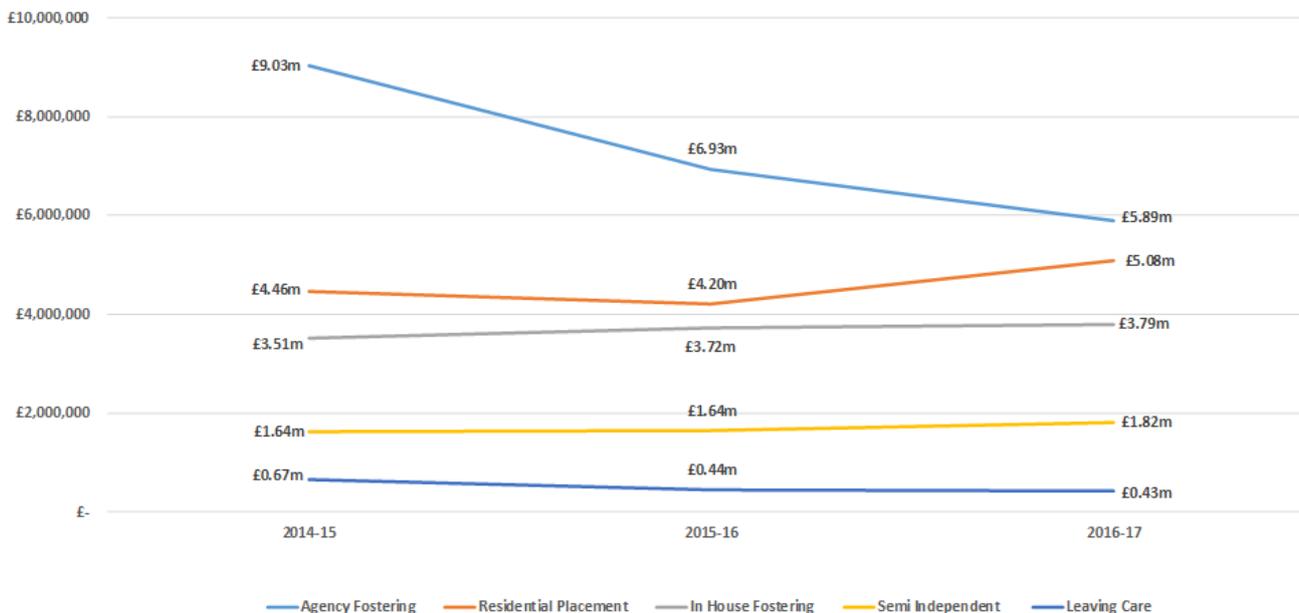
- There is a defined shortage of in-house foster carers, particularly those who are able to respond to higher levels of need or to the need for an emergency placement and those who can accommodate older children and or sibling groups.
- There is work to ensure that all placements reflect all the child's attachments and supports as well as their needs and outcomes, following consultation with family and community networks.
- For those children and young people legally looked after by the local authority but placed with parents, improved access to timely and effective universal and targeted provision needs to be effected.
- There is a national scarcity of secure beds making such provision very difficult to source
- There is a regional shortage of therapeutic residential placements which can mean that placements need to be made at a significant distance from Haringey. Some providers have found it challenging to manage the complex presentations of looked after children with greater levels of need; leading to instances of placement breakdown.
- A local shortage of in-borough high quality residential provision means that we can rarely place in residential care in Haringey
- Residential education placements are often located a significant distance from Haringey and there is a shortage of supply of high quality placements as a number of providers have recently left the market following an adverse Ofsted inspection.
- The local market does not currently offer the required mix of placements for care leavers. We have a need for additional local low to medium support shared and stand-alone accommodation within the semi-independent living market, for young people leaving care.
- We need to strengthen the voice of children and young people on the edge of care or in care to ensure that in all cases the child's own wishes and feelings are ascertained and that decisions about placements reflect those wishes

To manage these issues, the council will, where possible, work closely with providers to assist in building capacity and sharing expertise. This will help to address long-term supply issues and reduce constraints in the future.

Expenditure on placements

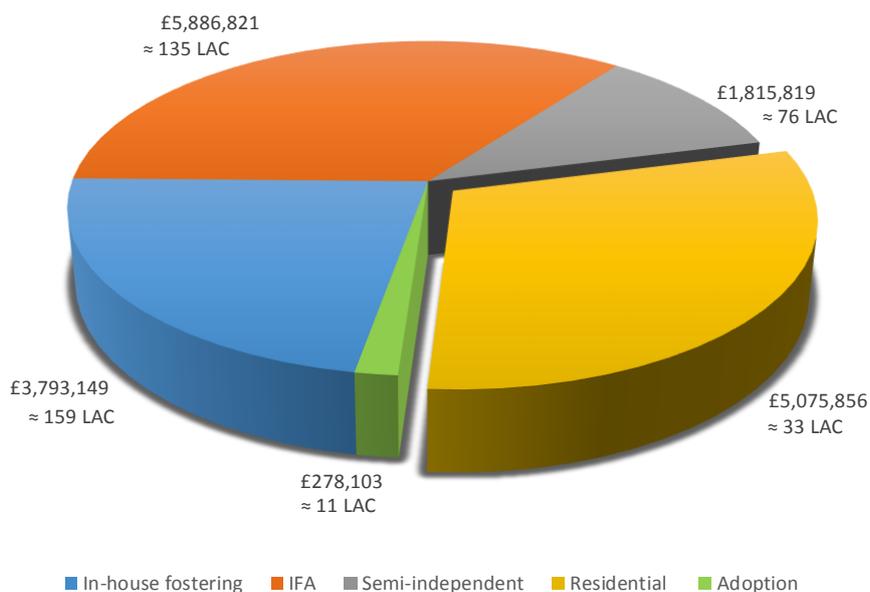
While the number of children in care has fallen overall, the spending on placements for this cohort has remained stable due to increasing market costs and higher levels of complexity and acuity of need.

Expenditure by service group – 2014/15 – 2016/17 (showing the five most expensive service groups)



**NB This chart includes the total annual costs for all children that had legal LAC status at any point during each financial year*

Snapshot of placements expenditure - August 2017



Placements in residential care and with Independent Fostering Agencies are designed to support children with more complex needs and are therefore more costly than local in-house foster care provision. Typically, the acuity and complexity of need of the children and young people placed in residential and or IFA placements is significantly higher than those placed in other provisions and the level of care and support provided, often highly specialist and requiring 2:1 or other forms of intensive support, reflects this greater level of need. Many children and young people in these types of placement may, for example, already have experienced a number of placement breakdowns and the trauma and difficulties this can cause.

Whilst such placements will always be needed, a key objective of this Strategy is to grow the number of in-house foster carers, in Haringey and in the immediate locality, so that, where appropriate, there will always be an in-house foster care offer. This is generally a cost-effective option and enables needs to be met locally, maintaining key community networks and support. The Strategy sets out our key actions to grow local foster care provision and to reduce inappropriate dependence on IFAs.

C. Principles and objectives of LAC Sufficiency 2018 – 2021

Principles

Broadly speaking, all partners contribute to improving outcomes for looked after children through the delivery of statutory safeguarding responsibilities, the completion of care plans and the development of pathway plans. In order to support delivery of the LAC Sufficiency Strategy's key outcomes, we believe there are some core principles which the whole network supporting a child, young person and family can adopt and embed in their day to day practice:

- the principal focus of any stay in care should be on meeting the child's needs and improving their outcomes;
- children should be supported to return home safely where this will best meet their needs and outcomes;
- plans must be made for alternative permanent care. Family members and friends should always be considered in the first instance with the permanence secured through the appropriate legal order to meet the child's needs;
- where it is not in the child's best interests to live within the family network, it will usually be in the interests of the child for alternative permanent care to be identified and the placement secured through adoption, long term foster care, Child Arrangement Orders or Special Guardianship Orders;

- the right placement for a child will vary over time and care should be taken to match placements with outcomes and needs and to review this regularly. Any placement move should be driven by the needs of the child at that point in time in a child-centred approach;
- in all cases the child's own wishes and feelings must be ascertained, decisions about placements should reflect those wishes, as well as full consultation with family and community networks to establish the child's attachments and supports;
- wherever possible and when it is in the interests of all children, placements will be sought that allow sibling groups to be placed together;
- residential group living is provided only when substitute family care is not appropriate;
- for older children preparation for independent living must be planned for at an early stage to enable them to transition successfully;
- for care leavers a secure council tenancy will be provided to facilitate their transition to independence.

Objectives

Based on analysis of the needs of looked after children, an understanding of the market locally and research into what has worked well elsewhere, we have selected five objectives designed to contribute to achieving the strategy's main outcome for children and young people:

Children and young people in care live in stable, high quality settings, where their needs can be met and their outcomes improved, enabling them to return home where this is in their best interests

The five objectives set out in detail below shape the activities we as an authority believe will best deliver this outcome. As we make progress with these objectives, we will achieve the quality, sufficiency and value for money we need in order to achieve the best for children and young people in the borough.

Objective 1) Strengthen our 'Edge of Care' Offer

The Council's aim to support children and young people to remain at home wherever possible is affected by the ability of the council to respond and provide effective support and specialist interventions when children are on the brink of coming into care.

The 'edge of care' is not straightforward to define, but should be understood inclusively, to cover the period:

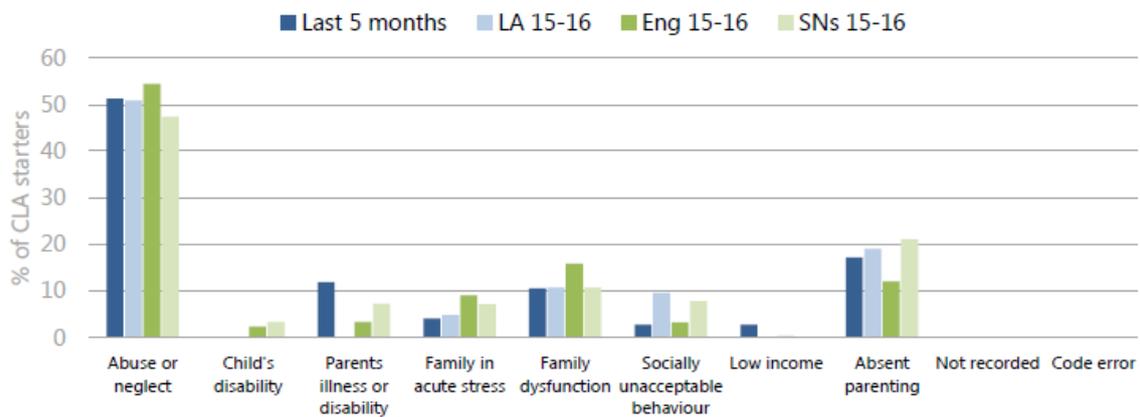
- 1. Directly prior to entering care, in which the child is at a high level of risk**
- 2. Directly after entering care when a return to the home environment is possible**

Issues & evidence:

The 'edge of care' cohort

Our response to the needs of children and families on the 'edge of care' is shaped by analysis of our children in need population and assessment of the LAC entrants cohort, which gives an indication of the profile of those at risk of entering care.

- The primary reason for children coming into care is abuse or neglect, accounting for 50% of children entering care in 2017. This trend is echoed in the children in need cohort, whereby the most common primary factors at the end of assessment in 2016/17 related to domestic violence in the home, the mental health of parents and substance misuse issues. Children with these experiences are likely to have emotional wellbeing and mental health needs arising from poor attachment and trauma in the child's home. In these instances, the child and family are likely to need intensive, specialist 'edge of care' interventions.



Comparing the primary needs of LAC entrants – August 2017

- 12% of children coming into care in the past 6 months had previously had looked after status, suggesting that their needs may not have been met in earlier episodes in care and that they may have a history of neglect or abuse.
- The majority of children were brought into care under Section 20 (totalling 101 cases in 2016/17) with the consent of their parents or due to absent parenting.
- The number of children coming into care on care orders remained consistently low across the year, with 41 children entering on care orders and 53 emergency placements across the year.

Haringey currently provides a broad, targeted offer, as part of its early help provision, to support families to remain together and to prevent them reaching crisis point. Our edge of care offer is part of this broader targeted menu of interventions and is designed to help children to continue to have their needs met and to remain at home when families do reach crisis point and are at risk of coming into care. The edge of care offer includes:

- Intensive support delivered by dedicated key workers and specialist support delivered by domestic violence, Child and Adolescent Mental Health Services (CAMHS), adult mental health and substance misuse practitioners.
- Increased provision in tier 2 CAMHS and open access to CAMHS assessment and initial intervention through Choices.
- Family Group Conferencing at an earlier stage in the pathway helping families manage any issues which may lead to crises and the subsequent breakdown of the home.

Over the three years of this Strategy, the council will continue to prioritise implementing a more robust 'edge of care' response and developing its own evidence base of what works in Haringey. To achieve this Haringey will explore a range of approaches successfully adopted by other councils to improve demand management, including for those children and young people with Special Educational Needs and or Disabilities. There will also be specific work to address any particular issues affecting children and young people of BAME backgrounds, many of them boys, who are overrepresented in the looked after children population. It is important that Haringey's edge of care offer is more targeted at those children and young people most likely to come into care. To ensure this, the council seeks to improve internal systems in order to enhance the recording of factors affecting children on the 'edge of care'. This will enable us to gain a better understanding of the needs of children in this cohort and will therefore inform commissioning practice. The council will also conduct financial modelling and in-depth analysis to understand the potential cost benefits and impact on LAC numbers that could be derived from any new interventions which might be adopted.

To strengthen our 'Edge of Care' Offer we will:

- Commission a young people's integrated supported housing pathway in spring 2018 to manage the routes into care, particularly where there is a primary need for housing and accommodation rather than care and support, as offered to looked after children.
- Refresh our Parenting Strategy, to commission a varied suite of tailored parenting courses to target key areas of need such as courses on caring for vulnerable adolescents and overcoming parental conflict.
- Commission a family mediation service.
- Seek to establish, with neighbouring boroughs, a shared sub-regional residential provision for children at the edge of care and their families, which would focus on building family capacity to continue to parent the child safely at home.
- Support families on the edge of breakdown to access positive activities in the community, including culturally responsive mentoring and peer support for young people.
- Ensure the voice of children and young people is reflected in decisions about their care.

Objective 2) Grow our in-house fostering provision

Children and young people in care often respond well to living in environments as close to a family setting as possible, as is offered by foster care. Often, the familiarity of a home environment enables children and young people to settle and develop, working through their own issues with the foster carers and learning to build family relationships. Where possible, social workers, supported by brokers, will identify foster care as the best option for children and young people. In-house foster care offers the opportunity for children to remain

living locally, in Haringey or in neighbouring boroughs, where their needs can often best be met.

In 2017 the Fostering Improvement Project was developed to support Haringey's in-house fostering service to improve. We are confident that this project will continue to transform the council's in-house fostering offer and whilst we recognise that we still have some gaps and capacity issues in relation to being able to match children and young people to in-house foster carers, we are aiming to address these through this Strategy.

Issues & evidence:

In-house fostering

- Over the period of the last Sufficiency Strategy Haringey successfully moved to having an increased number of children placed with in-house foster carers, rather than with IFAs and as of August 2017 37% of LAC were in in-house foster placements compared to 32% in November 2013.
- In-house foster placements typically meet the needs of most looked after children and are more cost effective than IFAs for all children except those with the most complex needs, for example in relation to mental health or behaviour. A factor contributing to in-house foster carers' ability to deliver better outcomes for LAC is that 41% of in-house carers reside within the borough and 93% of placements are within 20 miles of Haringey. This enables LAC to remain in close proximity to their social workers, support networks and allows them to continue to access their local schools and services if appropriate.
- Haringey pays an average of £500 per week for in-house fostering, above the London average of £424, but with no formal tiered arrangement for differentiating rates paid. Several neighbouring boroughs have tiered payment models which increase retention rates, incentivise carers to accept more challenging children and young people and offer a sense of professional progress.
- During the period of the previous Sufficiency Strategy 2014-17, the Council experienced significant challenges with the recruitment of in-house foster carers but through this Strategy aims to progress to a position whereby the number of new carers exceeds the number of de-registrations.
- Haringey participates in the North London Consortium (NLFAC) foster carer sharing scheme, all members of which are facing similar recruitment challenges, due to the declining numbers of families in London with spare rooms to accommodate additional children and the age profile of the foster care workforce.
- Within our cohort, the capacity of carers to take on children and young people does not align fully with our demand patterns. For example, no in-house carers are currently able to accept emergency placements or placements of young people on remand and few are able to accept sibling groups larger than 2. This leads to a reliance on IFA placements with limited leverage around cost.
- The higher than average number of children in care aged 14 and over which leads to demand for placements for this age group, is not reflected in our in-house foster

carer supply, with few foster carers able to accept or sustain fostering of adolescents, especially those with complex support needs.

- Haringey has two specialist mother and baby foster placements and 3 specialist foster respite placements along with a cohort of other in-house carers willing to provide respite care to support other foster households.
- In addition to this there are 6 in-house family link carers who can provide short-breaks placements specifically for children with disabilities. Haringey's in-house short-breaks provision is currently being reviewed to gain a greater understanding of demand and ensure that the commissioning methods utilised are appropriate.
- We currently use Independent Fostering Agencies (IFAs) to compensate for the shortage of in-house foster carers as well as commissioning them appropriately to meet the needs of children with more complex needs. The aim is for IFAs to be commissioned to support only those with more complex needs, large sibling groups (due to the nature of Haringey's housing supply and limited availability of large properties) and instances where LAC must, for their own welfare be placed out of borough.

To grow our in-house fostering provision we will:

- Introduce a revised foster carers support and remuneration package, including tiered payments, an increased training and support offer, council tax discounts and improved professional development to enable current carers to be able to manage more specialised placements.
- Formulate a marketing strategy to attract carers who reflect the demographics of our LAC cohort and launch a targeted recruitment campaign that will source in-house mother and baby carers, teenage/ 11+ carers and fostering households able to accept sibling groups and emergency placements.
- Deliver training for foster carers on attachment-aware and trauma-informed practice to support them in caring for more complex LAC and reduce instances of placement breakdown.
- Build in-house foster carers' capacity to accommodate additional children and or children with disabilities through exploring a range of accommodation options and ensuring that the necessary physical adaptations can be made.
- Conduct a strategic review of short-breaks provision for children with disabilities to establish demand and an appropriate commissioning model for the service.
- Ensure the voice of children and young people is reflected in decisions about their care.

Objective 3) Improve how we commission placements from the market, focusing on specialist and therapeutic placements

Due to their experiences, often in early childhood, looked after children may display behaviours which challenge or may have needs which require intensive, specialist or

therapeutic support for periods whilst they are in care. Nationally, there are a number of pressures on the sorts of provision which can meet such complex needs and Haringey, like many other boroughs, has limited leverage in the market. This is in part because, in Haringey as in most other authorities, most specialist and therapeutic options for looked after children, including those with SEND, are commissioned from external providers on a spot purchase basis, with limited influence for the placing authority. We are therefore seeking to commission such specialist provision on a proactive basis, working more collaboratively with other local authorities and engaging strategically with a range of providers.

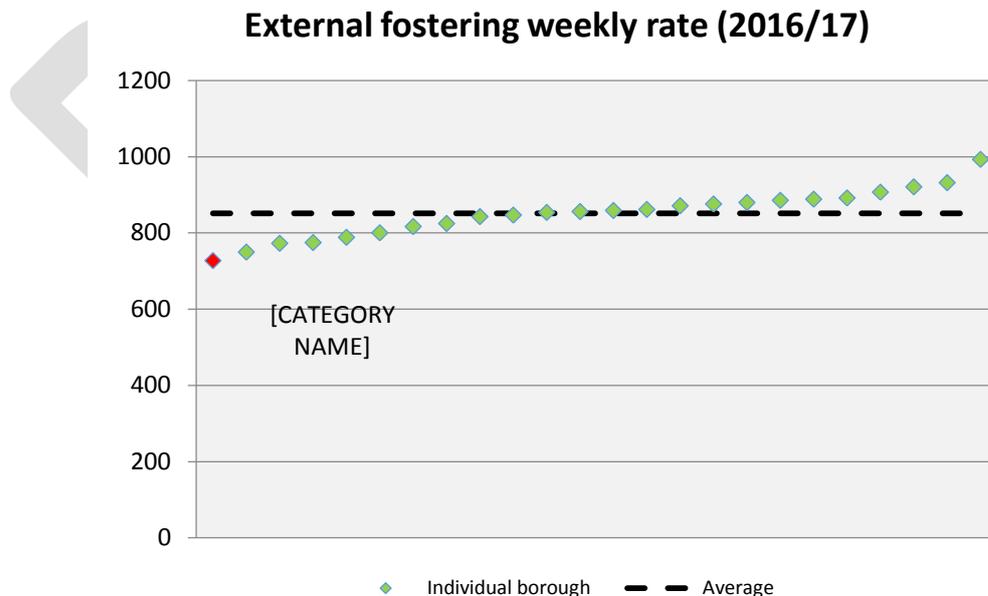
We have recently introduced a new performance monitoring and outcomes framework for providers, which we are using in the children’s market in addition to existing contractual monitoring arrangements, which we are also in the process of refreshing. This is to monitor the efficacy of placements and to ensure that providers meet agreed outcomes for children and young people, operate in a child-centred way and deliver quality improvements.

Issues & evidence:

IFA placements

- 31% of Haringey’s looked after children are placed with foster carers from IFAs, with an average placement cost of £728 per week – but costs vary significantly dependent on the child’s needs.

London Council’s ALDCS / SLT children’s social care survey findings – September



2017

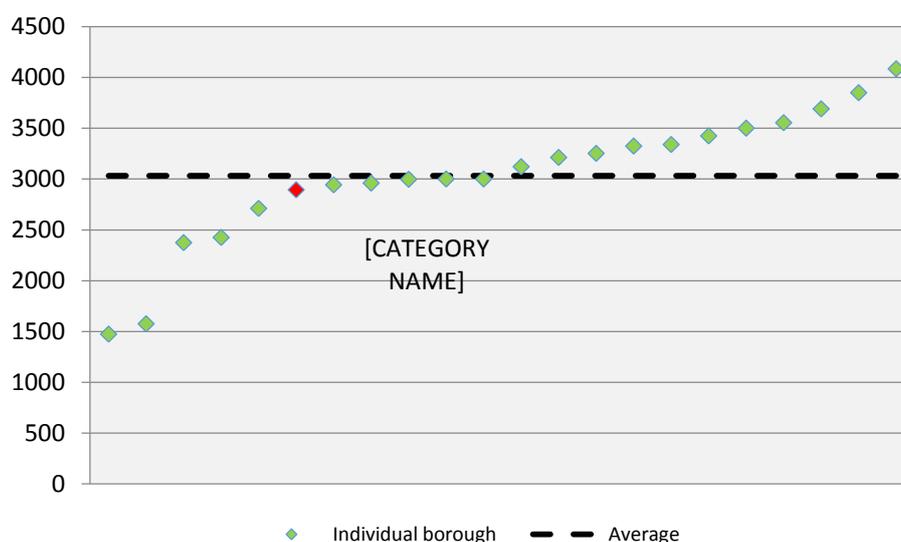
- Haringey’s average IFA rates are below the London average of £851 and of the 24 boroughs participating in the London Council’s Survey, Haringey had the lowest reported average cost per week.
- 97% of IFA placements in August 2017 were out of borough and there is significant overlap with the IFAs used across North London boroughs, which is indicative of the sub-regional nature of the market.

Residential care

- 8% of Haringey’s looked after children (34 children) are in residential care, which is, as a proportion of our LAC cohort, below the national average.
- There are persistent gaps in supply and shortages in capacity in the residential care market – particularly in terms of specialist therapeutic placements accessible in the region and in-borough high-quality children’s homes.
- There is also a shortage of small group homes (for 4-5 children), which are able to meet the social, emotional and mental health requirements of young people with complex needs.
- In addition, there is a demand for settings able to successfully transition children and young people out of residential care and into family-based or semi-independent placements.
- Placements in the three in-borough children’s homes are limited, due to concerns around quality or limited availability of spaces.
- Residential care is the most expensive placement type and there can be significant variation in prices dependent on the child’s needs. On average Haringey pays £2,896 per week for a residential placement, which is below the London average.

London Council’s ALDCS / SLT children’s social care survey findings – September

External residential weekly rate (2016/17)



2017

- All residential placements are subject to regular review to ensure they remain the best fit for the child and to keep open longer-term options in a family setting, but despite this management action the number in residential care is consistently between 25-35 children.
- 50% of all residential placements are made within a 20 mile radius of Haringey. Where residential provision beyond the 20 mile boundary is used, it is to meet highly specialist requirements or because proximity to the borough would increase the risk of the young person being at harm.

Residential education placements

- Residential education placements are utilised when a child's care needs cannot be met by a family placement and their educational needs cannot be met in a mainstream school.
- Such placements are rarely utilised and in 2016/17 Haringey placed only 3 looked after children in a residential education facility.
- The average cost of a residential education placement commissioned by Haringey is £219,500 and prices range from £139,000 to £300,000 per year.
- Residential education placements are often located a significant distance from Haringey, there is a shortage of supply of high quality placements and a number of providers have recently left the market following an adverse Ofsted inspection.
- The high prices of residential special schools are reflective of the wrap-around service that these placements provide offering care, specialist education and therapeutic and behavioural support. However, it is felt that there is a need for providers in this market to offer detailed break-downs of their fees, in order to ensure transparency in pricing.

Secure accommodation

- Haringey rarely has looked after children placed in secure accommodation on section 25 orders and as at the 31st March 2017 2 looked after children were placed in secure units. This mirrors national trends in the usage of secure care facilities.
- Such placements are only beneficial to the child in circumstances where there is a high risk of repeat absconding or CSE and the child is a danger to themselves or others in the community.
- Nationally there is a severe shortage of secure accommodation, with a direct impact on cost and availability and risks to capacity. Across England and Wales there are only 242 secure beds in fourteen homes, run by 13 local authorities and one voluntary sector provider.
- The average cost of a secure placement purchased by Haringey is £4,053 per week. In order to manage these prices, as recommended by the National Children's Bureau, we believe that local authorities across the country should work in a more conjoined manner to block purchase beds and secure larger discounts.

Placement stability

- Instability of placements is a major concern, for the disruption to the young person, the poor impact on their outcomes and the tendency to require more expensive placements to be sourced at short notice.
- Placement instability also potentially indicates that increased support needs to be offered to providers, to build their capacity to be able to look after children with complex behavioural and emotional needs.

To improve how we commission placements from the market, focusing on specialist and therapeutic placements we will:

- Focus on long-term planning for children in residential care, working closely with providers to maximise opportunities for children to step-down from residential care and to facilitate a move to a family-based placement or to supported semi-independent living for older children.
- Ensure greater sub-regional collaboration to stimulate and shape the IFA market. Haringey will work in partnership with other boroughs to establish a formal commissioning arrangement, equalise fees paid to IFAs across different councils and reduce inter-borough competition.
- Explore the potential of engaging in a sub-regional or regional commissioning arrangement to develop the market and broker capacity in residential and/or secure accommodation beds locally as well as sub-regionally.
- Implement a robust quality assurance and contract management approach for residential placements and IFAs to improve placement stability and ensure the implementation of quality improvement measures.
- Engage with the local market to stimulate local provision where possible and to improve quality and build understanding of how best to respond to Haringey's LAC needs.
- Establish new channels of communication with providers to ensure that placement providers are linked into the wider network of services for children and young people.
- Ensure the voice of children and young people is reflected in decisions about their care.

Objective 4) Build pathways to adulthood in semi-independent & supported living

As corporate parent to children and young people who come into our care, we need to do all we can to support them to develop into adulthood and ensure they are capable of taking on greater responsibility and determining their own futures. We know that we need to do more to commission the most effective support, in stable accommodation, for young people to help them build the skills to thrive and live independently upon reaching adulthood. Frequently, a structured programme of life skills is required which will support young people to learn to cope with everyday life on their own without the input of foster carers, residential care workers or their social worker. Enabling young people to “stay put” in their foster home

is an alternative pathway to adulthood, enabling care leavers to gradually transition to greater self-reliance, as would be offered in the home environment.

Many Unaccompanied Asylum Seeking Children are placed in semi-independent living and will access school, college, employment and training from these settings. In December 2017 a greater proportion of UASC care leavers were in either higher or other forms of education in comparison to the wider care leaver population (45% of UASC vs 34% of general care leavers). We are undertaking additional analysis to understand the needs of UASC and to ensure these needs are built into the new supported housing pathway we will be commissioning in summer 2018.

Issues & evidence:

- 11% of looked after children are in semi-independent placements, and a significant number of our care leavers remain in or move into semi-independent placements when they leave care at 18. As a result, there are 78 young people currently placed in semi-independent accommodation.
- Haringey pays on average £973 per semi-independent placement per week, which is above the London average of £839 (London Councils, Sept 2017).
- The local market does not currently offer the required mix of placements, and there is a shortage of stand-alone and shared accommodation with less intensive support.
- The semi-independent living market is unregulated by Ofsted, with considerable variability in quality and the need to quality assure all providers. Where providers do not meet expected standards, no further placements will be made and alternative arrangements sought.
- Haringey has implemented a dynamic purchasing system (DPS) for the semi-independent living market and currently the DPS registration reflects the current market and an oversupply of placements with higher levels of support, which are only infrequently required.
- There are a number of providers with existing shared accommodation placements who have not engaged in the DPS.
- Haringey is not yet involved in sub-regional commissioning activities in this area and therefore has limited leverage to manage the market effectively.

Staying Put

- National evidence suggests that remaining in foster care beyond the age of 18 is associated with improved outcomes, and helps to facilitate care leavers transition into adulthood.
- To date in Haringey, the number of young people able to take-up Staying Put arrangements has been low. As of May 2017, 16 care leavers over 18 were in a Staying Put arrangement. Although this is routinely discussed with the young person and the carer, the low uptake has been linked to the preferences of carers themselves to foster younger children and our overall lack of in-house foster carers. We are keen to do more work in this area to ensure that care leavers do have the

opportunity to remain in foster care beyond the age of 18, where this will meet their needs and support their development towards adulthood.

To build pathways to adulthood through semi-independent & supported living we will:

- Implement robust quality assurance measures to ensure better outcomes and higher quality performance from semi-independent providers.
- Move away from reliance on spot-purchasing of semi-independent placements, through commissioning semi-independent units in the young people's supported housing pathway to meet projected demand and to ensure provision of a more flexible range of accommodation types, e.g. more independent units with floating support.
- Address the high cost of the provider market for Haringey, by working collaboratively with other North London boroughs.
- Facilitate more Staying Put arrangements where this will meet a care leaver's outcomes
- Ensure the voice of children and young people is reflected in decisions about their care.

Objective 5) Strengthen Legal Permanency Options

Wherever possible children's services undertake legal proceedings to ensure permanency, stability and the achievement of the best long-term outcomes for children. Legal permanency orders play a significant part in ensuring that children and young people do remain at, or return, home wherever possible, or are placed with other family members and close family friends. Permanency options for children include placement with parents, the granting of an adoption or Special Guardianship Order or the identification of a long-term fostering placement.

Issues & evidence:

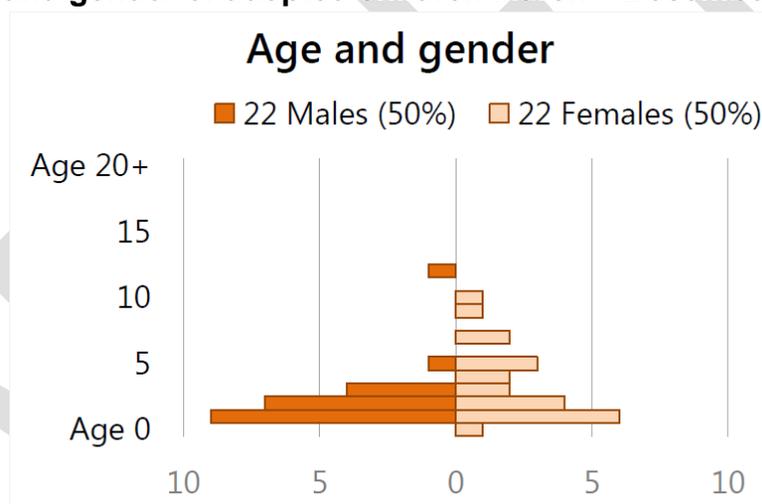
Adoption

- In Haringey, in line with national trends, the number of adoptions has declined from 38 in 2013/14 to 11 in the financial year up to December 2017, with 5 additional adoptions scheduled for approval before March 2018. This reduction is due to changes in judicial practice, which has reduced the granting of adoption orders in favour of granting Special Guardianship Orders and also reflects the decline in the number of adopters nationally.
- Across the boroughs within the North London Fostering and Adoption Consortium there has been a significant decrease in the number of enquiries from prospective adopters from 1,000 in 2015/16 to 612 in 2016/17.
- The increase in the complexity and specialist needs of Haringey's looked after children has meant that recruitment has had to become much more selective to

match the needs of the children waiting, resulting in reduced numbers of adopters approved.

- The tri-borough partnership (consisting of Barnet, Enfield and Haringey) through which Haringey recruits adoptive parents, has also identified a shortage of BAME adopters and adoptive parents for older children, children with disabilities and sibling groups. This limits the number of adoption placements, as a large proportion of our LAC cohort identify with one of the latter described characteristics.
- Therefore, Haringey has multiplied the number of information sessions held from 5 in 2015/16 to 12 in 2016/17 to increase recruitment. However, the conversion rates from the information sessions to the successful recruitment of adopters remains low. In Haringey 6 new adopters were approved in 2016/17.
- As of December 2017 out of the total number of children who have been adopted in the last 9 months (11 children) and those who are currently waiting to be adopted (33 children) 89% were aged 5 and below. This echoes national figures as in 2016 72% of children adopted were in the 1 to 4 year old age category.

Age and gender of adopted children March – December 2017



- As of December 2017, based on the 11 adoptions within the financial year, the average number of days between entering care and being placed for adoption was 419 days, which is an improvement on the previous year and below the Department for Education's target of 426 days.
- The length of time it takes to complete the adoption process ranges significantly, spanning from 175 to 852 days. It must be noted that Haringey had multiple instances in the past year whereby the child has been in care for a long period before being adopted, which significantly increases the recorded length of time to complete the adoption process. However, extremely positive outcomes are achieved for Haringey children through adoption.
- Adoption breakdown rates are very low for Haringey children, due to the care with which families are matched and the continued support offered by the adoption team. Since March 2015 there has only been one instance of breakdown,

- The government led regionalisation of the adoption process, due to be implemented in 2019, is expected to further increase the number of adopters approved and improve the timeliness of each stage of the adoption process, whilst also offering better economies of scale.

Special Guardianship Orders

- In the financial year to December 2017, 15 Special Guardianship Orders (SGOs) were granted.
- The numbers of SGOs have declined since their peak in 2014/15 and the majority of the boroughs within the North London area have experienced a similar reduction in SGOs. However, the emerging 2017/18 figures indicate that the number of SGOs granted may be increasing.
- 35% of all SGOs since 2013/14 have been made to the former foster carer, demonstrating a significant transfer of foster placements to permanency and 65% were granted a relative or family friend.

Long-term fostering

- Haringey currently has 67 in-house foster carers approved to provide long-term care, however an additional 43 carers have children placed with them on a long-term basis.
- In 2016/17 23 children (5% of the looked after population) were in friends and family long-term (permanent) foster placements.

Placement with Parents

- There has been a significant increase in the number of placements where the child is legally looked after by the local authority but is placed with parents. This highlights that increasing numbers of children are being supported to remain at home.
- For those children and young people legally looked after by the local authority but placed with parents, access to timely and effective universal and targeted provision needs to be in place so that their needs are met holistically in the community.

To Strengthen Legal Permanency Options we will:

- Seek to recruit in-house foster carers willing to provide long-term foster placements.
- Improve pathways to a range of community based services for children and young people legally looked after by the local authority and living with their parents.
- Explore launching an independent marketing and recruitment campaign to stimulate the market for adoptive parents, specifically targeting potential adopters who may wish to adopt older children, BAME children, children with disabilities and those with complex needs.

- Review and evaluate the effectiveness of the tri-borough adoption recruitment process. Increase the utilisation of the Family Rehabilitation Service delivered by Tavistock and Portman in cases where the court has mandated the child to return to their birth family. This will ensure successful transitions home and helps to facilitate the process of coming back together as a family.
- Ensure the voice of children and young people is reflected in decisions about their care.

D. Conclusion

This Strategy has a distinct aim to ensure that children and young people in care live in stable, high quality settings, where their needs can be met and their outcomes improved, enabling them to return home where this is in their best interests.

As corporate parent, the whole Council has a role to play to improve outcomes for Haringey's looked after children. This Strategy and the delivery of its outcomes form just one part of our overall approach to supporting looked after children and those on the edge of care and should be read in conjunction with other local strategies for children and families in need of support and protection.

Further information on the delivery of the council's actions to improve the sufficiency of placements for looked after children is included in the implementation plan below. For details regarding individual projects the lead departments listed will be able to provide additional information.

Implementation Plan		
Priorities	Lead	When
<u>Objective 1) Strengthen our 'Edge of Care' Offer</u>		
Commission a new young people's integrated supported housing pathway in spring 2018 to manage the routes into care, particularly where there is a primary need for housing and accommodation rather than care and support, as offered to looked after children.	Strategic Commissioning	Autumn 2018
Refresh our Parenting Strategy, to commission a varied suite of tailored parenting courses to target key areas of need such as courses on caring for vulnerable adolescents and overcoming parental conflict.	Early Help	Summer 2018
Commission a family mediation service.	Strategic Commissioning	Spring 2018
Seek to establish, with neighbouring boroughs, a shared sub-regional residential provision for children at the edge of care and their families, which would focus on building family capacity to continue to parent the child safely at home.	Strategic Commissioning and North London boroughs	Autumn 2018
Support families on the edge of breakdown to access positive activities in the community, including culturally responsive mentoring and peer support for young people.	All	Ongoing
Ensure the voice of children and young people is reflected in decisions about their placements and their care.	Strategic Commissioning	Summer 2018
<u>Objective 2) Grow our in-house fostering provision</u>		
Introduce a revised foster carers support and remuneration package, including tiered payments, an increased training and support offer, council tax discounts and improved professional development to enable current carers to be able to manage more specialised placements.	In-House Fostering Steering Group	March 2019
Formulate a marketing strategy to attract carers who reflect the demographics of our LAC cohort and launch a targeted recruitment campaign that will source in-house	In-House Fostering Steering Group	March 2019

mother and baby carers, teenage/ 11+ carers and fostering households able to accept sibling groups and emergency placements.		
Deliver training for foster carers on attachment-aware and trauma-informed practice to support them in caring for more complex LAC and reduce instances of placement breakdown.	Fostering and Adoption	Summer 2018
Build in-house foster carers' capacity to accommodate additional children and or children with disabilities through exploring a range of accommodation options and ensuring that the necessary physical adaptations can be made.	Strategic Commissioning	Summer 2018
Conduct a strategic review of short-breaks provision for children with disabilities to establish demand and an appropriate commissioning model for the service.	Strategic Commissioning	From March 2018
Ensure the voice of children and young people is reflected in decisions about their placements and their care.	Strategic Commissioning	Summer 2018
Objective 3) Improve how we commission placements from the market, focusing on specialist and therapeutic placements		
Focus on long-term planning for children in residential care, working closely with providers to maximise opportunities for children to step-down from residential care and to facilitate a move to a family-based placement or to supported semi-independent living for older children.	Strategic Commissioning and Children's Services	Summer 2018
Ensure greater sub-regional collaboration to stimulate and shape the IFA market. Haringey will work in partnership with other boroughs to establish a formal commissioning arrangement, equalise fees paid to IFAs across different councils and reduce inter-borough competition.	Strategic Commissioning and North London boroughs	Spring 2018
Explore the potential of engaging in a sub-regional or regional commissioning arrangement to develop the market and broker capacity in residential and/or secure accommodation beds locally as well as sub-regionally.	Strategic Commissioning and North London boroughs	Autumn 2018
Implement a robust quality assurance and contract management approach for residential placements and IFAs to improve placement stability and ensure the implementation of quality improvement measures.	Strategic Commissioning	From March 2018

Engage with the local market to stimulate local provision where possible, to improve quality and build understanding of how best to respond to Haringey's LAC needs.	Strategic Commissioning	Spring 2018
Establish new channels of communication with providers to ensure that placement providers are linked into the wider network of services for children and young people.	Strategic Commissioning	Summer 2018
Ensure the voice of children and young people is reflected in decisions about their placements and their care.	Strategic Commissioning	Summer 2018
<u>Objective 4) Build pathways to adulthood in semi-independent & supported living</u>		
Implement robust quality assurance measures to ensure better outcomes and higher quality performance from semi-independent providers.	Strategic Commissioning	Spring 2018
Move away from reliance on spot-purchasing of semi-independent placements, through commissioning semi-independent units in the young people's supported housing pathway to meet projected demand and to ensure provision of a more flexible range of accommodation types, e.g. more independent units with floating support.	Strategic Commissioning	Summer 2018
Address the high cost of the provider market for Haringey, by working collaboratively with other North London boroughs.	Strategic Commissioning and North London boroughs	Ongoing
Facilitate more Staying Put arrangements where this will meet a care leaver's outcomes	Strategic Commissioning and Fostering and Adoption	Summer 2018
Ensure the voice of children and young people is reflected in decisions about their placements and their care.	Strategic Commissioning	Summer 2018
<u>Objective 5) Strengthen Legal Permanency Options</u>		
Seek to recruit in-house foster carers willing to provide long-term foster placements.	In-House Fostering Steering Group	Summer 2018
Explore launching a marketing and recruitment campaign to stimulate the market for	Fostering and	Autumn 2018

adoptive parents, specifically targeting potential adopters who may wish to adopt older children, BAME children, children with disabilities and those with complex needs.	Adoption	
Improve pathways to a range of community based services for children and young people legally looked after by the local authority and living with their parents.	Strategic Commissioning	Autumn 2018
Review and evaluate the effectiveness of the tri-borough adoption recruitment process.	Fostering and Adoption	Summer 2018
Increase the utilisation of the Family Rehabilitation Service delivered by Tavistock and Portman in cases where the court has mandated the child to return to their birth family. This will ensure successful transitions home and helps to facilitate the process of coming back together as a family.	Strategic Commissioning	Spring 2018
Ensure the voice of children and young people is reflected in decisions about their placements and their care.	Strategic Commissioning	Summer 2018