

Children and Young People's Commissioning and Sufficiency Strategy 2018 – 2023

Children on the Edge of Care, Children in Care and Care Leavers

Produced by: Commissioning (Vulnerable People) Team in conjunction with the Children Safeguarding, Specialist Services and Early Help Management Group.

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Document Governance

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	<p>Final version to be published on Councils website and Children and Young Peoples Telford Practice Manual</p> <p>Views on this strategy are encouraged and any feedback/queries to be sent to cypcontracts@telford.gov.uk</p>

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1 The purpose of the document

- 1.1 This strategy sets out how we will ensure that children and young people can be supported to meet their social, health and educational needs and to secure the best possible outcomes for children in care and care leavers, and to support them to achieve independence¹.
- 1.2 We will also outline how we intend to meet our obligations under the Sufficiency Duty² which requires each Local Authority "...to take steps that secure, so far as is reasonably practicable..."³, sufficient accommodation within its area to meet the needs of children that they are looking after. Our aim, through market development and working with partners is to achieve the right placement at the right time for our children in care.
- 1.3 We have high aspirations for children and young people and their families within Telford and Wrekin and we want to enable them to access information, advice, guidance and support proactively to ensure they can continue to live well⁴. Therefore we are committed to achieving permanency and stability for all children and young people through our provisions and those of our partners.
- 1.4 This strategy is to be read in conjunction with the market position statement⁵ and the annual action plan that is reviewed in September every year.

2 Outcomes and Performance Indicators

We are keen to measure our progress for achieving our strategic commissioning and sufficiency vision and therefore we will review annually against the following:

2.1 Key outcomes:

- a) Families can care for their own children and young people by recognising when they need to seek help, advice and support, to then engage with that right help and support at the right time. This enables families to live well together for as long as it is safe to do so, achieving permanency and stability for children and young people (Prevention).
- b) Children and young people who are being looked after are living well in a secure, permanent and stable placement, whilst receiving any other appropriate support to enable them to be supported well through their childhood through to adulthood. (Children in Care).
- c) Care leavers are supported well to recognise when and where to seek help and support at the earliest opportunity to enable them to live well. Care leavers receive the right move on

¹ Taken from the Vision in Telford & Wrekin Council's Corporate Parenting Strategy 2018 to 2020.

² Children's Act 1989 c.41 and Children and Young Persons Act 2008 C.28

³ Section 22G Children and Young Persons Act 2008 C.28

⁴ Continuum of Need threshold windscreens in Appendix 1

⁵ See Appendix 3

placement for them and continue to receive the right services at the right time to live well in adulthood. (Care Leavers).

2.2 Key performance indicators:

- a) 85% of all accepted placement referrals have at least one placement option that meets the needs of the child as outlined in the referral.
- b) 70% of children in care (under 16) who have been in care for over 2 ½ years will have been in a stable placement for 2+ years. As at 31st March 2019 = 66.9%
- c) Less than 8% of children in care will have three or more placements in a 12 month period. As at 31st March, 2019 = 9%
- d) 100% of young people to be on roll in a registered education provision within 15 days of any placement change. As at July 2019 there were 99%
- e) 95% of children in care have an education offer that meets the statutory minimum expectation for number of hours per week. Measured across the whole academic year. As at July 2019 97% meet statutory minimum expectation.
- f) Permanency - 100% Looked after children have a permanency decision at their second review.
- g) Our Family Solutions Team will aim to continue to successfully support young people to remain out of care. As at July 2019 85% of all caseloads were prevented.
- h) 95% of our Care Leavers will be in suitable accommodation. As at 31st March 2019 = 93%
- i) We are working with our Telford and Wrekin CCG colleagues and the provider for our children's emotional health and mental wellbeing service in developing key performance indicators and outcomes regarding children and young people's emotional health and wellbeing improvement. Future reviews of this strategy will outline this development.

3 Commissioning

3.1 In Telford and Wrekin we are committed to helping children and young people and their families to achieve the outcomes that matter to them in life. We want to see them living healthy, happy, more independent and fulfilling lives. Through consultation with children/young people and their families we know that receiving the right help at the right time with the right solutions that will match their needs will achieve better outcomes for them.

3.2 Therefore, within our strategy we will:

- ensure that the Council's priorities, values and legislative requirements underpin all future service developments;
- meet the sufficiency needs within our 'Where we are' and Corporate Parenting⁶ Strategies;

⁶ See Telford and Wrekin Children's Services Procedures Manual

- ensure that there is sufficient provision to cater for the needs of our children in care;
- link with our Market Position Statement⁷ to inform and work with the private sector, charitable and voluntary sector partners to identify gaps/shape the market to ensure sufficiency of accommodation placements for short breaks provisions, fostering, residential, supported accommodation and move on accommodation with support;
- ensure bespoke options of support are flexible to meet the needs of children/young people on the edge of care to support them and their families to remain together wherever safe to do so;
- ensure it shares gaps of needs for children and young people and their families that have been identified to other local and regional commissioners of care, education and health services to achieve a joint collaborative commissioning approach;
- continue to collaboratively commission with our West Midlands colleagues through the regional Association of Director of Children Services Group (ADCS);
- continue to inform and develop with our commissioning colleagues from Shropshire Council and the CCG's across Shropshire and Telford and Wrekin the Sustainability and Transformation Plans and developing integrated care pathways to ensure that children and young people's physical and mental health needs are met now and in the future.

3.3 How we commission:

- In Telford & Wrekin Council our commissioning and operational teams strategically work together to ensure that we have the right resources, services and skills to support children and young people and their families. We do this jointly in order that we can demonstrate best value for money together with better outcomes for individuals and/or families. We use the commissioning cycle in Appendix 2 to collate needs/outcomes information into a strategic assessment and analysis to form a coordinated plan.
- Our commissioning begins with a comprehensive assessment of a child/young persons needs and wishes, which individually forms the basis of what is needed to achieve the child/young persons outcomes. Where a child/young person is not in the care of the Council, we will undertake a whole family assessment.
- We then use this information to inform:
 - providers (both internal and external) of what our sufficiency requirements are.

⁷ See Appendix 3

- Our commissioning colleagues across health and education of the needs of children on the edge of care/looked after children/care leavers to ensure that the children's health and education needs are met and for adult services in particular for mental health and drug and alcohol to ensure that adults who are parents are supported well in order that they can care for themselves and their children/young people.
- We also work collaboratively with health and education commissioners regionally and nationally to learn from other ways that have achieved good outcomes for children and young people.
- Commissioning and operational teams jointly review the data against our strategic plans to ensure that our strategic direction is meeting the needs of children and young people.
- Our procurement⁸ colleagues will secure the services we need through a range of options that will enable us to have flexible contracts that are specific for us or collaboratively developed on a West Midlands sub-regional/regional basis to achieve best value for money and efficient use of resources when tendering and contracting.
- Our brokerage team is our day to day direct contact with our market providers both for placements and support services that are required for our children and young people. This team enables a single point of access for discussion and queries from providers. The team currently utilises the West Midlands Portal⁹ that enables West Midlands Local Authorities and Providers a safe area to share information about what placements/services are required. Providers registered on the portal can see how many referrals on any day have been submitted by each Local Authority for their type of services. This source of data is both useful for providers for their business planning and for us in developing our strategic sufficiency needs analysis.

3.4 Local Transformation Plan - collaborative commissioning of children and young peoples mental health services:

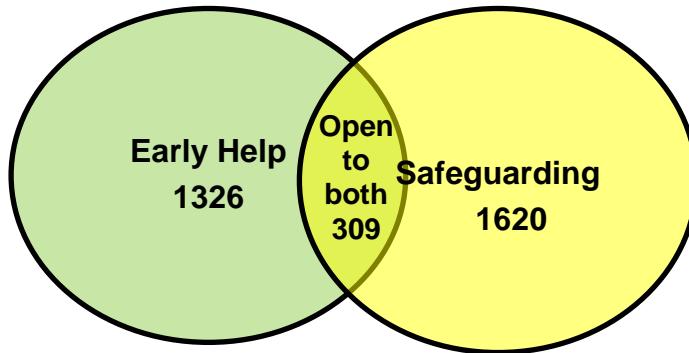
- #### 3.4.1 The Shropshire and Telford and Wrekin Local Transformation Plan¹⁰ outlines how mental health services for children and young people are being commissioned across Shropshire and Telford and Wrekin.

⁸ http://www.telford.gov.uk/info/20185/contracts_tenders_and_procurement/148/procurement_policy

⁹ <https://www.placementsportal.co.uk/pp/Default.aspx>

¹⁰ This is the link for 2017 refresh <https://www.telfordccg.nhs.uk/who-we-are/publications/children-s-commissioning/3312-shropshire-telford-wrekin-ltp-refresh-oct-2017-v-1-5-25-10-17/file>

- 3.4.2 We have jointly commissioned¹¹ a new mental health service¹² that now includes access for children and young people and their families to emotional health and wellbeing support to prevent children and young people's mental health from deteriorating.
- 3.5 Housing - working with our strategic housing and housing services colleagues we continue to review our housing accommodation needs within our Borough in particular for single young people and families including those that have no recourse to public funds.
- 3.5.1 We want to ensure that young people do have security of tenure that does not rely solely on an accommodation type that is a House of Multiple Occupancy (HMO).
- 3.5.2 We are committed to ensuring that the accommodation is affordable both for rent and other housing costs and that the accommodation is suitable and in areas that have easy access to transport, employment and education opportunities.
- 3.5.3 Through our development of our joint protocol¹³ with housing we are ensuring that homeless young people aged 16/17 years are housed and supported well and that care leavers are prevented from being homeless.
- 3.6 Strategic Commissioning Governance/overview will take place by:
- 3.6.1 Our Children's Safeguarding and Family Support management team will review this strategy with our commissioning team annually to demonstrate the progress being made and to update it in line with our performance data.
- 3.6.2 Our Corporate Parenting Group will receive periodic reports from the Children's Safeguarding and Family Support management team on the progress made under this Strategy.
- 3.7 The children and young people we are working with as at 31st March 2019:

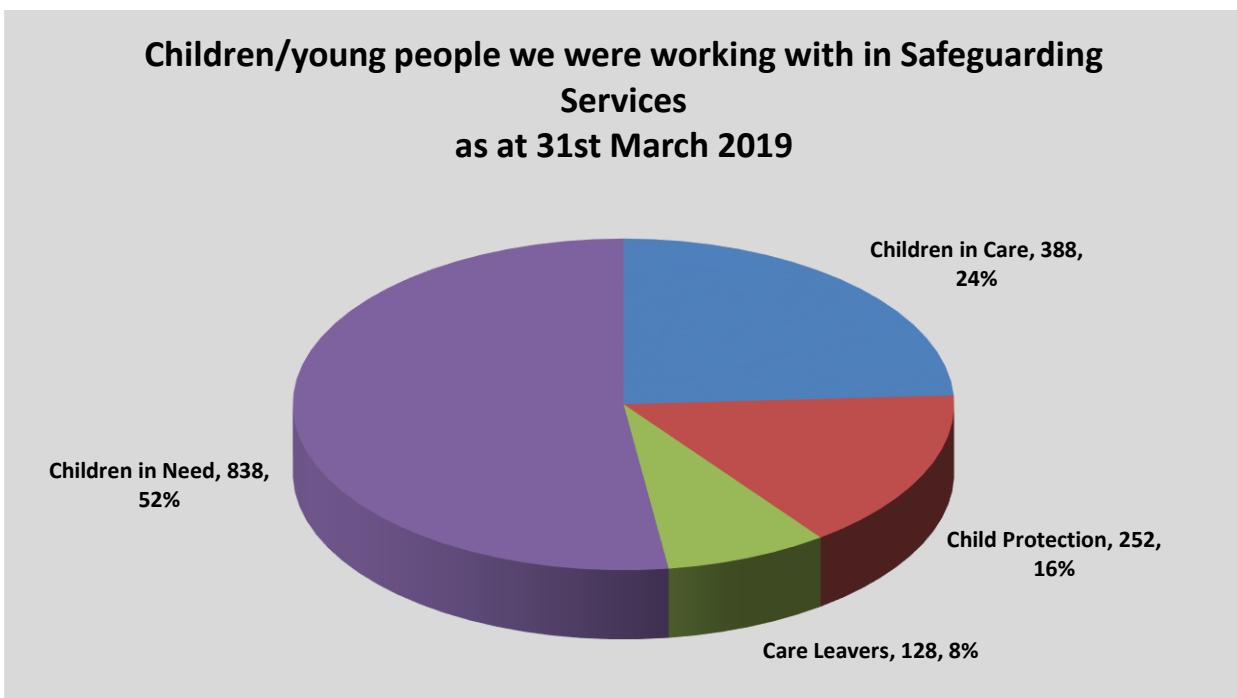


¹¹ Shropshire and Telford and Wrekin CCG's with Shropshire and Telford & Wrekin Councils

¹² <https://beeu.org.uk/work-young-people/can-get-help-support/>

¹³ See Telford and Wrekin Children's Services Procedures Manual

Children/young people we were working with in Safeguarding Services as at 31st March 2019



4 Prevention

- 4.1 Wherever possible and right to do so following a comprehensive assessment, we are seeking to achieve the following outcome:

Families can care for their own children and young people by seeking the right help at the right time keeping families together for as long as it is safe to do so (Prevention)

It is all of our responsibility within our communities to ensure that:

- Families are supported to look after their children and young people.
- Children, young people and the adults that care for them have good emotional health and wellbeing.
- Children and young people grow up well.
- Where it is safe to do so that children and young people remain with their family.

- 4.2 Our Early Help Strategy¹⁴ details our vision with partner agencies, for supporting families and being effective in keeping families together where it is safe and reasonable to do so. The

¹⁴ See Telford and Wrekin Children's Services Procedures Manual

Partnership is built on principles which will shape the way in which all partners will work together and how practitioners within each agency will support families.

- 4.3 We, with our partners have refreshed our partnership thresholds¹⁵ guidance to provide further information and clarity around early identification, assessment and interventions that may meet the child/young person/families needs. Family Connect is our single point of access for information, advice and guidance to individuals, families and professionals and these resources can be accessed online¹⁶ or by contacting the team by email or telephone. This is the daytime service and our emergency duty team can be accessed out of hours.¹⁷
- 4.4 Family Connect is also our multi-agency safeguarding hub for children, young people and adults where we will assess concerns. Our children and young people's safeguarding and assessment team will investigate any concerns raised regarding a child/young persons welfare or safety. The outcome of the investigation will determine whether any further action needs to take place. Where the investigation determines further help/assessment is needed then the team will refer to the appropriate team/agency.
- 4.5 Where a child/young person and/or their family need a targeted service then our Strengthening Families team will work with the child/young person and their families. They will do this through the use of early help assessment and support plan (includes our Family Circle measuring tool) which helps them to identify their needs and jointly agree the right support interventions that will enable them to achieve their outcomes in a more timely way avoiding the need for additional services.
- 4.6 Where additional support is needed we can access a range of services through close working with our communities to access local advice and support groups, children centres, activity groups and low level support services from local providers.
- 4.7 Where more specialist services are needed these can be accessed through self referral to services such as our integrated sexual health¹⁸, drug and alcohol¹⁹ and emotional health and wellbeing community services²⁰, or via professional referrals to Mental health services²¹ and/or our teams within the Council: family solutions, children with disabilities, CATE²², child protection and family support.

¹⁵ See Telford and Wrekin Children's Services Procedures Manual

¹⁶ Telford & Wrekin Council Family Connect web address is <http://www.familyconnecttelford.co.uk/>

¹⁷ See Telford and Wrekin Children's Services Procedures Manual

¹⁸ Information about Telford and Wrekin Sexual health service can be found at <http://openclinic.org.uk/>

¹⁹ Information about Telford and Wrekin Drug and Alcohol service can be found at <https://www.inclusion.org>

²⁰ Information about self referral to emotional health and wellbeing service can be found at <https://beeu.org.uk/self-help/>

²¹ Information about how to make a referral to the children/young people mental health service can be found at <https://beeu.org.uk/work-young-people/can-get-help-support/>

²² http://www.familyconnecttelford.co.uk/family/info/27/child_exploitation

4.8 Our Family solutions team provide services to children and families to prevent a child from becoming looked after where it is safe to do so. The team:

- Arrange and facilitate family group conferences to enable families to resolve a family based dilemma and to provide the space and time to safely suggest and agree tasks to support the child and family situation.
- Provide direct support and guidance to children and families in the community to enable the children to be safe at home, promote their welfare and enable the family to be supported to parent the child/children effectively.
- Work in partnership with a range of professionals and agencies and participate in formal decision making to support the child/family.
- Provide a service to children and families where it is identified that a child can be reunified to their family following a period of time spent in the care of the local authority, or work directly with the child and other key professionals to support a child to have a foster family experience following a period of time spent in a residential setting.
- Provide a service to parents who are likely to have pregnancies where the child is likely to be permanently removed following birth. This area of work is designed to delay further pregnancy to enable the adults to change their life style choices to enable them to either have a successful pregnancy in the future or be supported to have no further children.

4.9 Children with Disabilities Team:

4.9.1 Our children with disabilities team provide a specialist service/intervention for children with a disability or complex needs. They undertake assessments and provide support to families to agree a support plan that will help the child/family. Where the child/young persons needs are more complex, the team will undertake joint assessments with Health, education and adult services to achieve joint care and support plans. Transition planning for our children with disabilities commences at 14 years of age to enable the right support to be identified and plan accordingly.

4.9.2 Through our close working with families, children with disabilities and parent carer forums we understand that a range of options are needed from good information, advice and guidance to easy access to local community support services to overnight short breaks. We are working jointly with education and health commissioners on mapping what local services we have, ensuring our local offer²³ is up to date.

4.9.3 The Transforming Care programme has enabled us to work closer with health commissioners to ensure that children and young people with a learning disability, autism or both have the right to the same opportunities as anyone else. Jointly with our new mental health service provider, families and parent forum carers we review pathways for neuro-developmental assessments

²³ <http://www.telfordsend.org.uk/>

and pathways for LD/ASD mental health to ensure they are getting the support they need. We continue to ensure Care, Education and Treatment reviews (CETR's) are taking place in a timely way and we use the learning/outcomes from these as part of our intelligence to inform commissioning with our health and education partners. Through the development of our risk of admission register we have brought together key agencies to discuss how we can work together to support children and families to prevent children/young people needing to be admitted to a hospital bed. We are building on this joint working to progress an 'early alert' system to enable further joint working together to help families live well together and prevent a child/young person from needing to be in the care of the Local Authority.

- 4.10 Our Child Protection and Family Support team ensures that families are able to recognise and take active steps to protect and support their children and young people to remain within their families where this has been assessed and determined as appropriate. Where we have mutually agreed with a parent/s to accommodate a child or young person we will be seeking in many cases (when appropriate to do so) to develop plans for family reunification. The team supports the family in accessing positive community services to help them to live well together as a family.
- 4.11 Our Children Abused Through Exploitation (CATE) team support the identification of children and young people who are at risk of exploitation and provide one to one support. They also provide information advice and guidance to raise awareness and reduce the risks of exploitation to families, schools, businesses, community groups etc.; signpost to other specialist services and work in partnership with Safeguarding Services and all relevant agencies. The team will also undertake return to home interviews for children and young people known to safeguarding services and the themes from these are analysed to inform social care and commissioning.
- 4.13 Specialist assessments and Systemic therapeutic practitioners:
- 4.13.1 Through a comprehensive review we have now developed a team to undertake our pre-birth and parenting assessments. The team have created a streamlined, effective process, monitoring and assessment tools to ensure that a parent/parents are engaged to enable the assessment to be focused and completed at the earliest opportunity whilst ensuring a clear evidence base for future care planning. By creating the right environment for parenting assessments together with an improved process and assessment we are able to discuss the outcomes of the assessments with parents and achieve permanence for children in a more timely way.
- 4.13.2 Through the work of our systemic practitioners we are able to support families systemically in every contact we have either with the adults or children and young people in the family, our social workers and foster carers. In some cases these practitioners will provide direct support interventions to enable the care plan to progress further.

4.14 We have, with our West Mercia Local Authorities²⁴ West Mercia Police and Youth Justice Board, commissioned a West Mercia Youth Justice Service. Working together in this way enables us to commission effectively in terms of both commissioning and value for money. The Management Board reviews progress on the annual youth justice plan.

4.15 Our Public Health Team²⁵ commission specialist clinical services such as all age Sexual Health, all age drug and alcohol and healthy child programme 0-19. They do this by collating data, consulting with service users, families and stakeholders to ensure that the services are easily accessible and meet the needs of the service users. Strong communication and collaboration between children and young peoples social care and children and young peoples commissioners have enabled children in care and care leavers needs to be encapsulated within refreshed service specifications. The team lead on a range of strategies²⁶ that bring together a range of options to support children/young people and their families.

5 Children in Care

5.1 Where following a comprehensive assessment, children and young people are unable to remain with their families we are seeking to achieve the following outcome:

**Children and young people who are being looked after are living well in a secure, permanent and stable placement, whilst receiving any other appropriate support to enable them to be supported well through their childhood through to adulthood.
(Children in Care).**

5.2 Our Corporate Parenting Strategy²⁷ sets out our overarching 4 priorities²⁸ for children in care and care leavers and outlines our corporate parenting role. Through our Corporate Parenting Board we will, jointly with our partners, drive improvement and assess the progress in delivering our ambitions for children and young people.

5.3 Permanency²⁹ for children and young people has been developed in the following ways:

5.3.1 In Telford and Wrekin:

Our continuous commitment has been to ensure that children and young people at risk or who come into our care are supported through our involvement and activities to achieve secure,

²⁴ Telford & Wrekin Council, Shropshire Council, Herefordshire Council, Worcestershire Council

²⁵ More information can be found at http://www.telford.gov.uk/info/20087/healthy_telford

²⁶ See Strategies from TWC Public Health Team

²⁷ See Telford and Wrekin Children's Services Procedures Manual

²⁸ The 4 priorities are: health & emotional Wellbeing; education and achievement, employment and training; accommodation including placement stability; transition to independence.

²⁹ See Telford and Wrekin Children's Services Procedures Manual

stable and loving homes that support them through childhood and beyond. Therefore, we make permanence planning a systemic practice throughout our care planning. Our Permanency options include:

- Remaining with or returning to the care of their birth family
- Permanent placement with family or friends carers
- Adoption
- Early permanence placements/fostering for adoption
- Special Guardianship (SGO)
- Child Arrangements Orders
- Long Term Foster Care
- Residential Care

5.3.2 Through collaborative working:

Together with our neighbouring Local Authorities: Shropshire, Staffordshire and Stoke-on Trent, we have established a North Midlands Regional Adoption and Permanency Partnership to focus on improving outcomes for our children who require permanency. Through this partnership we have a shared vision to deliver a regionalisation of adoption programme which goes well beyond adoption and focusses on permanency (includes adoption, fostering, special guardianship and connected persons). We have agreed the following collective objectives:

- Ensuring that all children entering care, who require long-term/permanent care away from their birth parents, receive a consistently high level of organisational commitment.
- Ensuring that available resources, processes, and management/performance systems are aligned to measure permanency outcomes and timeliness for “permanency”.
- Ensuring that the same level of professional/organisational resource and attention is focused on placement finding, matching, planning and supporting transition, and post order/post-placement support for all children requiring “permanency”.
- Provide effective, quality services which are coordinated to promote positive outcomes for vulnerable children across the Partnership.
- Vulnerable children requiring “permanency” experience joined up and holistic services across the Partnership.
- There are increased levels of partnership/integrated working, shared learning, shared workforce development opportunities, best practice and awareness-raising.

5.3.3 Stepping children in care down from residential to long term fostering in line with their care plan is developing further on a local and regional basis. We have been working locally on a clear pathway plan that enables the child/young person to be supported well with transitioning to their foster family and that a foster carer is matched well with the child and is also supported well in this transition to ensure that a long term foster placement is sustainable. Our work with

our regional colleagues has been in developing sufficiency in the market for these types of placements and we will be working together on our Pyramid project under the successful Life chances bid.

- 5.4 Stability – Children and young people need to be in the right placement for them to feel safe to enable them to develop and thrive. We know that moving placement whether through an emergency or planned move has an emotional impact on the children and young people, carers and social workers. To support this we have:
- a) Systemic therapeutic practitioners working within our social care teams
 - b) Through our jointly commissioned mental health service³⁰ we have mental health practitioners that work with us in supporting our looked after children's emotional health and wellbeing.
 - c) A placement stability panel where carers/social workers can discuss with a multi-agency panel that includes representatives from health, education and care, the child/young persons placement needs. This panel can support a reflective discussion around whether the placement is still meeting the child/young persons needs and either help to decide if an alternative placement is needed (and what this placement type is) or how the current placement can be supported.
 - d) A staying put policy that outlines our pledge to young people who would like to stay in their foster home to continue their independent skills, education and/or training.
 - e) Various additional specialist support options and specialist assessments that, with our health and education partners can ensure appropriate access to the right service that can meet the child/young person needs whilst they are in care, stepping down from care or to prevent risk of family³¹ breakdown.
 - f) Every Child in Care has an allocated Inclusion Mentor from the Virtual School Team. The Inclusion Mentor works with the school to ensure the child has a termly Personal Education Plan meeting with SMART targets to support increased rates of progress.
 - g) Improved the Education, Health and Care Plan process, panel, quality assurance and robust review process. Having this plan correct means that we should reduce instability in placements.
 - h) Our Independent Safeguarding Quality and Advocacy Service continue to work with our children and young people individually and through the children and young peoples VOICE group to better understand the children and young people's wishes and feelings and receive their evaluation of their placement experience.
 - i) Through close working together with staff within the Telford Youth Justice team³² in reducing the risk of offending and the Youth Justice Team provide advice and guidance on how to work safely with young people and staff.

³⁰ See [BeeU](#)

³¹ Definition of family in this context is the whole range including residential setting; fostering; birth family; adopted family; family and friends fostering;

³² A part of the West Mercia Youth Justice Service -

http://www.telford.gov.uk/info/20071/youth_support/31/youth_offending

5.5 Complex/High risk needs of children and young people:

5.5.1 We have a small number of children and young people where they present with a number of needs and risks that will take time and specialist interventions to stabilise. We recognise that when there is a sudden escalation of risks/needs that specialist placements are required to stabilise these needs and manage the high risks. These specialist placements need to be able to accept emergency placements (following placement breakdown or urgent new in care placement) and be able to work with us in jointly assessing the needs and understanding why a child/young person is presenting with complex/high risk needs in order that the right systemic interventions can be put in place.

5.5.2 We with our regional colleagues are exploring our data in this area to understand further how we can commission collaboratively together to support children and young people in this cohort to prevent them from requiring high level placements such as Secure Welfare and/or NHS Tier 4 health provisions.

5.5.3 Using the learning from the Transforming Care Programme we are looking at our data with respect to children and young people who do not have a diagnosis of Learning Disability and/or Autism and require more complex services around their mental health and then following a stay in some health settings are diagnosed. Therefore, we are working to identify these children and young people earlier and ensure a multi-agency discussions takes place earlier to identify assessments/interventions to stabilise the needs of the child/young person to prevent their needs becoming more complex.

5.5.4 Our SEND³³ commissioning colleagues both locally and regionally are also exploring their data around this cohort of children and young people to support the development of the market ensuring that there is sufficiency in the right type of placements to meet the needs of children and young people.

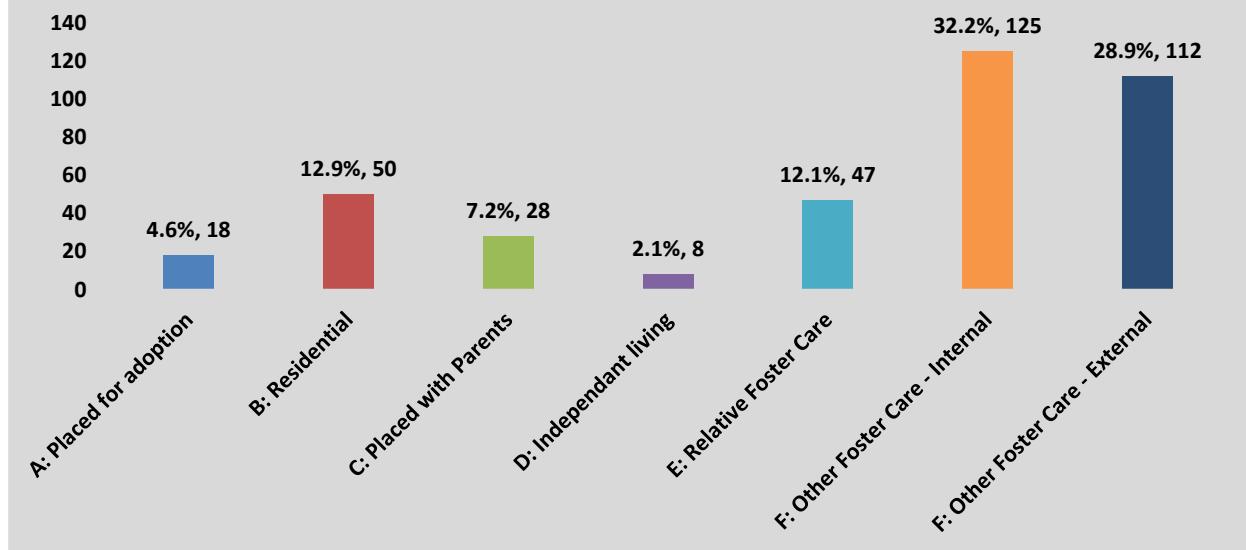
5.5.5 We liaise directly with Telford and Wrekin Clinical Commissioning Group's Continuing Care Team and in particular the Designated Clinical Officer (DCO), Designated Doctor for looked after children and the Health of looked after children Nurse to ensure that children and young people are accessing health services that can meet their needs.

5.6 Analysis of need: Current profile. The following table³⁴ outlines the number of children and young people <18 years of age, per placement types on 31st March 2019.

³³ See [Telford and Wrekin Local Offer SEND](#)

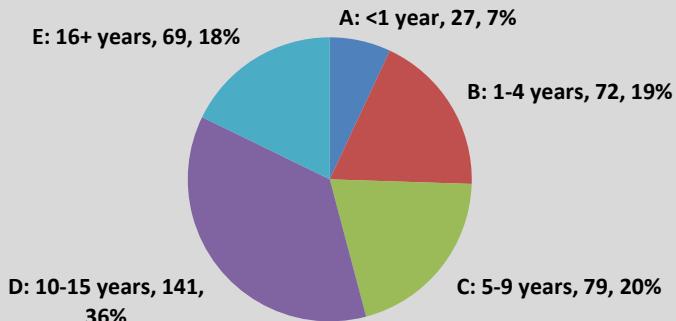
³⁴ Within the table please note that Independent Living is for 16/17 year old care leavers only, see Section 6 for 16 to 24 year old care leavers sufficiency needs.

Looked after children - Placement numbers/types as at 31st March 2019 - 388



5.6.1 And the age profile of our looked after children was:

Looked after children by age as at 31st March 2019



5.7 Analysis of need: Future predictions

5.7.1 Predicting Children in Care numbers is challenging, however there are various datasets we monitor to help understand the picture in Telford and Wrekin. The tables below show that whilst the numbers have increased from March 2018 this is mainly due to a reduction in the number of children leaving care. The rate of children in care in Telford and Wrekin has increased and at the time of the 2019 review of this strategy the comparative rates were not available.

5.7.2 The number of children in care in Telford and Wrekin as at 31st March each year³⁵

Year	2015	2016	2017	2018	2019
Number of children in care at 31st March	293	299	379	370	388

5.7.3 The rate per 10,000 children in care³⁶:

Year	2015	2016	2017	2018	2019
England	60.0	60.0	62.0	64.0	*
West Midlands	74.0	73.0	75.0	78.0	*
Statistical Neighbours	74.1	75.1	75.3	80.5	*
Telford and Wrekin	75.0	76.0	96.0	92.0	96.7

* - not available as at 30.08.19

5.7.4 We do know, however, that the number of children and young people in Telford and Wrekin is set to increase. Overall, the 0-18 population is projected to increase by around 11.3% between 2018 and 2031 (from 42,800 to 47,600). However this varies greatly when looking at different age groups, most notably with larger increases in the number of mid-teenage aged children. Our Market Position Statement³⁷ outlines the predicted population growth per age group and provides further detail around the numbers and type of services that we predict will be needed for our children in care population.

5.8 Reunification with family

We have adopted NSPCC's reunification framework³⁸ within our family solutions, child protection and family support and children in care teams' pathways to support the reunification of a child/young person with their family after a period of time in care. By using this framework we are able to identify and access the type of support/interventions that a family needs for them to be able to address the issues that led to the child being in our care.

5.9 Activities within the community

Telford and Wrekin is a vibrant community with lots of community based activities mainly run by the the community taking place within buildings/open spaces.

³⁵ Data source: DFE Children Looked After Statistics

³⁶ Data source: DFE Children Looked After Statistics

³⁷ Copy of the Market Position Statement as at February 2019 can be found at Appendix 3.

³⁸ [An evidence-informed framework for return home practice](#)

We encourage our children in care/care leavers to utilize community resources in particular:

- Leisure services including: swimming pools, gyms, Telford town park; Ironbridge museums etc...
- Outdoor spaces: locality based parks, walks, children's play equipment and gyms in community play areas,

And every year, since 2014 we run a 3 week Summer Arts Programme for 10 children in care who work towards Arts Qualifications and showcase their work at their celebration event that they have organized themselves.

6 Care Leavers

- 6.1 When our young people are ready to leave care, we are striving to meet the following outcome:

Care leavers receive the right move on placement for them and continue to receive the right services at the right time to promote independence. (leaving care)

- 6.2 The Children and Social Work Act 2017³⁹ increased the upper age limit of Care Leavers from 21 to 24 years and in response to this we have developed our local offer⁴⁰ for Care Leavers. We will continuously review this local offer with our care leavers to ensure that it is still meeting their needs.
- 6.3 Accommodation options for Care Leavers 16 to 24:

We have developed a range of suitable accommodation options to enable care leavers to live well independently:

- Access to local housing provision via our short term supported accommodation contract which now includes care leavers⁴¹.
- With our West Midlands regional commissioning colleagues a regional supported accommodation framework has opened up more supported accommodation options/areas for care leavers who may wish to remain in the area they have been looked after in and for moving to alternative areas⁴² including back to Telford and Wrekin.

³⁹ Children and Social Work Act 2017 c.16 can be found at <http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

⁴⁰ See [link to our local offer for care leavers](#)

⁴¹ <http://www.inspire2thrive.co.uk/thrive-accommodation-based-support>

⁴² To be able to access employment, education or training opportunities

- We have collaboratively commissioned⁴³ an in-house temporary housing and support service that is based at one of our temporary housing sites called Dodmoor Grange that is managed by our Housing Options Team. The support service is provided by our in-house My Options team called Xroads. This enables 16 to 24 year olds who are statutory homeless or care leavers to access temporary housing with intensive housing support to re-engage, re-skill and empower young people to draw a line under what has happened prior to living at this scheme and to put their positive energy into improving their housing and independent living skills. We also can support 16 to 24 year olds needing emergency accommodation including PACE Transfers for 16/17 year olds.
- Shared Lives Carers supporting 16 and 17 year old Care Leavers and where appropriately 18 to 24 year old complex Care Leavers to provide a family based supported living environment that nurtures and supports their engagement in education, employment and/or training and development into a young adult.
- Working with our housing team and approved landlords in the area we can signpost and help care leavers find their more permanent move on home that can give them security of tenure.

6.4 Support for Care Leavers

- Our Personal Advisors support and promote our young people to achieve independent lifeskills. In addition to this they will advise (using coaching skills), signpost and provide guidance.
- Jointly⁴⁴ commissioned 0-25 Emotional health and wellbeing service⁴⁵ enables care leavers to continue to access this service if they were already receiving the service before they were aged 18 or to access the support services for the first time after the age of 18.
- An accommodation suitability assessment form has been developed that is used in conjunction with a robust risk assessment by the young person's Case Manager and young person. The accommodation suitability assessment form helps to identify the quality of the accommodation, questions to ask the landlord about the property and how the landlord safeguards everyone using their accommodation. This form helps Care Leavers understand what they should be checking in accommodation and how to raise queries/concerns when they are not satisfied.
- A Care leavers group run by care leavers provides peer support and enables the young people to have a voice that is heard by the service.
- Our care leavers can access community based support through community hubs that can provide additional advice and guidance relating to independent living in the community. This community hub service is delivered by local supported accommodation housing providers.⁴⁶

⁴³ Collaboratively with our housing options team, emergency duty team, children in care/care leavers team.

⁴⁴ Jointly commissioned with Telford and Wrekin CCG, Telford & Wrekin Council, Shropshire CCG and Shropshire Council

⁴⁵ See [BeeU](#)

⁴⁶ <http://www.inspire2thrive.co.uk/>

7 Identified Sufficiency needs (following analysis of need)

- 7.1 Our Market Position Statement in Appendix 3 details our forecast of numbers of children and young people who will need the varying type of services/placements to help and support them to live well.
- 7.2 We have identified the following priority placement types that are needed in order to meet our general sufficiency needs:
- Local authority foster placements
 - Independent foster placements
 - Independent residential children's homes
 - Move on accommodation with independence support and/or with tenancy support
 - Overnight Short breaks for edge of care and/or for children with disabilities in fostering/residential settings.
- 7.3 In addition to placement sufficiency we have also identified the following community support services for all children including children with a disability as a priority:
- Local community play/social activities during the day/early evening (weekends, after school, school holidays). For children and young people and their families/carers.
 - Peripatetic care and/or support services in the home and in the community
 - Child minders
 - Overnight shortbreak activity based breaks
 - Personal Assistants
- 7.4 For children in care we need regulated placements to meet the following types of children and young peoples needs:
- Missing from Care
 - Sexualised behaviour (male/female victim/perpetuator)
 - Violent/aggressive behaviour
 - Self-Harming
 - Learning disability/Autism
 - Managing multi-faceted behaviours (eg substance misuse, criminality) that stem from underlying needs
 - Social, emotional and mental health behaviours

And that foster carers/residential staff are resilient, well trained and supported well to manage children and young peoples multi-faceted behaviours stemming from for example: emotional trauma, neglect, poor parenting and no clear consistent boundaries.

- 7.5 For more specialist services in managing high complex/high risks we need staff to be trained to support children and young people with the following needs/behaviours:
- Offending behavior
 - Self harm
 - Substance misuse
 - Absconding
 - Challenging behaviours
 - Mental Health
 - Exploitation – eg) at risk of sexual/criminal exploitation
- 7.6 Following a comprehensive review of our residential settings use over the last 3 years, we have identified that some of our children/young people need a temporary environment where they can have ‘time out’ and feel safe and secure. This temporary environment will have excellent experienced and skilled staff/carers that fundamentally see that they are children/young people first and that the staff/carer understand that the behaviours⁴⁷ that the children/young people display are due to layers of emotional trauma and previous negative life experiences. This safe place will proactively help children/young people to begin the pathway to sustainable recovery, de-criminalise and prevent further escalation of behaviours. We envisage that there will be 3 stages to be completed:
- First stage – A review of education, health and care assessments with input from residential staff/foster carer and the child/young person will be undertaken with an emphasis on the child/young person’s emotional health and wellbeing needs. Following a comprehensive emotional health and wellbeing/neurodevelopmental assessment a treatment programme will be developed.
 - Second stage – Everyone involved in the first stage will then work together using the assessments to create a comprehensive short term/medium term recovery programme for the child/young person and determine what type of permanent placement would be best suited to continue this recovery programme. The referral for the new placement will then be circulated to the market to source this.
 - Third stage – The recovery programme will commence and staff/foster carer will support the placement move to the permanent placement found.
- 7.7 For our Care leavers we need good quality affordable accommodation within Telford and Wrekin for 16 to 24 year olds who are ready to move on from their care placement/supported accommodation. Our vision is to help our care leavers to secure and maintain a tenancy with responsible landlords.

⁴⁷ Some of the types of behaviours are listed in section 7.5.

The types of accommodation with or without support that is needed is:

- Emergency/same day supported accommodation
- Supported Lodgings
- Supported accommodation
- Shared lives – for generic/chaotic/complex and for young people transitioning to adults services LD/ASD with/without intensive support
- Accommodation with floating support/housing management from Landlord

- 7.8 We are working with the Housing Lin⁴⁸ on a specialist accommodation strategy for the next 10 years as we have recognised a need to identify and address specialist accommodation for 16 years and upwards (no upper age limit). This strategy will join up social care and independent living with housing needs. This strategy will provide more detail around the specific requirements for future supply, will indicate desirable areas for future provision, building specifications and models that can help individuals with differing levels of need to live as independently as possible.
- 7.9 In the meantime we continue to work with landlords via our housing team⁴⁹ to ensure that everyone (especially families) have access to good quality housing and have security of tenure.

8 Our Strategic Approach on measuring what good looks like

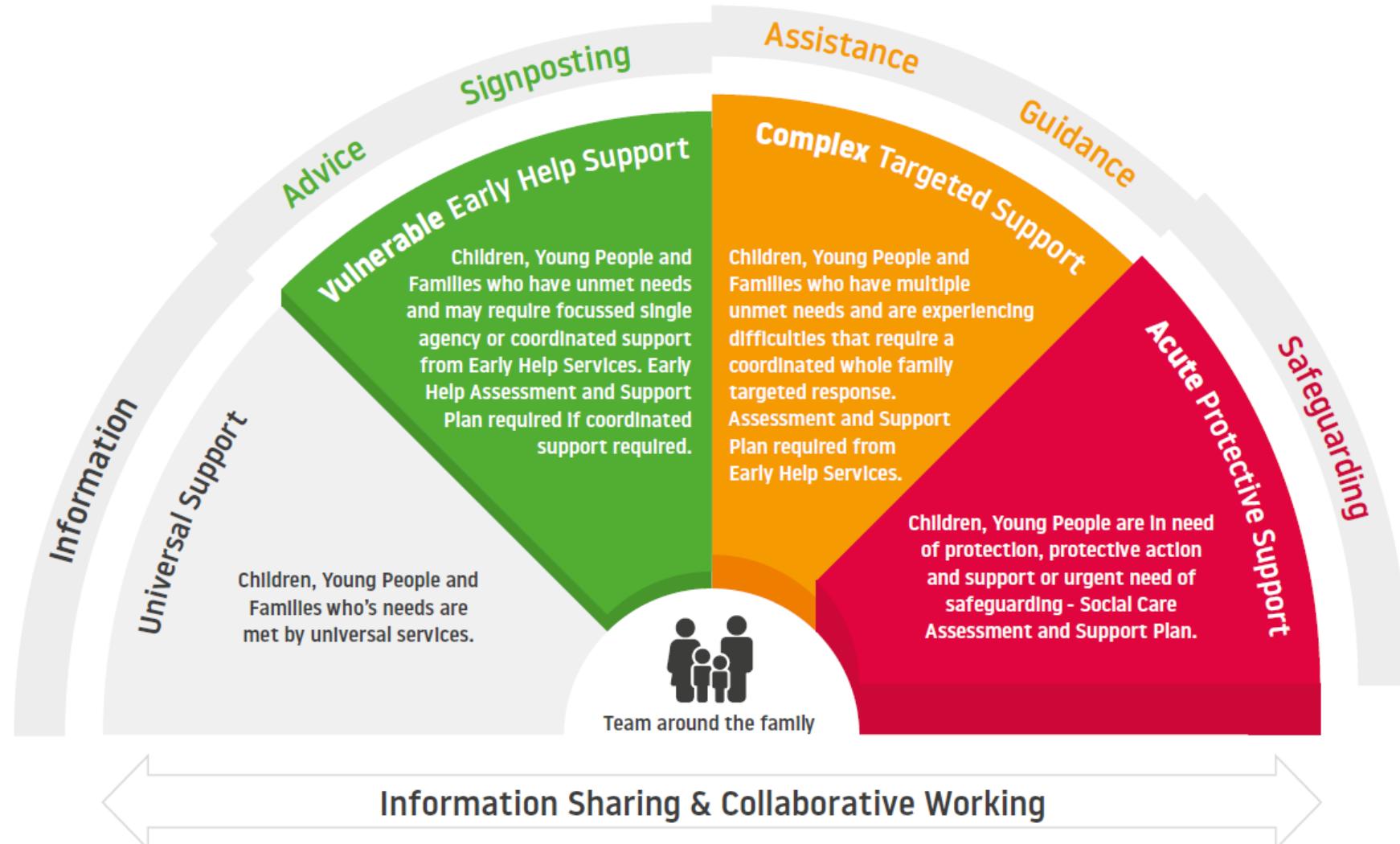
- 8.1 We have created this strategy and market position statement to be used as a reference point on our vision and priorities. These are not documents that will remain static and will, following annual reviews, develop throughout the 5 years to ensure that what we set out to achieve is under regular review and scrutiny.
- 8.2 We are committed to ensuring that we are progressing our priorities in a timely way and documenting our progress. Therefore every year we will review the work we have undertaken and review the progress made against the outcomes and performance indicators as outlined.
- 8.3 Commencing an annual review during August and completing by the end of September every year will enable us to also take into account statutory datasets and by setting out this timescale in advance will enable readers/stakeholders to provide comment/feedback to us that can be incorporated at this annual review.

⁴⁸ <https://www.housinglin.org.uk/>

⁴⁹ <https://thf.telford.gov.uk/>

- 8.4 The first review will take place in August 2019, although not a full year it will then enable future reviews to take place every August thereafter. This first review will ensure we have robust reporting mechanisms in place to report progress.
- 8.3 Updates following all annual reviews will be added into this section annually and an updated version will be published on our Telford & Wrekin Council's webpage: [Telford & Wrekin Council Vulnerable Peoples Commissioning Team](#)

Appendix 1: Continuum of Need



Appendix 2: Commissioning Cycle



Children and Young People Social Care Commissioning & Procurement
Market Position Statement 2018-2023

1.0 Introduction

This Market Position Statement (MPS) provides information regarding the types of services that need to be commissioned during 2018 – 2023. Our Council's procurement policy details how Telford & Wrekin Council achieves best value for the public purse and opportunities that are advertised on our website.⁵⁰

Our strategy, is:

- a) to work collaboratively with families and partner agencies in supporting children and young people at the earliest opportunity to provide the right help and support to them and their parents/carers in the community to ensure that children/young people continue to thrive and live well within their family setting (where it is safe to do so).
- b) to provide nurturing accommodation services to children and young people for whom being in our care is the only way of ensuring their safety, protection and development, and working with us to return children home (if it is safe to do so).
- c) to reduce the need for unnecessary or unreasonable high cost services.

We will concentrate on improving outcomes for children and young people by commissioning with these 4 drivers:

1. **Quality** - the services provided meet regulatory standards of our commissioning framework and those of national regulatory bodies CQC/Ofsted/CSSIW
2. **Sufficiency** - we have an accurate prediction of future demand to ensure we commission sufficient provision
3. **Price** - we will pay a fair market price, taking account of our resources
4. **Innovation** - working with our providers and partner agencies we will look for different approaches to meet diverse and developing needs

⁵⁰ http://www.telford.gov.uk/info/20185/contracts_tenders_and_procurement/148/procurement_policy

Focussing on 4 key services ...

1. Community support
2. Well-being and preventative services
3. Accommodation
4. Transition/Growing up to adulthood services

In 4 main markets ...

1. Community services
2. Fostering
3. Residential
4. Supported Accommodation/Living/Move on

2.0 Setting the Scene⁵¹

- The population of Telford & Wrekin is 175,800, with 44,300 0-19 year olds – a growing population.
- Telford and Wrekin has a higher proportion of households with dependent children than England overall (T&W 33.0%, England 29.1%) and the same proportion of lone parent households with dependent children as England overall (24.4%)
- Around 13% of children and young people are from a minority ethnic background, which has increased in recent years.
- After many years of the conception rate of 15-17 year olds being significantly higher than the rate in England, this rate has now dropped to be similar to the England rate (19.6 for 2017)
- 23.9% of children aged 0-15 live in income deprived households



⁵¹ The following link holds more information about our population profiles within Telford and Wrekin '[Understanding Telford & Wrekin](#)'

- 1,200 young people aged 16-24 were unemployed between April 2018 to March 2019, with a rate of 11.4%; slightly below the England average of 11.6%. There was no significant change in the number of NEETs (those aged 16-18) between 2014 and 2015. The current figure of 7.9% is worse when compared with the national figure of 4.2%.
- Between 2012 and 2017, the proportion of pupils with SEND grew from 13.0% to 19.0%.
- Educational attainment in primary schools is improving. 70.9% of pupils achieved a good level of development (GLD) in 2018 (71.6% England), having improved from less than half (45.1%) of pupils in 2013. At Key Stage One, higher rates of children achieved the expected standards in reading, writing and maths than the England averages (England 76%, 70% and 76%). Key Stage Two attainment in reading, writing and maths was 67% (England 65%). Progress score in reading was 0, writing (0.2) and maths (-0.2). The figures for England was 0.0 across all subjects.
- Progress 8 score at key stage 4 in English was -0.18 and maths -0.19 for the academic year 2017/18 (England 0 and -0.02).
- Disadvantaged pupils have lower attainment, particularly at Key Stage Four. The attainment gap (KS2) between disadvantaged and other pupils was 16.6% points, smaller than England (19.7% points). The attainment gap (KS4) between disadvantaged and other pupils was 17.1% points, larger than England (13.7% points). At key stage 4, 33% of disadvantaged pupils achieved grade 9-4 in English and maths in 2017/18 (36.4% England). In 2018, 53.3% of disadvantaged pupils achieved the expected standard in reading, writing and maths compared to 50.2% England.

3.0 Financial Perimeters

Telford & Wrekin Council has an annual purchasing budget of £16.1 million to provide the provision of nurturing accommodation services to children and young people in the care of the Local Authority. The budget is spent as follows:

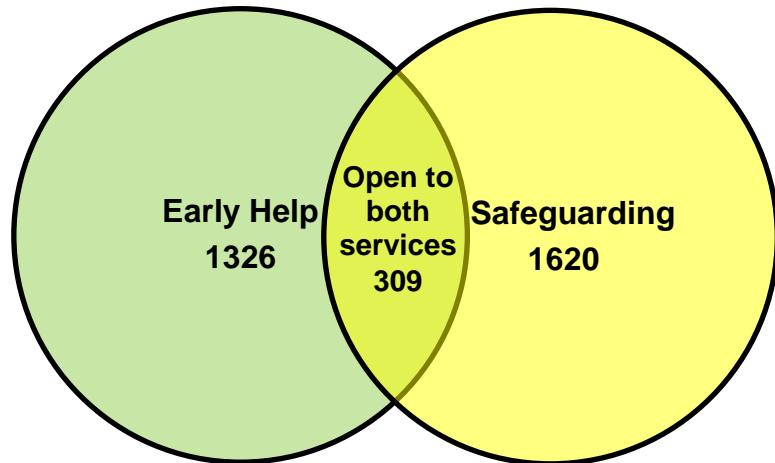
Residential homes/Residential Schools	£5.9 million
Fostering – internal and independent fostering agencies	£8.9 million
Placed with family/Special Guardianship	£1.1 million
Independent Living	£0.25million

And has a budget of £1.5 million to purchase Non Accommodation services as follows:

External assessments, secure transport	£0.4 million
Children with disabilities personal budget	£0.9 million
Children with disabilities other contracts budget	£0.22 million

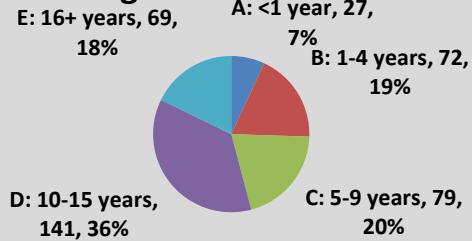
4.0 Current demands

The children and young people we are working with as at 31st March 2019:

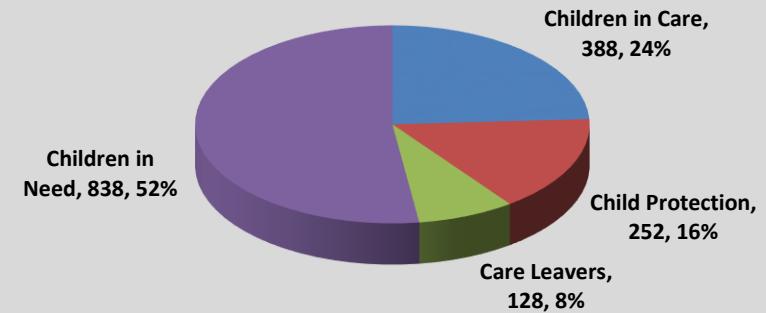


Of the 388 children/young people in care as at 31st March 2019,

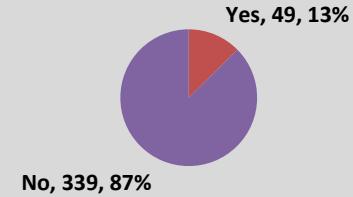
the age breakdown was:



Children/young people we were working with in Safeguarding Services as at 31st March 2019



Of the 388 children/young people in care as at 31st March 2019,
the number of children with a disability was:



5.0 Future predicted demands for children and young people:

Our Commissioning and Sufficiency Strategy for children young people outlines and describes our vision for meeting future service demands which can be read in conjunction with this market position statement for a broader view.

Our Local offer⁵² provides our vision strategy and information on services that are available for education health and social care for the Special Educational Needs and Disability (SEND) community. If you provide a service/run events for the SEND community then details on how to add them can be found within the website.

We are committed to finding sustainable, affordable community solutions to meet the needs and achieve the outcomes for children, young people and their families within our Borough.

We do know, that the number of children and young people in Telford and Wrekin is set to increase. Overall, the 0-18 population is projected to increase by around 11.3% between 2018 and 2031 (from 42,800 to 47,600). However this varies greatly when looking at different age groups, most notably with larger increases in the number of mid-teenage aged children.

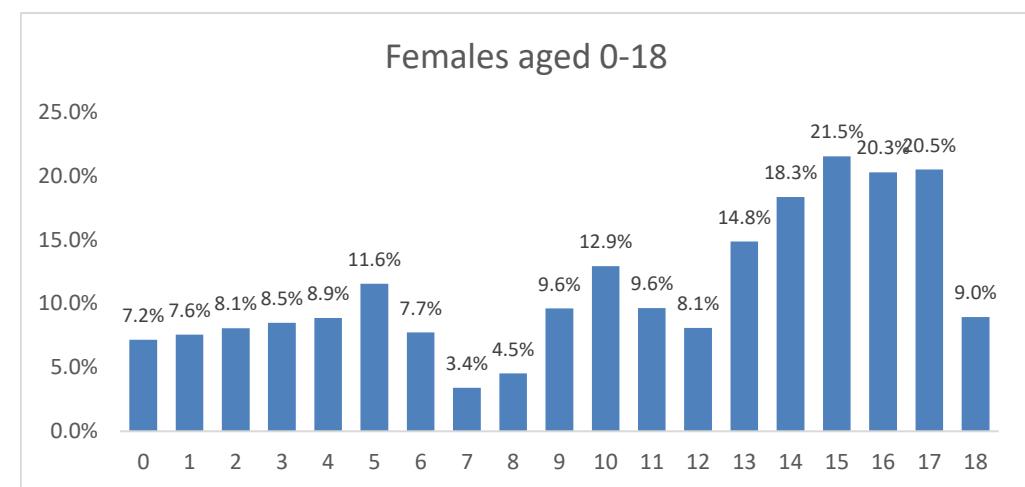
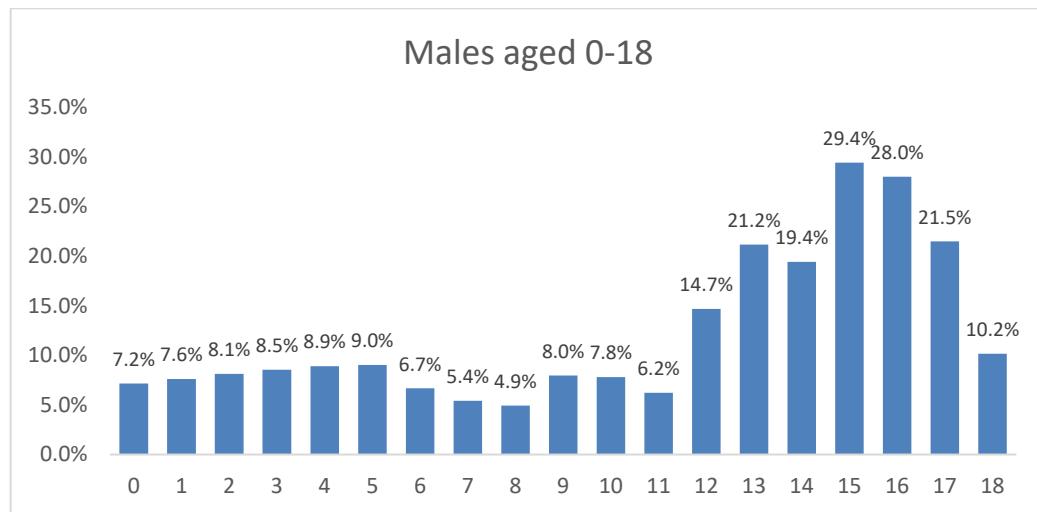
Table 1: Projected numbers of children and young people in Telford and Wrekin for the period between 2018 and 2031, by age band⁵³

Age Band	0-1	2-3	4-5	6-7	8-9	10-11	12-13	14-15	16-17	18	total
2018	4,700	4,700	4,600	4,800	4,700	4,600	4,400	4,100	4,000	2,200	42,800
2031	5,000	5,100	5,100	5,100	5,000	5,000	5,000	5,000	4,900	2,400	47,600

⁵² <http://www.telfordsend.org.uk/>

⁵³ Data source: T&W Planning Population Projections; Telford & Wrekin Council Organisational Delivery & Development Team

The following charts show the projected population percentage increases for 2018 to 2031 for males and females aged 0-18:



The tables below outline the types of services that are required from the market⁵⁴:

a) Community Support/Wellbeing and Preventative Services

Markets/Type of service/placement	Commissioning Intentions	Quality	Sufficiency	Price	Innovation
Community Services	Community play/social activities	Easily accessible/inclusive for all children and young people including those with disabilities. To provide a day activity that gives a short break away from family. Activities provide active stimulation emotionally, physically that improves mental	<ul style="list-style-type: none"> • Local • Access at community venues across the borough • Delivered during term time (after school/weekends) and in school holidays • Whole family opportunities • Opportunities for children with disabilities to purchase play equipment to use at home 	Value for money - the cost of activities to be cost effective for families and that the cost is not disproportionate for children with a disability	Committed to stimulating this area of the market including the use of community run groups. Encourage all services to be inclusive for all regardless of disability. Activities can include volunteering opportunities for young people. Activities that help children and young people that help them achieve the 5 steps to mental wellbeing ⁵⁵ .

⁵⁴ The market includes the council's internal services and services provided by independent, voluntary, charitable and the community.

⁵⁵ NHS 5 steps to mental wellbeing <https://www.nhs.uk/conditions/stress-anxiety-depression/improve-mental-wellbeing/>

		wellbeing for children and young people	<ul style="list-style-type: none"> • Increase activities for 0-5 year olds • Positive Opportunities/activities in the community for young people aged 13 to 18 		
	Information advice and guidance within the community	<ul style="list-style-type: none"> • Information/ Advice • Advocacy • Supporting Carers • Independent living • Equipment/ use of technology 	<p>Whole family advice and guidance for:</p> <ul style="list-style-type: none"> • Independent living • Living well in the community • Maximising income • Volunteering opportunities • Special educational needs and disability • Carers assessments and support • Independent advocacy • Emotional health and wellbeing 	<p>Easily accessible within the community</p>	<p>Committed to ensure that good information advice and guidance is easily accessible to all.</p> <p>Good communication/awareness of what is available to families is important.</p>

	Peripatetic care and/or support services within the family home/community	Support to children and young people and their families within the community.	<p>Provide support to families to enable them to live well together, for example by:</p> <ul style="list-style-type: none"> • Helping in the home with routines /activities/behaviours • Providing child minding within the family home for children with disabilities • Helping the family to partake in whole family activities within the community with their child with disabilities: ranging from 1 hour per week to supporting the family on a holiday break away. 	<p>Value for money - the cost of activities to be cost effective for families and that the cost is not disproportionate for children with a disability.</p> <p>Families could be purchasing this support/care themselves and Providers need to be mindful of this and provide support to the families if needed to do this easily.</p>	The support provided to the family in the family home or in the community is in line with the families support plan and helps the family to achieve their outcomes.
	Child Minders	For children with disabilities	To provide a safe, nurturing place whilst away from home for the	Value for money Providers to be mindful that	To provide a stable environment for the child/young person away from

		<p>For all children/young people</p> <p>To enable the child/young person to engage in activities that engage/promote their interests and development further.</p> <p>To enable the family to have a short break from caring responsibilities.</p>	<p>child/young person. To enable the child/young person to engage in activities that engage/promote their interests and development further.</p> <p>To enable the family to have a short break from caring responsibilities.</p>	<p>families can be the purchaser</p>	<p>their family home where the child/young person feels safe.</p>
Personal Assistants	<p>Need Personal Assistants who are trained/ supports well to provide care/support for children and young people with disabilities.</p> <p>Personal Assistants must have the appropriate skills to:</p>	<p>To help the child/young person with their daily needs from support right through to personal care.</p> <p>A range of support from befriending, improving social emotional wellbeing, engaging with the family and/or community activities, engaging with educational/training activities.</p>	<p>To help the child/young person with their daily needs from support right through to personal care.</p> <p>A range of support from befriending, improving social emotional wellbeing, engaging with the family and/or community activities, engaging with educational/training activities.</p>	<p>Value for money Providers to be mindful that families can be the purchaser</p>	<p>Personal Assistants to work with families and social care in ensuring that the child/young persons needs are met as detailed within their support plan.</p> <p>All support from Personal Assistants to be person centred and that the child/young persons wishes and feeling are used to improve the service.</p>

		<ul style="list-style-type: none"> • Communicate well • Engage well • To see the child/young persons ability <p>And also want to inspire and encourage children and young people to develop well.</p>	<p>A range of personal care to meet their individual needs with an emphasis of developing self care/independence where appropriate.</p> <p>We estimate that we need 29 Personal Assistants a year.</p>		
	Volunteers	<p>Have commitment and skills to build positive relationships to help prevent social isolation, support with their anxiety/low mood/low self – esteem.</p>	<p>To provide peer/befriending support to:</p> <ul style="list-style-type: none"> • Families • Parents • Children • Young People 	<p>To provide social value/support to your community</p>	<p>More information regarding volunteering within Telford and Wrekin can be found at http://www.discovertelford.co.uk/get-involved/volunteering/</p>

	<p>Support to help recovery from:</p> <ul style="list-style-type: none"> • Drug and Alcohol • Youth Offending • Mental Health • Trauma 	To have Telford and Wrekin community based services	<p>To help and support:</p> <ul style="list-style-type: none"> • Parents in recovery • Children and young people whose parents are in recovery • Children and young people in recovery 	<p>Value for money Ease of access</p>	<p>We are keen for information technology to be explored to aide the ease of access at a time that would better suit the individual eg) applications for smart phones;</p>
	<p>Non accommodation services:</p>	<p>To be able to provide services in a timely way to support/ assess children/young people and/or their families.</p>	<p>Types of services:</p> <ul style="list-style-type: none"> • Therapy • Psychological Assessment • Parenting Assessment • Contact • Family Group Conferencing • Mediation • Life story • Occupational Therapy 	<ul style="list-style-type: none"> • Value for money - Providers to be mindful that families may be the purchaser on some occasions • Ease of access • Local access 	<p>West Midlands Local Authorities are keen to ensure that there are sufficiency of these types of services that can be accessed by social care or by families themselves.</p> <p>Telford & Wrekin Council will be tendering out this opportunity during 2019. See the Council's website for notification of all tendering opportunities.⁵⁶</p>

⁵⁶ http://www.telford.gov.uk/info/20185/contracts_tenders_and_procurement/148/procurement_policy

			<ul style="list-style-type: none"> • Speech and Language Therapy • Independent Person for secure accommodation review • Form F Assessments • Form C Assessments • SGO Assessments • SEN Mediation • Return Home Interviews 		
	Overnight activity based breaks	To provide a locally based overnight activity based break that has appropriately trained staff that can enable children and young people with various needs/risks	<p>For all cyp including:</p> <ul style="list-style-type: none"> • children with disabilities • children on the edge of care <p>For a minimum of 1 to 2 nights at a time.</p>	<p>Value for money Providers to be mindful that families can be the purchaser</p>	<p>To provide an alternative to traditional short break provisions.</p> <p>To provide a place where the whole family can have a leisure break together knowing that the activity centre has skilled staff to help them with their families individual needs.</p>

			<p>To provide a respite/short break away from family.</p> <p>And/or:</p> <p>To provide a whole family activity based break, the family could include a variety of needs.</p>		
Fostering	Family based Shared carers/ Short Breaks for children with disabilities	Appropriately trained/supported and resilient foster carers	<p>For this cohort need on average a respite break in this placement type for 15 children per year.</p> <p>Short breaks can be between 1 and 75 nights per annum per child.</p> <p>With an average length of stay at any one time of 2 nights.</p>	Value for money Providers to be mindful that families can be the purchaser	Providing respite support to families, to work with them and not setting unexpected expectations with the child that the family will not be able to meet.
	Short breaks/respite for children on the edge of care/step	Appropriately trained/ supported and resilient foster	For this cohort need on average a respite break in this placement type for 5 children per year.	Value for money – nightly rate	Providing respite support to families, to work with them and not setting unexpected expectations with the

	down from Care to family.	carers are needed	Respite breaks can be between 1 and 75 nights per annum per child. With an average length of stay at any one time of 2 nights.		child that the family will not be able to meet. To support the families with their edge of care/return to home plan. The aim would be to sustain a family with regular respite for as long as assessed as being needed.
	Parent/child placement for parenting assessments	Appropriately trained/ supported and resilient foster carers are needed	For this cohort need to stay between 3 to 4 months for the purpose of the assessment and between 4 and 6 per year	Value for money	Need foster carers who are good at record keeping and have the skills to support the parent in caring for the child.
Residential	Short breaks overnight for children with disabilities	Appropriately trained staff to provide positive activities/ engagement to promote living well.	For this cohort need on average a respite break in this placement type for 10 children per year.	Value for money Providers to be mindful that families can be the purchaser	Providers to ensure they are meeting the child/young persons short break support plan. Providers to ensure the child/young persons/families views are sought regarding their service and use this to support continuous improvement of the service.

	Short breaks/respite for children on the edge of care/ children in need plans	<p>Staff to be appropriately trained to:</p> <ul style="list-style-type: none"> • Support the child/young person. • Communicate well with parents/ social care • Engage child/young person in positive activities 	For this cohort need on average a respite break in this placement type for 6 children per year.	Value for money – nightly rate	<p>Providers to ensure that they can help the child/young person form positive relationships with their family that will then re-unify them.</p> <p>Providers to help to ensure that the support plan is achieved and positively engage with the review of the plan.</p>
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b) Accommodation/Transition/Growing up to adulthood services

Markets	Commissioning Intentions	Quality	Sufficiency	Price	Innovation
Community Services	Independent Living Skills training/social activities for	Locally, the transition to adulthood poses difficulties	We wish to see children and young people being helped to achieve their potential. Key to this are services that provide this practical expertise and	We seek providers that can provide the best value in terms of	We wish to see local development of services designed to help people gain skills to enable them to as much independence as possible. This may include:

	16 – 24 year olds	<p>regarding the difference in respective eligibility criteria with many young people who do not meet the eligibility criteria for adult social care, in a situation where they are unable to live independently in the community.</p>	<p>support to individuals and families.</p> <p>There is a lack of outcome focussed services that are designed to support and promote independent living skills in children that help equip and prepare for adulthood. This to include supporting parents and families to maintain a positive living environment.</p>	<p>acceptable cost plus the outcomes that are achieved for individuals.</p>	<ul style="list-style-type: none"> • Small group sessions after school or at the weekend where the child can learn new skills and develop their independence • To provide assistance to people with disabilities to attend job training and work experience opportunities i.e. employment services, job buddy support. • Support for independent travel. This could range from providing travel training to allowing people with disabilities to learn the skills and gain the confidence to improve their own independent travel skills. Transport which meets the needs of our children and young people with and without escorts is something that families tell us that they need. • Support for parents and families with regard to bedtime and sleep routines • Support to enable children, families and their community, to
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					<p>gain and use relevant communication skills</p> <ul style="list-style-type: none"> • Support and training to children and young people and families with relation to positive risk taking, achievement of personal outcomes • Support and training in the range of disabilities and ways that families, professionals and services can understand and support children and young people. • Support for children and young people at risk of poor social emotional mental health, including help to families where this is a risk/issue. This may include individualised practical support around maintaining home and good health.
Fostering – short, medium and long term placements	Sibling placements	Foster carers that are supported well to maintain their own	Sibling groups can range between 2 to 5 same/mix gender	Value for money that can enable the foster placement to demonstrate	Foster carers to work with social care to ensure that the sibling groups needs are met both as individuals and as a family.

		emotional health and well being and resilience to be able to look after a sibling group.	On average we need 15 foster households per year that can look after sibling groups.	good outcomes for the sibling group.	Foster carers to positively support the review of the children's care plans to ensure that children are achieving their outcomes.
	Children with additional needs	Where foster carers are experienced at looking after children/young people with additional needs and can support these children/young people well.	We need between 5 to 15 foster placements per annum All ages and includes children with disabilities	Value for money which includes a bespoke package of support/training for the foster carers including regular breaks to support their resilience/emotional health and wellbeing to sustain placement stability.	Preventing residential placements for children with the following needs: ASD/ADHD, risks of offending/sexual harmful behaviour/exploitation
	Mainstream Foster care	Foster carers to have the necessary skills to	Pre-school age: We need between 30 to 40 fostering placements per annum.	Value for money	With foster carers that (wherever possible) have access to their own transport to be able to take children

		<p>support these vulnerable children/young people.</p> <p>We need foster carers who are supported well to manage their own mental wellbeing/resilience in order that they can support children and young peoples multi-faceted behaviours stemming from for example: emotional trauma, neglect, poor parenting and</p>	<p>Primary school age: We need between 35 to 45 fostering placements per annum.</p> <p>Secondary/ higher education age: We need between 30 to 40 fostering placements per annum</p>		<p>to school, health appointments, activities etc...</p> <p>There are occasions when we need Foster carers without any other child in their home to be able to give our child a solo placement</p>
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		no clear consistent boundaries.			
	Emergency	Well trained and resilient carers who can take any child/young person that needs an urgent home.	On average we need to utilise a foster placement for an emergency approximately for 120 nights per year with an average stay of 3 nights per occasion.	Value for money – nightly rate	The type of emergencies: Placement breakdown (this could be from family/another in care placement) New child into care PACE transfers
	Respite	To help support our foster carers with a much needed break we need foster carers who can provide a stable respite placement to continue a child's routines and support plan that they are used to	Respite foster placements are needed for all types of foster placements: Pre-school; primary school; secondary school aged children.	Value for money – nightly rate	We would expect that the role of a respite foster carer is to follow the way the child's foster family are caring for the child including routines and behaviour management. The respite foster carer must not raise expectations for the child that their foster family would not be able to achieve.

		with their foster family.			
Short term foster carers to provide a stable placement to identify the right type of move on placement	Aim of this placement is to ensure that the right move on placement is found by ensuring the right information is provided on referrals.	We anticipate that this type of placement will last between 20 to 90 days. This will enable the child's social worker to undertake their assessments and to have a clear plan around what the next accommodation/placement/support needs looks like to meet the child's outcomes. Once the right placement has been found then this foster carer would then support the child/young person with the move on to their new placement.	Value for money We are currently analysing data regarding the actual number of foster carers we will need for this type of placement and this will be updated when this work is concluded.	Experienced foster carers are needed to be able to understand the range of behaviours displayed by the child/young person due to their needs/previous lived experience. These foster carers and the child will work with social workers in developing the referral for the right move on placement. A multi-faceted approach with interventions for the child/young person from education, health and care.	
Staying put - Young people can remain with their foster carer	Foster carers who want to help the young person grow up well as a young adult.	More and more of our young people are choosing to remain with their foster carers under our Staying Put Policy. We would like more foster carers	Is in line with our staying put policy ⁵⁷ .	To provide further stability for our young people where they can really develop their independent skills and grow up well as a young adult.	

⁵⁷ See [TWC Staying Put Policy](#)

	after their 18 th birthday.		to be able to offer this as an option.		
Residential	Emergency/ Crisis placement	Experienced and well trained staff that are trauma informed to intensely support a child/young person immediately	On average we need to utilise 10 beds at any time during the year. The intense support provided by residential staff must be immediate to stabilise a child/young persons emotional health and wellbeing as soon as possible.	Value for money	Providers to ensure that the home and their staff are able to provide a comfortable, safe and secure place for children and young people. This home will not be the child/young person's permanent home but a place where they can gain crucial strategies to help them recover and stabilise.
	Solo placement	Resilient and well supported residential staff to provide 1 to 1 direct support to a child/young person	On average we need to utilise 2 beds per year	Value for money	Providers to ensure that residential staff are supported well with their own emotional, health and wellbeing to ensure that they are resilient and consistent and supporting our children and young people.
	Placements in a 2/3 bedded home	Well trained and well supported staff that can	Annually we are searching for between 60 to 80 residential placements.	Value for money	Providers to work with the child/young person and social care to ensure that their care plan can be achieved. This could be to step

		engage children and young people in positive activities within the home and the community			down to a forever foster family; reunification with family; or to move on to independent living.
Supported accommodation	16 to 24 year olds	Well trained support staff who can communicate and engage young people to achieve their outcomes.	On average 20 are needed per year	Affordable rent Affordable support costs that are value for money	Providers to work with the young person and social care to achieve a care leavers pathway plan. Providers to work with the young person and housing/social care to achieve their housing plan and to be able to achieve a security of tenure within the community. This could be staying put within this accommodation if affordable or moving on to a more affordable permanent home.
Supported Lodgings/ Shared Lives	16 to 24 year olds	Adults who welcome/ encourage our young people in their home who want to	On average 10 are needed per year	Value for money	To work with the young person in supporting and helping them learn independent skills/strategies for coping with their own personal needs.

		help them grow up well as a young adult			To help them live well in the community and be engaged in education, employment and/or training. To support them (when able) to move on into their own accommodation with security of tenure.
Accommodation with floating support	16/17 year olds	Support workers who can build a good rapport and engage well with young people to enable them to learn independent skills.	On average 5 are needed per year	Value for money	Providers to ensure that accommodation is good quality, close to amenities/good access to affordable public transport.
Accommodation with/without Hsg management support from Landlord	18 to 24 year olds	Security of tenure	On average 41 are needed per year	Affordable rent Affordable support costs	Providers to ensure that accommodation is good quality, close to amenities/good access to affordable public transport.

					Where the accommodation is a House of Multiple Occupation (HMO) Providers will (using their best endeavours/appropriate checks) ensure that all residents are protected from abuse/exploitation by other residents and/or their visitors.
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6.0 Working Together to Achieve Sufficiency

- 6.1 We are committed to ensuring that there is a diverse and sustainable market that meets the needs of children and young people and their families to live well. Therefore, we are keen to encourage and engage with micro-providers/community groups/organisations who can demonstrate how their support/service can meet our sufficiency needs.
- 6.2 This market position statement can be used to evidence our sufficiency needs when applying for grant funding⁵⁸ and/or tendering opportunities⁵⁹. For further information regarding our sufficiency needs for adults then please read our adults market position statement⁶⁰.
- 6.3 We will review this market position statement annually⁶¹ taking into account feedback received, analysis of data and any amendments will be summarised in future versions of this market position statement.
- 6.4 After reading this market position statement and/or our Commissioning and Sufficiency strategy you have any feedback, comments or further queries to make then please contact us by email at cypcontracts@telford.gov.uk.

⁵⁸ Grant funding from this Council or from other external funding sources. Further information can be found at http://www.telford.gov.uk/info/20349/community_support/3359/funding_and_grants_for_community_groups

⁵⁹ Telford & Wrekin Council advertise all tendering opportunities here http://www.telford.gov.uk/info/20185/contracts_tenders_and_procurement/148/procurement_policy

⁶⁰ http://www.telford.gov.uk/downloads/file/7110/market_position_statement_2018 - 2020_published_version_1

⁶¹ Review will take place annually every September at the same time as the Commissioning Sufficiency Strategy