

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.

1st Review Completed September 2019 – This version updated, see document 'Changes made to Strategy & Market Position Statement September 2019 detailing what has changed.

2nd Review Date: September 2020 – not completed due to Covid-19 Pandemic

3rd Review Date: September 2021 – This version updated, See document 'changes made to Strategy & Market Position Statement 26th May 2022

4th Review Date: December 2022

End date: 30th December 2023

Document Governance

Title	Commissioning and Sufficiency Strategy
Purpose/scope	Children on the Edge of Care, Children in Care and Care Leavers
Subject key words	Prevention, Permanency, Stability, Emotional Health and Wellbeing, Whole Family approach, promoting independence.
Key Council Priorities	Put our children and young people first Protect and support our vulnerable children and adults
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Lead Cabinet Member	Cllr Shirley Reynolds
Version	3 rd Review Final
Sign off Status	Corporate Parenting Strategic Group July 2022
Period Applicable	2018 – 2023 with annual reviews measuring progress.
Distribution/circulation	Children Safeguarding and Early Help Management Team
	Senior Leadership Team for Adults and Children and Young People
	Input into the strategy received from: <ul style="list-style-type: none"> Telford & Wrekin Council colleagues: Children and Safeguarding and Early Help Teams, Service Improvement, Public Health, Education including SEND, Finance, Organisational Delivery & Development Team, Vulnerable Commissioning Team, children and young people via feedback on services. <ul style="list-style-type: none"> Telford and Wrekin Clinical Commissioning Group colleagues
	Final version (including subsequent reviews) to be published on Councils website and Children and Young Peoples Telford Practice Manual
	Views on this strategy are encouraged and any feedback/queries to be sent to cypcontracts@telford.gov.uk

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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 windscreen 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 matches the requirements as outlined in the referral. As at 31st March 2021 = 85%
- 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 2021 = 66.5%
- c) Less than 8% of children in care will have three or more placements in a 12 month period. As at 31st March 2021 = 5.9%
- d) 100% of young people to be on roll in a registered education provision within 15 days of any placement change. As at July 2021 = 100%
- 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 2021 = 99%
- 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 31st March 2021 85% of all caseloads were prevented.
- h) 95% of our Care Leavers will be in suitable accommodation. As at 31st March 2021 = 92% (ages 19-21)
- i) We are working with our Telford and Wrekin CCG colleagues and the provider for our children's emotional health and mental wellbeing service called Bee-U⁶ to ensure that the IThrive⁷ model is embedded for all children and young people. Additionally we have focused on the offer for our looked after children and care leavers by improving data sharing and consolidation to ensure that their needs are assessed within the IThrive Model rather than a diagnosis led assessment.

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

⁶ <https://camhs.mpft.nhs.uk/bee-u>

⁷ Ithrive model can be found here: [THRIVE Framework \(annafreud.org\)](https://www.annafreud.org/thrive-framework)

service developments;

- meet the sufficiency needs within our 'Where we are' and Corporate Parenting⁸ Strategies;
- ensure that there is sufficient provision to cater for the needs of our children in care;
- link with our Market Position Statement⁹ 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 person's needs and wishes, which individually forms the basis of what is needed to achieve the child/young person's 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:

⁸ See https://telfordchildcare.proceduresonline.com/local_resources.html

⁹ See Appendix 3

- providers (both internal and external) of what our sufficiency requirements are.
 - 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.
 - How to develop Supported Accommodation, Supported Lodgings and Staying Put Opportunities to enable young people leaving care to make a gradual and supported transition from 'care' to 'adulthood'
 - 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 procurement¹⁰ 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 Portal¹¹ 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:

¹⁰ http://www.telford.gov.uk/info/20185/contracts_tenders_and_procurement/148/procurement_policy

¹¹ <https://www.placementsportal.co.uk/pp/Default.aspx>

- 3.4.1 The Shropshire and Telford and Wrekin Local Transformation Plan¹² outlines how mental health services for children and young people are being commissioned across Shropshire and Telford and Wrekin.
- 3.4.2 The Partnership¹³ has developed a High Level Vision document that details priorities for children and young people including mental health needs. The Partnership across Shropshire and Telford and Wrekin are using this document to refresh the local strategy for children and young people's mental health.
- 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 protocol¹⁴ 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 and can experience a planned pathway into supported and/or independent living (according to assessed need).
- 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.

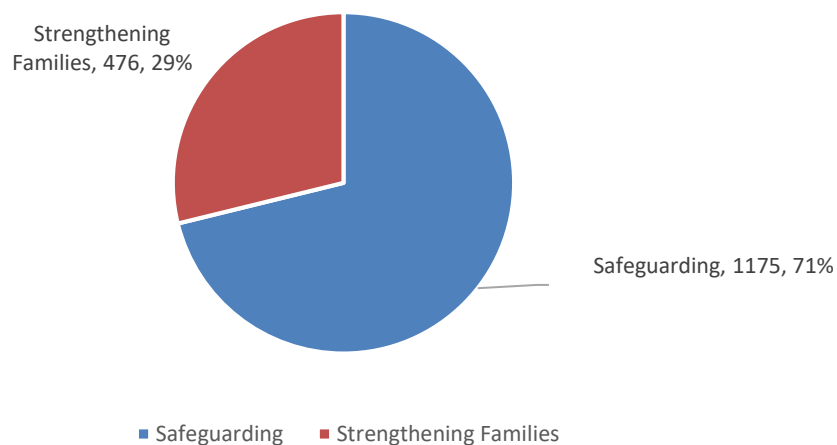
¹² This is the link for 2019 refresh:

<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwig4OrOhv33AhUQQUEAHaMKCuYQFnoECBIQAQ&url=https%3A%2F%2Fwww.shropshiretelfordandwrekinccg.nhs.uk%2Fwp-content%2Fuploads%2FCYP-LTP-refresh-STW-2021.docx&usq=AOvVaw2C8UvcitCzZ3drU3R0VdQN>

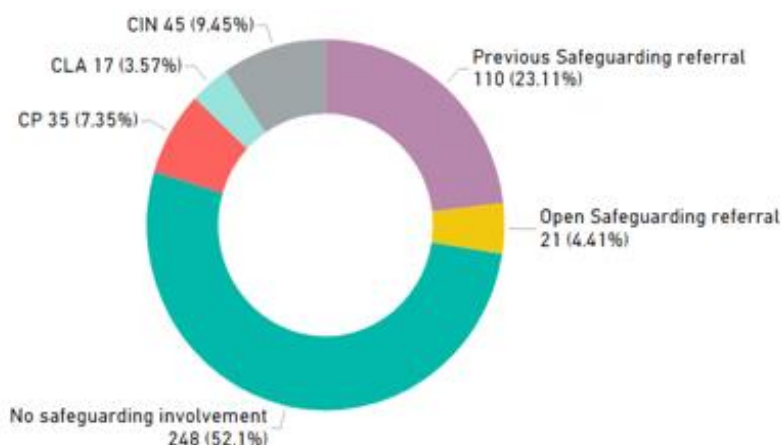
¹³ Our Integrated Care System commissioned an external review.

¹⁴ See https://telfordchildcare.proceduresonline.com/local_resources.html

3.7 The children and young people we are working with as at 31st March 2021:



Of the 476 known to Strengthening Families, those that were known also to Safeguarding were:



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 Strategy¹⁵ is currently being updated to reflect 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 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 thresholds¹⁶ 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 online¹⁷ or by contacting the team by email or telephone.
- 4.4 Family Connect is also our multi-agency safeguarding hub for children, young people and adults where we will assess concerns. Our Child Protection and Family Support 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 Our Family Connect is our daytime service and our Emergency Duty Team EDT¹⁸ can be accessed out of hours. The team is not a continuation of the daytime service specifically (as they do not hold a caseload), the teams task is to deal with adult and/or child protection matters arising out of the office hours that cannot await until the next working day. All activity that is undertaken by our EDT is recorded within daytime services system for the immediate attention of the allocated worker.
- 4.6 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

¹⁵ See https://telfordchildcare.proceduresonline.com/local_resources.html

¹⁶ See https://telfordchildcare.proceduresonline.com/local_resources.html

¹⁷ Telford & Wrekin Council Family Connect web address is <http://www.familyconnecttelford.co.uk/>

¹⁸ See https://telfordchildcare.proceduresonline.com/local_resources.html

will enable them to achieve their outcomes in a more timely way avoiding the need for additional services.

- 4.7 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.
- 4.8 Where more specialist services are needed these can be accessed through self referral to services such as our integrated sexual health¹⁹, drug and alcohol²⁰ and emotional health and wellbeing community services²¹, or via professional referrals to Mental health services²² and/or our teams within the Council: family solutions, children with disabilities, CATE²³, child protection and family support.
- 4.9 Family Safeguarding is a partnership Model which commenced here in Telford and Wrekin at the end of June 2021. Multi-disciplinary teams have been established where specialist adult practitioners in domestic abuse, mental health and substance misuse are co-located with children's social workers under a unified management structure. This approach enables a multi-disciplinary whole-family response through direct assessment and support and sharing of knowledge and skills across disciplines.
- 4.10 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.

¹⁹ Information about Telford and Wrekin Sexual health service can be found at <http://openclinic.org.uk/>

²⁰ Information about Telford and Wrekin Drug and Alcohol service can be found at <https://www.inclusion.org>

²¹ Information about self referral to emotional health and wellbeing service can be found at <https://camhs.mpft.nhs.uk/bee>

²² Information about how to make a referral to the children/young people mental health service can be found at <https://camhs.mpft.nhs.uk/bee>

²³ http://www.familyconnecttelford.co.uk/family/info/27/child_exploitation

- 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.

4.11 Children with Disabilities Team:

- 4.11.1 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.
- 4.11.2 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 continue to work jointly with education and health commissioners on mapping what local services we have and what we need, ensuring our local offer²⁴ is up to date. Further information regarding what we need for Short Breaks can be found in Section 7 Identified needs and within our Market Position Statement in Appendix 3.
- 4.11.3 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 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.

4.12 A new jointly commissioned²⁵ 18 month pilot project that commenced in July 2021 that we have named 'New Beginnings'. We have combined our Council's parenting assessment team and

²⁴ <http://www.telfordsend.org.uk/>

²⁵ Jointly by Telford and Wrekin Clinical Commissioning Group and Telford & Wrekin Council

changing futures project with a Psychologist and Assistant Psychologist to provide a multi-disciplinary approach to early assessment (cognitive and psychological), engagement and evidence based interventions to enable a positive impact on both mother/father and child. Although too early to produce any robust findings from this pilot, early indications are positive and indicate potentially significant benefit for the parents and children we are supporting.

4.13 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.

4.14 Specialist assessments and Systemic therapeutic practitioners:

4.14.1 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.

4.14.2 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.

4.15 We have, with our West Mercia Local Authorities²⁶ 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.

4.16 Our Public Health Team²⁷ 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 people's social care and children and young people's

²⁶ Telford & Wrekin Council, Shropshire Council, Herefordshire Council, Worcestershire Council

²⁷ More information can be found at http://www.telford.gov.uk/info/20087/healthy_telford

commissioners have enabled children in care and care leavers needs to be encapsulated within refreshed service specifications. The team lead on a range of strategies²⁸ that bring together a range of options to support children/young people and their families.

- 4.17 Our Joint Housing Protocol (JHP) for 16 & 17 year olds is being updated to provide a comprehensive framework across Children's Services, Housing and partner agencies to support older children within their families, but where this is not possible, provides a framework and pathway into supported accommodation and related services and into the children looked after system. The JHP provides an integrated pathway across Children's Services and Housing aimed at supporting children who are homeless and 'In Need'.

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 Strategy²⁹ sets out our overarching 4 priorities³⁰ 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 Permanency³¹ 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, 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

²⁸ [See Strategies from TWC Public Health Team](#)

²⁹ [See https://telfordchildcare.proceduresonline.com/local_resources.html](https://telfordchildcare.proceduresonline.com/local_resources.html)

³⁰ The 4 priorities are: health & emotional Wellbeing; education and achievement, employment and training; accommodation including placement stability; transition to independence.

³¹ https://telfordchildcare.proceduresonline.com/local_resources.html

- 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 service³² 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. The staying put policy sets out a comprehensive approach to promoting, planning and supporting staying put arrangements. We have established a staying put/supported lodgings co-ordinator post to plan for, co-ordinate and support staying put arrangements. The staying put/supported lodgings co-ordinator provides an integrated approach to supporting staying put, supported lodgings and shared lives arrangements.
- 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 family³³ 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 team³⁴ 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.

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

³² See <https://camhs.mpft.nhs.uk/bee>

³³ Definition of family in this context is the whole range including residential setting; fostering; birth family; adopted family; family and friends fostering;

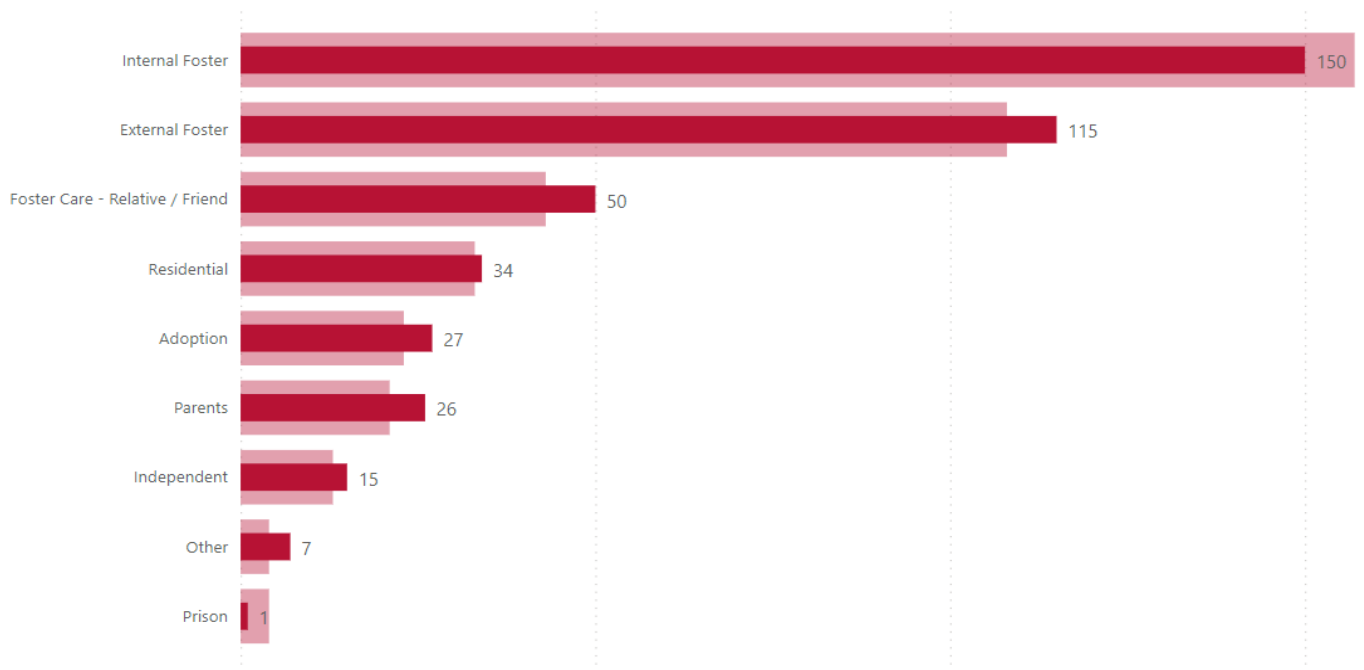
³⁴ A part of the West Mercia Youth Justice Service -

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

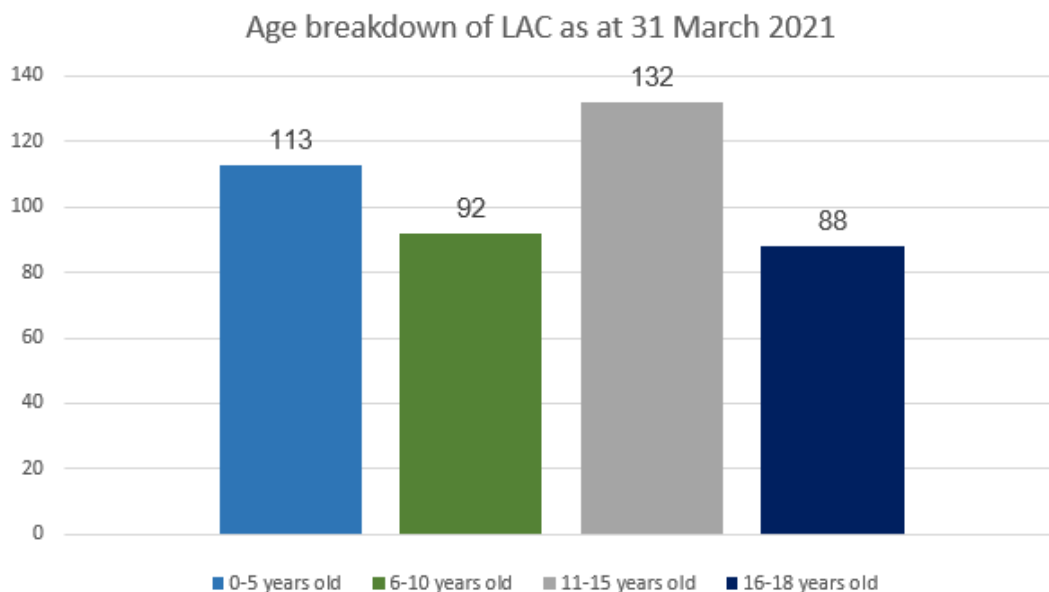
- 5.5.1 We have a small number of children and young people where they present with a number of needs and risks that will take time and specialist interventions to stabilise. We recognise that when there is a sudden escalation of risks/needs that specialist placements are required to stabilise these 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 We have worked collaboratively with a range of strategic partners, parent carers and children and young people to create our Joint Strategic Needs Assessment³⁵ (JSNA) for SEND³⁶ to support the development of the market ensuring that there is sufficiency in the right type of placements/support services 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 table outlines the number of children and young people <18 years of age, per placement types on 31st March 2021.

³⁵ See [JSNA - SEND - Local offer \(telfordsend.org.uk\)](https://telfordsend.org.uk)

³⁶ See [Telford and Wrekin Local Offer SEND](#)



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



5.7 Analysis of need: Future predictions

5.7.1 Whilst predicting future Children in Care numbers is challenging, there are various datasets we monitor to help understand the picture in Telford and Wrekin. The tables below show that whilst the numbers of children being in our care and consequently the rates per 10,000 children in care have increased year on year, there are a mixture of reasons for this due to the impact of the Covid-19 pandemic restrictions from March 2020.

5.7.2 The number of children in care in Telford and Wrekin as at 31st March each year³⁷

Year	2015	2016	2017	2018	2019	2020	2021
Number of children in care at 31 st March	293	299	379	370	388	403	425

5.7.3 The rate per 10,000 children in care³⁸:

Year	2015	2016	2017	2018	2019	2020	2021
England	60	60	62	64	65	67	67
West Midlands	74	73	75	78	82	82	85
Statistical Neighbours	74.1	75.1	75.3	80.5	81.8	81.8	67
Telford and Wrekin	75	76	96	92	96	98	102

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 Statement³⁹ 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 framework⁴⁰ 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.

³⁷ Data source: DFE Children Looked After Statistics

³⁸ Data source: DFE Children Looked After Statistics

³⁹ Copy of the Market Position Statement as at February 2019 can be found at Appendix 3.

⁴⁰ [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 and the transition to adulthood. (leaving care)

- 6.2 The Children and Social Work Act 2017⁴¹ increased the upper age limit of Care Leavers from 21 to 24 years (or older where undertaking an agreed programme of education) and in response to this we have developed our local offer⁴² and provided a Personal Advisor for these Care Leavers. We will continuously review this local offer with our care leavers and stakeholders to ensure that it is still meeting their needs. Additionally we have developed a comprehensive Leaving Care Finance Policy which sets out entitlements for care leavers and incorporates information about specific groups who transition to an Adult Service, are young parents and/or require specific support which is published in the Local Offer.

- 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 leavers⁴³.
- With our West Midlands regional commissioning colleagues a regional supported accommodation framework has opened up more supported accommodation options/areas

⁴¹ Children and Social Work Act 2017 c.16 can be found at <http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

⁴² See [link to our local offer for care leavers](#)

⁴³ <http://www.inspire2thrive.co.uk/thrive-accommodation-based-support>

for care leavers who may wish to remain in the area they have been looked after in and for moving to alternative areas⁴⁴ including back to Telford and Wrekin.

- We have collaboratively commissioned⁴⁵ 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.
- Supported Lodgings Carers supporting 16 and 17 year old Care Leavers and where appropriately 18 to 24 year old 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. The scheme integrates with our Staying Put approach and policy and also enables a smooth transition to a Shared Lives arrangement where a care leaver meets the Care Act 2014 eligibility criteria, this ensures we are providing a broad range of familial opportunities.
- Working with our housing team we have developed further joint planning, commissioning and housing arrangements for care leavers and these are set out in our Joint Housing Protocol (JHP).
- 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 Advisers support and promote our young people to achieve independent lifeskills. In addition to this they will advise (using coaching skills), signpost and provide guidance.
- Jointly⁴⁶ commissioned 0-25 Emotional health and wellbeing service⁴⁷ 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

⁴⁴ To be able to access employment, education or training opportunities

⁴⁵ Collaboratively with our housing options team, emergency duty team, children in care/care leavers team.

⁴⁶ Jointly commissioned with Telford and Wrekin CCG, Telford & Wrekin Council, Shropshire CCG and Shropshire Council

⁴⁷ See [BeeU](#)

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.⁴⁸
- We have commissioned a Calm Café for care leavers whose mental health was impacted by the Covid Pandemic. The Café will offer one to one support aswell as supporting young adults to access wider adult mental health community services as appropriate who will offer longer term support beyond the term of this project.

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. More detail about this can be found in 7.10.
- 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:

⁴⁸ <http://www.inspire2thrive.co.uk/>

- 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 behaviours⁴⁹ 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.

⁴⁹ Some of the types of behaviours are listed in section 7.5.

- 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 socially responsible landlords. To this end our housing colleagues are reviewing our 'Allocations Policy' to consider enhancing care leavers 'Priority Need' access.

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 From the work we have done with the Housing Lin,⁵⁰ we have now published our Specialist and Supported Accommodation Strategy.⁵¹ This strategy is the framework through which our specialist and supported accommodation and housing related priorities are set out. This strategy covers our approach to specialist and supported accommodation for a variety of groups including vulnerable young people, including care leavers. This strategy details our objectives and details investment and development opportunities to support our aspirational vision to secure the best quality of life we can that will result in delivering a range of housing that enables people to live independently with support and care where necessary.

7.9 In the meantime we continue to work with socially responsible landlords via our framework contracts and our housing team⁵² to ensure that everyone (especially families) have access to good quality housing and have security of tenure.

7.10 Children and Young People with Disabilities - We aim to meet the following outcome:

⁵⁰ <https://www.housinglin.org.uk/>

⁵¹ The strategy can be found here: [Housing Strategies - Housing Strategies - Telford & Wrekin Council](#)

⁵² <https://thf.telford.gov.uk/>

In Telford and Wrekin we work together with children, young people and their families to achieve the best possible outcomes in all areas of their life, believing that with the ‘right support at the right time’ this is possible. Working together, children and young people with disabilities can and will achieve their full potential.

- 7.10.1 The Short Breaks regulations (2011) are used to guide Telford & Wrekin Council’s Short Breaks service offer. ‘Short Breaks’ is a term used to describe the service offer to children and young people with disabilities. In summary, local authorities must provide a range of Short Breaks services that are:
- Flexible, reliable and regular to meet changing family need
 - Reach groups of parents who may be more difficult to engage
 - Build on universal services
 - Promote greater levels of confidence and competence for moving towards adult life
 - Include: day-time care, overnight care
 - Participate in educational and recreational activities
 - Culturally and age appropriate
- 7.10.2 Not all children and families need the same level of support. There are three levels of Short Break offers in Telford and Wrekin, aligned to the impact of the disability on day to day life, and each family’s individual circumstances:
- Low Impact – you/your child’s disability has a low impact on daily living and/or development
 - Moderate Impact – you/your child’s disability has a moderate impact on daily living and or development
 - Severe Impact – you/your child’s disability has a low impact on daily living and/or development
- 7.10.3 There are categories of services and support available suitable for each level of need and commissioning activity falls within these:
- Universal Level Support
 - Targeted Level Support
 - Specialist Level Support
- 7.10.4 **Universal Level Support:** This section concerns the actions to improve Community Inclusion and connection to local universal services so that children and young people with disabilities and their families can take part and benefit fully.
- Implement a Community Inclusion Scheme to provide training and support to organisations to achieve this.

- Promote local community activities to families with effective use of community directories in a range of formats
- Our Leisure Services will produce an inclusive strategy to support the use of facilities by people with disabilities.
- Whilst many people agree with the aims of Inclusion schemes, some families have asked for a place to go and play and be together, in a relaxing, non-judgemental atmosphere that is designed just for them. The Local Authority will support The Hollinswood and Randlay Parish Council led the Special Needs Activity Centre (SNAC) development.
- Parents have asked for training to support them in their parenting role. This may either require new training programs to be established, or connection to existing, little known opportunities.

7.10.5 **Targeted Level Support:** known as Short Breaks Targeted Activities: These activities are specifically designed for children and young people with moderate and severe levels of disability to take part in. They are:

- A specialist youth club
- An Activity and Sports club
- An Arts club
- At present, the Targeted Activities are provided by the Local Authority. The Short Breaks forum, made up of LA colleagues and parents will consider options for commissioning to ensure provision is of a high quality, and are those things that children and young people want to do and enjoy.
- Explore options to develop a buddy scheme. Some parents have asked for buddy schemes to help their young people engage in community activities with their peer group.

7.10.6 **Specialist Level Support:**

- Commission a new specialist Playscheme. The CWD playscheme is offered to children and young people with a support plan, on the basis of need, established by Team Leaders.
- Life Skills Programme. A Life Skills and Preparation for Adulthood service was the highest requested service from the 2021 Short Breaks consultation. We will develop the offer of a Preparing for adulthood programme for young people in partnership with Adult Social Care colleagues.
- Personal Assistants. The Council will support local families that have a support plan to recruit their own PA where they wish to do so.
- The Council operates a scheme to support local people to establish themselves as Micro-Providers, offering a range of small scale, local activities and support options.

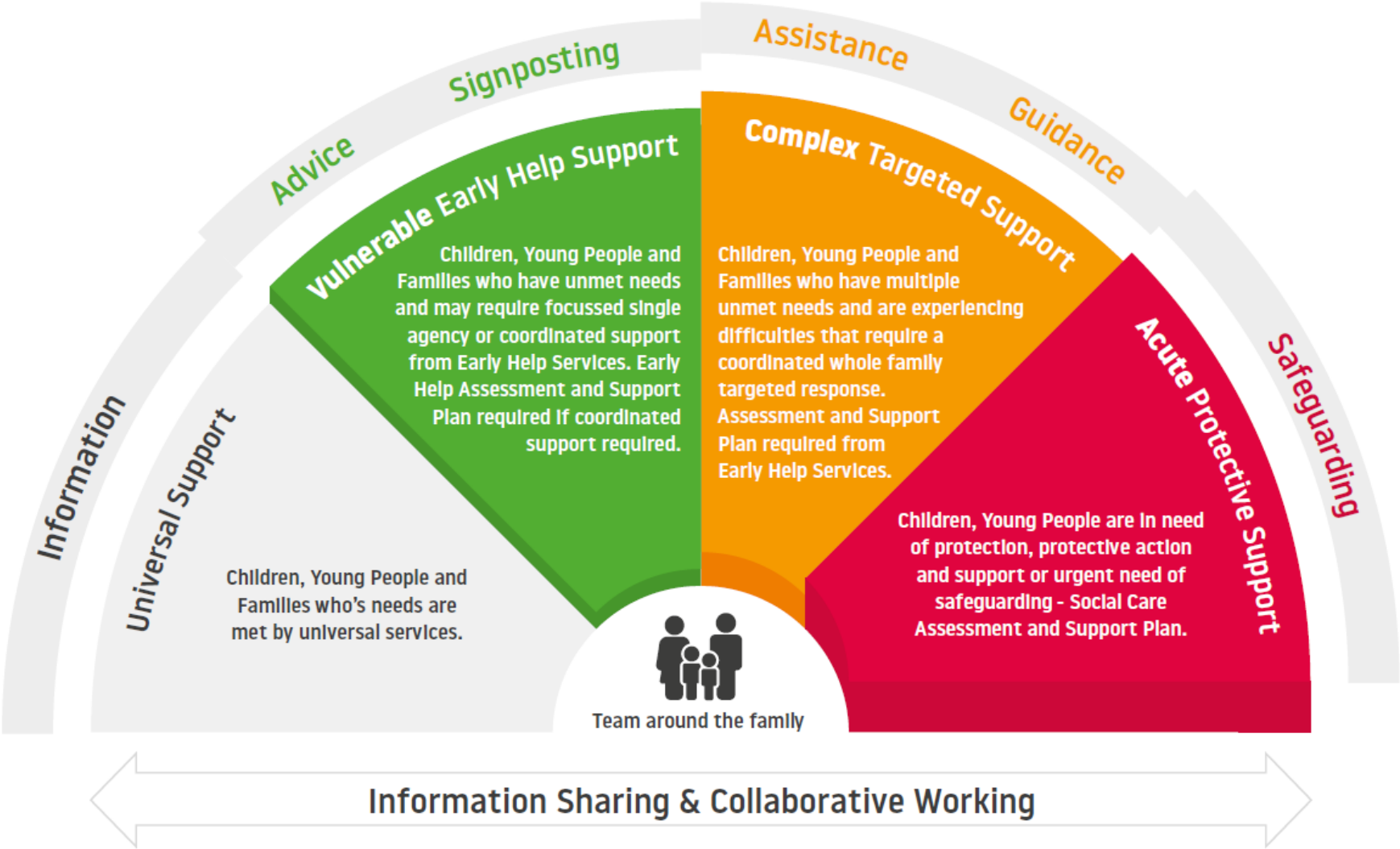
- Community Support Agencies. The Council will continue to develop the local market of community-based and high quality care and support providers for children with disabilities.
- Childminders and Nanny Availability. Commissioning will support the growth and use of the Council's Childminders and Nanny approved providers.
- Positive Behaviour Support Framework: The Council will work with health partners to further improve and develop a Positive Behaviour Support approach.
- Overnight Respite: The Council will undertake to ensure sufficient, high quality overnight respite that offers a choice by:
 - ❖ Developing the market of Short Breaks Foster Carers and Family based shared carers
 - ❖ Undertaking a partnership with a commissioned care and support provider for a bespoke respite unit.
 - ❖ Supporting overnight stays at community based centres, hotels, cabins etc.

7.10.7 Further detail about how many hours of community support and how many nights of overnight respite are needed have been included within Appendix 3 Market Position Statement.

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 December 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.
- 8.4 The first review took place will take place during August 2019 and the Covid pandemic meant we were unable to complete a second review. This being the third review has taken longer due to updating the additional narrative and coming out of the affects from the covid pandemic. We will continue with the fourth review to be completed on or before December 2022.
- 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.⁵³

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

⁵³ 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 Scene⁵⁴

- The population of Telford and Wrekin is 181,322, with 45,723 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 20.5% of children and young people are from a minority ethnic background, which has increased further since the review of data in 2019.
- Conception rate of under 18 year olds is 20.6 per 1,000 which is significantly higher than the rate in England. England rate is 15.7 per 1,000 for under 18s
- 21.3% of children aged 0-15 live in income deprived households this is a reduction since the review of data in 2019.
- % of Pupils with a statement of (SEN) or (EHC) Plans (All Schools):

	2017	2018	2019	2020	2021
	3.6%	4.0%	3.6%	3.7%	3.8%



⁵⁴ The following link holds more information about our population profiles within Telford and Wrekin '[Understanding Telford & Wrekin](#)'

- % of Pupils with Special Educational Needs (SEN) Support (All Schools):

2017	2018	2019	2020	2021
14.8%	14.7%	15.5%	14.6%	14.4%

- 1,465 young people aged 16-24 were claiming unemployment benefits as at March 2021, at a rate of 7.8%, compared to a West Midlands rate of 8.1% and England rate of 7.3%.
- Educational attainment in primary schools is improving. 71.3% of pupils achieved a “good level of development” (Early Years Foundation Stage) in 2019, 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 for 2016 to 2018 and the same rate for 2019 (75%). At Key Stage Two attainment in reading, writing and maths was 65% (England 65%). Progress score in reading was -0.20, Writing, -0.10 and maths, -0.40. The figures for England was 0.0 across all subjects.
- At Key Stage 4 the average attainment 8 score per pupil was 46.20 (England 44.70). The Average Progress 8 score at key stage 4 was 0.19. Disadvantaged pupils have lower attainment, particularly at Key Stage Four.
- The attainment gap at KS2 (KS2 “% achieving the expected standard in Reading, Writing and Maths”) between disadvantaged and other pupils was 18.0% points, slightly lower than England (20.0% points). The attainment gap at KS4 (KS4 “average attainment 8 score”) between disadvantaged and other pupils was 16.2 points, larger than England (13.7 points).

3.0 Financial Perimeters

Telford & Wrekin Council has an annual purchasing budget of £17.5 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:

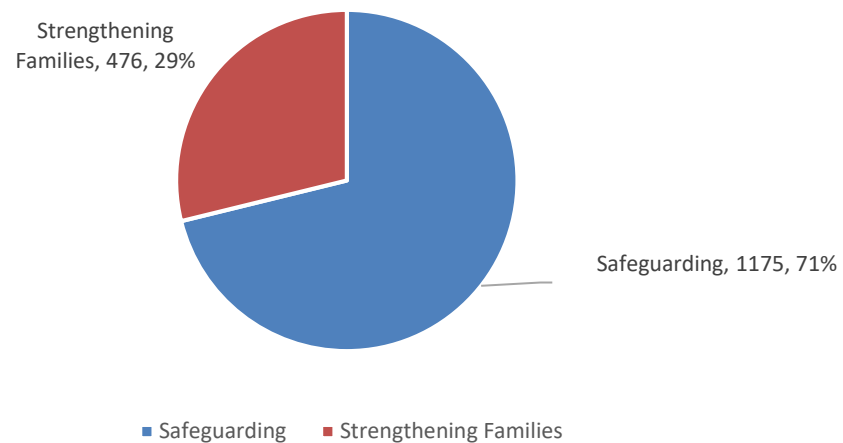
Residential homes/Residential Schools	£7.1 million
Fostering – internal and independent fostering agencies	£7.5 million
Placed with family/Special Guardianship/relative carers	£1.8 million
Supported Accommodation/Staying Put/Independent Living	£1.1million

And has a budget of £1.85 million to purchase Non Accommodation services as follows:

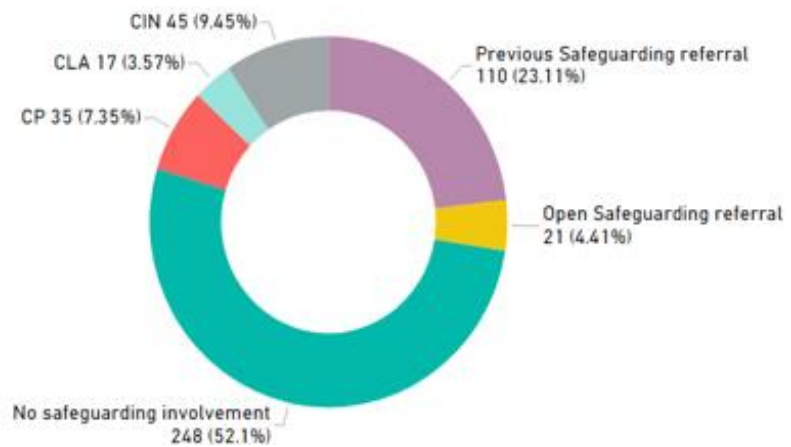
External assessments and support services	£0.4 million
Children with disabilities personal budget	£1.2 million
Children with disabilities other contracts budget	£0.25 million

4.0 Current demands

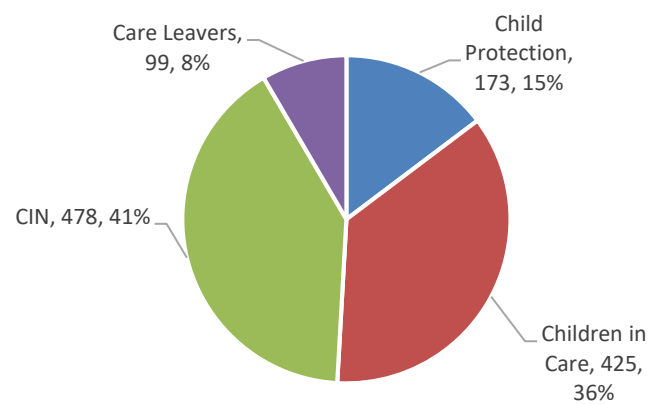
The children and young people we are working with as at 31st March 2021:



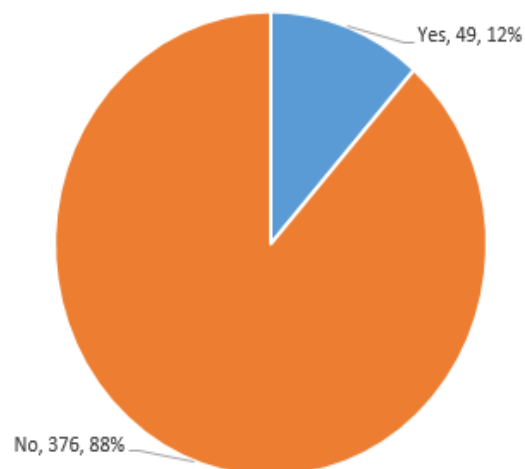
And 476 families were open to both the Strengthening Families and open to safeguarding services are detailed as follows:



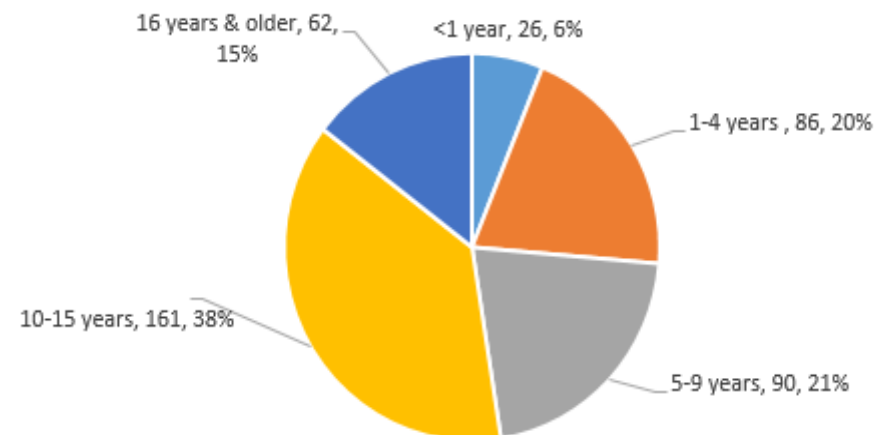
At 31st March 2021, the children/young people known to safeguarding were:



Of the 425 children/young people in care as at 31st March 2021, the number of those with a disability:



Of the 425 children/young people in care as at 31st March 2021, the age breakdown 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 offer⁵⁵ 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.

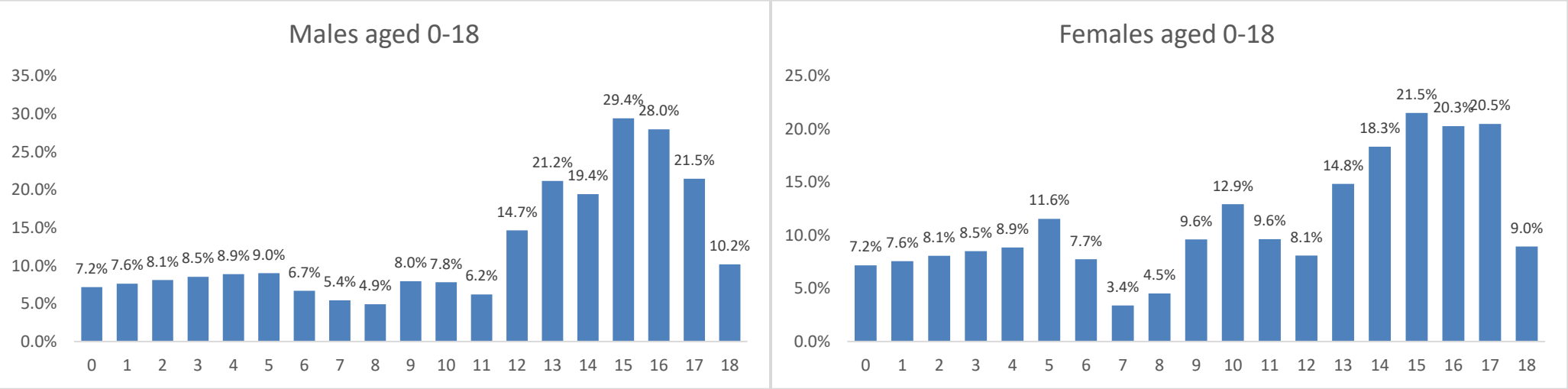
Table 1: Projected numbers of children and young people in Telford and Wrekin for the period between 2018 and 2031, by age band⁵⁶

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

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

⁵⁵ <http://www.telfordsend.org.uk/>

⁵⁶ Data source: T&W Planning Population Projections; Telford & Wrekin Council Policy & Development



The tables below outline the types of services that are required from the market⁵⁷:

a) Community Support/Wellbeing and Preventative Services

Markets/Type of service/ placement	Commissioning Intentions	Quality	Sufficiency	Price	Innovation
Community Services	Community play/social activities	<p>Easily accessible/ inclusive for all children and young people including those with disabilities.</p> <p>To provide a day activity that gives a short break away from family.</p> <p>Activities provide active stimulation emotionally, physically that improves mental wellbeing for</p>	<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	<p>Committed to stimulating this area of the market including the use of community run groups.</p> <p>Encourage all services to be inclusive for all regardless of disability.</p> <p>Activities can include volunteering opportunities for young people.</p> <p>Activities that help children and young people that help them achieve the 5 steps to mental wellbeing⁵⁸.</p> <p>Our Children with disabilities need day care sessions throughout our</p>

⁵⁷ The market includes the council's internal services and services provided by independent, voluntary, charitable and the community.

⁵⁸ NHS 5 steps to mental wellbeing <https://www.nhs.uk/conditions/stress-anxiety-depression/improve-mental-wellbeing/>

		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 <p>We estimate that we need at least 51 sessions of day care per month for 17 Children with disabilities</p>		<p>Borough in particular in the following areas of Telford and Wrekin:</p> <p>Apley Dothill Hadley Ketley Lawley Leegomery Lightmoor Muxton Woodside</p>
	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 	Easily accessible within the community	<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>

			<ul style="list-style-type: none"> • Independent advocacy • Emotional health and wellbeing 		
	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 	<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>	<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.</p> <p>In each of the 26 areas of our Borough our children with disabilities need support. We estimate that across the whole Borough we need 2000 hours of support per month.</p>

			<p>family on a holiday break away.</p> <p>We estimate that we need around 2000 hours of support per month for our Children with disabilities.</p>		
	Child Minders	<p>For children with disabilities</p> <p>For all children/young people</p>	<p>To provide a safe, nurturing place whilst away from home for the 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>	Value for money Providers to be mindful that families can be the purchaser	To provide a stable environment for the child/young person away from their family home where the child/young person feels safe.
	Personal Assistants	Need Personal Assistants who are trained/ supports well to provide care/support for	To help the child/young person with their daily needs from support right through to personal care.	Value for money Providers to be mindful that families can be the purchaser	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>children and young people with disabilities.</p> <p>Personal Assistants must have the appropriate skills to:</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 support from befriending, improving social emotional wellbeing, engaging with the family and/or community activities, engaging with educational/training activities.</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>		<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> <p>As detailed in our Peripatetic care/support section above, we know we need at least 2000 support hours per month for our children with disabilities. This support could be given by a Personal Assistant. We need more Personal Assistants</p>
	Volunteers	Have commitment and skills to build positive	<p>To provide peer/ befriending support to:</p> <ul style="list-style-type: none"> • Families 	To provide social value/ support to your community	More information regarding volunteering within Telford and Wrekin can be found at

		relationships to help prevent social isolation, support with their anxiety/low mood/low self – esteem.	<ul style="list-style-type: none"> • Parents • Children • Young People 		http://www.discovertelford.co.uk/get-involved/volunteering/
	Support to help recovery from: <ul style="list-style-type: none"> • Drug and Alcohol • Youth Offending • Mental Health • Trauma 	To have Telford and Wrekin community based services	To help and support: <ul style="list-style-type: none"> • Parents in recovery • Children and young people whose parents are in recovery • Children and young people in recovery 	Value for money Ease of access	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;
	Non accommodation services: Tender/Contract name is Children and Family Support Services (CAFSS)	To be able to provide services in a timely way to support/ assess children/young people and/or their families.	Types of services: <ul style="list-style-type: none"> • Therapy • Psychological Assessment • Parenting Assessment – residential and community • Contact 	<ul style="list-style-type: none"> • Value for money - Providers to be mindful that families may be the purchaser on some occasions 	<p>West Midlands Local Authorities are keen to ensure that there our children and young people have support services that can meet their needs.</p> <p>Telford & Wrekin Council on behalf of West Midlands Local Authorities published this Tender on 31st January 2022 this is the link to the information relating to this tender:</p>

			<ul style="list-style-type: none"> • Family Group Conferencing • Mediation • Secure Transport • Occupational Therapy • Speech and Language Therapy • Independent Person for secure accommodation review • Form F Assessments • Form C Assessments • SGO Assessments • SEND Mediation • Return Home Interviews • Positive Behaviour Support • Parental Advocacy • Mentoring • Positive Activities 	<ul style="list-style-type: none"> • Ease of access • Local access 	<p>Introduction - Procurement news and events - Telford & Wrekin Council</p> <p>This framework contract will open periodically to allow new providers to apply for this tender throughout the lifetime of the contract (4 years initially with possible extension of 2 years) – see the link above for the information regarding this.</p>
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	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>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>	Value for money Providers to be mindful that families can be the purchaser	<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>We need an extra 83 nights per month for our children with disabilities families to have a short break.</p>
Fostering	Family based Shared carers/ Short Breaks for children with disabilities	Appropriately trained/supported and resilient foster carers	For this cohort need on average a respite break in this placement type for 20 children per year.	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 can be between 1 and 75 nights per annum per child. With an average length of stay at any one time of 2 nights.		We need more family based shared carers to provide overnight short breaks this enables our children with disabilities choice regarding a short break setting.
	Short breaks/respite for children on the edge of care/step down from Care to family.	Appropriately trained/ supported and resilient foster carers are needed	For this cohort need on average a respite break in this placement type for 5 children per year. 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.	Value for money – nightly rate	<p>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.</p> <p>To support the families with their edge of care/return to home plan.</p> <p>The aim would be to sustain a family with regular respite for as long as assessed as being needed.</p>
	Parent/child placement for parenting assessments	Appropriately trained/ supported and resilient foster carers are needed	<p>For this cohort they need to stay between 3 to 4 months for the purpose of the assessment.</p> <p>We need between 6 and 10 of these every year</p>	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 20 children per year. We need an extra 83 nights per month for our children with disabilities families to have a short break.	Value for money Providers to be mindful that families can be the purchasers	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	Staff to be appropriately trained to: <ul style="list-style-type: none"> • Support the child/young person. • Communicate well with parents/ social care • Engage child/young person in 	For this cohort need on average a respite break in this placement type for 6 children per year.	Value for money – nightly rate	Providers to ensure that they can help the child/young person form positive relationships with their family that will then re-unify them. Providers to help to ensure that the support plan is achieved and positively engage with the review of the plan.

		positive activities			
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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 16 – 24 year olds	Locally, the transition to adulthood poses difficulties 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	<p>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 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>	We seek providers that can provide the best value in terms of acceptable cost plus the outcomes that are achieved for individuals.	<p>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:</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

		unable to live independently in the community.			<p>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.</p> <ul style="list-style-type: none"> • Support for parents and families with regard to bedtime and sleep routines • Support to enable children, families and their community, to gain and use relevant communication skills • 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,
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					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 emotional health and well being and resilience to be able to look after a sibling group.	<p>Sibling groups can range between 2 to 5 same/mix gender</p> <p>On average we need 15 foster households per year that can look after sibling groups.</p>	Value for money that can enable the foster placement to demonstrate good outcomes for the sibling group.	<p>Foster carers to work with social care to ensure that the sibling groups needs are met both as individuals and as a family.</p> <p>Foster carers to positively support the review of the children's care plans to ensure that children are achieving their outcomes.</p>
	Children with additional needs	Where foster carers are experienced at looking after children/young people with additional needs and can support these	<p>We need between 10 to 20 foster placements per annum</p> <p>All ages and includes children with disabilities</p>	Value for money which includes a bespoke package of support/training for the foster carers including regular breaks to support their resilience/emoti	<p>Preventing residential placements for children with the following needs:</p> <p>ASD/ADHD, risks of offending/sexual harmful behaviour/exploitation</p>

		children/young people well.		onal health and wellbeing to sustain placement stability.	
	Mainstream Foster care	<p>Foster carers to have the necessary skills to 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</p>	<p>Pre-school age: We need between 30 to 40 fostering placements per annum.</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>	Value for money	<p>With foster carers that (wherever possible) have access to their own transport to be able to take children 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>

		multi-faceted behaviours stemming from for example: emotional trauma, neglect, poor parenting and 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 foster placements for emergencies 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	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.

		stable respite placement to continue a child's routines and support plan that they are used to with their foster family.			The respite foster carer must not raise expectations for the child that their foster family would not be able to achieve.
	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.	<p>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.</p> <p>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.</p>	<p>Value for money</p> <p>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.</p>	<p>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.</p> <p>A multi-faceted approach with interventions for the child/young person from education, health and care.</p>

	Staying put - Young people can remain with their foster carer after their 18 th birthday.	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 to be able to offer this as an option.	Is in line with our staying put policy ⁵⁹ .	To provide further stability for our young people where they can really develop their independent skills and grow up well as a young adult.
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	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.

⁵⁹ See our staying put policy: https://telfordchildcare.proceduresonline.com/local_resources.html under Looked after children leaving care section

		child/young person			
	Placements in a 2/3 bedded home	Well trained and well supported staff that can engage children and young people in positive activities within the home and the community	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 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 help them grow up well as a young adult	On average 10 are needed per year	Value for money	<p>To work with the young person in supporting and helping them learn independent skills/strategies for coping with their own personal needs.</p> <p>To help them live well in the community and be engaged in education, employment and/or training.</p> <p>To support them (when able) to move on into their own accommodation with security of tenure.</p>
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	18 to 24 year olds	Security of tenure	On average 41 are needed per year	Affordable rent	Providers to ensure that accommodation is good quality,

management support from Landlord				Affordable support costs	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 funding⁶⁰ and/or tendering opportunities⁶¹. For further information regarding our sufficiency needs for adults then please read our adults market position statement⁶².
- 6.3 We will review this market position statement annually⁶³ 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.

⁶⁰ 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

⁶¹ Telford & Wrekin Council advertise all tendering opportunities here http://www.telford.gov.uk/info/20185/contracts_tenders_and_procurement/148/procurement_policy

⁶² http://www.telford.gov.uk/downloads/file/7110/market_position_statement_2018_-_2020_published_version_1

⁶³ Review will take place annually every September at the same time as the Commissioning Sufficiency Strategy