

BCP Sufficiency Strategy for Children in Care and Care Experienced Young People

Action Plan

2024 / 2028

Updated January 2025

Version 1

Introduction

The Bournemouth, Christchurch, and Poole (BCP) Council Sufficiency Statement for Children in Care and Care Experienced Young People 2024 – 2028 sets out the Council's approach to meeting its responsibilities to provide secure, safe and appropriate accommodation. Sufficiency of provision ensures that children and young people can access the right placements in the right place and at the right time, which helps them to achieve positive outcomes in care and prepares them for adulthood.

BCP Children's Services is committed to providing the right service at the right time for children and families recognising that at times additional support may be required to help them stay together. Looking after and protecting children and young people is one of the most important jobs the Local Authorities does. If it is not safe for children to stay at home then services will intervene and strive to ensure they are given the care, support, and stability that they deserve.

The reduction in Local Authority funding means that even greater focus needs to be given to delivering value for money in the commissioning of provision for Children in Care and Care Experienced Young People. The challenge for BCP, as with all other Local Authorities, is to continue to improve and sustain high quality provision and services whilst also delivering efficiencies. Financial pressures at a national level is also likely to result in continued financial pressure at a local level and will mean that BCP needs to continue to try to achieve value for money through commissioning. This Strategy sets out how the BCP Council plans to meet these challenges over the coming four years (i.e. 2024 – 2028) with annual updates.

Governance of the plan

Governance of the Sufficiency Action Plan is through Children's Services Quality, Performance Improvement Board, through a highlight report, and impacts reported to Children's Services Improvement Board. There is a named accountable senior officer to lead each of the priority areas. In discharging their accountabilities, the named senior officer will consider:

1. Formulation of a strategic perspective
2. The position at the commencement of the action plan
3. The 'gap' between current position and aspirations, and identification of actions required to close this gap.
4. In closing the gap, the named accountable senior officer will consider best practice and lessons learnt from other organisations.
5. Synergies will be considered against other programmes, more importantly any strategy and actions will be co-produced with partners, children, and young people
6. Performance metrics will be used to ensure the action plan is delivering the intended outcomes.
7. The Voice of the Child informs all stages and actions.

RAG	Description	Total out of 51 actions	%
	High risk – action not started yet but expected it to have commenced / escalation required due to performance concerns /significant delay – action is a worry	1	2%
	Significant risk – plan in place, action started but further work required to ensure improvement.	33	65%
	On track – running to plan and within timescale, performance has improved against the plan	11	21%
	Actioned – implemented and embedded	0	0%
	Completed and can be removed from plan	3	6%
	Not yet started	3	6%

1. Ensure there are sufficient local family-based care available in BCP, so more children can live within a family home.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
1.1	Review the in-house foster carer recruitment and retention strategy with the aim of increasing recruited of foster carers.	Nicole Mills	30/04/2025		New in-house foster carer recruitment and retention strategy in place with clear targets and outcome measures.	Rubina Payne	<ul style="list-style-type: none"> Interviews for Recruitment & Advertising Officer taking place 21.11.24 Recruitment strategy to be reviewed once R&A Officer in post. SME support in place to support development of Service Plan. 	
1.2	Work collaboratively with regional colleagues, to develop the Southwest regional fostering recruitment hub with the aim of increasing sufficiency of in-house provision.	Nicole Mills	31/03/2025		The quality and number of enquiries from potential foster carers will increase.	Rubina Payne	<ul style="list-style-type: none"> Southwest Hub went live 01.05.24 Monitoring of enquiries is undertaken monthly with the Hub. The level of enquiries has been less than under previous arrangement, and quality is being challenged. Risk presented to SLT and CMB for oversight and is being monitored. 	
1.3	Continue to provide high quality training and support with the aim of retaining foster carers.	Nicole Mills	31/03/2025		Carers will remain fostering for BCP for at least 5 years post approval.	Rubina Payne	<ul style="list-style-type: none"> Training compliance is at 85% across all mandatory training requirements. Monitoring Retention rates through quarterly reports. 	In-House Foster Carers continue to engage in training provided, Carers skills are up to date which improve outcomes for children placed.
1.5	Evaluate the internal fostering service to ensure provision is created with an aim of reducing the numbers of children going into residential care who have a care plan of fostering.	Nicole Mills	31/03/2025		Numbers of children in Care living in a residential setting will be in-line with regional and statistical neighbours.	Rubina Payne	<ul style="list-style-type: none"> Fostering Position Statement has been completed and presented at SLT. Action plan has been agreed. 	Area of focus has been agreed and the action plan will continue to be regularly monitored for progress.
1.6	Ensure internal Supported Lodgings provision is seen as a viable option for CEYP by raising awareness of its benefits and positive outcomes. Collaborative work will ensure this option is explored for all children in Care aged 16 plus as part of our planning.	Nicole Mills	31/03/2025		IATG will consider in-house Supported Lodgings as an option for all children in Care aged 16+	Rubina Payne Jonathan Wade Nigel Burton	<ul style="list-style-type: none"> Not yet started. 	
1.7	Work collaboratively to register our internal Supported Lodgings Scheme in-line with Ofsted guidance.	Nicole Mills	30/06/2025		We will have in-house sufficiency of homes for our children in Care aged 16-18 who are ready to develop their independence.	Rubina Payne Jonathan Wade	<ul style="list-style-type: none"> Osted Registration Application has been submitted – requires updated DBS checks for Service Manager & Named Manager –both DBS applications to be submitted by 15.11.24. 	
1.8	Develop a recruitment strategy for the Supported Lodgings Scheme once it is registered.	Nicole Mills	30/04/2025		We will have in-house sufficiency to offer homes to our children in Care aged 16+ and reduce spend on external provision	Rubina Payne	<ul style="list-style-type: none"> Updated advertising & recruitment tools have been designed in collaboration with BCP Comm's team. The service is actively advertising for carers in preparation for Ofsted registration 	
1.9	Bring the Special Guardianship Service back in-house from Aspire Adoption	Nicole Mills	01/04/2025		SGO Assessment and Support will be held in-house, supporting the wider Kinship Strategy and delivering a high-quality service.	Rubina Payne Allan Charlton	<ul style="list-style-type: none"> Legal basis agreed and updating Inter-Agency Agreement instructed by BCP Council. First draft to be completed by 30.11.24. HR discussions with staff to begin Nov 24. Current projected time scale for the first phase of completion 17.02.24 	
1.10	Ensure BCP work regionally with the South-Central Independent Fostering Agency Framework.	Karen Starkey	31/12/2024		3-yr Commissioning Plan Procurement pipeline in place that	Sarah Langdale	<ul style="list-style-type: none"> Dedicated Senior Commissioning Officer attending all Framework partnership quarterly meetings, from October 2024, reestablishing BCP's views in respect 	The South Central IFA Framework annual sufficiency data informs the BCP Sufficiency planning.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
					provides sufficient time to effectively engage in regional arrangements		of regional sufficiency requirements and contractual arrangements.	
1.11	Re-build partnerships with local on and off framework Independent Fostering Agency providers, noting the number of local IFA foster care beds which are filled by other Local Authority children.	Karen Starkey	31/12/2024		Fostering Sufficiency Strategy in place with clear market development opportunities	Sarah Langdale	<ul style="list-style-type: none"> South Central IFA raw sufficiency data for 2024/2025 received in November 2024, further analysis required. Ofsted and NAFP updates to LA Partners and Provider market. 	
					Local provision is mapped and mechanisms in place to monitor this for placement finding	Sarah Langdale	<ul style="list-style-type: none"> 2024/2025 regional sufficiency strategy for Independent Fostering Agencies within BCP and South Central expected from the contract management function (Southampton). 	
					Provider Engagement events in place and well attended	Sarah Langdale	<ul style="list-style-type: none"> South Central IFA Provider Event took place in November 2024, attended by CSC Senior Commissioning Officer. 	
					Increased use of local IFA provision for BCP children	Sarah Langdale	<ul style="list-style-type: none"> Not yet started 	

2. When children have to live in a residential children's home, ensure there is sufficient locally based residential provision within the BCP area to meet the needs of those children and young people who cannot or chose not to live in a family setting.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
2.1	Improve data reporting, analyse all cohort needs across the service, benchmark and understand trends to meet and predict demand for children requiring residential care or access to respite provision.	Karen Starkey	31/12/2024		Commissioning dashboard in place that highlights demand, need, BCP capacity, cost and quality and informs market development	Jonathan Wade	<ul style="list-style-type: none"> Draft Commissioning Dashboard developed that shows demand, timelines and cost of placements Care Episode Gateway dashboard developed that shows the placements, type, moves, cost movement Independence and Transitions Gateway dashboard developed to show current situation of living arrangements from 15+; move on aspirations, numbers of CEYP and financial impact Workshop to conclude governance and reporting lines (14/11/24) High-Cost Placement Board and Sufficiency Board to be established Dec 2024 	<ul style="list-style-type: none"> Better understanding of the challenges of meeting the needs of our CYP in a timely way

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
2.2	Map all local residential provision, understand usage by other Local Authorities and impact on local sufficiency and determine need for BCP.	Karen Starkey	31/03/2025		Commissioning dashboard in place that highlights demand, need, BCP capacity, cost and quality	Sarah Langdale	<ul style="list-style-type: none"> All residential providers located within BCP have been mapped, number of beds, voids and BCP usage is collated on a quarterly basis. Proactive bed and capacity tracking begun 1 existing provider has opened a new homes within BCP specifically for Children in Care who have a learning disability Ofsted ratings of all provision is known and monitored. 	<ul style="list-style-type: none"> The local BCP residential market has increased by 2 beds (11%). The home opened in March 2024. 2024/2025 - Q3 data BCP had one CiC placed.
2.3	Work strategically with the South-Central Residential Framework to increase sufficiency of local provision based on analysis of need.	Karen Starkey	31/03/2025		3-yr Commissioning Plan Procurement pipeline in place that provides sufficient time to effectively review regional arrangements	Sarah Langdale	<ul style="list-style-type: none"> Dedicated Senior Commissioning Officer allocated to South Central Frameworks ensuring oversight and regular attendance at Partnership Boards. Sufficiency data for 2024/2025 requested – confirmed completion date of December 2024, in anticipation the raw data has been requested so benchmarking can commence. 	
2.4	Consider the regional framework arrangements based on national findings and provider feedback, linked to the benefits of Local Authority partnership working.	Karen Starkey	31/03/2025		3-yr Commissioning Plan Procurement pipeline in place that provides sufficient time to effectively review regional arrangements	Sarah Langdale	<ul style="list-style-type: none"> Contracts register identifies all framework arrangements BCP Children's Commissioning ceased the management of the South-Central Consortia Contract Management function in March 2023. Dedicated resource attending all Framework partnership events, reestablishing BCP. 	
2.5	Hold providers accountable for their charges and understand the level of profit to ensure value for money and delivery of outcomes.	Karen Starkey	31/03/2025		Excellent Value for Money is achieved by staff who are skilled and confident in negotiating VFM and results are tracked and budget pressures reduced	Jonathan Wade	<ul style="list-style-type: none"> Analysis of providers backed by PETs complete Tracking of granular placement costs underway through Care Episode Gateway Development of a 'breakdown of Costs' guide in progress to inform operational and placement staff negotiations To review Individual Placement Agreement Further develop benchmarked unit costs Centralised fee uplift process in place for 2024/25 - 3% uplift position Open Book Accounting approach to higher inflationary requests informing fee negotiations Analysis of fee increase requests for 2025/2026 has commenced. Training skills analysis and plan to be developed 	<ul style="list-style-type: none"> An understanding of the providers who are Private Equity Trust backed informing confidence to challenge costs
2.6	Produce a Short Breaks Position Statement, review needs and eligibility criteria, ensure local service can meet all needs. Co-produce the offer with all partners.	Karen Starkey	31/03/2025		Children with SEND inform a new offer that reduces risk of family breakdown and entry to care	Sarah Langdale	<ul style="list-style-type: none"> Short Breaks Position Statement produced and signed off by Children's Services Senior Leadership Team – July 2024 Co-Production Implementation Group Terms of Reference produced and meetings to commence in November 2024. Providers of Short Break Services have been visited in person and contract monitoring meetings have taken place. Procurement advice sought in respect of historic Short Break Framework arrangements. 	<ul style="list-style-type: none"> All BCP Short Break commissioned services are known and mapped.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
2.7	Work with regional colleagues and with local NHS partners to consider the development of a residential provision for children with complex needs.	Nicole Mills	01/02/2025		Children with complex needs are supported closer to home	Sarah Langdale Sam Best Aleksandra Zabielska	<ul style="list-style-type: none"> Partnership working with a local specialist provider continues, development of a provision for children with complex needs – planning application submitted Initial meeting with Gloucester colleagues to take learning from Trevone House model. DfE Capital funding launched in November 2025, initial working group established to consider BCP position. Data collation has commenced. Tier 4 cohort is being mapped 	
2.8	Explore regional secure provision through the Southwest Sufficiency group.	Karen Starkey	31/03/2025		BCP secures favourable options and unit costs for BCP children in the SW region	Sarah Langdale	<ul style="list-style-type: none"> Contacts with the South West Sufficiency Project established, current focus is on residential sufficiency. 	

3. Increase supported accommodation provision and further develop a sufficiency model which offers a range of provision (high to low support) so children and young people have a choice to move through a pathway of services offering a range of homes across BCP which shall prepare them for independence.

Ref	Priority	SRO	Target Completion Date	RAG	Success Measure	Accountable Officers	Progress to date	Impact to date
3.1	Understand the sufficiency and quality of local provision, though effective process and activity, for example through monitoring Ofsted registration and mapping of providers.	Karen Starkey	31/03/2025		The commissioning cycle is given sufficient time and resources for the 'Analyse/Review stages to aid effective planning	Sarah Langdale	<ul style="list-style-type: none"> All providers located within BCP have been mapped, number of beds, voids and BCP usage is collated on a quarterly basis. 1 new provider / 2 existing providers have opened new homes within BCP Location of all supported accommodation provision across BCP is known Ofsted ratings of all provision is known and monitoring. Robust monitoring and reporting of provider Ofsted registration status is known and monitored. 	<ul style="list-style-type: none"> All Providers located within BCP are mapped in respect of location. Increase of capacity within BCP, 17 beds 5 Beds identified as low support for preparation to independence. BCP usage of local provision is known and mapped.
3.2	Implement greater oversight of young people who have high levels of support packages, implementing regular meetings with providers and all partners	Karen Starkey	31/05/2025		The needs of children are adequately met through robust funding agreements achieving VFM	Jonathan Wade	<ul style="list-style-type: none"> Implementation of 'Care Episode' Gateway (CEG) Implementation of High-Cost Placements Board Weekly review at CEG Dual and Tri-partite funding agreements Exploration of an all-age hub for CYPCC/CHC MARP S117 tracked 	
3.3	Ensure preparation for independence is planned and managed in a timely manner and ensure support hours / packages are reasonable, in line with independence planning.	Nicole Mills	31/03/2025		Earlier independence and transition planning enables less restrictive options and high cost	Jonathan Wade Nigel Burton	<ul style="list-style-type: none"> Implementation of 'Independence and Transition' Gateway Care Episode Gateway 	<ul style="list-style-type: none"> Gateway dashboard data demonstrating a longer term planning horizon is beginning to take effect.
3.4	Seek to utilise local provision for BCP children rather than them residing out of area.	Karen Starkey	31/03/2025		Local provision is mapped and mechanisms in place to monitor this for placement finding	Jonathan Wade Sarah Langdale	<ul style="list-style-type: none"> All provision within BCP is known, data of voids is shared with the Placements Team and Children's Social Care. Providers are requested to complete a weekly data return of local vacancies. 	<ul style="list-style-type: none"> Local capacity is known and there are processes in place to monitor and utilise more effectively.

Ref	Priority	SRO	Target Completion Date	RAG	Success Measure	Accountable Officers	Progress to date	Impact to date
3.5	Develop registered supported accommodation provision locally for Unaccompanied Asylum-Seeking Children in Care aged under 18yrs.	Karen Starkey	31/03/2027		A new UASC intake plan is in place that provides holistic support	Sarah Langdale	<ul style="list-style-type: none"> Initial discussions have taken place with two providers (Valient Homes and Pivotal Homes), provision needs to be Ofsted registered. Links with existing providers shared for learning. 	
3.6	Review commissioning intentions for Unaccompanied Asylum-Seeking Care Experienced Young People, ensuring accommodation is suitable.	Karen Starkey	31/03/2025		A new UASC intake plan is in place that provides holistic support	Sarah Langdale Nigel Burton	<ul style="list-style-type: none"> Diagnostic review of all Children's Social Care commissioned provision has been completed. Partnership with Housing has been established. Contractual documentation has been shared with Housing colleagues for review Cohort or provider data collated and shared with Housing Application to Building Stronger Foundations Board (BSF) transformation programme for funding of officer to support with the development of this workstream. 	
3.7	Work collaboratively with our external market, in-house supported lodgings scheme and housing to meet the accommodation needs of all Care Experienced Young People	Karen Starkey	31/03/2025		Forward plan of engagement events drives high levels of engagement and co-production	Sarah Langdale Rubina Payne Nigel Burton	<ul style="list-style-type: none"> Single Homelessness Accommodation Programme (SHAP) accommodation tender supported by Commissioning in the evaluation process and award process. Centrepont were successful. (additional accommodation available for all young people including Care Experienced) Collaboration with external provider (Valiant Homes), resulted in a new 19 bed unit opening at the end of 2022/2023. An additional 4 bed unit has been offered and is currently being considered based on sufficiency needs. 	<ul style="list-style-type: none"> Additional 19 units across BCP for young people. Additional 12 units across BCP which shall be supported by the in-house fostering service 'Always There' scheme

4. Re-establish positive partnership and collaboration between Housing, Children's Social Care and Commissioning, focusing on the Joint Housing priorities for Care Experience Young People.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
4.1	Work together across all Directorates to embed a Corporate Parenting response to the accommodation needs of Care Experienced Young People.	Nicole Mills	31/03/27		Young people will live in safe, suitable accommodation which meets need.	Nigel Burton Sarah Langdale Ben Tomlinson	<ul style="list-style-type: none"> Diagnostic review of all Children's Social Care commissioned accommodation provision for Unaccompanied Asylum-Seeking Care Experienced Young People has been completed. Updating Sufficiency Strategy in process of being completed. Dedicated CSC housing workers (x 2) recruited via DfE funding to support Homelessness and Rough Sleeping in young people (0-25yrs). Named link worker for CEYP in Housing. CEYP identified as target cohort for Homewards Project in BCP. 	<ul style="list-style-type: none"> Improving shared oversight of planning for young people leaving our care leading to better outcomes. Referrals for Joint Housing Assessment now being made as our Children in Care turn 17, supporting earlier planning. Plans are ratified through established panels, ensuring oversight and reducing any delay. Young people are more informed about their options and move on plans for independence. Reduction in use of B&B, assisted by robust joint working with housing and fostering. Young people at risk of homelessness identified at an earlier stage. The number of homeless CEYP has reduced and the overall cohort of YP in suitable accommodation is now consistently over 90%.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
4.2	Review and map the sufficiency of supported and independent provision available across BCP for Care Experienced Young People.	Karen Starkey	31/03/2025		Local provision is mapped and mechanisms in place to monitor this for placement finding	Sarah Langdale Tracey Kybert	<ul style="list-style-type: none"> All supported accommodation provision has been mapped, number of beds, voids and BCP children placed is captured at the end of each quarter. 	<ul style="list-style-type: none"> All supported accommodation provision across BCP is known, informing sufficiency planning.
4.3	Review and re-launch the Youth Homelessness Board.	Kelly Deane	31/12/2024		Governance structure in place to oversee planning and provision for YP in the BCP area	Ben Tomlinson	<ul style="list-style-type: none"> Terms of Reference are in process of update and on target to support re-launch in December 2024. 	
4.4	Review the housing pathway and options for Care Experienced Young People.	Nicole Mills	31/10/2024		All housing options for UASC and CEYP are arranged in a timely way	Nigel Burton Sarah Langdale Ben Tomlinson	<ul style="list-style-type: none"> Accommodation provision commissioned by Children's Social Care has been mapped, data has been shared with Housing. Sufficiency data for Housing commissioned services has been provided for mapping. Cohort data has been received, detailing the number of Care Experienced Young People residing in Housing commissioned provision – to inform the sufficiency planning. Needs analysis of young people housing accommodation, commissioning plan and strategy workstream will commence in December 2024 	<ul style="list-style-type: none"> Independence and Transitions Gateway is beginning to take a longer term view of the aspirations for independent living options for CEYP. Those 18+ with LTR are prioritised for move on support
4.7	Embed training and share knowledge of the Joint Housing Protocols.	Nicole Mills	31/03/24		Staff will understand and follow Protocol to ensure our young people in/ leaving Care have somewhere safe to live	Nigel Burton Tracey Kybert	<ul style="list-style-type: none"> Joint training delivered across Children's Services and Housing. Plan in place to deliver rolling training programme. Work underway with Comms colleagues to deliver online training recording for easy access. 	<ul style="list-style-type: none"> Children in Care being referred for Joint Housing Assessment (JHA) at age 17, reducing delay in planning for their independence. IATG in place, monitoring progress of plans from JHA. Increase of Care Experienced YP living in suitable accommodation to over 90% as at Oct 2024.
4.8	Support the delivery of the Council's Housing strategy.	Karen Starkey	31/03/24		Young people moving on to independence have a range of living options available that are planned in a timely way	Sarah Langdale Ben Tomlinson	<ul style="list-style-type: none"> Current version of the Housing Homelessness Strategy requested Independence and Transitions Gateway is beginning to take a longer-term view of the aspirations for independent living options for CEYP. 	

5. Improve relationships with providers through open and transparent engagement in order to further develop services to meet the needs of BCP children and young people.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
5.1	Re-build the relationships with BCP providers and review the commissioning arrangements with on and off framework providers.	Karen Starkey	31/03/2025		A trusting relationship that enables BCP to secure favourable options and unit costs for provision in BCP area	Sarah Langdale	<ul style="list-style-type: none"> In person provider visits to homes has commenced, 4 providers across 6 provisions have been visited to date. A further two homes have planned visits in November 2024. 	<ul style="list-style-type: none"> Homes visited meet the QA standard and are homely.
5.2	Establish quarterly provider engagement events for each care sector, seek to understand barriers, develop the market to meet all children and young people's care needs including those with a disability.	Karen Starkey	31/03/2025		Forward plan of engagement events drives high levels of engagement and co-production	Sarah Langdale	<ul style="list-style-type: none"> Children in Care population data is known, further analysis is required in respect of population need. 	
5.3	Actively engage with the right providers who wish to be inventive within the market.	Karen Starkey	31/03/2025		Commissioning principles that encourage the right providers and values to develop caring, safe and effective services for BCP children	Sarah Langdale	<ul style="list-style-type: none"> Improved capacity to increase provider engagement and relationship building 1 x provider has successfully submitted planning for a 3 bed home located in Christchurch, this shall be for children with complex needs. Conversations continue with x 2 existing providers who wish to expand within BCP, discussions continue in respect of sufficiency need. Initial discussions with x 2 new providers who have expressed an interest in opening homes within BCP. Further conversation required about location and ability to meet need. 	
5.4	Create a market development plan of provision.	Karen Starkey	31/03/2025		Providers know how to engage with BCP council on market development opportunities	Sarah Langdale	<ul style="list-style-type: none"> Not yet started 	
5.5	Participate in regional collaborations – to enhance learning, practice and aid the shaping of the market.	Karen Starkey	31/03/2025		BCP Children's Commissioning options are informed by best practice/benchmarking	Sarah Langdale	<ul style="list-style-type: none"> Dedicated commissioning resource has been assigned to attend all regional collaborations (South Central and Southwest). Regional meetings being attended, focus as of Q3 is planning for fee increases. 	BCP cohort and finance data has been shared with regional colleagues in order to develop a regional sufficiency statement which shall inform the market of sufficiency need.
5.6	Develop reunification and a family support offer, consider returning children to their families where appropriate.	Juliette Blake	31/10/2024		Reunification and support offer is in place and effective at returning more children to their families	Pippa Emmerson	<ul style="list-style-type: none"> Relate (BCP) has been commissioned to deliver family therapy for reunification of children in care. The service commenced in Q3. £81k of funding for 2024/2025, funding will be carried over into 2025/2026. Commissioned on behalf of Early Help. Contract monitoring meetings will be arranged. Diagnostic review of reunification commissioned services has been completed – links with Service Manager of Early Help planned in order to understand contractual arrangements and impact. 	To be determined over the contract period, the aim is to reunify child home and reduce the number of children in care. Contract monitoring has commenced.
5.7	Consider the need for a Supported Accommodation framework, seek view from the market and Local Authorities with established framework arrangements.	Karen Starkey	31/03/2025		10 year view of accommodation and support options aids transition to independence and commissioning strategy	Sarah Langdale	<ul style="list-style-type: none"> Accommodation needs pipeline (age 16-18+) produced and informing discussions at I&T Gateway Initial scoping for a framework has commenced, contractual documentation has been reviewed, links with other Local Authorities has been established and documentation has been shared. Focus in on quality monitoring of spot purchase arrangements and consideration Identified that further monitoring of providers is required in order to ensure independence skills are embedded within practice alongside the children in care service. 	All CEYP who have LTR have been prioritised for move on for accommodation (18+)

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							<ul style="list-style-type: none"> Provider event will be arranged for Q4 2024/2025. 	
5.8	Continue to work in partnership with our providers in preparation for Ofsted inspections between 2024 - 2027.	Karen Starkey	31/03/2025		Registered Providers in BCP area achieving Good or Outstanding judgements	Sarah Langdale	<ul style="list-style-type: none"> Ofsted ratings of all local providers have been mapped. Monitoring of Improvement plans shall commence in Q3 of 2024/2025. Regular engagement with providers and forums will improve learning across the market in respect of Ofsted inspections. 	

6. Embed governance and quality assurance frameworks in order to ensure compliance and support strategic decision making in the future.

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
6.1	Develop and embed a robust commissioning governance and commissioning quality assurance framework in order to understand the quality of provision and hold providers accountable.	Karen Starkey	31/12/2024		Provider compliance and quality is understood through clear governance board arrangements and reporting of KPIs	Sarah Langdale	<ul style="list-style-type: none"> Quality Assurance Framework currently in final draft and shared with Governance colleagues for comment. Commissioning Governance has been proposed and is awaiting sign off. 	The principles and governance detailed within the Quality Assurance Framework have been embedded within operational practice, leading to improved compliance standards
6.2	Update the existing contracts register for children's services, thus informing the strategic commissioning plan and assurance in respect of procurement compliance (noting the implementation of the new procurement regulations).	Karen Starkey	31/12/2024		A single, comprehensive view of spend that informs the 3-yr Commissioning Plan Procurement pipeline and opportunities for joint commissioning with Health	Sarah Langdale	<ul style="list-style-type: none"> Draft contracts register has been produced – further work required to populate key areas of data Commissioning and Contract Officer leads assigned Inclusion of NHS Dorset contracts and Public Health Contracts Initial training with procurement on the new regulations 	
6.3	Ensure there are sufficient placement provision within BCP available to only place children in provision that is judged 'Good' or 'Outstanding' by Ofsted.	Karen Starkey	31/03/2025		Children are only placed in good and outstanding homes in a timely way	Sarah Langdale	<ul style="list-style-type: none"> The ofsted ratings of all BCP providers are known and logged. Those with a rating of 'requires improvement' or 'inadequate' have been contacted and improvement plans obtained. Regular monthly monitoring meetings shall commence from December 2024. 	

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6.4	Improve data collection using current digital systems to inform sufficiency planning.	Karen Starkey			Commissioning dashboard in place that highlights demand, need cost and quality	Jonathan Wade	<ul style="list-style-type: none"> Placements and Process Improvement project underway Mosaic Development and CAS reconciliation project underway Contracts register baselined 	
6.5	Work in partnership with providers to regularly monitor all provision rated 'Requires Improvement' or 'Inadequate', ensuring the safety and wellbeing of children to allow them to remain in their home.	Karen Starkey	31/03/2025		Children live in good or outstanding homes	Sarah Langdale	<ul style="list-style-type: none"> Ofsted rating of all commissioned providers is now collated within a centralised spreadsheet. Improvement plans have been requested and regular monitoring meetings will commence in Q4 Quality Assurance Framework shall include a flow chart for the escalation progress of 'Requires Improvement' or 'Inadequate' provision to Children's Services colleagues. 	Providers Ofsted Improvement Plans are regularly monitored leading to improved reassurance in respect of service quality and progress. Ability to inform Service colleagues if providers are not achieving the required progress.
6.6	Be actively engaged in the procurement compliance planning ensuring that commissioning of provision meets the required quality assurance and contract monitoring compliance standards.	Karen Starkey	31/03/2025		3-yr commissioning plan in place that ensures timely procurement activity and pipeline	Sarah Langdale	<ul style="list-style-type: none"> Contracts baseline and timelines for re-procurement Established links in place via monthly meetings with Corporate Procurement colleagues continues. Review of existing contractual arrangements with spot purchase providers has commenced with a view to embedded corporate terms and conditions. Consideration of new procurement regulations, due to be implemented in early 2025. Initial training has been provided to the team by the corporate team. 	<ul style="list-style-type: none"> The Contracts and Commissioning Team are sighted on the new procurement regulations, these are being considered in respect of service planning. New internal Service Level Agreement template has been produced and signed off.

END OF PLAN

This section keeps a record of **COMPLETED ACTIONS** removed from main plan

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
1.4	Review the internal 'retained carers' scheme, accessible for children requiring emergency care.	Nicole Mills	31/10/2024		Emergency Care will be provided through in-house carers.	Rubina Payne	<ul style="list-style-type: none"> Review report written and shared with DCS. Next steps identified, to be progressed within recruitment and retention work. 	Review completed, identified actions to be monitored and the service developed in order to meet cohort needs.
4.5	Consider a collaborative review of the Accommodation Planning Panel, linked to the implementation of social care 'gateways'.	Nicole Mills	30/11/24		Streamlined decision making and timely provision of housing options	Nigel Burton Tracey Kybert	<ul style="list-style-type: none"> Review completed. 	<ul style="list-style-type: none"> One panel now in place overseeing both aspects of the Independence and Transitions Gateway (IATG) and the Accommodation Planning Panel is transitioning into the IATG. Smoother progress through to Housing
4.6	Inform the design of the Single Homelessness Accommodation Provision with accommodation identified specifically for Care Experienced Young People	Karen Starkey	31/05/2024		Sufficiency Strategy informs the Housing Strategy	Sarah Langdale Tracey Kybert	<ul style="list-style-type: none"> Active involvement in the Single Homelessness Accommodation Provision tender process to identify a Provider. Co-production of the contractual documentation to ensure Care Experienced Young People's accommodation needs are considered. Centerpoint appointed for the delivery of supported accommodation provision. Units will start to become available in Q2 of 2024/2025. Q2 = 10 units. Q3 = 16 units. 	<ul style="list-style-type: none"> Additional 27 units across BCP for all young people. 12 of the additional units shall be supported by the in-house fostering service 'Always There' scheme, replicating a 'staying close' model. 2024/2025 - Q2 Care Experienced Young People accommodated 100% of the 10 units available. 2024/2025 - Q3 Care Experienced Young People accommodated 13

Ref	Priority	SRO	Target Completion Date	RAG	Success measures	Accountable Officers	Progress to date	Impact to date
								units (81%)