



Camden Children's Sufficiency Strategy 2025-2028





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Foreword



In January 2024, Camden demonstrated its commitment to Children Looked After and Care Experienced young people by officially designating 'Care Experienced' as a locally protected characteristic.

Following the launch of Camden's Corporate Parenting Strategy for 2025-2028, which outlines our commitment to ensuring every child and young person in care feels safe, supported and proud of who they are, I am delighted to share with you our Children's Sufficiency Strategy for 2025-2028. This Sufficiency Strategy, along with its supporting action plan, details the steps we will take to deliver on the Corporate Parenting priority of 'Your Home'.

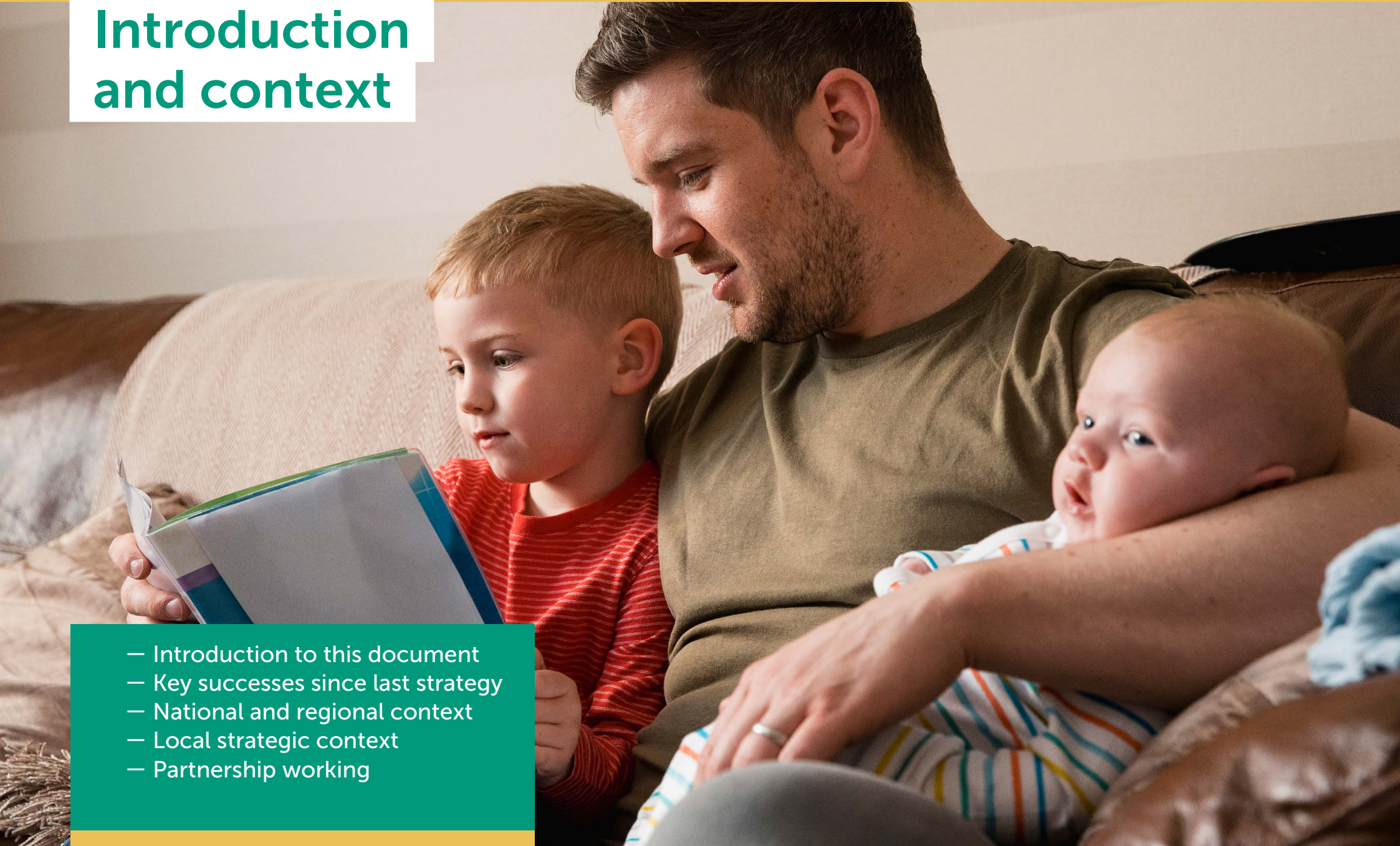
Our primary goal is to keep children at home with their parents or extended family, which is why this is our top priority within this Sufficiency Strategy. Further information on how we plan to achieve this can also be found in our Kinship Strategy. When entering care is necessary, we want to make sure this is in family-based setting where possible. Where this is not an option, we want to ensure children and young people are supported in a trauma-informed setting that empowers them to thrive. We will continue to work closely with foster carers, residential homes, and our partners across health, education, and social care to create a system that is responsive, flexible, and able to adapt to the changing needs of children and young people.

This Strategy will be continually reviewed and updated in response to the needs of our children and families, and in collaboration with key partners to ensure that Camden remains a place where all our children in care and Care Experienced young people have a place to call home.

Tim Aldridge
Director of Children's Services

Section 1: Introduction and context

- Introduction to this document
- Key successes since last strategy
- National and regional context
- Local strategic context
- Partnership working



Introduction



What is a sufficiency strategy?

Under the Children Act 1989 section 22G all local authorities have the duty to provide accommodation and support for looked after children as far as reasonably practicable. This is referred to as 'sufficiency duty'. As part of this, Camden must set out how it intends to meet this duty by issuing a publicly available sufficiency strategy.

This sufficiency strategy describes evidence from quantitative data and qualitative feedback and projects the sort of placements and accommodation we are likely to need to support our children and young people in care and Care Experienced for the next three years. It sets out our sufficiency priorities and the commitments around how we will deliver them.

How to use this document

Our three year Camden Sufficiency Strategy should be read in conjunction with our Corporate Parenting Strategy which sets out our wider commitments to be a borough where 'every child looked after, or previously looked after, by Camden has a sense of belonging and is supported to make the most of their lives.'

The Camden Sufficiency Strategy is a key document which informs our approach to commissioning and is informed by our practice development through our Centre of Relational Practice. This year marks the move from a single year strategy to a three-year strategy to enable us to think and act longer term when considering the sorts of homes our children need.

Key successes since our last strategy

Since the 2023 Sufficiency strategy we have:

Ensured that **9 in ten**
(89%) of our Care Experienced
young people live in suitable
accommodation

Made **care
experience** a locally
protected characteristic

Continued to ensure high
proportions of CLA live within
20 miles of home
(85%v 79% in England)

Reopened a
**refurbished
children's home**
– Joseph House, which provides
a home to eight children in the
borough

Recruited **14 fostering
households** and increased
our utilisation rate of internal
foster carers (86% of new recruited
households are from global majority
backgrounds)

Supported **35** Care Experienced young people into their own secure council tenancy

Continued to be in the **top quartile of local authorities** for
investment in early help; this has played a key part in improving outcomes and
managing need and demand on statutory services

National and regional context



Replicating national and London trends

In Camden, as nationally, we have seen increased complexity of needs and demand* in the children and families who most need support and protection. And in common with the rest of London we are recording an increase in demand for support from statutory children's services despite a fall in the numbers of children living in our borough.



Policy direction

Our sufficiency priorities reflect national, regional and local policy and political direction and focus on the 7 pillars in national reform including: prevention, keeping families together and keeping children as close to home as possible wherever it is safe to do so.



Increasing complexity and demand

The number of vulnerable children with complex needs is rising following the pandemic and alongside economic pressures on families, the cost-of-living crisis and against a background of inadequate mental health and other support services.



Change in placement mix and cost

As a result, the number of children needing care has increased over the last year, and the type of placements needed to support both Children Looked After and Care Experienced young people has similarly changed. Costs for all placement type have increased.

* What can we learn from Sufficiency Strategies? - What Works for Children's Social Care (whatworks-csc.org.uk)

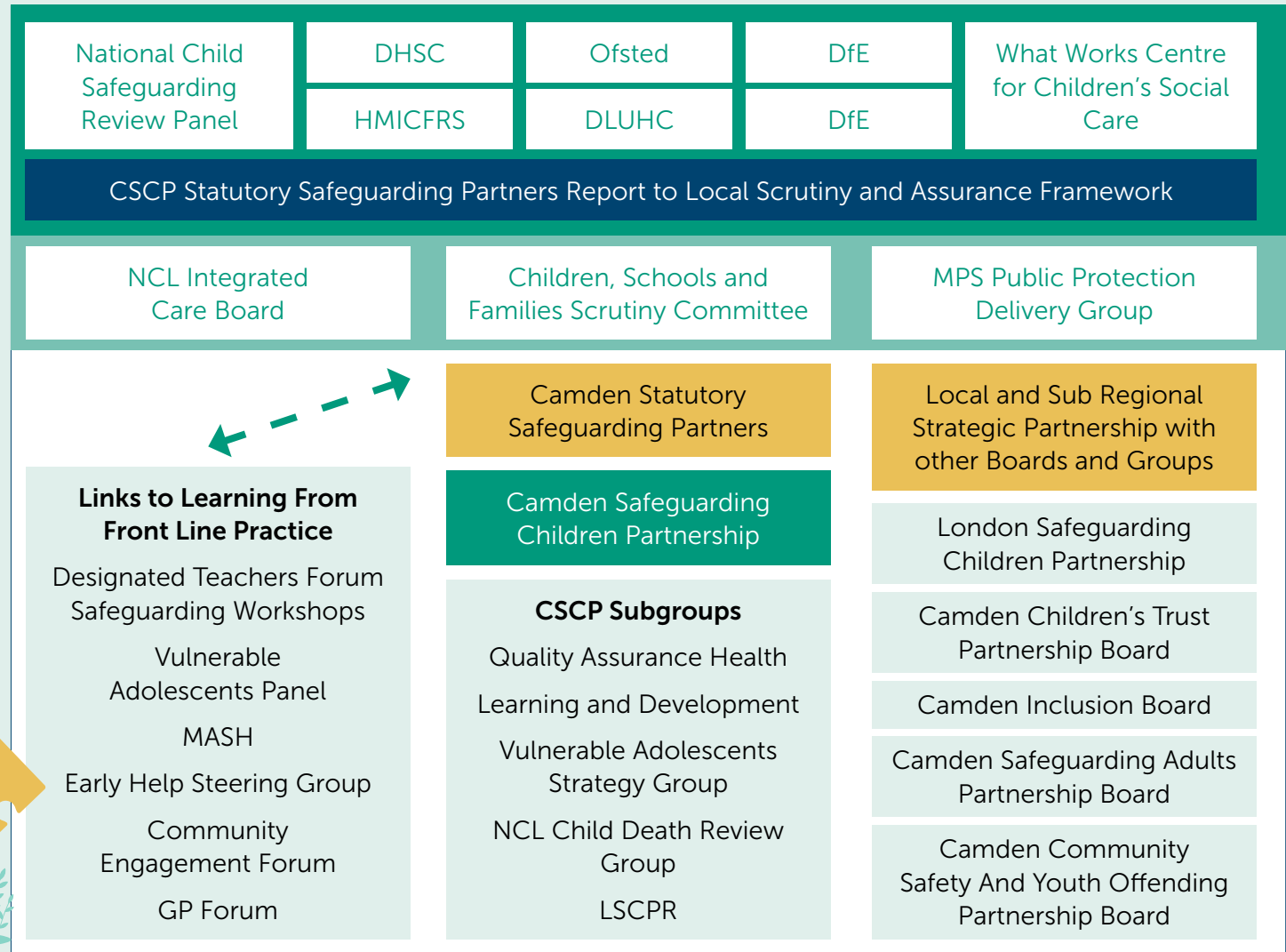
Local strategic context

In Camden our role as Corporate Parents is a fundamental part of everything that we do. In 2024 we made Care Experienced a protected characteristic. Our 2025-28 Corporate Parenting strategy sets out 5 promises which guide all that we do. Most relevant to our sufficiency strategy is our Promise about 'Home'.

1. Your sense of belonging and relationships	2. Your rights and aspirations	3. Your wellbeing	4. Your interests and life goals	5. Your home
<p>"We promise to celebrate you for who you are and help you feel like you belong to your local community. We will support you in developing long lasting, supportive relationships with people who are important to you."</p> 	<p>"We promise to ensure that all the people who support you are care conscious and act as your Corporate parent. We will advocate for your rights and aspirations, ensure your voice is heard, and protect you from facing disadvantage from wider services and the community."</p> 	<p>"We promise to support you in adopting a happy and healthy lifestyle and to help you navigate how you feel and life's ups and downs, ensuring your health and emotional wellbeing needs are met."</p> 	<p>"We promise to champion you and help you find and succeed in the right education, training, and employment aligned with your life goals and interests."</p> 	<p>"We promise that you will have a place to stay which feels safe and secure. We will do our best to find a stable accommodation that meets your needs, connects you to a community, and eventually help you find a place you can call home."</p> 

Partnership working

We benefit from excellent partnerships, committed partners and high-quality services in the borough, with co-location and integrated working in key services, under a clear strategic umbrella that the Council has led on for several years. This is the positive partnership context through which we are delivering sufficiency.





Section 2:

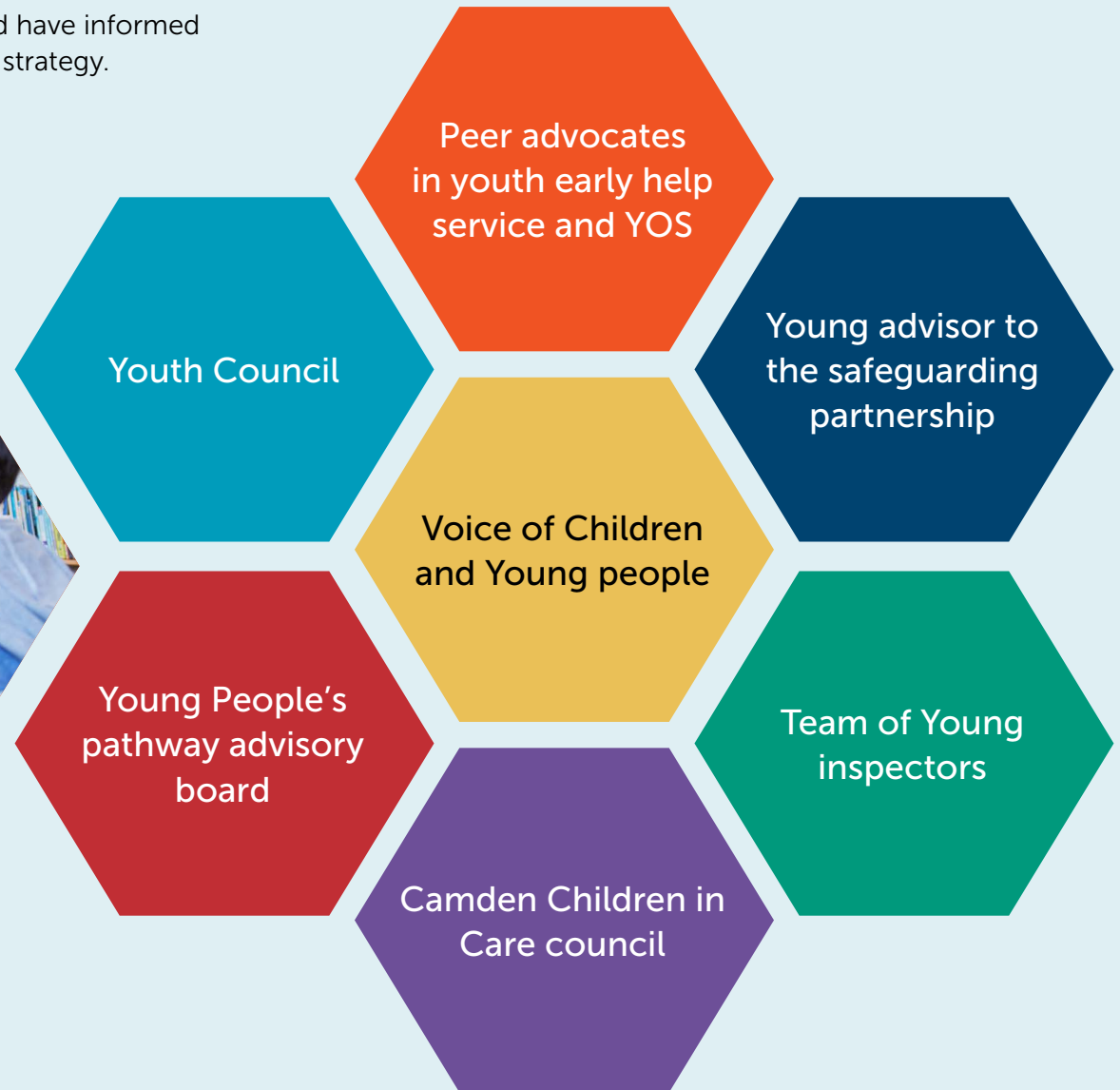
What our Care Experienced children and young people have told us

- How we listen
- What children and young people have said
- Place to call home design research



How we listen and work together with children and young people

Children and young people are at the centre of our practice and have informed our sufficiency priorities and the commitments we make in this strategy.



What children and young people have said

Through these mechanisms (on page 11) we have heard the things that matter to Children and Care Experienced young people in terms of what they want from the places that they call home.

CYP want to spend time with family and extended family wherever this is possible and safe

CYP want to always understand what is happening and why any placement moves or changes in workers might be needed

CYP wants the council to keep its promises

CYP want to feel safe and secure and live in places that are clean and well kept

YP want support to help them live independently (cooking, budgeting etc.)

Care Experienced young people have told us they sometimes feel isolated or disconnected, especially when it comes to their relationships or feeling part of a community.



Place to call home design research

The Place to Call Home Design project was commissioned to inform work on placement sufficiency, corporate parenting, and other issues affecting accommodation for vulnerable young people aged 16-25.

This design project was focused on answering the following question:

“Into the long-term future, how might we ensure all young people in the most complex circumstances have a stable place to call home where they can thrive?”

“It’s very satisfying to know that you are part of something so giving and helpful to young people... I’m a great empath and believe... that everyone within care deserves to have the same resources, so they can reach their fullest potential.”

— Co-designer

Research approach:



Spoke directly with **22 young people** with a range of experiences that led them to require support into accommodation, including Care Experience.



Ran 3 co-design sessions with a further 4-5 young people with lived experience of care/YJS who helped plan and analyse research. the current system and exploring examples of good practice.



Interviewed 24 staff at Camden and other organisations, understanding the current system and exploring examples of good practice.



Looked at 50 responses to a survey on the YP pathway, as well as a range of pre-existing data and research.

This research is referenced throughout the proposals. All quotes in the rest of the document are drawn from the place to call home design research.

The design team and the Care Experienced young people who supported them identified key conditions that will help create 'sufficiency' and the type of homes that meet the needs of our children and young people. The five headline conditions identified through the research are:

The year is 2040, and in Camden...



All young people have the choice to live with people that make them feel safe and at ease, and are supported to find and build communities locally.



All young people have a space they are empowered to take ownership of, and have access to resources that allow them to invest in "making a home".



All young people who need support have accommodation options that meet their needs for as long as necessary, including those who aren't Care Experienced.



All young people can rely on consistent, supportive relationships with adults they can trust to be there for them, wherever they are living.



All young people are encouraged to discover and reach their personal goals towards independence, and nothing in the system blocks them from getting there.

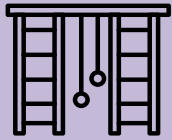


Section 3: Data and demographics

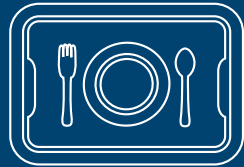
- Camden profile
- Children in Need and Child Protection projections
- Children Looked After
- Care Experienced
- Placement Mix
- UASC
- CYPDS
- Summary of what our data is telling us



Life in Camden



We have **29 community youth, sports and play projects** and **3 Camden Youth Clubs**



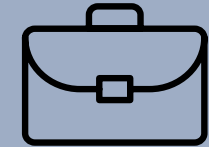
44.2% of children in our schools are eligible for **Free School Meals**



59.8% of our school population are from **minority ethnic groups**



We have **4 libraries**



71.5% of residents aged 16 to 64 were **employed** in 2023



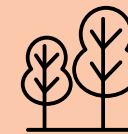
17% of our population are **children** and young people aged 0-18



19.3% pupils have some form of **SEND support**



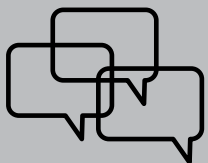
40% of children are living in households in **relative poverty**, after adjusting for housing costs



We have **76 parks** with **13 public playgrounds** and **20 outdoor gyms** and games areas



We have the **third highest house prices** in London at an average of **£880,000**



Our children speak **160 different languages** and dialects.



We have **9 children's centres** with **5 as family hubs**



97% of our schools are **graded good or better**, with all primaries at least good



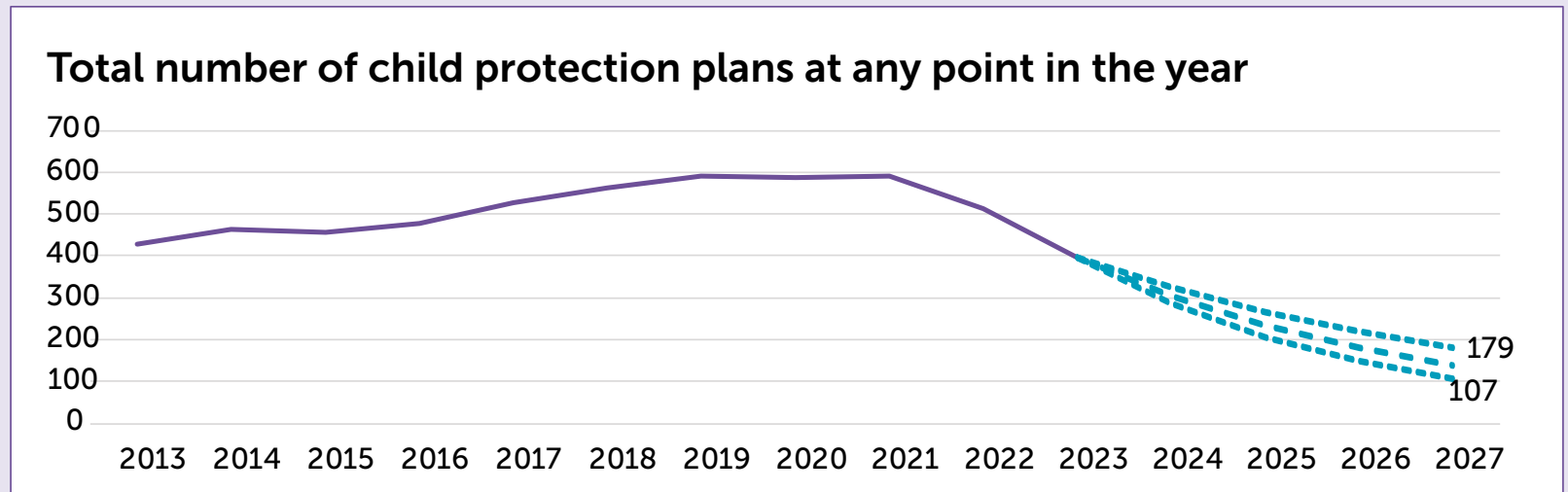
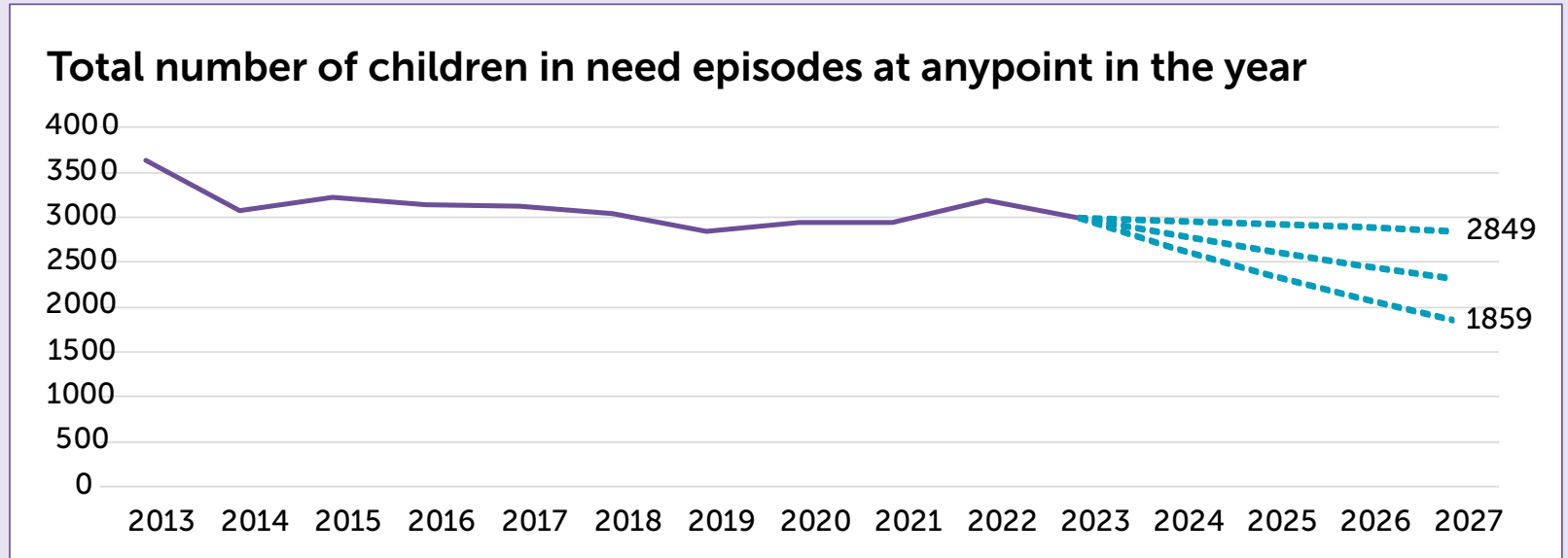
46.8% of our children have **English as an additional language**



Life expectancy varies by **13.5 (M)** and **9.6 (F)** years between the most and least deprived areas

Projections of Child in Need and Child Protection plans

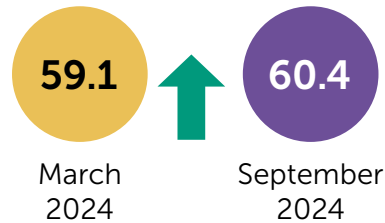
The charts on the right shows the projected number of episodes of CiN and number of CP plans between 2024 and 2027 based on the trends observed from 2022 to 2023. Understanding demand for CiN and CP support is important as it indicates the likely trajectory for the numbers of placements our sufficiency strategy needs to consider for the children in our care.



Source: Child in Need Census
 CIN graph: episodes of need at any point during the year
 CPP graph: Number of child protection plans at any point in the year

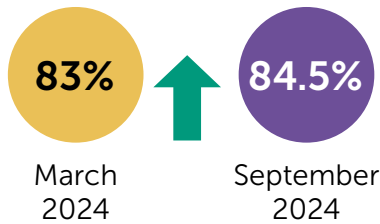
Key Data – Children Looked After

Rate of Children Looked After



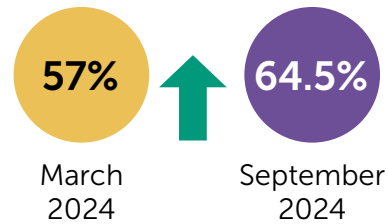
Camden had 214 Children Looked After (CLA) at the end of March 2024 which translates to a rate of 59.1 per 10,000. The CLA total in March 2024 included 38 unaccompanied minors. The rate of Camden Children Looked After has been consistently lower than comparators, driven by our success in providing early help for families, and our good and swift outcomes for children who enter care, as evidenced by our high level of SGOs.

CLA placed within 20 miles of home



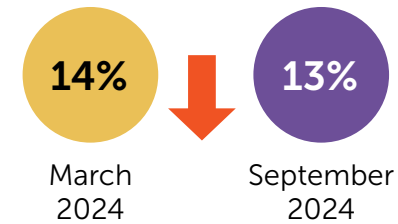
We have seen an improvement in 23/24 which keeps us performing above the 79% average in England and in line with Inner London for 2022/23.

CLA <16-yrs-old long term placement stability



There has been a drop over 23/24, down from 68.5% in 22/23 and bringing us under regional and national comparators. We are however seeing an increase in year.

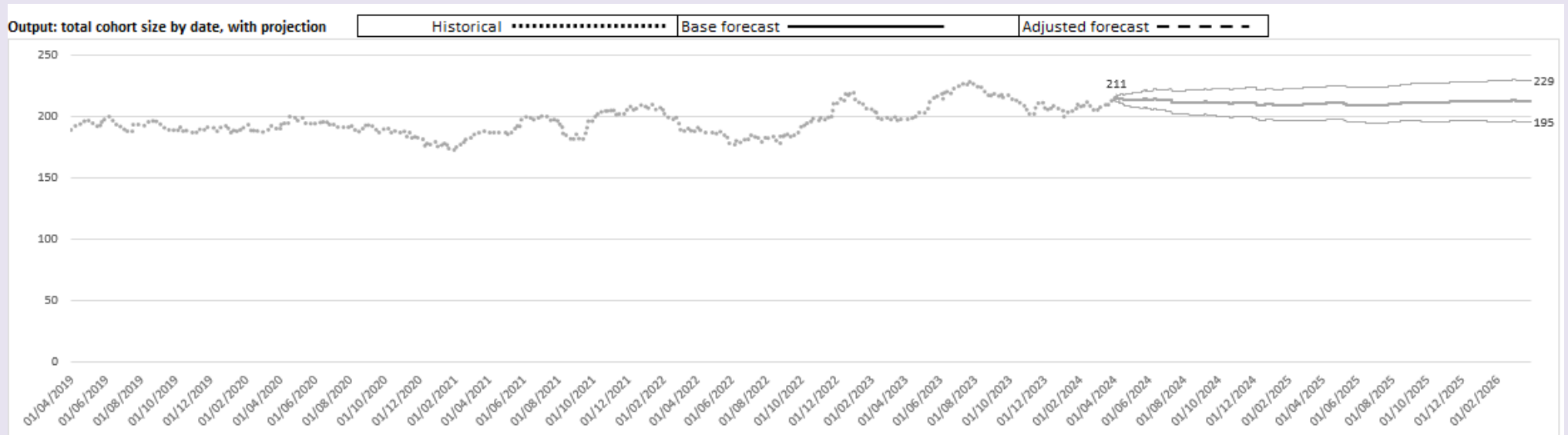
CLA with 3 or more placements in the previous year



There has been an increase over 23/24, up from 9% in 22/23 and bringing us above regional and national comparators.

Projections of Children Looked After

The chart below projects our likely number of CLA from April 1 2024 to March 31 2026 based on the trends observed from 1 Oct 2023 to the end of the financial year. As a consequence of these projections we estimate the need to accommodate in the region of 195-229 CLA through our sufficiency strategy



Children Looked After are more likely to be male, Black with an average age of 11

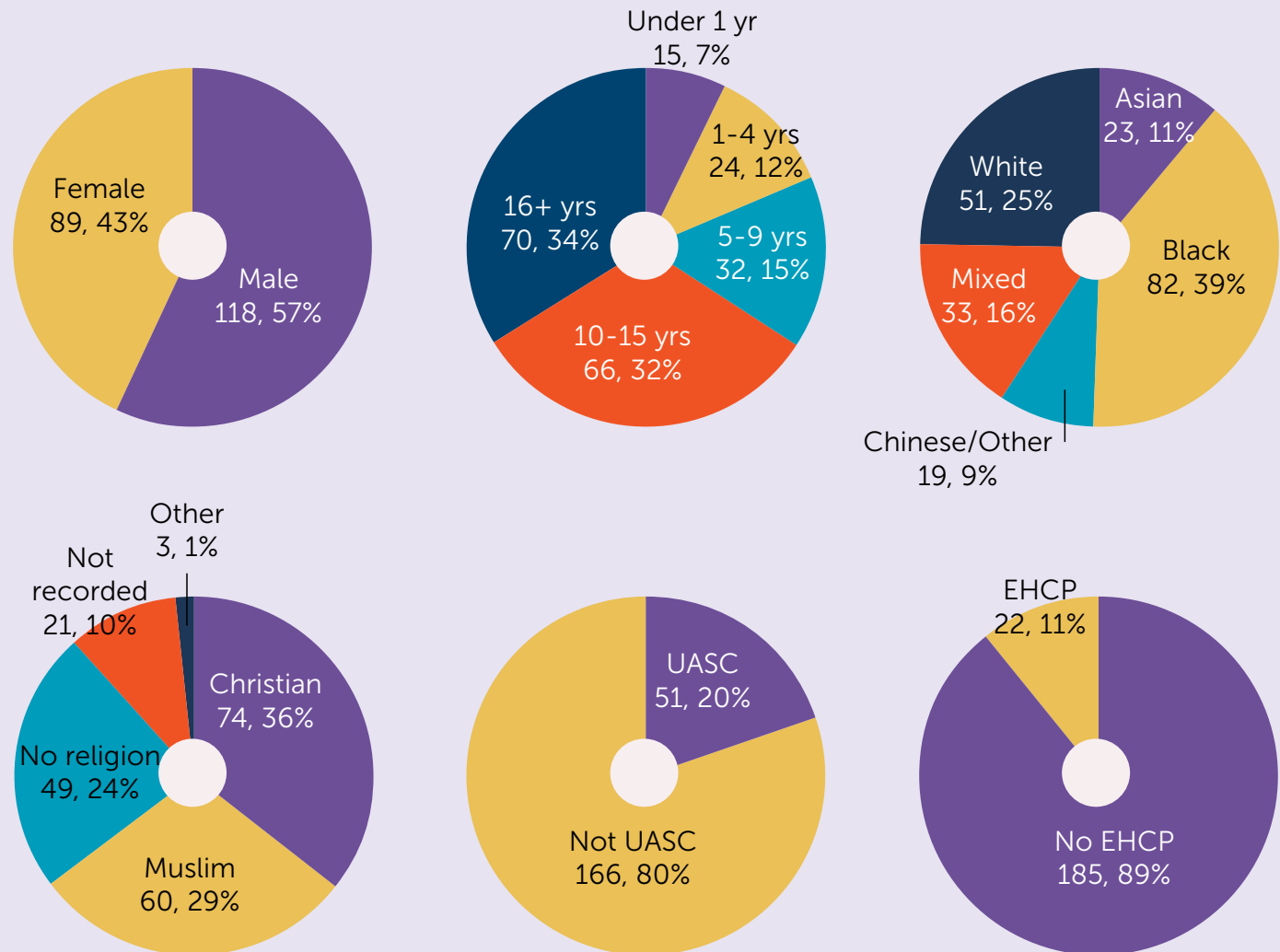
Children Looked After are more likely to be male, with an average age of 11.

Only one in five are **unaccompanied asylum-seeking children** (UASC)

11% have an **EHCP**.

The largest **ethnic groups** are Black (39%), White (25%) and Mixed (16%). Black and Mixed-Race children are overrepresented when compared with the Camden profile..

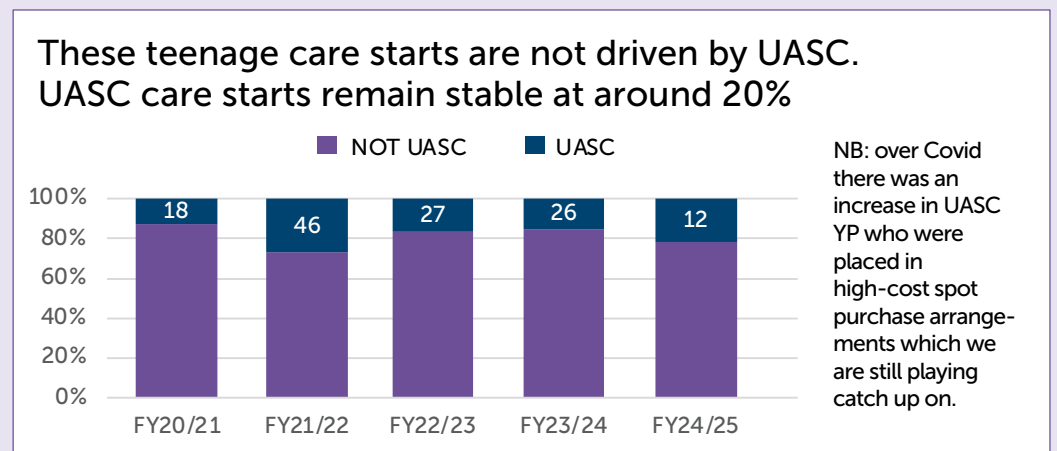
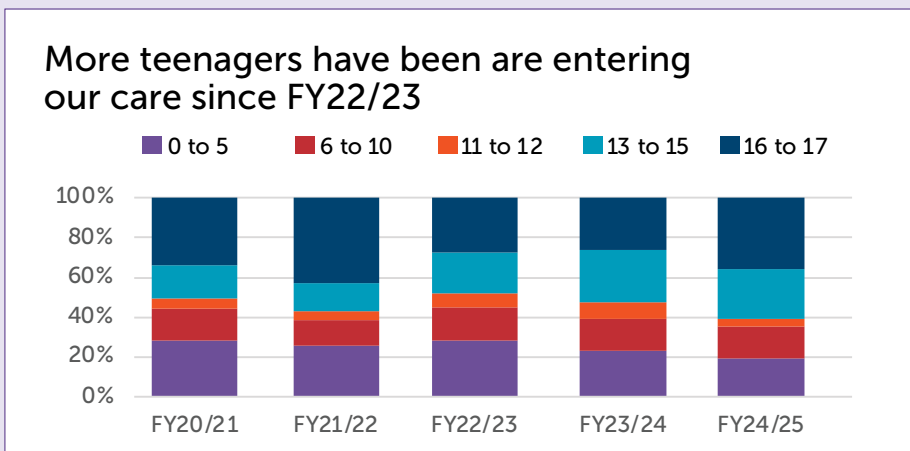
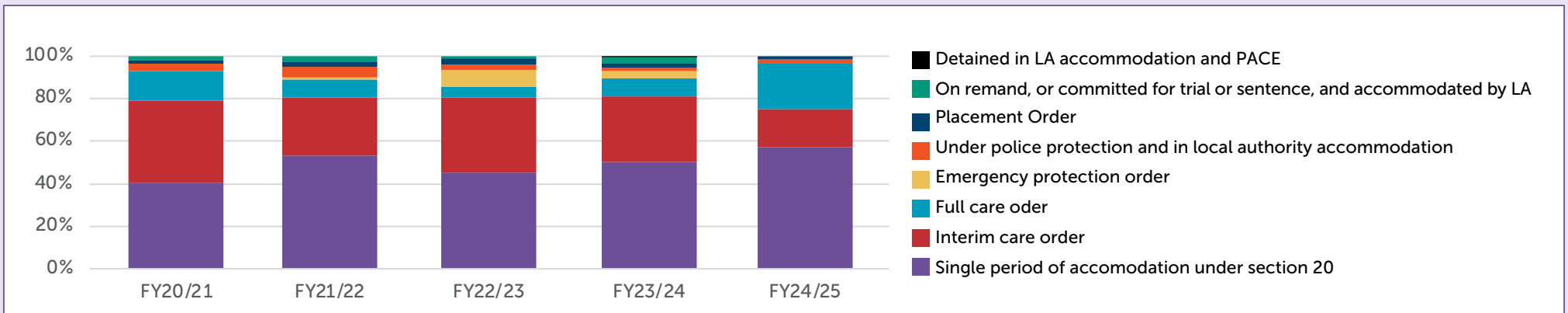
Around a third of CLA are Christian, and a third are Muslim.



Source: CLA Profile as at December 31 2023: 207 CLA

There has been an increase in S20 and teenagers entering care, whilst numbers of UASC has declined

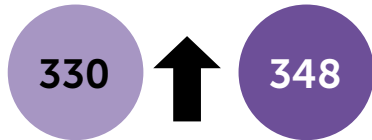
Over the past 5 years, we have seen a 17% rise in the number of CLA starting our care under section 20, and a 7% rise in the number of CLA starting our care under a full care order



Source: FY23/24, FY24/25 – data from Weekly Care Package Element Extract from Mosaic (31/7/24)

Key Data – Care Experience

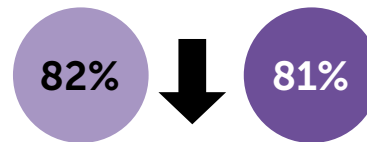
Number of Care Experienced



March 2024 September 2024

There was a total of 330 allocated Care Experienced at the end of March 2023, an ongoing decrease from the number in the previous year at 361. However, we are projecting an increase in the coming three years due to an increase in teenagers.

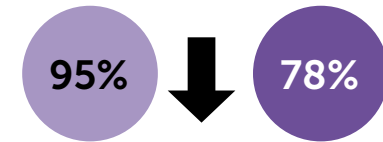
Care Experience u21 visits completed in timescale



March 2024 September 2024

Visits to our younger Care Experienced cohort have increased in the last year up from 61% in 22/23 and we are seeing this maintained mid-year.

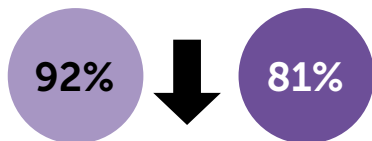
Care Experience 21+ visits completed in timescale



March 2024 September 2024

Care Experienced visiting to our older young people has seen a year-on-year improvement up from 73% in 22/23 though this has seen a downturn mid-year and is an area of review.

Pathway plan reviews in timescale



March 2024 September 2024

Timeliness of pathway plan reviews has seen a year-on-year improvement up from 89% in 22/23 though this has seen a downturn mid-year and is an area of review.

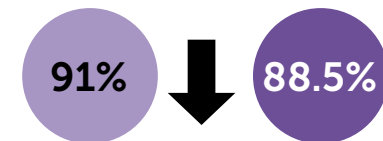
Care Experience in education, employment or training



March 2024 September 2024

We have seen a small reduction in the number of our Care Experienced young people in education, employment and training, representing a decrease by 2 individuals.

Care Experience in suitable accommodation



March 2024 September 2024

There has been a slight decrease in the proportion of Care Experienced living in suitable accommodation in 23/24, bringing us back in line with previous year's figures.

Care Experienced (age 18-24) are more likely to be male, average age of 20.9, and half are UASC

Care Experienced young people are more likely to be **male** (even more so than CLA)

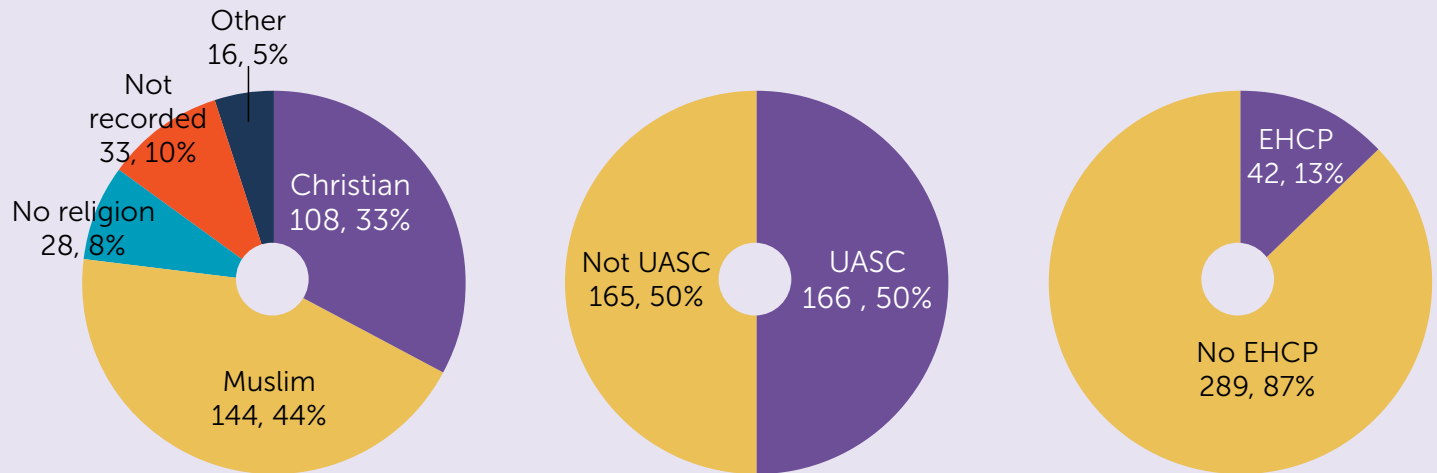
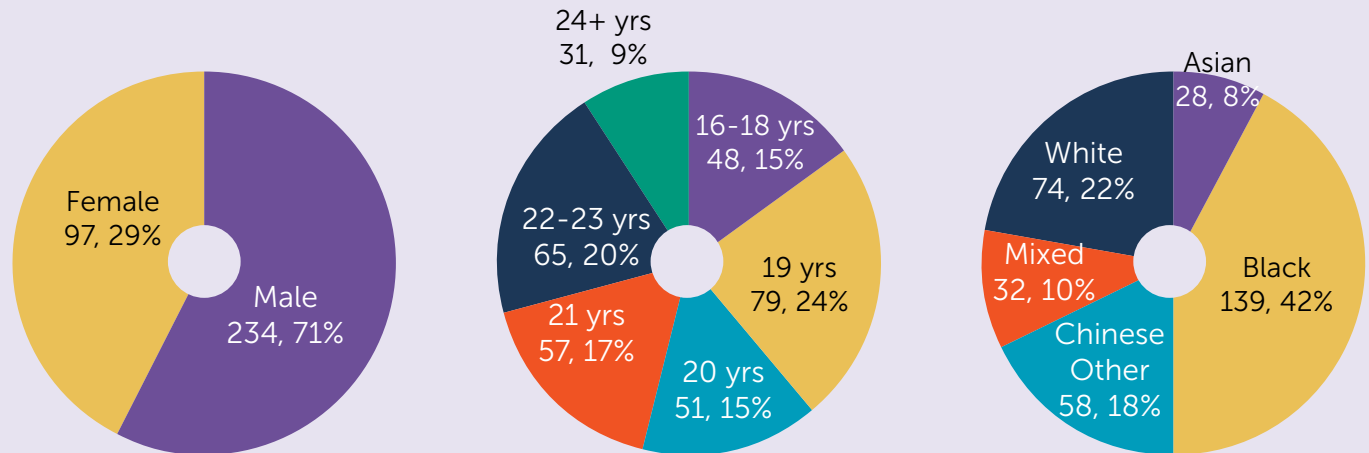
Just over half (54%) are **20 years old and under**, and just under half (46%) are over 20 years old.

The largest **ethnic group** is Black (42%), followed by White (22%).

Around a third are Christian and nearly half are Muslim.

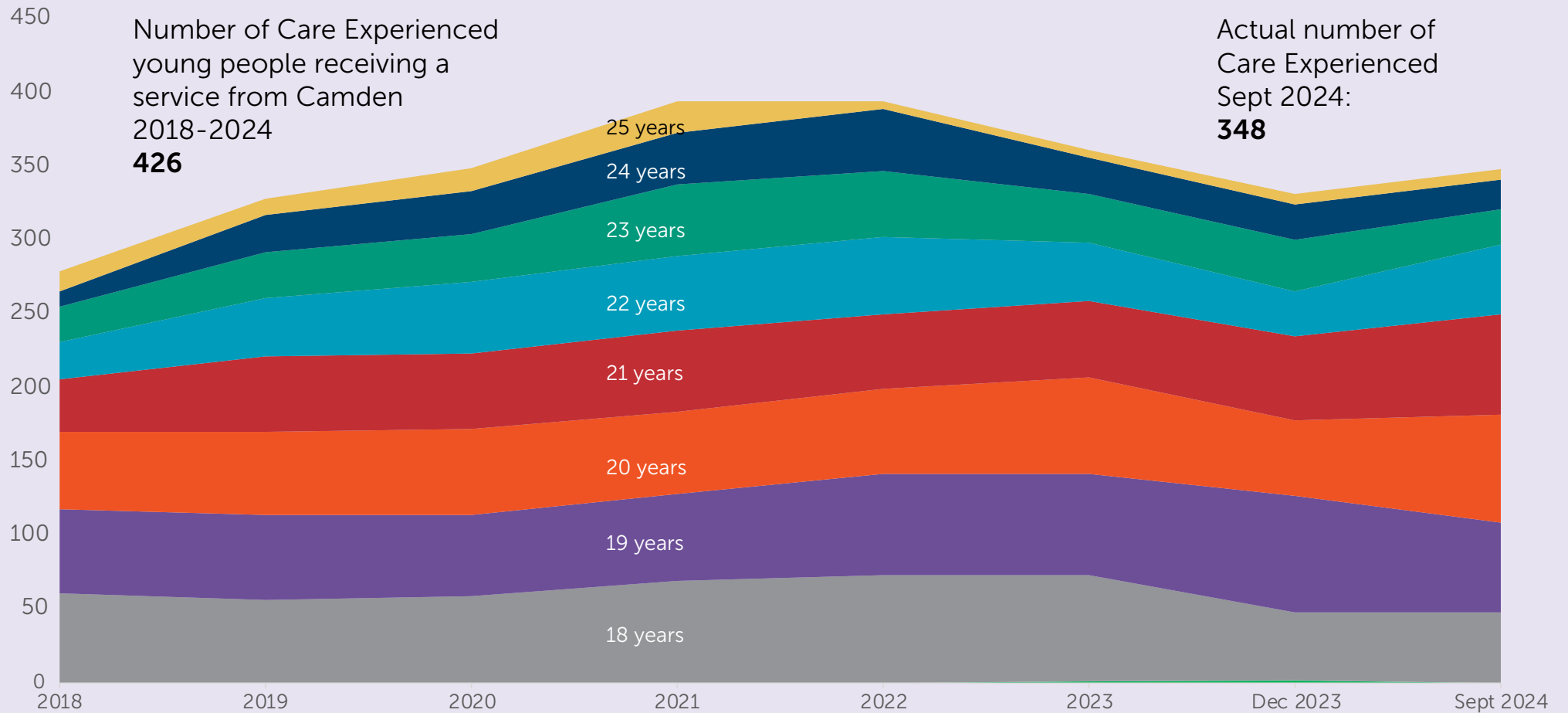
Half are **UASC** or former UASC

Of the **UASC** or formerly UASC, 45% were from Asian countries mainly Afghanistan, Iran, Iraq and Syria and 47% were from African countries mainly Eritrea and Ethiopia.



CYPDS Profile as at December 31
2023: 331 young people

Actual Care Experienced numbers

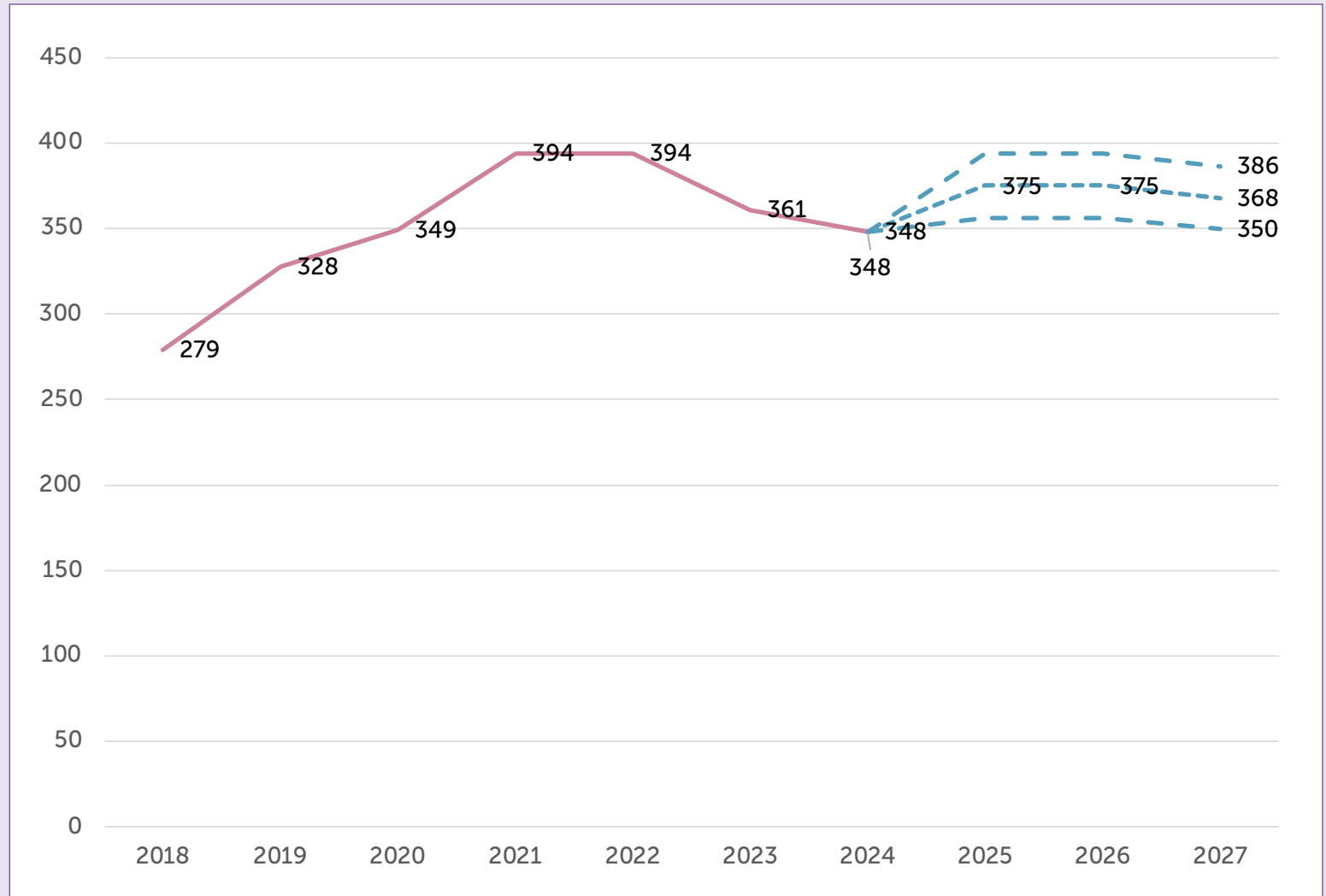


Source: Care Experienced service data

Care Experienced projections

We estimate the need to support in the region of **350-386** Care Experienced young people through our sufficiency strategy through to 2027.

Source: Care Experienced service data 2018-2024, projections 2025-27 based on numbers of CLA currently in care (Oct 2024), plus average UASC intake (c. 13 16 year olds each year since covid) and 17 year old non-UASC intake each year (on average 20 per year since covid). 95% confidence interval projected to give a range. Modelling does not account for any future reductions in care numbers as a consequence of practice and cultural changes, edge of care etc.



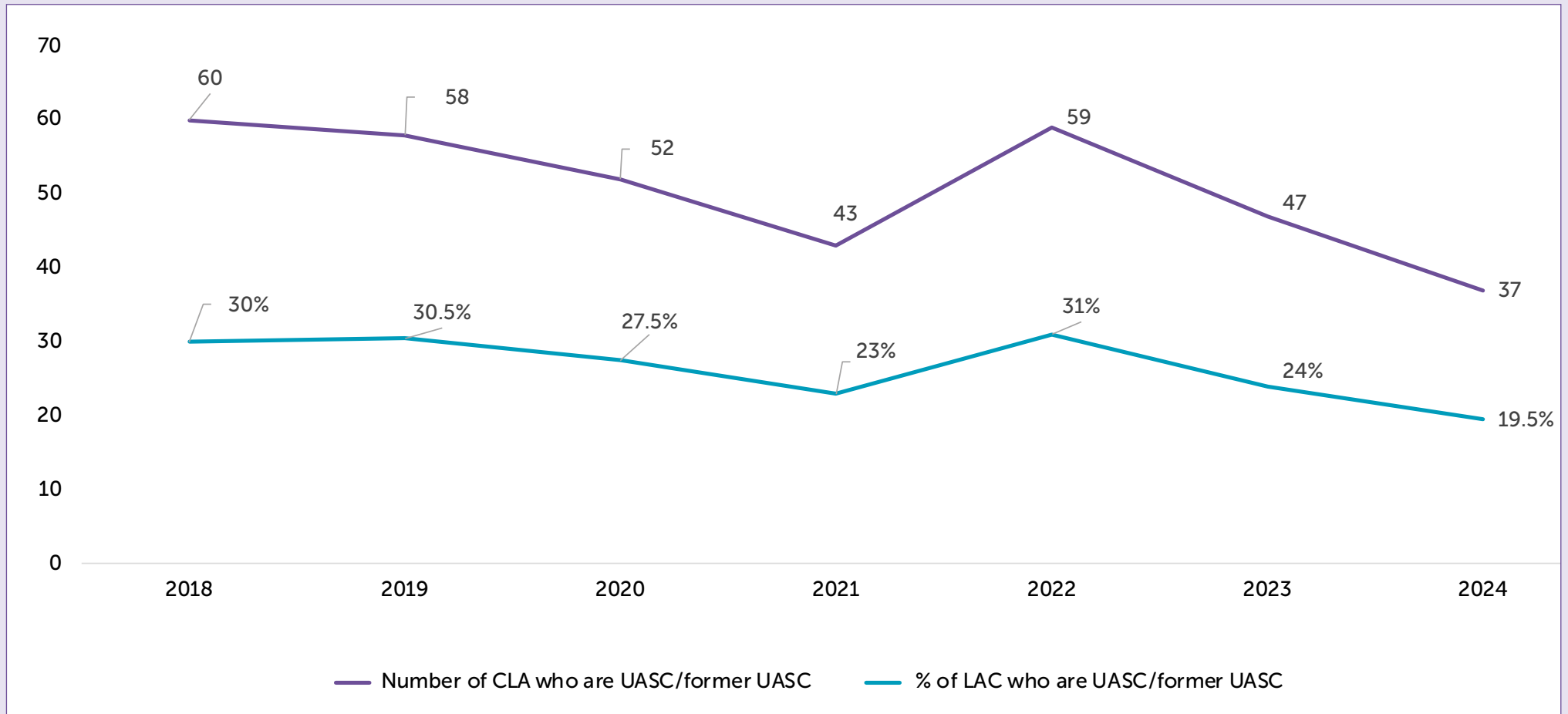
The proportion of our CLA and Care Experienced in external provision has increased year on year



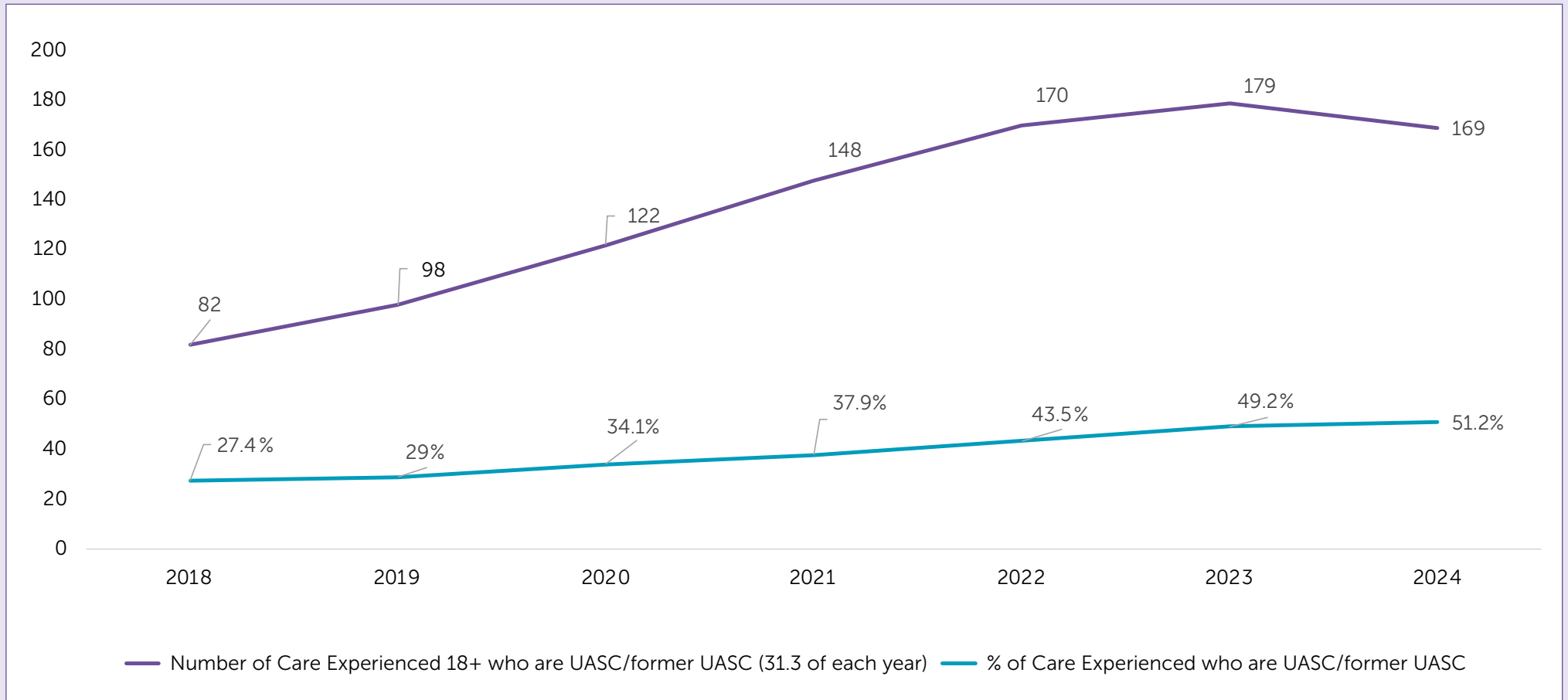
Source: data from Weekly Care Package Element Extract from Mosaic (31/7/24)

NB: Adoption figures relate to total numbers of adoptions open to Adoption Support (not numbers of new adoptions per year)

CLA UASC numbers are declining (18 and under)



However, numbers of UASC in the Care Experienced service continues to be high



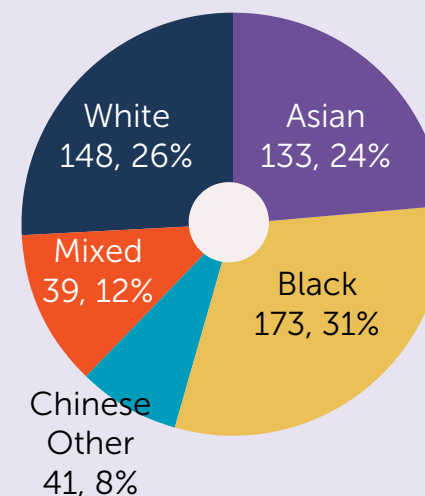
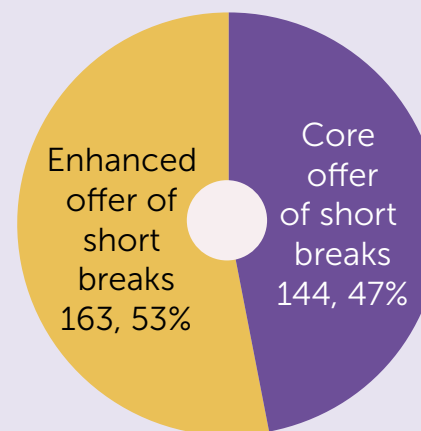
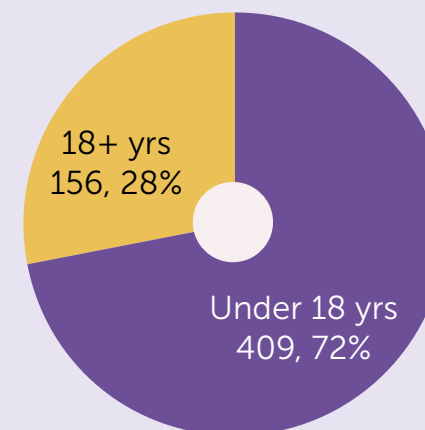
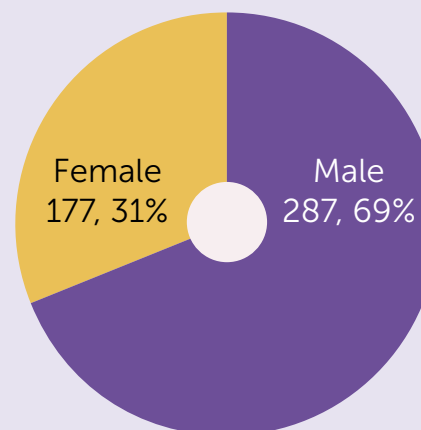
Children and young people supported by CYPDS are more likely to be male and Black

The Children and Young People Disability Service (CYPDS) is a specialist Social Care provision for children and young people with complex and profound disabilities. The Service works with children and young people and their families up to the age of 25, offering a range of statutory and social care support. The register is dynamic, fluctuating through the year. Children and young people supported by CYPDS are more likely to be male and black. Nearly three quarters are children and one quarter are adults and there is a relatively even split between those in receipt of a core offer of short breaks and an enhanced offer.

The vast majority of cases in CYPDS also have an Educational Health and Care Plan (see table below). 14% were also either Children In Need, Children Looked After, Care Experienced, or had a Child Protection Plan. (source JSNA)

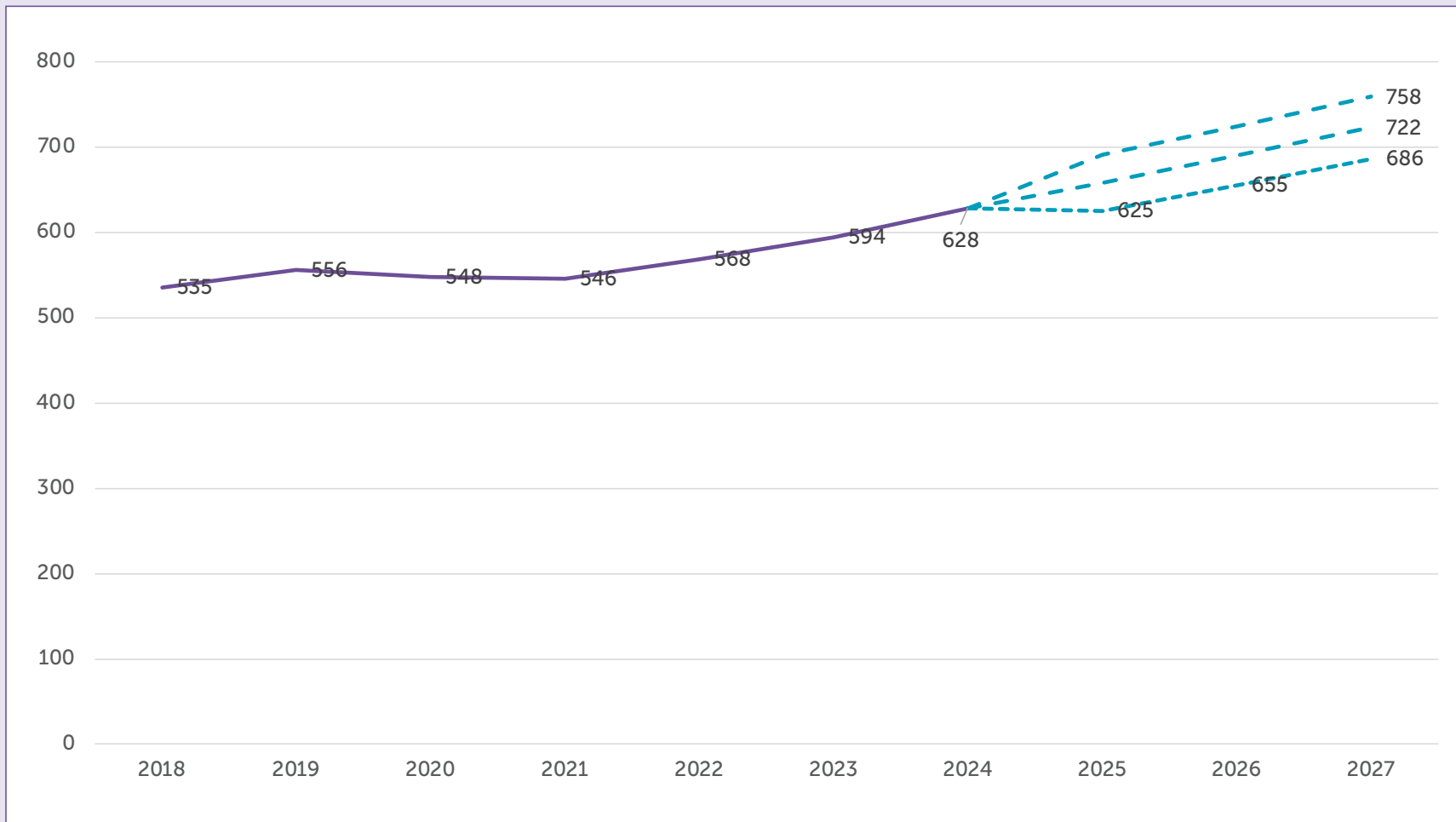
Type of support	Percentage with an active EHCP
CYPDS18+	61.5%
CYPDS Care leaver	100.0%
CYPDS Child in Need	63.3%
CYPDS Child Looked After	71.4%
CYPDSChild	41.2%
Protection CYPDSChild Protection & Child	93.9%
Looked After CYPDS Short Breaks Total CYPDS	88.2%

Source: Camden Local Authority Social Care Register, data extracted 29th February 2024.



Projections of CYP Disability Service

We estimate the need to support in the region of **686-758** children and young people in the CYPDS through our sufficiency strategy through to 2027



Source: CYP data service. Projections based on a continuation of the 4.78% pa average growth seen between 2021 and 2024, +5%. These projections do not take account of any impacts of national reform agenda

Summary of what our data is telling us

Data and insight tells us...	So we are acting on this by...
Increasing numbers of children are entering our care, and they are more likely to be teens	<ul style="list-style-type: none"> • Developing an adolescent focused edge of care prototype offer to prevent children from entering care • Further developing our reunification practice • Recruiting carers specifically for adolescents and a developing a supported lodgings offer
We will always need a small number of residential placements c. 20	<ul style="list-style-type: none"> • Developing additional in-house residential capacity of 6 beds (to take total to 14 beds) • Developing block contracts with the providers we work with most closely
There are growing numbers of children who we support through our children and young people's disability service	<ul style="list-style-type: none"> • Building in house capacity for respite and short breaks provision • Further developing the support we provide to families to enable them to care for their children and young people ensuring all carers have a named worker • Continuing to deliver our all-age disability response to prepare disabled CYP for independence
We need to continue to grow capacity and support in kinship, family and friends fostering and SGO placements	<ul style="list-style-type: none"> • Improving support to kinship arrangements, raising awareness across the system with partners about kinship
We need to grow capacity and support in fostering	<ul style="list-style-type: none"> • More wraparound support, out of hours support and peer support clusters to prevent foster carers from leaving the profession • 20 new foster carers approved each year • Quota of 10 bedrooms each year via social housing moves to enable foster carers who are council tenants to support 10 more children
We need to support more Care Experienced YP to independence more quickly	<ul style="list-style-type: none"> • Implementing the intensive wraparound support programme the House project to ready YP for independence • Recommissioning and expanding our young people's pathway specifically to reflect the needs of Care Experienced YP • A direct offer of 45 social tenancies each year specifically for Care Experienced YP • Developing supported lodgings provision

Section 4: Sufficiency priorities and implementation plan



- What is the priority
- Why is it important
- Our commitments 2025-28
- How we will know we've achieved it

Priority 1

Camden will continue to reduce the number of children coming into the care system. More children will remain at home safely with their parents or extended family, where this is best for them.

Why is it important?

- We recognise that the best outcome for children and young people is to remain within their families, where it is safe for them to do so
- We recognise that overtime birth family's circumstance's change and safeguarding concerns and risks that lead to children becoming looked after may reduce



Our commitments 2025-28

- **Edge of care** – we will set up a new edge of care team to provide intensive support to families and do all that we can as a system to prevent children from entering our care, particularly focusing on the needs of adolescents at risk of entering care
- **Family Group Conferencing** – we will continue to make full use family group conference in early help, youth services and children's social care as a tool to repair family relationships and support children to remain at home
- **Family Hubs** – we will continue to deliver our Family Hub model
- **Reunification** – we will ensure that reunification to birth families is kept under review and we will take the necessary assessments and support plans to return children to live with their birth families wherever it is safe to do so.

How we will know we've achieved it

- Zero care starts for families supported by the Edge of Care team
- Reduction in the number of children starting care
- Increase in the number of FGC referrals
- Increase in the number of FGCs held
- Increase in the number of reunifications
- Increase in the number of children exiting our care prior to age 18

Priority 2

We will achieve permanence within children's kinship networks. Where children cannot remain with their families, we will further increase the proportion of adoptions and Special Guardianship placements for our youngest children.

Why is it important?

- We know that providing effective support to kinship families enables children to remain in the care of people who know and love them, and prevents children from entering into the care of the Local Authority
- We know children in kinship arrangements have far greater life outcomes and there are a wealth of benefits associated with kinship care for a child's wellbeing and development



Our commitments 2025-28

- **Kinship support offer** – we will continue to develop our support offer to kinship carers to ensure young people can remain in their family networks safely where possible. We will do this by developing, documenting and publishing our Kinship Local Offer so our carers know the support available to them and how they can access it
- **Awareness and understanding** – raising awareness and understanding of Kinship internally and externally with partners such as schools and health their birth families wherever it is safe to do so.

How we will know we've achieved it

- Increase in the number of Special Guardian Orders' and other Kinship arrangements
- Decrease in the time for delivery of Special Guardian Orders'
- A reduction in the number of Special Guardianship and Kinship breakdowns
- Increased awareness and understanding of Kinship internally and externally

Priority 3

We will increase and strengthen our in-house provision and reduce our reliance on private and out of borough placements for our Children Looked After.

Why is it important?

- We know our spend on placements provided by external private providers has grown rapidly over the past 5 years, and these rising costs are not sustainable
- At Camden we are committed to our Children Looked After and Care Experienced young people having a place they can call home, within Camden and close to the protective features of their community, social and extended family and friend network, when this is the best for their outcomes
- We recognise we have greater ability to influence practice and quality when we, the Council, are the sole commissioner of a provision

Our commitments 2025-28

- **Fostering transformation** – we will commit to increasing our in-house fostering capacity by 20 foster carers per year, by implementing an innovative marketing and recruitment strategy,

and continuing to optimise the duration of the assessment process (including carers for children with disabilities or other complex needs. We will implement an enhanced support offer for our carers to maximise retention, including an out of hours support service, supported lodgings offer and an extended foster family clusters support offer. We will continue to focus on recruiting global majority carers to best meet the needs of our children

- **New children's home** – we will increase our in-house residential capacity by setting up a new children's home providing 6 additional residential placements in Camden, by April 2026.
- **Family Hubs** – we will continue to deliver our Family Hub model
- **Reunification** – we will ensure that reunification to birth families is kept under review and we will take the necessary assessments and support plans to return children to live with their birth families wherever it is safe to do so.

How we will know we've achieved it

- Increase in the number of in-house foster carers
- Increase in the % of our CLA placed in in-house foster care
- Increase in the number of in-house residential placements
- Increase in the % of our CLA placed in in-house residential care
- Decrease in the % of CLA and Care Experienced in external provision
- A reduction in spend on external private and out of borough placements

Priority 4

We will ensure that provision meets the needs of our unaccompanied and separated children and young people in respect of their age, race, religion, and the impact of the trauma they have experienced.

Why is it important?

- We know over the past 5 years, circa 20% of children and young people starting care and over 50% of Care Experienced in Camden are unaccompanied and separated
- The needs and journey of this cohort of children and young people is different to other Children Looked After. It is important we fulfil our moral and statutory duty to support these children and young people to feel safe and experience stability leading to long term independence as an adult

Our commitments 2025-28

- **UASC training** – we will continue to deliver training to our foster carers and commissioned providers to ensure they understand the possible lived experiences of our unaccompanied and separated children and

young people, and the important role they have in supporting them to process their emotions, ensure they feel safe and move into a place to achieve positive outcomes with education, independence and health needs

- **Decisions** – we will continue to advocate for timely decisions regarding asylum claims from the Home Office. We will continue to support all young people to access independent legal advice regarding their claims. Following positive outcomes we will support all appropriate applications are made including Universal Credits, and Housing benefits
- **Supported lodgings** – we will adopt the supported lodgings scheme within Camden, with a focus on recruiting supported lodgings carers for our unaccompanied and separated children and young people

How we will know we've achieved it

- Increase in confidence of care providers on how best to meet the needs of our unaccompanied and separated children
- Ensuring all duties are completed to support a prompt outcome from the Home Office regarding young people's asylum claims.
- Increase in the number of our unaccompanied and separated in accommodation that meets their needs – supported lodgings, supported accommodation, or foster care

Priority 5

When the children in our care reach 18, we will ensure they enter adulthood with somewhere to call home, a supportive social network, and the skills to keep themselves safe and well

Why is it important?

- As a corporate parent, and in line with Care Experienced being recently recognised as an additional protected characteristic by the Council, we are committed to ensure our young people feel settled, develop a sense of belonging and thrive as adults
- We recognise that having a range of suitable accommodation that meets the needs of our Care Experienced young people and allows them to have a safe and stable home is vital



Our commitments 2025-28

- Young People's pathway – we will recommission and expand our accommodation provision for Care Experienced young people so they are best supported as they move into adulthood
- House Project – we will implement the nationally accredited 'House Project' in Camden to mobilise and support a cohort of 10 Care Experienced young people each year to sustain their own tenancy
- Joint Housing Protocol – we will develop a joint housing protocol between Children's Services and Housing to promote strong partnership working, as corporate parents, for the best outcomes for young people who are leaving our care
- Staying Put – we will increase the number of Care Experienced young people remaining with their foster carers post 18 under staying put arrangements

How we will know we've achieved it

- Increase in the number of young people 'Staying Put'
- Increase in the number of Care Experienced young people in ETE
- Increase in the % of moves into own tenancy
- Increase in numbers of Care Experienced young people in touch with us

Priority 6

Disabled children and young people are prepared for adulthood and supported to independence as close to home as possible

Why is it important?

- With improved medical care and diagnosis the number of children and young people that require support from our CYPDS is increasing.
- Families are best placed to love, support and care for their children, but we know they need comprehensive and high-quality support, training, practical care and respite to maintain their resilience.
- We need to focus not just on the needs of children when they are young, but preparing them for an adulthood which fosters independence

Our commitments 2025-28

- Further developing our short breaks and respite provision
- Reducing reliance on spot purchased support to families through enhanced commissioning
- Support to families who care for disabled children and young people at the earliest point through family help and family hubs

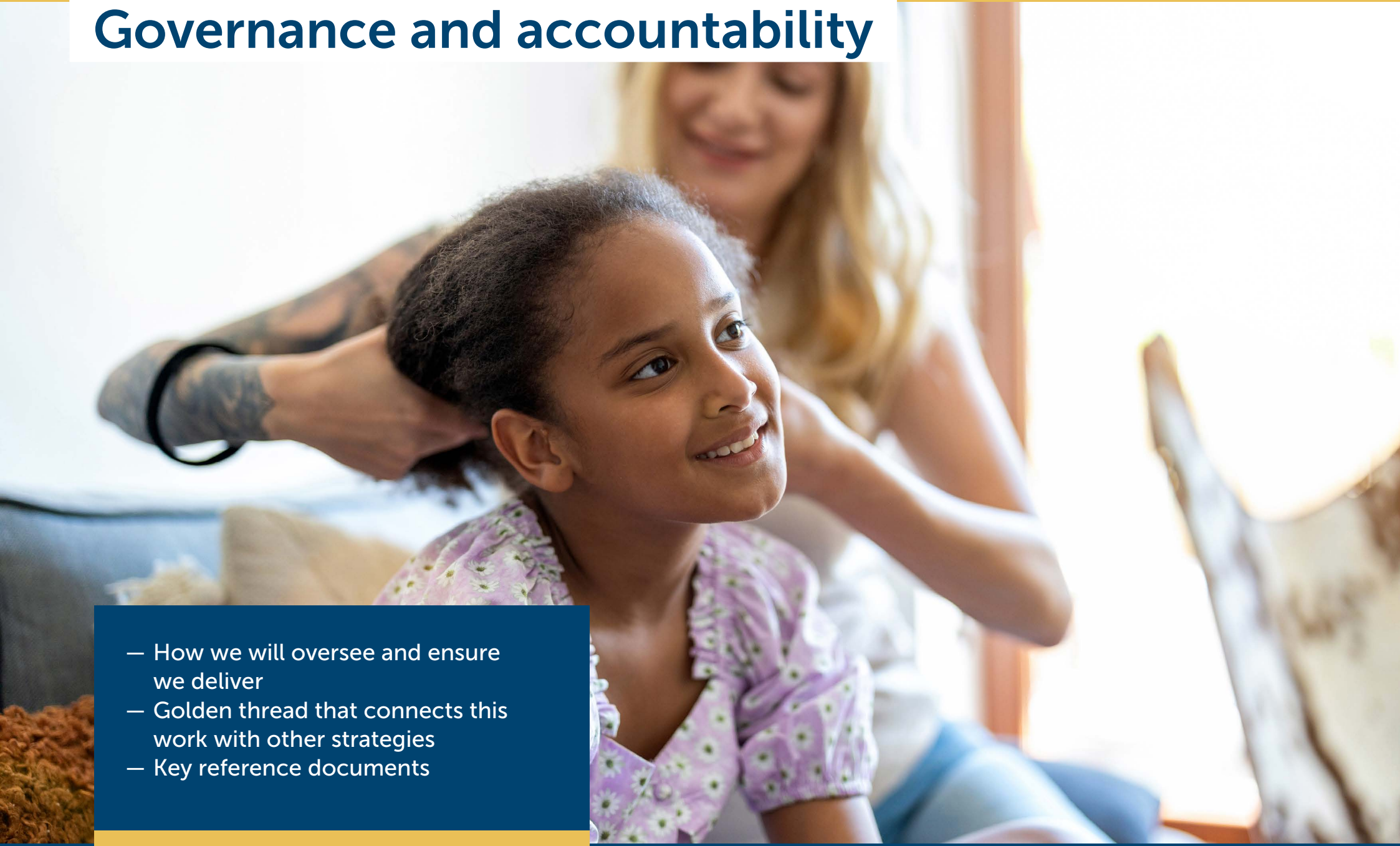


How we will know we've achieved it

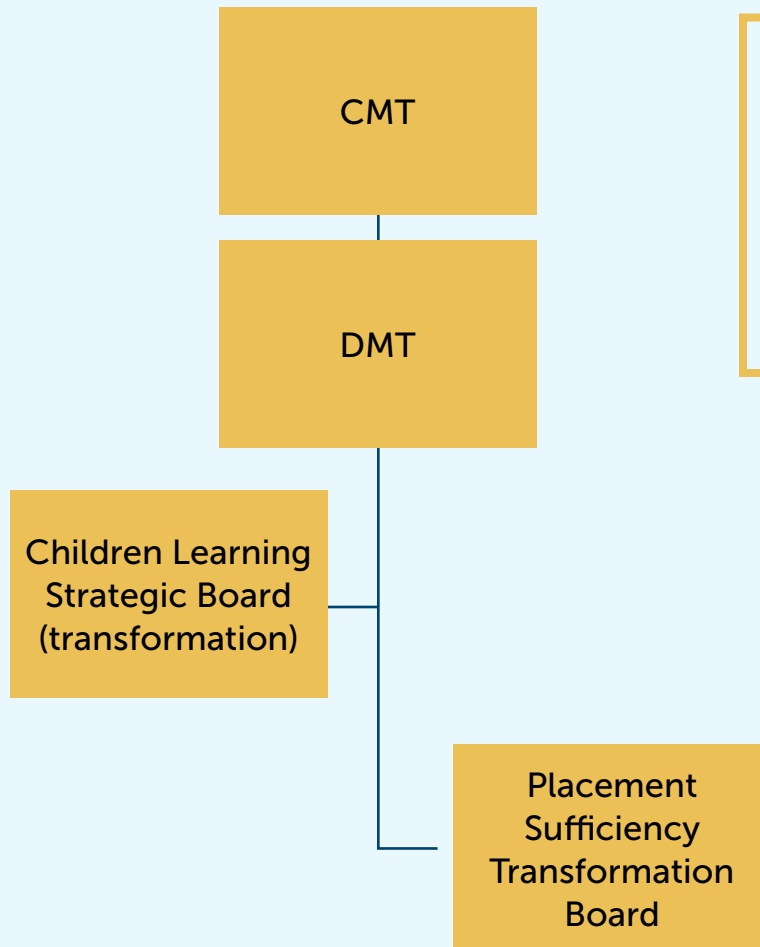
- Young People in the CYPDS continue to have high rates of Employment, Education and Training
- Short breaks provision and support provided continues to be rated highly by carers
- We continue to have low numbers/no children supported by CYPDS coming into care under S20 arrangements

Section 5: Governance and accountability

- How we will oversee and ensure we deliver
- Golden thread that connects this work with other strategies
- Key reference documents



Placement Sufficiency Transformation Board



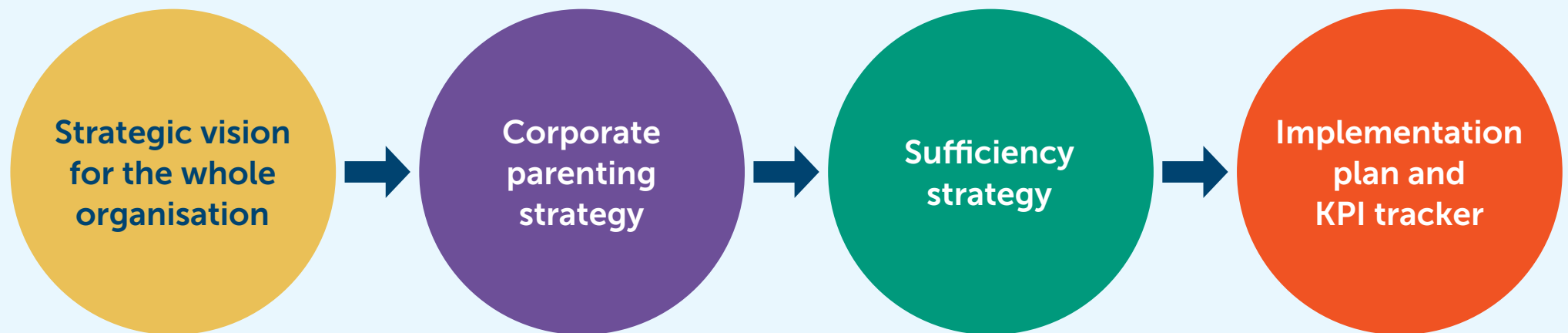
The new Placement Sufficiency Transformation Board meets fortnightly to oversee the programme. It reports into the Children and Learning Strategic Board with a dotted line into formal governance (CMT and DMT) for escalation purposes.

The board is made up of the following standing representatives. Project leads and others attend the board as needed. The key way that organisational capacity will feed in and support the transformation programme will be via the Placement Sufficiency Transformation Board.

- Director of Children’s Intervention and Prevention
- Head of Corporate Parenting
- Head of Allocations, Lettings and Private Housing
- Services: To attend for items relating to Housing
- Head of Children’s Integrated Commissioning - Adults & Health
- Strategic Finance Lead
- Project Manager
- Corporate Business Partner - Service Support - Finance

Golden thread

The Sufficiency Strategy is a key part of the council's strategic framework. It is driven by the overall vision for our borough, the specific commitments we set out in our corporate parenting strategy and is underpinned by a robust implementation plan and KPI/outcome tracker which is overseen by the Placement Sufficiency Transformation Board.



Relevant research, insight and evaluations

We have reviewed both our own data, but also wider regional and national thinking to help inform our sufficiency priorities and the actions we are committing to take. Key sources are:

1. WWCSC Understanding Residential Care for Children in Care in England, May 2022 [Understanding residential care for children in care in England - What Works for Children's Social Care \(whatworks-csc.org.uk\)](https://www.whatworks-csc.org.uk/understanding-residential-care-for-children-in-care-in-england-what-works-for-childrens-social-care)
2. Review of Sufficiency Strategies in London 2020 www.liia.london/download-file/851
3. What we can learn from sufficiency strategies What can we learn from Sufficiency Strategies? [What Works for Children's Social Care \(whatworks-csc.org.uk\)](https://www.whatworks-csc.org.uk/what-we-can-learn-from-sufficiency-strategies)
4. The Independent Review of Children's Social Care, June 2022 [Independent review of children's social care: final report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/111111/independent-review-of-childrens-social-care-final-report)
5. Competition & Markets Authority Children's Social Care Market Study, March 2022 [Children's social care market study final report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/111111/childrens-social-care-market-study-final-report)
6. Commissioning Alliance Interactive Online Data Tool Children's Sufficiency - [Commissioning Alliance](https://www.commissioningalliance.org.uk/childrens-sufficiency)
7. Data to insight CLA placement modelling tool [Placement Modelling | Data to Insight](https://www.data-to-insight.com/cla-placement-modelling-tool)
8. LGA Children's Homes Research, Jan 2021 [Childrens Homes Research - Newgate.pdf \(local.gov.uk\)](https://www.local.gov.uk/government/uploads/system/uploads/attachment_data/file/111111/childrens-homes-research)
9. From pillar to post: How to achieve greater stability in the care system, April 2022 [From Pillar to Post.pdf \(barnardos.org.uk\)](https://www.barnardos.org.uk/our-work/childrens-social-care/from-pillar-to-post)

