

# A Place Called Home

Sufficiency, Commissioning  
and Stability Strategy  
2023 – 2026





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# Section 1: Introduction and Background

- Introduction, vision and principles
- Our role as Corporate Parents
- What care experienced children and young people have told us
- Key achievements since last strategy
- Sufficiency: National and regional policy and market context

## Introduction

Children, young people and families are at the heart of everything that we do

**‘Our Greenwich’**, the corporate plan for 2023-27, sets out our vision for all children and young people to be healthier, happier and move into adulthood with the skills, confidence and opportunities they need to succeed in what they want to do. Our relaunched Corporate Parenting Partnership shares this responsibility to support children in our care to achieve their full potential.

Through our Building Brilliant Outcomes Together (BBOT) programme, we embarked on a borough-wide programme of work in 2020 to build lasting capability in **prevention, safe outcomes, moving to adulthood** and **internal fostering**. This work has now been embedded into our business as usual across Children's Services and underpins our ambitions set out in this strategy.

### Our new sufficiency strategy

Under the Children Act 1989, local authorities have the duty to provide accommodation and support for looked after children in their local authority area as far as reasonably practicable. Each authority communicates how it intends to meet this duty by issuing a publicly available sufficiency strategy.

This strategy sets out our ambitions for 3 years from 2023-26 to manage, support and develop sufficient provision to meet the needs of our children in care.

**Our previous strategy ran from 2018 – 2022. To review and update this, we have followed a structured review process set out below:**

- Formation of a steering group to oversee the work
- Reviewed our achievements since publication of previous strategy
- Undertaken desktop research encompassing key national publications and identification of themes and issues (see Appendix 1)
- Reviewed published sufficiency strategies from London Boroughs rated ‘Outstanding’ by Ofsted
- Heard the voices of care-experienced young people via review of national and local engagement activity
- Developed our strategic priorities for the forthcoming 3 years
- Tested our thinking through consultation with our Children in Care Council
- Identified annual actions to help us achieve our goals and agreed governance for oversight and review over the lifetime of the strategy

# Our vision and principles

**Our Corporate Parenting Partnership will help children in our care to be loved, cared for and to feel safe. We want all our children to benefit from this.**

Safe family homes are best for children, hence our investment in early intervention and preventative work.

If a child cannot safely remain with their family, we seek home-based placements with trained and experienced foster carers in or close to Greenwich, to enable children to maintain links with their families, schools and communities. Family-based care is not right for every child, so we continue to invest in our in-house children's homes delivering care and support to our children.

For a small number of children, the opportunity for safety and stability means a temporary or longer term move away from the borough. In these cases, we will seek placements via Independent Fostering Agencies or Registered Children's Homes.

We recognise that there is no 'one size fits all' approach and that our work around prevention, permanency planning, review and transition influences and underpins the actions set out in this strategy. We see ourselves as enablers, carers and champions for our children, rather than as commissioners or providers of 'accommodation' or 'placements'.

We aspire and plan to work sub-regionally and regionally with our local authority and health colleagues and will continue to develop and build collaborative arrangements with private, voluntary and independent organisations whose vision and ethos match our own.

In a fast changing world, we focus on enabling positive and trusting relationships with friends, family and carers, supporting stability in a place children can call home, and ensuring young people can move into adulthood with the skills they need to achieve their aspirations.



## Our principles

Our relaunched Children's Services Principles were developed in partnership with children and colleagues at all levels. Our principles underpin our practice and activity across the whole directorate.

Children, young people and families are at the heart of everything we do.



We are honest, compassionate and respectful.



We listen, learn and do things better.



We promote diversity, celebrate difference, challenge discrimination and oppression.



We work together, with children, young people, families, carers and our partners to bring about lasting change.



This strategy sits alongside and complements the Children and Young People's Plan, Children's Services Practice Framework, Corporate Parenting Strategy, Children's Services Business Plan and 'Our Greenwich' corporate plan.

# Our role as corporate parents

## The outcomes we want for all our children



## We promise to:

-  **Provide** you with a safe and happy home
-  **Respect** you and your identity
-  **Offer** you support and guidance throughout your time in care
-  **Make sure** you get a good education and help you to achieve your aspirations
-  **Involve** you in decisions about your life
-  **Support** you to be active and stay healthy
-  **Ensure** you feel fully prepared for your transition into adulthood



# What you have told us

## The experiences of care experienced children and young people are at the heart of this strategy.

The quotes threaded throughout are from our care experienced children.

Their voices have influenced our priorities through national reports (Appendix 2) and through our own Children in Care Council.

A summary of their views is below, and these are woven throughout our Sufficiency Strategy:

- Care should prioritise what is important to children and young people themselves.
- We must focus on creating the conditions for trusting relationships – “I think everyone should have a person they could talk to without being scared... Kids in care shouldn’t be scared of trusting someone. It’s a major key for their future.”<sup>1</sup> (11-18 year old in care)
- Children in care need a safe place that they call ‘home’ – “A home is where you feel safe... you feel part of the family, you’re listened to and you have your own space.”<sup>2</sup>
- Children in care should be listened to and should be able to have their say in decisions made about them.
- “I don’t agree with children being moved – it impacts on mental health, we have to make new friends, get to know and trust new people.”<sup>3</sup>
- Children in care should be able to participate in the same activities as those not in care.
- Children and young people should be protected from discrimination related to their care status.
- Children in care and care-experienced young people need better access to mental health services.
- Young people leaving care need more support as they become adults, particularly in finding the right place to live.<sup>4</sup>

<sup>1</sup> coramvoice.org.uk/wp-content/uploads/2020/11/1857-CV-What-Makes-Life-Good-8pp-v5-3-3.pdf

<sup>2</sup> coramvoice.org.uk/wp-content/uploads/2021/10/What-children-and-young-people-want-to-tell-the-care-review-report.pdf

<sup>3</sup> Member of Greenwich CICC, March 2023

<sup>4</sup> barnardos.org.uk/sites/default/files/2021-11/BARNARDOS%20YP%20checklist.pdf

## Summary

“It is like a second family who loves you but that is only if you get a good foster carer.”

“Counselling provided when put into care.”

“Training... about what it’s like being in care and why we should be listened to.”

“I know my social worker cares because they text me out of hours.”

### Support us to grow

Good care is where you felt safe, supported and had fun.

For some of you being in care had been a positive experience and you wouldn’t change anything about it.

The right carers were important and you explored what made a ‘home’, not a ‘placement’.

You talked about specific support you wanted to improve, including:

- family time
- mental health support
- education
- preparation for independence

### The best professionals for us

Good relationships with professionals is key to making your care experience good.

Changes made it harder to develop trusting relationships, but people who listen and care are key.

You felt they should have the right training, including on:

- Understanding what makes you, you (LGBTQ+, belief, culture)
- mental health
- listening to young people

A NATIONAL VOICE

### What children and young people wanted to say to the Care Review

“A home is where you feel safe, it’s homely, comfortable, and decorated nice, you feel part of the family, you’re listened to and you have your own space.”

“If we want to stay with a friend then do the checks and allow us to have some fun and be normal.”

### The same support wherever we are

You wanted a clearer and fairer system to remove the postcode lottery of care.

Care often felt like a lottery where, if you were lucky and in care in the right area, you would get support.

You pointed out differences in what was offered to young people in the same local authority, which did not feel fair.

“My brother was 4 years younger than me and he has had a lot more support offered.”

“A system designed for you would make sure you have the right information.”

“A lot of cliff edges seem to be around money”

### Services designed for us

You wanted services that work for you, that you can understand, rather than ones designed for and by adults.

You felt the care system is designed to meet the needs of adults, local authorities, government (and sometimes computer systems or processes).

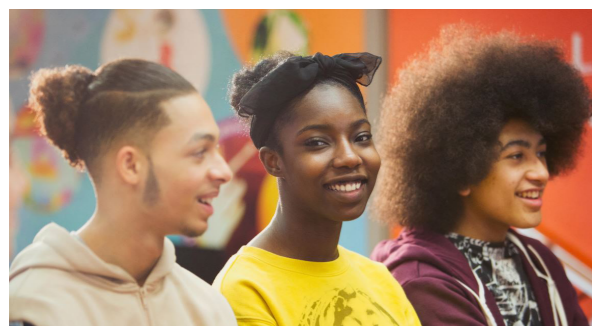
Areas of the care system that don’t work for you:

- Not enough focus on building good relationships
- Not being able to do the same things as your friends
  - Not being listened to
  - Slow decisions and red tape
- Lack of information about decisions or your rights
  - Poor language used
  - Difficulties with complaints
  - Many cliff edges in support

# Key achievements since our last strategy

**The world has changed significantly since we published our previous sufficiency strategy in 2018.**

We have experienced a global pandemic, an ongoing cost-of-living crisis and rapidly changing demands and needs. Set against this backdrop, these are some of our key achievements since our last strategy:



Through our safe outcomes work, we have 20 more children exiting care before the age of 18 each year, a 5% reduction in the rate of children entering care and a 17-week reduction in the time it takes to achieve reunification or guardianship for a child in care.



We responded to increasing demand for placements for very vulnerable teenagers by developing our own AARRC (Adolescent Assessment and Residential Resource Centre) which offers 6 x short-term assessment beds to some of our most complex young people, enabling them to receive the care and support they need while remaining in the borough, and preparing for longer term next steps.



We have developed a 'Staying Close' Pod in the grounds of our Broadwalk Children's Home, to improve the opportunities for young people to develop independent living skills prior to moving away.



We have strengthened how we recruit, train and retain foster carers through our internal fostering work, increasing the % of children in our care placed with our in-house foster carers from 28% in 2019 to 37% in 2022.



We have worked with Independent Fostering Agencies to maximise the use of Greenwich-based carers for Greenwich children and have increased the % of IFA placements that are made locally.



We have carried out Quality and Safety Reviews as part of the National Care Review for children with disabilities in residential special schools and plan to extend this quality assurance activity more widely for all children with an EHCP in a residential setting in partnership with the Greenwich Safeguarding Children Partnership.

# Foster care case study

## F's story

F came into care aged 12, due to concerns about the parenting she was receiving at home. She had very complex medical needs.

She required highly trained carers, who needed significant specialist training.

## What we did

Children's homes were explored, including residential special schools. They were not found to be of sufficient quality and were at quite a distance. F was clear she wanted to stay in her school, near her siblings and friends.

Very creative work was done with the fostering team, housing services and the disabled children's social work team to lead to a bespoke care plan.

A local, accessible flat in Greenwich was rented by Children's Services from Housing, and F now lives with an incredible foster carer who has the support of a team of carers to meet F's complex needs.

## Impact

F has maintained her social network, her medical team and her local school community.

She has regular contact with her sister who lives near by.

She has her own flat which she will be supported to maintain, post 18 providing her security and continuity in her accommodation as she moves into adulthood.

# The sufficiency challenge: National context

Nationally, research indicates that local authorities can find it difficult to meet their sufficiency duty for many reasons<sup>1</sup>. These include:

- the rising numbers of children in care and an older profile of children
- an increase in children who require specialist provision that can support complex needs and, in particular, mental health needs
- a lack of secure provision for children nationally, meaning alternative places need to be found for children with complex needs
- issues with recruitment and retention of foster carers, residential care workers and other social care and wider children's professionals
- not having the right quantity and mix of provision for the children in their area
- difficulties in working in the private market, where private providers have more power and local authorities have little choice

The Independent Care Review<sup>2</sup> recognised and built on much of the excellent practice already taking place while offering over 80 recommendations to tackle some of our most significant challenges nationally. These cover a range of issues, from transforming early help for families to ensuring every child and young person in care is receiving the right support.

A review of all available local authority Sufficiency Strategies in England in March 2023 identified difficulties in forecasting and planning for future provision which impacts effective market shaping. This also noted a wide variation in commissioning responses, many of which are untested.

<sup>1</sup> [gov.uk/government/publications/how-local-authorities-plan-for-sufficiency-children-in-care-and-care-leavers/how-local-authorities-plan-for-sufficiency-of-accommodation-that-meets-the-needs-of-children-in-care-and-care-leavers](https://www.gov.uk/government/publications/how-local-authorities-plan-for-sufficiency-children-in-care-and-care-leavers/how-local-authorities-plan-for-sufficiency-of-accommodation-that-meets-the-needs-of-children-in-care-and-care-leavers)

<sup>2</sup> [childrensocialcare.independent-review.uk/final-report/](https://childrensocialcare.independent-review.uk/final-report/)

<sup>3</sup> [whatworks-csc.org.uk/wp-content/uploads/WWCSC\\_sufficiency\\_report\\_Final\\_March22.pdf](https://whatworks-csc.org.uk/wp-content/uploads/WWCSC_sufficiency_report_Final_March22.pdf)

“  
Children in care should be able to participate in the same activities as those not in care.”



# Sufficiency: Regional market context

Like the national picture, research reviewing the sufficiency strategies of London boroughs<sup>1</sup> found that:

- cost pressure stemming from areas referred to as ‘high-cost low-incidence’ is particularly acute and felt by most London authorities
- the precise definition (or the quantification) of high-cost low-incidence area was not always clear, although many authorities identify residential placements as such
- London authorities observe similar trends in demand and work with a similar set of independent providers, but collaboration on commissioning remains limited at the local or sub-regional level
- due to limited supply, commissioning decisions are sometimes made based on availability rather than evidence-based on effectiveness of placements
- monitoring placement quality and children’s outcomes heavily relies on the Ofsted ratings, which are often used in the selection of service providers
- multiple initiatives seek to improve commissioning practices and facilitate information sharing between London authorities, but these are often limited to a sub-regional level

The priorities and recommendations from national publications have informed the development of our priorities for Greenwich.

“  
Care should  
prioritise  
what is  
important to  
children and  
young people  
themselves.”

<sup>1</sup> [london.gov.uk/press-releases/major/london-childrens-services-research](https://london.gov.uk/press-releases/major/london-childrens-services-research)

“  
Children in  
care and care-  
experienced young  
people need better  
access to mental  
health services.”





## Section 2: Royal Borough of Greenwich Demographics

- Summary of borough demographics
- Demographic and trend data relating to children in our care and care leavers, and placement information.



I don't agree with children being moved – it impacts on mental health, we have to make new friends, get to know and trust new people.

For further demographic information on the Royal Borough of Greenwich, please visit [dataobservatory.royalgreenwich.gov.uk](https://dataobservatory.royalgreenwich.gov.uk)

# The Greenwich Context

The Royal Borough of Greenwich is one of the largest London boroughs, with an area of 4,733 hectares, and 13 kilometres of Thames river frontage. The borough has a rich heritage set in its maritime and military past, largely associated with the river and more recently as an industrial centre at the Royal Arsenal.

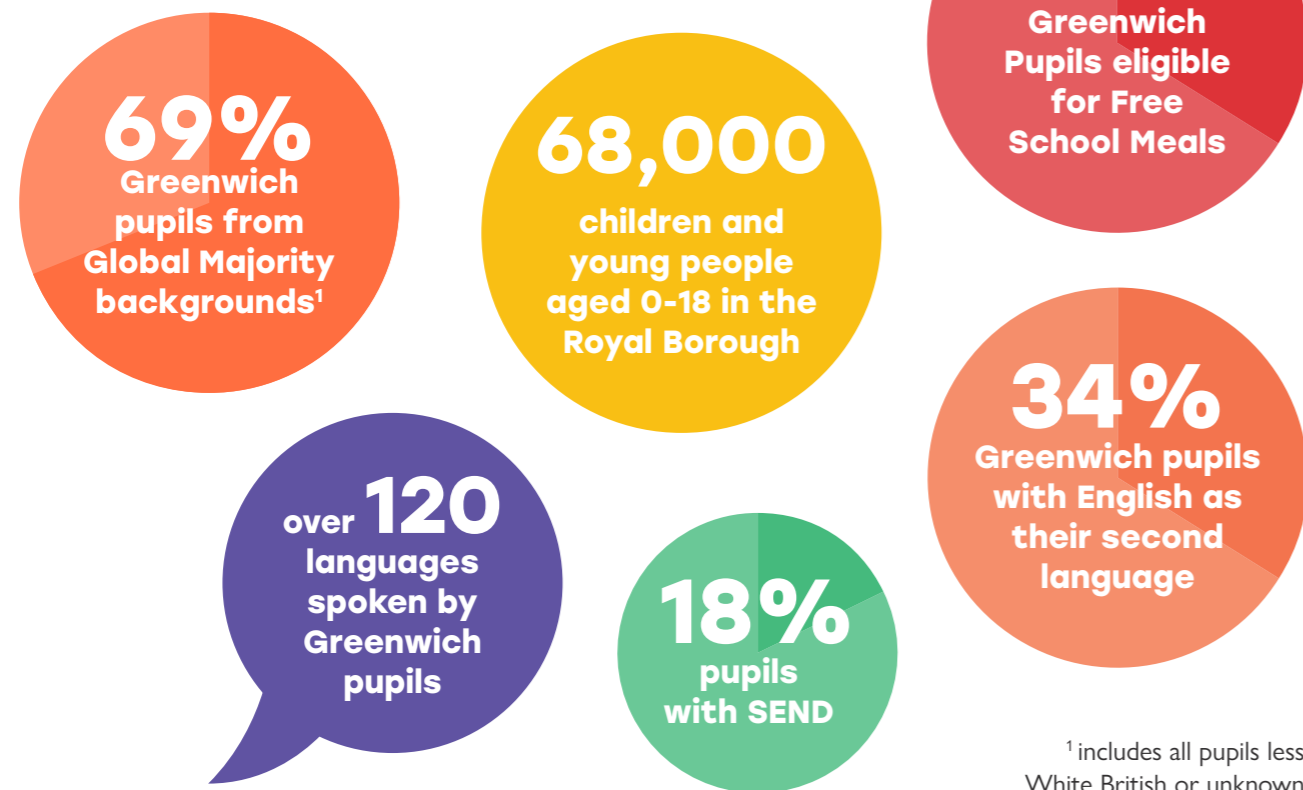


Greenwich is one of 12 boroughs that make up the London Thames Gateway, the UK's largest regeneration area. Predominantly sub-urban in character, Royal Greenwich comprises of three main town centres: Greenwich, Woolwich and Eltham.

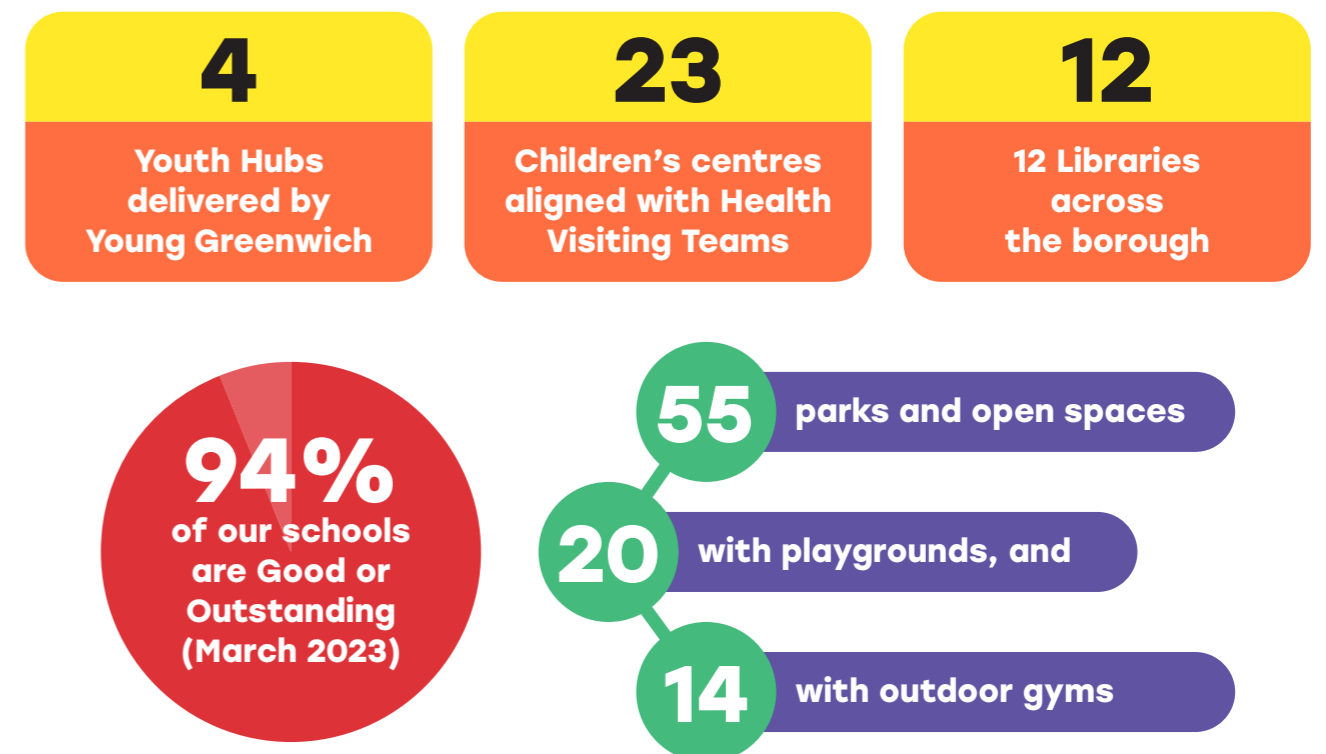
The borough has a population of 289,000 as reported by the by the GLA in 2020. Approx. 68,000 (24%) of the population are aged 0 to 18.

Royal Greenwich is not homogenous and there is significant variation in affluence and between wards. Across the borough, it is estimated that 38% of households have an income under £25k (a common measure of relative poverty). 1 in 4 children residing in Woolwich are living in poverty, compared to 1 in 10 in Eltham.

## Our children



## The place



# Borough demographics

Figures collected on 31/03/2023

## Children open to FaASS, Children in Need and Child Protection

**539**

cases were open to our Family and Adolescent Support Service (FaASS).

**236**

children were subject to a Child Protection Plan (CP), below the average for both London and England.

of these **51** had a disability,

**255**

children had an open Child in Need (CIN) plan.

of these **23**

were recorded as having a disability,

and **14** as having an EHCP<sup>2</sup>

and **43** were recorded as having an EHCP<sup>1</sup>

<sup>1</sup> note that 32 children are in both these latter cohorts

<sup>2</sup> note that 8 children are in both these latter cohorts

## Children in our care (CIOC)

Over the past 5 years the number of CIOC has fluctuated between 400-500 although generally the trend has been a gradual decrease. In March 2023 there were 414 CIOC, a rate of 60.0 (per 10,000 0-17 year olds; latest England rate is 70 and London is 52).

Boys are over-represented (58% CIOC are males and 42% female), however this aligns with the London average.

We see higher numbers of children in care during adolescence. On 31/03/23 37% of CIOC were aged 11-15 and 29% were aged 16-17.

White and mixed heritage children are somewhat over-represented whereas Black and Asian children are under-represented (see table below).

	Number	White	Black	Asian	Mixed	Other
Royal Greenwich 2019	479	49%	26%	1%	19%	5%
Royal Greenwich 2020	462	52%	20%	2%	19%	7%
Royal Greenwich 2021	418	57%	18%	2%	20%	4%
Royal Greenwich 2022	459	52%	19%	2%	20%	7%
Royal Greenwich 2023	414	50%	21%	2%	21%	5%
Royal Greenwich 0-17 population	–	42%	29%	9%	13%	6%
London children in care	–	34%	27%	12%	19%	9%
England children in care	–	73%	7%	5%	10%	5%

# Placement types

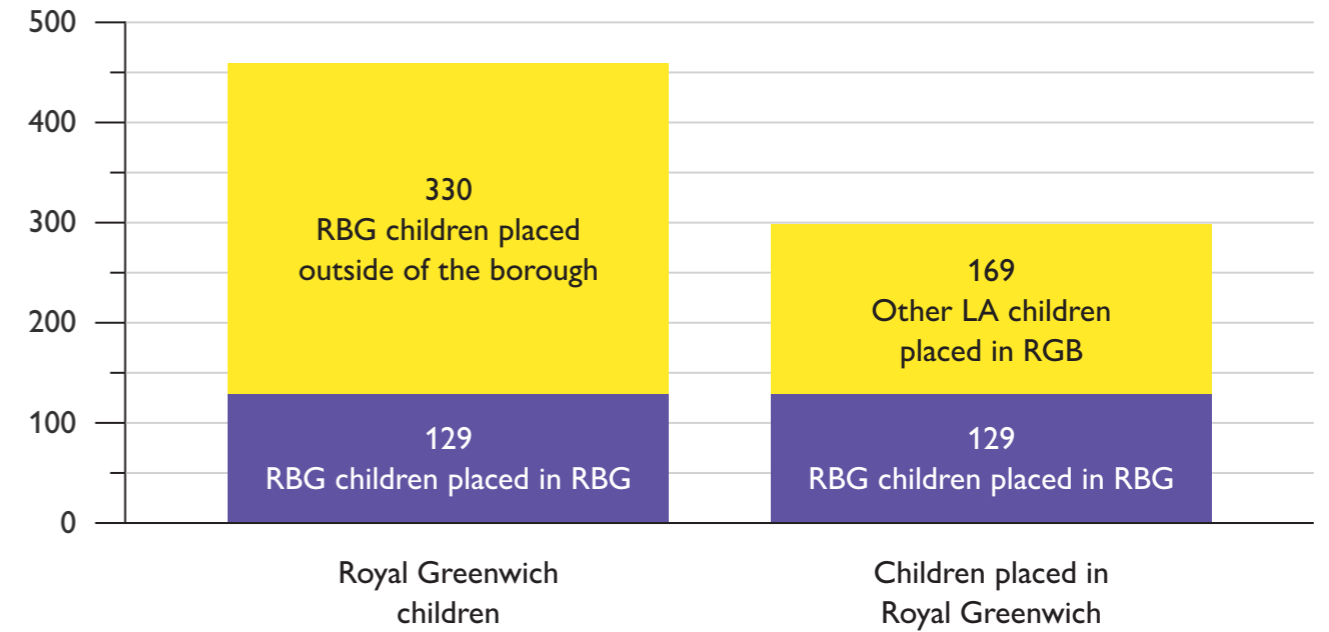
A breakdown of our placement types at 31/03/2023 is shown below.

	Royal Greenwich 2023	
LA foster care	174	42%
Agency foster care	134	32%
LA residential	3	1%
Agency residential	46	11%
Semi-independent living	31	7%
Placed for adoption	5	1%
Other*	21	5%
Number	414	(100%)

The locations of children in our care are below:



More children from other local authorities are placed in our borough than Greenwich children:



## Care leavers

Our numbers of Care Leavers have remained consistently between 310-330 over the past 5 years.

The gender balance remains weighted towards males (60% of the cohort).

Very few children leave care aged 16-17. Most of the cohort are aged 18 to 21 (88%) with 10% continuing to access support beyond 21 and up to 25.

42% of Care Leavers are white, compared to 60% of 18-24-year-olds in the borough, while 33% of Care Leavers are black, compared to 17% in the borough as a whole. See table below.

Currently we have around 350 care leavers. We're experiencing growing demand for more support past 21-years-old due to increasingly complex needs, as well as external factors such as the cost of living crisis and the lingering impact of COVID-19.

	Number	White	Black	Asian	Mixed	Other
Royal Greenwich 2019	324	42%	32%	7%	13%	6%
Royal Greenwich 2020	311	38%	35%	5%	15%	7%
Royal Greenwich 2021	325	38%	35%	4%	13%	11%
Royal Greenwich 2022	313	40%	33%	3%	12%	12%
Royal Greenwich 2023	339	42%	27%	3%	11%	17%
Royal Greenwich 18-24 population	–	60%	17%	11%	7%	5%

31 care leavers are accessing support from Adult Social Care services under the Care Act. Young people who require a Care Act service will be supported by the Disabled Children and Young People Service until their EHCP ceases and they leave education.

# Section 3: Our Ambitions, Progress Measures, Commitments and Quality Assurance

- Strategic ambitions
- Commitments and progress measures
- Quality assurance and review

# Strategic ambitions

## Ambition one

To prevent entry to care and to support and safeguard children to live with their families, where this is best for them.

**Where children need to come into care, to achieve safe permanence for them as soon as possible.**

## Ambition two

If a child cannot safely remain with their family, our ambition is for the right family-based care to be available when it is needed, with trained and experienced foster carers in Greenwich. This will enable children to maintain their links with their families, schools and communities, including those children with Special Educational Needs and complex disabilities.

## Ambition three

Where local family-based care is not the right option for a child, our third ambition is to secure a safe and stable placement with the care they need to thrive. This might be via an Independent Fostering Agency (IFA) or a Children's Home.

## Ambition four

When the children in our care reach 18, our ambition is that they enter adulthood with somewhere to call home, a supportive social network, the skills to keep themselves safe and well, and for them to be in education, employment or training (ETE).

## Enabler

To enable our ambitions, we will carry out **robust quality** assurance of placements, **involve children and young people** in quality monitoring, focus on continuous improvement of our internal processes and will put in place a **governance structure** to monitor and report on the progress of our Sufficiency Strategy Action Plan annually.



## Ambition one

To prevent entry to care and to support and safeguard children to live with their families, where this is best for them.

**Where children need to come into care, to achieve safe permanence for them as soon as possible.**

### How will we know we are moving in the right direction?

- Reduction in numbers of children needing to enter care
- Increase in the number of reunifications
- Decrease in the time for delivery of reunification/Special Guardianship Order (SGO) plans
- Increase in the number of care exits prior to age 18

### Our commitments 2023 – 2026:

- Develop our Early Help and Preventions system, focusing on safeguarding and prevention in schools, adolescent safeguarding, effective universal provision and delivery of the Family Hubs programme
- Develop Kinship Care opportunities through specialist Kinship/SGO Team



“  
We need to understand the reasons [for interventions with the family].

“  
Every parent needs different things.”

## Ambition two

If a child cannot safely remain with their family, our ambition is for the right family-based care to be available when it is needed, with trained and experienced foster carers in Greenwich. This will enable children to maintain their links with their families, schools and communities, including those children with Special Educational Needs and complex disabilities.

### How will we know we are moving in the right direction?

- Increase in the number of in-house foster carers
- Increase in % of CIOC placed in in-house foster care
- Increase in the number of enhanced foster care placements available
- Increase in % of CIOC with SEND in foster care

### Our commitments 2023 – 2026:

- To continue to develop an attractive benefits, support and training offer for our foster carers, which will maximise the capacity and capability of our award-winning internal fostering service to support children in our care
- To design and develop a high quality, flexible, and sustainable offer to enable our in-house foster carers to support more children with complex or intensive needs
- To develop and improve our bi and tri-partite placement funding arrangements between health/ education/social care

“  
It matters what reasons they [foster carers] are doing it for. It doesn't matter how many years they have done it.”

“  
We (children) should be part of foster carer recruitment.”



## Ambition three

Where local family-based care is not the right option for a child, our third ambition is to secure a safe and stable placement with the care they need to thrive. This might be via an Independent Fostering Agency (IFA) or a Children's Home.

### How will we know we are moving in the right direction?

- Decrease in the number of CIOC with 3+ placements
- Decrease in the number of placement breakdowns/unplanned moves
- Decrease in the time differential between required placement start and actual placement start

**I don't agree with children being moved – it impacts on mental health, we have to make new friends, get to know new people...**

**If you are constantly moving, you lose your trust.**

### Our commitments 2023 – 2026:

- Secure timely access to the right placements at the right time for the small number of children and young people who have the most complex needs and who may have already experienced multiple placement breakdowns
- Create the conditions that support stability for children in our care in a placement that meets their needs
- Ensure high quality commissioned placements through robust and timely quality monitoring and assurance
- Seek continual improvement to our internal decision-making processes relating to commissioning of individualised care and support
- Contribute to development of pan-London commissioning arrangements of high-cost low incidence requirements

## Ambition four

When the children in our care reach 18, our ambition is that they enter adulthood with somewhere to call home, a supportive social network, the skills to keep themselves safe and well, and for them to be in education, employment or training (ETE).

### How will we know we are moving in the right direction?

- Increase in the number of young people 'Staying Put'
- Increase in the number of Care Leavers in ETE
- Decrease in the number of Care Leavers who are not in touch with us
- Increase in the % of planned moves into semi-independent or supported accommodation

**We need more help when approaching independence, 17-year-olds need more guidance on all the processes.**

**The rules need to change as society changes. Young people can't afford to leave home at 18, most young people don't. Why should we?**

### Our commitments 2023 – 2026:

- Develop the local market in regulated supported accommodation for 16- and 17-year-old children in care and care leavers
- Develop the local market for post-18 accommodation and support for young people with SEND
- Develop our existing range of stable accommodation and support options for young people leaving care at 18
- Through investment in our Transitions Service, to improve the experience and outcomes for children and young people with SEND as they prepare for and move into adulthood



### Strategic Quality Improvement and Assurance

- Strong governance and reporting mechanisms for Sufficiency Strategy
- Annual review and action setting to keep Sufficiency Strategy on track
- Continuous improvement of internal processes
- Data and analytics



### Quality Assurance of placement providers

- Quality visit to all new providers
- Annual quality monitoring review of all active placement providers
- Priority visits in response to concerns



### Involvement of young people in quality monitoring

- Commitment to develop child-centred QM with involvement from Young Commissioners and Children In Care Council



# Section 4: Appendices

- **Appendix 1: Research review**
- **Appendix 2: Voice of care-experienced children and young people**
- **Appendix 3: Glossary of terms**

# Appendix 1

## Research Review

WWCSC Understanding Residential Care for Children in Care in England, May 2022  
[whatworks-csc.org.uk/research-report/understanding-residential-care-for-children-in-care-in-england/](https://whatworks-csc.org.uk/research-report/understanding-residential-care-for-children-in-care-in-england/)

Review of Sufficiency Strategies in London 2020  
[liia.london/download-file/851](https://liia.london/download-file/851)

WWCSC Sufficiency Report, March 2022  
[whatworks-csc.org.uk/wp-content/uploads/WWCSC\\_sufficiency\\_report\\_Final\\_March22.pdf](https://whatworks-csc.org.uk/wp-content/uploads/WWCSC_sufficiency_report_Final_March22.pdf)

The Independent Review of Children's Social Care, June 2022  
[childrensocialcare.independent-review.uk/final-report/](https://childrensocialcare.independent-review.uk/final-report/)

Competition & Markets Authority Children's Social Care Market Study, March 2022  
[assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1059575/Final\\_report.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1059575/Final_report.pdf)

Commissioning Alliance Interactive Online Data Tool  
[commissioningalliance.co.uk/children/childrens-sufficiency/](https://commissioningalliance.co.uk/children/childrens-sufficiency/)

South West England: Market Position Statement  
[ipc.brookes.ac.uk/files/market-position-statements/SW\\_CYP\\_Market\\_Position\\_Statement\\_2022.pdf](https://ipc.brookes.ac.uk/files/market-position-statements/SW_CYP_Market_Position_Statement_2022.pdf)

LGA Children's Homes Research, Jan 2021  
[local.gov.uk/sites/default/files/documents/Childrens%20Homes%20Research%20-%20Newgate.pdf](https://local.gov.uk/sites/default/files/documents/Childrens%20Homes%20Research%20-%20Newgate.pdf)

From pillar to post: How to achieve greater stability in the care system, April 2022  
[cms.barnardos.org.uk/sites/default/files/2022-05/From%20Pillar%20to%20Post.pdf](https://cms.barnardos.org.uk/sites/default/files/2022-05/From%20Pillar%20to%20Post.pdf)

# Appendix 2

## Voice of Care Experienced Children and Young People

The voices of children in care and care leavers on what makes life good  
[coramvoice.org.uk/wp-content/uploads/2020/11/1857-CV-What-Makes-Life-Good-8pp-v5-3-3.pdf](https://coramvoice.org.uk/wp-content/uploads/2020/11/1857-CV-What-Makes-Life-Good-8pp-v5-3-3.pdf)

A National Voice (ANV) Case for change response  
[coramvoice.org.uk/wp-content/uploads/2021/10/What-children-and-young-people-want-to-tell-the-care-review-report.pdf](https://coramvoice.org.uk/wp-content/uploads/2021/10/What-children-and-young-people-want-to-tell-the-care-review-report.pdf)

A care system that cares, Barnardo's, 2021  
[barnardos.org.uk/sites/default/files/2021-11/BARNARDOS%20YP%20checklist.pdf](https://barnardos.org.uk/sites/default/files/2021-11/BARNARDOS%20YP%20checklist.pdf)

Feedback from the Greenwich Children  
In Care Council (CICC) on the draft priorities  
of this strategy (March 2023)  
[CICC Consultation March 2023](#)

I think everyone should have a person they could talk to without being scared... Kids in care shouldn't be scared of trusting someone. It's a major key for their future.<sup>1</sup>

– 11-18 year old in care

<sup>1</sup> [coramvoice.org.uk/wp-content/uploads/2020/11/1857-CV-What-Makes-Life-Good-8pp-v5-3-3.pdf](https://coramvoice.org.uk/wp-content/uploads/2020/11/1857-CV-What-Makes-Life-Good-8pp-v5-3-3.pdf)

# Appendix 3

## Glossary of Terms

Children in our Care (CIOC)	The term we prefer to describe our Looked After Children (which has the definition set out in the Children Act 1989).
Education Health and Care Plan (EHCP)	<p>An education, health and care plan is for children and young people aged up to 25 who need more support than is available through special educational needs support.</p> <p>EHC plans identify educational, health and social needs and set out the additional support to meet those needs.</p>
Family & Adolescent Support Service (FaASS)	Our in-house early help service, offering consensual family support for those who do not meet the threshold for statutory social care intervention.
Global majority ethnicity/ background	The term we prefer to describe those from Black and minority ethnic ('BAME') backgrounds.
Greenwich Safeguarding Children Partnership (GSCP) <a href="https://www.greenwichsafeguardingchildren.org.uk/">greenwichsafeguarding children.org.uk/</a>	The Children and Social Work Act 2017 places duties on the police, health commissioners and the local authority to make arrangements to work together and with other partners locally to safeguard and promote the welfare of children in their area. These are set out under the local GSCP arrangements.
Independent Fostering Agency (IFA)	IFAs are independent (private or not-for-profit) ofsted-registered fostering agencies that recruit, train and support foster carers.
Unaccompanied Asylum Seeking Child (UAS Child)	Unaccompanied Asylum-Seeking Children are children and young people who are seeking asylum in the UK but who have been separated from their parents or carers. While their claim is processed, they are cared for by a local authority.



