

To the Chair and Members of the Schools, Children and Young People Overview and Scrutiny Panel

OUT OF AUTHORITY (OOA) RESIDENTIAL PLACEMENTS UPDATE

Background

- The Placement Review Project was developed to reduce the number and cost of residential placements and to review and monitor transition progress of a cohort of young people identified as having a plan to move.
- This was the second iteration of a project, previously focusing only on Out of Area (OOA) residential placements and as such expanded the scope whilst also ensuring better integration within CYPS.
- A cross-functional review board of senior CYPS service managers was established with oversight of individual project strands each focusing on different care pathways in order to ensure transitions were successfully managed and delivered according to plans and timescales.
- The 8 Strands were as follows:

| No. | Strand |
|------------|--|
| Strand 1 | Transitions from OOA Children's Residential to Adults Services |
| Strand 2 | Transitions from OOA residential care to 16+ supported accommodation |
| Strand 3 | Transitions from OOA residential care to foster care |
| Strand 4 | SEN / OOA Education Transitions |
| Strand 5 | In-House Residential Transitions |
| Strand 6 | Independent Foster Care Placements to Adoption |
| Strand 7 | Independent Foster Care Placements to In-house Foster Care Placements |
| Strand 8 | Independent Foster Care Placements to Special Guardianship Orders, Residence Orders or rehabilitation home |

Progress / Transitions / Savings

- Target cohorts were established for each strand of those children and young people who had a greater readiness for transition within the following 9 months.
- At the Scrutiny Panel in March 2013, Allan Madeley presented progress on the 23 children and young people identified for transition from OOA residential care placements. The table below summarises all those completed transitions and details that that original target has been exceeded.

| Strand | Successfully Completed Transitions | |
|--------------|------------------------------------|------------------------------|
| | Number of Children / Young People | FYE Cost of Those Placements |
| Strand 1 | 6 | £1,034,000 |
| Strand 2 | 10 | £1,729,000 |
| Strand 3 | 4 | £603,000 |
| Strand 4 | 17 | £1,026,374 |
| Strand 5 | n/a | n/a |
| Strand 6 | 19 | £665,732 |
| Strand 7 | 7 | £316,784 |
| Strand 8 | 17 | £630,611 |
| Total | 80 | £6,005,501 |

New Demand for OOA Residential Placements

- A more robust culture of assessing the appropriateness of residential care as a placement type has grown over the last 12 months, this is evidenced by the reduced number of new OOA residential placements made in the last 2 years
- In addition, the introduction of the new White Rose Residential Framework (a collaborative procurement exercise Doncaster led alongside regional partners) aligned with a rigorous focus on ensuring we only pay for the most appropriate service packages from providers has also reduced our average weekly fee paid for OOA residential placements.

| Financial Year | Number of New OOA Placements Made | Average Cost of OOA Placements (£ per week) |
|----------------|-----------------------------------|---|
| 2011/12 | 46 | £3485.16 |
| 2012/13 | 27 | £3474.33 |
| 2013/14* | 22 | £2941.91 |

*data up to end of January 2014

- There is still a need for OOA residential care placements, albeit at a lower volume than before. In some instances it reflects a lack of capacity in-house especially given the high occupancy levels of Homes maintained in the last year. In other cases it is simply required to best safeguard a child / young person.
- We have endeavoured to try and provide a family based placement or in-house residential home in most occasions before considering OOA residential, although we have had scenarios where children and young people have refused to engage with fostering placements leaving us with little other option than residential care. We have had young people leaving secure or young offenders units and those who have spent time in inpatient mental health facilities and the level of care and intensive support services required to support positive outcomes for them necessitates an OOA residential placement.

Financial Overview

The critical position facing the OOA Residential budget in 2012/13 was that it was operating around £3.2m over the allocated budget due to a mix of over-inflated placement costs and a higher than anticipated volume of placements.

The work led through the CIC Placement Review project and underpinned by colleagues throughout CYPS has created a position whereby as at Quarter 3 (31st December 2013), the projected OOA spend until 31st March 2014 is set to come in £256,000 under budget, even taking into account the fact that the budget reduced by around £400,000 in 2013/14.

The level of expenditure on OOA placements has shrunk from £12.1m in 2012/13 down to £8.3m in 2013/14.

| Service | Budget | Outturn | Variance | Total No. of Placements Paid For Throughout Year |
|----------------|---------------|----------------|-----------------|---|
| 2012/13 | £8,950,750 | £12,175,328 | £3,224,578 | 167 |
| 2013/14 * | £8,598,630 | £8,342,430 | £-256,200 | 126 |
| Difference | -352,120 | -3,832,898 | -3,480,778 | -41 |

*Actual as at Quarter 3 and Projected to Year End

That said, there are still significant pressures elsewhere within CIC placements, including Independent Foster Care and those changes have prompted a refocusing of the CIC Placement review project the start of which is summarised below.

Moving Forwards

The CIC Placement Review project board held a workshop on 24th January 2014 to review progress and to determine what changes are required to ensure it remains fit for purpose to reflect on-going need in the next 12 months. Clearly the placement and financial profile have changed significantly in the last year although we have worked to ensure momentum from the 'old' Placement Review Project is not lost.

As a result 11 new strands have been proposed focusing on 4 core themes:

1. Achieving a reduction in the number of CIC placements
2. Delivering an improvement of exit plans for CIC placements
3. Maintain a focus on controlling placement drift
4. Realising better value for money for CIC placements

Where possible, all of these proposed strands have been aligned to those CIC placement related savings already specified within the CYPS Financial Plan for 2014/15. This allows for close financial monitoring of progress to be maintained along with service and quality improvements.

Overall these new strands have a combined savings target within the CYPS Financial Plan of **£1,407,000** in 2014/15 and a further **£807,000** in 2015/16.

The new strands are as follows:

| No. | Strand |
|------------|---|
| Strand 1 | Increase use of 16+ Supported Accommodation |
| Strand 2 | Transitioning children from residential care into foster care placements |
| Strand 3 | Reducing use of Independent Fostering by growing the number of in-house foster carers |
| Strand 4 | SEN Placements Review |
| Strand 5 | Achieving further value for money reductions |
| Strand 6 | Increase contribution from Doncaster CCG |
| Strand 7 | Supervised Contact Review (Beechfield) |
| Strand 8 | Residential Estate Review |
| Strand 9 | Allowances Review (SGO, Residence Orders and Adoption) |
| Strand 10 | Successful delivery of preventative services |
| Strand 11 | Improve transition between CYPS and Adults Services |

Strand Owners have been identified for all of these and they have been tasked with working up a clear action plan for each by the next project meeting on 21st February 2014. There will be a financial savings targets for each strand along with a set of other performance indicators to enable progress to be monitored effectively each month.

Summary

Significant progress has been made in a relatively short space of time in getting the OOA residential budget under control. CYPS have been successful both in transitioning children and young people from OOA placements into a more appropriate alternative and reducing demand for new placements.

The CIC Placement Review project has been pivotal in driving this change and ensured that progress has been closely monitored as time has passed. The ongoing work to redefine the project scope is a reflection of this changing demand and aligning it with the CYPS Financial Plan will enable a clear oversight and accountability for those CIC placement related savings. The task is by no means over, but this project has achieved beyond expectations to create a solid platform on which to build.