

THE VALE OF GLAMORGAN COUNCIL

LEARNING AND CULTURE SCRUTINY COMMITTEE: 9TH FEBRUARY, 2023

REFERENCE FROM HEALTHY LIVING AND SOCIAL CARE SCRUTINY
COMMITTEE: 6TH DECEMBER, 2022

“527 CHILDREN AND YOUNG PEOPLE SERVICES ANNUAL PLACEMENT
REVIEW (DSS) –

The report was presented by the Head of Children and Young People Services and outlined the actions taken within Children and Young People Services with regard to placement provision for Children Looked After (CLA) and the priority actions for 2022/23.

As of 2nd December, 2022, 319 children were looked after by the Local Authority (not including care leavers) which was a 25% increase since the start of the national pandemic in March 2020.

48% of CLA were living at home with family, under a Court order, so the Council shared parental responsibility.

Where children and young people could not be supported to remain within their immediate families and needed to become looked after, the Council sought to provide a range of suitable placements.

Formal kinship fostering arrangements would be explored as the preferred alternative arrangement where it was necessary for the Local Authority to share parental responsibility or intervene in managing risk and protecting children. Where a child's needs could not be adequately met through kinship arrangements, the majority would have their needs met best in a substitute family, preferably with in-house foster carers and, if not, with Independent Fostering Agency carers wherever possible living within the Vale of Glamorgan.

Residential care placements would be made only where the complexity of a child or young person's needs meant they were unable to live within a family setting or where a young person was subject to a Court Ordered Secure Remand. The Council was currently developing two new residential provisions with the third sector; a 4-bed in partnership with 'Action for Children' for 8–13-year-olds and a 2-bed in partnership with 'Llamau' for 14 -18-year-olds. Both provisions would be based in the Vale of Glamorgan and provide an additional 6 beds by July 2023 to be utilised by the Authority.

The Head of Service added that there were currently no children on remand placement within the Vale of Glamorgan.

In comparison to the number of kinship placements that had increased, the number of foster carer and adopter enquiries had decreased during the national pandemic and the cost-of-living crisis. In response, the Council was adapting its methods of advertising to dispel myths around foster care and increase information shared on financial support available.

In conclusion, the Head of Service apprised the Committee on a number of initiatives that had been implemented/maintained during 2021/22 to address the key issues/objectives as detailed on pages 8-12 of the appended review as follows:

- An annual external placement audit,
- Rebranding of the internal foster carer recruitment strategy,
- Development of local residential provision,
- Establishment of a joint budget between Children and Young People Services and Learning and Skills, and
- Meeting of the CLA reduction project board.

Following the Officer's presentation of the report and subsequent questions from the Committee, the Officer added the following advice:

- In response to the 25% increase in CLA, the Authority had been able to evidence to Welsh Government an investment into Children Services over the last 2–3-year period. 14 Social Care Officer posts had been established across the Children Services teams which was crucial to increase capacity and resilience across the service and further support the Council's ability to 'grow its own' Social Workers.
- The increase in posts was a positive step however challenges remained in relation to recruitment to the sector and sickness in some teams. Social work vacancies had reduced by a third due to the introduction of 3 International Social Workers as well as 2 social work qualified individuals returning to practice.
- Sickness levels were monitored very carefully across the service in line with a sickness reporting policy and regular monitoring of sickness figures by the Head of Service and Humans Resources.
- The Vale of Glamorgan Council benefitted from a Marketing and Recruitment Officer based within its Fostering Team. This role allowed the Council to continually seek out creative opportunities to advertise and recruit through social media, local businesses, and local communities and/or events as well as dispel myths around the fostering process. The aim of any advertisement work was to generate quality enquiries that could lead to successful approval and matching.
- It was acknowledged that it would be helpful for the Committee to see further information on any differentials and context between Local Authorities in the South Wales area in comparison to the Vale of Glamorgan in terms of an increase in CLA numbers and that further information would be included in the next annual version of the report following discussions with the LAs in the adoption collaborative.
- The original completion timescales for the local residential provision were April 2023 for the 2-bed provision and June 2023 for the 4-bed provision however, the Council needed to also consider the timeframe between the

building being completed and the provision being used as well as recruiting adequate staff to operate the provision.

With no further comments or questions, the Committee subsequently

RECOMMENDED –

(1) T H A T both the covering report and Vale of Glamorgan Council Children and Young People Services Annual Placement Review (Appendix 1) be noted.

(2) T H A T a further Annual Placement Review report be received by the Committee in October 2023.

(3) T H A T the report be referred to the Learning and Culture Scrutiny Committee.

Reasons for recommendations

(1&2) Having regard to the contents of both the covering report and Annual Placement Review to exercise oversight of the key statutory function.

(3) To ensure Members of the Learning and Culture Scrutiny Committee have an opportunity to consider the matters in the report which relate to their portfolio areas.”

Attached as Appendix – Report to Healthy Living and Social Care Scrutiny Committee: 6th December, 2022

Meeting of:	Healthy Living and Social Care Scrutiny Committee
Date of Meeting:	Tuesday, 06 December 2022
Relevant Scrutiny Committee:	Healthy Living and Social Care
Report Title:	Children and Young People Services Annual Placements Review
Purpose of Report:	To outline the actions taken within Children and Young People Services during 2021/22 with regards to placement provision for Children Looked After (CLA) and the priority actions for 2022/23.
Report Owner:	Director of Social Services
Responsible Officer:	Operational Manager, Children and Young People Services
Elected Member and Officer Consultation:	Head of Children and Young People Services Operational Manager, Accountancy
Policy Framework:	This is a matter of Executive decision
<p>Executive Summary:</p> <ul style="list-style-type: none"> • This report outlines the actions taken within Children and Young People Services with regard to placement provision for Children Looked After (CLA) and the priority actions for 2022/23. • Where children and young people cannot be supported to remain within their immediate families and need to become looked after the Council seeks to provide a range of suitable placements. • Formal kinship fostering arrangements will be explored as the preferred alternative arrangement where it is necessary for the Local Authority to share parental responsibility or intervene in managing risk and protecting children. • Where a child's needs cannot be adequately met through kinship arrangements, the majority will have their needs met best in a substitute family, preferably with in-house foster carers and, if not, with Independent Fostering Agency carers wherever possible living within the Vale of Glamorgan. • Residential care placements will be made only where the complexity and challenge of a child or young person's needs mean they are unable to live within a family setting or where a young person is subject to a Court Ordered Secure Remand. 	

Recommendations

1. That Scrutiny Committee consider the contents of the report (attached as Appendix 1).
2. That Scrutiny Committee receives a further Annual Placement Review report in October 2023.
3. That the report is referred to the Learning and Culture Scrutiny Committee.

Reasons for Recommendations

1-2 To provide Members with an opportunity to exercise oversight of this key statutory function.

3 To ensure members from Learning and Culture Scrutiny Committee have an opportunity to consider the matters in this report which relate to their portfolio areas.

1. Background

- 1.1 Resource management in children's social care is inherently problematic. This is particularly the case in the area of children's placements. Local authorities face considerable challenges in managing their overall looked after populations, finding appropriate placements, meeting children's support needs and ensuring the most effective use of placement resources. The number of children with complex needs is increasing and meeting these needs within appropriate placements places pressure on budgets. This cohort of children relates both to those with challenging and complex behaviour and to those with disabilities. Some individual placements are very expensive. The costs of placements for children with complex needs can exceed £400k a year.
- 1.2 In Children and Young People Services, the major issue is the continuing pressure on placements for children looked after. This is the Division's most volatile budget and the one most dependent upon levels of service demand which are not within the Council's direct control. During the COVID-19 pandemic demand across all service areas has increased significantly.
- 1.3 Given this context, it is essential that the Council has in place a coherent strategy for meeting the needs of children within allocated resources. The Corporate Strategy for Children in Need of Care and Support 2019 to 2023 outlines how the Council will meet a number of key objectives, two of which relate directly to children looked after. These are:
 - To provide and commission a flexible and affordable mix of high quality placements that meet the diverse range of children's needs.
 - To develop effective plans in partnership with children and their families which remains focused on achieving care and support plans, prevents drift, enables them to be reunited with family and friends where possible, to have stable placements and to exit the care system positively.

2. Key Issues for Consideration

- 2.1 Officers have analysed the financial position, the demand for placements and spending patterns and their report is attached at Appendix 1. It demonstrates the volatility of the placement budget and the significant impact individual cases can have on overall expenditure. Key influences include: the increasing complexity of children's needs; the Welsh Government "When I am Ready "policy which extends the time children can remain in foster placements beyond the age of 18; the use of remand placements where local authorities have become responsible for the costs of looking after children who are not allowed to live at home while they are the subject of criminal proceedings; and the significant impact of the COVID-19 pandemic.
- 2.2 With the exception of the increase in placement commitments, the Children and Young People Services Division has made good progress in delivering the actions in the Corporate Strategy. Appendix 1 highlights the considerable activity undertaken to date in response to the challenges associated with children's placements and the workstreams for the year ahead.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 It is essential we recognise the importance of balancing short-term needs with the need to safeguard our ability to also meet long-term needs. Children Looked After have their short and long term needs regularly reviewed through looked after children reviews. Permanency plans for children are in place by the second looked after children review.
- 3.2 Children and Young People Services work to the four integrated objectives of the Corporate Strategy for Children who Need Care and Support namely:
- **To support families to stay together** and reduce the need for children to be looked after, by focusing on services which intervene early and prevent greater need arising across all provision.
 - **To manage risk confidently and provide support at the 'edge of care'** by making sure that need is accurately assessed, resulting in the right children being accommodated at the right time. This includes supporting families to avoid children becoming accommodated unnecessarily and by supporting sustainable family arrangements within their wider family networks.
 - **To provide and commission a flexible and affordable mix of high-quality placements** which meet the diverse range of children's needs.
 - **To develop effective plans in partnership with children and their families** which remains focused on achieving care and support plans, prevents drift, enables them to be reunited with family and friends where possible, to have stable placements and to exit the care system positively.
- 3.3 The Council and its partners are committed to involving those in receipt of its services and recognising protected characteristics. In the context of children and

young people, this means involving children, young people, their families, their carers and their support networks in co-producing plans that can effectively meet identified needs. It means taking a strength-based approach that recognises the resources that exist within families themselves and empowering families to support themselves and to achieve change where this is necessary. It also means involving children and families in decision making, including the need to transparently articulate risks that may prevent the achievement of goals that the child or family are hoping for, and where possible managing risks confidently.

- 3.4 Children and Young People Services work collaboratively with a range of services to meet the needs of children looked after. The children's Placement Panel is a multi-agency panel made of members from Social Services, Education and Health.
- 3.5 Acting to prevent problems occurring or getting worse is central to the work of Children and Young People Services and is the first of our four objectives within the Corporate Strategy. Recognising the significance of us being able to collectively provide the right services at the right time and prevent escalation of need.

4. Resources and Legal Considerations

Financial

- 4.1 The Social Services Directorate is committed to achieving a balanced budget. For 2021/22, the overall external placement budget for looked after children was overspent by £978,048. This year 2022/23 we are forecasting an overspend of £417,715. This reflects awarded cost pressures, the increasing costs of residential placements and the complexity of young people placed in residential placements, alongside an increase in the number of young people placed in independent fostering placements.

Employment

- 4.2 There are no employment implications associated with this report.

Legal (Including Equalities)

- 4.3 There are no direct legal implications associated with this report.

5. Background Papers

Reports to Healthy Living & Social Care Scrutiny Committee: 9th November 2021, 17th March 2020 (6 monthly update due to Covid-19); 17th September 2019; 11th September 2018; 10th July 2017.

**Vale of Glamorgan Council
Children and Young People Services
Annual Placement Review**

September 2022

1. Purpose

The purpose of this report is to outline the actions taken within Children and Young People Services during 2021/22 with regard to placement provision for Children Looked After (CLA) and to outline our plans for 2022/2023.

2. Context

This area of activity and expenditure is a very challenging and often volatile one in all local authorities. It is difficult to anticipate a number of key factors including:

- how many and which children will enter care each year;
- what type of placements they will need;
- how many children will cease to be looked after;
- the impact of case law and changes in government regulations.

To plan as effectively as possible, the Management Team in Children and Young People Services continuously analyse external and internal influences to anticipate the likely impact in the Vale of Glamorgan.

Some of the high profile external influences pertinent to this area are as follows:

• Children with Complex Needs

In common with other local authorities, the Vale of Glamorgan has experienced an increase in the number of children with especially complex needs, and the rising costs associated with meeting these needs within appropriate placements continues to place pressure on budgets. This cohort of children relates both to those with challenging and complex behaviour and to those with disabilities.

Children and young people with challenging and complex behaviours sometimes cannot continue to be supported within foster placements and require admission to residential care. In certain circumstances these placements will be specialist (for example, where a child is displaying sexually

harmful behaviour) and/or require the provision of additional staffing to manage risks associated with the child's behaviour. Placements of this type can cost over £400k a year.

There is evidence of increasing demand for support for older disabled children and young people. Families often manage to cope when children are younger, but some of them find it increasingly difficult to do so as the children grow and may become more challenging or aggressive. Some young people with disabilities require 24-hour care and support which can be met only in a residential school setting, usually until they reach the age of 19. This represents a significant long-term demand on resources in coming years as the average annual cost of such provision is on average £200,000 per year (ranging from £150,500 – £400,000 per year).

- **The Welsh Government's 'When I Am Ready' scheme**

The 'When I Am Ready – Planning Transition to Adulthood for Care Leavers' scheme aims to promote better support by extending a young person's transition to adulthood within a supportive family and household environment. Young people are now able to remain with their foster carer beyond the age of 18 until their 21st birthday, or until they feel able to leave for independent living before that age. Since the scheme was implemented in April 2016, we have had 70 young people in 'When I Am Ready' placements. This year we expect a further six to remain in When I Am Ready placements. This scheme will continue to have an impact upon the Fostering Service as children remain in placements for longer. This will increase the overall demand for foster care placements, to provide for the same number of children looked after. It is a priority for the Council to recruit and retain foster carers who are able and authorised to foster children from birth to the age of 21.

- **Remand Placements**

Following the Legal Aid Sentencing and Punishment of Offenders Act 2012, local authorities became responsible for the costs of young people under the age of 18 who are remanded into Young Offenders Institutions (YOI), Secure Children's Homes (SCH) and Secure Training Centres (STC). Before April 2013, the Ministry of Justice paid for all YOI remands and two thirds of SCH and STC remands. The costs of a remand placement are £197 per night for a YOI, £592 per night for a SCH and £572 per night for a STC. If a young person is considered vulnerable, it is most likely they will be remanded to a SCH or STC. It is difficult for us to predict how many young people may be remanded into custody or for how long.

- **COVID-19 Pandemic**

Throughout the period of the COVID-19 pandemic starting in March 2020 and continuing, we have experienced significant increases in demand across all areas of our service. This is a common picture across Wales and a nationally recognised challenge.

The complexity of issues has also increased, including higher and worsening levels of neglect, family crises, and more issues affecting the emotional wellbeing and mental health of both children and their significant adults. COVID-19 is not the single cause of the issues, but we have seen them worsen over this period.

Whilst we are moving out of the pandemic, we are seeing an enduring impact, including the appearance of delayed trauma for children and families, and potentially also for staff.

3. Aim and Objectives

The Corporate Strategy for Children in Need of Care and Support identifies how the social care needs of children, young people and their families will be met within the resources available to the Council during the period 2019 to 2023.

The scope of this strategy covers four key objectives. These are:

- a. To support families to stay together and reduce the need for children to be looked after, by ensuring a focus on early intervention and preventative action across all service provision for children.
- b. To manage risk confidently and provide support at the 'edge of care' by making sure that need is accurately assessed, resulting in the right children being accommodated at the right time. This includes supporting families to avoid children becoming accommodated unnecessarily and by making private arrangements within their wider family networks.
- c. To provide and commission a flexible and affordable mix of high quality placements that meet the diverse range of children's needs.
- d. To develop effective plans in partnership with children and their families. To give children clearly planned journeys through care which remain focused on achieving care plans, prevent drift, enable them to be reunited with family and friends where possible, have stable placements and exit the care system positively.

These objectives are underpinned by the following key principles:

- i) The responsibility for meeting the needs of children and young people looked after or at risk of becoming looked after rests across all services for children, including statutory and independent providers.
- ii) The majority of children are most likely to thrive and achieve good outcomes if they are cared for within their own families.
- iii) Preventative services and early intervention to support children in need and their families should be provided to give them every chance to stay together.
- iv) Where children cannot be supported within their immediate family, families will be supported to make private arrangements within their wider family and friendship networks and, where necessary, to make these arrangements permanent through the use of Child Arrangement Orders and Special Guardianship Orders
- v) Formal kinship fostering arrangements will be explored as the preferred alternative arrangement where it is necessary for the local authority to share parental responsibility or intervene in managing risk and protecting children.
- vi) Where a child's needs cannot be adequately met through the arrangements described in principles iv and v, the majority will have their needs met best in a substitute family, preferably with in-house foster carers and, if not, with Independent Fostering Agency carers wherever possible living within the Vale of Glamorgan.
- vii) Residential care placements will be made only where the complexity and challenge of a child or young person's needs mean they are unable to live within a family setting or where a young person is subject to a Court Ordered Secure Remand.
- viii) Placements should be local to enable children and young people to remain in their communities, maintain their networks and minimise disruption in their lives.
- ix) All Looked After Children of statutory school age should receive appropriate education provision regardless of their placement and ability to access school. Providing appropriate support to enable engagement in education

is just as important as finding suitable care placements for Looked After Children.

- x) Placements should support a positive transition to independence, adulthood, education, employment, training, and where applicable, resettlement back into the community from custodial settings.

4. Placement Profile

- Activity Update

The following table provides information about the number and nature of placements on a quarterly basis during 2021/22.

Month Starting	Total CLA	Residential Care	Internally Provided Foster Care	Friends and Family Foster Care	Externally Provided Foster Care	Other
Mar -21	284	15	75	125 67 kinship 58 PWP	53	16 9 adoption 7 hostel/independent living 0 secure unit
Sept-21	295	16	81	123 69 kinship 54 pwp	63	12 7 adoption 4 Hostel/independent living 1 secure
Jan-22	289	18	72	118 66 kinship 52 pwp	65	16 13 adoption 2 hostels/ independent living 1 Secure
Mar-22	288	18	71	122 70 kinship 52 pwp	63	14 12 adoption 2 hostels/independent living 0 secure unit
Sept-22	302	16	74	136 85 kinship 51 pwp	60	16 13 adoption 3 hostels/independent living 0 secure unit

- (1) Friends and Family Foster Care (also known as Kinship Care) refers to circumstances where a family friend or relative has come forward and offered to care for a looked after child, and they have undergone rigorous checks and an assessment of their suitability to do so. The friends or relatives are approved as foster carers via the Local Authority Fostering Panel. We can see from the table above that the number of kinship fostering has increased over the past 18 months. There was a more

significant increase in children placed with kin between March 2022 - September 2022. However, this increase was in relation to two sibling groups of three and three sibling groups of two.

- (2) Placement with Parents refers to circumstances where a child looked after is subject of a Care Order is placed with one or both parents with a degree of delegation of parental responsibility for decisions about the day to day care of the child, whilst parental responsibility is shared with the Local Authority to ensure the child's welfare and safety. These arrangements are subject to checks and formal placement agreements and are sanctioned by the Court and the Local Authority. There has been a slight decrease in Placement with Parents arrangements over the past 18 months.

The CLA population increased between 2016 and 2019 from 193 to 282, an increase of 89. However, between March 2019 – March 2020 the CLA population decreased by 23 from 282 to 259. During the past two years, we have seen another significant increase in the CLA population by 43. This increase correlates with the increased demands we have seen within other areas of the Division as a result of the COVID-19 pandemic. The largest increase is seen in internal and external foster placements. This reflects a national upward trend in demand for foster placements and decreasing capacity.

The table below provides data on the actual numbers of children look after in neighbouring authorities over the last five years (taken from statwales.gov).

	Cardiff	Merthyr Tydfil	Rhondda Cynon Taff	Vale of Glamorgan
CLA @ 31.3.21	990	195	695	285
CLA @ 31.3.20	940	205	710	259
CLA @ 31.3.19	870	200	645	282
CLA @ 31.3.18	830	156	676	244
CLA @ 31.3.17	720	145	690	224
CLA @ 31.3.16	645	140	625	193

The figures for 2022 are not published at the time of writing this report.

The majority of children looked after in the Vale of Glamorgan are in foster care provided by in-house carers and family and friends (kinship carers). The breakdown of the CLA population confirms the Council's strategy to return children to placements within Wales and, where possible, within the boundary of the Vale of Glamorgan. Of the three children who currently remain out of Wales, one is placed with relatives, one is in a specialist residential home and one is in a secure unit. It is hoped one young person can be returned to the area once appropriate accommodation is identified.

There has been an increase in the number of children placed in externally provided foster care from 53 in March 2021 to 60 in September 2022. This reflects the increasing demand on foster care and continues to be a target for reduction in future years.

The number of children requiring residential care has remained relatively stable with only some variation over the past 18 months. There were on average 18 children whose additional complex needs required this type of provision during the year. We are aware of the increasing complexity of need amongst the children we are currently supporting. In addition, to this we have seen costs for residential placements increase.

- **Placement Budget**

<u>Placement Description</u>	<u>Budget 21/22</u>	<u>Actual Spend 21/22</u>	<u>Variance 21/22</u>	<u>Budget 22/23</u>
Joint Budget - CLA Childrens Residential Placements	3,255,278	4,607,468	- 1,352,190	3,228,278
Non CLA Childrens Residential Placements	25,250	0	25,250	25,250
LA Joint Agreements - 4C's	19,681	22,698	-3,017	19,681
Secure / Remand	19,103	0	19,103	19,103
Remand YOI 16-18	55,046	0	55,046	55,046
Childrens External Placement - IFA	2,125,012	3,046,762	-921,750	3,325,012
YJ Grant	-16,866	-13,412	-3,454	-16,866
WG Grants 21/22	-540,265	- 1,622,123	1,081,858	-540,265
Other Income -Internal and LA's Bodies Grant	0	-121,105	121,105	-400,000
Totals	4,942,239	5,920,287	-978,048	5,715,239

The table relates to the external placement budget and provides information regarding budget and actual spend. For 2021/22, the overall external placement budget for children looked after was overspent by £978,048k. The current external placements budget is forecasting to overspend this year (2022/23) by £417,715k.

As of September 2022, we have 16 young people in residential care, all at a projected cost of £4,026,718 for the year. We have 60 young people in IFA (external fostering) placements at a projected cost of £2,869,536 for the year.

5. 2020/21 Activity Undertaken

During 2021/22, a number of initiatives have been implemented to address the key issues/objectives in this area.

External Placement Audit

Actions undertaken	An audit by the Multi-Agency Placement Panel of all children placed externally in February 2022, either in residential care or with independent fostering agencies, with a remit to confirm suitability of placement and where alternative provisions may be appropriate.
Impact: Service	Three children being considered for a rehabilitation home plan, one child identified as potential move to supported independent living.
Impact: Financial	<p>Potential savings if two children identified for rehabilitation of £8,000 per week.</p> <p>Potential savings for one child to move to supported independent living of £4200 per week.</p>
Lessons Learnt	<p>Outcomes from the Audit have been monitored via the Placement Panel. Another external placements audit has been arranged for February 2023.</p> <p>Increasing the availability of lower cost placements within Wales and the Vale of Glamorgan, and matching children to these placements, where this is appropriate to meet their needs, have the potential to significantly reduce costs. These reductions, however, will only have an impact on the overall budget if we can successfully manage the number of new placements coming in, use alternatives to care where this is appropriate and maximise our use of internal resources where accommodation is required.</p>

Internal Foster Carer Recruitment Strategy

Actions undertaken	The National Fostering Framework (NFF) has launched a national brand for Fostering Wales and a long-awaited national recruitment campaign took place last year. As a result, the Fostering Service has rebranded all its literature and website to correspond with the launch and new brand. The foster carer agreement has been revised and foster carers payments updated and increased. Local recruitment campaigns have coincided with the National campaigns and have focused on local foster carers. Further recruitment activity is planned for the year ahead and currently there is a second media campaign with national TV advertisements.
Impact: Service	From 1st April 2021 to 31st March 2022, we have approved 11 new mainstream foster carers and 14 kinship foster carers. So far this year up to September 22 we have approved 3 new mainstream foster carers and are on target to recruit 8 by year end. Therefore, we are meeting our recruitment targets and plan for this trend to continue in the coming years.
Impact: Financial	The costs associated with internal and external foster care placements vary according to the needs of the individual child looked after. In addition, the skills of the foster carer and the number of children placed with them will cause the payment to internal foster carers to vary. However the cost differential between external and internal provision equates to £391.60 per week/ £20,363 per annum per placement on average. Therefore, a reduction in our use of external placements by increasing our internal provision will provide savings.
Lessons Learnt	Growth within the Fostering Service will support us to meet the demands of the looked after population in future years. Alongside our own foster carer recruitment project, we continue to work with the NFF looking at possible collaboration for regional marketing and recruitment.

Developing local residential provision

Actions undertaken	Partnerships with Action for Children and Llamau to develop two local residential homes; one four bedded for young children and one two bedded for older children. These homes are anticipated to be open in June 2023.
Impact: Service	Once open, these homes will assist us in placing children locally and returning children to their local area where this is in their best interests.
Impact: Financial	It is forecast that the placement costs for these homes will be less than purchasing from the independent sector.
Lessons Learnt	The need for increased local provision.

Joint Budget

Actions undertaken	Establishment of a joint budget between Children and Young People Services and Learning and Skills to meet the education and social care costs of residential placements for children with highly complex needs who are looked after by the Council. It was endorsed by Cabinet as a pilot scheme for one year from 1 st July 2013 and a report recommending continuation was presented to Cabinet on 30 th June 2014 and approved.
Impact: Service	Prior to the joint budget, the process for determining the allocation of costs to each funder could be difficult and time consuming. These arrangements for agreeing contributions to the overall cost of specific placements did not assist effective planning for the children concerned. Under the new arrangements, where a child has been identified as being eligible for funding from the joint budget, all the costs of caring for the child and meeting their needs are charged to that budget.
Impact: Financial	The joint budget for 2021/22 was £3.255 million. The budget holder is the Head of Children and Young People Services, who takes responsibility for monitoring and reporting the position of the budget. The budget overspent during 2021/22 by £1,352,190. The budget set for 2022/23 is set at £3.228 million and is forecast to overspend by £798,440k.
Lessons Learnt	Establishment of the joint budget has been successful in removing the need to determine funding arrangements on an ad hoc basis. There is a need for rigorous management of the budget, to ensure there are no overspends. The relevant Directors and the Head of Finance will monitor the budget on a quarterly basis.

CLA Reduction Project Board

<p>Actions undertaken</p>	<p>Since 2019, the Division has set annual reduction intentions which were previously monitored by WG. The aim is to safely reduce the CLA population by discharging Care Orders, increasing the number of Adoption Orders, increasing the number of non-Care Order outcomes in care proceedings and preventing children from becoming looked after. For the past two years we had achieved our intentions and had safely reduced the number of CLA. However, during 2020/21/22 the pressures of the COVID-19 has seen increasing demand across all our service areas and our ability to focus on CLA reduction was compromised. Nevertheless, over the past two years we still achieved 8 discharges of Care Orders, 23 Adoption Orders, 11 non-Care Order outcomes in care proceedings and 14 children stepped down from pre-proceedings.</p>
<p>Impact: Service</p>	<p>These children are no longer looked after and they are able to lead more normal lives, without high levels of state intervention. Monthly statutory social work visits are no longer required, nor the statutory review of their cases by an Independent Reviewing Officer (IRO), freeing staff capacity for other essential work.</p>
<p>Impact: Financial</p>	<p>Six of the eight discharges of Care Orders were as a result of either mainstream or kinship foster carers obtaining SGO's. For those in receipt of fostering allowance before the looked after status of the children ended, they are now in receipt of SGO allowances at the same rate, less child benefit payments which they are now entitled to claim directly. (Rates vary from £140-£180 per week according to the age of the child).</p> <p>For the two children who were previously looked after by a foster carer this will equate to a saving of approximately £3,500 -£4,000 per annum.</p> <p>The most significant 'saving' is in qualified staff time, which is easily absorbed by existing and new demands for Social Services intervention with children and families assessed as in need of support.</p>

Lessons Learnt	SGO applications are now given much more consideration as a means of achieving permanence for children unable to live with their birth families. This policy position will continue to be applied where it appropriately meets the needs of the child. This supports the Division's focus is on discharging Care Orders where it is safe and appropriate.
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The above actions describe how the Division is seeking to deliver overall objectives within this area of work. The result is more robust processes to manage a volatile area of demand and associated expenditure.

In the coming years, the Division will build on these actions (whilst maintaining and enhancing them) in order to continue to manage service demands.

6. Opportunities

The following opportunities have been identified based on the Division's analysis and are important to manage the associated risks and issues. In line with the overall objectives for this workstream, the following activities are underway:

- To reduce the use of independent fostering placements by increasing the availability of in house placements, which includes a target of eight newly recruited foster carers per year.
- To manage the movement into and out of residential care, managing the numbers coming in and the length of stay.
- To develop our own local residential provision in partnership with the third sector to assist us in placing children looked after locally in local lower cost residential placements where possible.
- To step children down from residential to foster care where appropriate.
- To continue to identify opportunities to discharge Care Orders for children placed with parents and kin.

These actions will continue to involve the use of regional arrangements where appropriate, for example, working with the NFF project and other local authorities to secure affordable placement opportunities.

These activities will continue to be reported to elected members as part of existing reporting arrangements.