

Public Document Pack



MEETING:	Cabinet
DATE:	Wednesday, 30 May 2018
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

AGENDA

1. Declaration of pecuniary and non-pecuniary interests
2. Leader - Call-in of Cabinet decisions

Minutes

3. Minutes of the previous meeting held on 16th May 2018 (Cab.30.5.2018/3)
(Pages 3 - 6)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.30.5.2018/4) (Pages 7 - 10)

Petitions

5. Petitions received under Standing Order 44 (Cab.30.5.2018/5) (Pages 11 - 14)

Items for Decision/Recommendation to Council

Place Spokesperson

6. Barnsley Energy Tariff (Cab.30.5.2018/6) (Pages 15 - 28)

People (Safeguarding) Spokesperson

7. Refresh of the Barnsley Placement and Sufficiency Strategy for Children in Care 2017-20 (Cab.30.5.2018/7) (Pages 29 - 56)
8. Review of the Council's Section 75 Partnership Agreement (Mental Health) with South and West Yorkshire NHS Partnership Foundation Trust (SWYPFT) (Cab.30.5.2018/8) (Pages 57 - 62)
9. Exclusion of Public and Press
It is likely that the public and press will be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

Place Spokesperson

10. Wentworth Castle And Stainborough Park Heritage Trust (Cab.30.5.2018/10)

Reason restricted:

Paragraph (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

To: Chair and Members of Cabinet:-

Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Howard, Miller and Platts

Cabinet Support Members:

Councillors Franklin, Frost, Daniel Griffin, Pourali, Saunders and Tattersall

Chair of Overview and Scrutiny Committee

Chair of Audit Committee

Diana Terris, Chief Executive

Rachel Dickinson, Executive Director People

Matt Gladstone, Executive Director Place

Wendy Lowder, Executive Director Communities

Julia Burrows, Director Public Health

Andrew Frosdick, Executive Director Core Services

Alison Brown, Service Director Human Resources and Business Support

Michael Potter, Service Director Business Improvement and Communications

Neil Copley, Service Director Finance

Katie Rogers, Communications and Marketing Business Partner

Anna Marshall, Scrutiny Officer

Ian Turner, Service Director, Council Governance

Chris Braithwaite, Senior Council Governance Officer

Corporate Communications and Marketing

Please contact Ian Turner on email governance@barnsley.gov.uk

Monday, 21 May 2018



MEETING:	Cabinet
DATE:	Wednesday, 16 May 2018
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

MINUTES

Present Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Howard and Miller

Members in Attendance: Councillors Franklin, Frost, Lamb, Pourali and Saunders, Daniel Griffin, Johnson, Sheard and Tattersall

243. Declaration of pecuniary and non-pecuniary interests

There were no declarations of pecuniary or non-pecuniary interests.

244. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 18th April, 2018 had been called in.

245. Minutes of the previous meeting held on 18th April 2018 (Cab.16.5.2018/3)

The minutes of the meeting held on 18th April, 2018 were taken as read and signed by the Chair as a correct record.

246. Decisions of Cabinet Spokespersons (Cab.16.5.2018/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 27th April, 2018 were noted.

247. Petitions received under Standing Order 44 (Cab.16.5.2018/5)

RESOLVED that the report notifying the receipt of the following petitions be noted and the recommended actions for responding to them be endorsed:-

- (a) Containing the signatures of 32 signatories, in respect of the volume and speed of traffic through Great Houghton and Cllr Higginbottom's additional request for a pedestrian refuge

Highway Officers met the three Ward Members and Cllr Coates, representing Great Houghton Parish Council, on the 11th December 2017 to discuss the request for a pedestrian refuge on High Street. The process for prioritisation of the available Road Safety funding, using Personal Injury Collision (PIC) data supplied by the Police, was explained. Interrogation of the PIC data determined there was no PIC Cluster site or Cluster length identified through the village, thus, Highways were unable to fund the refuge. Accordingly, it was agreed a budget estimate would be provided to Members to enable them to investigate funding from other sources. A budget estimate of £14,000 for the works and £2,600 for the associated Traffic Regulation Order to

prevent indiscriminate parking was provided on the 16th February 2018. Once Members have identified a budget this work can be prioritised into the Highways work programme.

Deputy Leader

248. Public Health Strategy 2016-18 - Response to the Scrutiny Task and Finish Group (Cab.16.5.2018/6)

RESOLVED that members endorse the responses to each of the recommendations made by Public Health and Core Services as outlined in Section 4 of the report.

Core Services Spokesperson

249. Barnsley Council's Asset Management Strategy - Response to the Scrutiny Task and Finish Group (Cab.16.5.2018/7)

RESOLVED that members endorse the responses to each of the recommendations made by Asset Management and the Place Directorate as outlined in Section 4 of the report.

250. Strategic Risk Register Review - March 2018 (Cab.16.5.2018/8)

RESOLVED:-

- (i) that Cabinet confirmed that the high level strategic risks articulated within the Strategic Risk Register fully reflect the current position of the Council: and
- (ii) that Cabinet considers the content of the report and continues to commit to support the Corporate Risk Management process and the embedding of a Risk Management culture within the organisation.

Communities Spokesperson

251. Community Engagement Steering Group - Response to the Scrutiny Task and Finish Group (Cab.16.5.2018/9)

RESOLVED that Members endorse the responses to each of the recommendations made by the Core Services and Communities Directorates as outlined in section 2 of the report.

Place Spokesperson

252. Greater Use of Enforcement Powers to Tackle Problematic Long-Term Empty Properties (Cab.16.5.2018/10)

RESOLVED:-

- (i) that in order to more effectively tackle problematic long-term empty properties approval be granted for the use of:
 - Empty Dwelling Management Orders (EDMOs);

- Enforced Sale procedure through the use of delegated powers as mortgagee under the Law of Property Act (1925) and
 - Compulsory Purchase Orders; and
- (ii) that powers under the Acts set out below be delegated to the Service Director, Culture, Housing and Regulation insofar as they relate to tackling long-term empty properties:
- Housing Act 2004 – for Empty Dwelling Management Orders (EDMO)
 - Building Act 1984 – for ruinous and dilapidated buildings
 - Town and Country Planning Act 1990 – for maintenance and amenity of land
 - Prevention of Damage by Pests Act 1949 – for dealing with rats and mice
 - Environmental Protection Act 1990 (section 215) – for detriment being caused by condition of land and buildings.

The Responsibility for Executive Functions – Officer Delegations to be updated accordingly

253. Report on the Schools Capital Programme 2018/19 (Cab.16.5.2018/11)

RESOLVED:-

- (i) that the list of schemes, detailed in Appendices B and C of the report, be approved and financed from the 2018/19 Department for Education (DFE) School Condition Allocation;
- (ii) that the Executive Director Place, in consultation with the Place Cabinet Spokesperson, be authorised to vary the programme of works, and to approve additional schemes to meet emerging priorities; and
- (iii) that the financial implications arising from the report be included in the capital programme and released in accordance with the Financial Regulations Code of Practice C5.2(a).

254. Beaver Street, Goldthorpe - Re-development (Cab.16.5.2018/12)

RESOLVED:-

- (i) that approval be given to the proposal for the Council to build 7x 2-Bed bungalows and 1x 3-bed bungalow on the site of former properties at 1-37 Beaver Street due to be demolished over the coming months (agreed as part of Cab.20.4.2018/9). The homes will be HRA properties, managed by Berneslai Homes and let to applicants on the Council's Housing Waiting List; and
- (ii) that approval be given to the proposal for the Council to appoint NPS Construction as part of the Joint Venture SLA as principal contractor to deliver the scheme. NPS Construction will then deliver the scheme, appointing BH CS as a Sub-contractor. The scheme will be funded from the HRA Capital Programme as a total project cost of £1,060,620 (£119,320 of which will be funded via 1-4-1 RTB receipts in line with 'grant' terms).

People (Safeguarding) Spokesperson

255. Proposal to Amend the Current Payment Scheme for Barnsley In-House Foster Carers (Cab.16.5.2018/13)

RESOLVED that approval be given to the proposed changes to the payment of allowances to Local Authority foster carers as summarised below:

- Increase the weekly payment at skills level 1 from £50 to £100
- Reduce the number of skills levels from 5 to 3
- Formalise the age-related skills payments and ensure that they both reflect the additional skills required to provide placements to older children and provide an incentive for carers to consider older children
- Allowances will continue to be paid at the National Minimum Standards rates.

.....
Chair

BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 11th May, 2018

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
1. Leader	Appointment of the Cabinet for 2018/19	<p>(i) that the Cabinet Portfolios be confirmed for the 2018/19 municipal year with effect from Annual Council on 18th May, 2018;</p> <p>(ii) that the following members be appointed to the Cabinet for the 2018/19 municipal year with effect from Annual Council on 18th May, 2018, with responsibility for the portfolios indicated:-</p> <ul style="list-style-type: none">• Deputy Leader – Councillor Jim Andrews• Cabinet Spokesperson without Portfolio – Councillor Sharon Howard• Cabinet Spokesperson for Core Services – Councillor Alan Gardiner• Cabinet Spokesperson for Communities – Councillor Jenny Platts• Cabinet Spokesperson for People (Safeguarding) – Councillor Margaret Bruff• Cabinet Spokesperson for People (Achieving Potential) – Councillor Tim Cheetham• Cabinet Spokesperson for Place – Councillor Roy Miller

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
1. Leader	Appointment of the Cabinet for 2018/19 (continued)	<p>(iii) that the following members be appointed as Cabinet Support Members for the 2018/19 municipal year for the portfolio as indicated:-</p> <ul style="list-style-type: none"> • Cabinet Support Member without Portfolio – Councillor Daniel Griffin • Cabinet Support Member for Core Services – Councillor Robin Franklin • Cabinet Support Member for Communities – Councillor Roya Pourali • Cabinet Support Member for People (Safeguarding) – Councillor Caroline Saunders • Cabinet Support Member for People (Achieving Potential) – Councillor Sarah Tattersall • Cabinet Support Member for Place – Councillor Robert Frost. <p>(iv) that Councillor Karen Dyson be appointed Member Community Cohesion Champion for the 2018/19 municipal year.</p>
2. Leader	Appointment of the Area Council Chairs for 2018/19	<p>that the following Members be appointed as Chairs of the Area Councils as indicated for the 2018/19 municipal year with effect from Annual Council on 18th May, 2018:-</p> <ul style="list-style-type: none"> • Central - Councillor Richard Riggs • Dearne - Councillor May Noble • North - Councillor Dave Leech • North East - Councillor Joe Hayward • Penistone - Councillor Robert Barnard • South - Councillor Mick Stowe.

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
3. Place	Introduction of a Re-Modelled Furnished Tenancy Scheme	<p>(i) that proposals for Berneslai Homes to enter into a formal partnership arrangement with Your Homes Newcastle: Newcastle Furniture Scheme (NFS Scheme) to supply furnished tenancy packages to Berneslai Homes tenants who are eligible be approved; and</p> <p>(ii) that the draft eligibility criteria for the Scheme are located at Appendix C of the report be approved.</p>
4. Place	Section 106 Strategic Panel Project Proposals – March 2018	<p>that Section 106 monies be allocated to the following schemes:-</p> <ul style="list-style-type: none"> • £50,000 towards the development of 54 Affordable Homes at Catherine’s Walk, Athersley South; • £23,000 towards the installation of a multi-use games area (MUGA) at Thurgoland Welfare; • £10,642.50 towards the installation of a MUGA at Darton Park; • £75,000 towards improvements to Pilley Pocket Park, New Road/Jubilee Park, and Lidgett Lane Recreation Ground; and • £41,000 towards footpath improvements around the new estate at Hartcliffe Road, Penistone.
5. Place	Section 106 Allocations – Penistone Cricket Club	that £50,742.60 of Section 106 monies be allocated as a contribution towards the provision of a new car park and access road for the cricket club.

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BARNSELY METROPOLITAN BOROUGH COUNCIL

Report of the Chief Executive

Petitions received under Standing Order 44

1. Purpose of Report

To consider action in respect of petitions received by the Chief Executive under Standing Order 44.

2. Recommendations

2.1 That Cabinet agree the action to be taken in response to the petitions referred to in the report in line with the Council's Petitions Scheme.

3. Background

3.1 The Council's Standing Order 44 requires that "All petitions relating to a matter over which the Council ... has authority or which affects the Borough shall be presented to the Chief Executive who shall refer them to the relevant officer for investigation."

3.2 The Petitions Scheme, which was revised in April, 2013, requires petitions to be reported into Cabinet. This report sets out recent petitions received and the recommended response.

3.3 Whilst the report of petitions to Cabinet fulfils this duty requirement, Cabinet may wish to consider further action, such as referring any petition to the relevant Area Council.

4. Details of Petitions Received

4.1 Details of the petitions received up to this meeting of Cabinet are set out in the appendix attached, including a recommendation of the action to be taken for consideration. Members should note that individual petitions will not be the subject of further reports to Cabinet unless this is specifically requested at the meeting when the petition is reported.

5. List of Appendices

5.1 Appendix 1 – Petition – Resurfacing of Estate Road, Viewlands, Silkstone Common, Barnsley.

6. Background Papers

Petitions presented to the Chief Executive. Available for inspection in the Council Governance Unit, Town Hall, Barnsley, except where the petitions contain Exempt Information.

Officer Contact: Ian Turner **Email:** governance@barnsley.gov.uk **Date:** 17 May, 2018

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Petitions received under Standing Order 44 - Cabinet – 30th May, 2018

Issue	No. of Signatories	Date Received	Action recommended under the Petitions Scheme
Resurfacing of Estate Road, Viewlands, Silkstone Common, Barnsley.	4 electronic signatories.	07/04/2017	<p>In 2015 Cabinet approved the Highways Asset Management Strategy and Policy for the years 2016 to 2021. These documents set out our new approach to asset management. This has seen a change in the way we prioritise roads for treatments. We use Highway Survey condition data to develop our programs and have used this data for the 2018/19 program..</p> <p>From the data available, unfortunately, Viewlands did not meet the criteria for inclusion in the coming program. However in the next financial year we will be updating our survey information and from this will develop the 2019/20 works program for which Viewlands will again be assessed.</p> <p>It is recommended that the Service Director, Environment and Transport write to the lead petitioner to inform them of this situation.</p>

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BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

REPORT OF THE EXECUTIVE DIRECTOR OF PLACE TO CABINET ON 30th May 2018

BARNSELY ENERGY TARIFF

1. PURPOSE OF REPORT

- 1.1 To seek approval for the Council to procure a contract with an energy supplier to offer a fair energy tariff that delivers financial savings on energy bills for all residents in the borough and helps to alleviate fuel poverty.

2. RECOMMENDATIONS

- 2.1 **To undertake an open "OJEU compliant" tender process to recruit a suitable domestic energy supply company partner to offer a dedicated energy tariff to Barnsley residents;**
- 2.2 **To delegate the award of the contract to the successful tenderer to establish a partnership agreement for a domestic energy supply to the Executive Director of Place, or their duly authorized representative;**
- 2.3 **That delegated authority be given to the Director of Core Services to enter in to the agreement with the domestic energy supplier on behalf of the Council; and**
- 2.4 **That the strategic objectives of the domestic energy supply offer as set out at 4.4 are agreed.**

3. INTRODUCTION

- 3.1 According to latest figures, there are 11,572 households currently living in fuel poverty in Barnsley and one of the objectives of the Council's Energy Strategy (2015-2025) is to reduce the incidence of fuel poverty across the borough
- 3.2 Traditionally, increasing the energy efficiency of properties was the best way to reduce fuel poverty. However, rising fuel prices mean that financial benefits from such improvements can be short-lived. The focus is now moving towards reducing the cost of energy by influencing the supply market to reduce customer's bills.
- 3.3 Local authorities have the ability to 'signpost' households at risk of fuel poverty to energy supply companies offering fair and beneficial terms. Signposting in this way is clearly of value to energy supply companies who wish to recruit new customers and in these circumstances many are prepared to agree simpler more competitive and fairer energy tariffs. These arrangements are sometimes known as 'White Label' deals. A number of local authorities are already offering these 'white label'

deals Leeds; branded White Rose Energy, Doncaster; Great North Energy and Liverpool; LECCY.

- 3.4 The recently introduced Safeguard Tariff and proposed Domestic Gas and Electricity (Tariff Cap) Bill have been designed by Government as a means of ending the most expensive tariffs currently being charged by suppliers. However, there is still potential for customers to save money and receive fairer treatment from their supplier.

4. PROPOSAL AND JUSTIFICATION

Proposal

- 4.1 A key project listed within the Energy Strategy's ambition to help create resilient and sustainable communities is the creation of a Barnsley energy tariff. This will be offered across the borough and will be available to all residents.
- 4.2 The council will procure an energy supplier to provide a white label energy tariff, available for up to 5 years in the first instance. The procurement process will identify those suppliers who can demonstrate a commitment to the Council's own core values. The Council will not hold a supply licence itself and will not be required to make any upfront investment to the scheme.
- 4.3 In order to attract the best deal possible for Barnsley by offering some certainty of numbers, void council properties will be included in the scheme. Berneslai Homes are supportive of this and have given commitment to their involvement in the project.
- 4.4 The Council's strategic objectives for this project are:
- a) provision of a better energy deal for residents/ SME's
 - b) making sure the energy deal is suitable for residents/ SME's
 - c) helping residents/ SME's understand their energy usage
 - d) helping residents/ SME's reduce their energy usage
 - e) monitoring that our residents/ SME's are financially better off as result of switching to the tariff.
- 4.5 In order to achieve the strategic objectives, the following key requirements have been identified as desirable:
- a) The supplier must have an excellent track record of customer service to protect the Council's brand;
 - b) The tariff should be available to all tenures so that fuel poverty across all sectors can be tackled;
 - c) The tariff should not be "introductory" and competitive pricing should be consistent throughout the term of the partnership;
 - d) The supplier must be able to provide a voids switching service, with electronic administration capacity;
 - e) Pre-payment meters should be removed where not wanted as the tariffs associated with these are traditionally higher and smart meters should be available as part of a roll-out programme;
 - f) Prices should be tracked and consistently within the top 20 tariffs available on switching websites, and;

- g) Customers should have access to the Priority Services Register so that we are able to continue to offer the same level of support to our most vulnerable residents as is currently offered through the Big 6 suppliers.
- 4.6 Although it would be ideal to partner with a supplier who can always deliver the cheapest tariffs, this isn't possible because of the volatility of the market and the increasing number of suppliers involved. Quite often the cheapest tariffs come from suppliers with a poor level of customer service. Instead, the Council will expect that the supplier provide a consistently competitive tariff so that the offer appears within the top 20 available on switching websites on a regular basis. The supplier will also be expected to maintain the tariff and not move residents to a more expensive variable tariff following an introductory period and this requirement forms part of the service specification and evaluation criteria within the procurement process.
- 4.7 There is potential to generate an income from the energy tariff, and this would be welcomed as a means of recouping any costs associated with printing promotional material initially. The remainder would be placed in the Energise Barnsley Community Fund for redistribution in the form of grants to other agencies in the Borough to support projects tackling fuel poverty following the existing governance process outlined in Appendix C.
- 4.8 By seeking out a supplier with an ethos that sits well with the Council's own ambitions and priorities and by ensuring that residents will only be encouraged to switch to the tariff when they will save money, the Council's brand and reputation will be protected.

Marketing

- 4.9 The Council will be responsible for promoting the tariff through existing referral channels amongst staff and partner agencies, as well as on social media and the Council website. There will be a requirement to print a small amount of leaflets and posters to assist with promotion at key places and community events. It is expected that the partner will promote the scheme through its website and other media and where this occurs all references to the scheme will be approved by the Council in order to ensure the Council's name is used appropriately.

Justification

- 4.10 A domestic energy tariff will help residents to save money on their energy bills, particularly those people who have never switched suppliers or who don't switch suppliers on a regular basis.
- 4.11 By reducing the cost of energy, some residents may be lifted out of fuel poverty. It will also prevent other residents from falling in to fuel poverty.
- 4.12 An estimated 40% of people nationwide have never switched supplier and are typically paying around £300 per year more than they need to. A year 1 target of 1,920 residents switching would generate total savings of £576,000 – money which would then be retained within Barnsley and spent within the local economy. Over a typical 5 year contract, with a target of circa 13,400 residents switching, these savings could total over £4m.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 For the Council to become a fully licensed energy supplier. This option is not recommended due to the level of investment required and the level of risk associated with it. Investment costs vary but as an example Bristol Council established Bristol Energy in 2016 with an investment of £17.3m.
- 5.2 For the Council to establish a joint venture with other local authorities. This option is not recommended given that it carries a degree of risk, requires a high level of investment and would take a long time to set up. Cost of set up is typically around £2m and the Company would be jointly owned by all of the authorities involved who would all need to reach agreement on the services it offers and at what costs, which would lead to delays in achieving results.
- 5.3 For the Council to operate under a “Licence Lite” agreement. This option is not recommended due to the level of investment required and the level of risk. The Council would partner up with one of the Big 6 suppliers negating the need for them to carry out certain regulatory functions of a traditional energy supply company, such as the Balancing and Supply Code. The Greater London Authority have been looking in to this option for some time, however nothing has been launched to date.
- 5.4 For the Council to enter in to a partnership arrangement with an energy supplier whereby upfront investment is required. This option is not recommended given the amount of investment required and the responsibility placed upon the Council to design branding and strategic promotional campaigns. Typical up-front investment costs are around £70,000 and at least one dedicated officer would be required to work on this on a full time basis.
- 5.5 For the Council to operate or promote a “Collective Switching” or “Energy Club” scheme. This involves large numbers of residents signing up to switch on bulk to a particular supplier to guarantee a better energy deal. This option is not recommended as the opportunity to sign up is typically over a 2-4 week period once a year and the tariff is usually only fixed for 12 months. A more permanent and sustainable offer needs to be available if it is to help those living in or at risk of living in fuel poverty.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The energy tariff will be available to all residents and will provide a means for them to save money on their energy bills and receive a better level of customer service than they may be currently experiencing with their energy supplier.
- 6.2 Local projects and schemes beneficial to the community will be assisted where there is surplus income generation to add to the Energise Barnsley Community Fund.
- 6.3 Levels of disposable income in households across the borough will be increased with the reduction of energy bills, which will help to boost the local economy.
- 6.4 The initial focus of the project will be on providing a domestic energy tariff; however the aim is also to develop an offer for the 7,515 SME’s currently in operation in

Barnsley as a second phase. This will help to reduce overheads and increase sustainability of local businesses.

7. FINANCIAL IMPLICATIONS

- 7.1 Consultations on the financial implications have taken place with representatives of the Service Director – Finance (S151 Officer).
- 7.2 There is no direct cost involved in carrying out the procurement exercise, or establishing the white label partnership, other than officer time. This will be contained within the Housing and Energy team.
- 7.3 Typically, a referral fee payment is payable by the customer each year that they remain with the tariff.
- 7.4 Any income generated will be used to recoup printing costs, and any excess will be placed in the Energise Barnsley Community Fund for re-distribution to local agencies in the form of grants to support projects tackling fuel poverty.
- 7.5 There is an expectation that there will not be any penalties for the Council if the targets agreed with the energy supplier are not met and this will form part of the evaluation exercise.
- 7.6 A full and detailed appraisal of the financial implications will be undertaken as part of the procurement of a supplier.

8. EMPLOYEE IMPLICATIONS

- 8.1 Officer time will be required throughout the procurement process and launch of the tariff. On-going project management will be required throughout the length of the contract. This will fit within the capacity of the existing Housing & Energy and Procurement teams.

9. COMMUNICATIONS IMPLICATIONS

- 9.1 A detailed marketing and communications plan will be compiled before project launch by the successful tenderer but some input will be required from the Council's communications team for any planned promotional activity.
- 9.2 The cost of branding and design of marketing materials for the tariff will be met by the energy supplier.

10. CONSULTATIONS

- 10.1 The procurement team has been consulted and this project has been included in the relevant work plan.
- 10.2 Legal services have been consulted on the proposal and typical contractual arrangements involved in operating this type of scheme and are comfortable with both. Contractual obligations will be placed on the supplier to ensure that the tariff delivers the required outcomes, including in terms of any advertised financial savings to customers and consistency of pricing throughout the term of the contract.

- 10.3 Berneslai Homes have been consulted and agreement reached on the inclusion of void properties in the scope of the energy tariff project.
- 10.4 Energise Barnsley have been consulted and agreement reached on the inclusion of surplus income generated from the tariff in to the existing Community Fund.
- 10.5 The Anti-Poverty Partnership Group has been consulted and was supportive of the proposal.

11. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 11.1 The energy tariff will be available to all residents and the supplier will be required to provide information in a variety of different sources and languages to ensure that no one is excluded from the offer.

12. TACKLING THE IMPACT OF POVERTY

- 12.1 The tariff would be specifically designed to help residents in fuel poverty who are stuck on expensive standard tariffs or have unwanted pre-payment meters.

13. TACKLING HEALTH INEQUALITIES

- 13.1 Poor housing conditions are one of the wider determinants of health and by helping people to save money on their energy bills it can enable people to be lifted out of fuel poverty and give them more confidence to heat their home to an adequate level. By engaging with the tariff and switching process, there is also an opportunity to refer residents to other schemes that can help to improve housing conditions, such as Better Homes Barnsley for boilers or insulation.


14. RISK MANAGEMENT ISSUES

See Appendix B.

15. LIST OF APPENDICES

- Appendix A: Financial implications - not required
- Appendix B: Risk register
- Appendix C: Energise Barnsley Community Fund

Report author: C. Miskell

<p>Financial Implications/Consultation</p> <div style="text-align: center;">  </div> <p>.....17/05/2018.....</p> <p>.....</p> <p><i>(To be signed by senior Financial Services officer where no financial implications)</i></p>
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APPENDIX B

Risk Register - Energy Tariff

Risk

		Impact				
		1	2	3	4	5
Likelihood	5	Red	Red	Red	Red	Red
	4	Amber	Amber	Red	Red	Red
	3	Green	Green	Amber	Red	Red
	2	Green	Green	Green	Amber	Red
	1	Green	Green	Green	Green	Amber

Likelihood

Score	Likelihood
1	Very Unlikely
2	Unlikely
3	Maybe
4	Likely
5	Very Likely

Impact

Score	Impact	Cost	Outputs	Schedule
1	Very Low	£100s	Meets 100% Targets	Day
2	Low	£1000s	Meets >75% Targets	Week
3	Medium	£10,000s	Meets >50% Targets	Month
4	High	£100,000s	Meets <50% Targets	Year
5	Very High	£ms	Meets <25% Targets	Years

Risk Assessment Schedule

Risk number	Risk	Likelihood 1 to 5	Impact 1 to 5	Overall Risk Score e.g. Green	Planned Mitigation	Residual Likelihood 1 to 5	Residual Impact 1 to 5	Overall Residual Risk Score
1	Reputational damage to Council as a result of poor customer service levels of energy supply partner	3	5	Red	Potential partners will be assessed on their previous customer service levels, customer reviews and mechanisms in place to deal with dissatisfied customers as part of the procurement process. Customer service monitoring, including customer retention levels, will form part of monthly project meetings with the successful supplier throughout the term of the contract.	1	2	Green
2	Reputational damage to Council as a result of future price increases	4	4	Red	Tax and wholesale cost increases cannot be prevented, however by choosing an ethical, not for profit supply partner, lower annual increases would be passed on to customers than those imposed by suppliers concerned with generating profits.	2	2	Green
3	Reputational damage to Council if tariff isn't the best deal for residents and they are encouraged to switch to it by Council staff	4	4	Red	Council staff will only encourage residents to switch to the tariff if they will be financially better off as a result. Some residents may choose to switch to it because they have more trust in the Council brand.	1	1	Green
4	Reputational damage to Council if income is generated from residents who are living in or at risk of living in fuel poverty or who are vulnerable	5	5	Red	Any potential referral fee will be declared to customers before they switch to the tariff. Customers will only be encouraged to switch to the tariff if they are financially better off as a result and so the scale of savings will be greater than any referral income and the customer will still be better off.	1	1	Green
5	Poor take up of scheme leading to targets not being met	3	3	Amber	Inclusion of void council properties gives some certainty around numbers achievable; targets for private sector households will be lower during the first year to allow time for momentum to build. Any target set by the supplier will be for guidance and projection purposes only and there will be no contractual penalties if this target isn't met.	1	1	Green

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ENERGISE BARNLSLEY COMMUNITY FUND

Energise Barnsley is dedicated to fuel poverty alleviation, environmental sustainability and supporting vulnerable groups of residents living in the region.

In addition to Energise Barnsley providing tenants with free access to solar-generated electricity and mutual ownership through the opportunity to invest in community shares, the CBS will dedicate all surplus profits from the generation of renewable electricity (as well as a one off donation on completion of Solar PV installations) to a Community Fund (the "Fund"). The surplus profits will be revenue from the Feed-in-Tariff and Export-Tariff, minus the costs involved in the project i.e. installation and maintenance costs, legal and insurance costs and distributions to debt providers and community shareholders.

The Fund will be used to further the aims of the Society (see below) and will provide an opportunity for members to have a shared and vested interest in improving the lives of individuals living in their community. Energise Barnsley will aim to maximise the impact that can be generated and seek to engage with local authorities and local organisations, where possible, to increase the scope of impact.

What are the aims of the society?

Energise Barnsley aims:

1. To deploy low carbon technologies to provide social impacts for the benefit of the community;
2. To support local authorities, local community and voluntary organisations generate and supply renewable sources of energy and promote energy efficiency;
3. To support members of the community suffering from fuel poverty by ensuring people's needs for affordable warmth and other energy services are met; and
4. To support vulnerable members of the community such as those suffering from education inequality, unemployment, and child poverty to ensure people's needs for a healthy and stimulating life are met.

Social Issue Areas

The Fund is intended to be a resource for the community to help tackle some of the region's most pressing social issues. This includes addressing fuel poverty but may also include other prominent social issues affecting society. Social issues, which could benefit from the Fund and projects that could address them include:

1. Low Carbon Technologies

- a. Installing low carbon technologies for the benefit of fuel poor households to reduce their fuel bill, in particular for those that have not already benefitted from Solar PV installation.
- b. Installing low carbon technologies such as district heating for the benefit of the community.

2. Fuel Poverty



- a. Purchasing essential winter items i.e. coats, gloves, duvets etc. for fuel poor households who are unable to reasonably purchase these items using their existing income.

3. Energy efficiency

- a. Energy efficiency advice sessions for fuel poor households.
- b. Household wall and loft insulation for fuel poor households.

4. Local Social Issues

i. Employment

- a. CV writing skills and advice sessions for adults and young people who are NEET (not in education, employment or training).
- b. Working with local organisations to provide work experience and apprenticeships to unemployed adults and young people at risk of becoming NEET.

ii. Child poverty

- a. Purchasing essential household and school items such as coats, shoes, books etc for low income households.

iii. Housing quality

- a. Install stair lifts and disabled access to housing properties. A major housing issue in the area is being able to climb stairs.

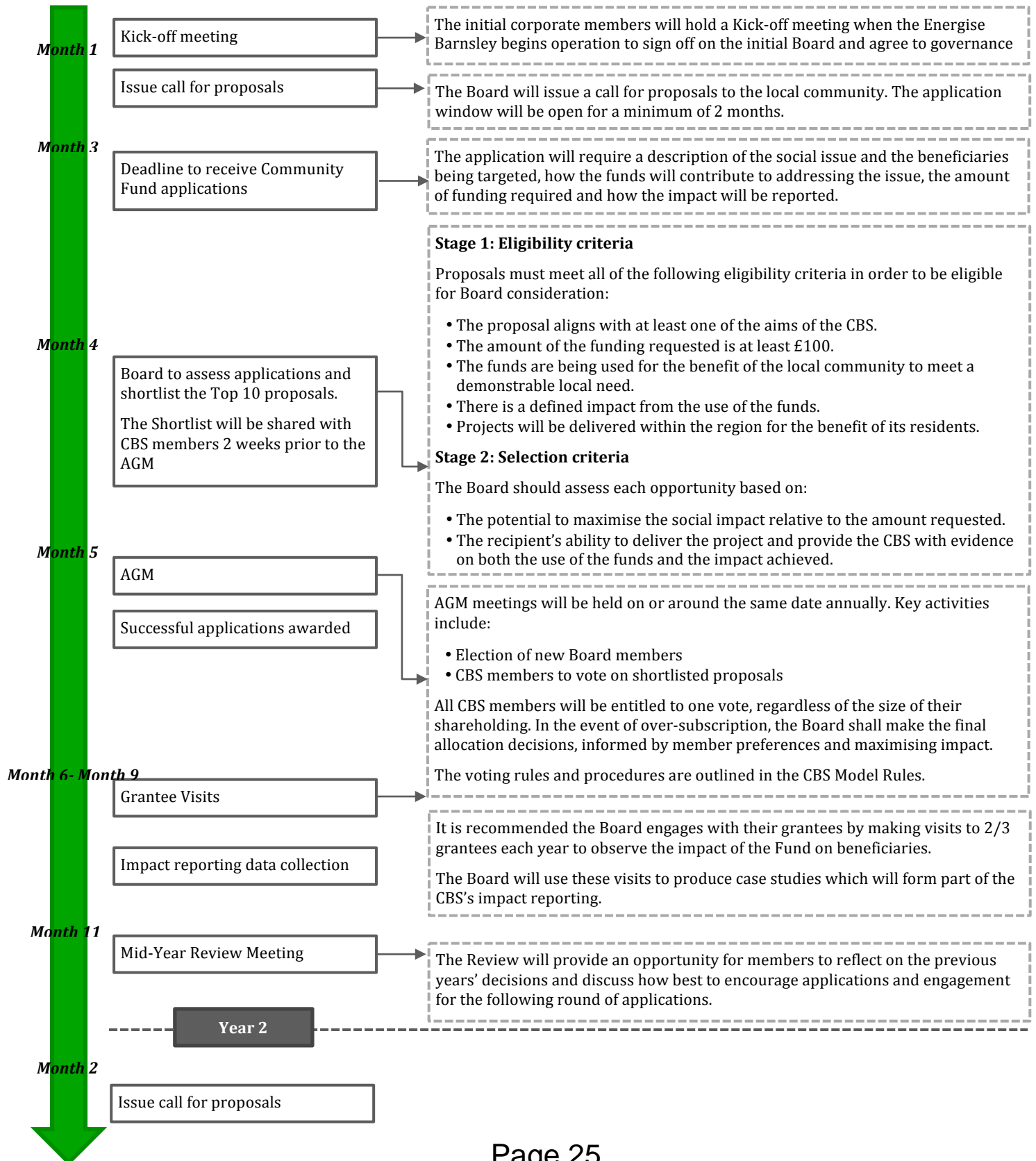
iv. Education

- a. Purchase essential resources for schools in disadvantaged communities.
- b. Enhance education provision in local schools by funding extra-curricular activities and lessons such as outward-bound courses, which can increase the aspirations of disadvantaged young people.
- c. Support the long-term unemployed into further education or training.



Community Fund Calendar

Below is the suggested timeframe and relating actions for the Community Fund application and decisions processes.





Energise Barnsley Governance

Custodian Trustee

Barnsley Metropolitan Council will act as Custodian Trustee for the CBS, granting the elected member a permanent seat on the Board. The role of the Custodian Trustee in this position is to provide guidance to the Board to ensure the Fund is being used appropriately throughout its usage. They will have the power to veto decisions made by the Board if the Board is not acting in the interest of the CBS, its members, or the community, or is not adhering to the CBS Model Rules.

Gen Community Ventures

As part of their Management Agreement with the Energise Barnsley, Gen Community Ventures will meet with Energise Barnsley to learn from their experience, share best practice from other Society's and ensure the Society is being managed appropriately. Gen Community Ventures will report their findings to the Custodian Trustee.

To provide the first local community Board with the skills to manage Energise Barnsley, Gen Community Ventures will provide training on how to assess applications to the Fund and how to capture and measure impact.

As new members are elected to the Board in the future, the Board will be able to request additional training sessions from Gen Community Ventures or another organisation for a fee. This investment can support new Board members understand their role and responsibility and equip them with the skills required to manage the CBS successfully.

What types of investments can be made?

1. Grants

There is a wide range of support that can be grant funded, however, it is important to recognise that Energise Barnsley should not distribute the Fund directly to individuals and households to avoid the risk of inappropriate allocation of funding. If Energise Barnsley decides to provide grants to local residents, the Board should approve for funding to be donated to an intermediary such as a local charity or hardship fund (i.e. National Energy Action) who will be responsible for allocating the grants, which could be used to:

- a. Assist a low income, fuel poor family to pay a fuel debt bill.
- b. Fund loft insulation on a fuel poor household.

2. Fee-for-service

The Fund could be used to commission a service, such as:

- a. Energy advice sessions provided to schools, households or at work.
- b. Commissioning an organisation to provide loft insulation on a number of properties within the region.

When entering a fee-for-service contract, the Board can only authorise funding on a rolling basis, allowing the CBS to pull out of the contract at the end of each year without incurring a fee. This is due to the uncertainty of future Fund income (see Risks & Restrictions).

3. Investments

It may be in the interest of the members to secure further income by investing the funds, potentially allowing the Fund to live beyond the 20 year life of the current project. Any such



investments must achieve a direct social impact in a way that aligns with objectives of the CBS and meet all eligibility criteria for the Fund. Examples of projects the Fund could invest in include:

- a. Purchasing assets, i.e. installing additional solar panels on fuel poor households or investing in other community energy projects.
- b. Establishing or investing in existing community social enterprises including through the provision of start-up capital.

Impact Reporting

Capturing the impact of the Fund is integral to demonstrating the benefits of the community energy model and driving continuous improvement on how the Fund is managed to maximise impact. The Board will be responsible for capturing the impact of the Fund on the local community.

The Board will do this by compiling an annual report summarising the uses of the Fund in that year and the community impact achieved against the CBS's objectives. In addition, the Board will report on their experience from managing the Fund and the skills they have gained.

Each recipient of the Fund is required to report annually on the impact they've achieved via a short online survey and a 2 page summary report on the activities they have delivered with the Fund's support. A selection of the 2-pagers will be used as case studies in the CBS annual report.

Gen Community Ventures will provide training to the Board on social impact reporting so it is able to support recipients in completing the survey.

Gen Community Ventures will compile case studies from other CBS's it manages and make them available online for all CBS's to view. The aim is to inspire the CBS members by demonstrating the types of activities that can be funded and the potential impact of the Fund. These case studies can help the members determine how best to use the Fund to achieve the greatest impact in their local area.

Core Board reporting measurements will include:

- Total number of investments;
- Total amount invested;
- Total number of beneficiaries across all investments;
- Number and value of new assets purchased;
- CO2 emissions avoided; and
- Savings from reduction in fuel bills.

Additional reporting measurements reflecting specific projects could include:

- Exam results achieved by beneficiaries in schools (compared to their expected grade/school average);
- Number of individuals who have gained employment and sustained employment for 13/26 weeks; and
- Number of households with improved EPC ratings or which have taken up a government green deal / scheme.

These additional measures are flexible and will be dependent on the project in question.



Risks and Restrictions

When making decisions on the use of the Fund, the Board must take into account the following risks and considerations to ensure the Fund is used prudently:

1. The Fund must be spent in accordance with the objectives set out in Energise Barnsley Society Rules. Failure to do so may result in the FCA de-registering the CBS and all further funding being halted.
2. The income to the Fund will be variable each year. The Board must take due consideration of this variability when making spending decisions that affect future years, as it is not guaranteed there will be a constant stream of income.
3. The Board and members will be responsible for engaging with local residents associations, voluntary organisations and sports groups to attract proposals to the Fund. Reasonable costs of advertising can be covered by the Fund.
4. The Board will have ultimate responsibility for making the final decisions on Fund allocation and ensuring the governance rules are adhered to. Therefore, the Board will need to consider the aims of the CBS and the amount of money available to the Fund when approving the members' votes.
5. Energise Barnsley should not distribute the Fund to individuals and households directly. Grants awarded directly by Energise Barnsley will be treated as profits and thus subject to tax. Therefore, to avoid any additional expense, Energise Barnsley should distribute grants via donations to a local charitable intermediary such as National Energy Action.
6. The Fund should not be used to pay for core activities of the housing association or local authority, for example maintenance and repairs.
7. Energise Barnsley is liable for any of the contracts that it enters into. Therefore entering contracts lasting over a year is prohibited to ensure that the operations of the Fund do not adversely impact Energise Barnsley (although a contract may of course be renewed at each AGM if agreed by members).
8. Where an applicant proposes to have an organisation deliver services to groups in the community, the Board will take responsibility for issuing a tender for the services and managing the contract issued.
9. The Board should recognise that it is under no obligation to allocate the entire Fund in any given year. However, members must be aware that any unallocated funding will remain with Energise Barnsley, where it may be used to make other payments:
 - i. Any money left in Energise Barnsley at the end of the year will be treated as profits and subject to tax. Money available can be rolled over to future years tax-free only if it has already been allocated to future spending.
 - ii. In the case of insolvency, any Funds remaining in Energise Barnsley can be used to repay investors.
10. The Fund may also be used to purchase:
 - i. Marketing to raise awareness for applications;
 - ii. Additional training for the Board; and
 - iii. Reasonable Board expenses e.g. transports to make grantee visits, food and drink at AGM meetings.

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

REPORT OF THE EXECUTIVE DIRECTOR (PEOPLE) TO CABINET

(16th May 2018)

REVIEW AND 'REFRESH' OF THE BARNSELY PLACEMENT AND SUFFICIENCY STRATEGY FOR CHILDREN IN CARE AND CARE LEAVERS (2018-20)

1.0 PURPOSE OF REPORT

- 1.1 To inform Cabinet of the development and formulation of the Borough's revised Placement and Sufficiency Strategy for children in care and young people leaving care.

2.0 RECOMMENDATION

- 2.1 **That Cabinet notes the outcome of the recent review of the current Barnsley Placement and Sufficiency Strategy and approves, for adoption, the refreshed Strategy, as summarised in Paragraphs 4.2 – 4.8 of this report and detailed in Appendix 1.**

3.0 INTRODUCTION

- 3.1 The Children Act (1989) continues to place a statutory duty upon local authorities in taking reasonable and practical steps in ensuring sufficient accommodation is available for children who are in or are entering the care of the Authority and who, in the interest of their safety and overall wellbeing, cannot live at home.
- 3.2 The Council's original Placement and Sufficiency Strategy was considered and approved by Cabinet, at its meeting held on 26th March 2014. The Strategic Objectives of the Strategy were and remain as follows:
- To prevent, where appropriate, children from entering care through high quality family support, together with effective early help and intervention services.
 - Improve the recruitment and retention of quality, local authority foster carers.
 - Review and mitigate the use of costly independent fostering agencies and residential placements, together with placements outside the local authority area.
 - Increase the range of independent living provision for young people aged 16 or over.
 - To maintain the stability and permanence of quality placements that will lead to improved outcomes, particularly in the wellbeing and educational attainment of children in care.
 - Improve value for money and the effective use of resources within such activity.

3.3 Following an initial review, undertaken in 2016, the Strategy was updated to enable Cabinet, at the meeting held on 13th July 2016, to take into account the revised forecasts for the number of children who were expected to enter care during the period 2016-18, together with the reasons attributable for the increase at national and local level.

3.4 Our Performance

3.5 Between 2014 and 2016 the number of children in or entering care, in Barnsley, increased from 250 to around 300. Numbers have remained stable at around this level and the draft Strategy therefore forecasts for an average care population of around 300 between now and 2020. The actual number of children in care fluctuates at any one time as children are received into care and discharged from care. Forecasting actual numbers is challenging and the strategy based on trend data. Whilst there may be a small increase it is not expected that the number will fall below 300.

3.6 At this level, the number of children and young people in care, locally, remains below both the National Average and the average among our statistical neighbours. The measures which have contributed to Barnsley's performance in comparison to other areas, are summarised in Pages 4-5 of the revised and refreshed Strategy (*Please see Appendix 1*).

3.7 At the same time, as part of the Strategic Objective of mitigating the use of costly residential and independent fostering agency placements, gradual progress is being made in the recruitment of internal, local authority foster carers. Progress is, also, being made in achieving greater stability and permanence in placements through the effective use of instruments such as Child Arrangement Orders and Special Guardianship Orders where Barnsley continues to perform exceptionally well in terms of the number of children placed for adoption.

4.0 MEETING FUTURE CHALLENGES

4.1 Second Review And 'Refresh' Of The Strategy

4.2 In 2017, a second review of the Placement and Sufficiency Strategy commenced which considered the onset of a number of future challenges. These are summarised, below:

4.2.1 Sufficiency

- To ensure accommodation of sufficient volume and quality, leading to improvements in the range of outcomes for children in care and care leavers.
- That such accommodation exists in a system which is resilient and has the capacity to cope with increases in the complexity of cases, particularly for older children and teenagers.
- To ensure maximum value for money in meeting the placement and other needs of children in care, amid significant resource pressures and national challenges, concerning children's social care. Evidence of these pressures and challenges has been reflected notably within independent, national reviews of firstly,

children's residential care (2016) and secondly, fostering provision (2018), together with the Sector Led Care Crisis Review (2017-18)

- To effectively meet the needs of older children and adolescents, often with more complex needs. Our ambition is that children and young people are placed with families wherever possible. The challenge will, therefore, be to continue to recruit local authority foster carers with the required training and skill levels to be able to meet these young people's needs more effectively and efficiently whilst providing greater value for money.
- In addition, the revised Strategy places a renewed focus on developing the local market for the provision of independent foster placements and for residential provision where there is an express need, in order to ensure the needs of children in care can be met in, or as near to Barnsley as possible.

4.2.2 Prevention

As well as the above named challenges, the second review of the Strategy took into account the prevailing priorities of the Barnsley Children and Young People's Plan, namely that:

- Wherever possible and when it is safe to do so, children and young people are supported to remain with their families and communities and enter the care system only when absolutely necessary and unavoidable.
- Children and young people who are admitted to care will receive high quality support in order to remain in care only for as long as is considered necessary to eventually ensure successful re-integration to their families and communities.
- When children and young people do spend time in care, the experience is a positive one which will help them maintain their physical and emotional wellbeing and achieve their potential.

4.3 Re-Prioritising Our Approach To Placement And Sufficiency

4.4 At the same time, the recent review has reinforced the belief that placement stability is not just about ensuring the sufficiency of accommodation within a more sustainable system. Many children who are entering or are in care may have endured traumatic experiences and need immediate therapeutic support. A great number of these children and young people may also need access to mental health services as well as support throughout their journey into adulthood.

4.5 As a result, Cabinet is recommended to consider and approve a refreshed Strategy to enable a continued focus on the following:

- Preventing children and young people from entering care through the use of family support and providing services which explore alternatives to entering care, whilst maintaining the protection and safeguarding of these children.
- Ensuring planning is in place when children and young people enter care in order to support children in moving out of care as soon as possible.
- Arrangements are in place as soon as possible to ensure the stability of placements for children and young people remaining in care.

4.6 Core Principle And Aims Of The Refreshed Strategy

4.7 In order to develop a sustainable system which continues to meet the needs of children and young people requiring care whilst ensuring value for money and the efficient and effective use of the resources we currently have, the 'Core Principle' of the refreshed Placement and Sufficiency Strategy (2018-20) will be to enable the right children are admitted to care, at the right time in order to secure the best possible outcomes for all children in need of help or protection.

4.8 This will be underpinned by the following aims:

- Barnsley MBC will continue to share the same aspirations for children in care as any other good parent in accordance with our 'Pledge'.
- Barnsley MBC will continue to listen to and consider the perspective of children and young people whilst ensuring that their needs are at the centre of service planning and practice.
- The provision of early help, Child in Need Services and Child Protection Plans will be the first consideration in meeting assessed needs as part of helping children remain within their families or immediate family network, where this is safe to do so.
- Early intervention and family support will continue to be an important element in de-escalating family problems impacting on vulnerable children and will help prevent the need for children to enter care.
- To use strengths based and restorative approaches within troubled families which help to build positive, pro-social relationships and develop resilience among such families.
- Where children cannot be supported within their immediate family, kinship care arrangements will be explored as a preferred alternative arrangement to entering care.
- Local authority foster carer arrangements will be put in place as a first option if kinship care arrangements are not possible and if a foster care placement is considered the best option for the child.
- Residential care will only be selected if family and kinship care arrangements are not possible, where foster care arrangements are not able to best meet the needs of the child and where residential care has been rigorously assessed as being the best option for the child.
- An approach through which children and young people in need of care in the Borough are, wherever possible, placed in or close to Barnsley, in order to maintain the ongoing support of family and kinship networks, together with access to local services.
- Meaningful support will be provided to facilitate a child or young person's reintegration with his/her family or extended family (kinship) networks, following a period in care, when this is in the best interest of the child or young person.

5.0 PROPOSAL AND JUSTIFICATION

5.1 As indicated earlier in the report, the rising number of care proceedings involving vulnerable children both locally and nationally has led to a growth in demand with numbers stabilising at around 300 children. With the resources currently available it is imperative that the Core Principle and priorities which have been generated via the recent Review should form the basis of a refreshed Strategy going forward.

- 5.2 The refreshed Strategy will ensure the care system focuses upon the most vulnerable children and that associated strategies and policies, particularly concerning the provision of early help and family support as well as those aimed at tackling issues such as neglect and domestic violence, prevent children from entering care as well as enable reintegration within families and/or family networks, following a period of care. Equally, through placing children, in need of care, within or close to Barnsley as part of maintaining family and kinship networks and the nurturing of increased internal foster care capacity, such measures will help in providing permanence or stability in placements.
- 5.3 The overall result of the 'Refresh' and revised Strategy will enable all vulnerable children to receive the right kind of help and support at the right time and in a way which is right for them, whilst ensuring the resources currently available to the Council are used effectively and efficiently.

6.0 CONSIDERATION OF ALTERNATIVE APPROACHES

- 6.1 The outcomes of the recent Review leading to the Refresh of the Borough Placement and Sufficiency Strategy for Children in Care and Care Leavers will enable the development of a more coherent, sustainable and resilient system that focuses on the most vulnerable children, whilst helping enable other children, in need of help, to be reintegrated with their family or extended family network (*only if this is in the safe interests of the child*) through early help and support and at a point closer to home.
- 6.2 This represents the best way for meeting the needs of these children and at the same time, making the most effective use of available resources and maximising value for money.

7.0 IMPLICATIONS FOR LOCAL PEOPLE AND SERVICE USERS

- 7.1 The review and refresh of the Placement and Sufficiency Strategy will continue to ensure that all vulnerable children in any area of the Borough, receive the right kind of help at the right time and in a way which will enable them to best improve their wellbeing and achieve their potential, closer to home.

8.0 FINANCIAL IMPLICATIONS

- 8.1 The financial implications of the refreshed Placement & Sufficiency strategy is summarised in the attached Appendix A and explained below.
- 8.2 The scope of the Strategy covers Children Social Care spend on looked after children (LAC) placements and includes the following: residential and foster care (in-house and external provision), supported / secured accommodation and other placements e.g. special guardianship orders (SGOs), child arrangement orders (CAOs) or adoptions.
- 8.3 In 2017/18, the total net spend on the above LAC placements is **£13.3m** (represents 55% of total net spend by Children Social Care), against which a financial pressure of **£650k** is currently reported for the 2017/18 financial year. The financial pressure in 2017/18 has arisen due to the increased number of external residential care placements during the year (at an average weekly cost of £2,870).

- 8.4 Barnsley's LAC population in 2017/18 has remained stable between 280 and 300; although it currently stands at 310 (March 2018). The refreshed strategy assumes that the LAC population in Barnsley will remain stable at around 300 for the next 2 years. Also, it is assumed that the number of fostering and residential care placements (key cost drivers) would remain consistent around 250 (i.e. 82% of total LAC population). Proposed actions / measures detailed in the strategy are aimed at managing LAC numbers down to the assumed range / target. It should be noted that growth has been applied to other placement types e.g. SGOs, adoptions, etc. to encourage the use and diversion to low cost placement types.
- 8.5 Based on the above assumptions and taking into account available resources (2017/18 baseline), the projected LAC placement costs show an increased funding requirement of **£0.543m** in 2018/19, increasing to **£0.904m** in 2019/20. The increased funding requirement for 2018/19 has been included within the Children Social care approved budget. The additional requirement for future years has been captured / reflected in the Council's revised medium term financial strategy (MTFS).

9.0 EMPLOYEE IMPLICATIONS

- 9.1 No employee implications are anticipated through the approval and adoption of the refresh and revised Strategy.

10.0 COMMUNICATIONS IMPLICATIONS

- 10.1 Every stakeholder, with a responsibility or interest in promoting the wellbeing and achievement of vulnerable children and young people in need of help or protection in Barnsley, should be assured that the revised Strategy will continue to meet the individual needs of such children and young people, through early help to families; when entering care and in supporting them during and following a period of care.

11.0 CONSULTATIONS

- 11.1 The revised Placement and Sufficiency Strategy for Children in Care and Care Leavers has been informed through direct consultation with service users, including children in care as well as front line practitioners across all partner agencies within the Barnsley Children and Young People's Trust involved in services for children in care and care leavers, together with the Council's Senior Management Team.

12.0 THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

- 12.1 The Core Principle and priorities of the revised Strategy will support the Corporate Plan Priority of enabling people to achieve their potential with the outcome that children and young people in care, together with care leavers benefit from early, targeted support and are safe from harm.

13.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 13.1 Improving the wellbeing and progress of all children in care, irrespective of their individual characteristics, through good placement provision and increased stability will build upon the continuous improvement being experienced in the health and educational achievement of such children.

13.2 An Equality Impact Assessment was compiled as part of the previous 'refresh' of the Strategy in order to help ensure the specific needs of individual children requiring care and with protected characteristics as defined by the Equality Act (2010) are being met. Progress is monitored on a quarterly basis by the Barnsley Children and Young People's Trust Executive Commissioning Group.

14.0 TACKLING THE IMPACT OF POVERTY

14.1 Ensuring stable placements which best meet the needs of the most vulnerable children in need of help or protection and helping such children both in and following a period of care, will impact positively on their safety and wellbeing. This can provide the confidence and assurance needed for them to overcome multiple deprivation; achieve their potential and thereby acquire the skills and qualifications which will enable them to play an active part in their communities and in the local economy.

15.0 TACKLING HEALTH INEQUALITIES

15.1 Please see Paragraphs 13.1 and 14.1.

16.0 REDUCTION OF CRIME AND DISORDER

16.1 Through meeting the specific or complex needs of vulnerable children and young people at risk of harm, abuse or exploitation, the Core Principle and priorities of the refreshed Strategy will help in safeguarding and protecting these children as well as minimise any risk of adopting risky behavior(s) in others.

17.0 RISK MANAGEMENT ISSUES

17.1 The Strategy's Action Plan (2016-20) together with the Fostering Provision 'Outcomes Framework' indicated at the end of the Appendix will be underpinned by a log of specific risks. Responsibility for reviewing risks and initiating remedial action will lie with the Barnsley Children and Young People's Trust Executive Commissioning Group.

17.2 Any strategic risks which could inhibit achieving any of the actions in the Plan or targets in local performance indicators will also be reported either on an exceptional basis to the Senior Management Team or via the Corporate Plan quarterly performance reports.

18.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

18.1 There are no implications for the health and safety of the public or workforce arising through this report.

19.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

19.1 The Core Principle and priorities of the revised Strategy are compatible with the Articles and Protocols of the Convention and, in particular, would support the promotion of the child's right to be protected from harm

20.0 CONSERVATION OF BIODIVERSITY

20.1 There are no implications for the local environment or the conservation of biodiversity emerging through the report.

21.0 GLOSSARY

21.1. None, applicable.

22.0 LIST OF APPENDICES

22.1 Appendix 'A': Financial Summary Of Implications

Appendix 1: Barnsley Placement and Sufficiency Strategy for Children in Care (2018/20) (Revised)

23.0 BACKGROUND PAPERS

23.1 If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made

Report author: Rachel Dickinson (Executive Director (People))

Financial Implications/Consultation

.....
*(To be signed by senior Financial Services officer
where no financial implications)*

APPENDIX A
Prepared on Behalf of the Finance Service Director

FINANCIAL IMPLICATIONS

**Review and refresh of the Barnsley Placement & Sufficiency Strategy for
Children In Care and Care Leavers (2018 - 2020)**

i) <u>Capital Expenditure</u>	<u>2018/19</u> £	<u>2019/20</u> £	<u>Total</u> £
N/A			
	0	0	0

To be financed from:

ii) <u>Revenue Expenditure</u>	<u>2018/19</u> £'000	<u>2019/20</u> £'000	<u>2020/21</u> £'000
<u>Projected placement costs:</u>			
Fostering	5,742	5,691	5,740
Residential care	3,617	3,836	3,902
Other placements	4,197	4,391	4,471
Income / contributions	-393	-393	-393
	13,163	13,525	13,720
2017/18 Budget Provision	12,621	12,621	12,621
	542	904	1,099
Additional funding requirement	542	362	195

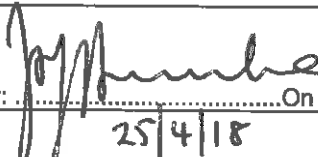
To be Financed from:

2018-19: additional funding included in the Children Social Care budget

Future years: addressed through the Council's revised MTFS / 3 year plan

iii) **Impact on Medium Term Financial Strategy**

The funding requirement for 2019/20 and 2020/21 is an additional commitment against the Council's MTFS plan

Agreed by:		On behalf of the Finance Service Director
	25/4/18	

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Children, Young People and Families a **BRIGHTER** future



a **BRIGHTER** future

365 for
EVERY CHILD
make
EVERY DAY
count

children young people families
BARNSELY CYP TRUST

**PLACEMENT & SUFFICIENCY STRATEGY FOR
CHILDREN IN CARE
2018/2020(revised)**

Document revision control

Version	Author/editor	Notes	Date Published
2014-2017 version	Richard Lynch / Pete Howell		Final version published May 2014
Final version of first revision published	RL	Strategy revised in light of increasing LAC & CP population	10 th May 2016
First draft second revision	RL / Adrian Hobson / Jon Banwell	Strategy refreshed to update for 2018/2020	19 th January 2018
v7	P&SS Team	Updated finance & narrative	1 st February 2018
v8			2 nd February 2018
V10			22 nd February 2018
V11		Adjust planning numbers projected LAC	2 nd March 2018
V12		Update Finance Information 2017-18	25 th April 2018

**Document Sponsor: Mel John-Ross, Service Director Children’s Social
Care (BU3)**

**Document Owner : Richard Lynch Head of Service Commissioning,
Governance & Partnerships (BU1)**

Date of document: 1st April 2018

**Date of strategy review: Quarterly reporting. Date of next refresh April
2019.**

Sufficiency is an essential element of delivering our pledge to the children and young people of Barnsley.

Barnsley's Pledge for Children in Care

Children in Care are one of the most vulnerable groups in our society. It is the responsibility of the local authority as corporate parents, to support each of them as individuals in order to enable them to achieve their maximum potential.

We take the role of corporate parents very seriously in Barnsley. This is emphasised through Barnsley's Pledge for Children in Care and our local offer to Care Leavers.

Our pledge contains six promises:

- 1. We will look after Children in Care in a safe and caring home**
- 2. We will promote, support, and respect the identity of Children in Care**
- 3. We will ensure that Children in Care receive a good education**
- 4. We will support Children in Care to be healthy**
- 5. We will prepare Children in Care for adulthood**
- 6. We will involve Children in Care in making it happen**

[Our pledge to children in care](https://www.barnsley.gov.uk/services/children-families-and-education/children-in-care/our-pledge-to-children-in-care/)

<https://www.barnsley.gov.uk/services/children-families-and-education/children-in-care/our-pledge-to-children-in-care/>

1 INTRODUCTION

This refreshed version of the strategy is being published despite the 2016-19 strategy having not yet run its full course. Changes in the sector, including the increasing demand and closure of local authority children's homes in neighbouring boroughs, have had a displacing effect on the availability of placements and resulted in greater reliance on the independent residential sector. Although successful, the increase in foster care recruitment locally has not been sufficient to fully mitigate the impact of these changes. This refreshed strategy has therefore been drawn together in light of what we now know ; to respond to current and emerging challenges in order to ensure that we can meet the accommodation and support needs of children in care in the most effective and efficient way possible.

Commissioners of services for children in the care of Barnsley MBC face a number of challenges over the coming period. The most pressing of these are:

- To ensure accommodation of sufficient quality and volume which satisfies our ambition to improve outcomes for children in care;
- To ensure maximum value for money in providing accommodation and support amid significant resource pressures and national challenges;
- To ensure the needs of children can continue to be met amid the pressures created by more children and young people having very complex needs;
- To develop the local market for accommodation and support of children in care to ensure children can be cared for in line with our ambitions and as near to home as possible.

The Children and Young People's Trust is committed to the continued investment in early intervention, prevention and 'edge of care' services to avoid wherever possible unnecessary admission to care. The priorities identified by all partners are:

- That children and young people are supported to remain with their families and communities wherever possible and enter the care system only when absolutely necessary;
- That children and young people who are admitted to care will receive high quality support to remain in care only for as long as is necessary to ensure successful reintegration to their families and communities and;
- That where children and young people do spend time in care the experience is a positive one which will help them to realise their potential and achieve successful outcomes.

Planning for children in care will continue to be carried out jointly with all relevant partners to ensure we effectively maintain our focus on all aspects of children and young people's lives. We particularly want to improve health and educational attainment outcomes and the numbers of care leavers in education, training and employment.

The Strategy in place to cover the period 2016-2019 has been updated to form this

version covering the period 2018-2020. Since publication of the earlier strategy a number of changes have occurred in both the makeup in the population of children in care and also in the issues presenting at Child in Need (CiN) and Child Protection (CP) levels of intervention.

Work done locally in 2014-15 to re-define and articulate thresholds across the children and young people's workforce has resulted in a stabilising of numbers of families supported through Child Protection Plans (CPP). The period since the publication of the last version of the strategy has also seen a stabilising of numbers of children in care at around 300.

A characteristic of the challenge in meeting needs is the complex nature of caring for older children and adolescents. By definition, this group present with more complex needs and often, very risky behaviours meaning some care arrangements are more intensive and specialist in nature.

This Placement and Sufficiency Strategy for Children in Care 2018-2020 identifies how the Children and Young People's Trust will meet these challenges to ensure that children in the care of Barnsley MBC experience the highest possible quality of service provided within the context of achieving maximum value for money.

What has changed since we last published our Sufficiency Strategy in May 2016?

- Careful analysis of longer term trends of entry to care and children subject to a child protection plan, accurately predicted that our care population would stabilize around a new norm of 300. One of the objectives of the strategy was to create a system with sufficient resilience to cope with this increase and to continue to invest in preventing entry into care through developing family support, early intervention and prevention.
- The strategy also modelled an increase in the recruitment and use of in-house foster carers, with less reliance on more expensive external fostering-placements. Although absolute numbers of foster carers in Barnsley has increased, the growth of the care population has meant that the overall proportion cared for by BMBC carers has not yet increased in line with the ambitious targets set in the last iteration of the strategy.
- Performance in relation to permanency is strong and improving, including those young people choosing to remain with their foster carers post-18 (Staying Put). This can mean fewer children placed with Barnsley carers but represents a positive outcome for the child.

The current profile of placements has also changed from that envisaged in the previous strategy. As well as an increase in the age profile of the children in care population this is due to the increase in LAC locally, regionally and nationally resulting in authorities competing for limited placement vacancies. This places considerable additional pressures on resources and on the placements market, particularly when trying to secure placements possessing a thorough understanding of adolescent risk. The situation in Barnsley has been exacerbated by decisions in neighbouring authorities to close their own children's homes as well as placing Unaccompanied Asylum Seeking Children (UASC) in Barnsley placements which has made it more difficult to source independent placements locally. This accounts for a recent increase in the number of residential placements.

Summary of progress 2014-18

The previous version of this strategy listed four key outcomes we were seeking to achieve:-

1. Reduce the reliance on external foster placements

Progress:

- We continue to innovate in our approach to recruiting and retaining local authority foster carers. The number of in-house fostering households has increased from 103 in March 2016 to a projected 154 by March 2018. A 50% increase. This larger internal resource reduces reliance on more expensive external placement options.
- We have worked successfully with Regional partners through the White Rose Commissioning Consortium to manage and in some cases reduce, unit costs for the provision of Independent Fostering Agency and residential placements
- The service has performed well in terms of reducing the length of time children spend in care, consequently producing efficiencies. The proportion of LAC who have been in care for more than 12 months has dropped from 67% in November 2014 to 65.4% in December 2017.

2. Continue to increase the number and choice of internal foster placements

Progress:

- The time taken to carry out foster carer assessments has improved significantly. The national average figure published by the Fostering Network in 2017 was 241 days and at that time Barnsley was operating at an average of 200 days. We are now operating towards a figure closer to 125 days.

Placements (December 2017)				
Age Group	In-House Residential	In-House Fostering	Independent Residential	Independent Fostering
0 – 5	0	53	0	1
6 – 13	0	70	7	45
14+	5	23	14	22
Totals	5	146	21	68

- As the table above demonstrates whilst our recruitment of new foster carers has been good there is still a need for more in-house carers capable and willing to accommodate older teenagers.

3. Maintain placement stability and continue to support the use of SGOs / CAOs as an alternative to care

Progress:

- Stability of placements for Barnsley young people is good with only 3.9% having had 3 or more placements as at the end of Q3 17/18. This compares positively with both statistical neighbour and national benchmarks, from latest available data, at 9.7% and 10.0% respectively. There are a range of strategies and interventions which help to divert children from the care system, thereby maintaining this stability.
- There is evidence of good use of Special Guardianship Orders and Child Arrangement Orders with financial support where required. CAO and SGO numbers have both almost doubled from 2014 to 2017 (26 to 62 and 31 to 50 respectively) and whilst the payment allowances are much less than the costs of keeping a child in public care, they have exceeded the planned budget.
- Despite the increase in numbers, Barnsley's LAC number is still well managed and below both the national and statistical neighbour average. The current statistical neighbour average stands at a LAC population of 425. This is achieved through robust care management and permanency planning for children, exiting them out of the care system where it is appropriate and safe to do so.
- We have excellent levels of performance regarding numbers of children adopted. During 2016/17, 30% of Barnsley LAC leaving care were adopted. This is the third best performance nationally, as well as best performance both regionally and amongst statistical neighbours.

4. Increase independent living provision for care leavers and those aged 16+ on the edge of care

Progress:

- Along with more longstanding interventions, the establishment of the Intensive Adolescent Support Team has helped to prevent young people entering care and /or becoming homeless at age 16 and 17.
- We are currently working with partners and exploring options to develop supported accommodation within the borough to ensure more efficient use of existing resources and improve the offer of support for those preparing to leave care.

2. PRINCIPLES & AIMS

Barnsley Council should be able to demonstrate that it has done all that is reasonably practicable to secure sufficiency for children in care. Barnsley, therefore, has a duty to provide a range of high quality local placements which meet needs.

The underpinning principle of the Barnsley approach is to ensure that the **right** children are admitted to care, at the **right** time in order to secure the **best possible outcomes for children**.

- We share the same aspirations for Children in Care as any other good parent.
- We will listen to and consider the views of children and young people and ensure that their needs are at the centre of our planning and practice.
- Early Help provision, Child in Need services and Child Protection Plans will be the first consideration in meeting assessed needs, and will be promoted to facilitate children remaining within their immediate family network where this is safe.
- Early intervention and family support play an important role in de-escalating family problems, keeping children out of care and we will continue to invest in these services accordingly.
- An underpinning principle of family support is to use strengths-based and restorative approaches that seek to build positive, pro-social relationships in order to develop resilience in families.
- Where children cannot be supported within their immediate family, kinship care arrangements will be explored as a preferred alternative arrangement (see Family & Friends Policy).
- Foster care arrangements will be put in place as a first option where family and kinship care arrangements are not possible and this is assessed as being the best option for the child.
- Residential care will only be put in place where family and kinship care arrangements are not possible, where foster care arrangements are not able to meet needs and only when residential care is assessed as being the most suitable option for the child.
- We believe in Barnsley carers for Barnsley children and wherever possible, children will be placed in, or very near to, Barnsley to facilitate the ongoing support of family / kinship networks and local services. We believe that placing with Barnsley carers makes best use of our community assets and produces better outcomes.
- Meaningful support will be provided to facilitate the rehabilitation to family and extended family networks from being in care when this is in the best interest of the child.
- Services to promote permanency for children and young people within their families or alternative substitute care will be promoted at the earliest opportunity (see Permanency Policy).
- We will identify and implement the commissioning actions necessary to ensure that BMBC and children's trust partners can satisfy the duty to provide sufficient accommodation and support to meet the needs of children in the care.
- We will identify the actions necessary to fulfil this ambition in the context of

mounting pressures on the resources available across the Children and Young People's Trust (CYPT) and to ensure that resources are allocated in a way that achieves optimum value for money.

3. COSTS & COMPARISONS

Current Children in Care costs vs existing strategy / plan

The scope of the placement & sufficiency strategy covers the following:

- external residential & foster care placements;
- in-house foster carers;
- placements within BMBC owned children's home; and
- other placements such as special guardianship orders (SGOs), adoptions, Child Arrangement Orders etc.
- Accommodation for Care Leavers

The following table compares actual cost / performance against the plan (as per the current refreshed sufficiency strategy).

	Plan	Outturn	Plan	Final Outturn
	2016/17	2016/17	2017/18	2017/18
Average LAC Population	290	292	299	310
Projected Costs:	£M	£M	£M	£M
Fostering	6.022	6.256	5.902	5.895
Residential	2.868	3.395	3.168	3.927
Others – SGO, RO, Adoptions	3.740	3.558	3.837	3.967
Health & DSG Contributions	-0.324	-0.298	-0.298	-0.293
Adoption Grant & Other income	-0.150	-0.209	-0.098	-0.225
Total Care Costs	12.156	12.703	12.511	13.271
Total Care Budget	9.197	9.197	12.621	12.621
Variance	2.959	3.506	-0.110	0.650

Actual net spend on Looked after children placements is £13.271m for 2017/18, against which a financial pressure (i.e. overspend) of £650k has been reported for the year. This financial pressure is mainly attributable to increased Children in Care numbers in external residential placements compared to the target assumed within the placement & sufficiency strategy. LAC numbers have remained reasonably stable over the previous year between 280 and 300, although it currently stands at 310 at the end of March 2018 (297 at 31st December 2017).

There has been a rise in the number of children in care both regionally and nationally, which has resulted in competition amongst LAs for very limited placement vacancies leading to increasing use of residential provision. Also, the difficulty of placing older children with multiple and complex needs with in-house and external foster carers means greater reliance and use of external / more expensive residential care provision.

Unit cost & value for money

The following table compares Barnsley's children looked after unit cost per child per week against statistical neighbours and the LA average.

Unit costs £ per child per week (Gross costs) (Costs per CIPFA children looked after benchmarking)						
	2015-16 (per previous strategy)			2017-18 (current estimates)		
	Barnsley	Stat Neighbours	LA Average	Barnsley	Stat Neighbours	LA Average
LA own children's homes	£2,570	£2,940	£3,043	£2,202	£3,058	£3,308
External residential	£3,441	£3,464	£3,446	£3,488	£3,614	£3,697
LA foster care	£503	£401	£480	£500	£422	£474
External foster care	£836	£884	£911	£802	£865	£909
PAF B8 – overall unit cost	£872	£811	£919	£862	£833	£951

- Measures taken in Barnsley have seen the average gross cost of Children looked after per week fall to £862, whilst over the same two year period averages nationally and for statistical neighbours have risen. Whilst still above the average for statistical neighbours the gap has narrowed from £61 to £29.

The high comparable unit cost (when compared to its statistical neighbours) can be explained by Barnsley's high unit cost on its in-house foster care.

The following table indicates the composition of placements, in percentage terms, of those in either fostering or residential care. This data excludes children and young people who have been placed for adoption or placed with parents / family carers and for whom therefore a foster placement is unnecessary

Composition of placements (%) – children looked after (CIPFA children looked after benchmarking)						
	2015-16			2017-18		
	Barnsley	Stat Neighbours	LA Average	Barnsley	Stat Neighbours	LA Average
LA own children's homes	2%	3%	3%	2%	3%	2%
External residential	7%	7%	9%	8%	8%	9%
LA foster care	59%	65%	58%	56%	67%	58%
External foster care	32%	24%	31%	34%	22%	31%

- Using later data, available at the end of December 2017, we can see that Barnsley's performance in relation to in-house foster care currently stands at 61% of placements and is therefore improving by comparison with the above CIPFA data which is based on a snapshot at 31st March 2017. Given Barnsley's strong performance in terms of adoption and alternative permanence arrangements this represents a positive trend since the last iteration of the strategy.
- The Fostering Stocktake in mid 2017 and ongoing monitoring of demand by the service indicates that we currently have sufficient carers for very young children and especially babies although as carers retire or their circumstances change we will always need to replace some of these carers. However the highest level of need is for long-term placements for children aged 6-13 who need long-term care but where adoption or care by relatives is not possible and the recruitment strategy is directed at potential carers for this group. The second area where there are gaps in placement availability are for young people aged 13+ either coming into care for the first time or where their long-term placement has come to an end. Recruitment in this area is a real challenge for all agencies whether local authority or independent fostering agency and the intention is to develop partnership working with one or two local independent fostering agencies to increase the number of local carers for older children.
- When expressed on a per head of population (aged 0 – 17) basis, Barnsley's unit spend (£212) is comparably lower than both its statistical neighbours (£307) and national average (£244) – mainly due to low LAC numbers per head of population. Barnsley's number of Children Looked After per 1,000 population aged under 18 years for 2017/18 is 5.89, and compares favourably to its statistical neighbour and national average of 8.97 and 6.23 respectively.
- Barnsley's unit cost per child per week is consistently lower than the local authority average across the key type of placements, with the exception of in-house foster care. This is due to comparatively higher allowance payments.

Assessing Future Demand

This strategy assumes that the care population in Barnsley will remain stable at around the 300 figure for the next two years.

Of greater concern are the challenges highlighted regarding the availability of placements for older children and adolescents. This is given the national care crisis which has seen increasing LAC numbers and a resulting demand on suitable care placements which can lead to the only option being the most high cost residential provisions.

Although Barnsley has seen an increase in numbers in care since 2014 it is worth noting that even at this level, Barnsley remains significantly below the level of the statistical neighbour

average. We will aim to further close the gap in the gross cost of children looked after per week with our statistical neighbours

As numbers in the care system have increased nationally the best and most plausible means of mitigating costs is to ensure we can respond effectively to local demand by improving how we manage placements to achieve a significant increase in local foster carer capacity and the judicious use of local, independent foster care arrangements. We shall use our comparatively better investment in our in-house carers to produce the placements needed in the right categories.

Projected LAC cost 2018-20

The following table shows projected placements numbers as well as the financial costs for the period 2017/18 to 2019/20:

	2017/18	2018/19	2019/20
	Actual	Plan	Plan
Assumed LAC Population	310	300	300
Fostering / Residential placements	244 (84%)	246	246
Other placements*	66 (16%)	54	54

* includes adoptions; placements with parents / other kinship; etc.

	2017/18	2018/19	2019/20
	Actual spend	Revised Plan	Revised Plan
Projected Costs:	£M	£M	£M
Fostering	5.895	5.742	5.691
Residential	3.927	3.617	3.836
Others – SGO, RO, Stay-put, Adoptions	3.967	4.197	4.391
Health & DSG Contributions	-0.293	-0.293	-0.293
DFE Adoption Grant & Other Income	-0.225	-0.100	-0.100
Total Care Costs	13.271	13.164	13.525
Total Care Budget	12.621	12.621	12.621
Variance	0.650	0.543	0.904

The following are the key assumptions underpinning 2018/19 and 2019/20 spend projections:

1. The current 2017/18 actual spend has been used as the baseline for projecting future year costs. The net cost pressure or variance of £0.6M shown in the above table represents the final outturn (overspend) position (March 2018).
2. The strategy assumes LAC numbers will be managed over the medium term within a range of 290 to 310. A mid-point LAC target of 300 has been assumed for modelling purposes. It is envisaged that the effective implementation of the proposed actions (outlined on page 12) would ensure that LAC numbers are managed down to the assumed range.

3. The projections assumed that the number of fostering and residential care placements will remain consistent around 250 (82% of total LAC population – same as in the current year).
4. An increase or growth has been applied to other placements types (e.g. adoptions, placements with parents, connected persons, etc.) including the use of special guardianship and child arrangement orders.
5. Current unit cost of placements has been used in calculating future years cost projections, with a 2% uplift applied to fees / allowances. The in-house fostering cost reflects the increased cost of the proposed new fostering payment scheme.
6. Funding contributions (e.g. health funding) and income related to LAC placements has been adjusted accordingly based on latest information. No allowance has made for DfE inter-agency adoption grant or Staying Put funding.
7. The increase in funding (£200k) currently allowed for in the Council's MTFS (in line with the current LAC sufficiency strategy) has been reflected in the above model.

Based on the above assumptions, the LAC cost model shows an increased funding requirement of £0.543m in 2018/19, increasing to £0.904m by 2019/20.

Expenditure on Children in Care and those who have achieved permanence outside of the care system needs to be considered in total. Barnsley has kept the number of children in the care system at relatively low levels for a number of years. This is partly as a result of having achieved permanence by utilising the strengths of wider family networks through child arrangement orders (CGO), special guardianship orders (SGO) and through adoption. This however also comes at a cost with long term CGO and SGO allowance commitments aligned to fostering payments.

4. Outcomes

Meeting the needs of children in care in the current climate will present some very significant challenges to the Council. In response to this, there is a clear need to improve performance in the following ways:

- Develop the local market to ensure the availability of family placements, including for children and young people with complex needs;
- Reverse the recent trend for increased reliance on external residential placements;
- Continue to increase the number and choice of internal foster placements;
- Develop the availability of emergency fostering beds locally;
- Maintain placement stability and continue to support the use of SGOs / CAOs as an alternative to care;
- Increase independent living provision for care leavers and those aged 16+ on the edge of care through increasing access to more supported living and step-down support.

5. Key actions arising from this strategy:

1. Prevent entry into care where appropriate by continuing to develop family support and early intervention and prevention services:
 - a. Revise care pathways and support services for adolescents involved in very risky behaviours through the review and reconfiguration of adolescent support services.
2. Ensure wherever possible Barnsley children are placed with a Barnsley family.
 - a. Increase the numbers of children placed with BMBC foster carers
3. Improve the recruitment and retention of BMBC foster carers to ensure more Barnsley children can be placed and remain with Barnsley carers:
 - a. Revise the payments scheme to incentivise carers to accept older children.
 - b. Review the support available for Barnsley carers.
4. Develop the local market for placements, including by working with Regional partners, to improve the availability and manage the costs of Independent Fostering Agency and residential placements:
 - a. Continue to support and develop regional approaches through active membership of the White Rose Commissioning Consortium and alternative mechanisms.
 - b. In order to ensure we can further shift the balance away from residential provision to family-based placements we will develop the local IFA market through engaging with providers to encourage Barnsley based families to care for Barnsley children.
 - c. Engage more closely and regularly with local independent fostering providers to:-
 - i. identify upcoming vacancies with Barnsley based carers;
 - ii. develop a wider range of local fostering options to complement and enhance the availability of Barnsley foster placements for Barnsley children;
 - iii. identify potential local carers able to accept young people “stepping down” from residential placements;
 - iv. explore possibility of offering emergency placement options at short notice;
 - v. review contracting arrangements with a view to developing greater access to Barnsley-based carers;

- vi. while our aim remains to reduce the numbers of young people placed in residential care, we will continue to work with the independent residential provider market to identify accessible local residential options to avoid placing Barnsley young people outside of the local area;
 - vii. Explore options in relation to outcomes of market engagement with residential care providers and potential for developing arrangements with local providers.
5. Increase the range of 16+ independent living provision to support transition to adulthood for those in long term care.
- a. Develop business case for provision of 16+ accommodation option in partnership with Berneslai Homes.
6. Prioritise investment in restorative practices such as Family Group Conferencing for looked after children in external residential provision with the aim of identifying alternative carers within extended family networks and reintegrating young people to family based placements.

Placement Sufficiency Strategy 2016 -19
Sufficiency Outcomes Framework (with targets)

The table below quantifies targets to enable us to deliver our aspiration to further shift the balance away from those placed in external residential or independent fostering placements and into placements with in-house fostering families.

Currently 68% of fostering placements are with in-house carers (Dec 2017) and our target aims to increase this percentage to 76% by March 2020.

NB The cohort is all children in care who require a care placement, excluding children placed with adoptive parents but where an adoption order is still awaited.

Outcome	Impact Measurement	baseline 2015/16	Target 16/17 (Actual 16/17)	Target 17/18 (Figure at Dec 2017)	Target 18/19	Target 19/20
1. Improve permanency planning / make good use of alternatives to care	Children placed for adoption	27	35 (40)	40 (37)	40	40
	Children placed with alternative orders (cost-bearing) - SGOs / CAOs	286	320 (332)	340 (352)	360	390
	Care leavers in 'staying put' and "staying close" arrangements	18	20 (14)	21 (10)	22	23
2. Reduce reliance on Independent Fostering Agencies	Number of children placed in IFAs	79	47 (84)	35 (70)	60	60
	Number of children placed in internal fostering	142	179 (137)	199 (148)	180	195
3. Increase availability of suitable BMBC foster placements	Net increase in numbers of foster carer households (newly recruited less numbers leaving in period)	108	33 (11)	50 (18)	30	30
	Net increase in numbers of available internal foster care placements (PE25)*	133	47 (16)	71 (24)	42	42
4. Maintain low numbers of young people in residential care settings	Number of young people in independent residential	15	15 (15)	15 (21)	15	15
	Number of young people in BMBC residential	5	5 (5)	5 (5)	5	5
	Number of young people in semi-supported accommodation			5(5)	5	8

Placement Sufficiency Strategy 2016 -19
Sufficiency Outcomes Framework (with targets)

The table above shows an overall target of a net increase of 30 new in-house fostering households each year over the next 2 years based on the level of recruitment achieved in 2017/18. However the service will focus on new long-term carers for children aged 6 – 13 and a planned collaboration with local IFAs to increase the number of carers for young people aged 13+.

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BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

REPORT OF THE
EXECUTIVE DIRECTOR (PEOPLE)
TO CABINET ON 30th MAY 2018

Review of the Council's Section 75 Partnership Agreement (Mental Health) with South and West Yorkshire NHS Partnership Foundation Trust (SWYPFT)

1.0 PURPOSE OF REPORT

- 1.1 To inform Cabinet of the outcome of the review of the Council's Section 75 Partnership Agreement with SWYPFT.

2. RECOMMENDATIONS

- 2.1 For Cabinet to note the outcome of the review and agree the termination of the Partnership Agreement and resumption of direct management of the Council's functions concerning mental health provision.**

3.0 INTRODUCTION

- 3.1 Cabinet at its meeting on 24 August 2016 received a report setting out the historic contracting and partnership arrangements between Adult Social Care, Communities and SWYPFT and agreed to move specified service elements to the Barnsley Clinical Commissioning Group (CCG) – SWYPFT contract with the Council becoming an Associate Commissioner to that contract, to bring the arrangements in line with the integrated and joint funded arrangements within children's services.
- 3.2 At the same time, Cabinet were also made aware that work had begun to review the staff management agreements and duties and outcomes expected in relation to mental health duties discharged by adult social care social workers working within integrated teams with health staff in SWYPFT and that the outcome of this review would form the basis of a new Section 75 agreement between Barnsley MBC and SWYPFT.
- 3.3 In relation to mental health duties the Partnership Agreement under Section 75 of the National Health Service Act (2006) established in 2011 effectively delegated to SWYPFT responsibility for:
- Exercise of the Council's functions under the Mental Health Act (1983) (except for provisions relating to Guardianship, appointment and discharge of the Council as nearest relative and appointment of approval of courses for Approved Mental Health Professionals)

- Exercise of the Council's functions of Approved Mental Health Professionals (AMHPs) under the Mental Health Act (1983) (except Section 115 concerning power of entry and inspection of premises)

3.4 Under the current Partnership Agreement, the mental health social workers are seconded to SWYPFT. Management and accommodation is provided by SWYPFT for which a 15% overhead (or £120k per annum) is payable by the Council.

4.0 PROPOSAL AND JUSTIFICATION

4.1 Scope Of The Review

4.2 The review of the Section 75 Agreement was undertaken jointly by the two partners and set out to identify and address challenges present within the current partnership arrangements. These were considered to include:

- Governance. There is no agreed mechanism for ensuring appropriate governance of the partnership arrangements to enable the Council to be assured that its duties are being effectively discharged.
- The effective discharge of the Council's functions of Approved Mental Health Professionals.
- Difficulties arising from a lack of recording of social care assessments and care and support plans onto the BMBC ERICA case recording system, with BMBC not being sighted on the work undertaken by staff and performance and finance commitments not being captured.
- Social care assessments not being undertaken in line with, or not evidencing, the requirements of the Care Act (2014).
- The role and responsibilities of the social worker within the integrated teams and whether the unique contribution of social work was taking effect.

4.3 To address the identified issues it was agreed there would need to be major changes to the role and responsibilities of social workers within the integrated teams, changes to case recording practices with all social care cases recorded on ERICA and assessments and reviews evidencing Care Act requirements and for SWYPFT to fully deliver the Council's functions of Approved Mental Health Professionals as social workers, based within mental health teams, are the primary resource local authorities look to for delivering this function.

4.4 After much deliberation it was acknowledged both by Barnsley MBC and SWYPFT as partners to the current Agreement, that these requirements would have such a fundamental impact upon arrangements within the integrated teams that the best way forward for ensuring delivery of the Council's functions would be for the Council to resume direct management of the mental health social workers and for the Partnership Agreement to be brought to an end. This conclusion was not arrived at lightly as there are many positives within integrated team arrangements. The importance of continuing to work in close partnership outside of a formal agreement in order to deliver the best possible outcomes for service users is recognised.

Regular meetings of the two senior management teams will be put in place to ensure close partnership working is maintained.

5.0 CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 The initial approach to the review of the Partnership Agreement was very much driven by a desire to address identified challenges and develop a new Section 75 Partnership but the changes required are so fundamental that this is not considered desirable by the partners.
- 5.2 We could continue with the current Section 75 Partnership Agreement but for the reasons outlined, particularly in Paragraph 4.2 in this report, this is not recommended.
- 5.3 The Council's functions under the Mental Health Act (1983) and the nature of its responsibilities would preclude the commissioning of such provision under the Public Service (Social Value) Act (2012).

6.0 IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The level of support available for local people / service users will be unaffected. Under the proposal, future referrals for social work support would be received through the Council's Customer Access Team. The impact of this change will be mitigated by an agreement with SWYPFT for referrals to continue to be taken through their Single Point of Access whilst the new arrangements become better known to avoid the need for service users to be passed between agencies. Some existing service users may experience a change of worker as work gets reallocated to more accurately reflect health and social care responsibilities.

7.0 FINANCIAL IMPLICATIONS

- 7.1 There are no penalty costs to the Council from terminating the Partnership Agreement nor are there any additional costs in resuming direct management of the Council's mental health functions.
- 7.2 The approved 2018/19 budget for Adult Social Care already includes the structure cost of the mental health staff previously managed and integrated within SWYPFT (with a reduction to the SWYPFT contract payment). The mental health social workers will be line managed internally within BMBC adult social care – a review of current management capacity is ongoing to ensure this can be accommodated within the existing structure.
- 7.3 The Council will no longer pay the 15% management and overhead contribution of £120k to SWYPFT in relation to managing the Mental Health social worker team (please see Paragraph 3.4). In the short term, it is envisaged that the funding released would be utilised to cover any one-off costs that may be arise as a result of the social workers returning to Council-owned buildings such as for example, IT network and equipment costs (access to the Council's systems will be required). However, on a recurrent basis the released funding (net of the amount required for additional management capacity) would contribute towards savings requirements for 2021.

8.0 EMPLOYEE IMPLICATIONS

- 8.1 The secondment of staff to SWYPFT will be brought to an end and new management arrangements put in place. No job reductions are planned but a review will be undertaken once the demand and workload become clearer.
- 8.2 BMBC employees will no longer be based in SWYPFT teams but will form a bespoke BMBC mental health social work team at Gateway Plaza, which cover the entire borough.
- 8.3 The above considerations will form the basis of a further report which will be compiled in accordance with the Council's Scheme of Delegation.

9.0 COMMUNICATIONS IMPLICATIONS

- 9.1 Staff affected have been told of the proposed changes to the Partnership as has the wider adult social care and SWYPFT workforce, through team meetings and staff briefings.
- 9.2 In addition, the transitional arrangements concerning social work support, briefly indicated in Paragraph 6.1 will be communicated to all service users, including via direct contact.

10.0 CONSULTATIONS

- 10.1 Staff have been consulted as part of the initial review of the partnership arrangement and through the course of ongoing discussions as to how to implement the proposed changes identified. They have also been consulted on via a Task and Finish Group which has met three times to agree team location, referral and allocation pathway and migration of cases. This Group has included managers from SWYPFT and front line mental health social workers, BMBC mental health team manager and BMBC Head of Service, Mental Health & Learning Disabilities.
- 10.2 The Trade Unions have been informed and have met with the Head of Service, team manager and People's Directorate HR Business Partner. Where individuals have been working shift patterns which may no longer be required they have been offered an opportunity to meet with HR, Trade Unions and Head of Service to discuss the protection of their salary/additional payments

11.0 THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

- 11.1 The proposed changes will, in future, ensure greater alignment with the Corporate Plan policy priorities of:
- Reducing demand through access to early help.
 - (Vulnerable) adults are safe from harm
 - People are healthier, happier, independent and a
- 11.2 One of the main challenges in the current model is that the work of mental health social workers has not been able to be captured and reported on as it is recorded on SWYPFT's RIO system and not on the Council's ERICA system, This would be

addressed by the proposed changes. Direct managerial control of the staff group will also enable the Council to allocate work more in line with the Council's priorities.

12.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

12.1 The outcome of the review of the Section 75 Partnership Agreement concerning mental health services and the proposal for the Local Authority to directly manage and deliver its functions concerning mental health provision will have no adverse impact on the prevailing duty to promote equality and eliminate unlawful discrimination. A key requirement of the mental health social work role is to promote social inclusion.

13.0 TACKLING THE IMPACT OF POVERTY

13.1 The proposal outlined in this report, will have no impact upon the programme and initiatives for tackling poverty in the Borough.

14.0 TACKLING HEALTH INEQUALITIES

14.1 Direct management by the Local Authority of mental health social work provision will best ensure that the specific needs, including health and wellbeing needs, of vulnerable adults are effectively met, particularly through timely assessments and improvements in recording.

15.0 REDUCTION OF CRIME AND DISORDER

15.1 There are no implications for tackling crime, disorder and anti-social behaviour emerging through consideration of this report. Any concern over the safety or wellbeing of a vulnerable adult will continue to be addressed, as part of existing pathways for safeguarding adults.

16.0 RISK MANAGEMENT ISSUES

16.1 In terms of the proposed transfer, any emerging risks to the achievement of desired outcomes will be reviewed, managed and mitigated through the Service's operational risk register.

17.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

17.1 There are no implications for the health and safety of the public or the resilience of the Borough to a contingency arising through this report.

18.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

18.1 There are no implications for the EU's convention through the proposal.

19.0 CONSERVATION OF BIODIVERSITY

19.1 There are no implications for the local environment or the conservation of biodiversity emerging through the report.

20.0 GLOSSARY

20.1 None, applicable.

21.0 LIST OF APPENDICES

21.1 There are no appendices to this report.

22.0 BACKGROUND PAPERS


22.1 Among the background papers used in the compilation of this report have been the following:

- The current Section 75 Agreement
- Recommended Contracting and Partnership Arrangements: Adult Social Care and SWYPFT (Cabinet Report, 24th August 2016)
- Revised Management Arrangements Following Resumption of Direct Provision of Social Care Functions (Cabinet Report, 6th July 2011)
- Future Partnership Arrangements Between Health and Social Care For Adult Services (Cabinet Report, 6th July 2011)

If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made.

Report author: Lennie Sahota: Interim Service Director (Adult Social Care and Health)

Financial Implications/Consultation



... 12 April 2018.....

(To be signed by senior Financial Services officer where no financial implications)