



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(updated 2019)**

Document revision control

Version	Author/editor	Notes	Date Published
2014-2017 Strategy	Richard Lynch / Pete Howell		Final version published May 2014
2016-2019 Strategy	Richard Lynch	Strategy revised in light of increasing LAC & CP population	Final version published 15 th April 2016
2018-2020 Strategy	RL / Adrian Hobson / Jon Banwell P&SS Team	Narrative, targets and financials updated to reflect 2018/19 delivery	25 th April 2018
2018-2020 (updated)	SS / Leanne Winter / Jon Banwell / P&SS Team	Narrative, targets and financials updated to reflect 2019/20 delivery	TBC

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

Document Owner: Sarah Sinclair, Head of Service Commissioning, Governance & Partnerships (BU1)

Date of document: 1st April 2019

Date of strategy review: Quarterly reporting. Date of next refresh April 2020

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

The 2018-2020 strategy has been refreshed 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. Changes in the sector, primarily the increasing demand, continue to have a displacing effect on the availability of placements, resulting in greater reliance on the competitive, independent sector.

Commissioners of services for children in the care of Barnsley MBC continue to face a number 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 particularly those children and young people with 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 was 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. Whilst this figure has stabilised in recent months it must be noted that current levels are the highest seen since 2013 and therefore close monitoring of this figure will be a focus for the Placement and Sufficiency Board. A strong Early Help and targeted support offer has positively contributed to how we meet need appropriately at the earliest opportunity to prevent escalation. Further work to recognise and support vulnerable adolescents and develop the contextualised safeguarding approach will also help to shape early intervention and support.

A characteristic of the challenge in meeting needs is the complex nature of caring for older children and adolescents. There has been an 11% increase in the number of adolescents becoming Children in Care (CIC), 128 at 31st March 2019 compared to 115 at 31st March 2018. An older care cohort often includes some children with more complex needs and therefore requiring more intensive and specialist support.

This Placement and Sufficiency Strategy for Children in Care 2018-2020 (2019 refresh) 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 2018?

- 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 remains strong. During 2018/19 74% of children leaving care did so through Special Guardianship Orders, Child Arrangement Orders or Residential Order. Numbers of young people choosing to remain with their foster carers post-18 (Staying Put) have decreased slightly, from 9 in Quarter 1 to 7 in Quarter 4. However our projections for 2019/20 detail 9 Staying Put placements for Care Leavers.
- During 2018/19 there have been two prolonged secure welfare placements, of which one was at an exceptional high cost. Secure welfare placements support young people who need the highest level of support. National demand for secure welfare placements outweighs supply and as a result the unit costs are much higher than the unit costs of other placement types. . To ensure that the financial impact of a secure welfare placement is appropriately monitored, this refreshed strategy includes the cost of one secure placement for 2019/2020. Secure welfare spend was previously included within Private Residential expenditure.

The current profile of placements has also changed from that envisaged in the

previous strategy. As detailed previously there has been a shift within the cohort towards older CIC. 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. A demand issue which is reflected regionally and indeed nationally. The situation in Barnsley has been exacerbated by the increase in demand and decisions in neighbouring authorities to close their own children's homes. For a small borough, Barnsley has a disproportionately high number of children in care placed in the borough by other local authorities, with 229 children at 31st March 2019. This has made it more difficult to source independent placements locally. This accounts for a recent increase in the number of residential placements and also impacts on universal, specialist and targeted service provision within the borough.

- During 2018/19 we have also seen an increase in the number of semi-independent placements we have required; from 7 at 31st March 2018 to 9 at 31st March 2019 with, however, a peak of 12 at a point during the year. Semi-independent placements support LAC aged 16 and over with the intention of preparing those young people for independent living at 18.
- Our Fostering Assessment Team has been hugely successful in working with local communities to recruit new, additional carers. This success has increased pressure on our Fostering Support Team who support existing carers and placements. Consequently a service review has been completed which will provide an additional 3 Fostering Social Workers, to support carers and promote stability for children

Summary of progress 2016-19

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 141 by March 2019, this is slightly lower than the March 2018 figure of 154 but still demonstrates a considerable increase on the 2016 baseline. 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 seen the length of time children spend in care increase during 2018/19. At December 2017 65.4% of children had been in care for 12 months or more at 31st March 2019 this has increased to 71%. In addition to the obvious impact on resources this does not reflect our ambition for children in care and will be a key focus of the service in 2019/20.

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

Progress:

- The time taken to carry out foster carer assessments continues to be lower than the national average. 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. During 2017/18 the service achieved an average of 125 and whilst we are now operating towards a figure closer to 135 days (March 2019), 125 remains the target for the service.

Placements (March 2019)				
Age Group	In-House Residential	In-House Fostering	Independent Residential	Independent Fostering
0 – 5	0	62	0	0
6 – 13	0	86	4	33
14+	5	28	11	27
Totals	5	177	15	60

- Our number of in-house fostering placements has increased by 29 across all age groups but more specifically by 6 placements for children aged 14 and above. Placements for children aged 14+ are traditionally the most difficult to source and manage and this increase demonstrates the work done by our fostering teams to recruit and support foster carer's to care for our most vulnerable adolescents. .

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 4.8% having had 3 or more placements as at the end of March 2019. This compares positively with both statistical neighbour and national benchmarks, from latest available data, at 9.7% and 10.0% respectively. However, this is an increase on our position in December 2017 (3.9%) and is therefore something we will continue to manage closely.
- The service has seen a reduction in the number of placements ongoing for 2 and half years or over; 78% at 31st March 2019 compared to 64% at 31st March 2019. This equates to 33 placements which are shorter than two and a half years. Of these around 50% were planned, positive, moves to suitable permanent placements or just changes in carer address or status of the placement.
- There is evidence of good use of Special Guardianship Orders and Child Arrangement Orders with financial support where required. CAO and SGO numbers have continued to be above our 2014 baseline figures with 53 CAO and 34 SGO being made during 2018. For SGOs this equates to 15.5% in 2018/19 compared to 7.1% in 2017/18, higher than all comparators (National/Regional and Statistical Neighbours). Whilst the payment allowances are much less than the costs of keeping a child in public care, they have exceeded the planned budget

and ongoing consideration must be given to this area of spend.

- During 2018/19 our LAC cohort reached 320 which is above figures for previous years. This was a result of 50 children coming into care during Quarter 3, the majority being babies and young children. Quarter 3 also saw a drop in the number of children leaving care, 17 in total. The combination of the increased entrants and decreased exits resulted in the spike seen during Quarter 3. Despite the increase in numbers, Barnsley's LAC number is still well managed and below statistical neighbours average rates (98.1 per 10,000) and below the national average of 64.0 per 10,000. 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 2018/19, 118 children have ceased to be looked after with 47 children or 39.8% of those adopted, This rates exceptionally well against both statistical neighbours but also nationally.

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

Progress:

- We are continuing to work 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.
- Review of our Council wide approach to those aged 16/17 who present as Homeless is enabling development of a One Council approach to meeting the accommodation needs of our most vulnerable young people.

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 revised plan for 2018/19 – in the current placement & sufficiency strategy (2018 to 2020).

	Revised Plan	Outturn
	2018/19	2018/19
LAC Population as at 31 March	300	306
Projected Costs:	£M	£M
Fostering	5.742	5.718
Residential	3.617	4.782
Others – SGO, RO, Adoptions	4.197	4.331
Health & DSG Contributions	-0.293	-0.617
Adoption Grant & Other income	-0.100	-0.340
Total Care Costs	13.163	13.874
Total Care Budget	13.163	13.160
Variance	0	0.714

Actual net spend on Children in Care (CIC) placements is £13.874m for 2018/19, against which a financial pressure (i.e. overspend) of £714k has been reported for the year. This financial pressure is attributable to two main factors; Firstly, an increased number of placements in semi-independent provision. These placements often support complex teenagers with a history of placement breakdowns and as a result the additional support package is extensive. Secondly, a number of secure welfare placements which on a national level are in high demand and as such have a significant cost attached.

Overall CIC numbers have remained reasonably stable throughout 2018/19 and have been consistent with the strategy's guideline target of 300. CIC number as at 31 March 2019 was 306.

Unit cost & value for money

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

Unit costs £ per child per week (Gross costs) (source: CIPFA children looked after benchmarking data)				
	2017 costs		2018 costs	
	Barnsley	LA Average	Barnsley	LA Average
LA own children's homes	£2,202	£3,308	£2,257	£3,991
External residential	£3,488	£3,697	£3,526	£3,940
LA foster care	£500	£474	£452	£447
External foster care	£802	£909	£829	£916
PAF B8 – overall unit cost	£862	£951	£786	£974

- Measures taken in Barnsley have seen the average gross cost of CIC per week fall by 8.8% to £786 in 2018, whilst over the same period the local authority group average has risen by 2.4% to £974 per child per week.
- 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, although the gap has narrowed from £26 to £5 per week.
- The following table outline 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)				
	2017		2018	
	Barnsley	LA Average	Barnsley	LA Average
LA own children's homes	2%	2%	2%	2%
External residential	8%	9%	6%	10%
LA foster care	56%	58%	65%	58%
External foster care	34%	31%	27%	30%

- Barnsley's data on placements compares favourably with the LA group averages, particularly in external foster care where the proportion of placements has fallen from 34% to 27% (and is now below the LA group average of 30%).
- Conversely, Barnsley's performance in relation to in-house foster care showed significant improvement in 2018 (an increase from 56% to 65%). 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 ongoing monitoring of demand by the Fostering 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 as spend per head of population (aged 0 – 17) basis, Barnsley's CIC unit cost / spend (£203) is comparably lower than the LA group average (£279). This is mainly due to lower unit cost of external placements – residential and fostering low, compared to LA group averages.
- Barnsley's overall number of CIC per 10,000 population aged under 18 years for 2018 is 62, and compares favourably to the LA group average of 72. This trend is mirrored in the comparison of number of LAC in residential and fostering in 2018, where Barnsley's rate of 50 compares favourably to the LA group average of 58 (source: CIPFA CLA benchmarking data).

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 CIC 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 CIC cost 2019 - 2022

The following table shows projected placements numbers as well as the financial costs for the period 2019/20 to 2021/22:

	2018/19	2019/20	2020/21	2021/22
	Actual	Plan	Plan	Plan
Assumed LAC Population	303	300	300	300
Fostering – in-house	175	175	180	185
Fostering – External agencies	61	60	55	50
Residential - external children homes	15	14	14	14
Residential - Secure Welfare	2	1	1	1
Residential – Semi accommodation	10	8	8	8
Residential - BMBC owned home	5	5	5	5
Other placements*	38	37	37	37

* includes adoptions; kinship placements; etc.

	2018/19	2019/20	2020/21	2021/22
	Outturn	Plan	Plan	Plan
Projected Costs:	£M	£M	£M	£M
Fostering	5.718	5,737	5,669	5,593
Residential	4.782	4,124	4,212	4,303
Others – SGO, CAO, Stay-put, etc	4.331	4,192	4,366	4,494
Health & DSG Contributions	-0.617	-350	-350	-350
DFE Adoption Grant & Other Income	-0.340	-103	-103	-103
Total Care Costs	13.874	13,600	13,795	13,936
Total Care Budget	13.160	13,568	13,568	13,568
Variance	0.714	32	227	368
Additional Funding Requirement		32	195	142

The following are the key assumptions underpinning 2019/20 to 2021/22 spend projections:

1. The outturn spend of 2018/19 is included in the table above as a baseline – and includes some specific high cost residential care placements during the year (e.g. secure welfare).
2. The Placement budget in 2019/20 has been updated to reflect demographic / inflationary growth as per the previous reiteration of the strategy and financial plan. The 2019/20 plan does not reflect the full year effect of actual placements and commitments entered into in 2018/19. Latest indication is that this would result in additional cost pressure of £300k in 2019/20. This in-year cost pressure will be monitored and addressed through the Council's budgetary reporting procedures.

3. The revised financial plan (and modelling) assumes CIC numbers will be managed over the medium term around the 300 mark. It is envisaged that the effective implementation of the proposed actions (included on page 13) would ensure that CIC numbers are managed down to the assumed range.
4. The projections assumed that the number of fostering and residential care placements will remain consistent around 263 over the medium term – this equates to 88% of total CIC population. This is higher than the assumed proportion (82%) in the previous strategy / plan due to the increasing use of in-house foster carers, particularly in 2018/19.
5. The revised financial plan reflects the aim to maintain residential care numbers at 15; however allowance has been made in the projections for a secure welfare / accommodation placement per annum at a unit cost of £7,000 per week.
6. A 3% growth (and therefore cost) 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.
7. Current (2018-19) weekly unit cost of residential and foster care placements has been used in calculating future years cost projections, with a 2.5% uplift applied to fees / allowances.
8. Funding contributions (e.g. health funding) and income related to LAC placements has been adjusted accordingly based on latest information..

Based on the above assumptions, the CIC cost model shows an increased funding requirement of £0.195m and £0.142m for 2020/21 and 2021/22 respectively. This is not dissimilar to the requirement shown in last reiteration of the financial plan / strategy.

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 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. Revision of the payments scheme to incentivise carers to accept older children was implemented in April 2018
 - b. Review the support available for Barnsley carers.
4. Work effectively with Partners across Children and Young People's Trust to meet a wide variety of additional needs including mental health and support to Carers.
5. 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.
6. Increase the range of 16+ independent living provision to support transition to adulthood for those in long term care.
 - a. Review mechanisms, quality assurance and future demand for 16+ provision.
 - b. Develop and procure a 16+/semi-independent framework of local providers.

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 66% of fostering placements are with in-house carers (March 2019) and our target aims to increase this percentage to 70% 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 18/19	Target 19/20	Target 20/21	Target 21/22
1. Improve permanency planning / make good use of alternatives to care	Children placed for adoption	31	40	40	40
	Children placed with alternative orders (cost-bearing) - SGOs / CAOs	403	410	420	430
	Care leavers in 'staying put' and "staying close" arrangements	10	23	25	25
2. Reduce reliance on Independent Fostering Agencies	Number of children placed in IFAs	60	60	55	50
	Number of children placed in internal fostering	177	175	180	185
3. Increase availability of suitable BMBC foster placements	Net increase in numbers of foster carer households (newly recruited less numbers leaving in period)	9	30	30	30
		11	40	40	40
	Net increase in numbers of available internal foster care placements				
4. Maintain low numbers of young people in residential care settings	Number of young people in independent residential	15	14	14	14
	Number of young people in BMBC residential	5	5	5	5
	Number of young people in secure welfare placements	N/A	1	1	1
	Number of young people in semi-supported accommodation	10	8	8	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+.