

Children in Care Placements Commissioning and Sufficiency Strategy

2020 – 2023

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If you are a provider and would like more information or considering provision in Derby,
please contact:

ChildPlacementsTeam@derby.gov.uk on 01332 64 2699

1. Introduction

The Derby 2019 – 2022 Placement Sufficiency Strategy details how Derby City Council intends to meet the 'Sufficiency Duty' ¹ set out in Section 22G of the Children Act 1989. It:

- Sets out the Council's vision and approach to meeting its responsibilities to provide secure, safe and appropriate accommodation to children in need, children in care and care leavers over the next three years,
- Is informed by current and anticipated sufficiency requirements, market changes, gaps and opportunities, drawing on a wide range of available national, regional and local data, and
- Identifies the key challenges that we face in achieving sufficiency and our approach to overcoming them.

Consideration has also been given to the independent report, Foster care in England (February 2018). Sir Martin Narey and Mark Owers's independent review of the fostering system in England contains recommendations to the government about improving foster care, noting a key focus is improving relationships with providers is critical. Providers themselves will need to have an integral role in sufficiency planning and be given greater opportunities to become involved in market development

2. About Derby

Derby City is city built on science and industry. It's a diverse, compact city of 30 square miles in the East Midlands with a population of 257,000 people including 59,670 children and young people under the age of 18.

There are a number of challenges:

- The city is divided into 17 wards and is ranked as the 55th most deprived local authority, with some of our wards being the most deprived in the country.²



A raft of local intelligence ensures we continually review our approach to meet the needs of children and young people.

¹ Duty to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the local authority are looking after; and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty')."

² Derby has been identified as a social mobility cold spot, thereby benefitting from the Department for Education (DfE) Opportunity Areas programme of additional funding for Children and Young People

Vision for the City

Our Council Plan³ 2019-2023 outlines our vision for Derby. For children and young people this is about providing the ambition and opportunity to succeed, be healthy and happy:



Vision for Children

Derby's Children and Young People Plan 2020-22 sets out the wider context for working in partnership in children's services in Derby City, with a vision of **'Healthy children and young people, thriving families'** with the key outcomes of:



Key challenges

- Derby is a small, culturally diverse city with a population of 251,423 representing 182 nationalities.
- The population of Derby is younger, and more deprived than the England average and there are some significant gaps between the health and well-being of residents across the different wards of the city and pockets of diverse communities.
- Unemployment, domestic abuse, alcohol and substance misuse, and immigration all impact on the volume and complexity of needs presented by children and young people. Derby's Children in Care (CiC) population has been increasing over the last 12 months⁴ and is now at a 6 year high, higher than both the national average and average of its statistical neighbours.
- Increases in the number of children and young people requiring placements and changes in the needs of those young people, combined with a shrinking public sector, legislative changes (particularly from welfare reform) and local factors have all impacted upon local sufficiency requirements.
- Improving outcomes for children in care, particularly those highly complex children and young people, who often have multiple needs and display highly challenging behaviours which lead to placement instability and escalating care needs, is a challenge.

³ <https://www.derby.gov.uk/council-and-democracy/councillors-democracy-elections/policies-plans/council-plan/>

⁴ to 31 March 2020

3. Commissioning Direction

Commissioning Intentions

We aspire to provide every child and young person with the best possible local placement (where appropriate), which meets their needs, wishes and feelings and provides them with the opportunity to thrive and achieve.

- Reduce the use of high cost placements through increased local sufficiency and by developing a wider range of placements to meet need.
- Aim to place a minimum of 75% of all children and young people 'locally', i.e. within 20 miles of the centre of Derby. For those placements made outside of the local area, we will strive to ensure equality of service offer,
- Listen to the voice of children and young people and use their feedback to inform and influence services
- Secure the best possible placement for every child and young person, considering their needs and wishes,
- Drive to measure children and young people's outcomes across all placements, developing an understanding of what does and does not work and acknowledging when something needs to change, and
- Continually review our offer, practice and commissioning activity in light of changing demographics, need, feedback and constraints.

Key sufficiency challenges

- **The number of children coming into care continues to rise.**
- **There is difficulty securing local foster and residential placements - more young people are placed 'at a distance' than we would like.**
- **There is difficulty finding foster placements for young people with complex and challenging behaviour and needs, particularly teenagers, and for households which reflect the background of our children.**
- **More placements are needed for large sibling groups, and specialist placements for those with complex needs such as risk of:**
 - **Child Sexual Exploitation**
 - **Offending behaviours**
 - **Physical and learning disabilities and**
 - **Mental health issues such as self-harm, and drug use.**
- **There are reducing numbers of 'in-house' fostering households.**

Commissioning Strategy

- **Make best use of all existing provision**

All placements referrals are routed through the One Stop Shop, the single point of access for referrals for any placement type. Placements are always sought with in-house provision prior to considering services from external providers and includes residential homes, foster placements and supported accommodation.

We work closely with our in-house provision determine local availability: The Council operates children's homes which are focussing on supporting our young people to achieve independence to adulthood by linking into other services and volunteering networks, supporting transitioning into the community where possible. There is also a Corporate-wide initiative to increase the number of in-house foster carers through attracting and retaining carers.

- **Ensure consistent, quality and cost effective provision**

Our focus is ensuring good outcomes - best value, driving up quality and ensuring early intervention leading to de-escalation of need and greater placement stability for better outcomes for our children and young people. We recognise that partnerships and collaboration with providers is key to achieving these aims.

A monthly Residential Panel reviews and explores care plans for step down for children/young people in Residential Care and have recently produced guidance for staff in relation to unregulated placements (Unregulated Placements Guidance).

- **Apply a range of commissioning approaches**

We continue to work with internal and external provision and commission through a range of mechanisms (such as frameworks, Dynamic Purchasing Systems, block and spot contracts) to ensure availability, quality and best value of services.

Commissioning approaches will be council specific and/or via regional/sub-regional partnerships addressing common needs and challenges. All commissioning will be strategic and needs-led, with robust procurement and contracting. There will be a drive for collaboration between partners, commissioners, the market and children and young people, to develop an outcomes focused market.

- **Work with providers**

We know that sometimes our commissioning approach may be difficult for providers, and by active market engagement we want to work better together. We will regularly meet with providers and listen and respond to the sector. The D2N2 framework has been developed in partnership.

- **Listen to the voice of the child**

We will work directly with service users, the Children in Care Council⁵ and network for Care Leavers when undertaking commissioning or development activity to ensure their views are central to decision making, and seek views from Social Workers and Independent Reviewing Officers and to understand the individual needs, wishes and feelings of children and young people when sourcing individual placements⁶.

When asked what makes a good foster or children's home placement, the children and young people told us they want a homely and friendly placement.

⁵ www.derby.gov.uk/health-and-social-care/children-and-family-care/children-in-care/children-in-care-council/

⁶ www.derby.gov.uk/council-and-democracy/your-voice-children-young-people/

They were clear that they want to be listened to and have a say in their care, and emphasised the importance of having a robust health and safety in place at the placement. They told us they want a supportive and nurturing environment, where they feel safe and cared for and want to be able to talk to their foster carers and residential staff about their problems and have carers that are encouraging, caring and will give them good advice.

- **Jointly commission**

We will continue to build upon strategic relationships with other local authorities to achieve greater regional and sub-regional collaboration for future commissioning. We aim to inform, share intelligence, derive learning and best practice, achieve economies of scale and consistency from activity and develop a strong collaborate market position.

Local authorities deploy significant resources on placements for a small number of the most complex children and young people and we envisage being better able to meet these needs by working collaboratively.

- We source IFA and Childrens Homes placements through the D2N2⁷ CiC framework (see *D2N2 CiC Market Position Statement 2019*⁸).
- D2N2 have formed a Regional Adoption Agency hosted by Nottinghamshire County Council and accepting adopters from across the East Midlands.
- Through external investment funding across DN2 we are delivering STARs, an outcomes based initiative supporting children and families where there is de-escalation from residential care, foster placements at risk of breakdown, reunification of children with primary carers / birth family, and providing Edge of Care services.
- We are currently working with D2N2 on:
 - Specialist provision to support young people with complex needs.
 - Block contracts with providers to deliver specialist, high needs placements.
 - Supported Accommodation provision.
- Our Emotional Health and Wellbeing Service for Looked After Children has recently been jointly commissioned with NHS Derby and Derbyshire CCG and Derbyshire County Council.
- We continually seek to joint plan and commission across Health, Education and Social Care⁹, sharing accountability, driving efficiencies, outcomes and preventing duplication.
- Our Integrated Commissioning Strategy and SEND Joint Commissioning Strategy outline our Priorities, Commissioning Principles and joint commissioning governance across local area to achieve this.

- **Local Placements for Local Children**

Where appropriate, the aim is for children and young people to remain living locally¹⁰, taking into consideration maintaining a young person's educational, health, social and cultural connections and access to resources. The ambition is for 75% of all CiC to be placed locally. At 31st March 2020, of all CiC placed with external providers, 61% were placed within 20 miles of Derby, rising to 69% within 20 miles when considering all placements.

⁷ D2N2 includes Derby City Council, Derbyshire County Council, Nottingham City and Nottingham County Council

⁸ www.derby.gov.uk/health-and-social-care/children-and-family-care/children-in-care/care-leavers-children-in-care/

⁹ Children and Families Act 2014 - Joint commissioning for CYP with Special Educational Needs and Disabilities

¹⁰ We define a 'local' placement as anywhere within a 20 mile radius from Derby City Centre

Where it is not possible to secure a local placement, the remaining matching criteria will be prioritised and we will evidence that it has done all that is reasonably practicable to secure a suitable placement.

This is a key area of focus going forward.

- **Innovate**

We will continually review the needs across our areas and consider commissioning differently; different services or in a different way. We have been successful in applying for social investment funding for a SIB with DN2 partners, which focuses on social funding and outcome based commissioning. We are reviewing our approach to providing inhouse accommodation, focussing on a range of provision. We have undertaken a full review of our approach to fostering recruitment, resulting in a Corporate priority focus.

4. Recommendations to improve sufficiency

1 Best use of existing provision

- Reconfigure inhouse Children's Homes to best meet needs, demands and matching, including cluster and homes supporting transition to adulthood
- Make best use of inhouse availability and occupancy information
- Increase the availability of in-house foster carers through Corporate Fostering Recruitment approach, payments for Skills and holistic packages of support
- Develop specialist inhouse foster carers (Permanency scheme)
- Development of in-house semi-independent provision

2 Consistent, quality and cost effective value for money provision

- Regular review of placements (ongoing)
- Improvement in efficiency of contracting, quality assurance and supporting processes (ongoing)

3 Applying a range of commissioning approaches

- Consideration of block contracts for provision in the local area
- Assess the impact of the Outcomes based STARs model

4 Working with providers

- Improvements to payment systems (ongoing)
- Regular provider forums and meetings (ongoing)

5 Joint Commissioning

- Assess the impact of the D2N2 framework for CiC placements to improve access to local placements
- Supporting the needs of UASC by regional recruitment of UASC-specific carers
- For D2N2 (phase 2) to meet the needs of CiC with block contracts for emergency provisions for fostering and residential placements
- Consider join-up of local sufficiency availability data
- Consider emerging health needs for UASC
- Assess the impact of the recently joint commissioned Emotional health and wellbeing service for CIC, supporting placement stability.
- Continue to work with partners in health to commission and fund appropriate placements for children in care who have complex health needs with supportive joint funding arrangements/pooled budgets where appropriate

6 Local placements for local children

- Support delivery of outcome based initiatives for children in care and on the edge of care (ie remain with family, reunification to family, stabilisation with carers, step down from residential), working with partners through a social impact bond.
- Work with local providers on local provision for Derby's young people
- Work with our inhouse residential provision to maximise opportunities for placing by better placement matching plans
- Review current model of Supported Accommodation, ensuring it best meets need in light of local changing demands

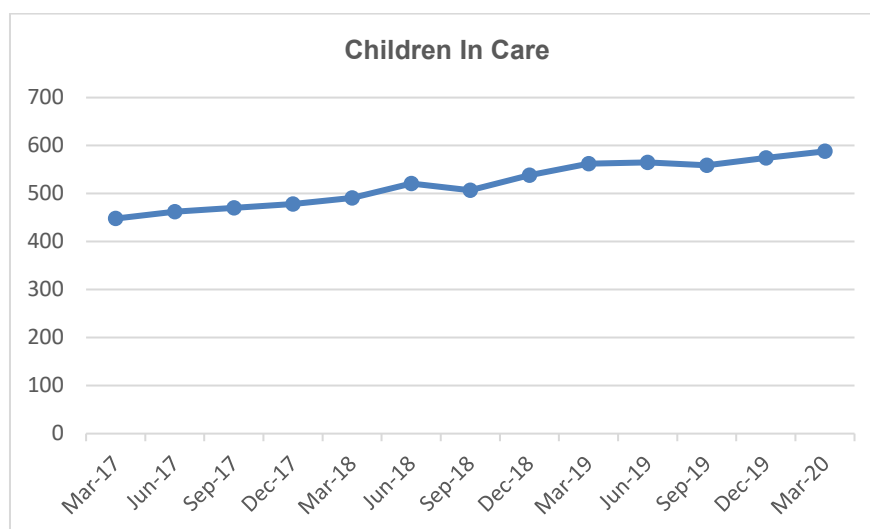
7 Innovation

- Use of more targeted early help interventions for edge of care
- Use of Social investment for outcome based commissioning
- Consider further benefits from leveraging a D2N2 approach
- Undertake a LEAN review of the placements process.

Appendix 1: Children in Care Population Analysis (as at 31 March 2020)

Number of Derby Children in Care

The number of children in care in Derby continues to rise, from 562 at the end of March 2019 and 588 at the end of March 2020 and expected to further increase to March 2021. It has increased further to 640 as at 31 December 2020.



Age and Gender

There has been an **increase in the percentage of children aged under 1**. During 2019-20, 21% of all the new admissions related to babies under 1. This is a slight increase from 20% seen in 2018-19.

Young people aged 10-15 years are the largest age group for entering care and this group has the largest percentage of children (40%). This is currently 26% for 2020-21 to date.

A total of 68 young people aged 16 or 17 were admitted into care, equating to **23% of all admissions into care during 2018-19**. This was mainly due to the increase in UASC. A total of 27 young people aged 16 or 17 were admitted into care in 2019-20 (12%), a decrease. This is currently 7% for 2020-21 to date. **This is mainly due to a decrease in UASC.**

Of the 588 children in care at 31st March 2020, 53.7% were male.

Ethnicity of Children in Care at 31 March 2020

The number of white british children entering care has reduced, with all other ethnicity groups increasing.

Approximately 25% of Derby's population are from Black and minority Ethnic (BME) communities. There is a disproportionate increase in numbers of children coming into care from the Roma community originating from Eastern Europe.

Ethnic Origin	Percentage
Asian or Asian British	6.8%
Black or Black British	4.8%
Dual Heritage	13.1%
Gypsy/Roma	9.0%
White British	58.2%
White Other European	5.8%
Other	2.4%
Total	100%

- 74.0% of all placements are with a Foster Carer compared to a national average of 75%.¹¹
- 75.9% of the foster placements are with an IFA whilst 24.1% are with a DCC foster carer. DCC foster care provision remained stable with 105 placements for 2019- 20.

¹¹ DfE Children looked after in England (including adoption and care leavers) year ending 31 March 2014

- Overall Independent provision for all placement types has increased to 74.7%. The quarterly average on this particular dataset is 69.8%.
- This directly correlates with an increase in the numbers of children in care and reduction in the number of inhouse foster carers.

Of those in foster care, 74% of children and young people are with an IFA (compared to 58% in Dec 2016), a proportion which is continually increasing.

More large sibling group placements (5 or 6) are needed.

Specialist placements for those with complex needs/at risk, are also needed, ie

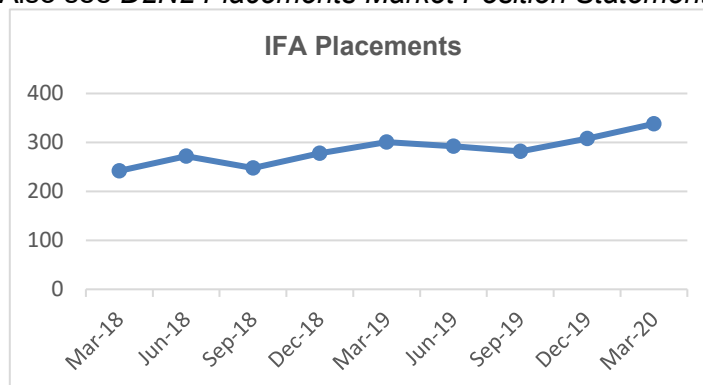
- Child Sexual Exploitation
- Offending behaviours
- Physical and learning disabilities
- Mental health issues such as self-harm, and drug use.

The proportion of inhouse fostering placements has reduced each year, as at 31 March 2020 representing 24.1% of the total fostering placements in total.

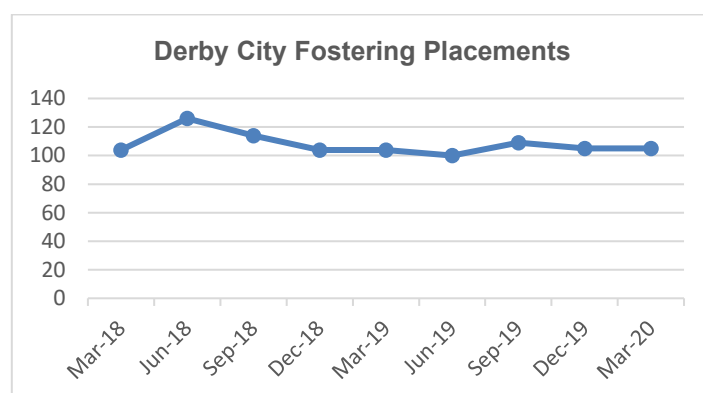
More local placements are needed for:

- **adolescents with challenging behaviour**
- **young people at risk of CSE,**
- **teenagers with complex mental health problems**

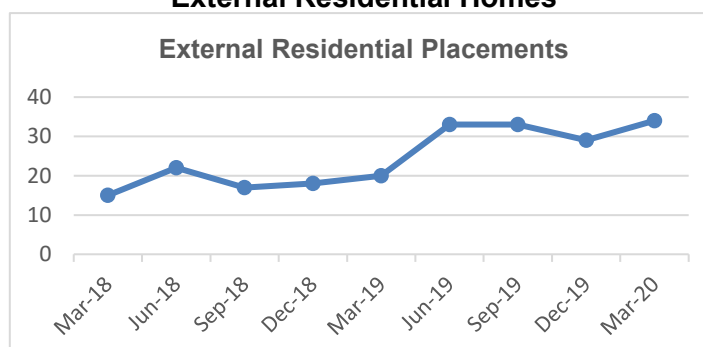
Independent Foster Agency placements
[Also see *D2N2 Placements Market Position Statement*¹²]



Derby City Fostering Placements



External Residential Homes



¹² D2N2 Placements Market Position Statement available at <https://www.derby.gov.uk/health-and-social-care/children-and-family-care/children-in-care/care-leavers-children-in-care/>

Derby City Council homes are currently rated by OFSTED at last full inspection as:
3 x Good, 1 x Requires Improvement.
Assurance visits have been undertaken during 2020.
Inhouse provision is being expanded to include transition flats and homes.

Internal Residential Homes (as at 31 December 2020)

Provision	Number of Places
Home A	4
Home B	5
Home C	4
Home D	n/a
Home E (specialist disability)	5
Total	18

Secure

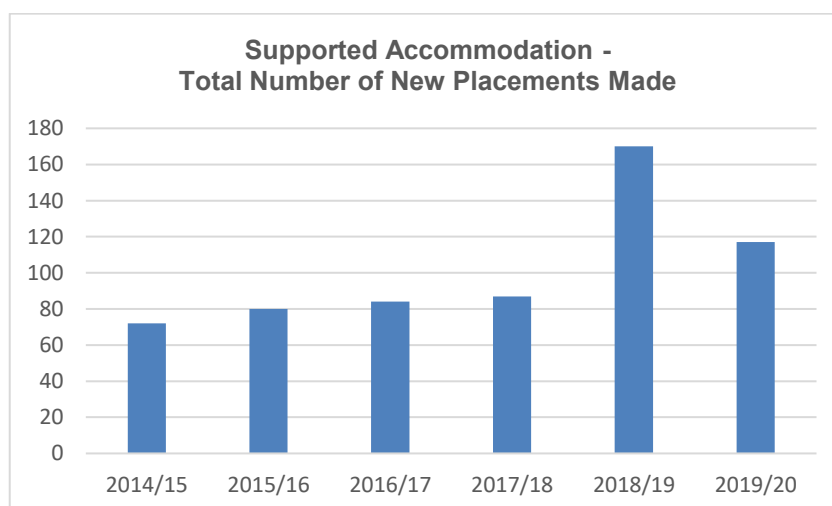
<5 young people were placed in Secure Units, YOI or Prison, a decrease from 7 young people at 31st March 2019. Secure settings are provided for young people with high level needs that have required a secure placement at a distance from Derby City to ensure their safety.

Semi-independent provision

A Supported Accommodation Dynamic Purchasing System (Previously Housing Framework) and Nottingham City High Needs framework are used to support 16 and 17 year olds (children in care/children in need 16/17 years and Leaving Care. Support packages range from 5 hours to 25 hours.

There was a significant rise in late 2018/19 from Unaccompanied Asylum Seeking Children (UASC) which has since reduced.

As at 31 March 2020, there were 95 placements in total comprising 83 Children in Care (inclusive of 47 UASC) and 12 Children in Need.



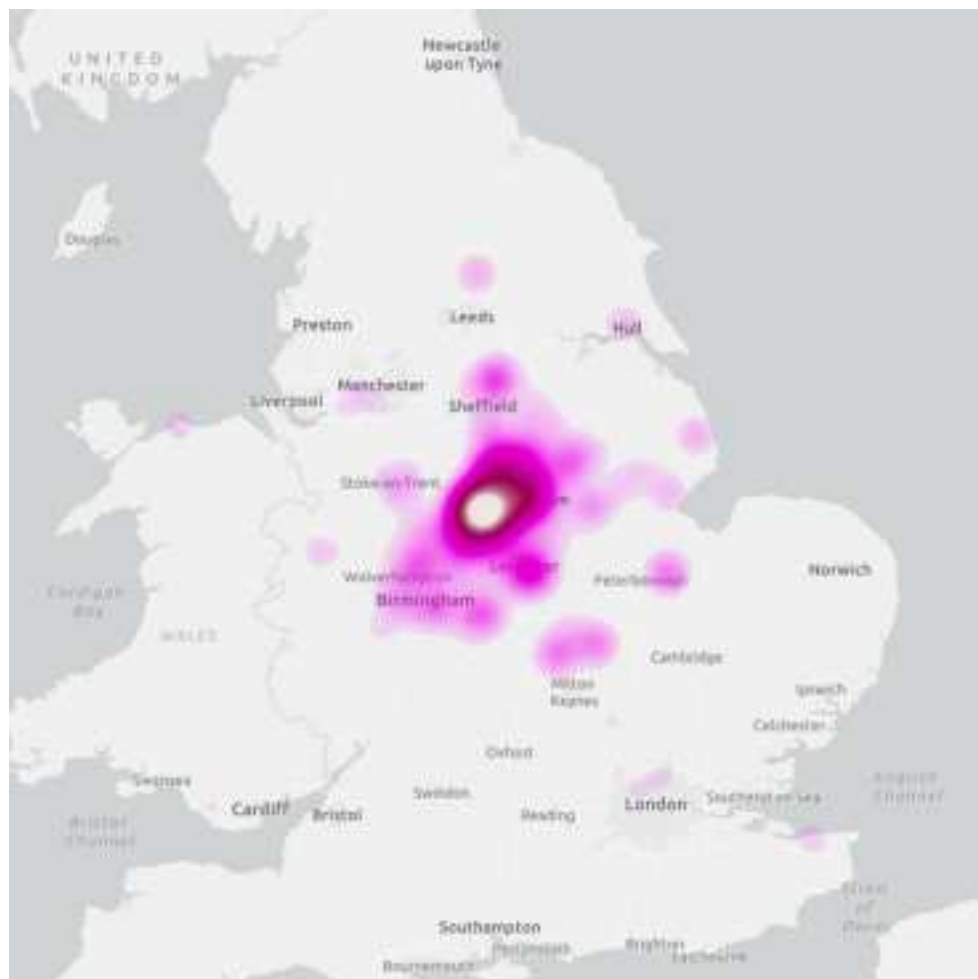
Where are our Children in Care?

60.3% of all Derby's children in care cohort are placed outside the Derby City Council local authority boundary; this includes those placed in Derby City Council and independent provisions.

Due to the compact nature of Derby, we also consider the distance of young people over twenty miles as a key indicator.

As at 31 March 2020, there were 588 Children in Care. Of these, 358 children were placed within 20 miles of Derby City and 193 placed within the City boundary.

Children in Care placed in foster, residential and semi-independent placements both through local authority and private provision as of 31 March 2020.



As at February 2021, there were 104 LAC placed in Derby by other Local Authorities. Of these, 44 were placed in residential settings/supported accommodation and 60 in fostering placements.

Appendix 2: References

In developing this Strategy and on-going plan for sufficiency, Derby City Council is mindful of the regulatory and legislative requirements. These include:

- Care Planning, Placement and Review Regulations 2011
- Fostering Regulations (2011) and Minimum Standards (2011)
- Adoption Regulations (2014) and Minimum Standards (2011)
- Children's Homes Regulations 2001, amended 2013
- Children and Families Act 2014
- Staying Put guidance, Planning Transitions to Adulthood for Care Leavers, 2014
- The State of the Nation Children in Care and Care Leavers Survey 2015
- The Children Act 1989 and the Children and Young Persons Act 2008
- Working Together to Safeguard Children 2015
- The Care Standard Act 2000
- The Children's Home's (England) Regulations 2015, including the Quality Standards (2015)
- Fostering Services (England) Regulations 2011
- The UN Convention on the Rights of the Child (Article 12)
- The National Standards for The Provision of Children's Advocacy Services 2003
- Care Planning and Fostering (Miscellaneous Amendments) Regulations 2015
- Promoting the education of looked after children 2014
- Promoting the health and wellbeing of looked after children 2015

We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 640000
Minicom: 01332 640666

Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku.

Prosimy o kontakt: 01332 640000 Tel. tekstowy: 01332 640666

Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ 01332 640000 ਮਿਨੀਕਮ 01332 640666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

Slovakian

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Skontaktujte nás prosím na tel.č: 01332 640000 Minicom 01332 640666

Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم 01332 640000 منی کام 01332 640666 سے رابطہ کریں۔



Derby City Council