

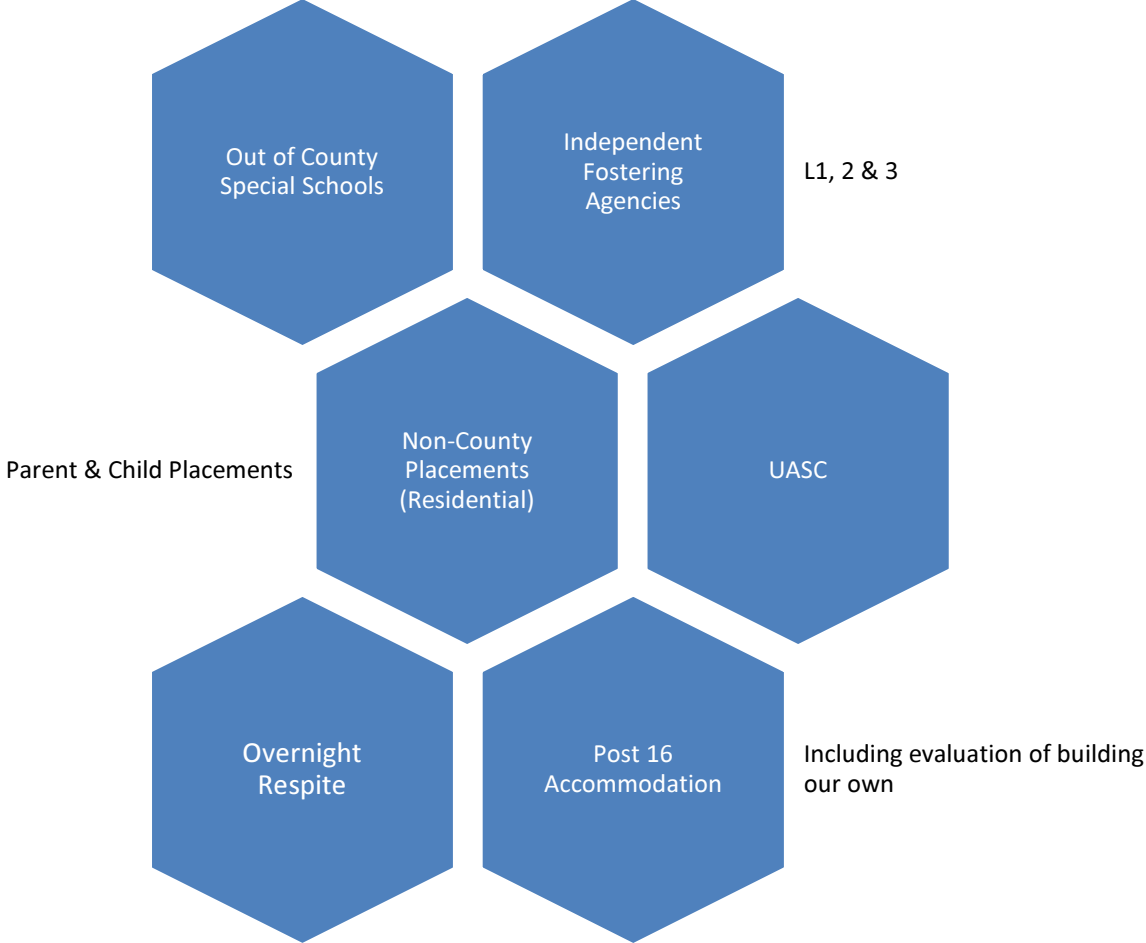


Hampshire
County Council

Placement Strategy

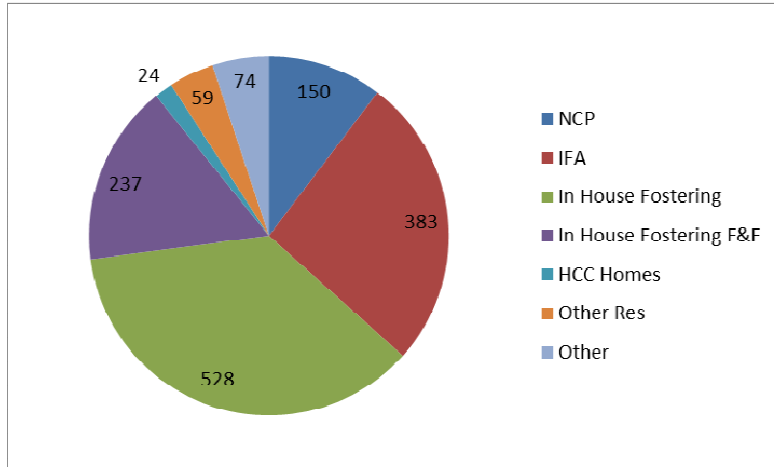
Presentation to Corporate Parenting
Board

Placement Commissioning Team – Types of Placement

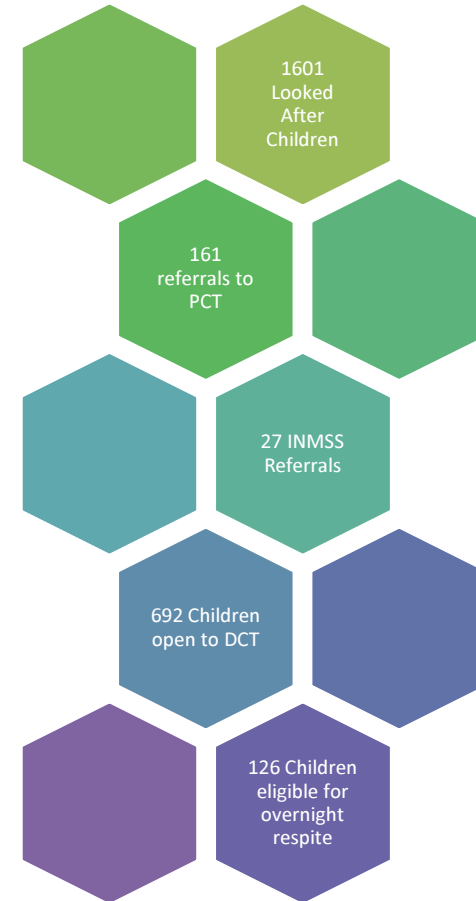
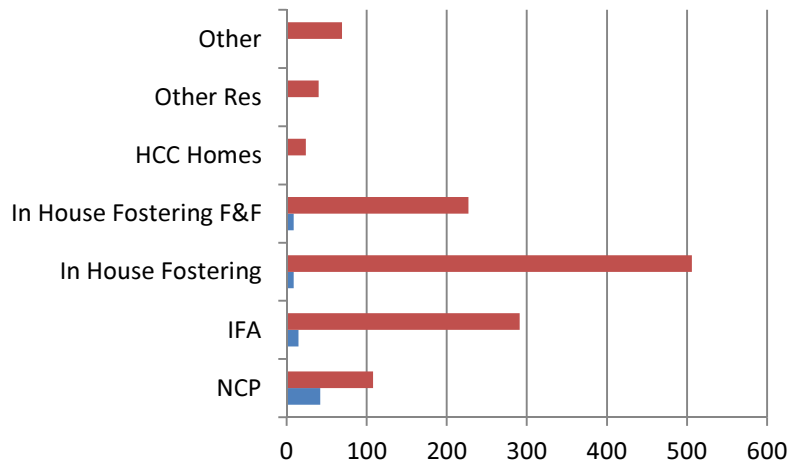


Data at April 2018

Current Placement Analysis

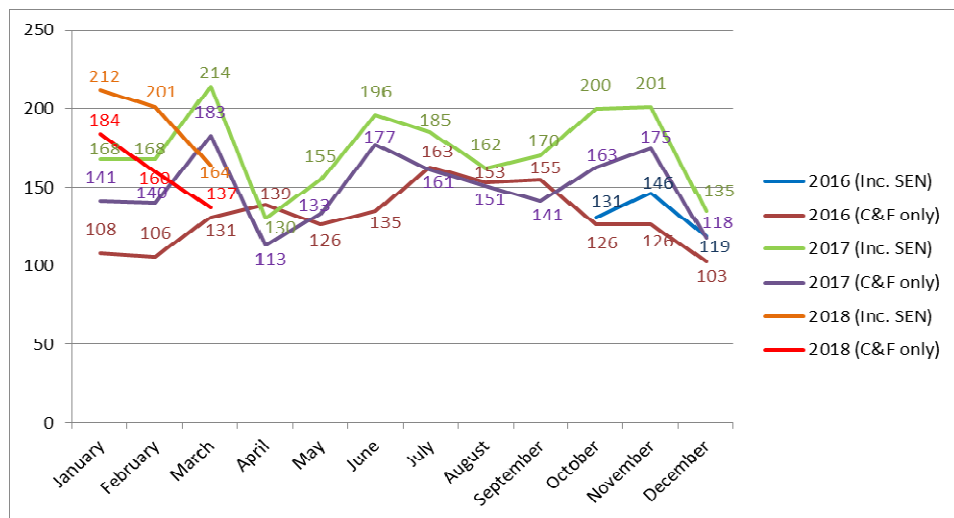


Current Placement Analysis –
CwD/Non CwD



What does referral data tell us?

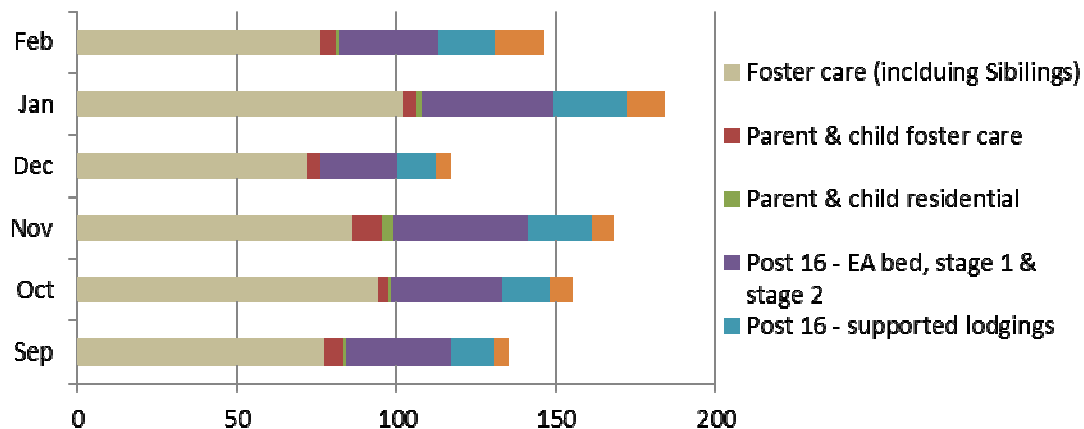
Referral Rates:



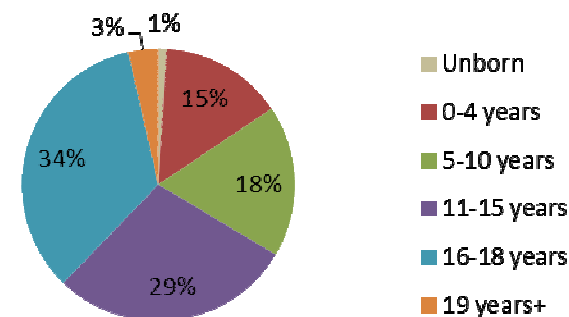
Placement Finding Timescales (09/17 – 02/18):

- 30% of referrals were made for same day placements
- a total of 41% in less than 2 days
- 11% of referrals were made for placements within 3-5 days
- 33% for placements within 6-14 days
- 15% of all referrals were made for placements to be made within 15 or more days.

Referrals by type of placement (09/17 – 02/18):



Referrals by age (09/17 – 02/18):



Independent Fostering Agency Strategy

Key components of the strategy

Reduce competition between the Council & IFAs

Understand provider costs and improve price transparency

Work more closely with a reduced number of providers

Share data more openly & effectively

Underpinned by a Market Positioning Statement which aims to support IFAs in understanding the Council's needs and considering alignment with their own business plans and strategies.



Fostering Strategy Update

Level 1 and 2

What's working:

Providers have been positive about the value of the approach that Hampshire has taken in developing partnerships. The partnership approach has resulted in Providers holding vacancies with carers in Hampshire for use by Hampshire County Council at no cost.

Monitoring shows us that 64% of placements are on contract; by comparison off contract spend on the old Framework was 24%. However, 24 of the 72 off contract placements were for Specialist Fostering which will be addressed through the Specialist Placements Framework. The aim is to reduce off contract spend to around 20%.

What's not working:

The framework has been very successful to date, but it will be necessary to continue to dedicate resource to maintaining the partnerships established with providers in order to further reduce off contract spend.

Specialist Framework (Level 3)

What's working:

The Framework for Specialist Fostering Placements started in April 2018. This Framework has been established to provide Fostering Placements for children and young people with challenging behaviour and/or severe disabilities and/or complex healthcare needs, and placements focused on reunification.

Providers have been positive about the tender process which allowed a negotiation phase with Providers and the Council being able to clarify points relating to the pricing. Providers also had the option to review their pricing which has resulted in improved Framework rates.

What's not working:

Availability of suitably skilled carers has been a problem during the first few months of the framework. Providers are working to build on the skills of existing carers and recruit new carers to their service. The Council will be working with providers with a view to addressing these issues and realising the benefits by the end of the first year of the Framework.



Fostering – Constraints and Issues

- Children Looked After Numbers are increasing as are the numbers of referrals into the Placement Commissioning Team.
- Capacity issues in the south generally, ability to increase foster carer numbers is limited.
- UASC numbers have increased again recently.
- Alignment of foster carer skills to children's needs.
- Competition with bordering authorities for use of the same pool of foster carers
- Impact of the Fostering Stocktake not yet known

Next Steps & Future Developments

Contract Monitoring

- The Council will be working with Providers to further reduce off contract spend over the next year and to explore the reasons why contracted options are not identified on a case by case basis
- Spend and volume of placements under the new specialist placements framework needs to be monitored to ensure that spot purchasing levels reduce and contracted providers are (over time) increasing their capacity to meet Hampshire's needs

Partnership Development

- Further development of the established relationships with providers in order to identify further opportunities to build capacity in Hampshire
- Embedding practice to secure available capacity for use by Hampshire County Council

Reunification

- Develop a clear pathway for identifying placement referrals that require reunification carers. Develop the pathway alongside the TSC programme



Residential Strategy

Key components of the strategy

Develop relationships based on partnership working to jointly identify solutions to the problems we face

Understand provider costs and improve price transparency

Work more closely with local providers

Share data more openly & effectively

Introduce outcome orientated approaches to high cost placements

Market growth in Hampshire and borders

Underpinned by a Market Positioning Statement which aims to support Residential providers in understanding the Council's needs and considering alignment with their own business plans and strategies



Residential Strategy – Measuring Success

Given that the framework is in its infancy this slide will focus on the Council's expectations of the framework

Contract Monitoring

- Will be focused on identifying the offers made by contracted providers and exploring reasons why they have not offered placements when they have capacity to do so
- Monitoring of volume and spend of placements

Partnership Development

- Identification of areas of need, numbers and shortfall in order to give providers meaningful information in order to strategically plan their own service development
- Working in partnership with providers to step down either through the identification of opportunities to reduce support /intervention or consideration of alternative placements



Residential – Constraints and Issues

- Children Looked After Numbers are increasing as are the numbers of referrals into the Placement Commissioning Team.
- Lack of clarity on focus of in-house residential homes. This will impact on our ability to establish honest relationships with providers
- Requirement for residential placements in the south outstrips number of placements available
- High cost of investment required to open homes in the south
- Historically relationships with providers has been adversarial with providers being in a position of control
- Competition for available placements with bordering authorities

Next Steps & Future Developments

Contract Monitoring

- Develop and embed contract monitoring
- Invest resource in development of partnership to realise benefits of the framework

Residential to Fostering Step Down

- Evaluate commercial models and develop solutions to be piloted in 2019
- Engagement with providers to define the processes and solution



16+ Strategy



16+ Strategy

Key components of the strategy

Ensure the right place for the young person, ensuring they are supported appropriately into independent accommodation

Improve outcomes for young people

Understand provider costs and improve transparency

Provide more options for complex young people

Reduce the number of high cost placements

Support Providers to increase capacity in Hampshire and surrounding areas



16+ Strategy Update

16 + Pilot Scheme (Havant, Fareham & Gosport)

What's working:

Floating Support within a shared house has been viewed positively by young people, providers and the Care Leavers Team. Young people are supported to maintain their tenancy, pay their rent and continue with work or college.

Supported Lodgings as entry into the service is working well with young people with higher needs being accepted into the service This is the most cost effective placement with the best outcomes for young people.

What's not working:

Whilst the intensive support service has been successfully supporting some young people, engagement with Hampshire Futures has been slow. It will be necessary to re-consider how this support is offered and how quickly outcomes are to be expected.

Next Steps & Future Developments

Countywide Contracts

- The Council will be tendering a number of contracts over the next few months:
- Intensive Support Service
- Supported Lodgings
- Floating Support
- High Support Needs
- Out of County

Contract Management

- Intensive management of the High Support Needs contract and the Intensive Support Service contract to develop relationships with providers in order to identify opportunities for step down to alternative accommodation.

Capital Spend

- Identification of areas where capital investment may be required to ensure the most appropriate accommodation in the correct geographical locations .

16+ Constraints and Issues

Children Looked After Numbers are increasing which will impact upon Care Leavers numbers.

Recruitment of Supported Lodgings hosts is intrinsic to the pathway

Culture change required, not offering off contract accommodation

Returns on Capital spend dependent on type of support building is used for.

Costs have increased significantly since the previous contract was let, therefore additional costs are expected.

Pathway planning to include accommodation contingency plans.

Lack of engagement in support will undermine the accommodation offering.