

## Business Planning / MTFS Options 2020/21 – 2024/25

20/25-PE04

Title of Option:	Reducing placement costs through effective management of the market		
Priority:	People	Responsible Officer:	Beverley Hendricks
Affected Service(s)	Safeguarding and Support and	Contact / Lead:	Charlotte Pomery/Peter Featherstone/
and AD:	Commissioning	Contact / Lead:	Karen Oellermann

#### Description of Option:

- •What is the proposal in essence? What is its scope? What will change?
- •What will be the impact on the Council's objectives and outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes, and Borough Plan Evidence Packs)
- •How does this option ensure the Council is still able to meet statutory requirements?
- •How will the proposal deliver the benefits outlined?

[Proposals will be mapped to the new Borough Plan Priorities/Objectives/Outcomes as they emerge – please take account of any likely changes when framing proposals]

Proposal to consider ways to shape the local residential care market for children through:

- •taking demand off the free market
- creating some diversity in the care market

We propose to do this through reviewing the feasibility of a number of delivery approaches including:

- opening bespoke children's homes in partnership with neighbouring councils or through a social investment or mutual model
- ring fencing and block market purchasing of provision
- working alongside the not for profit sector to grow this local offer
- •joint ownership of accommodation with Adults Social Care to manage parents with learning disabilities/ mental health support needs
- •shared supported accomodation for young people with autism and other defined disabilities 18 25

This is based on an assumption that we can make a £320 per week /£17K per year saving on 18 placements each year.

## **Financial Benefits Summary**

Savings	2020/21	2021/22	2022/23	2023/24	2024/25	Total
All savings shown on an incremental	£000s	£000s	£000s	£000s	£000s	£000s
New net additional savings	100	-	- 100	- 100	- 200	- 300

Capital Implementation Costs	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Total Capital Costs	-	-	-	-	-	-

#### **Financial Implications Outline**

- How have the savings above been determined? Please provide a brief breakdown of the factors considered.
- •Is any additional investment required in order to deliver the proposal?
- •If relevant, how will additional income be generated and how has the amounts been determined?

The investment and the net savings require detailed modelling following the outcome of an options appraisal. Additional investment will be needed to develop this transformation and influence the market. It is envisaged that £100K per year is needed to develop the market and the new provisions. The investment required will include the recruit of a strategic commissioner and support to develop the options appraisal and implement the recommendations. Additional investment may be required to establish a social investment vehicle. However funds from external social investment sources will be identified for this if this is one of the preferred options.

## **Delivery Confidence**

At this stage, how confident are you that this	3
option could be delivered and benefits	
realised as set out?	
(1 = not at all confident;	
5 = very confident)	

## Indicative timescale for implementation

Est. start date for consultation <i>DD/MM/YY</i>	Est. completion date for implementation DD/MM/YY	
	No - significant development work required to move this forward.	
Is there an opportunity for implementation		
before April 2020? Y/N; any constraints?		

#### **Implementation Details**

- •How will the proposal be implemented? Are any additional resources required?
- •Please provide a brief timeline of the implementation phase.
- •How will a successful implementation be measured? Which performance indicators are most relevant?

There is significant lead in time required to progress some of these ideas. If options such as working with local not for profit sector can be delivered more swiftly then these will be progressed.

## Impact / non-financial benefits and disbenefits

What is the likely impact on customers and how will negative impacts be mitigated or managed?

List both positive and negative impacts. Where possible link these to outcomes (please refer to relevant Borough Plan 2019-23 objectives and outcomes)

#### **Positive Impacts**

More local residential placements for children that meet their needs at a reduced cost. More effective management of the local market.

Negative Impacts

What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How
has this been discussed / agreed with other parties affected?
List both positive and negative impacts

## Positive Impacts

Opportunities for the local providers and the not for profit sector.

Negative Impacts

How does this option ensure the Council is able to meet **statutory requirements**?

This option will support us in delivering our statutory duties to look after children who are at risk of harm.

# Risks and Mitigation

What are the main risks associated with this option and how could they be mitigated?(Add rows if required)

Impact (H/M/L)	Prohability	Mitigation

	Yes
Has the EqIA Screening Tool been completed for this proposal?	
EqIA Screening Tool	
	No - is merely a new delivery mechanism of the existing
Is a full EgIA required?	service provision.