
Executive Decision Report

Proposed Expansion of Residential Children's Homes

Decision to be taken by: Deputy City Mayor Social Care
and Anti-Poverty

Decision to be taken on: 8 February 2022

Lead director/officer: Caroline Tote / Martin Samuels

Useful information

■ Ward(s) affected: Aylestone & Braunstone

■ Report author(s):

David Thrussell, Head of Service, Corporate Parenting

David.Thrussell@leicester.gov.uk

Mike Evans, Service Manager, Placements, Commissioning and Leaving Care

Mike.Evans@leicester.gov.uk

Liam Mawhinney, Business Change Commissioning Manager

Liam.Mawhinney@leicester.gov.uk

■ Author contact details: See above.

■ Report version number: 13

1. Summary

- 1.1. As part of our Placement Sufficiency Strategy 2020-23, this report seeks approval to expand our in-house children's residential home provision by converting existing council properties located in Aylestone (Home 1), and a former children's' home site in Braunstone (Home 2), into two new children's homes. These homes will care for 5 and 6 young people respectively, between the ages of 8 and 17 years, in the care of the Local Authority who are not able to live with their birth families or foster carers.
- 1.2. The proposed expansion would increase our in-house capacity from five children's homes caring up to 30 children and young people (excluding places for respite) to seven children's homes caring up to 41 children and young people.
- 1.3. The demand for independent sector (external) residential home placements nationally and locally has significantly risen in recent years, which has subsequently inflated prices and led to instability within the market. Despite high occupancy rates of our in-house homes, the proportion of use of in-house to external children's homes has dropped to 36% and this means we are more exposed to the risk of future volatility in the private sector and more likely to incur higher costs.
- 1.4. There are a number of other benefits of increasing the in-house provision, including better quality care and support (all of our homes are rated good to outstanding), better matching of young people to our homes locally, and better access to local support leading to less likelihood of placement breakdowns, increased emergency or crisis capacity, greater economies of scale across the in-house estate, and increased additional capacity from which to provide additional wrap around support for young people and their carers.

- 1.5. On a like for like basis the current cost of a young person staying in an in-house children's residential home is not significantly different to the average prices charged by the independent sector, and therefore this proposal will not provide immediate realisable budget savings. Nevertheless, the expansion of the in-house provision will provide greater cost control given the high risk of further independent price increases and the national shortage of suitable residential accommodation for children and young people with more complex needs.
- 1.6. Based on the feasibility study undertaken by Estates and Building Services (EBS) the estimated capital cost for Home 1 is £1.1m. The capital costs for Home 2 are yet to be finalised through a full feasibility study, but EBS estimate that this is likely to incur a similar figure to Home 1.
- 1.7. Leicester City Council has been awarded £0.5m towards Home 1 from the Department for Education's children's homes capital funding programme. Approval is sought to use part of the existing adult's policy provision of £6.7m to fund the remaining capital costs of Home 1 and the full capital costs of Home 2.
- 1.8. Total annual operating costs are estimated to be £1.74m which will be funded from the reduced independent sector budget.

2. Recommended actions/decision

- 2.1 To approve the expansion of our in-house children's residential home provision by converting existing council properties located in Aylestone (Home 1), and a former children's' home site in Braunstone (Home 2), into two new children's homes, to accommodate 5 and 6 young people respectively, between the ages of 8 and 17 years.
- 2.2 To approve the part use of the existing department capital policy provision of £6.7m to fund the schemes.

3. Scrutiny / stakeholder engagement

- 3.1 Consultation was carried out as part of our Placement Sufficiency Strategy 2020-23, which sets out how Leicester City Council will meet its duty to provide and secure sufficient accommodation for Looked After Children and Care Leavers. It considers a range of development activity, including the need to expand residential and foster care provision.

- 3.2 Public, stakeholder and planning application consultation will be carried out on each home as appropriate.

4. Background and options with supporting evidence

4.1 Option 1: Continue with the current level of in-house residential provision and commissioning of external placements.

- 4.2 The Local Authority would still be dependent on commissioning 64% of current residential placements with the independent sector. This means that the council would continue to be exposed to price increases in the market because of increasing demand and volatility in charging. Moreover, many of the independent placements are away from Leicester, variable in quality and susceptible to breaking down, leading to further cost escalation with young people experiencing greater instability in their lives. None of the benefits outlined in section 5.11-5.20 would be realised.

4.3 Option 2: Develop one of the proposed new homes

- 4.4 This would increase in-house provision by 5 or 6 places which would improve the Local Authority's ability to provide emergency placements outside office hours, better match young people according to their needs, provide a larger residential provision over 6 sites and allow more young people to remain in their local communities and benefit from wider support networks, including education and health. This option would obviously reduce the impact of the benefits outlined in section 5.11-5.20.

4.5 Option 3: Develop both proposed new homes.

- 4.6 This would increase in-house provision by 11 places which would significantly improve the Local Authority's ability to respond to emergency placements outside office hours, match a wider range of young people according to their needs within a much larger residential provision over seven sites, and allow more young people to remain in to their local communities and benefit from wider support networks, including education and health. This proposal alongside other initiatives would significantly reduce our dependence on external homes in total numbers and as a proportion of residential care. All the benefits outlined in paragraph section 5.11-5.20 would be realised.

5. Detailed report

- 5.1 The council already owns and manages five children's homes, which are currently rated as good or outstanding by Ofsted. These homes care for up to 36 children and young people at a cost of £5.5 million in 2020/21; this figure includes a range of short breaks / emergency care for 3-6 young people.
- 5.2 Whilst the majority of our looked after children (LAC) live locally within foster care households, some of our children and young people with more complex needs and behaviours are unable to live in family settings and live in children's residential homes. In some cases, this is a temporary situation, whereby children and young people can then be moved on to alternative accommodation including returning to their birth families, moving into foster carer households, or supported or semi-supported living. A small number of young people will remain in residential homes until they leave care at the age of 18.
- 5.3 The total number of children requiring residential care has increased significantly in recent years partly reflecting the increase in older adolescents entering care with more complex needs. Excluding those children on short breaks, our in-house capacity is currently around 36% of the total number of children in residential placements (see **Appendix 1** for more information). Whilst the proportion of our in-house placements remains higher than our statistical neighbours, the rising numbers of looked after children has increased demand for residential placements.
- 5.4 Typically, young people who live in residential care require additional therapeutic support due to previous trauma and abuse that they may have experienced, and are sometimes at risk of ongoing criminal or sexual exploitation, have complex health, social care and education needs and display challenging behaviours, which means that they cannot be supported in a family setting.
- 5.5 The ratio of our looked after children living in children's residential homes and the unit cost of our commissioned external residential placements is below the national average – see **Appendix 1**. Despite this, the number of young people in external residential and foster care and the cost of external placements has increased and is placing a significant pressure on the children's services budget.
- 5.6 The Local Authority currently commissions over 50 external residential placements at any one time with an average cost of £3.9k per week in 2020/21 with a total cost of £10.2m, one third of total placement cost. Standardised comparisons of our independent sector costs with other LAs and with our in-house provision are difficult due to the varying level

of needs of the young people, with some requiring one to one or two to one support, and others much less support. Placements with independent providers tend to include more complex cases therefore raising the average cost. The average direct cost of in-house placements in 2020/21 was £3.4k and including overheads this rises to £3.8k per week. The unit cost of in-house provision is heavily influenced by occupancy levels (which averaged 90% in 2020/21) and any additional support staff required for particularly complex placements, for example where the in-house provision is being used as placement of last resort.

- 5.7 Whilst the Children's Placements and Commissioning Team has a good record of negotiating competitive financial terms with external providers and spot purchasing has been shown to be more effective than any regional framework arrangements, the current external market remains volatile. There is stiff competition between Local Authorities to acquire external placements, which has driven up placement costs both in the region and nationally. Over the last 2 years, the cost of external residential placements has risen by 12% in the East Midlands (this figure is derived from a joint analysis of commissioning managers across the Local Authorities). This situation has been exacerbated by COVID-19. For more complex young people, some providers are currently charging Local Authorities up to £15k per week to guarantee placements.
- 5.8 The quality and reliability of external placements is variable, and like many other Local Authorities, the Department has experienced occasions where independent providers have ended children's placements with little or no notice, requiring the council to make emergency and unplanned placement arrangements either in-house where there is usually insufficient capacity, or by commissioning external crisis placements often costing between £6 to 10k per week.
- 5.9 To date the highest cost we have paid for an external residential placement in the last financial year was £10k per week. When this placement broke down, the young person was returned to one of our in-house children's homes. It should be noted that this young person had experienced 11 placement moves in 2 years before she was moved to our own children's residential home. This included 3 foster placements and 8 external residential homes. Whilst this is a high cost example, there are other young people in similar situations where they experience multiple placement moves and where costs associated with changes of placements can escalate, as their needs are assessed to be increasingly intensive and requiring extra resources to look after them.
- 5.10 The DfE has launched an independent review of children's social care and the chair of the review has asked the Competition and Markets Authority (CMA) to investigate the

children's social care market. In March 2021 the CMA launched a market study into children's social care provision to examine the lack of availability and increasing costs in children's social provision, including children's homes, and fostering. The launch of the study comes after concerns were raised by other organisations about private sector provision of children's social care making high profit margins. In their interim report published in October 2021, it reads "based on what we have seen so far, there is evidence that some prices and profits in the sector are above the levels we would expect in a well-functioning market", this is further shown in an analysis of 15 largest providers of children's social care where it was found "for children's homes, prices increased steadily across the period, from an average weekly price of £2,977 in 2016 to £3,830 in 2020, an average annual increase of 5.2% compared to average annual price inflation of 1.7% over that period".

- 5.11 It is proposed to expand our current in-house residential home provision by two homes providing an additional 11 beds. This would take our in-house provision from 30 (excluding respite/short term placements) to 41 beds, which is 52% of the current total residential placements (36% currently).
- 5.12 The current proportion of in-house capacity exposes the LA to independent sector price increases in the short and medium term as increasing demand and competition for beds in the market drives up fees. Increasing the mix of in-house capacity from 36% to 52% would act as a significant edge against future sustained price increases from the independent sector and the current levels of price volatility. The LA would still be able to utilise the independent sector for more complex /specialist placements or where there is a need for an out of area placement.
- 5.13 The quality of LCC in-house provision is graded as good or outstanding by Ofsted and therefore increased capacity will be beneficial for the young people in this new provision. Moreover, in-house placements are less likely to breakdown in crises, thereby preventing escalating costs in the longer term through multiple moves, as providers respond to increasingly challenging behaviours by making requests for increased staffing ratios and compensation for "bed blocking" the other placements within their home for example.
- 5.14 The increased in-house capacity will provide economies of scale in terms of moving staff around the estate in response to the variations in the support needs of the young people in the homes.
- 5.15 A larger in-house estate will mean that there is more capacity to provide emergency and short-term placements which are expensive to procure in the independent sector. For

example, from September 2020 to June 2021 one of our homes admitted 13 young people, 12 of which were crisis or unplanned admissions.

- 5.16 The increase in bed numbers means the service would have a greater ability to match new young people in planned and emergency situations to existing cohorts in our homes as there would be a wider range of placements to choose from. This will improve occupancy levels in the in-house estate overall. Some of the young people who are admitted in these emergency situations are returned to their family homes, some are moved on to foster care and some may remain in the residential homes. Our internal homes have a good track record of working with Social Work Teams, Fostering, MST (Multi Systemic Therapy) and other partners to achieve these outcomes.
- 5.17 The proposed new homes will utilise the local networks with key partners including Health, Children Adolescent Mental Health Services, Virtual School Team, Connexions, Education, Special Education Services, ensuring that more children looked after can have their education and health needs met locally. The homes would also work in partnership with our Multi-Systemic Therapy (MST) service who provide a range of “edge of care” interventions and outreach and respite support to foster carers and meeting / support space for these carers.
- 5.18 There are further additional benefits for looked after young people remaining in the locality in terms of improved contact with their families and making use of community support networks, which are particularly important in preparing young people as they transition to adulthood, and successful living in the local community.
- 5.19 One of the sites can also be used as a base for social work and other social care teams to provide a range of services including therapeutic sessions, training and meeting facilities for young people, foster carers, and professionals. It could also be used as a base for outreach support and drop in facilities to young who enter care and for young people who have left care and live in the community. The home would also provide a 24/7 support and outreach function to the proposed enhanced and specialist foster carer schemes (see separate report on this proposed new scheme).
- 5.20 The buildings proposed for these two homes are unused council owned properties. One site is a former children’s home requiring refurbishment, and the other site is two domestic properties which require conversion. Legal advice is that planning permission for change of use will be needed for both sites.
- 5.21 A detailed needs analysis has been carried out which shows that based on the current placement types (using 2020/21 data) there is sufficient demand (at least 20 placements,

double the new capacity) for the type of placements which could be offered by the new homes at the level of support costed for each new home. A summary of the analysis is included in **Appendix 1**.

5.22 This proposal will not result in a substantial reduction in the overall residential placement budget because on a like for like basis overall unit bed placement costs for in-house provision is not significantly different to the independent sector. For the reasons outlined above, the proposal should help to avoid future cost increases from the independent sector, mitigate against price volatility, and increase our flexibility whilst reducing the need for higher cost emergency placements for example. To what extent these clear benefits result in an actual reduction in overall cost can only be quantified once the expanded service has been operational for a period of 1-2 years. Total residential placement costs may not be lower because of increasing demand, but future unit costs of the service could well be significantly lower than would otherwise be the case.

5.23 The proposal requires a significant capital investment estimated at £2-2.2m. Leicester City Council has been awarded £0.5m towards Home 1 from the Department for Education's children's homes capital funding programme. here is an existing policy provision of £6.7m for adult extra care and children's social care LAC provision, approval is sought to use this to fund the remaining capital cost of Home 1 and the full capital cost of Home 2.

5.24 **Details of the proposed new homes**

5.25 Home 1

5.26 The properties are two empty semi-detached houses owned by the City Council. They were originally purchased as part of city-wide improvements work in 1962. Refer to **Appendix 2** for a view of the properties.

5.27 The proposal involves the redevelopment of two semi-detached houses into a five-bedroom children's home which will provide additional placements for five looked after children and young people, with emotional and behavioural support needs due to their experiences of abuse and neglect.

5.28 The capital works will provide an enhanced living environment and a wider range of placements for young people who need full-time care. Refer to **Appendix 4** for the proposed design.

5.29 On the ground floor, the proposal includes building a connecting hallway between the two existing houses to convert them into one building; refurbishing rooms, and building an

extension to provide a more spacious lounge, dining room, an activity room, education / IT room, kitchen, toilets offices and a staff sleeping-in room for staff. Refer to **Appendix 4** for the proposed design.

- 5.30 On the first floor a connecting hallway will be built between the two houses. The existing 6 bedrooms and 2 bathrooms, with a small extension will be converted into four en-suite bedrooms and a bedsit for young people, and a small office for Waking Night staff.
- 5.31 Parking facilities will be improved in the front garden. Landscaping will take place in the back garden to create one large lawn with shrub borders and a boundary fence.
- 5.32 The home will incorporate energy efficiency measures including installation of a heat pump and improved insulation to support the City's carbon emissions policies.
- 5.33 A project milestones plan will be produced by the Estates and Buildings Service detailing the proposed timescales for the conversion, including obtaining planning permission, once a feasibility report is undertaken.
- 5.34 A budget of circa. £1.1million for the refurbishment work (this includes fees and project contingency costs), will be required. Leicester City Council has been awarded £0.5m towards Home 1 from the Department for Education's children's homes capital funding programme. It is proposed that capital monies are used to match fund the remaining £0.5-0.6m, drawn from the Children/Adults' capital finances provision to support this work.
- 5.35 The annual revenue operating costs required are detailed in **Appendix 3**.
- 5.36 The average cost of a young person with higher emotional and behavioural needs placed in an external home, with day and night staff available, 24 hours per day, is in the region of £4.3 to £4.6k per week. In some instances, costs can escalate to £5 to £8k per week.
- 5.37 The total revenue cost to the City Council to directly provide the same care and support for 4 or 5 young people at Home 1 would range between £3.2k (based on 100% occupancy) to £4.02k (based on 80% occupancy) per week, per young person or £836.75k for the total running cost of the home per annum. The running costs for this home also includes a contingency budget of £40k to cover for potential staff absences, through overtime / use of bank staff, which may not be used, if alternative arrangements are put in place to cover for these shortages e.g. changes to rota patterns.
- 5.38 Home 2

- 5.39 The property is owned by the City Council. The building has been unoccupied since 2014. It was originally a city owned children's home built in 1973 and subsequently converted into office accommodation originally for the Juvenile Offender Resource Team and then for Social Care and Education services. Refer to **Appendix 5** for views of the building.
- 5.40 The conversion of Home 2 into a residential home would provide six additional residential placements for young people with more complex emotional and behavioural support needs, due to their experiences of abuse and neglect. In addition, it would be able to provide a base for social work in its annex and other social care teams to provide a range of services including therapeutic sessions, training and meeting facilities for young people, foster carers, and professionals. It could also potentially be used as a base for outreach support and drop in facilities to young who enter care and for young people who have left care and live in the community. The home would also provide a 24/7 support and outreach function to the proposed enhanced and specialist foster carer schemes.
- 5.41 The capital works will include on the ground floor, refurbishing rooms to provide a spacious lounge, dining room, an activity room, education / IT room, kitchen, toilets and offices for residential staff and managers.
- 5.42 On the first floor the existing offices and toilet facilities will be converted into five en-suite bedrooms and a bedsit for young people, a staff sleeping-in room and an office for Waking Night staff.
- 5.43 The rear annex will be converted into meeting and therapy rooms for work with young people and office space to accommodate multi-disciplinary teams. This area could be used as a "hot spot" for social work and other children's services teams. Support could also be provided from this facility to the proposed enhanced and specialist foster carer schemes which are the subject of a separate executive report. The home could provide outreach and respite support to carers and meeting / support space for them.
- 5.44 Landscaping will take place in the garden to improve the lawn, shrub borders and boundary fences.
- 5.45 Subject to the feasibility study the home will incorporate energy efficiency measures including installation of a heat pump and improved insulation to support the City's carbon emissions policies.

- 5.46 The new layout of the building and a project milestones plan will be produced by the Estates and Buildings Service detailing the proposed timescales for the conversion, including obtaining planning permission, once a feasibility report is undertaken.
- 5.47 An indicative budget of £30k for the feasibility report which would provide an estimate of the cost of refurbishment work for the building. EBS have estimated pre the feasibility study that the capital conversion costs are likely to be similar to the costs of Home 1 i.e. circa. £1.1m.
- 5.48 A budget of £905.8k is proposed for the annual revenue costs of the home. This equates to £4.35k per young person per week, based an occupancy of 4 (66% occupancy), or £3.4k at an occupancy rate 5 per week (83% occupancy), which is the expected rate. This compares favourably with externally commissioned residential placements, which on average cost £4.3 to 4.6k per week for young people with the same level of needs i.e. young people with more intensive 24-hour support, including waking night staffing, or £3.5k for young people with less complex needs. The running costs for this home also include a contingency budget of £40k to cover for potential staff absences, through overtime/use of bank staff, which may not be used, if alternative arrangements are put in place to cover for these shortages e.g. changes to rota patterns.

6. Financial, legal, equalities, climate emergency and other implications

6.1 Financial implications

The report is proposing a capital investment of more than £2m in two new residential homes to increase in-house capacity for non respite placements from 30 to 41. This would expand our in-house provision to 52% (from 36%) of our total residential placement requirement. The estimated capital cost for one home is £1.1m and the refurbishment costs of the second home are yet to be finalised, but for the purposes of this report we are estimating a similar amount. The feasibility study will cost c £30k and can be paid from existing budgets.

The benefits of the proposal in terms of quality and cost, and the impact on the revenue budget are outlined above. Essentially the proposed in-house expansion should mitigate against the rising risk of future independent sector unit price increases and the current price volatility which is being experienced locally and nationally as demand rises. The relative unit prices of in-house and independent sector like for like provision currently means that there will not be a realisable reduction in our current budget requirements, at least in the short term. In the medium term the benefits of the expansion may well mean that our future unit costs are lower than would otherwise be the case, but overall budget savings depends on the number of placements at that time.

A needs analysis (summary provided in appendix 1) has confirmed that there would be sufficient demand for the type of placement assumed within the revenue costs of the new homes. Total revenue costs per annum would be £1.8m with an equivalent reduction in the required independent sector placement budget. A transitional plan would be required to minimise double running costs before the new homes become fully occupied.

There is an existing policy provision of £6.7m available for extra care and children's social care and therefore approval is required to release funding from this provision when costs are known. The DfE are also offering match funding for in-house residential expansions for a short period but the likelihood of success or the quantum is uncertain. A bid for this funding is advisable.

Martin Judson, Head of Finance, 37 4101

6.2 Legal implications

Legal implications- general

The development works on Home 1 and the feasibility study and possible subsequent works on Home 2 must be procured in accordance with the Public Contract Regulations 2015 and the Council's own Contract Procedure Rules.

Given the likely value of the works and feasibility study these are likely to be below the Regulations thresholds and as such this provides the Council with greater flexibility as to how to procure.

Procurement and legal services should be involved in running the procurement and drafting and negotiating the contract terms and conditions.

Dominic Taylor (Solicitor)

Legal Implications – planning

Home 1. The properties appear to have been last used as two separate dwellings for individual households which fall within Class C3 (c) of the Town and Country Planning (Use Classes) Order 1987. Childrens Homes operated in the way anticipated in the report usually fall within Class C2 of the UCO. The change of use from two Class C 3(c) dwellings to one Class C2 children's home is a change of use and may be a material change of use. The report also refers to extensive building works including an extension. Planning permission is required if a use is a material change of use, and usually also for the type of building works proposed. If such development occurs without planning permission, it will be unauthorised and may be liable for enforcement action.

If it is not clear whether a proposed change of use will be a material change of use and so if planning permission is required, and a formal decision is required, then a Certificate of Proposed Use and Development under s ("CLPUD") under s192 of the Town and Country Planning Act 1990 can be applied for.

Home 2 - In addition to planning permission being necessary for the physical conversion works, it will also be required for the change of use from office accommodation to a residential hub.

Jane Cotton, Solicitor, Planning and Highways, 370325

6.3 Equalities implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

If the recommendations in this report to convert two existing properties into two new children's homes are agreed these should lead to positive outcomes for young people from across a range of protected characteristics by ensuring they are placed within the city and close to family. It will also help the council to meet its Placement Sufficiency duty and as part of our Social Care Placement Sufficiency Strategy will expand our own city residential provision and increase the opportunity to provide appropriate local care for young people.

Any consultation carried out as part of the feasibility study needs to be accessible and meaningful to those being consulted with. Further advice and guidance can be sought from the Corporate Equalities Team.

Sukhi Biring, Equalities Officer, Tel 454 4175

6.4 Climate Emergency implications

Housing is responsible for 33% of carbon emissions in Leicester. Following the city council's declaration of a Climate Emergency in 2019, and its aim to achieve carbon neutrality, addressing housing emissions is a vital part of the council's work. This is particularly important through the council's own projects where it has the greatest level of control including developments such as children's residential homes.

As such options to reduce the carbon emissions of the two sites should be integrated into the refurbishment projects from the start. This could include fitting improved insulation, low carbon heating, low energy lighting and renewable energy technologies as appropriate, as it is generally most cost effective and convenient to carry out these improvements alongside other capital works. As well as reducing carbon emissions, these measures would also reduce energy bills and make

properties more comfortable for residents. Any development will nonetheless be required to follow policy CS2 of the Adopted Leicester Core Strategy and relevant building regulations. A toolkit is also being developed to support the achievement of reduced carbon emissions in council capital construction and renovation projects.

Aidan Davis, Sustainability Officer, Ext 37 2284

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

Residential Children's Homes are regulated services inspected by OFSTED and if inspectors consider that the quality of the homes' environments or care standards are not acceptable OFSTED could issue the Local Authority with requirements and potential enforcement action to progress such matters. (Children's Homes Regulations and Quality Standards April 2015).

7. Background information and other papers:

- Local Government Act 1972
- Children Act 1989
- Care Standards Act 2000
- Children's Homes Regulations and Quality Standards April 2015
- Placements Sufficiency Regulations and Strategy

8. Summary of appendices:

- **Appendix 1:** Numbers of Children Looked After
- **Appendix 2:** Current Conditions at Home 1 (Photographic Evidence)
- **Appendix 3:** Home 1: team structure, revenue costs and proposed savings
- **Appendix 4:** Proposed plans for Home 1
- **Appendix 5:** Current Conditions at Home 2 (Photographic Evidence)
- **Appendix 6:** Home 2: team structure, revenue costs

9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?

No

10. Is this a "key decision"? If so, why?

Yes, proposal is an investment by the City Council above £1m.

APPENDIX 1 - Profile of Children Looked After and use of Residential Children's Homes

Total number of looked after children

31 st March 2017	31 st March 2018	31 st March 2019	31 st March 2020	31 st March 2021
639	676	666	606	626

Percent of looked after children in children's homes

2016-17	2017-18	2018-19	2019-20	2020-21
11%	9%	8%	12%	11%

Average numbers of looked after children in children's homes

	2016-17	2017-18	2018-19	2019-20	2020-21
Internal	29	26	24	24	27
External	37	42	37	42	48

N.B. Lower occupancy rates in internal homes from 2018/19 to 2019/20 due to refurbishment programmes

Total (actual) numbers of placements in children's homes – includes multiple placements moves between children's homes and placements made prior to the year starting

	2016-17	2017-18	2018-19	2019-20	2020-21
Internal	58	45	41	43	48
External	79	76	70	91	80

Children and young people who moved into Children's homes in 2020-21

There were 48 children and young people who entered Children's homes in 2020-21 (33 in external children's homes and 15 in internal Children's homes).

A number of these young people moved between homes during the year resulting in a total of 59 placements started in the period 2020-21 (39 in external Children's homes and 20 in internal Children's homes).

An comprehensive analysis of the children who moved into external Children's homes showed that:

- 21 children could have been placed in the proposed homes if they were available,
- 7 children could potentially could have been placed in the proposed homes with additional support, and
- 7 children would not have been matched to the proposed homes (many requiring higher levels of support than proposed or specialist support, homes outside of the city, and/or smaller homes).

Most of the children and young people were teenagers, with 4 of the children were aged under 10, 11 children aged 11-14, and 18 children aged 15-16.

An analysis of why the children and young people moved into children's homes showed: 15 of the children moved into the home from foster care, 3 from placement with parents, 11 moved homes due to their previous home no longer being able to meet the needs of the child/young person, 2 children moved due to incidents at their previous homes, 4 moved to permanent or long-term homes, and 4 moved due to entering care.

The cost of each home varied with 1 home costing less than £3000 per week, 21 homes between £3000-3999, 11 homes between £4000-4999 per week and 6 over £5000 per week.

In relation to support needs relevant to the staffing and access to additional support whilst living in children's homes: 17 of the children had a diagnosed special education needs and/or disabilities, 20 of the children required additional/specialist therapeutic support in their homes, 5 young people required specialist CE support, and 8 young people had a history of missing from homes.

APPENDIX 2 - Current Conditions at Home 1



Figure 1 - Front aspect



Figure 2 - Garden



Figure 3 - Ground floor



Figure 4 - Kitchen



Figure 5 - First Floor



Figure 6 - First Floor

APPENDIX 3 – Home 1 Indicative Revenue Costs

Staffing Costs

Role	Cost per post (Top of Band all on costs included)	FTE	Hours	Total Costs
Team Manager	£69,356	1.00	37	£69,400
Assistant Manager	£51,797	2.00	74	£103,600
Residential Practitioner	£41,519	5.00	185	£207,600
Residential Support Worker	£32,179	6.00	222	£193,100
Waking Night Assistant	£28,441	2.00	74	£56,900
Administrator	£28,441	0.68	25	£19,200
Housekeeper	£25,648	0.68	25	£17,300
Property Officer	£33,075	0.50	18.5	£16,500
Chef	£28,441	0.68	25	£19,200
Sleeping in Duties @ 1 per night x365	£6.08			£13,200
Annual leave cover contingency				£40,000
.33 per hour allowances Bank Holidays, Waking Night & Overtime)				£20,500
Sub Total				£776,500

Non-Staffing Costs

Unit	Cost
Provisions, utility bills, transport, clothing, activities, furniture & equipment	£60,000
Total Direct Revenue Costs	£836,500

Unit Costs

Unit costs	Weekly	Annual
Unit costs @100% Occupancy	£3,217	£167,300
Unit costs @80% Occupancy	£4,022	£209,125
Cost of an average external placement per week	£4,300	£223,600

APPENDIX 4 – Home 1 Plans

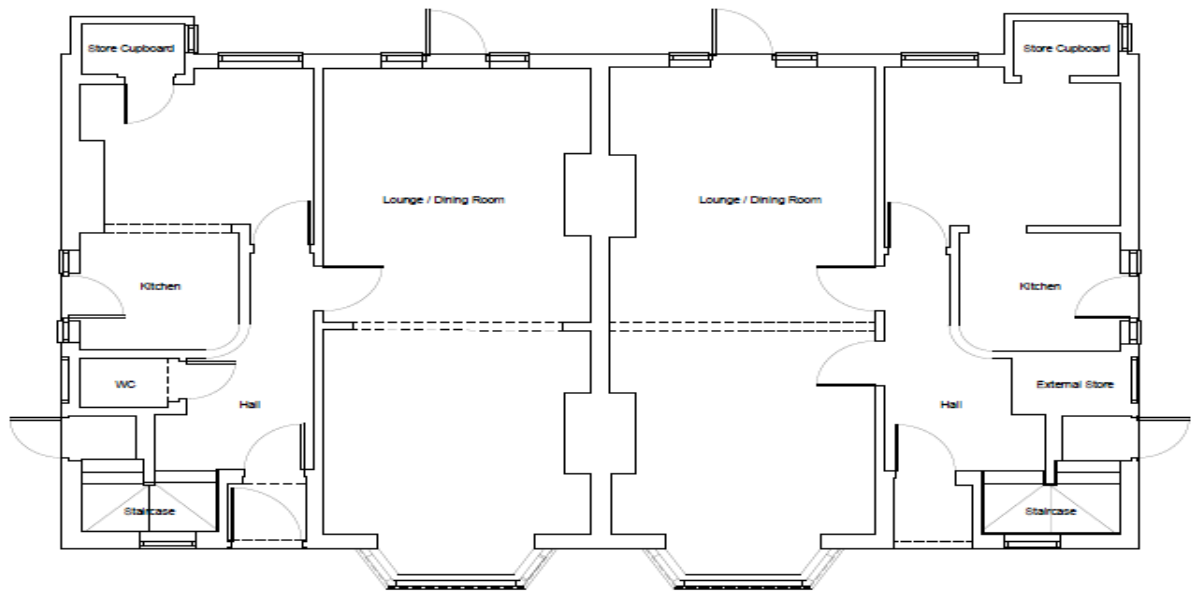


Figure 7 - Existing Ground Floor Plan

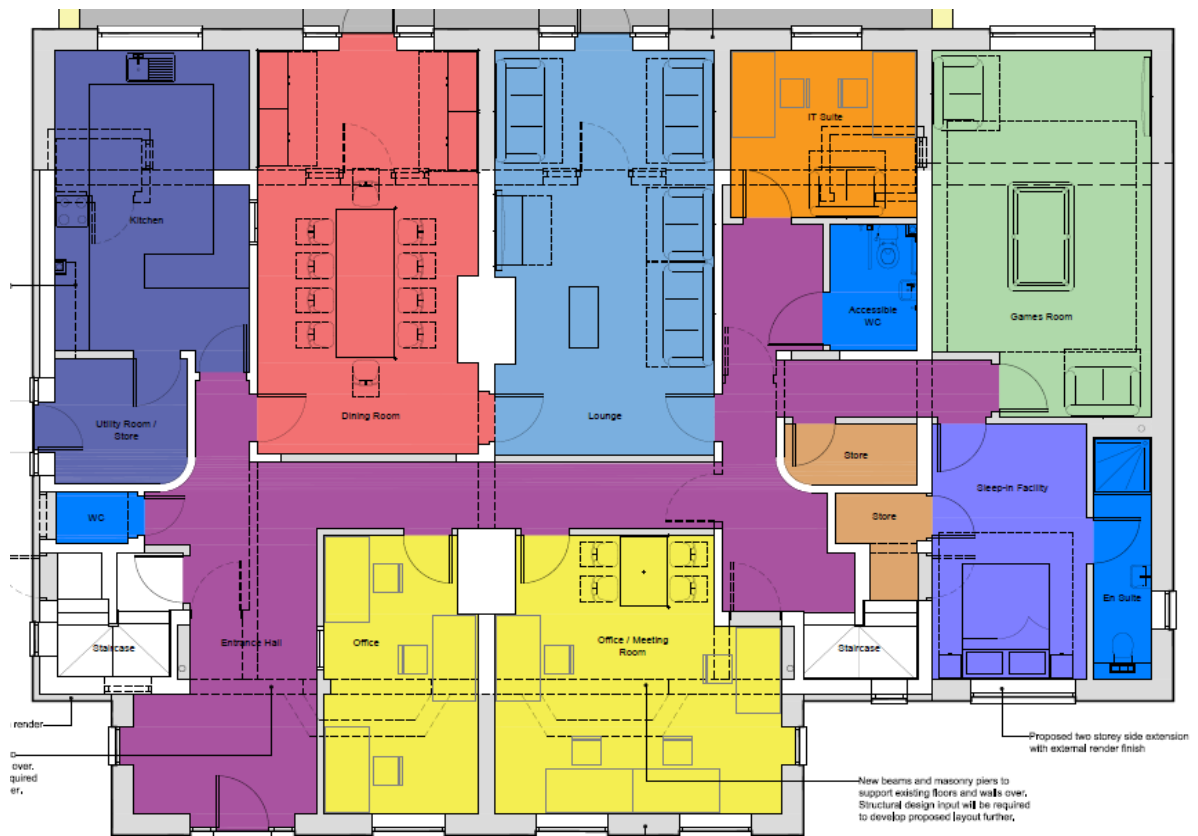


Figure 8 - Proposed Ground Floor Plan

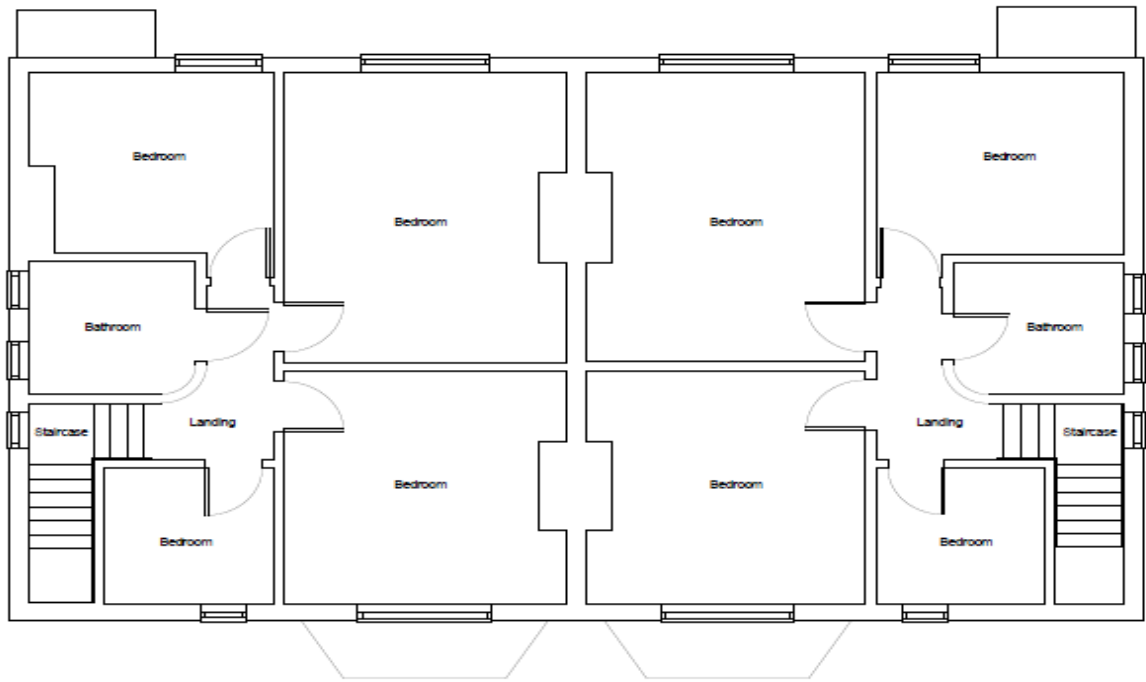


Figure 9 - Existing First Floor Plan

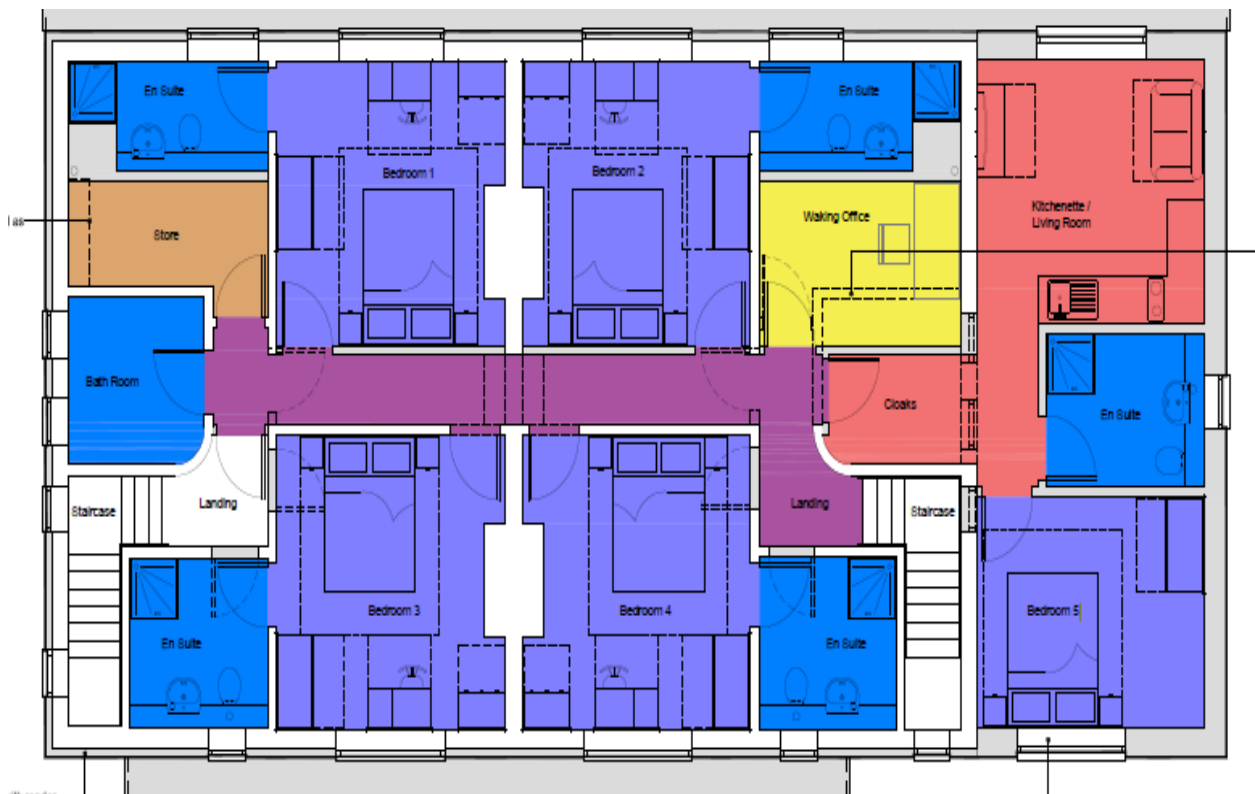


Figure 10 - Proposed First Floor Plan

APPENDIX 5 - Current Conditions at Home 2



Figure 11 - Front Elevation



Figure 12- Front Elevation II



Figure 13 - Rear Elevation



Figure 14 - Rear Elevation II

APPENDIX 6 - Home 2 Indicative Revenue Costs

Staffing Costs

Role	Cost per post (Top of Band all on costs included)	FTE	Hours	Total costs
Team Manager	£69,356	1.00	37	£69,400
Assistant Manager	£51,797	2.00	74	£103,600
Residential Practitioner	£41,519	6.00	222	£249,100
Residential Support Worker	£32,179	6.00	222	£193,100
Waking Night Assistant	£28,441	2.00	74	£56,900
Administrator	£28,441	0.68	25	£19,200
Housekeeper	£25,648	1.00	37	£25,600
Property Officer	£33,075	0.50	18.5	£16,500
Chef	£28,441	0.68	25	£19,200
Sleeping In Duties @ 1 per night x365	£6.08			£13,200
Annual leave cover contingency				£40,000
.33 per hour allowances Bank Holidays, Waking Night & Overtime)				£30,000
Sub Total				£835,800

Non-Staffing Costs

Provisions, utility bills, transport, clothing, activities, furniture & equipment	£70,000
Total Direct Revenue Costs	£905,800

Unit Costs

Unit costs	Weekly	Annual
Unit costs at 6 young people	£2,903	£150,967
Unit costs at 5 young people	£3,484	£181,160
Unit costs at 4 young people	£4,355	£226,450
Cost of an average external placement per week	£4,300	£223,600