

RECORD OF EXECUTIVE DECISION

Tuesday, 15 August 2017

Decision No: (CAB 17/18 19241)

DECISION-MAKER:	CABINET
PORTFOLIO AREA:	CHILDREN'S SOCIAL CARE
SUBJECT:	ESTABLISHMENT OF AN IN HOUSE EDGE OF CARE SERVICE
AUTHOR:	Andrew Gittins

THE DECISION

- (i) To approve the establishment of an in house Edge of Care Service.
- (ii) To note that the cost of this service will be met from existing revenue budgets and expenditure of £173,265 in 17/18 rising to £460k in 2021/22 to deliver the service in house.

REASONS FOR THE DECISION

1. An Edge of Care Service has been identified as a key transformation driver in reducing the numbers of children coming into care in the city and reducing the significant cost pressure to the Council.
2. In October 2016, a proposal was approved by Cabinet to procure an Edge of Care Service from the market using a Social Impact Bond (SIB) model with outcome payments subsidised by a Big Lottery Grant. This procurement failed to deliver a bid capable of achieving the outcomes required.
3. Further to a review of the options and consideration of other developments within children's services since the previous proposal, the establishment of an in house Edge of Care Service has been found to be the best option, on the basis that it builds on internal provision within the Children's Resource Service, thereby offering a more cost effective, flexible and integrated solution.
4. Since the original proposal, significant work has been undertaken to transform Children and Families Services. This has included the development of a strengths based approach to working with children and families, strong management oversight, transformation of the front door, embedding of restorative practice principles and a much stronger focus on permanency planning, as evidenced by higher numbers of adoptions and use of special guardianship orders (SGOs) over the last 8 months. This has already achieved noticeable reductions in numbers looked after and demonstrates that the Council now has the specialism and expertise to develop this service in house.

5. Furthermore, the financial modelling for the in house option projects a lower cost and lesser financial pressures which will result in a much greater cost avoidance in subsequent years than would be achieved through using an external provider.

DETAILS OF ANY ALTERNATIVE OPTIONS

To commission the service from an external provider in line with the original proposal. This option has now been rejected on the basis that it offers a lower financial return and is considered less capable of achieving the outcomes required. This is covered in more detail in Sections 11 and 12.

OTHER RELEVANT MATTERS CONCERNING THE DECISION

None

CONFLICTS OF INTEREST

None

CONFIRMED AS A TRUE RECORD

We certify that the decision this document records was made in accordance with the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 and is a true and accurate record of that decision.

Date: 15 August 2017

Decision Maker:
The Cabinet

Proper Officer:
Claire Heather

SCRUTINY

Note: This decision will come in to force at the expiry of 5 working days from the date of publication subject to any review under the Council's Scrutiny "Call-In" provisions.

Call-In Period expires on

Date of Call-in <i>(if applicable) (this suspends implementation)</i>
Call-in Procedure completed <i>(if applicable)</i>
Call-in heard by <i>(if applicable)</i>
Results of Call-in <i>(if applicable)</i>