

Workstream	Project / provider	Overview	Enablers	Timescales	Lead	RAG rate progress and update
Residential	H2I block contract	<p>quality issues, OFSTED suspensions and inadequate ratings, this has led to 2 homes being suspended in December 2021 = 7 children requiring urgent moves, causing large sufficiency issues for in-county provision.</p> <p>Magnolia house was re-opened in October 2022 however has since received an inadequate OFSTED rating in February 2023 and all children have been removed due to the inspection and safeguarding issues.</p> <p>Harris House has remained closed since January 2022. Staffing seems to be a significant barrier to applying for the registration and opening the home.</p>	<p>Q&amp;I team - quality assurance and managing action plans</p> <p>OFSTED – action plans</p> <p>Procurement – managing provider within the contract – default notices etc.</p> <p>Brokerage and Operations – referrals and matching for when Magnolia House and Harris House re-opens</p>	3-6 month per children's home	<p>Commissioning – Caroline Kelly</p> <p>Q&amp;I – Erin Harker</p> <p>Operational – Sarah Duerden</p> <p>Brokerage – Rodney and Naomi</p>	<p><b>Amber – June 2023</b></p> <p>Salmons House and Parker House are fully occupied, and both have a good Ofsted rating. There are no current quality concerns.</p> <p>Harris House remains unregistered. They have insufficient staffing to be able to re-register. Ongoing discussion taking place regarding possible changes to their SOP to complex needs.</p> <p>QI lifted the Red traffic light for Magnolia House in June 23 to Amber. Referrals are being considered for these placements for up to 3 children. Uplift recently agreed for the block.</p>
	In-house new developments including DFE Capital bids	<p>Increase capacity for Children's Homes in Oxfordshire – OCC are one of the highest LA's to place more than 20 miles from the child's home 37% of our placements are out of county.</p> <p>OCC were successful for all three children's homes bids bringing £5.25m worth of capital funding to match fund OCC's investment into the homes. Strategic Capital Board have approved the release of capital to purchase 4 homes 2 x solo/2 bed homes, 1 x 4 bed for ASD &amp; 1 x 4 bed for EBD.</p> <p>Significant risks around recruitment we require approx. 86 staff to support these homes plus Aspen, workforce campaign starting led by Vishali in HR funds in place (approx. £32k approved)</p>	<p>Capital funding, PM, building resources – Property Services resource for options appraisals</p> <p>DEF Capital to fund 50% of the purchase and conversion of 2 smaller children's homes for 2 children</p>	1-3 years	<p>Commissioning – Caroline Kelly and Rakesh Mistry</p> <p>Operational – Anne Coyle, Claire Lewis and Sarah Duerden</p> <p>Property Services – Hannah Goodlaad, Charles Butters (interim)</p>	<p><b>Green – June 2023</b></p> <p><b>Bid 1 – Solo / 2 bed home 1</b> – Home purchased in Chinnor, keys exchanged 9<sup>th</sup> June. Design work commences for remodelling, along with planning application to be submitted in July for change of use. Engagement undertaken with local community. Recruitment for the RM &amp; ATM has commenced and Specialist Family Support Workers will go live 05.06.23, with a view to have RM in post Sept/Oct 23. Awaiting planning approval for change of use.</p> <p><b>Bid 1 – Solo / 2 bed home 2</b> – 2 offers have been made and rejected for a property in Sutton, we now monitor this while seeking alternative properties. Search is ongoing with a potential home (Tubney) undergoing due diligence for suitability.</p> <p><b>Bid 2 – 4 bed ASD home</b> – property identified (Sonning Common), due diligence underway prior to submitting an offer</p> <p><b>Bid 3 – 4 bed EBD home</b> - property identified in Enstone (Oathill Lodge) an ex childrens home, expect to complete on this by end of June/July. Potential to be ready by Dec 23, dependent on staff recruitment</p>

	Aston Children's Home New build	Planning permission has now been granted for a 4 bed children's home in the Village of Aston for Children we Care for to be run by OCC	Capital, project management and a developer	1-2 years	Operational – Anne Coyle & Sarah Duerden  Property Services – TBC	<b>Green June 2023</b>  Building work is now well underway for 'Aspen' . Completion date November 2023 . Site visit 5/4/2023 will inform Progress of build .
	Cross Regional Block (15 beds) includes education OCC have 15 beds across 26 available beds across the region of MK, Hertfordshire, Bucks and Oxon - OCC are lead provider for the contract.	Increase capacity within contracted residential provision (OCC purchase approx. 70% in the spot market). There is an option to increase the block by 10 across the region (however Hertfordshire have taken 4 of those beds, leaving 6 remaining)	Use of the cross regional contract to procure the additional beds  Commissioning capacity to manage Keys to create another children's home	12-18 months	Commissioning – Alison Walker & Rakesh Mistry  Operational – Sarah Duerden,	<b>Green June 2023–</b> conversations have started across the LA's - Bucks and Milton Keynes would like to use some of the additional 6 beds in the contract, propose OCC use 3, Bucks – 2 and MK - 1. Keys have already purchased a home for use for the contract or for spot. Business cases presented to Strategic Provisioning Board. Price uplift is currently being negotiated – Keys have asked for a 19% plift OCC want to propose 8.9% in line with the ave CPIH rate for 2022/23.
	Block contract for complex children	We will be tendering for a block contract for 4 children's homes beds for complex children who require a solo provision  There are new developments in the market to meet this need which will reduce our use of un-registered provision	Providers having properties and the expertise to care for complex children	12 months	Rebecca Lanchbury, Caroline Kelly in commissioning however additional resource is needed in commissioning  Operational - Sarah Duerden,	<b>Green – June 2023</b> <b>A business case is currently being drafted</b>
	Un-registered provision	Intensive work on moving children on from un-registered placements to find provision to meet their needs led by Anne Coyle involving operational and brokerage and commissioning colleagues  As all care and support packages are purchased off contract the plan is to create an APL for providers to sign up to, to ensure we are compliant with CPR and Contract Standing Orders and quality has been assessed and prices are controlled.	Brokerage and social work capacity	0-3 months	Operational–Anne Coyle & Karen Palmer and Jo Meluish  Brokerage Stuart Kelly and Naomi Taviner  Commissioning – Rebecca Lanchbury and Caroline Kelly	<b>Amber- June 2023</b> As of June 23, we have 5 unregistered placements. 2 potentially will be moved soon to new provisions, 1 will stay in placement when the OFSTED registration is in place.  Delay with setting up an APL as now required to take a Business Case to DLT as originally approved by Lara Patel.  Business Case being prepared for DLT.
<b>Residential</b>	South Central Residential Framework	Expires in October 2024, OCC are currently a member of the framework however OCC only purchase 15% of our placements via the framework.  OCC have expressed an interest in re-joining at this stage but have not committed, we need	Commissioning and Category Management capacity to feed into the work to re-design and procure the new framework	2 years	Commissioning – Alison Walker and Caroline Kelly and Rakesh Mistry  Operational –Sarah Duerden	<b>Green – June 2023</b> Expression of interest from BCP sent to be part of the new framework.  Data being analysed by Alison and Rakesh on framework use, spots and

		to know how this will improve our sufficiency, the behaviour of suppliers and the cost and commitment involved with re-joining and if there are more effective frameworks to join?			Hub – Joe Sardone Brokerage -Naomi Taviner	what is needed to feed into the residential category strategy  We have also met with BCP to understand their plans to join with the Midlands framework and the SC framework and how they plan to overcome issues with the current contract.  Regional uplift being considered currently for agreement in July OCC propose a max 8.9%
	Thames Valley regional contract	OHFT have successfully won 3 years of funding to create a complex children’s MH service across the Thames Valley. The idea of creating a residential children’s homes contract across the TV was proposed to LA’s across the TV. The response was extremely positive and those LA’s who have committed to work together to create this would commit resource to shape and scope the work to business case stage.	Commissioning resource from all LA’s and legal and procurement resource from OCC	1-2 years	Commissioning – Rakesh Mistry and Caroline Kelly  Hub – Joe Sardone  OHFT – Emma Lewin	<b>Red – June 2023</b> Following market engagement with Residential providers it is clear the appetite to take on a large residential contract without buildings is low. Providers have feedback that they would be unwilling to invest in properties in this area due to property cost and lack of workforce. This project is now on hold and un-likely to succeed. Given the other solo / small projects OCC are involved in it is felt that we need to focus on these for the time being.
<b>16+ Accommodation including UASC</b>	Supported housing schemes for UASC including those placed under the NTS (National Transfer Scheme)	To accommodate 0.07% of our child population, which equates to 103 under 18 yr. Olds   Oct the Home Office announced this would increase to 0.1% = 148 children.  To provide accommodation for children aged 18+ who are UASC care leavers	Procurement – overseeing Exemption Reports Finance – costing out potential properties for use. Q and I – monitoring of 12-month contracts  Landlords providing property for 18+ to enable move on from under 18 services to prevent blocking the under 18 services	Currently 12-month contracts but need long term procurement vehicles in place to award long term contracts	Commissioning – Rebecca Lanchbury & Caroline Kelly  Operational – Sarah Duerden & Hazel Cringle Financial – Mary Keady-Green	<b>Green - June 2023</b> Currently have approx 93 UASC.  Referrals from the HO have slowed down. Currently in the process of setting up 2 more 18+ UASC homes with A2 Dominion to create more move on accommodation for 18+ to free up space in the foyers.  A2D have also offered 49 self contained bedsits in Oxford we are looking at using this for 18+ move on for UASC and care leavers as well as the SHAP bid.  CK also writing a business case to convert a OCC property in Banbury to be used as a foyer, plans have been drawn up and progressing the IBC with property services.  10 additional units being set up with A2 and Sterling Lettings as part of a Request for Quote which means that we can offer a short-term contract as long as the value does not exceed £100K - the contract period will be for 11 months

						to cover until such time that we can then call off from the SW Framework.
	SHAP bid	To bid for up to 15 units of supported accommodation for 18-25 year olds with MH needs				
<b>YPSA</b>	16+ Supported Accommodation framework	To create a framework for 16-25 year olds for supported accommodation which will contain 3 LOTS Shared Self contained Supported lodgings	We have the OCC resources to support the framework	3-6 months	Commissioning – Rebecca Lanchbury & Caroline Kelly  Operational – Sarah Duerden & Hazel Cringle Financial – Mary Keady- Green	<b>Green - June 2023</b>  Framework due to launch 18 July 2023  Have completed 2 provider sessions lots of positive feedback

	Key 2	<p>Key 2 have requested a 45% uplift on the contract citing rental increases which make it unaffordable using the LHA</p> <p>CK and JS have refused the uplift as this is beyond the 10% contract value</p> <p>And Key 2 would have to find the money elsewhere or hand the contract back which is not possible with the current T's and C's of the contract, a variation is needed to add a break clause into the contract for Key 2 to use to terminate the contract, however their spot purchase rates for any YP that they cannot move on is unreasonable (£900 p.w) CK has written to Key 2 stating that we will not vary the contract until a reasonable spot rate can be agreed</p>	enhanced HB payments if eligible should support the increase in rental costs so the support element does not need to increase	6-9 months	<p>Commissioning – Louise McMartin and Caroline Kelly</p> <p>Procurement – Joe Sardone</p> <p>Operational – Sarah Duerden &amp; Hazel Cringle</p>	<p><b>Amber – June 2023</b></p> <p>A new provider has been awarded – announcement will be made soon and implementation timescales.</p> <p>Only paying for beds used on the block and Key 2 are winding down the number of beds on the block to give an easier transition as they are not willing to transfer the properties to a new provider.</p>
	Move On Properties for young people and care leavers aged 18+	Increase capacity options for Move On into shared housing to un-block the YPSA	Procurement – Market Engagement Landlords providing property for 18+	Ongoing	<p>Commissioning – Rebecca Lanchbury</p> <p>Housing – Guy Wiseman &amp; Jackie Goodwin</p> <p>Operations – Sarah Duerden</p>	<p><b>Green – June 2023</b></p> <p>Start Well Framework will be launched in July and mobilised in November 2023</p> <p>A2D have also offered 49 self contained bedsits in Oxford we are looking at using this for 18+ move on for UASC and care leavers as well as the SHAP bid.</p>
<b>Fostering</b>	IFA	<p>New South Central IFA Framework to provide Foster Care under an agreed framework from 1.4.2022-31.3.2026</p> <p>Naomi Taviner and Alison Walker engaging with the market (from the South Central framework and spots) to perform in person 1:1's</p>	BCP manage the framework on behalf of OCC. Southampton City Council led the procurement process of the new framework.	Runs for 4 years from 1.4.2022, with a possible extension for a further 2 years.	<p>Commissioning – Ally Walker with Rebecca Lanchbury</p> <p>Brokerage – Naomi Taviner</p>	<p><b>Green – June 2023</b></p> <p>Alison and Naomi meet monthly with our top placement IFAs. We hope to grow these over the coming months</p> <p>Provider engagement session held in April 2023 and from this a monthly matching session to be set up with IFAs to discuss individual cases. These</p>

						started in May 2023. Have another session booked 5 <sup>th</sup> July to talk about a specific cohort of children who can be difficult to place.
	Fostering in-house	<p>Increase OCC Foster Carers and retain existing FC</p> <p>Current recruitment targets – 20 new beds per year ambition 70/30 inhouse IFA split currently 54/46 inhouse /IFA Based on previous 3 years without robust wider LA commitment to promoting fostering we will not meet target .</p>	OCC Jackie Giles and Sarah Duerden	Ongoing if carers are identified.	CSC - Jackie Giles, Sarah Duerden	<p><b>RED – June 2023</b></p> <p>Continue with regular digital marketing and other advertising.16 additional beds at year end. Recruitment and Retention Board embedded to help with recruitment &amp; retention issues.</p> <p>Updated recruitment strategy completed owned by comms team/recruitment and retention team.</p> <p>Have registered our interest to be part of a potential south east cluster relating to the funding for fostering and recruitment and retention.</p>
SEND	16+ preparation for Adulthood	Improved support, capacity, and processes in place for YP preparing for adulthood around 4 workstreams; Supported accommodation; Education post 16; Health & Operational	<p>16+ Preparing for Adulthood project group to undertake the work across Health, Education and Social care within CEF and ASC</p> <p>ASC DAPL to procure Supported Housing</p>	12-18 months	<p>Commissioning – Caroline Kelly/Andrea Cochrane/Kerrie Evans</p> <p>Work stream leads Andrea Cochrane/Kerrie Evans (SA) Kay Thomas (ED) Adeline Gibbs/Doreen Redwood (Health) Sam Harper (Ops)</p>	<p><b>Amber – June 2023</b></p> <p>Data has been produced on need which is being collated and presented to the PB members</p> <p>Slow progress with establishing the education needs analysis, CK flagged to KB and KB has suggested a workshop to work together to understand the education gaps and what we need to commission going forward</p>
	INMSS placements	Increased providers access to the SW&SC Framework; ensuring OCC to make efficiencies in purchasing new INMSS placements and controlling uplift requests	<p>Q&amp;I Team SW &amp; SC Framework Brokerage Team (when in place) SENO Education Health</p>	12-18 months	<p>Commissioning – Andrea Cochrane Q&amp;I – Kelly Garcia Hub – Bronwyn Edwards Brokerage – Naomi Taviner</p>	<p><b>Amber – June 2023</b></p> <p>Some new providers have joined the framework but need more local providers</p> <p>SEND team are not currently using the framework, and it has been felt that this is best used by Brokerage once the team is in place.</p> <p>SEND brokerage service being set up with an aim to go live September 2023.</p>
	Alternative Provision & Meadowbrook	AP DPS – grow provision on DPS especially premises based AP provision – DPS re-tender by Nov 2023	<p>Placement Review Panel (Health, Education, Social Care, Commissioning &amp; Q&amp;I) Q&amp;I team - quality assurance and</p>	Ongoing	<p>Commissioning – Andrea Cochrane Q&amp;I – Kelly Garcia Hub – Bronwyn Fletcher</p>	<p><b>Green – June 2023</b></p> <p>The AP Framework is currently being commissioned which is due to go live January 2024</p>

Last updated April 2023

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