

CHILDREN, YOUNG PEOPLE AND EDUCATION COMMITTEE

15 June 2021

REPORT TITLE:	CHILDREN'S RESIDENTIAL TRANSFORMATION PROGRAMME
REPORT OF:	DIRECTOR OF CHILDREN, FAMILIES AND EDUCATION

REPORT SUMMARY

The report seeks approval from the Children, Young People and Education Committee to agree in principle to invest up to £1,000,000 by way of a loan to the organisation identified in the exempt Appendix 1 to this report to develop children's residential accommodation in Wirral.

In March 2019, the Children Looked After Sufficiency Strategy ("the Strategy") was approved by Cabinet. The Strategy set out priorities to strengthen and increase current placement provision within Wirral, including children's residential accommodation. In accordance with the Strategy, a 6 -bed facility for children with disabilities has been established along with the commissioning of an external organisation to provide Tier 3 respite and short breaks support.

Following approval of the Strategy, collaborative work took place at a Liverpool City Region level to further develop and define a Market Reform Programme which would not only increase placement choice and quality but also seek to strengthen the voluntary/non-profit making position within the children's care market.

A high level business proposal has been formulated with a view to providing a new, ethical, sustainable network of residential care homes that could significantly improve the life chances of children living in care. For Wirral, this plan involves the establishment of four children's homes over two phases focussed on supporting the social, emotional and mental health needs of children and young people.

To provide the kickstart funding required to set up the homes in Wirral, the Committee is requested to support a loan on commercial terms in the sum of £1,000,000 for the building allocation, refurbishment and initial employee costs to enable a facility to be provided by an identified organisation in accordance with the relevant regulatory and commissioning requirements. The facility will then be enabled to gain accreditation as a registered facility for a residential care home and to seek admission to an established procurement framework (the North West Flexible Purchasing Scheme) to enable the Council and other local authorities to place children at the facility.

The proposal aims to support the strategic aims and objectives of the Wirral Plan 2025 '*Brighter Futures*'

The Wirral Plan articulates a clear priority to secure Brighter Futures for all, regardless of their background. The proposals within this report are aimed at improving the local offer and availability of options of high-quality provision that meets the need of children looked after.

This matter affects all wards.

This is a key decision.

Appendix 1 of this report contains information relating to the financial or business affairs of an organisation. Accordingly, Appendix 1 is deemed to be exempt from disclosure under paragraph 3, Part 1 of schedule 12A of the Local Government Act 1972 (as amended).

RECOMMENDATION/S

The Children, Young People and Education Committee is recommended to:

1. agree in principle to invest up to £1,000,000 by way of a loan on commercial terms to the organisation named in Appendix 1 to this report, to enable the development of children's homes within Wirral for children looked after;
2. request that the Director of Children, Families and Education brings a further report after due diligence has been completed in respect of the proposals set out in the report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 **Rising numbers of Children Looked After :** The number of Children Looked After across the Liverpool City Region has increased by 18% since April 2016. Wirral has implemented a rigorous programme to reduce these numbers, however, the current number of children in care is 820, which is still high. With 11% fewer independent foster carers than in 2016 and with in-house foster carers reducing across the region, the number of carers is failing to grow in line with increases in Children Looked After.
- 1.2 **Increasing financial pressures and escalating growth trend:** With demand outstripping supply, there is no incentive for providers to be competitive in their pricing resulting in costs escalating which show little sign of slowing. The current average weekly cost of a residential placement in the North West is £4,196 per week with some placements for more complex children costing over £6,000 per week.
- 1.3 **Mixed quality of current provision:** Whilst the Council tries to ensure that Wirral children are placed in provision rated good or outstanding by Ofsted, the mixed position of quality in the market means that this is not always possible. To mitigate this, the Council has put measures in place to ensure regular quality monitoring and review of placements. There remains a need to drive up quality so that children have holistic environments which support emotional well-being and education outcomes.
- 1.4 **Inward-facing market reducing the council's ability to procure local placements:** Currently residential placements for Children Looked After are commissioned via an established procurement framework - the North West Flexible Purchasing Scheme. This framework operates competitive placement rates compared with other frameworks across the country. Many local authorities seek to reduce placement costs by commissioning via the North West Flexible Purchasing Scheme reducing the number of local placements available in Wirral. This results in the Council having to place children in out of borough homes away from their families and local communities. It also has a significant financial impact on the Council, given that out of borough placement unit costs are higher and require additional resources to support the child e.g. travel and time required by key workers such as social workers, Independent Reviewing Officers and support workers.
- 1.5 **Lack of sufficiency within current market:** The Council has an average of 8% in externally commissioned residential placements. As at the end of April 2021, 61 residential placements were commissioned with 26 children (42.6%) living in-borough and 35 children placed out of borough. Of the 35 children living out of borough, 27 live more than 20 miles away from the Wirral, as far away as Scotland, Cumbria and Durham rupturing ties with their local community, peers, schools and at times family. These 'at a distance' placements hinder the Council's ability to monitor value for money, quality standards and most importantly the progress and outcomes of the young person. Whilst in some circumstances it is in the child's best interest to be out of area, for safeguarding reasons and/or matching reasons, a proportion of out of area placements relate to lack of current local options.

- 1.6 **Increase in private provision within the market and use of growth acquisition models across children's care sector:** A large proportion of the children's residential market is owned by small number of private companies. Within the North West, five private providers provide 30% of all residential placements.
- 1.7 There is also risk that the Competition and Markets Authority may investigate the influence on the market that the large private providers of accommodation for Children Looked After. This could lead to the large private providers needing to de merge into a larger number of smaller providers, leading to the removal of economies of scale and potentially higher charges for local authorities. The consequence of this would be that future profitability would potentially need to be gained through higher prices and lower service investment.
- 1.8 It is considered that steps need to be carried out to create alternative means of meeting the demand for accommodation for Children Looked After in order to decrease reliance on the main 5 private providers.

2.0 OPTIONS CONSIDERED

- 2.1 **Do nothing.** This option has been considered and discounted given that the current situation is unsustainable. As outlined above, rising costs in the placement market, the increasing needs of children and young people to live in good quality homes and a proportion of private ownership within the market, means that there is not a sufficient supply of suitable accommodation for Wirral children.
- 2.2 Given the current level of demand and level of need within Wirral, doing nothing would over time result in an increase in commissioning pressures with children being placed in potentially lower quality accommodation, associated with increase budgetary pressures.
- 2.3 **Operate a single in-house model for Wirral children only.** This option is being implemented within the Accommodation Programme and plans are in place to build a 6-bed in-house residential facility for Children Looked After with disabilities through the refurbishment of Willowtree Short Breaks Service.
- 2.4 For the proposal outlined in this report, this option has been considered and discounted for several reasons:
- **Meeting the needs of children and young people:** Previous in-house delivery models were ceased because of the challenge in ensuring that children were suitably matched to accommodation which met their needs. The fundamental need which determines a child's placement in residential provision is how the home will best support the needs of the child or young person. There is a rigorous process of matching which ensures that children can be suitably accommodated where their needs are best met. This process is integral to securing a placement.
 - **Financial:** Where appropriate matching is not possible, homes can accrue voids which increases costs, and which can put them under financial pressure. Current large-scale providers mitigate this risk through economies of scale and through

wide reaching market presence. Any in-house provision would need to have a sufficient risk mitigation strategy which would manage the financial impact of voids. Placing children in homes which does not meet their need to prevent voids, runs the risk of challenge by Ofsted and potential closure.

- **Resources:** Any in-house provision is fully managed and resourced by the Council. Employees are directly employed under Local Authority statutory terms and conditions, including access to the Local Authority Pension Scheme. Attracting employees to roles in residential settings can also be a challenge and Councils often do not have the support functions to intensively recruit staff. Significant back-office support would be required for a large-scale in-house model including senior management oversight, Information Technology infrastructure, building and asset regulatory work, finance and Human Resources functions. All of this would add a significant resource burden onto the Council's own core support functions.
- **Reputation:** For in-house provision, responsibility for the registration, compliance and support for children and young people would lie solely with the Council. Failing to meet the rigorous requirements as set out with Ofsted resulting in poor inspection judgements could have detrimental impact on the reputation of the Council. Local community challenges, neighbourhood disturbances and failing to improve outcomes and meet the needs of children and young people could lead to further reputational damage.

- 2.5 **Commissioning an external provider to provide the Services in Council owned property:** This option is being progressed following agreement from the Children Young People and Education Committee to support the NHS England proposal to develop a new three bedded specialist service to support and prevent children going into Tier 4 mental health provision.
- 2.6 The option of using current Council assets has been considered and discounted given that no appropriate buildings have been found. Work has been undertaken by officers to ensure that all avenues for local suitable housing options have been explored. The purchase of a building or land remains an option and will be considered as part of the £1,000,000 investment. The challenge with owning and maintaining a property are the costs associated with the development and maintenance of the provision, meeting the requirements of Ofsted for the building and the potential lack of interest from providers to deliver a service without the associated asset.
- 2.7 **Use of flexible lot on North West Purchasing Framework to block contract:** This option is to enter block contract with providers to purchase a set number of beds at a fixed price, via the North West Flexible Purchasing Scheme. Whilst this option provides control over provision and matching of beds available it is likely (from market insight) that there would be a lack of provider interest in this option as demand is higher than supply so there is no reason for providers to offer single local authorities block contracts at a fixed price. This option has also been discounted, given the lack of available provision within the current market.
- 2.8 **Enter into a Joint venture with a service provider:** The Council could enter a Joint Venture with a corporate partner (public or private) to establish and run the

children's homes as a formal partnership. The Council and its Joint Venture partner would need to decide whether to establish a separate legal entity as a vehicle for the joint venture. The four basic legal forms are:

1. Limited liability company.
2. Limited liability partnership.
3. Partnership (or limited partnership).
4. A purely contractual co-operation agreement.

2.9 The Council would need to provide a business case to support the decision to enter the Joint Venture and be quite clear on the scope and purpose of the Joint Venture and the relative bargaining strengths of the parties to the Joint Venture. The main documents required to establish a corporate joint venture will be the joint venture agreement or shareholders' agreement and the company's articles of association. These documents should cover, between them, several constitutional aspects of the joint venture company and its day-to-day operations.

2.10 This is a very technical and time-consuming option, which is not warranted, given the level of investment proposed. The proposal outlined in this report does not require the Council to be involved in the direct delivery of services for children. The agreement is to support a loan on commercial terms to allow the initial infrastructure to be established.

2.11 **Inter-Local Authority option [Collaboration/contractual Agreement]:** The option of entering into a formal contractual agreement with local authorities, such as the Regional Adoption Agency model has been discounted given there is no current commitment to enter an inter-agency arrangement of this nature. The preferred option recommended in this report offers the possibility in future phases of scalability and inter- local authority commissioning as the new homes are rolled out.

2.12 **Local Authority Trading Company (LATC).** If the Council wanted to set up children's homes and trade services to third parties on the open market, it would be required under s.4 of the Localism Act 2011 and under the provisions of s95 of the Local Government Act 2003 to set up a corporate vehicle. The type of vehicle which may be used includes:

- Company limited by shares or guarantee;
- Social Enterprise;
- Unlimited company;
- Community Interest Company.

2.13 Before setting up a corporate vehicle the Council must be able to provide a strong business case to support the proposal. This option has not been pursued given the potential long run-in time for delivery and the overly technical nature of the approach, which is not required for the loan investment.

2.14 The Teckal exemption applies where a contracting authority contracts with a legally distinct entity, usually a company that the authority has set up (either on its own or in concert with others) to provide services to the Council. The conditions for the exemption are that:

- The service provider carries out the principal part of its activities with the authority;
- The authority exercises the same kind of control over the service provider as it does over its own departments; and
- There is no private sector ownership of the service provider nor any intention that there should be any.

2.15 The Teckal exemption allows public authorities to enter service contracts with wholly owned companies without having to conduct a competitive tender exercise under the relevant procurement regulations. This option has been ruled out on the basis that as the Council would not wish to maintain control of the management arrangements for the service provider.

2.16 **Innovation Partnership:** The Council could consider procuring a “partner” under an innovative partnership to provide the Services but if this option was pursued, the following would need to apply:

- the Council must seek innovative ideas, where solutions are not already available on the market. This “need” must be expressly stated in the contract notice alongside the minimum requirements, performance levels and maximum costs; and
- there must also be an intention to include both the development of the outcome and its subsequent purchase (subject to meeting agreed performance levels and maximum costs) in the procurement;
- the procedure selects partners on a competitive basis and have them develop an innovative solution tailored to their requirements. The competitive phase will take place at the very beginning of the procedure, when the most suitable partner(s) are selected on the basis of their skills, abilities and price;
- the partner(s) will develop the new solution, as required, in collaboration with the Council. This research and development phase can be divided into several stages, during which the number of partners may be gradually reduced, depending on whether they meet certain pre-determined criteria;
- the partner will then provide the final solution (commercial phase);
- the outcome of the procedure may not deliver a partner or solution that differs from the organisation / solution that has already been identified.

2.17 An Innovation Partnership is not appropriate for the current scenario, given that the Council has already identified a partner which (subject to a finalised business case) it can enter into a commercial loan arrangement.

3.0 BACKGROUND INFORMATION

3.1 Wirral’s Children Looked After Sufficiency Strategy

In March 2019, the Children Looked After Sufficiency Strategy (“the Strategy”) was approved by Cabinet. The Strategy set out the local authority’s priorities to respond to the current challenges around sufficiency of high-quality placements. This included plans to ensure good quality, local homes for Children Looked After through the development and exploration of alternative options for residential placements for Children Looked After.

- 3.2 Following approval of the Strategy a working group was established to develop an initial options appraisal, understand the potential costings and savings, and consider wider Liverpool City Region and internal opportunities. This has resulted in a proposal for a mixed model solution to affect sustainable market change and reduce over reliance on any sector. Following this, an internal Accommodation Programme was established to bring together and drive forward a range of projects which would deliver the outcomes identified in the Strategy and align with the Liverpool City Region Reform Programme developments.
- 3.3 **Liverpool City Region Market Reform Programme**
In 2019, the Liverpool City Region Directors of Children's Services agreed to collaborate with a view to establishing a Market Reform Programme aim of the Programme was to explore how commissioning across the Liverpool City Region's local authorities would need to change from its current focus from describing demand and developing frameworks, to better managing supply and intervening and reforming local markets. The Programme's purpose was to consider the development of local authority services and the expansion of a local market of community-based enterprises which could include co-operatives, mutual and community interest companies.
- 3.4 The 'Childrens Market Reform Programme - Blueprint for Change' document published in October 2019 set out a whole-system approach to reform and a series of interdependent projects working simultaneously on placement finding improvements, in-house foster care offer, the independent fostering marketplace and risk mitigation. One of the successes of the Programme has been the development of a new commissioning vehicle, the Liverpool City Region Partner Provider Arrangement, launched in 2020, to become the primary interface with local providers committed to delivering quality and value to local authorities and Children Looked After.
- 3.5 In 2019, Liverpool City Region Children's Commissioners approached the organisation identified in the exempt Appendix 1 to this report with a mandate for wider market reform from the Directors of Children's Services to help design a new approach that could meet significant local challenges in the residential market. The organisation has a good track record in service design, used by local authorities, funders and providers from across the North West to interrogate long-standing challenges in communities, bringing people and partners to work collaboratively and creating impactful solutions using evidence-based approaches, and actively implementing new ideas.
- 3.6 **THE PROPOSAL**
The organisation identified in the exempt Appendix 1 to this report has set out an ambitious proposal to set up a new social enterprise that will create a new ethical, sustainable network of residential care homes that significantly improve the life chances of children living in care. Their aim is not to simply replicate existing children's homes models but to develop a network of homes that deliver greater quality, with more comprehensive support to transform opportunities for children and young people.

- 3.7 Their overarching plan is to establish 10 homes to be operational across the Liverpool City Region, in a two-phased approach. Phase 1 will see the set-up of four 4-bed homes across the region with a further six homes established in phase 2, learning from the previous phase and linked to surplus reinvestment. Phase 2 would only commence if several conditions were met from the first phase. This plan will see the voluntary/social enterprise sector of the market increase from 4% to around 14%, whilst simultaneously improve outcomes for young people.
- 3.8 The organisation is seeking financial assistance from social investors plus local authorities for funding for phase 1. The Council is being requested to provide a £1,000,000 loan for this initial investment, on commercial terms. This will be used to support the social enterprise organisation to:
- Provide initial rental allocation or purchase new properties and accounts for the need to expend capital to refurbish/renovate properties prior to opening;
 - Take account of a predicted time-lag (void costs) of approximately 4 -6 months prior to young people living in the home for building renovations, staff recruitment, Ofsted registration etc;
 - Enable recruitment, selection and training of employees as well as start-up salaries prior to full functioning of the homes; and
 - Secure access onto the North West Flexible Purchasing Scheme.
- 3.9 **Wirral homes**
- Phase one of this project will see two 4-bed residential homes built in Wirral and a further two 4-bed homes would be built in phase 2. In phase one, the focus of the homes will be:
- Social Emotional Mental Health residential care provision;
 - Mixed gender and caring predominantly for young people aged 12-16 years but with a strong focus on support towards independence;
 - Comprehensive staffing model up to 1:1 support during peak hours and based on need;
 - A Child Psychologist on the team to support the emotional health and wellbeing of children and young people in each of the homes;
 - Centralised training and development support to upskill staff and create a sustainable workforce capable of producing the registered managers of the future;
 - A service delivery model based on international evidence and best practice;
 - Values-based recruitment assessing behavioural and technical competencies,
 - an offer of intensive training and Continuous Professional Development setting a new standard in the sector;
 - A cost model that is fixed for a minimum 3 years;
 - Employment and training local partnerships developed with employers;
 - Services rooted in their local communities enabling stronger links to wider local offer e.g. sports, mental health, lower-level youth service provisions, other local providers delivering creative arts, music etc.
- 3.10 In phase two, the focus will be all the above plus the potential to create models of care for young people looked after where currently on the Wirral it is difficult to meet their needs, such as:
- step-down residential care for children and young people leaving secure accommodation;

- provision for children returning to Wirral from out of borough placements;
- a defined local offer for young people exposed to criminal exploitation where it is safe for them to stay on the Wirral;

3.11 The timescales for Phase 1 from commencement to implementation is August 2021 to March 2022 and Phase 2, January 2023 to September 2023.

3.12 Once the homes are established the Council would commission placements through a Framework, assuming the identified organisation has achieved OFSTED registration and admission to the North West Flexible Purchasing Scheme.

4.0 FINANCIAL IMPLICATIONS

4.1 The request for £1,000,000 financial assistance from the Council is to secure the necessary start up funding required to establish children's homes in Wirral.

4.2 The report proposes that a £1m loan is approved in principle to allow the phased release of funds to support the organisation identified in the exempt Appendix 1 to this report.

4.3 Conditions would apply to the overdraft/loan and may include:

- That the organisation would need to evidence backing or support through, for example, a letter of comfort from organisational backers/investors;
- To seek to have the value of the construction works as security;
- To only release the funds as and when required ensuring that the organisation can evidence planned expenditure as well as proof of defrayment to release funds. This would allow the Council to prevent the full £1m being fully at risk should any material issues arise;
- To review the loan facility regularly. This is to allow alternative solutions to be explored to replace the loan facility with a potentially different offer that would be lower risk without causing a delay in the project. This could include use of other funders, Council ownership of the properties through the capital programme.

4.4 A full loan agreement will be drafted detailing the specific terms of the loan and the risk mitigation factors following a due diligence exercise to be carried out by the Council's Finance department. In order to ensure that the loan facility is compliant with rules relating to subsidy control it will have to be on commercial terms that would be acceptable to an investor on the open market. For that reason it is not possible to indicate at this stage the precise terms of any loan. Further due diligence work needs to be done and reported back to this Committee.

4.5 This investment is anticipated to deliver future financial savings as the re-payments made under the proposed loan arrangement should provide an income stream for the Council.

5.0 LEGAL IMPLICATIONS

- 5.1 A formal loan agreement will be drawn up between the Council and the recipient of the loan, setting out the conditions which govern the terms of the loan.
- 5.2 The loan contemplated as part of the proposal set out in this report is likely to fall under the category of a public subsidy under the 'UK-EU Trade and Cooperation Agreement' (UK-EU TCA), which has replaced the previous State Aid regime post-Brexit. A subsidy can be summarised as a financial contribution provided by a public authority, including the Council, which confers a benefit on the recipient. A financial contribution includes but is not limited to measures such as a direct transfer of funds, such as a loan as described here but also potential transfers of funds, for example a guarantee or foregone revenue.
- 5.3 To avoid breaching the subsidy regime the Council will need to show that the decision to grant the loan is based on an economic evaluation comparable to that which a rational market operator would have carried out in the same circumstances. This is known as the Market Economy Operator Principle (or MEOP) test. Whilst the Council would be afforded a margin of discretion by the Courts when taking an investment decision of this sort, the economic evaluation undertaken should be based on objective criteria and is to be carried out by an expert with the appropriate skill and expertise. This will form a key part of the due diligence exercise and will require a detailed business case to enable that to happen.
- 5.4 Commissioning of any placements in any residential care facility would need to be undertaken in accordance with the Public Contracts Regulations and the Council's contract procedure rules.
- 5.5 A formal legal agreement would be entered into which would set out the terms and conditions of the loan to mitigate against any adverse financial or reputational impact on the Council.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are no significant Information Technology issues arising out of the report.
- 6.2 There are no significant staffing issues arising out of the report. However, officers from across several departments across the council have been involved in discussions with the organisation and will continue to be involved through overseeing various outcomes of the project from a Council perspective.

7.0 RELEVANT RISKS

- 7.1 Risks to the Council include:
 - Failure of the organisation to pay the loan back due to accrued 'bad debt': Any loan needs to be assessed under Accounting Standards for its potential bad debt provision. This would mean that the Council would have to set aside revenue or reserves to cover this risk assessment. The benefit of this model is that the organisation appointed will have access to social investment mitigating the risk of 'bad debt'.

- Failure of the organisation to pay the loan back due to voids/other financial challenges. Any capital loan made by the Council in connection with this Project must be on commercial terms and at or above commercial interest rates to ensure compliance with subsidy law. However the commercial interest rates may not be affordable to the organisation as it has no income or assets and may not achieve a turnover for a significant period. A provision would be placed in the loan agreement for a redemption of the loan should the partner provider cease to be able to meet re- payment terms.
- Failing to deliver the programme outlined and the children's homes on Wirral: The loan agreement will include conditions for repayment of the capital plus interest by the organisation if the construction / refurbishment of the children's homes is not completed, albeit there is always a risk that the organisation may not be able to repay all or some of the outstanding loan amount.
- The Project will not address the immediate requirements of looked after children in Wirral to be housed within the borough and may not achieve this for a considerable period of time: A further report to this Committee will, amongst other matters, set out the detailed milestones for the delivery for the Project.
- Reputational damage should the homes fail to obtain registration or are do not deliver on the quality of provision promised: The loan will be released in tranches and information as to the various milestones will be sought by the Council as a condition of the release of staged payments.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Fundamental to the development of new residential models has been understanding what young people want and need. Their views and aspirations have been integral to shaping and designing the models outlined. They have said:

*"Good quality homes and accommodation for us are what we want **you** to make **your** priority"*

"We want to be supported by people who care"

"We want to be near our family, school and friends"

- 8.2 The Chair and Spokespersons of the Children, Young People and Education Committee have been briefed on the proposal and regular progress updates have been presented to Corporate Parenting Board. Further regular detailed briefings will be provided to the Chair and Spokespersons. As this is an in-principle decision a further report will need to be brought back to this Committee.

9.0 EQUALITY IMPLICATIONS

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. There are no equality implications arising from the proposals within this report.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There is the opportunity during any purchase, lease or refurbishment of property to ensure that a low carbon footprint design is undertaken.
- 10.2 The recommendations contained in this report are expected to have a neutral effect on emissions and greenhouse gases.

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APPENDICES

Appendix 1- Details of the organisation which is the subject of the recommended loan arrangements.

Appendix 1 of this report contains information relating to the financial or business affairs of an organisation and is deemed to be exempt from disclosure under paragraph 3, Part 1 of schedule 12A of the Local Government Act 1972 (as amended).

BACKGROUND PAPERS

Children's Market Reform Programme - Blueprint for Change' document published in October 2019

[LCR Market Reform Programme.pdf \(wirral.gov.uk\)](https://www.wirral.gov.uk/media/1234567/LCR_Market_Reform_Programme.pdf)

- *Social Pedagogy and the Children's Workforce:*
<https://www.communitycare.co.uk/2007/08/08/social-pedagogy-and-the-childrens-workforce/>
- *Pedagogy – a holistic, personal approach to work with children and young people, across services European models for practice, training, education and qualification 2009*
<https://core.ac.uk/download/pdf/82095.pdf>
- *Introducing Social Pedagogy into Residential Child Care in England 2008 report*
http://www.sppa-uk.org/wp-content/uploads/2016/10/introducing_sp_into_rcc_in_england_feb08.pdf
- *The Relevance of Social Pedagogy in Working with Young People in Residential Care 2011*
<http://thempira.org.uk/downloads/Essex%20Social%20Pedagogy.pdf>
- *2019 Social Pedagogy-informed Residential Child Care*
https://www.researchgate.net/publication/330766123_Social_pedagogy-informed_residential_child_care

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet - Children Looked After Sufficiency Strategy	March 2019