

HAMPSHIRE COUNTY COUNCIL

Report

Committee/Panel:	Children and Families Advisory Panel
Date:	31 January 2017
Title:	Update on Children's Home's Residential Strategy
Reference:	8072
Report From:	Director of Children's Services

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1. Summary

1.1. The purpose of this paper is to provide an update on the Children's Homes Residential Strategy

2. Contextual information

2.1. The Residential Strategy that was agreed in February 2014 included the following text:

"The overall vision for Hampshire's Residential Strategy is that Children's residential care should be a placement of choice, based on effective assessment of need and careful matching. The provision and standard of care across the residential estate will not be less than expected from a large family home through confident, authoritative parenting within environments that demonstrate individual worth and value. Hampshire County Council has six Children's residential homes in Hampshire which currently fall short of this vision. The following issues have been identified;

- Some of the homes are large buildings out of the way of the community which means the buildings have an institutional feel and community facilities are not easily accessible.
- The maintenance and buildings management of these institutional homes is challenging as the structures are not robust.
- Some of the buildings are too large for the number of children placed and are in a poor state of repair.
- The furniture and basic commodities have been supplied through centralised suppliers, which add to the institutional feel of the home.
- The layout in some homes is not conducive for passive supervision of the children.
- There is not equal access to a homely environment and individualised care across the current homes.

- These issues contribute to the sense of value portrayed to the children which directly influences their behaviour and outcomes”.

2.2. The strategy has two main strands; the quality of the buildings and the quality of the staff. In order improve the quality of the buildings it was agreed that four of the existing homes would be replaced with six new homes and that The Mead in Odiham and Cypress Lodge in Basingstoke would be retained. Children and staff were involved in consultation around the design of the new homes. They felt that the homes should:

- Look the same as other family homes
- Have a front door at the front and a front garden
- Have a private back garden
- Have a fireplace
- Have an en-suite to each bedroom

The resultant design has

- A kitchen and open plan dining area
- 2 sitting rooms
- 6 en-suite bedrooms of equal size
- Downstairs cloakroom
- Utility room
- A staff office and a manager’s office
- Enclosed gardens
- Energy efficient features

2.3. The second strand to the strategy, Quality of staff has been addressed through robust recruitment and management of staff and the embedding of an agreed model of practice. The key theoretical underpinning to the residential strategy is the implementation of Emotional Warmth Model of Professional Child Care also referred to as The Pillars of Parenting or PoP. The starting point of the ‘Emotional Warmth’ Model of professional childcare is the importance of the relationship between each individual young person and their carer. The model was devised by Cameron and Maginn, and sets out to empower those working with children with the knowledge and skills to understand and respond appropriately to the emotional, behavioural and attainment difficulties that are exhibited by the children in their care. Monthly consultations are led by a psychologist. These consultations provide both a theoretical perspective and an agreed way of working. Staff learning occurs both within the consultation session and via a training programme. This training programme, which results in a qualification, covers attachment theory, authoritative parenting, adaptive emotional development, the effective employment of young people’s signature strengths, involving young people in decision making and the assessment of both child and carer’s progress and development.

3. Finance

3.1. A business case was prepared and finances were agreed in 2014. A report was presented to executive members on 20 May 2014;

http://www3.hants.gov.uk/councilmeetings/advsearchmeetings/meetingsitemdocuments.htm?sta=0&pref=Y&item_ID=5675&tab=2&co=&confidential

3.2. The building of the homes represents an investment of circa £6.3 million. It is anticipated that circa £4 million will be raised from the sale of existing properties and this will be used to offset the costs of the new builds.

4. Performance

4.1. Locations were selected to allow new homes to fit within existing residential areas. New sites were identified in Dibden Purlieu, Havant, Fareham and Andover and plans were made to demolish existing homes in Winchester and Chandlers Ford and rebuild on the same site. Staff were consulted on their preferred working locations.

4.2. Building of the new homes commenced in Spring 2015 with anticipated completion Summer 2016. The build process has been subject to significant delays and this has impacted on the transition arrangements for children and staff. Completion is now anticipated to be from Spring 2017. There have been continued opportunities for consultation on the décor and staff and children have made visits to the new homes.

4.3. Glendalyn Children's Home closed in 2014. At the time of closure, there were very few children or staff and they transferred to other homes. The site has been marketed.

4.4. The Green House at Chandlers Ford made a temporary move to Crossways in Old Basing. The new home will be called Candle Lodge and is expected to be ready for occupation in Spring 2017. The majority of the existing staff team and all four of the current children are expected to move back to Candle Lodge.

4.5. Godbey House on Hayling Island will be marketed and the existing group of children and their staff team will move to a Crofton House in Havant. This move is expected to take place in Spring 2017

4.6. Cattisfield Road Family Centre in Fareham has been demolished and a new home called Ferne Lodge is likely to be available for occupation in April 2017. The current manager of The Mead in Odiham will move to this home along a number of existing staff. Minimal further recruitment is required.

4.7. The Anchorage Family Centre in Dibden Purlieu has been demolished and a new home called Amani is likely to be available for occupation in April 2017. A new manager has been recruited and existing senior staff will transfer to this home. Recruitment of care staff has been problematic and further recruitment is required.

4.8. A further new home is under construction in Andover and is expected to be ready for completion in June 2017. A manager has been recruited but recruitment is required for the majority of the staff team.

4.9. The sixth new build, a replacement for Milesdown in Winchester has been delayed by difficulties in identifying a suitable site. The decision has now been made to demolish Milesdown, rebuild on part of the site and sell a part of the site. Once planning permission has been obtained, it is expected that Milesdown children and their staff will be temporarily re-located at Crossways in Old Basing. It is likely that this move will occur in Spring 2017.

4.10. The Pillars of Parenting Model has been in use in the homes since Spring 2012. The first two years of the programme were independently evaluated with the conclusion that there had been a significant improvement in staff practice and knowledge with a corresponding improvement in experiences of the children looked after in Hampshire's homes. Feedback from the homes, attached professionals and Ofsted, evidence an increasing positive impact on the capacity of the homes to meet the needs of children who have experienced significant trauma.

5. Other key issues

5.1 It is recognised that, nationally, there are difficulties in recruiting and retaining suitable skilled staff. Hampshire's residential service now has a link on the recruitment page which provides information on the strategy, the benefits of working for Hampshire and the demands of the role. As a part of the Valuing Performance Process, residential staff have been provided with very explicit behavioural expectations and they are supported to develop the necessary skills. Managers have encouraged social work students to consider career pathways in residential care and have supported the placements of student social workers.

5.2 In April 2015 Ofsted launched a new inspection framework for children's homes. Their expectation was that:

- Children will live in a physical environment which feels like a family home
- Children will feel safe and protected
- Children will make progress in all aspects of their care
- The development of safe, stable and secure relationships will be central to the ethos of the home
- 'Experience' of care for the child will be the new measure

Consequently staff need to be able to:

- Explain the child's starting point
- Explain what they are doing and why
- Explain how the child is progressing including show an understanding of what is a realistic expectation for each child
- Make a difference to the lives and experience of the children

5.3 Ofsted carry out an unannounced full inspection and at least one interim inspection each year (1st April-31st March). To date four of the five homes have had a full inspection, and Cypress Lodge has had in interim inspection:

The Green House = Good with outstanding leadership and management

Milesdown = Good with outstanding leadership and management

The Mead = Good with outstanding leadership and management (subject to ratification)

Godbey House = Outstanding (subject to ratification)

Cypress Lodge inspection outcome for the previous year was Good with an interim grading of improved outcomes.

6. Consultation and Equalities

6.1. Children have been consulted about the design and furnishing of the new homes. Children were particularly explicit about the appearance of the front of the home and their desire to have ensuite bedrooms as they did not wish to share bathroom facilities. Children will have the opportunity to personalise their bedrooms though the choice of duvet covers and soft furnishings.

6.2. The design and location of the homes takes equality issues into account. The homes appear to be like a large welcoming family home rather than an institution and the locations will not disadvantage the children. They are located in areas with good schools and community facilities which allow for the children to develop peer relationships and appropriate independence skills.

7. Future direction

7.1. The department will consider their duty to provide and or commission sufficient residential placements and this will include consideration of the potential to build further homes.

7.2. The department will consider the mechanism to support ongoing delivery of The Pillars of Parenting Emotional Warmth model or a similar model of practice.

8. Conclusion

8.1. The Residential Strategy comprising new, smaller homes and the Pillars of Parenting Emotional Warmth Model of Care provide the foundations for the provision of quality residential child care in Hampshire. The transition process has resulted in lower numbers of children in the existing homes and this, combined with increases in staff competence and confidence, is already resulting in greater capacity to care for children with complex needs and improved outcomes.

9. Recommendations

9.1 That the Children and Families Advisory Panel note the update to the Residential Strategy and the improved outcomes associated with it.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	yes/no
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	yes/no
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	yes/no
Corporate Improvement plan link number (if appropriate):	

NB: If the 'Other significant links' section below is not applicable, please delete it.

Other Significant Links

Links to previous Member decisions:		
<u>Title</u> Executive Decision Record	<u>Reference</u> 5675	<u>Date</u> 20 May 2014
Direct links to specific legislation or Government Directives		
<u>Title</u>	<u>Date</u>	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

1.2. Equalities Impact Assessment:

Equality and diversity objectives are not considered to be adversely affected by the proposals of this report.

2. Impact on Crime and Disorder:

2.1. Crime and disorder objectives are not considered to be adversely affected by the proposals of this report.

3. Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

When the Children's Services Capital Programme invests in new build, replacement or refurbishment works, Property Services colleagues include an assessment of reductions in energy consumption (carbon use) in the design. In all new buildings and in the majority of refurbishment type investments, the latest technologies and materials are specified in order to maximise the impact on reducing carbon consumption. Many projects are also able to employ passive design approaches including natural ventilation and improved insulation to actively reduce consumption in summer and

winter conditions.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

Any new build or extensions will meet current building regulations standards for thermal performance. Where possible, appropriate sustainable materials will be employed to reduce the environmental impact of the proposals.