

Public Document Pack



NOTICE OF MEETING

Meeting Corporate Parenting Board

Date and Time Thursday 26th March 2020 at 2.45pm

Place Chute Room, Ell Court, The Castle, Winchester

Enquiries to members.services@hants.gov.uk

John Coughlan CBE
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast live on the County Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Filming Protocol available on the County Council's website.

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence received.

2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Personal Interest in a matter being considered at the meeting should consider, having regard to Part 5, Paragraph 4 of the Code, whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

3. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

4. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

5. CORPORATE PARENTING BOARD - TERMS OF REFERENCE
(Pages 3 - 8)

To receive a report from the Director of Children's Services and the Director of Transformation and Governance providing the Terms of Reference for the newly constituted Corporate Parenting Board.

6. INTRODUCTION TO THE CORPORATE PARENTING BOARD

To receive a presentation from the Director of Children's Services to receive an introduction to the Corporate Parenting Board.

7. HAMPSHIRE'S JOINT WORKING PROTOCOL FOR THOSE AGED 16 & 17 IN HOUSING NEED (Pages 9 - 12)

To receive a report from the Director of Children's Services providing an overview of Hampshire's Joint Working Protocol for those aged 16 & 17 in Housing Need.

8. MODERNISING PLACEMENT PROGRAMME (Pages 13 - 20)

To receive a report from the Director of Children's Services providing an overview of Modernising Placement Programme.

ABOUT THIS AGENDA:

On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING:

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact members.services@hants.gov.uk for assistance.

County Councillors attending as appointed members of this Committee or by virtue of Standing Order 18.5; or with the concurrence of the Chairman in connection with their duties as members of the Council or as a local County Councillor qualify for travelling expenses.

Agenda Item 5

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Corporate Parenting Board
Date:	26 March 2020
Title:	Corporate Parenting Board - Terms of Reference
Report From:	Director of Children's Services Director of Transformation and Governance

Contact name: Kevin Greenhough – Democratic Services

Tel: 01962 847483 **Email:** Kevin.greenhough@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to enable the Corporate Parenting Board to review and note the revised Board Terms of Reference as agreed by County Council.

Recommendation

2. That the Corporate Parenting Board note the Terms of Reference as attached at Appendix 1 to this report.

Executive Summary

3. At its meeting on the 13 February 2020 the County Council agreed to establish the Corporate Parenting Board as a committee in its own right with an expanded membership and in accordance with a revised Terms of Reference.
4. The Terms of Reference for the Corporate Parenting Board are attached at Appendix 1 to this report.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	No
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> County Council	<u>Date</u> 13 February 2020

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	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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 by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

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

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

2. Equalities Impact Assessment:

This report does not make any proposals which would have an impact on groups with protected characteristics.

Draft Terms of Reference for the Corporate Parenting Board

Overall Purpose:

To advise the relevant Executive Member(s) in relation to the Council's requirement to be a Corporate Parent for children in care and care leavers; to support the overall effectiveness of the Council's corporate parenting function.

Membership:

The Corporate Parenting Board shall be proportionally constituted and consist of nine members.

The Chairman and Vice-Chairman of the Corporate Parenting Board shall be appointed by County Council in accordance with Standing Order 6.2.

The Members of the Corporate Parenting Board, including Substitute Members, shall be appointed by the County Council in accordance with Standing Order 24.

Objectives:

To provide holistic, member driven engagement with the key areas of the corporate parenting function. These include:

- (i) The views of children in care about the services they receive from the Council.
- (ii) Methods to raise the aspiration, ambitions and life chances of children in care and care leavers, narrowing the gap of achievement and outcomes between children in care (CIC) and their peers.
- (iii) Raising awareness amongst all elected members of their corporate parenting responsibilities as per Part 1, Chapter 2, paragraph 3.2.7 of the County Council's Constitution.
- (iv) Ensuring that all Council services are mindful of the needs of children in care and care leavers and respond accordingly within their remit.
- (v) The outcomes of Ofsted inspections as they may arise and any actions that are required to improve services to children in care and care leavers.
- (vi) The promotion of excellent and innovative practice in relation to the Corporate Parent role from which others can learn.

To pro-actively engage with forums that include and represent children in care and care leavers in Hampshire; in particular with the Hampshire Care Ambassadors, and with other relevant partners and stakeholders in pursuance of

achieving positive outcomes for children in care. Such engagement may include members of the Corporate Parenting Board attending formal or informal events involving partners and stakeholders with the objective of gaining a better understanding of the key issues. The Chairman of the Corporate Parenting Board may also extend an invitation to relevant partners and stakeholders, including representatives of the Hampshire Care Ambassadors to attend meetings of the Board to seek their view on appropriate agenda items.

Frequency of Meetings:

Proposed as three times per year

Governance:

All formal meetings of the Corporate Parenting Board shall be conducted in accordance with the County Council's Constitution, in particular with Part 3, Chapter 1 (Standing Orders) and Part 3, Chapter 4 (Public Access to Information).

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Agenda Item 7

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Corporate Parenting Board
Date:	26 March 2020
Title:	Hampshire's Joint Working Protocol for those aged 16 & 17 in Housing Need
Report From:	Director of Children's Services

Contact name: Tim Sandle, Commissioning Officer

Tel: 01962 845 453 **Email:** tim.sandle@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to update the Corporate Parenting Board Hampshire joint working protocol and guidance between housing & children's services.

Recommendation(s)

2. That the Corporate Parenting Board note the updates to the Hampshire joint working protocol and guidance between housing & children's services.

Executive Summary

3. The Hampshire joint working protocol and guidance between housing & children's services for 16 & 17 year olds in housing need was reviewed and updated in May 2019. The revised protocol clarifies the roles and responsibilities as well as the legislation, process and procedure for supporting young people who are at risk or are homeless.
4. The Homelessness Reduction Act 2017 made significant changes to part 7 of the Housing Act 1996. Its main effect is to place increased duties on local authorities to assess an applicant's needs and to prevent and relieve homelessness. The joint working housing protocol promotes information sharing planning and a joined-up response in supporting young people who are at risk or are homeless. The revised joint working housing protocol will ensure that there is a collaborative approach in supporting young people from Children's Social Care and the District Housing Authority.

5. The revised joint working housing protocol clarifies the process and procedure for managing young people who are at risk or are homeless. A fundamental principle of the Hampshire and the Isle of Wight Joint Working Housing Protocol is that all 16 and 17 year olds who approach either the local Housing or Children's Services Department, and where there is a reason to believe they may be homeless, should be assessed by Children's Services under the Children Act 1989 to determine whether they are a child in need and, if so, whether a duty exists to offer accommodation under s20 of that Act.
6. This protocol recognises that homelessness is damaging to young people's personal, social and economic development and well-being. Where possible, homelessness should be prevented, and young people supported to remain at home (where it is safe to do so) or leave in a planned and supported manner. The primary objective of agencies is to respond to all young people's enquiries with the aim of preventing homelessness and supporting the young person to remain in the parental home, where it is safe and reasonable to do so.
7. Children's Services is the lead agency regarding assessing and meeting the needs of 16/17 year olds who seek help because of homelessness. Although the Children Act 1989 is the primary legislation over the Housing Act 1996, Part 7 (as amended), both services are responsible for meeting the needs of these young people. Current legislation and practice requirements are included in the joint working housing protocol and emphasises the complementary roles of Children's Services and the District Housing Authorities.
8. Members of the Strategic Housing Group, the Housing and Local Welfare Assistance Lead and the Commissioning Service have checked that the procedure is correct. The revised joint working housing protocol has been checked for current terminology and current practice this includes an updated flow chart to support professionals in ensuring that their roles and responsibilities are clearly understood.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	No
People in Hampshire enjoy being part of strong, inclusive communities:	Yes
OR	
This proposal does not link to the Strategic Plan but, nevertheless, requires a decision because:	

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u> <u>Homelessness Reduction Act 2017</u> <u>Children Act 1989</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

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2. Equalities Impact Assessment:

See guidance at <https://hants.sharepoint.com/sites/ID/SitePages/Equality-Impact-Assessments.aspx?web=1>

*Insert in full your **Equality Statement** which will either state:*

- (a) *why you consider that the project/proposal will have a low or no impact on groups with protected characteristics or*
- (b) *will give details of the identified impacts and potential mitigating actions*

Agenda Item 8

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Corporate Parenting Board
Date:	26 March 2020
Title:	Modernising Placement Programme
Report From:	Director of Children's Services

Contact name: Amber James, Head of Resource & Partnerships

Tel: 01962 845973

Email: Amber.james@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to inform the Corporate Parenting Board about the Modernising Placements Programme

Recommendation

2. That the Corporate Parenting Board note the report on the Modernising Placements Programme

Executive Summary

3. This report seeks to...
 - set out the background to the project
 - briefly consider the future direction of the project (next steps)

Contextual Information

4. The Modernising Placements Programme (MPP) is a Children & Families transformational programme which commenced in October 2019. It will build on the foundations achieved by Transforming Social Care (TSC) and both programmes will work together to ensure high quality services for children and families across the social care pathway.
5. The vision of the programme is to develop a continuum of care that works across Children's Services and is able to provide the right accommodation and support at the right time for our looked after children in Hampshire. To

achieve this, the programme has been divided into two primary strands; in house fostering and rethinking sufficiency.

6. The placements that this programme is focusing on are depicted below in figure 1

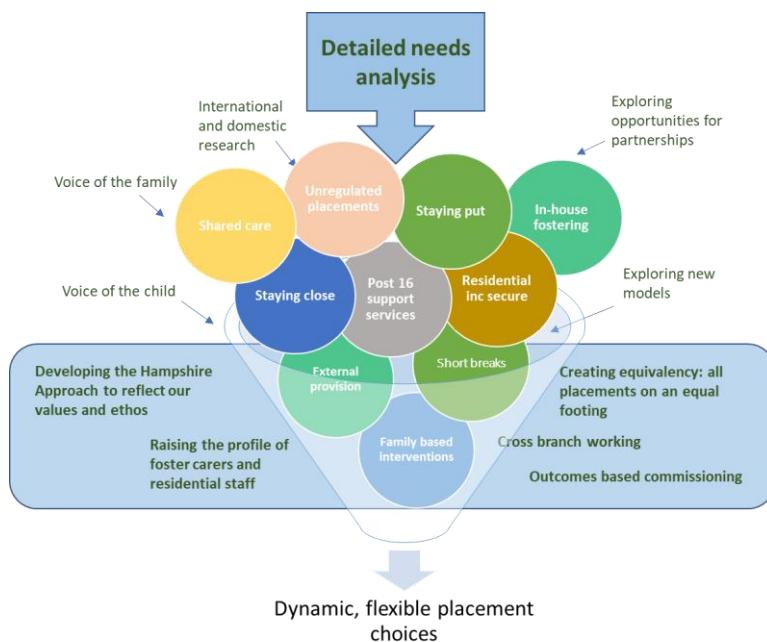


Figure 1 Modernising Placement Programme

7. The programme's objectives are:

- I. To increase our capacity to provide in-house placements
- II. To increase our staff and foster carers' capability to manage children with more challenging behaviours
- III. Creating a culture of equivalency across our placement types, and our Children's Services pathway

8. Increasing our capacity to provide in-house placements

9. This relates to our capacity to provide placements to children in both our in-house fostering placements and in-house children's homes.
10. Our in-house foster carer numbers have steadily declined leading to higher costs through the commissioning of independent fostering placements and children often placed further away from Hampshire, decreasing the potential impact of work with them and sometimes increasing the risks they face.

11. The in-house fostering strand has several workstreams that are well embedded and cover the journey of a foster carer. These are outlined below with the questions that we are seeking to answer within each of the streams:
- a) Enquiry
 - How do we increase enquiries?
 - How do we increase transition from enquiry to assessment?
 - Who do we need to be marketing to?
 - What is our marketing strategy?
 - b) Assessment
 - Is the process lean and efficient?
 - Can we speed it up?
 - Are we too risk averse?
 - c) Placement
 - What do carers need to look after Hampshire's CIC?
 - How do we improve levels of satisfaction between carers' social workers and children's social workers?
 - Do we pay enough and what is the best approach to utilizing skills fees?
 - What does our in-house recruitment strategy mean for external commissioning?
 - What are the potential commissioning models including buying an IFA and joint ventures?
 - d) Retention
 - How do we support carers during a placement?
 - What is our support offer and what does it need to be?
 - Why are we losing carers and what can we do anything to mitigate?
 - How do we improve and simplify our payment processes?

12. Progress

13. To date, significant progress has been made within the enquiry and assessment workstreams with a new marketing strategy drafted informed by focus groups and research undertaken by the Insight & Engagement Unit. In addition, a LEAN review has been carried out around the assessment process with a number of actions being progressed in the action plan.
14. The first phase of the programme has considered evidence and learning from international and UK approaches and models and in consultation with foster carers, a support network model based on the Mockingbird Family Model has

been agreed as being of benefit to foster carer support in Hampshire and work is now underway to plan and cost how this would be achieved. Alongside this, benchmarking has been completed about the support offered to foster carers in Hampshire and how this compares to that offered by other local authorities and independent fostering agencies

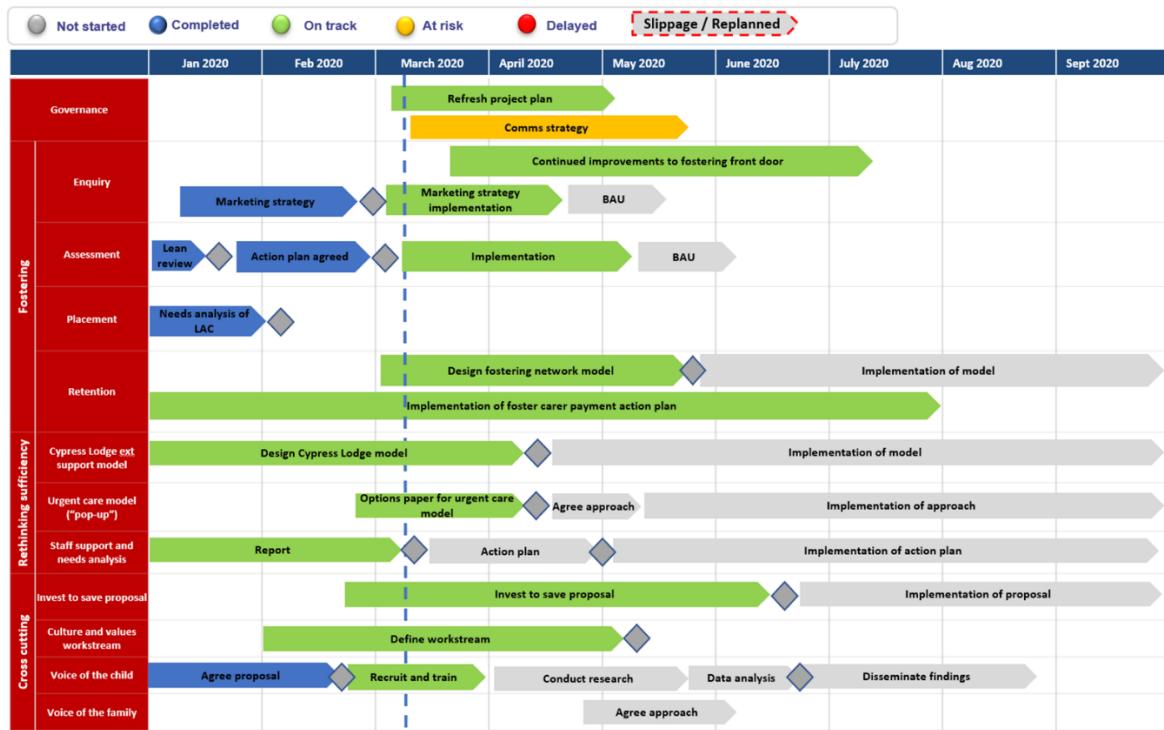
- 15. Increasing our staff and foster carers' capability to manage children with more challenging behaviours**
16. The in-house fostering and rethinking sufficiency strands are both focussed on the approaches required to support children in our care. As children's needs have become more complex, and our focus on having the right children in our care has increased, the skills required of those caring for the most vulnerable children have shifted. A needs analysis has been completed of 1259 children placed within a 12-month period providing extensive insight into the needs young people have. It is clear from this data that our in house foster carers are struggling to manage children who present with physical aggression and that our residential children's homes are managing children with a high level of complex needs including mental health and self-harming.
17. The programme has established that the foundation of the Hampshire Approach is a key ingredient, as is the Pillars of Parenting Emotional Warmth model used in our children's homes. However, these approaches need to be underpinned by a trauma informed approach across the whole Children's Services workforce, including in education, and psychological support for staff, carers, children and families. The programme is working further on designing and costing this service for consideration alongside other support mechanisms which will be outlined in detail in a future report. These supports are critical to optimising the placement capacity that we have through more robust and resilient environments.
18. Other areas of work in supporting optimisation and resilience are:
 - a) Cypress Lodge Extended Support Hub Model – consideration of a multi-disciplinary model that provides residential and outreach to children in care and utilises the residential beds for a period of assessment to stabilise children and plan move on to longer term placements or home. Linked to the hub will potentially be hub foster carers. This is based on a model developed by North Yorkshire County Council, 'No Wrong Door'. Early engagement with partners has been positive with a common identification of the cohort and a shared understanding of the benefits from such a model.
 - b) Pop-Ups – work is in development around how to support young people in crisis who have historically been placed in unregulated placements. Our capacity to manage these young people is minimal and currently often

disrupts the placements of other young people whilst not delivering positive outcomes for young people.

- 18. Creating a culture of equivalency across our placement types, and our Children's Services pathway**
19. The approach to children who need to be looked after continues to follow a traditional approach which is to explore fostering first before looking to residential placements. This hierarchical method can pose identity issues for children and, in addition, foster carers and residential staff often feel undervalued as members of the team around the child.
20. Progress has already been made in addressing this and through creating a pathway for children that places all accommodation types on an equal footing.
21. Underpinning all our work in the programme will be an Experts by Experience research project. Five children in care/ care leavers have been recruited to co-produce and interview other children and young people in care to inform what is important to them about the care we provide. This is a paid role for the young people and the outcome of the research is being supported by the Oxford University's Rees Centre who will help the researchers with their analysis.
22. The intended aims for the programme are within five years we will:
 - Increase capacity in our in-house fostering from 67% of all fostering placements to 85%;
 - Increase utilisation of residential beds from 71% to 91%;
 - Decrease the use of NCPs from 9% to 5% of all placements;
 - Increase placement stability from 61% to 80%;
 - Reduce the number of children with more than 3 placements from 18% to 13%
 - Improve educational outcomes (target to be confirmed)
 - Improve the experiences of foster carers (target to be confirmed)
 - Improve the experiences of children in our care (target to be confirmed)
 - Provide a wider range of flexible, adaptable provision that supports different pathways through care.
23. Next Steps
 - Develop foster carer hubs (potentially alongside IOW)
 - Develop the Cypress Lodge Extended Support model

- Develop options for “pop-up” provision to meet the needs of children in unregulated placements
- Develop a costed proposal with anticipated cost avoidance

24. Programme plan on a page



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2. Equalities Impact Assessment:

See guidance at <https://hants.sharepoint.com/sites/ID/SitePages/Equality-Impact-Assessments.aspx?web=1>

This programme will have no impact on groups with protected characteristics. The proposals seek to further improve the outcomes for vulnerable children In Hampshire.