

Corporate Parenting Board

Thursday 29 April 2021

The Harbour Progress Report

Choose an item.

Portfolio Holder: Cllr A Parry, Children, Education, Skills and Early Help

Local Councillor(s):

Executive Director: T Leavy, Executive Director of People - Children

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Report Status: Public

Recommendation:

That the Corporate Parenting Board note the progress in the implementation of The Harbour and the impact in improving outcomes for young people who are on the edge of care, in care and leaving care and reducing cost for NHS, Criminal Justice and Children's social Care.

Reason for Recommendation: To ensure that support from Corporate Board Members is maintained.

1. Executive Summary

- 1.1. Young people who enter care during their teenage years traditionally spend considerable periods in residential care often without sufficient planning and support to re-engage in family relationships or form strong relationships with carers. They are more likely to experience placement breakdowns as a result of poor experiences in their formative years and lack of engagement with services. They may follow a path of multiple placements, with handoffs between services and changing relationships following each placement breakdown. Some young people develop multiple vulnerabilities through offending behaviour, substance misuse, disengagement from education and high-risk behaviours such as repeatedly going missing and over time can become distrusting of positive relationships.
- 1.2. Between 01/01/2020 to 31/12/2020 there were a total of 152 new admissions to care which equates to 145 young people becoming a child in care in Dorset. 53 young people entered care during their teenage years and of these, 27 young people are placed in residential care. The Harbour is developing an integrated service for our more complex and troubled young people to ensure that their needs, no matter how diverse are addressed within a single team of trusted and skilled workers, be it to

prevent care, support placement stability or reunification if in care, and a smooth transition to independence when leaving care.

2. Financial Implications

- 2.1. As part of the local authority's duty to ensure that there is sufficient accommodation for looked after children, a Residential Sufficiency Business Case was presented to Cabinet on 3 March 2020 which gave approval for:
 - Building a new residential home on the site of 45 Dorchester Road
 - Refurbish the existing building at 45 Dorchester Road to provide a No Wrong Door Hub
 - Purchase and re-furbish 10 Kirtleton Avenue to provide a care leaver hub and accommodation, plus supported bedsit accommodation for young people who are disabled.
 - Delegate authority to Executive Director People – Children's for capital and revenue expenditure.
- 2.2. This was further updated within the Sufficiency Statement approved by Cabinet on 19th January 2021.
- 2.3. There are no further financial implications for this report.

3. Well-being and Health Implications

- 3.1. The Harbour will provide consistent relationships and continuity of key worker. Keyworkers bring with them a range of experience, hobbies and interests which will ensure that relationships do not need to be outsourced when offering a diverse range of activities to strengthen emotional resilience and wellbeing. The Harbour will also bring together a common approach to working with young people across different staff specialisms. Through the embedded specialist roles, young people to access help when needed and in a way that does not rely on an appointment.

4. Climate implications

- 4.1. New build – 5 bedroomed home
- 4.2. PV (photo-voltaic panels) panels are proposed for the modular build. The new build element is also a MMC (Modern Methods of Construction) building which provides the opportunity to be more sustainable as buildings are precision-engineered and manufactured in a factory-controlled environment. Buildings are constructed using sustainable materials and this type of construction also helps reduce waste. MMC is about better products and processes which aim to increase efficiency, quality, user satisfaction, environmental performance and sustainability.
- 4.3. Refurbishment of existing building – 3 bedroomed home
- 4.4. Unfortunately, as this is a refurbishment project on a period building of townscape merit there is little which can be done to improve its impact on the climate. However,

the building is to be re-piped and rewired with new replacement radiators which would bring the Mechanical & Electrical Services up to current standards. We are also proposing to insulate the existing roof space with 300mm thick mineral wool which would also help with reducing the carbon footprint.

5. Other Implications

- 5.1. The Harbour will operate from a hub Dorchester Road, Weymouth. It will also bring together a variety of accommodation options eg Clarence Road and Hayeswood Bungalow. Further options are being explored in the development of St Marys.
- 5.2. Operating capacity is being delivered through recruitment, common training and management, supervision, staff remodelling and engagement with young people in the development of The Harbour.
- 5.3. Through the development of a Dashboard and financial tracker we will be able to demonstrate better outcomes for young people and financial benefits to the Council and partners.

6. Risk Assessment

- 6.1. Having considered the risks associated with this decision, the level of risk has been identified as:
- 6.2. Current Risk: Medium
- 6.3. Residual Risk: Medium

7. Equalities Impact Assessment

- 7.1. An Equalities Impact Assessment has been completed for both staff and resources. This is a working document that is regularly updated.

8. Appendices

- 8.1. SCPS programme EqIK/Service user SWR comments draft
- 8.2. Children in care and care leavers eqa

9. Progress update

10. Core Offer

- 10.1. The Harbour will improve the following outcomes for young people:
 - Reduce vulnerabilities
 - Build and restore relationships
 - Increase engagement in education, training and work readiness
 - Strengthen planning for transitions
 - Strengthen self-esteem and resilience
 - Strengthen mental health and wellbeing

11. Accommodation

11.1. The hub in Weymouth will be able to offer the following:

- A 5 bedroomed medium-term residential children's home placements from 1-12 months whilst return to family/independence is achieved.
- A 3 bedroomed short-term residential home where it has been assessed that a young person/family need intensive support and intervention to re-build relationships with their family/foster carer to return home quickly and safely.
- It is planned that onsite construction of the 5 bedroomed home and refurbishment of 3 bedroomed home will be completed by mid-December 2021. Application to register with Ofsted will be submitted prior to completion to avoid delay in registration.
- Accommodation in Wimborne which is registered with Ofsted and home to a young person.
- Accommodation in Portland which is currently unoccupied. An application has been submitted to Ofsted for registration.
- 10 family placements with training and support from The Harbour Team
- 5 supported lodgings placements with training and support from The Harbour Team
- Moving towards independence accommodation

12. Restructure and Recruitment

- 12.1. The staffing structure of the adolescent service has been remodelled so that staff are able to wrap around and provide stability to young people irrespective of where they are being cared for. Young people will receive services from The Harbour rather than a specific residential home or care placement which will ensure that there is access to the range of services available without the need for referral.
- 12.2. A rolling programme of recruitment is underway. As of 29th March, the total number of vacancies include: 1 residential manager, 2 deputy managers, 22 youth practitioners and 5 senior youth practitioners, 1 psychologist and 1 speech and language therapist. We are seeing a strong response to adverts and interviews are planned throughout April 2021 and are being scheduled monthly.
- 12.3. From the beginning of March 2021, 2 PCSO's have joined the team. We are looking forward to welcoming a joint funded researcher and performance analyst.
- 12.4. A targeted recruitment campaign is underway for foster carers for adolescents which includes recruitment of Specialist Foster Carers and Supported Lodgings Carers. Monthly information sessions are also being held. We have 1 specialist foster carer recruited and interest has been expressed by another. The support of the Corporate Parenting Board members would be very welcome in promoting the recruitment of foster carers.

13. Workforce Development

- 13.1. The Harbour Team use a range of evidence-based interventions which includes Restorative Practice, Family Group Conferencing and Motivational Interviewing. A strength's-based approach is at the centre of our practice in how we assess with young people and develop their care plans.
- 13.2. Through the senior youth practitioner, we plan to be able to offer training to partners in restorative approaches for example in our engagement with housing colleagues to support in the delivery of the Harbour Steady and Settled Pathway for young people aged 16-25years
- 13.3. We have developed a shared workforce development programme and induction. Monthly reflective supervision is delivered to The Harbour Team by 2 education psychologists.

14. Pathways and Processes

- 14.1. 28 day pathway
- 14.2. The principle objective of the 28 day approach is to effectively reintegrate young people home, safely and securely.
- 14.3. The 28 day approach sets a clear structure, expectations, and time frame for a comprehensive set of interventions to be delivered to safely maintain young people in their families and communities.
- 14.4. PRIDE – Prevention, Risk, Identification, Disruption, Evaluation
- 14.5. PRIDE brings together a multi-agency group to identify, consider and manage potential & current risks impacting on young people who are receiving a service from The Harbour
- 14.6. The Police intelligence analyst supports the flow of information between Dorset Police and The Harbour.
- 14.7. Where identified, information is also disseminated to other local meetings and processes i.e. MACE, IMPACT, CE Champions Meeting, Daily Missing Meeting and CAROLE.
- 14.8. Steady and Settled Pathway for young people age 16-25yrs
- 14.9. Through the delivery of this pathway, The Harbour will work collaboratively with Housing colleagues to engage with young people with high needs where there is an imminent risk of relationship break down in their home, or who are at risk of eviction and are:
 - 16/17 year olds who have previously accessed The Harbour as a child in need, child in care or subject to child protection planning
 - 16/17 year olds with no previous social care involvement where additional intensive support is required focussing on supporting young people to be steady and settled at home
 - 18 – 21/25 care leavers

- 18 – 21 year olds who are at risk of eviction or have been evicted, who have previously been on the edge of care and have accessed support from The Harbour

15. Activity and Case Study

- 15.1. Between December 2020 to March 2021, The Harbour have increased the number of young people being supported by Outreach each month from 26 to 40.
- 15.2. On average each month, 50% are young people on edge of care who are supported to remain at home.
- 15.3. Missing reports have decreased and in March 2021 there were no missing episodes for young people in Harbour placements
- 15.4. We have also seen an increase in the number of young people accessing an increasing range of activities.
- 15.5. Anonymised Case Study
- 15.6. Archie was 13 when he entered foster care. Archie is now 15 years old and has experienced a number of placements. His school attendance was very poor in the last academic year and he was at risk of exclusion. Archie has low self-esteem and anxiety and is known to CAMHS, although does not attend appointments. Archie is linked to a number of crime occurrences either as a victim, witness, named suspect or subject to child protection. A significant proportion of occurrences are recorded as violent crime, relating to the adults in the household. Archie has been reported to the police on 9 occurrences due to missing. Archie moved to a Harbour foster placement this year.
- 15.7. **Risk** - Since January 2021 there have been no reports of missing or crime occurrences. Embedded police roles are providing evidence informed approach to understanding risk.
- 15.8. **Placement Stability** - Stickability of key worker and Harbour Team to wrap around and support placement stability – Archie’s Team. The foster carer is part of the team where there is a shared approach to workforce development.
- 15.9. **Education** - With support from education psychologist, virtual school, key worker and foster carer are working collaboratively with the school to support Archie to make progress.
- 15.10. **Self-esteem and emotional wellbeing** – The key worker has engaged Archie and his foster carer in a range of activities to build their relationship and provide opportunities for personal achievement – Archie is noticeably growing in confidence.
- 15.11. Archie’s foster carer is also supported to build relationships with Archie’s family.

16. Conclusion

16.1. The finalised Harbour staff structure will provide the operating capacity to deliver the core offer of The Harbour. As we implement our pathways and processes, culture and values, we aim to safely reduce the number of children who enter care, improve outcomes for our most troubled young people and reduce cost on local authority, criminal justice system and health services.

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.