

# Public Document Pack



## NOTICE OF MEETING

<b>Meeting</b>	Children and Families Advisory Panel
<b>Date and Time</b>	Monday, 6th February, 2023 at 2.00 pm
<b>Place</b>	Mitchell Room, Ell Court, The Castle, Winchester
<b>Enquiries to</b>	members.services@hants.gov.uk

Carolyn Williamson FCPFA  
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 and available for repeat viewing, it may also be recorded and filmed by the press and public. Filming or recording is only permitted in the meeting room whilst the meeting is taking place so must stop when the meeting is either adjourned or closed. Filming is not permitted elsewhere in the building at any time. Please see the Filming Protocol available on the County Council's website.

## AGENDA

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 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. MINUTES OF PREVIOUS MEETING (Pages 5 - 10)

To confirm the minutes of the previous meeting held on 10 October 2022.

**4. DEPUTATIONS**

To receive any deputations notified under Standing Order 12.

**5. CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

**6. TRANSFORMING FAMILY HELP (Pages 11 - 30)**

To receive a report from the Director of Children's Services providing an overview of a new and significant project within children and families – the development and implementation of a new Family Help model.

**7. NATIONAL REVIEW - CHILDREN WITH DISABILITIES AND COMPLEX HEALTH NEEDS PLACED IN RESIDENTIAL SETTINGS - SUMMARY REPORT (Pages 31 - 46)**

For the Panel to receive a report from the Director of Children's Services with oversight of the Hampshire response to a request from the Child Safeguarding Review Panel. This request was for the Director of Children's Services to review the placements of children in care placed in children's homes jointly registered with independent special schools.

**8. PRINCIPAL SOCIAL WORKER - CHILDREN AND FAMILIES - ANNUAL REPORT (Pages 47 - 56)**

To receive a report from the Director of Children's Services providing the Panel with a high-level briefing of the roles and responsibilities of the Hampshire Children and Families Principal Social Worker and to update the Panel on the current and future priorities of this role.

**9. HOCKLEY HOUSE (Pages 57 - 64)**

To receive a presentation from the Director of Children's Services about Hockley House.

**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](mailto: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.

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# Agenda Item 3

AT A MEETING of the Children and Families Advisory Panel of HAMPSHIRE  
COUNTY COUNCIL held at The Castle, Winchester  
on Monday, 10th October, 2022

Chairman:

\* Councillor Arun Mummalaneni

- |                                 |                                  |
|---------------------------------|----------------------------------|
| * Councillor Ann Briggs         | * Councillor Adam Jackman        |
| Councillor Prad Bains           | * Councillor Stephen Parker      |
| Councillor Christopher Donnelly | * Councillor Malcolm Wade        |
| * Councillor Juliet Henderson   | * Councillor Sarah Pankhurst     |
| * Councillor Wayne Irish        | * Councillor Louise Parker-Jones |

\*Present

## 25. APOLOGIES FOR ABSENCE

Apologies were received from Cllrs Bains and Donnelly. Cllr Pankhurst and Parker-Jones were deputising.

## 26. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 6 June 2022 were agreed as a correct record.

## 27. DECLARATIONS OF INTEREST

Members were mindful that where they believed they had a Disclosable Pecuniary Interest in any matter considered at the meeting they must declare that interest at the time of the relevant debate and, having regard to the circumstances described in Part 3, Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter was discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore Members were mindful that where they believed they had a Personal interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, considered whether it was appropriate to leave the meeting whilst the matter was discussed, save for exercising any right to speak in accordance with the Code.

No interests were declared.

## 28. DEPUTATIONS

There were no deputations.

## 29. CHAIRMAN'S ANNOUNCEMENTS

There were no formal announcements.

The Chairman reported that he was planning to visit a children's home over the next few months and encouraged members of the Panel to arrange visits.

### 30. **FOSTERING ANNUAL REPORT 2021-22**

The Panel received a report from the Director of Children's Services on fostering activity, detailing statistical performance data and highlighting some focus areas for 2022/2023.

The officer explained to the Panel that the focus for the current year continues to be to find foster carers for the children of Hampshire.

The Panel heard that last year, there had been a 33% increase in the number of 'firm' enquiries, a positive response, leading to a 17% increase in approvals.

The officer reported that the marketing campaign had been shortlisted for an award and that the mystery shopper programme gave Hampshire the highest average score out of the counties in the south east.

The Panel heard that:

- a new training pathway is being developed for foster carers, including a level 3 diploma and that learning has been gained from the Covid Pandemic, with a mix of on-line and face to face training events.
- Some foster carers have struggled with the needs of children which in those cases has made it difficult to identify placements.
- The Complaints and Allegations process has been reviewed to ensure that foster carers feel supported and their voices heard.
- There is a drive to increase the number of Special Guardianship Orders.
- Hampshire Hive is going from strength to strength with positive feedback.

As a result of questions from Members, the Panel heard that:

- It is difficult to put an absolute number on how many foster carers were needed due to the mix of needs, but more was needed than in place now.
- Where possible, learning is gained from complaints and allegations.
- The needs of children, in terms of diversity, is always considered and that some are placed in London Boroughs where there is access and availability to the appropriate local communities and religious facilities.
- A specialist Refugee Children in Care team will be recruited.

- Organisations have been targeted to help recruit more diverse carers and talk about the barriers.
- Prospective foster carers are prepared 'up front' in terms of what personal information and history they will need to provide and why.

Members felt that the team had done a good job over the last four years and felt that the target was manageable if the message is spread. They suggested that Parish Councils would be happy to spread the word if asked.

A presentation was given to the Panel on the Foster Care Campaign 'Open Your Door'.

The Panel heard that the aim was to close the gap between the number of children in care and foster carers.

The officer encouraged all Members to get involved and asked that if they have an idea, or know of a relevant activity that is going on, to let the team know.

Resolved:

The contents of this report were noted by the Children and Families Advisory Panel.

### 31. **ADOPT SOUTH - ANNUAL REPORT 2021-22 WITH HAMPSHIRE COUNTY COUNCIL HIGHLIGHTS**

The Panel received a report and film outlining the activity of Adopt South, the Regional Adoption Agency for Hampshire, Isle of Wight, Portsmouth and Southampton local authorities for the financial year 2021-2022.

Members heard that outcomes had been strong and officers were pleased with the results. Adopt South had compared well against the other 31 Regional Adoption Agencies.

Government timescales had been achieved with a higher number of Placement Orders compared to the previous year.

In answer to questions from the Panel, Members heard that:

- Financial support is provided to adopters, depending on the circumstances, for example, if someone was unable to continue working due to the support requirements of the child.
- Very few adoptions break down. Parenting Support workers are available and learning is taken from experiences.

Resolved:

The Annual Report 2020-2021 for Adopt South, was noted by the Children and Families Advisory Panel.

32. **HAMPSHIRE YOUTH OFFENDING TEAM (HYOT) REPORT ON RESTORATIVE JUSTICE**

The Panel received a report to provide information on the Restorative Justice (RJ) provision within Hampshire Youth Offending Team (HYOT).

The officer explained that restorative justice was about directing people away from the Youth Offending System and for the 'harmed person' to be more empowered.

As a result of questions, Members heard that:

- The system is voluntary and a child needs to acknowledge responsibility for their actions, which may not happen immediately.
- If a 'harmed person' declines to be involved in the process, the Team will continue to work with the child.
- The team worked with 361 children last year.
- Investment has been made in staff training.
- Partnership working takes place with a range of partners including the with the Police and Fire & Rescue Service, and others in the Community Safety Partnership.
- Positive outcomes are achieved when a child realises the impact of their actions on others.
- A young person needs to want to take part in the scheme, otherwise it is not meaningful and can create false expectations.
- There has been a 14% reduction in reoffending. However, it is difficult to know exactly which interventions are successful in which situation so it's not possible to know what impact the process has on reoffending.

Resolved:

The Panel noted the value of Restorative Justice within the work of the Hampshire Youth Offending Team.

33. **HOMES FOR UKRAINE**

The Panel received a presentation on the Homes for Ukraine Scheme, including arrangements for unaccompanied minors.

The officer explained how the scheme was working, the responsibilities of the County, District and Borough Councils and explained that additional pressure had been placed upon public services, particularly Housing and Education and that the County Council was looking at options of how to support hosts.



For unaccompanied minors, the Panel heard that hosts need to commit to sponsoring for three years, or until the child turns 18, whichever is sooner. If the child turns 18 during the three years, sponsors are responsible for supporting the child to become independent.

Resolved

The Panel noted the contents of the presentation.

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Chairman, Children and Families  
Advisory Panel

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## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee:</b>	Children and Families Advisory Panel
<b>Date:</b>	6 February 2023
<b>Title:</b>	Transforming Family Help
<b>Report From:</b>	Director of Children's Services

**Contact name:** Sharon North, Transforming Social Care, Project Officer

**Tel:** 01962 846257

**Email:** Sharon.north@hants.gov.uk

#### Purpose of this Report

1. The purpose of this report is to provide members of the Children and Families Advisory Panel with an overview of a new and significant project within children and families – the development and implementation of a new Family Help model. This transformation project is aligned with the outcome report from the Independent Review of Children's Social Care.
2. This new model will challenge our thinking as it looks to combine the delivery of services across levels of need in order to achieve the objectives of:
  - Improving outcomes for families by enabling and facilitating the opportunities for them to access services and support at a very local, community-based level
  - Reducing the risk of escalation of needs and risks and where there is escalation to reduce transition points to maximise engagement
  - Reducing demand upon statutory services as needs will be met at an earlier point of intervention
  - Developing teams of multi-agency roles and professionals to ensure the right worker with the right skills provides the right support at the right time
  - Increasing recruitment and retention of social workers through reduced caseloads and more creative ways of working across a mixed caseload.

## **Recommendation**

3. That the contents of this report are noted by the Children and Families Advisory Panel.

## **Executive Summary**

4. This report seeks to provide information in relation to the context and drivers behind the significant change project within children and families related to the creation of a new Family Help offer and delivery model. In addition, this report will describe, at a high level, the changes that are being planned for implementation through a series of pilots. This approach enables learning to be collated which in turn will influence and support the shaping of services moving forward.
5. Driven by the Independent Review of Children's Social Care, Family Help seeks to enable families to access support and services at a local level, within their community, at as early a point as possible thus reducing the likelihood of an issue or need escalating. The concept is based on multi agency teams of professionals being able to provide the right support at the right time in a way that engages a family and reduces the potential for stigmatisation. There is a focus on reducing transition points for those families who do escalate and require additional support and interventions. Developing and implementing a new model is a major piece of transformation but getting it right will improve outcomes for families, reduce demand for statutory services and provide a blueprint for the future to be built upon as it evolves and responds to external factors.
6. The intended impact of the changes planned for development and implementation are based on putting the child clearly at the centre of their network, wrapping support and services around them in order to improve their outcomes and ensure their safeguarding. Services will continue to be built on the existing foundation of the Hampshire Approach and its strength based, relational approach to engaging and working with families.

## **Contextual information**

7. The report from the Independent Review of Children's Social Care, published in May 2022 and led by Josh MacAlister, marks a significant and important point in time for children's social care as it sets the direction for the future foundations of a new service delivery model. The report looks to ignite a 'revolution' in Family Help with a key recommendation being the creation of a new Family Help model whereby teams, with a mix of multi- agency practitioners and roles, deliver services to families at both levels 3 and 4, i.e. targeted early help and statutory social care. At the heart of this new model is recognition of the positive impact on engagement and outcomes for families

when relationships with professionals are consistent, timely and strengths based. There is an emphasis on local accessible services that seek to reduce stigma and encourage families to seek the help and support they need within their local communities. And once they are engaged this new model aims to reduce transition points to other workers for a family even when their circumstances, needs and risk levels change.

8. Initially, the expectation was that the government would publish their response to the Independent Review of Children's Social Care report by the end of 2022, however, given the recent turbulence within government in recent months this has since been moved to 'early 2023'.

### **Relevant Background and information**

9. Given the scale of the Family Help redesign and implementation, Hampshire and IOW are adopting an approach that is both phased and iterative. Hampshire has also applied to the Department for Education (DFE) to be one of the twelve Family Help 'Pathfinders', a decision on this is expected in January 2023 and if successful will put Hampshire at the forefront of development alongside an opportunity for additional funding.
10. As this is a new case holding role there is a requirement for consistent and robust management oversight in order to ensure that there is monitoring of changes to risk and appropriate management action and response where required. In addition, there has been a communication to all local authorities as to OFSTED's expectations of social worker oversight where families are allocated to a differently qualified worker. In response Hampshire and IOW have enhanced some existing reporting processes alongside introducing new expectations and processes.
11. Within Hampshire there are 32 Children's Assessment and Safeguarding Teams (CAST) and eight Family Support Service teams. Therefore, this project will look to reshape and restructure teams both physically and in relation to how they undertake their work to deliver services. The Independent Review of Children's Social Care drives for teams to reduce their catchment down to child populations of 30-50k and to be developed with the requirement and expectations that they will align and compliment the work already in train in relation to establishing local community based Family Hubs which will be focused on delivering services and support to families across the spectrum of need, i.e. universal through to statutory services at level 4 through local voluntary and faith based organisations.
12. The early, current thinking is that Family Help phase 1.2 will roll out across all districts initially within Hampshire with the opportunity to pilot some very specific elements in specific districts. The expectation is that the roll out will

then be extended to the IOW at a point in the future yet to be agreed. Within the Independent Review of Children's Social Care report and accompanying recommendations there are several other projects and ways of working to be scoped and developed, some of which interlink with Family Help and some of which are wider. It may be that some of these elements are piloted in specific districts in order to test them out before expanding across additional districts, such as assessments, extra familial community plans and the role of the to be created Child Protection expert.

13. A central concept of a new Family Help model is that teams will be multi-agency in nature. Whilst social care teams work in partnership with a range of partners, both statutory and Third sector, there is work to do in order to bring them into any future Family Help model and team. As part of an earlier phase of Hampshire's transformation, specialist Intensive Worker Hubs were developed to deliver services and interventions in order to keep more children safely at home through both prevention and reunification. Within these teams there are Specialist CAMHS and parental Substance Misuse workers co-located and jointly working with families. The expansion of partner co-location to new Family Help teams is very much part of Hampshire's plan but within a later phase once the foundations and structures have been established and are strong enough to build on.
14. In terms of next steps and timescales the Independent Review of Children's Social Care report does lay out an expected timeline over a period of years allowing time for scoping and planning through to full implementation and business as usual. Ultimately there will need to be changes to core legislation in order to implement a number of changes within the report. However, in the interim local authorities are expected to start working on developing their Family Help model and other elements as best as possible within current legislation. However, as evidenced by this report, Hampshire is clearly already further along the path with the developments already introduced and implemented.

## **Finance**

15. A Cost of Change business case has already been signed off enabling each district to fund five CAST, an increase of one per district. Given this the current expectation is that the next iteration of the Family Help phase 1.2 model will be developed within the current agreed financial envelope. There is then potential for additional DFE funds if Hampshire is successful in its request for 'Pathfinder' status.

## **Performance**

16. As the Family Practitioner roles are just coming into post it is too early to report on their performance and impact. KPIs have been developed which will,

in due course, measure the impact on trends for social worker recruitment and retention, caseload numbers, staff satisfaction and sickness levels and the family journey through social care to evidence a reduction in the number of transitions for them thus strengthening working relationships.

## **Consultations and Equalities**

17. N/A

## **Climate Change Impact Assessment**

18. N/A

## **Conclusions**

19. Whilst the Independent Review of Children's Social Care sets the direction of change it is for Hampshire and the IOW to develop and implement new ways of working that compliment local environments and services. It is not yet known or understood the level of central prescription that will come from the DFE once the government response is published. However, with all this change and transformation comes a future of possibilities – the potential for going even further and ultimately bringing more, or all, social care teams and services into a Family Help model and structure.
20. Change on this considerable scale will undoubtedly bring challenges, both practical and practice based, hence staff helping to shape the future will be imperative. For families, the outcomes will be positive as they will be able to access locally based services, ideally in one place, much earlier in their time of need. And, where required, additional services will be provided through the relevant worker/professional stepping into and out of the family network as needed.
21. It is anticipated that within Hampshire the first iteration of Family Help phase 1.2 will be in place to be piloted as of May 2023.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

<b>Hampshire maintains strong and sustainable economic growth and prosperity:</b>	yes
<b>People in Hampshire live safe, healthy and independent lives:</b>	yes
<b>People in Hampshire enjoy a rich and diverse environment:</b>	yes
<b>People in Hampshire enjoy being part of strong, inclusive communities:</b>	yes
<b>OR</b>	
<b>This proposal does not link to the Strategic Plan but, nevertheless, requires a decision because:</b>	

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

**Other Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Title</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>	
<u>Title</u>	<u>Date</u>

<b>Section 100 D - Local Government Act 1972 - background documents</b>	
<p>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.)</p>	
<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:

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:

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

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# Family Help



# Family Help – The Independent Review of Children’s Social Care

- Children & Families has entered a period of significant large scale transformation - driven by the report published in May 2022 of the Independent Review of Children’s Social Care
- A key focus of this report, and the associated recommendations, is in relation to creating a *‘revolution in family help’* by means of bringing together targeted early help and Children in Need to create a **Family Help** model
- An expectation is these new Family Help teams will operate at a much more local, community based level with a strong connection to the emerging Family Hubs
- A formal govt response to the Review report is pending, due early 2023
- Hampshire has applied to be a **Pathfinder** – expecting to hear outcome in near future...if unsuccessful this will not hold us up developing our model – we are working at considerable pace to develop and implement a new model.



# Family Help – Phase 1

The approach being adopted by Hampshire in its journey to developing a new **Family Help model** is one that is phased and iterative.

**Family Help, phase 1**, has been focussed on the development and implementation of a new case holding role within our Childrens Assessment and Safeguarding Teams (CAST). This role will employ the skills of a **differently qualified worker**, to be known as a **Family Practitioner** and is different and separate to a Social Worker role.

A countywide recruitment campaign has recruited **36** Family Practitioners who will all be in post by early February 2023.

The primary **aims** being to:

- ✓ Provide a family with the most appropriately skilled professional to work with them to meet their needs and ensure the safeguarding of their children
- ✓ To build and sustain positive relationships with families keeping handovers and transitions to a minimum
- ✓ Support recruitment and retention through reducing caseloads

**Family Help phase 1.2 is the combining of existing FSS and CAST.**

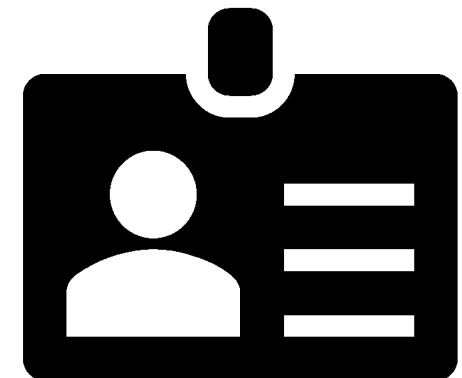


# Family Practitioner role - Overview

This role has been developed within the context of statutory and legal requirements but also a desire, as an Outstanding authority, to lead in new and innovative ways of working.

## The intention is:

- These new posts will be deployed within our Childrens Assessment and Safeguarding Teams (CAST) based on need, not uniform distribution
- A new **role profile** has been developed for the Family Practitioner
- These staff will **case hold specific families** who have met the threshold for receiving statutory services, thus social workers are no longer the only role who can case hold statutory level families
- These practitioners will **ONLY** case hold specific Children in Need case types where there is a lower level of risk
- Qualified Social Workers will have statutory case holding responsibility across a mix of case types but will exclusively case hold children on child protection plans and looked after children
- Agreed for some case types the Family Practitioner can undertake the C&F Assessment – there are **caveats** to this
- For some CIN families it will be appropriate for a Social worker and Family Practitioner to co-work a family





# Family Practitioner case types

Homelessness (Teen/Southwark ruling, with family support Homelessness)	DCT case but open for funding	S117 Aftercare	Parental conflict – divorce / contact issues	Step down from CP to CIN	Unborn protocol - Family Practitioner can <b>only</b> case hold 3 months post birth where CIN and no safeguarding concerns
Adolescent engagement – Education, mental health, not edge of care	Young Carers	Monitoring support due to parental mental health	SGO's with support plan	Finance Support / NRPF	<p><b>Principles</b></p> <ul style="list-style-type: none"> <li>• Where there is potential for step up/down thus a change of allocated worker there will be a period of joint working to build relationships and support a positive transition.</li> <li>• In some situations families could meet both QSW and Family Practitioner from the start (unborn protocol which can step down after 3 months).</li> <li>• These case types are a guide. It is the responsibility of the TM to allocate according to the information available to the most appropriate worker. It is acknowledged that allocation of a worker may change as new information or events occur which impacts risk level.</li> </ul>
Unaccompanied Ukraine minor	Supervision Order	Physical disability/ Learning disability of parents	Mental Health / Self harming - child	One child requires CIN in sibling group	
DV – perpetrator is out of the home and strong family support network in place	Parent criminal conviction – that is no risk to child	Missing, without risk of CCE/CSE	Parent Substance/alcohol use IN RECOVERY	Socially unacceptable behaviour	



# Planning for phase 1.2

Having created and implemented the new Family Practitioner role as phase 1 of Hampshire's journey to implementing a full new Family Help model the focus has now turned to the next phase – that of **combining our Family Support Service and Childrens Assessment and Safeguarding Teams.**

This is a much larger and more significant piece of transformation given the size of Hampshire, the number of teams and staff involved and the changes to how we work with and deliver services and interventions to families.

In terms of the Independent review of Children's Social Care and the direction of travel for Hampshire:

- There is significant potential to push even further than Review and combining FSS and CAST - potential to include other teams/services within a Family Help team...CIC, DCT, Fostering.....agreed phased and iterative approach where we can take the learning and use it to shape next phase
- QSW recruitment and retention is an on - going issue and will impact on fully implementing model
- Not looking to change current threshold for MASH
- Family Hubs are the vehicle to deliver Family Help
- Each FH team will serve a particular locality not a whole district
- QSW will have mixed caseloads , so could be holding early help families

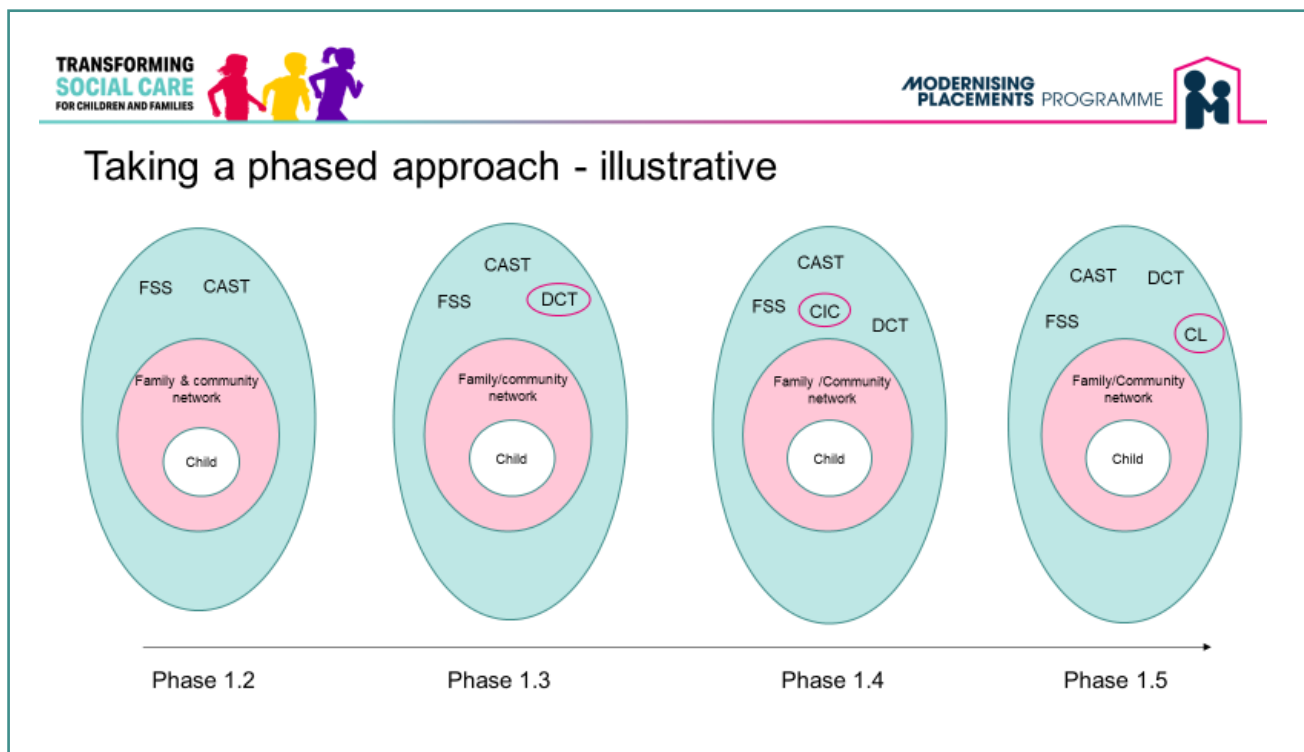




# Implementation

- All 8 districts will pilot new Family Help teams
- Additionally, there is scope and opportunity for some districts to also pilot other, specific elements in order to test out impact, effect and feasibility and shape further development of the model

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# Current District CAST Model

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CAST

CAST

CAST

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For some 5<sup>th</sup>  
CAST

FSS



# Family Help Model – 6 teams in all districts

FH 1

FH 2

FH 3

FH 4

FH 5

FH 6

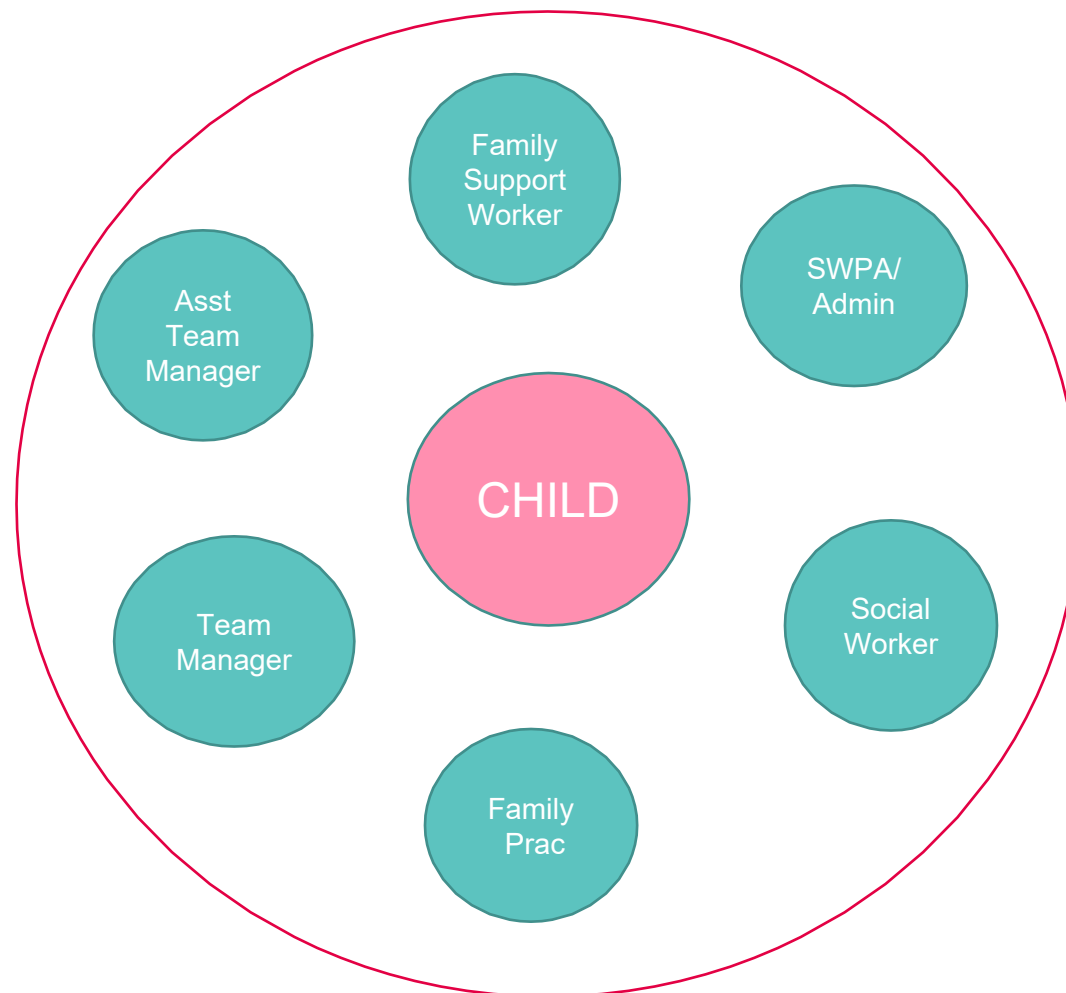


# Phase 1.2 - Roles within a Family Help Team

## Phase 1.2 - Combining Family Support Service and CAST

There are a number of roles that will combine to create a Family Help Team.

Proposal is for existing Family Support Worker roles in FSS to convert to Family Prac role – some staff may need upskilling to support them to case hold CIN.





# Next steps

- Continued work to develop and refine new Family Help team structures
- Liaison with HR as aware there may be requirements to consult with staff
- Communicating and engaging with staff in order to include them in work to develop models

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## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Panel:</b>	Children and Families Advisory Panel
<b>Date:</b>	6 February 2023
<b>Title:</b>	<b>National Review – Children with disabilities and complex health needs placed in residential settings – Summary and Addendum Reports</b>
<b>Report From:</b>	Director of Children’s Services

**Contact name:** Kieran Lyons, Area Director

**Tel:** 0370 779 1052

**Email:** Kieran.lyons@hants.gov.uk

#### **Purpose of this Report**

1. The purpose of this report is to provide the Children and Families Advisory Panel with oversight of the Hampshire response to a request from the Child Safeguarding Review Panel. This request was for the Director of Children’s Services to review the placements of children in care placed in children’s homes jointly registered with independent special schools.

#### **Recommendation**

2. That the contents of this report are noted by the Children and Families Advisory Panel.

#### **Executive Summary**

3. The Child Safeguarding Review Panel requested a summary report of the review to be submitted to the Department for Education and Ofsted and that the report to be presented to the local Corporate Parenting Board.
4. This report provides that summary report and addendum report (Appendices A & B) to the Children and Families Advisory Panel. It will be presented to the Corporate Parenting Board on 28 March 2023.

**Appendix A  
HAMPSHIRE COUNTY COUNCIL**

**Report**

<b>Committee:</b>	Corporate Parenting Board
<b>Date:</b>	28 March 2023
<b>Title:</b>	<b>National Review – Children with disabilities and complex health needs placed in residential settings – Summary Report</b>
<b>Report From:</b>	Director of Children’s Services

**Contact name:** Kieran Lyons, Area Director

**Tel:** 0370 779 1052

**Email:** Kieran.lyons@hants.gov.uk

**Purpose of this Report**

1. The purpose of this report is to respond to a request from the Child Safeguarding Review Panel to the Director of Children’s Services to review the placements of children in care placed in children’s homes jointly registered with independent special schools.
2. This report provides a summary of the outcomes of that review.

**Recommendation**

3. That the contents of this report and the addendum report are noted by the Corporate Parenting Board.

**Executive Summary**

4. This report seeks to describe the request from Child Safeguarding Review Panel to the Director of Children’s Services. This request had two actions:
  - a) A request to review the placements of Hampshire children placed in children’s homes jointly registered with independent special schools. Ofsted later clarified that this relates to a total of fifty-nine schools. Hampshire had fourteen children placed in eight of those schools.



- b) A request that the LADO (Local Authority Designated Officer) reviews all information about those settings recorded by the LADO over the last three years and ensures that robust action was taken and all relevant LA's were contacted where necessary.
5. In regard to the first action, whilst Hampshire had fourteen children placed in eight such jointly registered children's homes and schools, it was decided to review a wider cohort of children who were placed in registered children's homes attached to and attending independent special schools despite not having joint registration.
6. This equated to 21 children and reviews were undertaken of all of those children. The reviews consisted of gathering evidence from visits, contact with parents and carers and information gathering from Independent Reviewing Officers, Special Educational Needs Officers, Commissioners and our existing records.
7. No serious or significant concerns were identified for any of the children reviewed and whilst there were a few actions from reviews needed following up and concerns raised by Ofsted inspections that required investigation these were minor and within the parameters of what you would expect in such review.
8. The one exception to this was Purbeck View School which currently has an "inadequate" Ofsted grading and the Hampshire children placed there were and are already under significant scrutiny by Hampshire Children's Services. This review did not raise any further concerns or issues to those already known about and being actively managed.
9. Regarding the second action relating to the LADO, an initial trawl of the records identified 134 allegations and 307 advice and concern cases. This volume of work required the recruitment of two temporary LADO's to effectively undertake this task and whilst it is underway and no concerns have currently been identified, it is unlikely it will be completed until the end of December. A further update will be provided to the National Panel and Ofsted when this has concluded.
10. Hampshire County Council has a robust and comprehensive approach to quality assurance of both the children's homes and schools where Hampshire children are placed and those where we do not have children placed but that operate within the Hampshire boundary. This process has informed and improved some of those processes even further and contributed to our journey of continuous improvement.

## Contextual information

### Introduction

11. On 23 August 2022, the Child Safeguarding Practice Review Panel wrote to all Directors of Children's Services (DCSs) asking them to undertake two urgent actions arising from their national review into safeguarding children with disabilities and complex health needs in residential settings.
12. This letter required DCSs to undertake the following actions:

### ***Urgent Action One***

*I. Directors of Children's Services to ensure that Quality and Safety Reviews are completed for all children with complex needs and disabilities currently living within placements with the same registrations (i.e., residential specialist schools registered as children's homes) to ensure they are in safe, quality placements. Please see Appendix A for a list of relevant points and questions to support these Reviews. These reviews can be incorporated into routine care review planning processes but should ensure that all the key points and questions identified in Appendix A are properly addressed. You will wish to ensure that the Reviews are carried out by and involve appropriate professionals. Reviews should apply to all children in such settings, that is those who are resident for part of the year as well as those who are resident for all of the year.*

*II. This action should be led and overseen by the placing (i.e., home) local authority DCS. If a Review identifies concerns about the conduct of a member of the workforce, the placing local authority may need to share the concerns with the host Local Authority Designated Officer (LADO) if the threshold has been met.*

*III. DCSs are asked to provide an overview report on key findings and issues to both their local corporate parenting board and to local safeguarding partners, together with assurance that the Quality and Safety Reviews have been completed.*

*IV. DCSs are also asked to send a copy of this overview report on the Quality and Safety Reviews to the relevant DfE regional improvement support lead (RISL) (see Appendix B for a list). The Panel's national review has highlighted how information may be held locally but that it is also important to develop a fuller and more comprehensive picture of quality in these type of placements. This will also allow for regional and national assurance that these actions have been undertaken.*

## **Urgent Action Two**

*In relation to this group of children (as defined above), all Directors of Children's Services should ensure:*

*I. That the host authority LADO for each individual establishment reviews all information on any LADO referrals, complaints and concerns over the last 3 years relating to the workforce in such establishments to ensure these have been appropriately actioned.*

*II. The host authority LADO should then contact any local authorities who currently have children placed in the establishments in their area if there are any outstanding enquiries being carried out regarding staff employed in the home.*

*You are asked to confirm that urgent action two has been taken through the overview report that you will be providing to the DfE Regional Improvement Support Lead on Action One above. DfE in turn will confirm to the Panel that the Reviews have taken place.*

13. This letter was followed up by a clarification letter from Ofsted dated 16 September 2022. This letter clarified the criteria for identifying which children and young people that local authorities were required to review and reduced the number of children Hampshire had initially identified. This letter identified fifty-nine schools that were included in the review parameters. However, following internal discussions, it was decided that we would continue to review all the initially identified children as it was deemed that the risks identified applied to them all. This meant that Hampshire reviewed 21 children instead of the fourteen placed at the eight providers identified by Ofsted as requiring review.

### Methodology

14. Hampshire held a multi-agency meeting to plan the reviews with representation from Children's Services, police, health and education services. Information about the LADO requirement under "Urgent Action Two" are described later in the report. A list of tasks to be undertaken or evidence gathered for "Urgent Action One" was identified. A matrix is attached as Appendix A, detailing the outcomes of these tasks.
15. The tasks / evidence the multi-agency meeting identified from the National Panel request included the following:

- Confirmation of staffing ratios provided as per volume commissioned.
- Does the child have a communication plan.
- Date Comms plan last reviewed.
- Evidence of comms plan in practice.
- Child has positive behaviour plan.
- Date positive plan was last reviewed.
- Training logs provided for behaviour management.
- Staff are supported to use PBS plans.
- Review of all physical intervention records undertaken.
- Are LPS in place where required.
- Accurate and up to date medication records.
- Medications securely stored.
- Appropriate use of medication (e.g. PRN).
- Physical and MH needs of child are met and understood.
- School attendance (% attendance over last academic year).
- Clear education targets in place.
- Progress against targets is evident.
- Child has maximum contact with those who care about them (e.g. family).
- Child's view of placement.
- Family view of placement.
- Key professionals view of placement.
- School visit undertaken.
- Home visit undertaken.
- Number of safeguarding alerts made in last 12 months.
- Confirm whether appropriate follow up from alerts happened (if not, include briefing).
- Have annual reviews happened.
- Annual review written up.
- Have all actions from annual reviews happened (if no, include briefing).
- Have CLA reviews been completed and actions followed up.

16. The meeting also looked at the criteria for identifying the relevant children and agreed upon the following (acknowledging that these were far wider than was required as clarified in the later Ofsted letter). These criteria were as follows:
- Attending an independent special school.
  - Accommodated in a registered children's home (at least some of the time).
  - A Looked After Child.
  - Open to a Disabled Children's Team.
17. A cohort of 21 Hampshire children were identified as meeting criteria for this review. The fourteen children placed at the eight schools identified by Ofsted were included in that wider group. Those eight schools are:
- The Children's Trust School.
  - Purbeck View School.
  - Chailey Heritage School.
  - Overton School.
  - Southlands School.
  - Priors Court School.
  - The Shires
  - The Mulberry Bush
18. The information was gathered by a variety of methods including visits by social workers to placements, communication with parents / carers, information obtained via our commissioning teams, information held and gathered by our Special Education Needs teams (SEN), information held and gathered by our Independent Reviewing Service (IRS) and information from our exiting records.
19. All 21 children have been seen by a social worker to establish how well the arrangements are meeting their needs and keeping them safe. Most visits were undertaken as part of the usual social worker visiting pattern where possible except where Covid outbreaks and other obstacles impeded this. Alternative visits then took place in those circumstances.
20. SEN and Virtual School colleagues have contributed with their views about the quantity and quality of educational provision, and review of such provision.
21. Regulation 44 visit information and outcomes have informed the visits to the children as well as the analysis of the suitability of the placement.

22. Information from the Independent Reviewing Service has similarly informed the assessments and much of the information was scrutinised within the scheduled LAC reviews.

### **Finance**

23. N/A

### **Performance**

24. N/A

### **Urgent Action Two**

25. Under urgent action 2 the national review required LADO:

- For each individual establishment reviews all information any LADO referrals, complaints and concerns over the last 3 years relating to the workforce in such establishments to ensure these have been appropriately actioned.
- The host authority LADO should then contact any local authorities who currently have children placed in the establishments in their area if there are any outstanding enquiries being carried out regarding staff employed in the home.

26. An initial data trawl identified that there were 134 allegations and 307 advice and concern cases for Hampshire County Council. Given the significant number of cases it was agreed that 2 agency LADO's could be recruited to undertake the review. They were recruited and employed from 21 October 2022.

27. An audit tool has been created to provide consistency of information for the review. Currently 10% of allegations have been reviewed and there have been no concerns to date.

28. It is anticipated that this review will be completed by the end of December and an update will be provided to both the National Panel and Ofsted at that time.

### **Findings and Conclusions**

29. No concerns were identified with the fourteen children placed in the eight schools identified by Ofsted as the focus of the National panel requirements for this review.

30. No significant concerns were found in respect of any of the 21 children reviewed. We are confident that these children are deemed to be safe with their needs adequately met, and that there is positive engagement with providers where issues are raised.
31. SEN have established that clear educational targets are in place for all 21 children, that progress against these targets is evident, and that annual reviews are all on track. Actions from previous reviews were followed up other than in the case of 4 of the children, for whom there was no evidence available. This is being followed up.
32. In view of the current Ofsted rating, the three children placed at Purbeck View School have additional risk assessments and enhanced visiting, with a higher level of parental engagement. Regular meetings are taking place with the school and this scrutiny will continue pending further Ofsted visits and reports.
33. An issue about staffing levels and use of agency staff was highlighted prior to the commencement of this review in respect of one provider – Prior Court School (PCS) – though the issues have been resolved through regular monitoring and engagement with PCS.
34. Hampshire County Council have an agreed provider protocol that addresses any and all issues that are raised with the council about any provider within the Hampshire boundary (or where we have children placed). As part of this quality assurance process already in place in Hampshire, there is a monthly meeting of managers from social care, education and commissioning that reviews all information held about independent providers either commissioned or within the Hampshire boundary. Greater scrutiny of Regulation 44 reports provided to social workers with children placed in independent provision by this group is now in place as a result of this review. Strengthening the oversight of these providers and ensuring the resulting analysis is shared with all visiting social workers.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

<b>Hampshire maintains strong and sustainable economic growth and prosperity:</b>	no
<b>People in Hampshire live safe, healthy and independent lives:</b>	yes
<b>People in Hampshire enjoy a rich and diverse environment:</b>	no
<b>People in Hampshire enjoy being part of strong, inclusive communities:</b>	yes

**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.)

Document

Location

None



**Appendix B  
HAMPSHIRE COUNTY COUNCIL**

**Report**

<b>Committee:</b>	Corporate Parenting Board
<b>Date:</b>	28 March 2023
<b>Title:</b>	<b>National Review – Children with disabilities and complex health needs placed in residential settings – Addendum Report</b>
<b>Report From:</b>	Director of Children’s Services

**Contact name:** Kieran Lyons

**Tel:** 0370 779 1052

**Email:** Kieran.lyons@hants.gov.uk

**Purpose of this Report**

1. The purpose of this report is to provide an addendum report to the response already provided, to the request from the Child Safeguarding Review Panel to the Director of Children’s Services (DCS), to review the placements of children in care placed in children’s homes jointly registered with independent special schools.
2. This report seeks to provide the summary of the outcomes of that review in respect of action: That the host authority Local Authority Designated Officer (LADO) for each individual establishment reviews all information on any LADO referrals, complaints and concerns over the last 3 years relating to the workforce in such establishments to ensure these have been appropriately actioned.

**Recommendations from the review**

3. The inductions and training package for LADO will be reviewed to ensure that consideration of the voice of the child and the impact of their disability is comprehensively covered.
4. The findings of this review will be discussed in LADO team meetings and as part of reflective supervision sessions.
5. The LADO will review their training offer for the 9 establishments.

**Executive Summary**

6. This report will detail the work undertaken by the LADO service as requested by the Safeguarding Review Panel, that the DCS review the placements of

children in care placed in children's homes jointly registered with independent schools.

7. Two additional LADOs were employed to undertake this work and reviewed over 400 pieces of work comprising of allegations and LADO support and advice requests. The quality of the LADO work was of a good standard there were no instances where a child was felt to be unsafe or had not been made safe as part of the investigation. The LADO response was found to be timely with excellent quality advice provided to the establishment. In some pieces of work, it was found that the reporting/recording of the child's voice could have been stronger, and that the consideration of the child's disability could have enhanced investigations, therefore this requires improvement going forward.

## **Methodology**

8. A total of 440 cases across 9 establishments were reviewed by the Local Authority for a three-year period from the 1 September 2019 to 31 August 2022.
9. Of those 440 cases, 134 met the threshold for LADO (Working Together to Safeguard Children 2018) and 306 were reviewed under support and guidance.
10. The review was undertaken by two externally recruited LADOs which provided a level of independent scrutiny for the service.
11. The 9 establishments reviewed were:
  - Clay Hill School
  - Compass Community School
  - Coxlease
  - Fairways
  - Hill House
  - New Forest Care
  - The Loddon
  - Southlands
  - Tadley Court

## **Findings for LADO threshold**

12. Hampshire LADO Threshold is defined in Working Together to Safeguard Children 2018 and includes:
  - Behaved in a way that has harmed/may have harmed a child.
  - Possibly committed a criminal offence against or related to a child.
  - Behaved towards a child or children in a way that indicates they may pose a risk of harm to children (Working Together to Safeguard Children 2018).

- Behaved or may have behaved in a way that indicates they may not be suitable to work with children (Keeping Children Safe in Education 2020).
13. Of the 134 cases that were reviewed, it was found that overall, cases were managed by LADO in a robust manner, ensuring that they were progressed with appropriate timescales and in line with LADO guidance. Cases found to be outside timescales due to agency investigation or HR procedures, were tracked effectively and followed up at timely intervals.
  14. It was evident that the LADO challenged agencies in terms of the practices and timescales in reaching outcomes. For example, in one case (8662) parents alleged that the school was not following the child's Behavioural Support Plan or risk assessment; LADO contacted the school to ensure that that the school referred to the service and took appropriate actions in relation to the allegations. The service will review the training offer to these establishments to ensure it is as comprehensive as it can be.
  15. In terms of safeguarding children there was robust evidence to indicate close working between LADO and child safeguarding and protection teams (external and internal) and services. Evidence of this included discussions with social workers within Hampshire and from other local authorities, attendance at allegation meetings, professional meetings, and attendance at S47 strategy discussions.
  16. As would be expected when auditing so many cases, the reviewers did find a couple of areas the service could learn from. These were:
    - In a small number of cases, the views and the voice of the child could have been stronger and better evidenced on the records.
    - That the consideration of the child's disability could have enhanced some investigations and ensured a more holistic picture of the child in a few cases.
  17. It is clear from this review that 70% of the total LADO contact was in relation to seeking advice, guidance, and support. In all cases, advice provided by the LADO was deemed to be professional, proportionate and balanced with appropriate outcomes. Cases were escalated with agencies if they were deemed to meet LADO threshold for intervention.

### **Areas of good practice**

- There was a timely response to contact and referrals.
- Cases were escalated for safeguarding and child protection purposes as required.
- There is good use of the escalation process to senior management for oversight and direction, as necessary.
- There is clear communication between LADO, establishments, and agencies.
- There is a good response to less serious concerns.

## **Areas for Improvement**

- In a small number of cases, the views and the voice of the child could have been stronger and better evidenced on the records.
- That the consideration of the child's disability could have enhanced some investigations and ensured a more holistic picture of the child in a few cases.

## **Conclusions**

18. There were no significant concerns found in respect of LADO and the service it provided to the 9 establishments during the review period.
19. Timeliness of response to contacts and referrals was found to be a major strength by the service, ensuring that children residing in the establishments are safeguarded and protected at the earliest opportunity.
20. The LADO response to what may have been deemed less serious concerns and/or information and advice, were escalated quickly ensuring agencies responded appropriately to safeguard the child. This includes escalation to senior managers in local authorities for oversight and direction.
21. As you would expect in such a review, we have identified some learning points which we will address as part of our continuous improvement of the service. In a few pieces of work, it was found that the reporting/recording of the child's voice could have been stronger, and auditors also thought that there were a few cases where greater consideration of the child's disability could have enhanced investigations. Actions are already being taken to ensure these points are included in the induction and training packages of our LADO's and the findings of the audits will be discussed in team meetings for further reflection.

## **Recommendations**

22. The inductions and training package for LADO will be reviewed to ensure that consideration of the voice of the child and the impact of their disability is comprehensively covered.
23. The findings of this review will be discussed in LADO team meetings and as part of reflective supervision sessions.
24. The LADO will review their training offer for the 9 establishments.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

<b>Hampshire maintains strong and sustainable economic growth and prosperity:</b>	no
<b>People in Hampshire live safe, healthy, and independent lives:</b>	yes
<b>People in Hampshire enjoy a rich and diverse environment:</b>	no
<b>People in Hampshire enjoy being part of strong, inclusive communities:</b>	yes

**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.)

Document

Location

None

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## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Panel:</b>	Children and Families Advisory Panel
<b>Date:</b>	6 February 2023
<b>Title:</b>	Principal Social Worker Children & Families Annual Report 2023
<b>Report From:</b>	Director of Children's Services

**Contact name: Kavitha Maxy**

**Email:** kavitha.maxy@hants.gov.uk

#### **Purpose of this Report**

1. The purpose of this report is to provide the panel with a high-level briefing of the roles and responsibilities of the Hampshire Children and Families Principal Social Worker and to update the panel on the current and future priorities of this role.

#### **Recommendation(s)**

2. The Panel is aware of and notes the role and work of the Hampshire Children and Families Principal Social Worker.

#### **Executive Summary**

3. This report seeks to provide the Children and Families Advisory Panel with an overview of the role and activities of the Hampshire Children and Families Principal Social Worker in 2022.
4. Hampshire's Children and Families Principal Social Worker (PSW) role came into being in 2017. Recommendation 14 of the Munro<sup>1</sup> report of 2011 states that 'Local Authorities should designate a Principal Child and Family Social Worker, who is a senior manager with lead responsibility for practice in the local authority and who is still actively involved in frontline practice and who can report the views and experiences of the front line to all levels of management.'

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<sup>1</sup> Professor Eileen Munro's government commissioned review of child protection (2011) in England urged ministers to back a set of reforms designed to cut bureaucracy and place more trust in professionals. Munro set out 15 recommendations in this report that included reform proposals to enable professionals to make the best judgements to help children, young people and families.

5. It is worth noting that the PSW role profile can vary depending on the local authority, where some appoint to a dedicated Principal Social Worker post, while many other local authorities have a hybrid role. In Hampshire, the functions of the Principal Social Worker are embedded in the Service Development Lead role and shared with the Assistant Head of Workforce Development, who leads on student placements including apprenticeships, training of newly qualified social workers and aspects of the role that fall under the learning and continuing professional development umbrella.
6. In Hampshire, the objectives of this role as agreed by the Children and Families Management Team are listed below:
  - Continuous professional development, high quality practice placements and the creation of a learning environment in which excellent social work can flourish.
  - Quality assurance monitoring of front-line social work practice and the provision of advice, guidance and direction to ensure the implementation of best practice across the whole social work / social care workforce.
  - Become a key communication link between front-line staff and senior management, to ensure that the views and experiences of front-line staff are given due regard in operational and strategic decision-making processes.
7. The PSW role evolved significantly in 2022, with aspects of it changing. The most significant strength was the PSW's participation in branch management meetings on a fortnightly basis, allowing a clear communication channel between the workforce and senior leaders in the branch. The role continued to drive the development of practice and has, in the last 12 months, contributed to the development of the Hampshire Approach through leading the Hampshire Approach celebration month in January 2022 and designing the next tranche of Hampshire Approach training on Family Meetings and writing SMART plans.
8. Wellbeing has been a major priority, with the focus being on strengthening our strategic approach to staff wellbeing. The PSW has led, with our Senior HR Business Partner, on exploring the need of the workforce and understanding the offer available to other LAs and agencies, so that a comprehensive wellbeing offer can be developed. A paper on the proposed wellbeing offer for the Children and Families Branch was presented to senior leaders in November 2022 and a task and finish group is now working on the logistics of the offer.
9. The PSW had the strategic lead for Participation until August 2022 and led the development of the C&F Participation Strategy 2022-2025 which was signed off in April 2022. There is also a Participation Action Plan 2022 which sits under this strategy. The lead has now passed to the Service Improvement Team who have developed a comprehensive action plan for the next 6



months, including the launch of the children in care and care experienced adults councils.

10. The successful completion of the four Resilience in Social Work sessions for our newly qualified social workers from ethnic minority backgrounds is a highlight of the last six months and staff who attended this have said they appreciated the opportunity to discuss structural inequalities based on race in an open manner.

## **Contextual information**

### **The PSW role - Supporting our Staff**

11. Wellbeing - The PSW has met with individuals and groups of staff to discuss their wellbeing in the last 12 months. These have been both as planned sessions during peer inspections and also in response to a request from the relevant district or service manager or the PSW Buddy for that service. Group sessions have been held with staff in Out of Hours Service, Basingstoke, the Occupational Therapy Service and IOW. A recent positive development is the introduction of sessions with social workers facilitated by CFMT members during a peer inspection. This session gives senior leaders a first-hand opportunity to hear from frontline staff and fulfils one of the key recommendations Munro put forward for senior managers to hear about the experiences of front-line staff, to help inform strategic decision making.
12. Graduate Trainees and their support - Another responsibility of the PSW is to meet with each of the GETS cohorts at the six-month point. This meeting has two main purposes, the role of the PSW is promoted and a well-being check in undertaken with the NQSW's to ensure they are well supported in their roles. Recent sessions have reverted to face to face, as the interaction and nature of the session benefits from people being in a room together. Generally, feedback at this point is positive, with most NQSWs feeling that the support they receive is good. On occasions, following the meeting, there has been a request for a follow up one-to-one meeting where specific issues have been discussed.
13. Ongoing work to develop a wellbeing offer – there have been several sessions with CFMT and D/SMs to develop this offer. The DM workshop in March concluded that the general focus of the offer should look to prioritise a 'universal' offer for all staff in the branch which could prevent a decline in wellbeing by building resilience through structured self-help techniques. It was also felt that a targeted offer for a small number of staff who were acutely affected by work related trauma could be considered. The PSW then led a task and finish group of DMs in May, and the first draft of the wellbeing paper was presented to CFMT in November 2022. This is an ongoing priority, and the plan is for the wellbeing offer to be finalised by March 2023.

14. Resilience in Social Work – Four sessions were delivered to an open group of BME social workers in their first year of practice. These sessions were facilitated by district and service managers, who led these sessions. They were well received, and a rich discussion took place, enabling not just the attendees but the facilitators to consider the impact of racism on the everyday life and work of BME workers. An evaluation meeting took place with the working group and facilitators on 17 May 2022 and further steps were discussed in a DM workshop in August. The agreed way forward is for these discussions to become part of the learning agreement and ongoing reviews in the first year of practice. Some feedback below from an attendee:

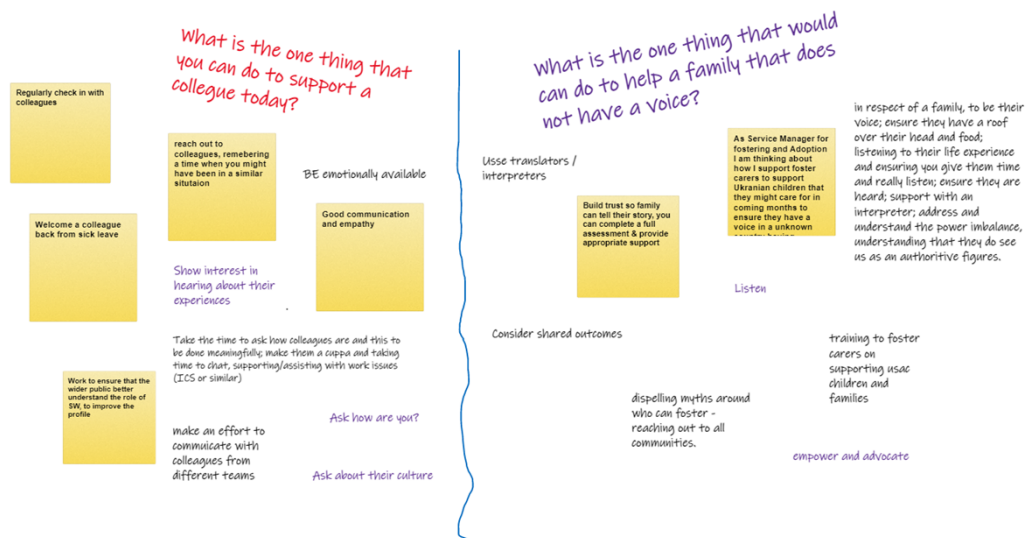
*“I feel that the session was really good. I feel that it gave people the opportunity to share their experiences and discuss how things could improve. I found it particularly interesting to hear of one of the people in group’s experience being of Asian minority and working in Hampshire and I can only speak from experience of being a Black/African Social Worker. I feel it really brought to light that we all need to reflect on our own belief systems and maybe take more time to understand our colleagues and what life is like for them. I feel that this session highlighted to me that if people don’t feel safe in their teams to example speak up or ask for support or even say that they are struggling due to their fears, this will create unsafe practice in terms of people not feeling to supported in making informed choices for our children and families. I feel that it will be beneficial for regular meetings to happen so that people can share their experiences and promote change.”*

15. Input for international recruits – We have started to recruit social workers from other countries e.g., Zimbabwe. The PSW is supporting the designing and delivery of a robust induction and ongoing training programme to ensure these recruits have a successful start in Hampshire.
16. Social Work Survey – The 2022 Social Work Survey was open between 26 April and 31 May 2022 and 131 responses were received to the survey from HCC and IOW staff. Findings were analysed and a report with recommended actions was brought to CFMT in September 2022. There continues to be a very strong supervision offer in Hampshire. Comments from staff indicate that managers are available and supportive and though some feel supervision can be task focused, the strength is that this provides clear challenge and direction.
17. Positively, the social work survey also showed that learning and development, administrative support, toolkit resources and IT/equipment were all strong areas, and the responses were similar to or better than last year’s survey. Although there were staff members who found some IT applications challenging, this was about individual training needs, and the general response was that technology enhanced the ability to work productively.

18. Work life balance is an area for managers to keep an eye on. A similar percentage of social workers felt their caseloads were manageable when compared to last year's survey and there were positive comments from Hampshire staff in this regard. This was seen to be a fine balance though and the ability to work flexibly and from home, which for many avoided a daily commute to the office if not needed, and thus gave them more productive time, was cited as vital in being able to keep up with the work.

### **The PSW role - Supporting outstanding practice to flourish**

19. Hampshire Approach – The Hampshire Approach Celebration Month took place in January 2022 and had a wide-ranging programme with learning sessions, reflective practice circles, sessions on Culture and Parenting, a partner agency session and Mark Finnis, a national expert on restorative practice, delivered a session looking at strength based restorative work, considering the impact of this on our Family Meeting Model, and touching on the impact of trauma on families and our work with them.
20. Practice themes and data analysis – The PSW contributes to discussions on thematic issues (identity, re-referrals into social care, Child Sexual Abuse), writes the Children in Care quarterly thematic report and has undertaken audits in several areas of practice.
21. World Social Work Day 2022 – The PSW led on organising the World Social Work Day events in Hampshire on 15 March 2022. The international theme was 'Co-building a New Eco-Social World: Leaving No One Behind'. In Hampshire and the Isle of Wight our theme was "Promoting and celebrating our collective strengths and diversity".
22. At the World Social Work Day event, there was the opportunity to hear from practitioners in Hampshire including a talk on 'Social Work in British Overseas Territories'. Steve Crocker, Director of Children's Services, opened the event and we had over 50 practitioners attend. We took the opportunity to get feedback from staff on how we can promote a strength based and supportive culture in the organisation and a selection of the comments received is seen below.



23. PSW Buddies - The PSW Buddy network is a group of social workers each representing their district or service and forming another link between the PSW and frontline practitioners. The network is well established and meets on a termly basis. The discussions with the buddies are a useful temperature check for wellbeing and also to understand the impact on the ground of some of the positives and challenges faced by workers.
24. Inclusion and Diversity Lead – The PSW was the branch lead for Inclusion and Diversity in 2022 and is a member of the Inclusion and Diversity Steering Group for the department. The PSW has liaised with corporate and Adults Health and Care colleagues to develop a CSD Zero Tolerance statement and has shared some of the good practice in the branch including the work with BME social workers and identity and culture.
25. Learning and Development Lead – The PSW was the lead for L&D in 2022 and has well embedded links with the L&D team and with the Assistant Head of Learning and Development, who teams up with PSW to undertake aspects of the PSW role. The responsibility for the graduate trainee programme, apprenticeships, the learning and development pathway for CSD staff is with the L&D team.
26. CFMT role – The PSW continued to attend CFMT (the branch management meeting) on a fortnightly basis throughout 2022 and this has been a useful platform to apply the frontline context, in relation to practice and staffing, to the decision-making process in the branch.
27. Social Work England SPOC – The PSW is the single point of contact for Fitness to Practice concerns from Social Work England (SWE), who is the registration body for social workers in England. Any concerns SWE has received about the practice of a social worker, which requires an organisational response, is routed to Hampshire through the PSW.
28. Liaison with other Local Authorities, HSCP and other sector organisations – the PSW is a member of the PSW South East Regional Network which includes the Isle of Wight, Southampton, Portsmouth, Wokingham, Bracknell Forest, Royal Borough of Windsor and Maidenhead, Buckinghamshire and

Oxfordshire. As part of representing Children's Social Care in the Hampshire Safeguarding Children Partnership, the PSW sits on the Workforce Development subgroup and the Child Sexual Abuse working group. The PSW also liaises with external organisations like Community Care, What Works Centre, Rees Centre and Social Work England to share and contribute to excellent social work practice.

29. Communication Site and Yammer Page – The PSW has a presence on the Children and Families communication site and also runs a Yammer page to maximise the reach of corporate, practice and wellbeing messaging to staff.

## **Finance**

30. There are no direct finance implications for this report.

## **Performance**

31. The report picks up on impact on performance and service delivery in previous sections.

## **Consultation and Equalities**

32. This has been picked up in points 14, 19, 20 and 23 in this report.

## **Climate Change Impact Assessment**

33. There is no direct impact in relation to climate change.
34. The carbon mitigation tool and climate change adaptation tool were not applicable because this report relates to the role and work of the PSW and is strategic/administrative in nature.

## **Conclusions**

35. The Principal Social Worker role is an embedded part of how we work and support our staff in the Children and Families branch.
36. The PSW is an integral player in the development of practice with children and families, locally, regionally and nationally. This brings opportunities to consider research, information from studies and surveys and not least, the Children's Social Care Review and its implications for practice and service delivery in Hampshire.
37. A closer tie up with the South East Sector Led Improvement Programme (SESLIP) and the SE Regional PSW network was proposed in 2022 and this is being explored further this year. What this means is that Steve's priorities as DCS and as the President of the Association of Directors of Children's Services (ADCS) will necessarily align with and consider the regional and

national picture on key issues like recruitment and retention and placement availability and choice, through input from the regional PSW network.

38. The PSW role is a recognised and defined role within the branch. The importance of this role is recognised by senior leaders and there is a proposal to expand and raise the profile of this role further through making this a standalone post. This is a positive step in the direction of building on our outstanding practice and improving our wellbeing offer to staff.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

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

**Other Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Title</u>	<u>Date</u>
N/A	
<b>Direct links to specific legislation or Government Directives</b>	
<u>Title</u>	<u>Date</u>
N/A	

<b>Section 100 D - Local Government Act 1972 - background documents</b>	
<p>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.)</p>	
<u>Document</u>	<u>Location</u>
None	

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# Hockley House

## Childrens & Families Advisory Panel

### February 2023

# Our ambition.....

What is the problem we need to address?

**The specific problem is to:**

- Establish an innovative approach to reduce the number of children needing care over time;
- Ensuring sufficient provision for children with more complex needs; and
- Increase placement choice and support better matching of young people

What is our ambition?

**What are we hoping to achieve:**

- Partaking in a joint DFE funded programme;
- Creating a new and innovative solution to the problem;
- A collaboration across Children's Social Care and Health partners; and
- Utilise and build on an existing infrastructure that is in place.

# Our answer to the problem.....

Re-developing an existing set of semi-detached properties owned by Hampshire County Council (HCC), in Romsey, into accommodation for three young people with complex behavioural and mental health needs.

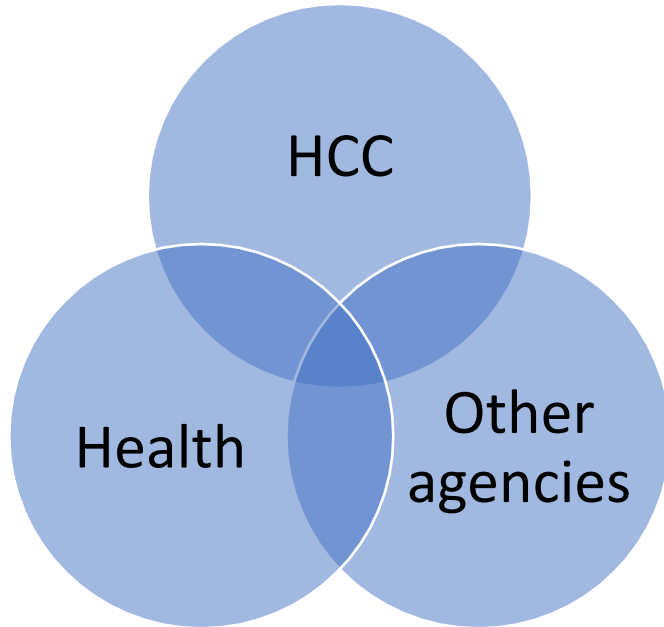
To meet the needs of an identified cohort of young people for whom placement stability has been a challenge due to group matching considerations. The home will accommodate three self-contained maisonettes, each maisonette has been carefully planned to maximise independence and life skills. The home will also have a communal family kitchen, dining area and outdoor spaces.

To enable these young people to have a local intensive therapeutic provision which will also enable the young people to maintain family and community networks, with the ultimate goal of the young person being supported back home, another placement or into more independent living. Placements are expected to last about six to nine months, longer by exception.



# Our journey to date.....

## Our collaborative approach



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Workshops with Subject Matter Experts



Engaged with young people to seek their views on different aspects i.e. changing the home name



Spoken with other similar establishments to understand lessons learnt and good practice



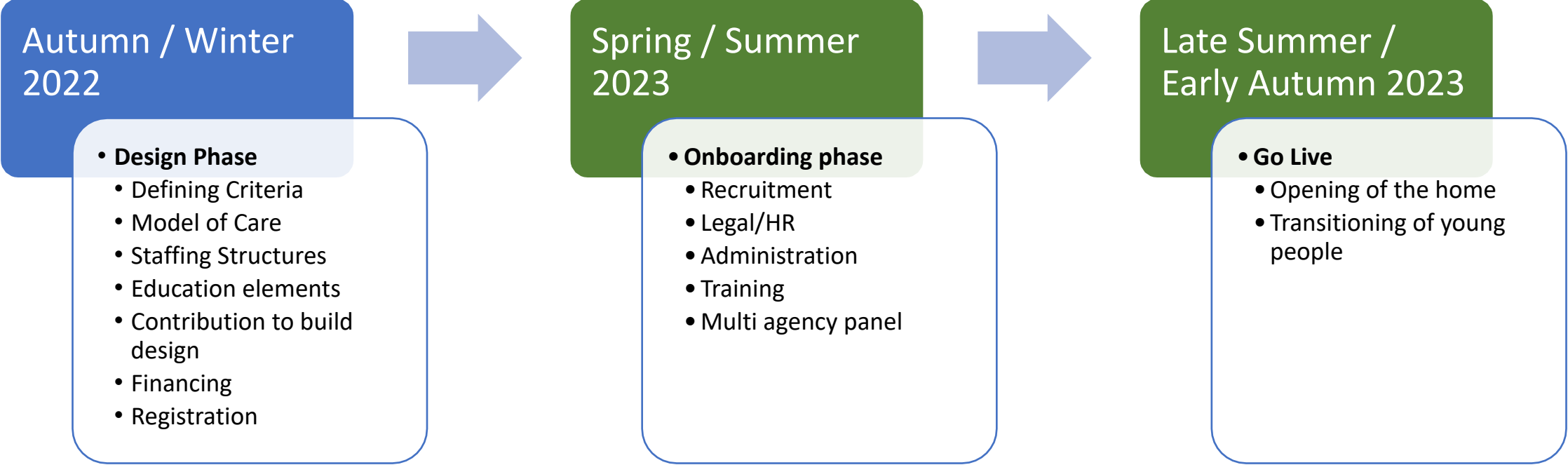
Established working groups to deliver elements of the programme



Developed and maintained key communication channels with stakeholders (including the local community and Cllr Cooper)

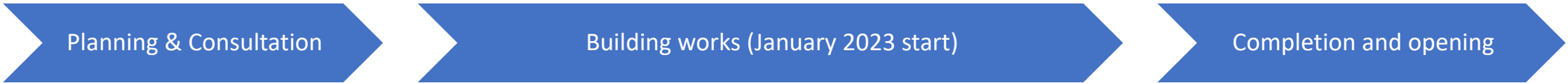
# Timelines

## Children’s Services / Health Partner managed elements



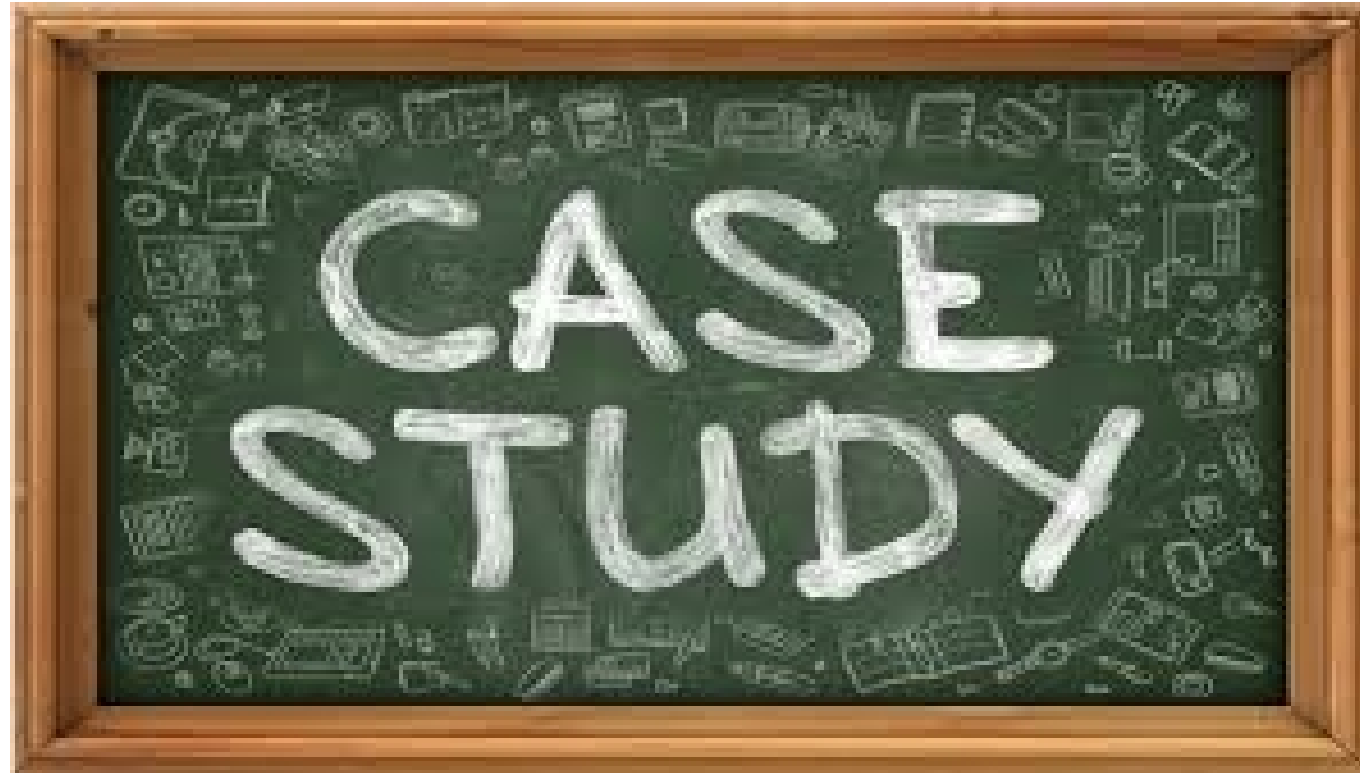
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## CCBS & Capital managed elements



# Case Study

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# Questions?

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