

Corporate Parenting Board

Modernising Placements Programme

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**TRANSFORMING
SOCIAL CARE**
FOR CHILDREN AND FAMILIES



**MODERNISING
PLACEMENTS**
PROGRAMME

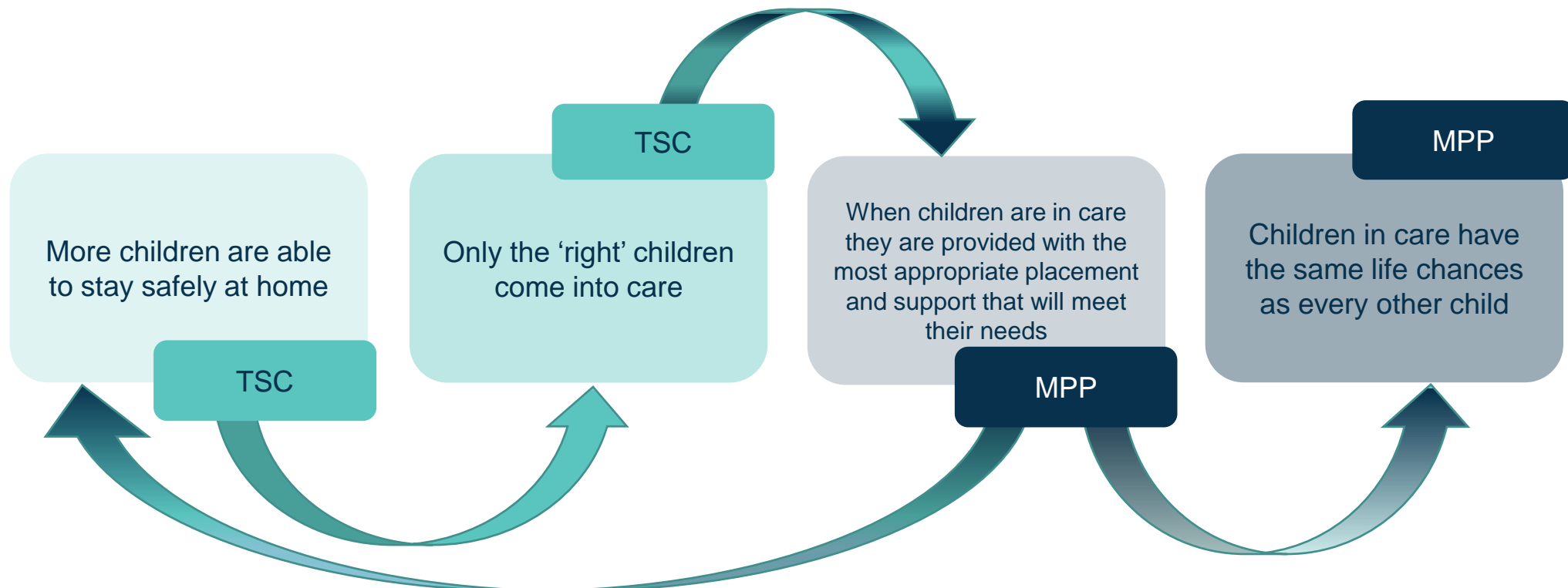




Our Transformation Journey

TSC and MPP - working together to help make Hampshire County Council's vision for children and young people a reality.

HCC is a transformational Local Authority with an Outstanding Children's Service Department. Over the past 8 years the Children's Service Department has made a significant difference to the social care landscape in the county and the sector in general.

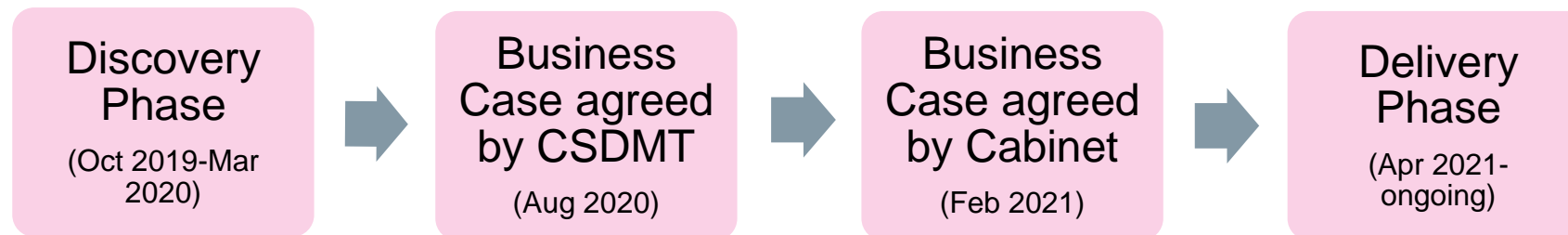




Modernising Placements Programme: A reminder...

MPP is a transformational programme within Children's Services, which started in October 2019. It builds on the foundations achieved by the TSC programme and serves as a reminder that although, as a Local Authority, we've made significant in-roads, we continue to face many challenges.

Timeline:



The aim of MPP is to develop a continuum of care which can provide the right accommodation and support at the right time for our children in care in Hampshire.

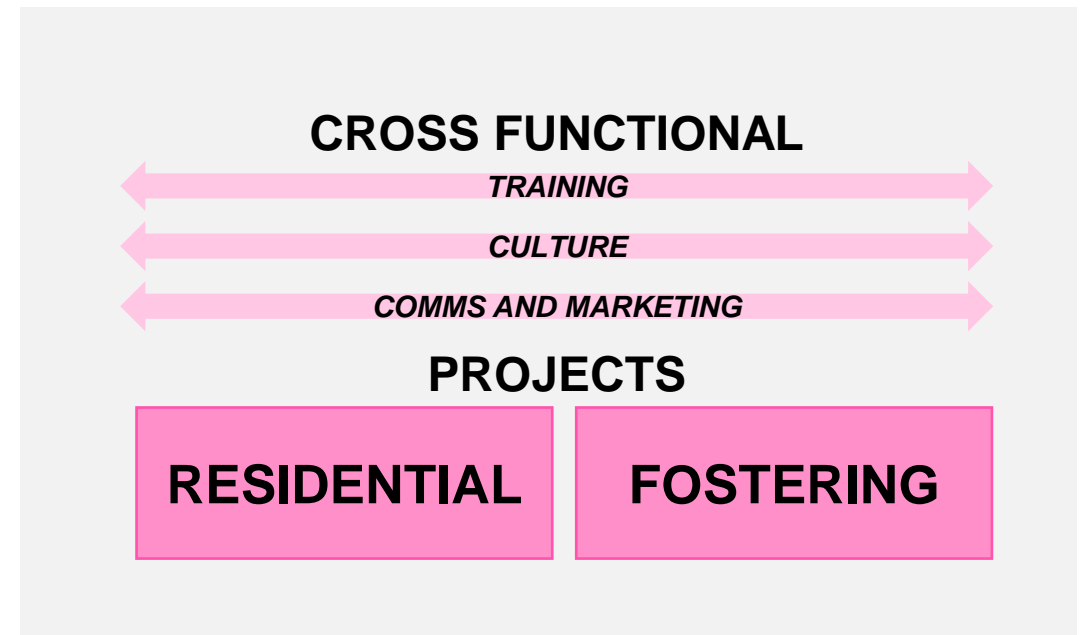


The 10 issues that MPP has been designed to address:

1. Increased number of children with complex needs who we are struggling to support
2. A lack of growth in the number of Hampshire County Council foster carers
3. Increased use of IFAs
4. Low bed occupancy in our residential homes
5. Low staff recruitment and retention and high staff sickness absence in our residential homes
6. Increased use of NCPs
7. Increased placement instability
8. A reduction in life chances for children
9. Children in need of urgent placements who we struggle to accommodate
10. A lack of equivalency across our placement types

Projects designed to address these:

The programme has been split into two core workstreams, both of which can be broken down further into project areas. We have Training and Communications & Engagement functions supporting all workstreams, and a consistent focus on our culture helps provide a clear foundation for engaging our staff and achieving our vision.





Fostering



Fostering Summary

Fostering Operations

Our vision is for **every child in foster care, and every foster carer, to be given the right support at the most appropriate time**. Our team of staff and **foster carers is skilled, resilient and flexible**. They're motivated and share the values needed to give children and young people the best possible start, and they're working together **to make Fostering Hampshire Children synonymous with foster care in the South**.

We'll continue to recruit high-calibre foster carers and we're committed to ensuring our fostering community is one they're proud **to become a part of, and to stay a part of**.



Aims

Drive Recruitment

Improve Retention

Increase Utilisation

Out of Hours

In **September 2022** we launched a support line to better support our foster carers during evenings and at weekends.

In June 2023, we reviewed the initiative and found it provided crucial support to carers.

"We had a difficult and unusual situation. It was great to speak to a SW that we could share our concerns with and help make a decision that would safeguard our YP and the other three that we have in placement"

Skills Fees

A review took place of our skills fee model and found that it supported the recruitment of new carers and we had more Level 3 carers available to care for vulnerable children.

It was agreed that the model would be retained.

Retention

Our retention activities continue and earlier this year over 60 carers who have been fostering for more than 5 years joined us for afternoon tea



Fostering Recruitment and Assessment Team

Key aim: To increase enquiries, and conversion from enquiry to approval

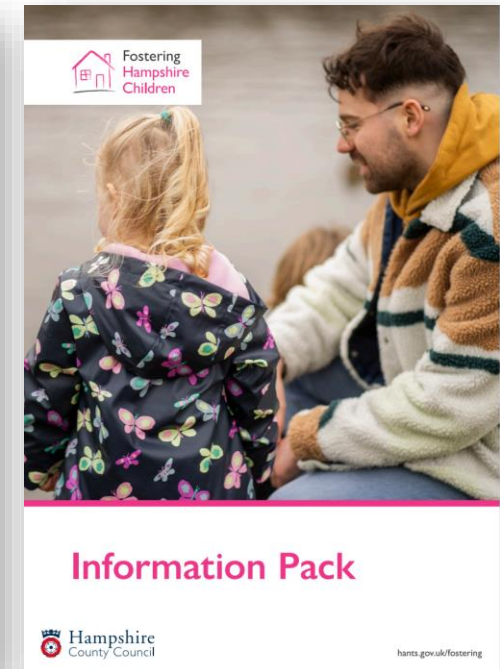
The FRAT team have continued to drive interest and enquiries in Fostering for Hampshire, despite increased competition and a challenging external environment.

The team have continued to:

- Improve the prospective foster carers' journey and experience
- Enhance training and support for prospective carers
- Build internal and external partnerships
- Grow brand awareness and delivering new campaigns
- Refresh internal processes
- Support personal and team development as professionals

HCC are also part of an exciting DfE funded Recruitment and Retention Hub pathfinder, to launch in April 2024. The pathfinder will provide more advertising and should generate even more enquiries from prospective foster carers

Results to date: Our team recruited 49 new carers in 22/23, when most other local authorities and independent providers struggled.



Our public recruitment campaign continues with the powerful message - 'When every door is closing on a child...can you open yours?'.

A new campaign launched over the summer to focus on fostering allowances and the team are preparing for a busy winter campaign.



Hampshire Hives

As a reminder...

- Each Hive has 15-20 fostering families and is led by a Hive Carer Support Worker.
- Children feel part of a wider family, can develop relationships with other children in care and foster carers' birth children as well as other foster carers in their Hive.
- Foster carers' resilience is improved through the flexibility of support from their Hive.
- New carers are being attracted to Fostering Hampshire Children due to the appeal of the Hives.

This project started with a one-year pilot in 2021, and in 2022 we agreed to **organically grow our Hives** to keep up with demand. The team continue to launch new Hives based on demand.

Hives in numbers

60% of our carers are in a Hive (308 carers)

23 Hives across the county and growing!

1 new Hive launching in Havant and Hayling Island shortly.

Don't underestimate what you do for us [HCSW]. You have built a little community where we all support each other
(Andover Hive)

I don't know what we would have done without the support of our HCSW (Gosport Hive)

Andover Hive Camping Trip



Basingstoke, Aldershot and Andover fire station visit





Residential



Residential Summary

SUMMARY

- Residential services are an area where we face significant challenges with recruitment and retention (an issue which is being faced nationally)
- A large part of our focus has been to improve recruitment and retention within our homes to ensure that we have the capacity and capability to:
 - Increase utilisation of the homes
 - Ensure our homes are set up and resourced to provide support that meets the individual needs of our children
 - Ensure we have the capacity to support wider service transformation initiatives
 - Ensure that our service can support our most complex children where needed and support their time in care either within residential or by providing respite while they step across into a placement that better suits their needs

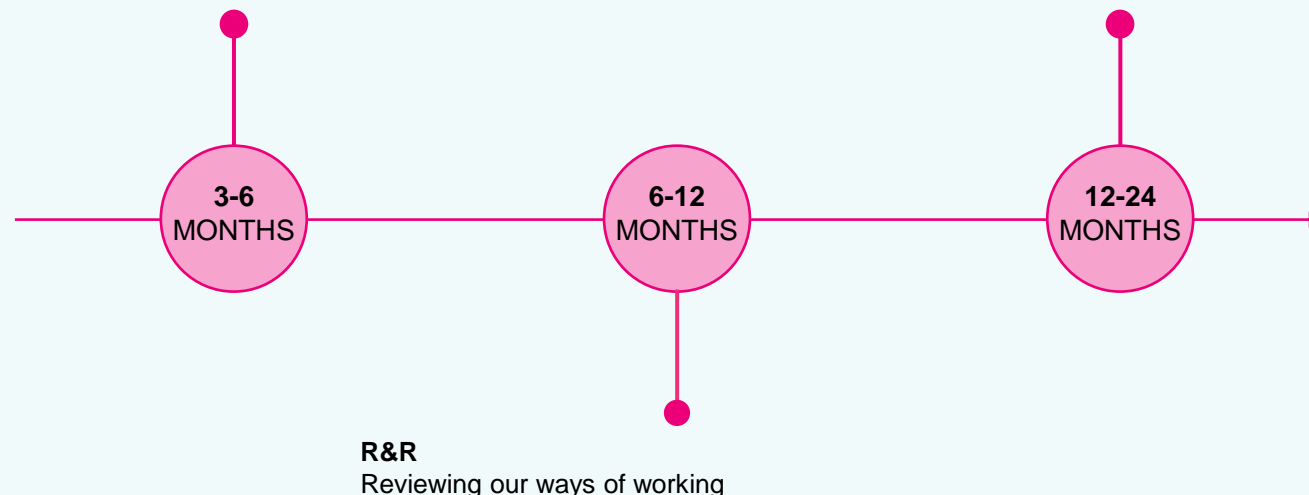
ACHIEVEMENTS

- ✓ Refreshed our induction process for all new staff
- ✓ Updated training pathways for all staff with role specific training
- ✓ Improved our supervision process considering staff needs
- ✓ Carried out a staff-wide survey to guide prioritisation of work
- ✓ Have created “culture” as an area of focus for all workstreams

PLANNED ACTIVITIES

RESIDENTIAL SERVICE INDUCTION
Embedding Change

(OUR) PEOPLE, SKILLS AND ORGANISATION
Reviewing structure, value and resilience





Residential Workstreams Overview

R&R

Summary

This seeks to review our overall ways of working, including our flexible working offer to staff and how this can support a positive work life balance.

Areas of focus



Consistency of care for children



Improving Staff Wellbeing



Reviewing our flexible working offer



Reducing the administrative burden

(Our) People, Skills and Organisation

Summary

This seeks to review our service, ensuring we remain resilient to changing demand and that our role profiles meet the requirements of Children in Care.

Areas of focus



Aligning roles to our principles and vision



Ensuring structure is resilient to changing demand



Ensure skills meet requirements of children



Training



Training and People summary

Key aim: To ensure every individual caring for a Hampshire child has the training, knowledge and support they need.

Training and Pathways

New training developed:

- Self-harm, suicide and ligature training
- More in-depth training around Trauma responses, reflective practice and compassion fatigue using virtual reality headsets
- Courses exploring Equality, Diversity and Inclusion and practical approaches of how to appropriately care for a variety of children and young people
- A deeper dive into a therapeutic approach through 'The Great Behaviour Breakdown'

Review of existing training to:

- Equip those with caring responsibilities with a 'toolkit' to respond to behaviours that challenge
- Provide a deeper understanding of Trauma and its effects the body, brain development and emotional wellbeing
- Bring training for foster carers and residential care workers together
- Improve the quality of delivery and level of interaction within courses

Management Pathways

Role specific management pathways are currently being created to ensure clarity, compliance and completion of essential training in the Residential Service.





Our focus for the next year

- Our transformation is continuous as it is this work that has enabled us to not only maintain but deliver an Outstanding service to our Children and Families in Hampshire.
- The programme approach enables us to provide the rigour to constantly deliver, measure, test, learn and adjust to keep up with an ever-changing environment
- The creation and establishment of an evidence base and/or KPIs across all deliverables supports our ability to continue on our transformation journey



Questions

