

# **Report of the Assistant Director (Children's Specialist Services) to the Meeting of the Corporate Parenting Panel to be held on 27<sup>th</sup> April 2016**



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## **Subject: Update on Residential Review**

### **Summary statement:**

A verbal report was provided to the Corporate Parenting Panel on the 9<sup>th</sup> September 2015 on the planned approach to deliver a residential review in Bradford. The review is now part of the wider Journey to Excellence programme and this report provides an update on our placement strategy and change within Children's Homes locally.

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**Portfolio:**

**Children's Services**

**Overview & Scrutiny Area:**

**Children's Services**



## **1. SUMMARY**

- 1.1 A verbal report was provided to the Corporate Parenting Panel on the 9<sup>th</sup> September 2015 on the planned approach to deliver a residential review in Bradford. The review is now part of the wider Journey to Excellence programme and this report provides an update on our placement strategy and change within Children's Homes locally.
- 1.2 An external review of the current residential provision in Bradford took place through the summer of 2015. The review was necessary due to significant changes in the private sector and young people with higher needs being needed to be looked after locally in our own provision.

## **2. BACKGROUND**

- 2.1 The review highlighted the need to address the following issues within the homes:
  - Sustain but re-design provision
  - A coherent placement strategy based on a detailed needs assessment
  - Review all statements of purpose
  - Develop specialism within each home
  - 'The right place the first time'
  - Review the training offer
  - Reduce the size of the homes

## **3. REPORT ISSUES**

- 3.1 The ambition is to have Bradford children in Bradford provision; to meet the needs of more complex young people a strategic response is required from our partners to support our placements in Bradford. This will mean a different response from the virtual school, health, youth service, Police to support our placements in the city.

The review highlighted three tiers of need within our placements:

- Tier 1 – children with relatively simple or straightforward needs who require either short term or relatively ordinary substitute care
- Tier 2 – children of families with deep rooted complex, or chronic needs with a long history of difficulty and disruption including abuse or neglect requiring more than simply a substitute family
- Tier 3 – Children with extreme, complex, and enduring needs, compounded by very difficult behaviour, who require more specialised and intensive resources such as therapeutic community, and adolescent mental health unit, a small intensive care residential unit, or a secure unit.

Well matched care and placements will be at the centre of our placement strategy, homes will not admit Tier 1 children in the future the ambition are that these children should access a family placement.

A targeted marketing and recruitment campaign is under way to ensure we have enough foster carers for teenagers to meet demand in the future.

The homes will admit children who are tier 2 and 3. Two homes will specifically take tier 3 children. The remainder will admit tier 2. It is clear to achieve this that the support from partners to deliver this placement strategy is essential. The homes must be able to call upon support in a timely way in the future.

The statements of purpose for the homes will be revised to reflect the reduced number of places and the specialist model of care, training and support that will be delivered.

- 3.2 The homes in Bradford are large in size on average 8 beds; this is higher than most other residential provision both in local authorities and in privately run homes. The homes have had to accommodate young people with higher needs over the last 18 months which has resulted in placement disruption and poorer outcomes.

The buildings have limited space for focussed direct work with young people; the dining rooms and living rooms are multi function and are not ideal for the virtual school or CAMHS / Health professionals to meet with young people. The space also makes managing behaviour more of a challenge.

All the homes have been visited by a site surveyor, the virtual school, facilities management and the head of service, homes managers were asked to think how the buildings could be adapted to provide a better space to deliver wrap around support to placements. Due to the homes reducing in size from 8 beds to 5 the space within the homes can be put to better use. All the homes now have plans and finance in place to carry out building work to provide space for separate education, therapeutic work, direct work and improved leisure space. Open spaces will be adapted to improve the level of noise in the buildings which will improve behaviour management.

- 3.3 The training offer to residential staff has been generic and not specialist, as more complex children have been placed locally staff need to be able to access specialist training to meet the needs.

A model of care has been developed for looked after children in Bradford:

- Attachment (PACE playfulness, acceptance, curiosity, empathy)
- Resilience
- Team Teach
- Outcome Star
- Signs of Safety
- Building life skills for independence

A workforce training plan is being developed across the workforce to embed the approaches above within the staff teams. This approach will provide staff with the skills to support children and young people; this will be further supported by therapeutic consultations to staff teams.

The model of care aligned to integrated support to placements is aimed at delivering:

- Steps to success in learning and education
- Good health and emotional well being
- Safe, nurturing and aspirational care

3.4 Managers and staff within the homes will be given the opportunity to express an interest as to which tier of children they feel they are best equipped to work with. We will be looking to be more flexible with our staffing resource in the future and move staff where they are required to meet needs.

3.5 Children and young people are involved in the review of placements in Bradford. Focus groups are being brought together involving younger children, older children and those living in a foster home, children's home or leaving care setting. The young people are working together to influence the change programme and provide feedback on the model of care that is being taken. This will continue throughout the journey to excellence programme.

#### **4. OPTIONS**

4.1 To support the approach being taken to implement the recommendations of the residential review.

#### **5. CONTRIBUTION TO STRATEGIC PRIORITIES**

5.1 The approach to delivering nurturing care and placements in Bradford district is a key part of the journey to excellence programme and aligns with new deal priorities.

#### **6. RECOMMENDATIONS**

6.1 That the Corporate Parenting Panel supports the approach being taken to revise the placement strategy and develop a model of care in children's placements in Bradford.

#### **7. BACKGROUND DOCUMENTS**

None.

#### **8. NOT FOR PUBLICATION DOCUMENTS**

None.

#### **9. APPENDICES**

None.