

Report for: Children and Young People’s Scrutiny Panel – 3 November 2022

Item number:

Title: Haslemere Children’s Residential Home

Report authorised by : Ann Graham, DCS

Lead Officer: Beverley Hendricks, Assistant Director Children’s Safeguarding & Social Care

Ward(s) affected: N/A

1. Describe the issue under consideration

1.1 Providing a progress report on the development of the residential assessment service based at Haslemere , Crouch End and the proposal for opening the Residential Home.

2. Recommendations

2.1 For panel Members to note.

3. Background information

3.1 The Council has historically, provided overnight short breaks to disabled children and young people at Haslemere Road Residential Respite Care Centre. The centre was closed in 2015 and intended to remain empty until 2021 whilst the Council considered other potential uses for the premises with partners from the NCL boroughs.

3.2 In March 2019, Haringey Council’s Commissioning Service completed a review of demand for residential respite and appraised delivery options to address need across three specific cohorts of children and young people with a disability. The model included a proposal to establish a partnership agreement with North Central London Clinical Commissioning Group to develop improvements to service delivery and efficiencies through:

- Reduced placement costs
- Local placements
- Reduced voids

3.3 Under the Corporate Property Board – Home 4 Haringey conducted a survey of Haslemere in November 2019 and noted that the building required extensive work to be fit for any purpose. Approval was granted for the repairs and adaptations to the building to commence with an expected timeframe of 6 months, from December 2019. In March 2020 COVID measures prohibited the start of

the major works, causing the schedule of building works to be postponed until April 2021.

- 3.4 Simultaneously Haringey's commissioning team expected the NCL discussions relevant to children with disabilities to be completed and formal contractual arrangements to be in place between all partners in September 2021, before commencing work to progress, on behalf of the NCL partners for a Respite and Short break service. In November 2021, the North Central London Clinical Commissioning Group informed Haringey that the original plan to utilise Haselmere as the NCL Respite and Short Breaks Unit would not be progressing. This refocused the efforts to move Haselmere to a Residential Home for Children in Care.
- 3.5 Children's Social Care business case, for a Residential Children's Home was then agreed as the preferred Haringey option rather than leave the premises empty for renegotiations with the NCL partners. The business case supported:
- A reduction in the number of children and young people remaining in placements which are inappropriate for their long-term needs.
 - a reduction in the reliance on high cost, low impact residential homes outside of Haringey.
 - a decrease in the number of children being delayed discharge from hospital as capacity would be released from the wider more established residential units
 - improved outcomes for young people.
 - Easier access for children requiring clinical services in their local area. Ensuring best use of the building whilst vacant.
 - Underpin the objectives of the HART invest to save programme
- 3.6 Furthermore, the business case also informed the development of specialist services more widely. The cohort of children considered for a placement at Haselmere featured those with complex social, educational, and mental health histories compounded by early years trauma and placement insecurities. The business case accepted that these children and young people were often disadvantaged from accessing and engaging meaningfully in education and learning leading to longer term poorer life outcomes. As part of the assessment and intervention model work was completed with the TAVI Stock and training accessed from Anna Freud to develop skills and an understanding of the application of the trauma informed and AMBIT approach to the care and assessment provision to be adopted as Haselmere's service model.
- 3.7 The service model was subject to an evaluation with the support of an ex residential care home OFSTED Inspector acting as Haringey's Regulation 44 Visitor, to assist children's services in making an informed decision. The Regulation 44 visitor:
- a) Evaluated Haselmere's operating protocol
 - b) Tested the strength of the multi-agency partners to sustain the commitment to the AMBIT approach
 - c) Re evaluate the skills sets of the Haselmere workforce
 - d) Develop relationships with the Corporate Property Team and better understand building regulations providing advice through the deputy manager

- e) Recommended work with organisations like Resources for Autism to use the building to deliver short break services and
- f) Use Haselmere through COVID as a Place of Safety for children pending placements

3.8 The business case was accepted by the Corporate Property Board, DMT and Lead Member permitting the submission of a detailed application for Haselmere to be registered by OFSTED. On the 16th September 2022, Haringey received notification that the intent to register Haselmere as fit for purpose to deliver services against the Statement of Purpose.

3.9 NEXT STEPS

3.9.1 Recruitment - The recruitment plan was partially executed issuing fixed term contracts for essential posts including the Deputy Manager along with 4 keyworkers deployed across the service to manage and support front line pressures during COVID and other challenging pressure periods. This core group also had training in the AMBIT and trauma informed approach, First Aid & Health, and Safety Training; forging links with the Safer Neighbourhood police, local schools and health services and crucially other private residential homes.

3.9.1.1 On the 24th November 2022, part 2 of the recruitment plan will be launched to fill the remaining posts. The recruitment strategy will adopt the following methods:

- Offer a rolling programme of opportunities for Step Up Students and ASYE with previous Social Care experience to complete their final year at Haselmere
- Promote our Employee Referral Initiative
- Reach out and nurture previous skilled and competent employees
- Host a professionals Open Day in December 2022

3.9.2 Preparing the building - The building work at Haselmere, was considered by an operational group in November 2019, involving:

- Multiple surveys and compliance checks
- Removal of redundant equipment, furniture and furnishings and replacing with Ofsted compliant furnishing
- Extensive internal and external maintenance and repairs including replacements of a damaged roof and the considerable water damage caused to the property
- Electrical repairs
- Installing a new floor
- Installation of a security system, IT, supporting structures and equipment
- New boilers, water and heating systems
- and Ofsted complaint safety repairs

3.9.2.1 The COVID delays and the availability of the technical expertise significantly delayed the full building repairs. In October 2021 closer direct working with

corporate landlords yielded positive results and the compliance checks, **building maintenance and repairs that render the building fit for purpose by the Corporate Landlord in May 2022.**

3.9.2.2 The emphasis of the work over the next 6 weeks will activate the internal decoration, moving the building from a unit to a home for CIC. This is part of the planned project led and supported by Haringey Housing and established contractors. The funding for the work has been identified as a joint endeavour through corporate property and CSC budgets.

3.9.3 Policies and procedures - The Homes policies and procedures have been reviewed and updated in partnership with Tri EX and the family of professionals who are and will be part of the Haselmere Operational Group. The agencies involved:

- Tavistock
- DI from Safer Neighbourhood Police for Crouch End
- Head Teacher Representative from Coleridge Primary School
- Heads of Services for Corporate Parenting
- Community Resident Representative
- Building Maintenance
- Care Leaver – young person’s advisor
- Designated LAC Nurse
- Haringey & Islington’s LAC Commissioners
- Service Manager – HART and Edge of Care
- Local GP – lead for Crouch End

3.9.3.1 The Operational Group will meet bimonthly with the Haselmere Team leads, Registered Manager and Responsible Individual

3.10 CONSULTATION

3.10.1 The full consultation with the neighbours was delayed until the building works completed and the Ofsted readiness completed. However, the Meet the Team sessions have now concluded. Initially there was some resistance to Haselmere being used as a Residential Home by the neighbours but, the community outreach supported by the safer neighbourhood police, ward councillors and the local school, addressed the issues and the concerns have been resolved.

3.11 HASELMERE OPENING

3.11.1 The operational target date for admitting the first CIC to Haselmere is 9th January 2023. The Register Manager and Responsible Individual do not recommend a launch but will ensure COMMS to all relevant partners across the sector through the Operational Group.

3.11.2 Islington LA has committed to working with Haringey via a service level agreement and examining the matching policy. It is likely that Haselmere will operate a minimum occupancy level from March 2023 of 83%.

4. **Contribution to strategic outcomes**

5. **Use of Appendices**

6. **Local Government (Access to Information) Act 1985**