
Report To:	Health & Social Care Committee	Date: 7 January 2010
Report By:	Robert Murphy Acting Director, Social Care	Report No: SW-05-10-SMcA-AM
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Subject:	Re-provision of Children's Residential Units	

1.0 PURPOSE

- 1.1 The purpose of this report is to advise on progress towards the redevelopment of the three children's residential units, with a series of recommendations for approval of a phased approach to this strategic development.

2.0 SUMMARY

- 2.1 This report outlines the finalised proposals for a phased approach to the replacement of our existing children's units to ensure they are fit for purpose for a modern and responsible care provision.
- 2.2 The level of care provided within the children's residential services in Inverclyde is recognised to be of a very high standard and among the best in Scotland. This is evidenced from the most recent inspections carried out by the Care Commission. This provision can be further enhanced through the development of the physical environment of the Units.
- 2.3 The physical properties, size and location of the units are not considered fit for purpose and indeed are viewed as institutional in nature.
- 2.4 The first phase of the strategic objective across all units involves the replacement of Redholm Children's Unit and consequential change to placement capacity in the other two Units.
- 2.5 Financing the replacement of Redholm would be achieved via Prudential borrowing incorporating the receipts from the sale of Redholm.
- 2.6 An initial design and footprint for the new build has been identified.
- 2.7 Options appraisal of a range of potential locations has been conducted and a preferred location identified at Kylemore Terrace, South West, Greenock. Appendix 1 provides the detail of this option appraisal. Appendix 1
- 2.8 The above project would be managed and implemented through the existing project management team, revised as required.

3.0 RECOMMENDATION

- 3.1 The Committee are asked to approve the proposals for a phased replacement of Redholm, Neil Street and Crosshill.
- 3.2 In particular the Committee are asked to give approval for phase 1 which involves:

- Replacing Redholm with a new build, six bedded unit, the total budget for which will be £1.4m.
- Incorporating the capital receipts from the sale of Redholm to augment the finance arrangements for the new build.
- Reducing capacity in Neil Street and Crosshill to six beds, both effective at the date of opening the new unit.
- Actively progressing site acquisition for the location of the new unit at Kylemore Terrace, South West, Greenock.
- Approve spend of £10,000 (estimated cost) to complete the necessary land surveys which are included in the £1.4m project budget.
- Implement revised arrangements for catering and cleaning across all three units.
- That the Committee delegates authority to the Corporate Director - Education and Social Care to select appropriate tenders and to issue tender documents for the Re-provisioning of Redholm Children's Unit and to accept the lowest or most economically advantageous tender in accordance with Council Standing Orders (General) and Financial regulations (26.5)

Robert Murphy
Acting Director, Social Care

4.0 BACKGROUND

- 4.1 The children's residential service in Inverclyde is recognised as being of very high quality. During 2008, inspection by the Scottish Commission for the Regulation of Care confirmed this and awarded each Children's Unit the highest possible score in relation to quality of care, grading this as excellent. These gradings have been sustained at subsequent inspections during 2009.
- 4.2 At the same time the physical properties, size and location of the units are not considered fit for purpose and indeed are described by the Care Commission as institutional. The units are not Disability Discrimination Act compliant.
- 4.3 Inverclyde Council has developed a strong corporate parenting ethos which includes high aspirations for children in care. This includes provision of child centred homely environments where children can grow and develop towards achieving their full potential.
- 4.4 In January of this year a report was presented to the Corporate Management Team seeking to progress the re-provision of the Residential Units for children and young people in Inverclyde. This included detailed information regarding costings which were agreed.
- 4.5 Agreement was also secured for the establishment of a project management team to progress the proposals further which would include potential design options and possible sites.
- 4.6 The project management team was established and includes representatives from Social Work Services, Human Resources & Development, Property Resources & Facilities Management, Finance and Trade Union.
- 4.7 The team met on a number of occasions. A range of other meetings, site visits and benchmarking activities took place. Option appraisal of all potential sites considered led to the identification of a site at Kylemore Terrace, South West, Greenock as the preferred site.
- 4.8 Based on an analysis of this work finalised proposals have been formulated which are outlined below. These proposals are inclusive of the recommendations agreed by Committee in February of this year. Early analysis of planning, legal and topographical issues have not identified any barriers or concerns with regard to this site. Further land survey will be necessary prior to confirmation of the site's suitability.
- 4.9 An initial design and footprint for a six bedded children's unit has been developed. This is consistent with the properties of the preferred site and would be developed to complement the existing area.

5.0 PROPOSALS

- 5.1 It is proposed that the Council adopt a phased approach to the overall strategy of re-provisioning of Children's Residential Services.
- 5.2 Phase one would include 4 elements:
 1. Re-provision of Redholm Children's Unit to a new build six bedded unit.
 2. Reduction in the capacity at Neil Street from an eight bedded unit to a six bedded unit. This would allow reductions in staffing levels which would transfer to the new unit.

3. Reduction in capacity at Crosshill from a twelve bedded unit to a six bedded unit. This would also allow reductions in staffing levels which would transfer to the new unit. Both of the above would be effective from occupation of the first new build.
4. Implementation of a revised structure for catering and cleaning services across all three units, effective from occupation of the first new build unit. This would include catering and cleaning staff being employed as part of the care team and working to a revised shift pattern.

5.3 Timescales for the above proposals include a project start date for the replacement Redholm of August 2010. Timescales for the next two phases would be subject to further reports to CMT and subsequently committee but would be envisaged for completion over the following three years.

5.4 The above proposals facilitate a phased reprovisioning of residential services that would meet the requirement to provide good quality accommodation to children looked after by Inverclyde Council consistent with our corporate parenting strategy and our aim to provide every child the opportunity of having the best start in life.

6.0 IMPLICATIONS

6.1 Finance:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement (if applicable)	Other Comments
N/A	Childrens Homes	2009/10	£10,000	N/A	Included within the capital cost of the project.

The proposed expenditure in the table above is included within the £1.4 million estimated costs of the project. Prudential funding of £88,000 has been agreed to fund the project and will be deducted from the 2010/11 budget for residential child care.

6.2 Property Costs:

Property costs priced as at 1st quarter 2010 are estimated at £1.4m, exclusive any abnormal ground conditions. There are no site acquisition costs.

6.3 Personnel:

Human Resources are involved in the project management of the development and together with Trade Unions.

6.4 Supplies and Services:

Supplies and Services budget would vary to reflect purchase of groceries from local supermarkets rather than bulk purchase from suppliers. This would be consistent with the ethos for self directed care and normalisation.

6.5 Legal:

The Looked After Children Regulations and Guidance (1996) has been revised as at September 2009. The revised regulation and guidance in respect of residential child care will form part of the overall development of this proposal and will be included in any change in practice.

6.6 Equalities:

Historically Looked After and Accommodated Children experience much reduced outcomes compared with non looked after children. This project reflects a determined drive by Inverclyde Council via a strong Corporate Parenting Agenda to improve outcomes of Looked After and Accommodated Children. This would clearly tackle issues of inclusion, discrimination and within the development issues of disability would also be encompassed.

7.0 CONSULTATION

- 7.1 Key Council services have been actively involved and consulted as part of the preparation of this report.
- 7.2 Looked after children, staff and carers views have been considered.
- 7.3 The Scottish Commission for the Regulation of Care and the Scottish Institute for Residential Child Care have also been consulted.
- 7.4 Consultation with neighbours should take place at the point of confirmation of the proposed site.