

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET COMMITTEE CORPORATE PARENTING

19 APRIL 2023

REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING

MY SUPPORT TEAM AND RESIDENTIAL & THERAPEUTIC REVIEW

1. Purpose of report

1.1 The purpose of this report is to provide Corporate Parenting Committee with an update on:

- Grant funding secured from Welsh Government, under the National Improving Outcomes for Children, Eliminating Private Profit Programme to develop and implement a My Support Team (MyST) service;
- The root and branch review of residential and therapeutic services; and
- The new children's residential service that is being developed.

2. Connection to corporate well-being objectives/other corporate priorities

2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:

- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions for all people in the county borough.
- **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
- **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

3.1 As part of Welsh Government's (WG) Programme for Government 2022-2027, there are a number of commitments that, taken together, describe a new vision to transform children's services. The delivery of these commitments will effect change across the whole care system here in Wales.

3.2 A key component of this new vision for children's services is the Programme for Government commitment to remove private profit from the care of care experienced children. The aim is to ensure that public money invested in accommodation for care experienced children does not lead to profit, but instead any surpluses are reinvested into children's services to deliver better outcomes, service improvement

and further professional development. This means that over time the care of care experienced children in Wales will be provided by public sector, charitable or not for profit organisations.

- 3.3 To support the transition to a not-for-profit system, WG encouraged local authorities to bid for funding to upscale existing provision and consider the models of care required.
- 3.4 Bridgend County Borough Council (BCBC) has been remodelling its residential provision for the last 4 years in accordance with the North Yorkshire “No Wrong Doors” model to support more children to have their needs assessed and met in the county borough.
- 3.5 In April 2020, supported by the Behaviour Clinic, a new therapeutic “Trauma Informed Behaviour Analytic” model was implemented which sought to ensure that children received a structured approach to their care, were supported to build relationships with staff, and were able to receive an assessment of the therapy they needed to support positive outcomes and enable them to take positive steps into longer term accommodation to meet their needs.

4. Current situation/proposal

- 4.1 In accordance with the eliminating profit priorities, and to strengthen the therapeutic model and capacity to implement, Bridgend County Borough Council submitted and secured funding to strengthen residential staffing structures and develop and implement a My Support Team (MyST) in fostering and residential services.
- 4.2 The MyST model is well-established within other regions of Wales and has been successfully evaluated. The vision is to create a highly skilled and consistent team around the child, working to a multi-systemic model of practice with significant wrap around support to both staff/carers and children.
- 4.3 The service will include a number of highly skilled staff to enhance the service and should support recruitment and retention, address placement stability and most importantly ensure children achieve better outcomes.
- 4.4 As part of the implementation of MyST, the Institute of Public Care are supporting Bridgend County Borough Council to help inform our vision and develop the therapeutic model to underpin both residential (Children’s Hub) and fostering services, making best use of the capacity available – and considering how it will complement the approach of related and parallel services.
- 4.5 Service leads from the Council and partners in education and health will be consulted with as part of the review and help shape a shared and joint initiative. The review will inform fundamental elements within the commissioning of the MyST service.
- 4.6 Bridgend County Borough Council successfully secured capital investment through the Welsh Government’s Housing with Care Fund for a new purpose-built children’s residential home, Golygfa’r Dolydd (Meadows View), which will provide care and support for up to seven children and young people within the age range of 8 – 17

years. The provision consists of four placements within the assessment facility and three within the emergency facility.

- 4.7 The emergency facility will offer short-term specialist support for children / young people who are experiencing difficult circumstances and who are in immediate need of care and support, for a period of up to 28 days. The assessment service can provide children / young people with intensive placements for up to a period of 12 months. The service will focus on assessments and therapeutic interventions to support their recovery from trauma and assess their ongoing needs for accommodation, care and support.
- 4.8 The building work is underway and due to be completed at the end of April and the property will be furnished by the middle to end of June 2023. Care Inspectorate Wales have visited the property and initial conversations have been held with them regarding registration.
- 4.9 Following a review of residential staffing undertaken in October 2022, it was identified that several proposed changes were required to strengthen the staffing structure at Golygfa'r Dolydd and ensure that the service will be able to operate in line with the Statement of Purpose and meet the needs of children placed there. This included the need to operate two separate rotas, one for the assessment beds and one for the emergency beds, and the need for additional management oversight. These enhancements reflect learning from challenges experienced in Maple Tree House in consistently providing high standards of care. The new staffing structure will significantly reduce the use of casual and agency staff at Golygfa'r Dolydd, and at other Bridgend County Borough Council homes for children, thereby creating greater consistency and routines for the young people and will support relationship development and recovery from trauma. It will also enable the staff team to access ongoing training and development sessions, high quality timely supervision and allow peripatetic residential workers to work within other Bridgend County Borough Council homes/provide additional outreach support if/when an emergency bed is vacant.

5. Effect upon policy framework and procedure rules

- 5.1 There is no effect upon the policy framework or procedure rules as a result of this report.

6. Equality Act 2010 implications

- 6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty, and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report; therefore, it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

7. Well-being of Future Generations (Wales) Act 2015 implications

7.1 A summary of the Well-being of Future Generations (Wales) Act 2015 assessment is listed below:

- Long-term** Children are supported by their carers to reach their full potential, and carers/staff have access to a highly skilled staff team for advice, support, and direction.
- Prevention** The service will assist with a shared understanding of the child's needs and their carers difficulties, to determine how best to intervene and respond to achieve positive outcomes and avoid the needs of young people escalating further.
- Integration** The service is a multi-agency partnership where integration is key to good service delivery arrangements.
- Collaboration** Collaboration is a key approach by placing young people at the centre of their support. Working with the network around the child working towards positive wellbeing outcomes.
- Involvement** Participation and engagement arrangements will be strengthened as part of this working arrangement.

8. Financial implications

MyST – Welsh Government Grant Funding

8.1 Confirmation of funding has been received from Welsh Government, which is set out below:

- 2022/23 £129,304
- 2023/24 £1,228,268 (indicative)
- 2024/25 £1,538,75 (indicative)

8.2 Funding is available for 3 years (Financial years 2022/23–2024/25), and it is unknown at this stage if funding will continue beyond this initial term.

8.3 There is evidence from other local authorities who have implemented similar services that reductions in independent residential placements over a medium-term period could be made, which could be used to offset costs of the service beyond 2024/25 if Welsh Government funding does not continue beyond then.

8.4 Additionally, if Welsh Government funding is reduced or ceased post-2025, it will be ensured that there are necessary clauses within commissioned contracts to end any arrangements entered into, or to allow amendments to reduce provision/funding, leaving minimal financial risk to the local authority.

Golygfa'r Dolydd – financial implications

8.5 The current staffing budget for Golygfa'r Dolydd is £528,792. The cost of the proposed staffing structure is £1,261,817 – an increase of £733,025.

- 8.6 Childrens Residential Care received additional funding from the 2023/24 Budget Pressures totalling £686,530, £606,262 of which is proposed to be utilised to support this restructure on a permanent basis. £112,000 of secured MyST grant funding is also being allocated towards the increased staffing costs of this restructure, and the grant funded posts will be appointed to on a two-year fixed term basis. The balance of the shortfall for this restructure, £14,763, is proposed to be vired from the Casual staffing budget within Childrens Residential Services, as less reliance should be placed on this budget going forward in implementing the new structure.
- 8.7 The grant funded posts need to be recruited to on a two-year fixed term basis in line with the proposed restructure and there is a risk of redundancy at the end of this period. During the two years the service will continue to explore alternative options to fund these posts on a permanent basis or alternative funding or alternative grants funding to continue temporary arrangements as required. The risk highlighted above will be mitigated through the on-going exploration of continued funding and through vacancy management.

9. Recommendation

- 9.1 It is recommended that Cabinet Committee – Corporate Parenting notes the contents of this report.

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Background documents: None