


Appendix 2
End of Project Report and Evaluation

<p>Bridgend County Borough Council Children's Residential Redesign End of Project Report and evaluation</p>	
--	---

Version: 1.0

Date: July 12

Document Status: Draft

Author: Lynne Wilkinson

Approval: Name: Colin Turner

Signature:

Title: Head of Safeguarding and Family Support

Date: September 2012

Project Board Approval (date):.....

Approval is required from the Project Sponsor and the Project Board

0. Document Control

0.1 Version Control

Version	Status	Date	Author	Amendment Details
0.1	Draft	3.7.12	L Wilkinson	
0.2	Draft	14.8.12	L Wilkinson	Amendments made following receipt of comments form project team members.

Purpose of this Document

The purpose of PART 1 of the End of Project Report is to:

- enable the Project Manager to report on how well the project has performed against its PID, with reference to changes;
- document outstanding issues that need transferring to operational ownership prior to closure;
- enable the Project Board to formally close the project

The purpose of PART 2 of the End of Project Report is to document learning points that can usefully be shared with other projects or require corrective action. Specifically to:

- highlight those processes that worked well or could have worked better
- make recommendations for the future
- facilitate the sharing of lessons learnt across the authority.

PART 1: Project Performance

1. Achievement of Project's Objectives

The objectives of the Residential Redesign Project were to:

- reduce the number of existing children's homes from 3 to 2;
- reconfigure the 2 remaining children's homes to provide a:
 - Complex Needs Unit
 - 16+ Transition Unit
- make changes to the staff structure to meet the needs of the new units;
- manage the current cohort of children and young people, taking into account their needs, wishes and feelings.

All the project objectives noted above was fully achieved and the new service became operational on 11th January 2012.

2. Performance

	Baseline (as at PID)	Current
Scope	Redesign of the service to include: <ul style="list-style-type: none">- fully staffed Complex Needs and Transition Units;- suitable alternative emergency provision;	Achieved and became operational on 11 th January 2012. Foster carers to provide emergency accommodation is being identified. To date in the event of emergency accommodation

	<ul style="list-style-type: none"> - closure of one unit; - sale of the identified Community Home 	<p>becoming necessary young people are accommodated in foster care pending further assessment of their needs to inform outcome based care planning.</p> <p>Maesteg Community Home closed on 11th January 2012.</p> <p>The Home has been valued and a sale completed on 15th June 2012, the price received was £115,050.</p>
Timescale	Redesign to be completed by December 2011.	The new service became operational on 11 th January 2012. The reasons for the delay are noted below.
Cost	The budget for the refurbishment work was £200,000.	The total cost of the refurbishment was £280,000.

3. Changes

- Project commenced September 2010 – project manager responsibility changed in April 2011.
- Unit to close to be decided by end Dec 2010 – report provided to full Cabinet in January 2011 when the decision to close Maesteg Community Home was made.
- Service specification - Statement of Purpose, Children’s Guides, Policies and Procedures for new services to be designed and implemented by Dec 2011 – these were completed by June 2011 to enable the consultation process to take place. The consultation was completed by 6th October and following feedback slight amendments were made. Regular progress reports have been provided to Programme Board and Cabinet throughout the process and a report was presented to Scrutiny Committee in March 2012. All of the service specifications were agreed and implemented.
- Unit closure to be achieved by December 2011 – there was some delays in the completion of the refurbishment work – especially in the Transition Unit as changes needed to be made to the building specifications as the refurbishment work progressed. Transfer to the new service could have been achieved early in December but it was agreed by the Project Team and Sponsor that the children accommodated would not be moved until after the Christmas period.
- The names of the units have been changed – Pant Morfa – Complex Needs Unit is now known as Sunny Bank; Cartrefle – Transition Unit is now known as Newbridge House.

4. Outstanding Issues

- Plan for the evaluation of service - completed outside of the Project Group – by Principal Officer and Residential Managers in March 2012, the work identified to complete the evaluation is ongoing and a report on the first six months of the service will be produced by August 2012.
- Developments in electronic recording - ongoing with managers.
- The options appraisal for alternative emergence accommodation has been completed and the ongoing development of the service has become the work of Bridgend Foster Care Team.
- Sale of Maesteg undertaken by Property department – completed in June 2012.
- Additional refurbishment work agreed (outside of main project) in Transition Unit – completed in July 2012.
- Feedback to Bridgend County Borough Council's Building Department remains outstanding as the request for feedback is yet to be received by the Principal Officer – Accommodation & Regulated Services or the Unit Managers.

PART 2: Lessons Learned

Production of this report

The report was developed by using the documentation previously produced and agreed during the project, ongoing development work and day to day management responsibilities that the Principal Officer – Accommodation & Regulated Services undertakes with the residential managers.

On completion of the report it was shared with all members of the Project Team, comments and suggestions were received and have been included into the report.

1. Management/Quality Process Assessment

1.1 Aspects of the project that worked well

- The project team worked well together to ensure that the aims and objectives of the project were achieved.
- The previous project manager completed the documentation and set up a project team in order to achieve the project aims and outcomes. These were reviewed by the new project manager in April 2012 and some amendments were made.
- Where issues were raised meetings were held outside of the project team to resolve them.
- Only one member of staff was displaced, but was subsequently offered an alternative position with Children's Services in June 2012.

- Statement of Purpose, Children's Guides, Policies and Procedures were reviewed and all regulatory processes were completed.
- The new service was promoted and referrals for children/young people to be considered for accommodation progressed and children/young people have been admitted into the new service.
- New and existing relationships have developed and become stronger between the staff based on the units and multi agency professionals for the benefit of the children/young people accommodated in the units.
- Staff group have gained knowledge and experience to assist the children/young people.
- Children/young people have been accommodated within their locality.
- Children/young people currently accommodated in out of authority placements have been considered to return to in-house provision and where appropriate arrangements have been made for this to take place.
- The plans for the children and young people that were accommodated within the 3 units were progressed and these were successfully achieved within time scale.
- The children and young people placed were advised, consulted with and involved in all the processes that affected them.
- Children, young people and staff were included in the renaming of the units and the chosen names were the suggestions of the children and young people that were accommodated in both units.
- All staff were provided with regular and up-to-date information about the progress of the project.
- All relevant partner agencies were represented and involved in the redesign of the new services.

1.2 **Aspects of the project that could have worked better or were an issue**

- 5 members of staff were initially displaced following the match & slot process. A process of interviews was held for available posts and alternative posts within the Children's Directorate were offered to 3 staff; one member of staff was made redundant and one officer secured an alternative permanent position.
- Staffing issues became problematic during the refurbishment of the units, a decision was reached to temporarily close Pant Morfa and move the children accommodated to Maesteg Community home. The staff were transferred to other units (where possible in their new allocated staff group) to ensure care and support was provided to the children/young people accommodated.
- As a result of the closure of Pant Morfa, security staff were employed (during evenings and weekends) to ensure that the unit remained secure. This incurred additional costs.
- Delays to the refurbishment work commencing in Cartrefle meant that the expected completion of the project was delayed. The work

that was required did not affect the day to day management of the unit (the work was being undertaken in the bed sit areas) but the delay resulted in the new service (the transfer of young people into the bedsits) not being available.

2. Summary/Conclusions

- The aim of the project was to reconfigure the existing children's residential that would provide a more efficient and focused service to meet the changing needs of children and young people of Bridgend.
- By working as a team, staff from partner agencies helped to shape the service and they continue to be involved and this ensures that the plans for each child/young person is planned, reviewed, monitored and achieved.
- The project team worked well together to achieve the identified tasks. Despite setbacks and a slight delay the new service was successfully implemented in January 2012.

3. Recommendations

- The use of project management tools helped in the process of achieving the desired outcomes for the project.
- The membership of the project team was diverse and this ensured that all the work needed to achieve the outcomes of the project was completed. Where additional advice and support was identified the professionals needed were co-opted onto the team.
- More robust plans when undertaking the refurbishment work would have seen the work being completed on schedule or earlier and the "flow" of work may have also helped the process.
- Pricing schedule of work was not provided until after the work was completed in Sunny Bank.
- Time delays in outside contractors commencing the work due to the delay in completing the major works.
- Policies and procedure documentation should be version controlled.
- The time that internal staff members took when undertaking specific work to ensure that the project was completed in addition to their day to day work was underestimated.

Sunny Bank – Complex Need Unit

Prior to the new service becoming operational 2 young people were already accommodated within Maesteg, both were referred to the new complex need service, the referrals were accepted and they were admitted on the 11th January 2012. A clear plan of work which needed to be undertaken for each young person was developed, as the approach to be taken in the unit is dynamic and involves the staff working with a range of other services and professionals to achieve the outcomes set. The aim being that this should result in a shorter time frame for the young person to be accommodated. As part of the model, monthly placement review meetings are held to ensure plans are kept on track and targets/goals are achieved in order to progress plans to successful outcomes.

The accommodation levels can vary and there are factors which need to be considered before a referral is accepted, most significantly is the match of young people, as one young person could disrupt a stable group and therefore impact on plans for others progressing to positive outcomes.

The occupancy rates have been set as 80% and to date these have been:

- January 70%
- February 75%
- March 75%
- April 36%
- May 36%
- June 67.5%
- July 87%
- August 100%

The unit has therefore achieved an average occupancy of 68%. It is expected that this will rise by the end of the year as the unit is currently at full capacity and the awareness of the service is increasing which will prompt on-going referrals.

To date three young people have completed their identified programme, two young people returned home and one young person was placed in a secure environment due to risks the young person presented to themselves and others. The four young people currently accommodated have clear plans which are progressing well.

Admissions to the service have to be planned, this is to ensure the service can meet the needs of the young people and ensure the mix of young people is manageable. It was expected that this figure for planned admissions would have been 100%, but due to circumstances outside of the unit's control, they were required to accommodate two young people on an emergency basis outside of the Statement of Purpose and therefore breaching the registration requirements. This in effect lowered the percentage to 75%. Accommodating young people on an on-going emergency basis needs to be discouraged so

not to undermine the service or disrupt the plans for young people accommodated.

Following a young person leaving the unit end of placement evaluation forms are sent out to the young person, their parents/carers and other relevant professionals. The aim is to obtain feedback on the service received, which is then considered as part of the continuous development of the service. To date nine forms have been issued, however, there has been a poor response rate, two were returned by young people which total 21.5%. This has identified a need to review how feedback is obtained and work is on-going as to how this will be undertaken in the future in order to increase the feedback and it is hope that there will be a greater response at the next evaluation.

Whilst accommodated on the unit, the education of young people is carefully monitored, close links with the relevant schools have been developed and individuals within the school have been identified and are asked to attend the placement reviews. The staff have supported young people within schools and have responded quickly to any request from a school for support when an issue arises. In addition young people are encouraged and supported to undertake extra school work and if a young person is on a reduced timetable they are supported in their education at the unit to maintain the routine of participating in a full school day. It is pleasing to note the attendance level across the unit for young people accommodated is 94%.

The redesign of the service has had an impact on staff, as they have needed to adapt to new working arrangements – most having to transfer to new working environments with a different staff group and develop new ways of working – i.e. more focused individualised care plans which include working with a range of external professionals and the needs of the young people accommodated being more complex to meet the aims and objectives of the new service.

Within this evaluation period one member of staff has resigned due to ill health and this has impacted on the figure for sickness levels due to the long term sickness; to date the sickness rate has been 4.5%. It is hoped this figure will reduce for the next evaluation as sickness amongst the staff team in general is low. The vacancy that has arisen has been advertised as it is important to have a full complement of staff in order to maintain consistency within the service and operate in a safe environment.

As part of the continual development of staff it is essential that they attend training, to date there have been a total of 35 trainings sessions attended over this period and training events will continue to be attended by staff as part of their continual professional development.

This is the first review of the service and since its implementation the service has been continually reviewed to establish how the service operates to best meet the needs of the young people accommodated. Where figures have been low it is expected that these will improve as the service develops and effective ways of delivering the service is established.

Newbridge House – Transition Unit

Prior to the new service becoming operational 4 young people were already accommodated within Cartrefle. All four young people were referred to the new service, the referrals were accepted and they were admitted on the 11th January 2012.

The proposed independence programme which has been developed as part of the new service was difficult to incorporate with the young people due to the length of time that the young people had already been resident in Cartrefle – plans were already in place for alternative support and accommodation to be provided. One young person's behaviour was extremely challenging which increased the pressure on the young people accommodated and the staff group. The plans put in place for these young people have now progressed and new admissions have been arranged which has enabled the staff to introduce clear plans for each young person as they are admitted to the new service. These plans have involved the staff working with a range of professionals in order to progress each individual plan and as part of the service model monthly placement review meetings are being held to ensure that plans are kept on track and targets/goals are achieved in order to progress plans to successful outcomes.

To date no young people have moved into the 2 bedsits that were created as part of the redesign but it is expected that one young person will be moving in, in the near future and plans for another to move from the main unit into the bedsit area are ongoing, these changes should be reflected in the next evaluation report that will be provided.

Admissions to the service are planned, this is to ensure the service can meet the needs of the young people and ensure the mix of young people is manageable. Therefore the accommodation levels can vary and there are factors which need to be considered before a referral is accepted, most significantly is the match of young people, as one young person could disrupt a stable group and impact on plans progressing to positive outcomes.

The occupancy rates for the Unit have been set as 80% and to date these have been:

- January 100%
- February 100%
- March 75%
- April 100%
- May 75%
- June 75%
- July 75%
- August 50%

The unit has therefore achieved an average occupancy of 81.25%. It is expected that this will rise by the end of the year as young people have been referred to the new service and plans are in place for dates for them to be

admitted and the awareness of the service is increasing which will prompt on-going referrals.

As noted above five young people have moved on from the unit, four have successfully moved into other supported accommodation as identified in their plan and one moved into a different form of residential care due to the complexity of his needs. The two young people currently residing on the unit have a clear plan in place which is working well.

Following a young person leaving the unit, end of placement evaluation forms are sent out to the young person, their parents/carers and other relevant professionals. The aim is to obtain feedback on the service received, which is then considered as part of the continuous development of the service. To date 14 forms have been issued, however, there has been a poor response rate, 3 were returned by young people which total 21.4%. This has identified a need to review how feedback is obtained and work is on-going as to how this will be undertaken in the future in order to increase the feedback and it is hoped that there will be a greater response at the next evaluation.

Whilst accommodated on the unit, the education and/or training of young people is actively encouraged and monitored, close links with colleagues and employment schemes have been developed and individuals within these services have been identified and are asked to attend the placement reviews. The staff support the young people within their placements and with additional activities which assist in the progression of their independence and/or training.

As part of the redesign the outreach worker posts were created, their role and function is to work with young people who are moving on from the unit but still require advice and support. To date they have worked with 6 young people in various community settings, encouraging the young people to maintain and improve on their independence. This has resulted in two young people gaining a secured tenancy and the independence of the other four increasing and their long term plans developing.

The redesign of the service has had an impact on staff, as they have needed to adapt to new working environments and develop new ways of working to meet the aims and objectives of the new service and the challenging behaviour presented by the young people.

Prior to the new service commencing as noted above the behaviour of the young people accommodated at the time was challenging, this meant that staff were working in a very stressful environment and it led to an increase in sickness, the overall sickness rate being 5%, ongoing support and additional training was provided to staff at this time. It is hoped this figure will reduce for the next evaluation as sickness amongst the staff team has significantly improved. In addition, on commencement of the new service one senior residential worker was on long term sick and has now left the employment of BCBC; this vacancy has now been filled with an internal member of staff being offered the post, this resulted in other changes to the staffing rota

becoming necessary, all of the posts affected have now been filled which has resulted in more stability within the team which has had a positive impact on the staff team morale and sickness levels.

As part of the continual development of staff it is essential that they attend training, to date there have been a total of 36 training sessions attended over this period and training events will continue to be attended by staff as part of their continual professional development.

This is the first review of the service and since its implementation the service has been continually reviewed to establish how the service operates to best meet the needs of the young people accommodated. Where figures have been low it is expected that these will improve as the service develops and effective ways of delivering the service are established.

Further Developments

As part of the redesign of the service and since its implementation, work has been ongoing to strengthen the links between the teams based in the department and other professionals. This includes work with; Sunny Bank and the Bridgend Fostering Team to develop links, a process and ongoing support for young people requiring long term foster care following the completion of their individual programme within the unit and between Newbridge House and the Just Ask+ Team to develop the role of the outreach workers and how they can support young people known to the team and requiring ongoing support.

Work has also been undertaken to improve the IT systems and the long term plan is for the service to run “paper-less”. As part of this work documentation has been reviewed and amended for use across all of the units.

L Wilkinson
Principal Officer – Accommodation & Regulated Services
17th September 2012