

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

*Rydym yn croesawu gohebiaeth yn Gymraeg.  
Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

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#### **Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: (01656)  
643147/643148

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Wednesday, 22 February 2017

Dear Councillor,

#### **CABINET**

A meeting of the Cabinet will be held in the Committee Rooms 1/2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Tuesday, 28 February 2017 at 2.30 pm.**

#### **AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 5 - 22  
To receive for approval the Minutes of the meetings of the Cabinet of 31 January and 14 February 2017.
4. Renewal of Insurance Cover 23 - 26  
To seek approval for the renewal of the Council's insurance programme and to authorise Marsh UK Ltd, as the Council's appointed insurance broker, to accept cover for the full range of policies, on behalf of the Council.
5. Interment Charges for Children ( Up to and including the age of 16 years) 27 - 32  
To seek the approval of Cabinet to amend the current pricing policy for the interment of children within our municipal cemeteries with a view to removing the interment charge for children up to and including the age of 16.
6. Bridges Into Work 33 - 38  
To seek Cabinet approval to apply for and accept an extension of the Bridges Into Work 2 (BIW2) Project to 31<sup>st</sup> March 2020.
7. Nantymoel Community Building Investment 39 - 42  
To provide an update to Cabinet on the progress made by relevant community groups to develop alternative community facilities within Nantymoel, using the £200,000 allocation

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within the Capital Programme set aside following the closure and subsequent demolition of the Berwyn Centre in 2012/13.

8. Town and Community Council - Capital Fund Update 43 - 46  
To seek Cabinet approval to allocate the remaining funds from the Town and Community Council Capital Fund in line with the recommendations contained within the report.
9. Western Bay Commissioning Strategy for Care Homes for Older People 2016-2025 47 - 130  
To seek approval from Cabinet to endorse the regional Western Bay Care Homes Commissioning Strategy for Older People and local implementation strategy for Bridgend County Borough; and explain the Strategy's agreed objectives and commissioning priorities following the stakeholder consultation process.
10. Approval of the Statements of Purpose for Regulated Services 131 - 240  
To provide Cabinet with the revised Statements of Purpose for the current regulated services provision in Bridgend County Borough for approval.
11. Appointment of Local Authority Governors 241 - 248  
To seek approval from Cabinet for the appointment of Local Authority governors to the school governing bodies listed.
12. Information Reports 249 - 276  
To inform Cabinet of the Information Reports which have been published since its last scheduled meeting.
13. Urgent Items  
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
14. Exclusion of the Public  
The minutes and reports relating to the following items are not for publication as they contain exempt information as defined in Paragraphs 14, 16 and 18 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.  
  
If following the application of the public interest test Cabinet resolves pursuant to the Act to consider these items in private, the public will be excluded from the meeting during such consideration.
15. Approval of Exempt Minutes 277 - 280  
To receive for approval the exempt minutes of the meeting of Cabinet of 31 January 2017.
16. Risk Based Verification 281 - 290

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

HJ David

CE Smith

Councillors

HJ Townsend

PJ White

Councillors

HM Williams

CL Reeves



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CABINET - TUESDAY, 31 JANUARY 2017

MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 31 JANUARY 2017 AT 2.30 PM

Present

Councillor HJ David – Chairperson

CE Smith

HJ Townsend

PJ White

HM Williams

Apologies for Absence

CL Reeves

Officers:

Randal Hemingway	Head of Finance & Section 151 Officer
Darren Mepham	Chief Executive
Mark Shephard	Corporate Director - Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Andrew Jolley	Corporate Director Operational & Partnership Services
Robin Davies	Group Manager - Business Strategy and Performance
Andrew Rees	Senior Democratic Services Officer - Committees

1042. DECLARATIONS OF INTEREST

None.

1043. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of Cabinet of 10 January 2017 be approved as a true and accurate record.

1044. MEDIUM TERM FINANCIAL STRATEGY 2017-18 TO 2020-21 AND DRAFT BUDGET CONSULTATION PROCESS

The Corporate Director Operational and Partnership Services presented the presented the recommendations of the Corporate Resources and Improvement Overview and Scrutiny Committee and the findings of the Budget Research and Evaluation Panel (BREP) in considering the draft Cabinet proposals on the Medium Term Financial Strategy 2017-18 to 2020-21.

The Deputy Leader placed on record his thanks to the Members of the Corporate Resources and Improvement Overview and Scrutiny Committee and the Budget Research and Evaluation Panel for the work undertaken in relation to the draft Budget Proposals and that the recommendations would be considered by Cabinet.

RESOLVED: That Cabinet agreed to consider the recommendations of the Corporate Resources and Improvement Overview and Scrutiny Committee, in response to the Medium Term Financial Strategy 2017-18 to 2020-21 and the Draft Budget Consultation Process.

1045. BUDGET MONITORING 2016-17 - QUARTER 3 FORECAST

The Head of Finance Section 151 Officer reported on an update on the Council's financial position as at 31 December 2016.

He informed Cabinet that Council on 10 March 2016 had approved a net revenue budget of £254.891 million for 2016-17 along with a capital programme of £43.553 million, which was revised to £47.121 million. He reported that the overall projected position as at 31 December 2016 was a net under spend of £418k, comprising a £1.525 million net under spend on Directorates and a £5.363 million net under spend on corporate budgets, offset by net transfers to earmarked reserves of £6.470 million. The Head of Finance and Section 151 Officer stated that the Draft Budget for 2017-18 and an outline Medium Term Financial Strategy (MTFS) for 2017-2021 approved for consultation by Cabinet in November 2016 had estimated that £33.6 million of recurrent budget reductions between 2017 and 2021 would have to be found based on the most likely scenario.

He reported on the monitoring of budget reduction proposals in that of the £11.225 million budget reduction proposals for 2015-16, £2.692 million had not been met in full, leaving a shortfall in the financial year of £1.909 million. There remained an ongoing shortfall of £1.167 million in 2016-17 against these specific proposals. A MTFS Budget Reduction Contingency had been established as an earmarked reserve of £333,000 which will be used to partly mitigate the shortfall on MREC, Blue Badges and School Transport. He reported that of the budget reductions proposals totalling £7.477 million, seven of the proposals totalling £1.302 million are Red and twelve of the savings proposals are Amber, which total £821,000. He informed Cabinet that he had reviewed the shortfalls and had made an additional one-off allocation from the MTFS Budget Reduction Contingency of £195,000 to rationalise the core office estate – leasing of Raven's Court. He stated that work is ongoing to deliver the proposals or alternatives which have been reflected in the forecast outturn for the year. He summarised the financial position for each main service area by Directorate as at 31 December 2016.

The Head of Finance and Section 151 Officer reported on the position on the Council wide budgets which is £42.173 million with a projected outturn of £36.810 million, resulting in a projected under spend of £5.363 million as a result of lower demand than forecast for the Council Tax Reduction Scheme, an under spend on the interest paid on Capital financing due to lower borrowing than anticipated and an under spend on other Corporate Budgets. He stated that funding was held corporately to meet the budget pressures associated with Extra Care scheme, however due to the delay in the scheme, the funding has been transferred to an earmarked reserve, pending construction works. He stated that this projection could change significantly during the financial year, depending on the extent of inclement weather during the winter period, the outcome of the Welsh Language appeals and further demands on the Council Tax Reduction Scheme.

The Section 151 Officer reported on the monitoring of the capital programme for 2016-17, which was approved by Council in March 2016 and further revised during the year to incorporate budgets brought forward from 2015-16, budgets carried forward into 2017-18 and any new schemes and grant approvals. The revised programme totalled £28.133 million following slippage of £18.47 million, of which £18.393 million is met from Council resources with the remaining £9.74 million coming from external resources.

He outlined the position on the review of earmarked reserves, the movement of earmarked reserves to the end of Quarter 3 and on the creation of new earmarked reserve, increases to existing earmarked reserves and amounts that have been unwound from reserves during Quarter 3. He stated that following a review of public realm assets, the Communities Directorate had identified a range of urgent works required across the County Borough. A public realm reserve of £200,000 had been created from existing resources to be drawn against as quickly as works can be completed.

The Leader questioned whether the Extra Care scheme would be eligible for social housing grant. The Corporate Director Social Services and Wellbeing stated that the Council's partner in the scheme, Linc would be submitting a bid for social housing grant. The Head of Finance and Section 151 Officer confirmed that there was a shortfall with the Extra Scheme which the Council's partner will bridge.

The Cabinet Member Social Services and Early Help questioned the reason for the under spend in Housing Options and Homelessness where there was a budget variance of 47.1%. The Corporate Director Operational and Partnership Services stated that the under spend was attributed to difficulties in recruitment. He stated that grant money would be utilised fully rather than the Council using its own resources.

The Leader questioned requested an explanation of the reserves for Service Reconfiguration and the MTFS Budget Contingency. The Head of Finance and Section 151 Officer informed Cabinet that £1 million had been added to Service Reconfiguration for redundancy costs and the MTFS Budget Contingency had been topped up.

RESOLVED: That Cabinet noted the projected revenue and capital outturn position for 2016-17.

1046. CARDIFF CAPITAL REGION - CITY DEAL

The Chief Executive sought approval for the formal establishment of the Cardiff Capital Region Joint Committee to oversee the region's economic growth agenda and delivery of the 20 year Cardiff Capital Region City Deal. He also sought approval of the Joint Working Agreement (JWA), Assurance Framework, Implementation Plan and the role of Cardiff Council as the Accountable Body that will enable the establishment of the Cardiff Capital Region City Deal.

The Chief Executive reported that the Cardiff Capital Region City Deal Heads of Terms Agreement which was signed on 15 March 2016 outlined the parameters for the detailed development of the City Deal and set out how the ten local authorities will work in partnership with the Welsh Government and UK Government to support economic growth. He stated that in order to progress enhanced regional working and the establishment of the Investment Fund; the Heads of Terms outline proposals to establish a Cardiff Capital Region governance model. He informed Cabinet that the development of the City Deal is reliant on the establishment of a Joint Committee comprising the participating local authorities, which will also be the lead body for any local authority regional collaboration on issues highlighted within the City Deal Heads of Terms. He also informed Cabinet that securing a final City Deal agreement is also reliant on the establishment of an Investment Fund Assurance Framework which will ensure that schemes taken forward represent good value for money and are underpinned by a robust business case. An exception to this is the South East Wales Metro which will be subject to a separate Welsh Government assessment. Committing the Council to a to a Joint Working Agreement that represents a fundamental and long-term shift in the way in which local government in the city-region functions, bringing about a step change in collaboration in the areas of economic development, skills and training, regeneration, strategic planning, housing and transport.

The Chief Executive reported on progress in delivering the City Deal in that the Heads of Terms outlines the joint commitments made by the ten local authorities of the Cardiff Capital Region, the UK Government and the Welsh Government to unlock £1.2 billion of investment to increase the performance of the city-region economy. He stated that recent work had encompassed the establishment of:

- Cardiff Capital Region Joint Cabinet;

- A Programme Management Office;
- Growth and Competitiveness Commission;
- Employment and Skills Board;
- Regional Transport Authority;
- Cardiff Capital Region Economic Growth Partnership
- A Regional Business Organisation

The Chief Executive reported that in order to discharge the Cardiff Capital Region's City Deal commitments and implement an ambitious economic strategy in the longer term, the ten local authorities requested that greater financial autonomy and flexibility should be granted by government in order to accelerate the delivery of critical infrastructure across the region at a time of local authority funding constraints.

The Chief Executive also reported that the next steps involved the establishment of a Regional Cabinet and to agree the terms and conditions of the City Deal Investment Fund. He stated that there are three specific requirements to be met, set by UK and Welsh Governments, namely:-

- The transition of the Regional Cabinet out of the "Shadow" arrangements;
- Formal approval of the Assurance Framework for the Investment Fund; and
- Formal approval of the Implementation Plan.

The Chief Executive informed Cabinet that all ten constituent councils will be asked to agree to the recommendations set out in the report and which have been presented in a consistent manner to all ten councils. He stated that once all ten constituent councils agree to the Assurance Framework and the Implementation Plan they need to be submitted to the Welsh and UK Governments by the end of February 2017 and finalised at the latest by 31<sup>st</sup> March 2017, in order to release this financial year's funding contribution from UK Government. The Chief Executive highlighted the financial implications for the ten partner local authorities and based on the proportion of total population for the City Deal area, this Council's share of the financial contributions is 9.4% resulting in a capital contribution of £11.28 million over 10 years and a proposed 'Affordability Envelope' of £19.9 million, including the cost of carry. He outlined in detail how the Council would fund both the revenue and capital implications of the City Deal in the MTFs.

The Leader in commending the recommendations stated that this was a watershed in the development of the City Deal and he commented on the close working relationship which had been developed amongst the ten local authorities. He also commented that the City Deal is a very ambitious programme and was unique in the way in which the ten local authorities had come together with the UK and Welsh Governments. He was also very heartened at the way the 10 local authorities had approved the recommendations and next steps and which has also had cross party support. The City Deal programme has also had the support of the three Universities in the region as well as the Federation of Small Businesses; Institute of Directors and CBI. He stated that the case for the City Deal is compelling and he looked forward to the Council adopting the proposals for the future prosperity of those who live in the region and to secure investment in the region.

The Cabinet Member Social Services and Early Help commented on the need for inclusion and on the importance of convincing everyone in the region to support the City Deal. The Cabinet Member Education and Regeneration in supporting the recommendations commented on the importance of establishing the Growth and Competitiveness Commission which identified the challenges and opportunities for economic growth and how the region can achieve its full growth potential. He believed that the themes and role models are right and commented on the importance of regional



investment which had brought prosperity not only in the UK but also in European cities. The Deputy Leader commented on the challenges ahead presented by the City Deal and hoped that the opportunities are grasped. The Cabinet Member Wellbeing and Future Generations commented on the importance of the collaboration of securing what is best for the whole of the region and not based on parochialism. The Leader hoped that this approach was recognised by the 10 local authorities. The Chief Executive informed Cabinet that the Assurance Framework would be in place to ensure the schemes taken forward represent value for money for the region and are underpinned by a robust business case.

**RESOLVED:** That Cabinet approved the following in so far as it applied to its function:

- (1) Approved the Joint Working Agreement as the legal document that formally establishes the Cardiff Capital Region Joint Committee (the 'Regional Cabinet') as a Joint Committee, with delegated functions, with a Commencement Date of the 1<sup>st</sup> March 2017. The elected member representative to the Regional Cabinet shall be the Leader of the Council, or his/her nominated Deputy;
- (2) Approved the financial contributions from each constituent council towards the collective £120m total, (together with such associated costs e.g. carry costs), as detailed in the body of this report;
- (3) Approved the carry forward of any remaining revenue funds from 2016/2017, contributed by each constituent council, into 2017/2018 in order that the support structure for the Regional Cabinet continues;
- (4) Approved the collective revenue contributions of up to £1m (inclusive of Recommendation 3 above, on a proportional basis as set out in the JWA) to the 2017/2018 budget, in order that the support structure for the Regional Cabinet continues;
- (5) Approved that the City of Cardiff Council acts as the Accountable Body with the responsibilities as set out in the JWA;
- (6) Approved the Assurance Framework as the open and transparent, robust decision making process for considering all proposals requiring support from the CCR City Deal Wider Investment Fund;
- (7) Approved the Implementation Plan in the form attached to the JWA, subject to each constituent council approving the JWA Business Plan;
- (8) Approved the Chief Executive in consultation with the Leader of the Council, the Corporate Director Operational and Partnership Services and s151 Officer be granted delegated authority to agree such amendments as are necessary to the JWA, Assurance Framework and Implementation Plan (as are appropriate) from the date of acceptance of these recommendations to the Commencement Date of the 1<sup>st</sup> March 2017;

(9) Approved the Chief Executive in consultation with the Leader of the Council, the Corporate Director Operational and Partnership Services and s151 Officer be granted delegated authority to agree whether the Council should continue to explore the opportunity to continue to participate in the CCR City Deal in the event that one or more of the ten constituent councils fail to agree any of recommendations (1) – (2) above; and

(10) Approved the Leader of the Council or his nominated Deputy be granted delegated authority to sign the JWA on behalf of the Council.

**1047. EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF) REGIONAL SCHEME FOR ENTERPRISE HUB DEVELOPMENT**

The Corporate Director Communities sought approval to to submit a project proposal for funding under the West Wales and the Valleys ERDF Priority 4, Strategic Objective Four to increase employment through investments in prioritised local or regional infrastructure, supporting a regional or urban economic strategy.

He reported that following direction from the South East Wales Directors of Environment and Regeneration (SEWDER) and further endorsement by the Cardiff Capital Region (CCR) Programme Board, six neighbouring authorities are working together to develop a regional proposal for the funding available under P4SO4. Any proposals submitted under the programme would take into account other strategic work taking place across the region, and should also link with relevant regional and national strategies and the recent report by the Cardiff Capital Region City Deal Growth and Competitiveness Commission.

The Corporate Director Communities reported that the project aimed to assist in the delivery of an integrated approach to targeted investment, which can help to support Small to Medium Enterprise (SME) growth, creation of microenterprise hubs and overall increase employment opportunities. He stated that an integrated regional approach would be taken and each Authority will develop its prioritised action based on those aspects of delivery it considered most appropriate. It was also recognised that infrastructure alone would not be sufficient to achieve the outcomes associated with this specific objective and it was proposed that as part of the operation there would be a range of activities which support the development of enterprise. He stated that for the County Borough, it was proposed that the focus for investment would be primarily on the Science Park and the Innovation Centre but also include other aspects of the portfolio where relevant. It was proposed that the funding opportunity could support and complement the existing stock of employment sites in the area. He also stated that there is demand within the County Borough for small / micro enterprise space which cannot currently be fulfilled. The increased economic impact would therefore help to support building relationships and confidence with the private sector to invest within the region.

The Corporate Director Communities reported that Blaenau Gwent County Borough Council had indicated a willingness to assume the role of Lead Authority for the purposes of coordinating and preparing the Business Plan for the Project.

**RESOLVED:** That Cabinet:

- (1) Supported the proposal that Blaenau Gwent assumes the role of Lead Authority for the purposes of coordinating and preparing the business plan for the Project.
- (2) Authorised the Corporate Director – Communities, to develop the detailed business plan for the Project, including the match-funding requirement, focusing on the Bridgend Science Park and Innovation Centre (but also including other aspects of the portfolio where relevant).
- (3) Authorised the Corporate Director – Communities, in consultation with the S151 Officer, to submit the business plan based on the confirmed level of match funding at the date of submission and accept the resulting funding offer in line with the Council's Grant policy, and subject to being satisfied that any grant conditions attached to the offer of funding are acceptable.

1048. PORTHCAWL RESORT INVESTMENT FOCUS - PRIF

The Corporate Director Communities reported on an update on progress in relation to the development of the EU funded, Porthcawl Resort Investment Focus (PRIF) Programme which was being developed in association with Porthcawl Harbourside Community Interest Company (PHCIC) and Visit Wales (VW), and sought approval to submit the final business plan and accept identified funding.

He reported that following a regional prioritisation exercise involving all 10 Local Authorities in the South East Wales area, Porthcawl was scored as a priority for support. He stated that he was authorised by Cabinet in April 2015 to develop the detail of the priority scheme for Porthcawl in partnership with local, regional and national stakeholders and, in consultation with the s151 Officer, to put in place the necessary match-funding arrangements for the delivery of the Scheme in line with the VW funding timetable. On 18 March 2016 it was announced that the Tourism Attractor Destinations (TAD) Programme has received approval to develop a £85m investment, backed with £27.7m from ERDF.

The Corporate Director Communities reported that the overall PRIF Programme is divided into two parts with certain aspects being delivered by the PHCIC and certain aspects being delivered by Bridgend County Borough Council. The organisations will each be responsible for its respective activities, funding arrangement and reporting requirements and each will enter into separate agreements with the funder. He stated that the two organisations have worked closely together in the development stage to date and would continue to do so during the proposed delivery stage under the PRIF Programme banner, despite technically being two separate Schemes.

He reported that the scope of the overall PRIF Programme, made up of both BCBC and PHCIC activity, is to create a high quality, 21st Century signature destination within Wales, offering selling points to a range of global markets, potentially involving a bustling waterside; a world class golf offer and a high quality accommodation development. He informed Cabinet that If successful in obtaining funds it is considered that delivery will aim to:

- Create jobs and enhance the resilience and size of the local economy
- Position Porthcawl as recognised as an exemplar of innovation and sustainability
- Increase both day visitors and overnight stays in the area

- Reduce seasonal flow of visitor patterns

The Corporate Director Communities reported that the governance of the Council's aspects of the PRIF Programme will take place through the Porthcawl Programme Board, with a project team already identified with key roles and responsibilities. He outlined the financial implications of the programme in that the total value of the Council's activity within the PRIF Programme is currently considered to be £2,555,000, made up of a proposed ERDF grant of £1,565,940 and match funding of £989,060. He stated that currently £300,000 had already been secured from the Coastal Communities Fund grant, reducing the BCBC match-funding requirement through the Strategic Regeneration Fund.

The Cabinet Member Education and Regeneration in supporting the recommendations commented on the positive association between the Council and the PHCIC which has played an active role in the development of the programme with the other partners. The Leader in commending the proposals stated that this was very good news for Porthcawl and the County Borough as a whole which would take the resort forward with confidence.

RESOLVED: That Cabinet:

- (1) Authorised the Corporate Director – Communities to develop the detailed business plan.
- (2) Authorised the Corporate Director – Communities, in consultation with the Section 151 Officer, to submit the business plan and accept the resulting funding offer in line with the Council's Grants Policy, and subject to being satisfied that any grant conditions attached to the funding offer are acceptable.

1049. SCHOOL MODERNISATION PROGRAMME: OUTCOME OF CONSULTATIONS ON PROPOSAL TO MAKE A REGULATED ALTERATION TO AFON Y FELIN PRIMARY SCHOOL

The Group Manager Business Strategy and Performance reported on the outcome of the consultation on the proposal to make a regulated alteration to Afon y Felin Primary School by enlarging the school and presented the findings of the consultation in draft consultation report.

He reported that prior to the commencement of this academic year, it became apparent that there would be a significant increase in pupil numbers for 2016/17 and as at September 2016 there were 110 pupils aged 4-11 and 23 nursery aged pupils on roll at the School. He stated that In order to accommodate the increased pupil numbers and avoid overcrowding it became necessary for the School to utilise a space within the existing accommodation for teaching purposes. This resulted in an increase to the capacity and this change was implemented on a temporary basis this academic year.

The Group Manager Business Strategy and Performance reported that Cabinet was informed in October 2016 of the need to formalise the temporary arrangement by undertaking a regulated alteration to enlarge the School, as the capacity of the school five years prior to the date of the proposed implementation was 96. He stated that the re-designation of spaces at the school resulted in the capacity for pupils aged 4-11 increasing to 131 which is greater than 25% of the capacity as at 2011/12.

The Group Manager Business Strategy and Performance reported that consultation was carried out between 22 November 2016 and 6 January 2017 in accordance with the

statutory School Organisation Code. He summarised the responses to the consultation following pupil consultation; parents and interested parties consultation and staff and governor's consultation. He stated that Estyn's opinion was that the proposal is likely to maintain the standard of education in the area.

RESOLVED: That Cabinet:

- (1) Considered the outcome of the consultation with all parties as detailed in the attached consultation report and appendices;
- (2) Approved the draft consultation report for publication;
- (3) Authorised the publication of a Public Notice on the proposal to make a regulated alteration to the school in the form of an enlargement with effect from April 2017.

1050. INFORMATION REPORTS FOR NOTING

The Corporate Director Operational and Partnership Services presented a report, the purpose of which was to inform Cabinet of the Information Report which has been published since the last meeting.

RESOLVED: That Cabinet acknowledged the publication of the documents listed in the report:-

<u>Title</u>	<u>Date Published</u>
Treasury Management Activities and Treasury Management and Prudential Indicators 2016-17	25 January 2017

1051. URGENT ITEMS

There were no urgent items.

1052. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following items of business as they contain exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

The Monitoring Officer confirmed that one of the items was not subject to the public interest test for reasons of legal professional privilege and should therefore be considered in private. However the public interest applied in respect of one item of business.

Following the application of the public interest test in consideration of these other items, it was resolved that pursuant to the Act referred to above, to consider them in private, with the public being

**CABINET - TUESDAY, 31 JANUARY 2017**

excluded from the meeting as they would involve the disclosure of exempt information of the nature as stated above.

1053. PORTHCAWL MARITIME CENTRE PROPOSAL - LAND AT COSY CORNER

1054. COMMISSIONING AND AWARD OF CONTRACTS IN RESPECT OF THE COMMUNITIES FIRST, FAMILIES FIRST AND SUPPORTING PEOPLE PROGRAMME

The meeting closed at 4.20 pm

**MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 14 FEBRUARY 2017 AT 2.30 PM**

Present

Councillor – Chairperson

HJ David  
CL Reeves

CE Smith

HJ Townsend

HM Williams

Apologies for Absence

PJ White

Officers:

Randal Hemingway	Head of Finance & Section 151 Officer
Julie Ellams	Democratic Services Officer - Committees
Darren Mephram	Chief Executive
Deborah McMillan	Corporate Director Education & Family Support
Mark Shephard	Corporate Director - Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Andrew Jolley	Corporate Director Operational & Partnership Services

1056. DECLARATIONS OF INTEREST

None

1057. CORPORATE PLAN 2016-20 - REVIEWED FOR 2017-18

The Chief Executive sought endorsement of the Council's reviewed Corporate Plan 2016-20 for 2017-18 prior to submission to Council for approval.

The Corporate Plan set out the Council's priorities for 2016-20 and defined the Council's commitments for 2017-18. It also set the Council's well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and outlined how the Council's Medium Term Financial Strategy (MTFS) and other strategic plans would support the Council's core business and priorities.

The current corporate plan was reviewed for 2017-18, the review focused on updating the Council's commitments and measures of success for 2017-18 and defining and integrating the Council's well-being objectives into the Plan. The Council's vision, values, principles and priorities remained unchanged from the current plan.

The three corporate priorities were the Council's improvement objectives under the Local Government (Wales) Measure 2009 and wellbeing objectives under the Wellbeing of Future Generations (Wales) Act 2015. The well-being statement, required by the Act, was embedded into the Plan. The commitments were the steps the Council would take to deliver the integrated improvement and wellbeing objectives in 2017-18. The plan also set out how the objectives made a contribution to the seven national wellbeing goals.

The aims of the first priority, "Supporting a successful economy", were to help local people develop skills and take advantage of opportunities to succeed, create conditions for growth and enterprise and create successful town centres.

The second priority, "Helping people to be more self-reliant", would give people more choice and control over what support they received by providing early access to advice and information, reduce demand by investing in targeted early help and intervention programmes, support carers in maintaining their roles and support the third sector, town and community councils and community groups to meet local needs.

The third priority, "Smarter use of resources", concentrated on achieving the budget reductions identified in the MTFS, improving the efficiency of and access to services, making the most of physical assets, developing the culture and skills required and making the most of our spend on goods and services.

The Cabinet Member for Communities updated Members on progress with priority one, "Supporting a successful economy". She had recently attended a session explaining the low carbon heat scheme in the Llynfi Valley. This was an exciting way to meet heating needs and was the first scheme in the country.

The Leader agreed that this was a pioneering project and Bridgend County Borough Council was the only authority in receipt of funding to pursue this at a time when fuel poverty was a major issue.

The Cabinet Member for Education and Regeneration referred to the targets for apprenticeships and traineeships created by external contractors as part of the 21<sup>st</sup> Century schools and other BCBC projects and the number taken up by the residents of Bridgend. He explained the knock on effect this had on education and stressed how important it was to promote apprenticeships.

The Leader agreed that it was important to capture new apprenticeships and gave the example of BAM Construction who had agreed to take on apprentices to assist in the construction of a new school. There were a number of similar initiatives which the authority should be proud of.

The Cabinet Member for Wellbeing and Future Generations referred to the Well-being of Future Generations (Wales) Act 2015, the importance of the long term aims and the significance of the appointment of a Cabinet Member responsible for this area.

The Cabinet Member for Wellbeing and Future Generations referred to the building of the Rhiw centre and the 3 apprentices working on site helping the authority reach its targets. She suggested the plan should include an indicator for Looked After Children taking apprenticeships. The Leader agreed that as good Corporate Parents, Looked After Children should be given these opportunities.

He added that the public had been consulted extensively and it was important that the plan reflected changes in the community. Support for care leavers to secure appropriate accommodation should be included in the plan along with a measure showing to what extent this had been achieved.

The Chief Executive agreed to update the Plan to reflect the changes.

**RESOLVED:** That Cabinet endorsed the reviewed Corporate Plan 2016-20 for 2017-18, subject to the changes listed below, and recommended it to Council for approval on 1 March 2017.

- Continue to capture apprenticeship opportunities
- Include indicators for Looked After Children taking apprenticeships.



- Support care leavers to secure appropriate accommodation and include a measure.

1058. MEDIUM TERM FINANCIAL STRATEGY 2017-18 TO 2020-21

The Section 151 Officer presented the Medium Term Financial Strategy 2017-18 to 2020-21, which included a financial forecast for 2017-21, a detailed revenue budget for 2017-18 and a Capital Programme for 2017-18 to 2026-27.

The Council's Corporate Plan was being presented to Council for approval alongside the MTFS 2017-21 and the two documents were aligned to each other, enabling links to be made between the Council's priorities and the resources directed to support them.

The Section 151 Officer explained that the Council's MTFS was set within the context of UK economic and public expenditure plans, Welsh Government priorities and the legislative programme. In the immediate aftermath of the UK's decision to leave the European Union, the Chancellor of the Exchequer announced that the government would abandon the predecessor's target of budget surplus by 2019-20. While this indicatively suggested a higher level of public spending than previously expected, the Institute for Fiscal Studies reported on 8 November a worsening position of £25 billion by 2020 and warned of the potential requirement for further austerity measures. New fiscal targets were set which aimed for 2% underlying deficit and debt falling by 2020

The Welsh Government announced its final budget for 2017-18 on 20 December with an additional £136 million of capital funding. There was also an additional £10 million revenue funding announced for social services, £6 million to support homelessness prevention and an additional £10 million of revenue funding, through a special grant, to support high street retailers, pubs and restaurants with business rates, following the 2017 revaluation. Details were not yet available on how this would be implemented.

On 21 December, Councils received the Final Local Government Settlement. The headline figure was an overall increase of 0.2% in Aggregate External Finance (AEF) from 2016-17. This was in addition to an extra £25 million across Wales in recognition of the contribution which social services made to the success of the health service. There was an actual cash increase in AEF from 2016-17 of £123,000. However, Bridgend's funding on a like-for-like basis was a reduction of £0.6 million, or -0.3%. Unlike previous years, the final settlement did not include funding to protect school budgets.

The Section 151 Officer explained that the implications for 2018-2021 were as reported in the draft MTFS. The MTFS "most likely" scenario assumptions of an annual reduction on AEF of -3.2% for 2018-19, 2019-20 and 2020-21 were maintained.

The 2017-18 final Revenue Budget included a Council tax increase of 2.9%. The level of the increase sought to strike an appropriate balance between the needs of the Council and its citizens.

The Welsh Government Capital Settlement remained as reported in the draft MTFS, a reduction of £8,000 to £6.288 million. The current year (2016-17) financial performance was a projected underspend of £418,000 as reported at a previous Cabinet meeting.

Cabinet and CMB continued to seek to embed a culture of medium term financial planning within the Council. Further efforts had been made to secure greater involvement of stakeholders in the development of the MTFS. An eight week consultation was undertaken during October and November 2016 and 2,533 responses received, a 65% increase on the response rate last year.

In addition to the public consultation, Cabinet and CMB had been working with the Budget Research and Evaluation Plan over the last six months to facilitate the budget planning process. The draft budget report approved by Cabinet in November had also been scrutinised by the Council's Overview and Scrutiny Committees resulting in a report from the Corporate Resources and Improvement (CRI) Committee. Cabinet had considered the CRI Committee's recommendations and a response to these was provided in the report.

Responses received from the public consultation and the CRI Committee had been considered and a number of changes made to its budget reduction proposals as a result. In particular budget reductions impacting on the public realm had been significantly reduced. The proposal to cease proactive resurfacing had been removed (£215,000), gully cleaning frequency would not be reduced (£40,000), and weed spraying would be maintained at the current level (£15,000), as would management of rear lanes and footpaths overgrowth (£30,000). Furthermore, the budget included a new fund to be targeted towards public realm improvements, with a recurrent budget of £400,000.

The Section 151 Officer explained the MTFS principles. Principle 12 was expanded in the previous MTFS to include provision for a MTFS Budget Reduction Contingency Reserve. Table 3 of the report showed the allocations so far during 2016-17 in mitigation of specific proposals. As part of the quarter 3 reserves review, the MTFS Proposals Supported by Budget Reductions Contingency Reserve had been restored to its original level in light of increasing challenges in delivering future budget reduction proposals. Planning assumptions for 2018-21 were based on an annual reduction in AEF of -3.2% and an assumed increase in Council tax of 4.2% for 2018-19, 4.5% for 2019-20 and 4.5% for 2020-21.

When it came to managing within the MTFS Resource Envelope, much of the detail was familiar and unchanged compared to recent years apart from energy cost inflation following a relative decrease in recent years, the National Living Wage and the significant cost of the apprenticeships levy.

The MTFS included an additional £2.167 million pressures. £5.063 million of inescapable pressures had emerged during 2016-17. In total, the Council had unavoidable pressures of £7.230 million in 2017-18.

The Section 151 Officer explained the Council's budget reduction requirement and the budget reduction scenario. He also reported current progress on identifying budget reduction proposals. The 2017-18 proposals had been amended since the Draft Budget report to reflect the removal of a number of proposals in response to the budget consultation, as outlined in the report. A number of proposals for 2018-19 onwards required further information and analysis and so were not sufficiently well developed to be included at this point in time. A commitment had been made to try and find at least 50% of the budget reductions through smarter use of resources. This was incrementally harder to achieve but the plans in the report would deliver 58% of the required reductions through efficiency measures. Collaboration and Service Transformation amounted to 7%, policy changes amounted to 13% and a further 22% from managed service reductions.

The Council's Risk Assessment was attached to the report. These risks had been taken into account in the preparation of the MTFS and where there were identifiable financial implications these had been provided for either within the budget or earmarked reserves. Where the financial risks were not clear, such as the costs associated with full implementation of Welsh Language Standards currently under appeal, the risk was covered by the Council Fund.

A national pay settlement had been based on an overall increase of 2.4% over two years. For the majority of staff the increase was 1% for both 2016-17 and 2017-18.

The Section 151 Officer explained that pensions and how they were presented in the budget historically made pension deficit contributions as part of its overall employer contributions, currently set at 21.3% of pensionable pay. It was foreseen in the draft budget that the Actuary would require that the deficit contributions would need to be made as a lump sum payment in future. The Council had agreed with the actuary that this change was not necessary. There was no true financial impact on the Council, or on individual directorates, but this explained a presentational difference in the report. The overall contribution rate of 21.3% remained unchanged for the next triennial period.

Under Schools Budgets, the Section 151 Officer explained that the 2017-18 budget included both a 1% efficiency target for schools and allowances for inflationary and inescapable pressures to be met centrally, thus treating school budgets on an equivalent basis as other areas of the Council. Taken together, there was a small increase in overall school budgets.

The main changes in unavoidable pressures between the draft and final budget were:

- A new pressure of £598,000 in respect of the local authority's contribution to the Cardiff Capital Region City Deal to provide a revenue contribution to meet Bridgend's share of the overall £120 million local authority capital funding requirement.
- An additional pressure of £94,000 to meet the project management and joint committee costs associated with the City Deal.
- A new pressure of £61,000 to meet unavoidable pressures faced by the South Wales Fire and Rescue Authority.
- A new pressure of £400,000 in respect of public realm works.

The report included detailed Directorate Base Budgets for 2017-18. The MTFs supported the delivery of the Council's corporate priorities and Directorate budgets which would be used to support these and core services and statutory functions.

As at 31 March 2016, the Council Fund was £7.604 million, 2.32% of Gross Revenue Expenditure (GRE) and Council was seeking to increase its Council Fund to 2.7% of GRE (£8.840 million based on 2015-16).

The Section 151 Officer reported that a further review would be undertaken at the end of the current financial year and transfers made at this point taking account of the overall financial position of the Council. At this time Directors would be invited to submit earmarked reserve requests to meet any specific unfunded pressures that they expected to arise in 2017-18 and these would be considered in the context of Directorate outturn positions as well as that of the Council as a whole.

The Capital Programme had been revised since the draft budget report to Cabinet on 29 November to take into account proposed new capital schemes following a review of the Council's capital investment requirements. The proposed Capital Programme settlement, General Capital Funding (GCF) for the Council of £6.288 million in 2017-18 was set out in the report. The Programme was last revised in October 2016. Since then a review had been underway to identify the Council's capital investment requirements, compared to available capital, against the following four criteria as detailed in the report. The schemes set out in Table 14 were proposed to be included within the Capital Programme for 2017-18 onwards. A number of schemes were subject to Cabinet approval of business cases and/or confirmation of external funding and would only proceed once these agreements were secured. Furthermore, there were potentially large capital pressures for which funding had not currently been identified. These

included significant highways schemes, 21st Century Schools band B and a permanent depot solution.

The Capital Programme also contained a number of fixed annual allocations These annual allocations had been reviewed as part of the capital planning process and it was proposed that they remained at current levels for 2017-18.

The Section 151 Officer outlined how the Council was using its capital programme to support the new corporate priorities.

The 2017-18 MTFS included as its most significant addition to the capital programme, Bridgend's contribution of £11.3 million towards the overall £1.2 billion Cardiff Capital Region City Deal. There was a need to amend the budget for two of the schemes, Brynmenyn Primary School and Digital Transformation & ICT. £21 million could be generated as part of the enhanced disposals programme, £14.3 million already delivered, £6.7 million to be realised over the next 3 years £1.5 million was expected to be realised by the end of 2017-18.

Prudential Borrowing taken out as at 1 April 2016 was £35.08 million, of which It was estimated that the total borrowed would increase to £35.8 million by the end of this financial year. Future prudential borrowing would include an estimated £5.6 million of Local Government Borrowing Initiative (LGBI) funding towards the costs of the 21st Century Schools Programme. The Treasury Management Strategy 2017-18 (TMS) and the Minimum Revenue Provision (MRP) were detailed in the report.

The Section 151 Officer was required to report annually on the robustness of the level of reserves. The level of Council reserves was sufficient to protect the Council in light of unknown demands or emergencies and current funding levels. The biggest financial risks the Council was exposed to at the present time related to the uncertainty of Welsh Government funding and the increasing difficulty in the delivery of planned budget reductions.

The Section 151 Officer was also required to report to Council if he did not believe that he had sufficient resource to discharge his role as required by s114 of the Local Government Act 1988. He reported that there was sufficient resource to discharge this role.

The Deputy Leader thanked the Section 151 Officer for the months of hard work he had put into the Medium Term Financial Strategy. Members, officers and the public had been consulted and listened to in addition the scrutiny committees and BREP. This provided a more open picture of the budget setting process. The biggest proposed spend for the authority was £108 million on services delivered by the Education and Family Support Directorate in 2017-18. The Council had also committed £24.7 million in building and refurbishing schools as part of the 21<sup>st</sup> century school modernisation programme. The Council would also provide additional funding to meet nationally agreed pay awards and price inflation so schools would see a small increase.

In addition the Council was proposing to spend £65 million on social care and wellbeing services. This service was demand lead and costs fluctuated hugely with some high cost placements as much as £50 thousand for a single child. The Council was committed to providing different methods of care including £3 million on two new Extra Care Homes.

The Deputy Leader explained that the role of the Cabinet Members was to balance the budget and to take into account the views of the public. He referred to supporting the economy and collaboration with nine other Councils that make up the Cardiff Capital Region City Deal to create a £1.2 billion fund for investment in the region over the next

20 years. In addition the Council would continue to develop the three main towns of Porthcawl, Maesteg and Bridgend.

The Council would continue to protect the public with regulatory services and the Registrars Service would continue to operate to cover their own cost. Almost £70 million was collected in Council Tax from 65,000 households and there were more than 100,000 interactions with the public each year. There were 54 elected members who provided good value for money costing the authority one quarter of 1% of the gross Budget.

The Cabinet Member for Communities confirmed that responses from scrutiny and BREP had been considered and a number of changes had been made as a result. The proposal to cease proactive resurfacing had been removed, gully cleaning frequency would not be reduced and a new fund created for public realm improvements.

The Cabinet Member for Education and Regeneration thanked the Chief Executive and the Section 151 Officer for their work. It had been a long process managing contracting budgets to deliver a balanced budget and achieve priorities. Decisions had to be taken which were neither easy nor popular but necessary. He thanked Directors and Officers for working together.

The Cabinet Member for Wellbeing and Future Generations referred to the Capital Programme and the number of programmes, particularly in Porthcawl. She referred to refurbishment of the Caretaker's Lodge and Heron House at Heronsbridge School and the importance of investing in Bridgend to bring back the most complex children and to allow them to remain in Bridgend.

The Leader concurred with the points raised and referred to the recent ground breaking ceremonies for two desperately needed new schools. One replaced a school with no green space and the second replaced portacabins in use since a fire.

In these difficult times of austerity the reality was council tax would be increased by 2.9% and 100s of posts cut and compulsory redundancies made. This was the end of a long process. The Partnerships and Governance OSC, the Corporate Resources and Improvement OSC, the Children and Young People OSC, the Community Environment and Leisure OSC, the Adult Social Care OSC and BREP had all been consulted in depth, their suggestions had been listened to and changes made accordingly. On the basis of this process, the Leader was pleased to make the recommendations outlined in the report.

RESOLVED: That Cabinet approved the MTFs 2017-18 to 2020-21 including the 2017-18 revenue budget, the Capital Programme 2016-17 to 2026-27 and the Treasury Management Strategy 2017-18, and recommended these to Council for adoption. In particular Cabinet approved the following specific elements to be forwarded to Council for approval:

- The MTFs 2017-18 to 2020-21
- The Net Budget Requirement of £258,093,302 in 2017-18.
  
- A Band D Council Tax for Bridgend County Borough Council of £1,335.42 for 2017-18.
  
- The 2017-18 budgets as allocated in accordance with Table 9 in paragraph 4.36.

**CABINET - TUESDAY, 14 FEBRUARY 2017**

- The Capital Programme 2016-17 to 2026-27.
- The Treasury Management Strategy 2017-18 and Treasury Management and Prudential Indicators 2017-18 to 2020-21.

1059. URGENT ITEMS

None

The meeting closed at 4.00 pm

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT OF THE HEAD OF FINANCE AND SECTION 151 OFFICER

#### RENEWAL OF INSURANCE COVER

**1. Purpose of Report.**

- 1.1 The purpose of this report is to seek approval for the renewal of the Council's insurance programme and to authorise Marsh UK Ltd, as the Council's appointed insurance broker, to accept cover for the full range of policies, on behalf of the Council.

**2. Connection to Corporate Improvement Objectives/Other Corporate Priorities**

- 2.1 The Council must manage its finances carefully and in a way that enables resources to be directed at spending priorities and the delivery of core services. The purchase of insurance is part of careful financial and risk management.

**3. Background.**

- 3.1 Whilst the Council's insurance cover is subject to long term agreements with providers, the Council is required each year to agree annual premiums and associated claims handling costs for each policy. This is carried out by Marsh UK Ltd, who were appointed as the Council's insurance broker in 2013 until summer 2017, when the contract will be retendered. The outcome of the renewal negotiations are shown in paragraphs 4.1 to 4.8.

**4. Current situation / proposal.**

- 4.1 The annual insurance negotiations have been undertaken and net premiums are detailed below:

**Table : Annual Insurance Costs**

<b>Policy</b>	<b>2016-17 £</b>	<b>2017-18 £</b>	<b>Year on Year Change £</b>	<b>Year on Year change %</b>	<b>Insurer</b>
Material Damage	353,646	358,066	4,420	1.25	Zurich Municipal
Personal Accident & Travel	7,660	7,764	104	1.36	Zurich Municipal
Engineering Insurance	3,400	4,752	1,352	39.76	Zurich Municipal
Engineering Inspection	25,598	28,567	2,969	11.59	Zurich Municipal
Combined Liability	216,700	218,860	2,160	0.99	QBE (Via RMP)
Liability Claims Handling	30,230	31,769	1,539	5.09	Gallagher Bassett
Professional Indemnity	6,600	6,600	0	0	QBE (Via RMP)
Fidelity Guarantee	24,000	24,288	288	1.20	QBE (Via RMP)
Motor and ULR	121,685	118,350	(3,335)	(2.74)	QBE (Via RMP)
Computers	9,729	9,623	(106)	(1.09)	RSA
School Offsite Activities	22,403	20,557	(1,846)	(8.24)	ACE/Chubb
Youth Offsite Activities	500	500	0	0	ACE/Chubb
Terrorism	10,675	9,985	(690)	(6.46)	Marsh
Medical Malpractice	2,496	2,496	(0)	0	Marketform
Porthcawl Harbour	613	826	213	34.74	Allianz
<b>Total</b>	<b>835,935</b>	<b>843,003</b>	<b>7,068</b>	<b>0.84</b>	

- 4.2 Liability Claims Handling fees are based on estimated claims numbers.
- 4.3 The material damage premium has increased following a revaluation of properties which led to an increase in the overall sum insured.
- 4.4 Despite an increase in the number of vehicles insured on a comprehensive basis (rather than third party liability only) the motor premium has decreased due to a good claims experience.
- 4.5 The Motor and Uninsured Loss Recovery costs include claims handling by Gallagher Bassett.
- 4.6 Terms for the Medical Malpractice policy have not yet been received, but it is anticipated that they will be the same as 2016-17. The figure is included in 4.1 above for the purposes of comparison.
- 4.7 The premiums are net figures and other than Engineering Inspection, claims handling and part of the Terrorism insurance, are subject to 10% Insurance Premium Tax. This is an increase from 9.5% in 2016-17. The Engineering Inspection, claims handling and part of the Terrorism insurance are subject to VAT. The total tax liability for Insurance Premium Tax is £78,017 which is an increase of £2,294 from 2016-17.
- 4.8 The total spend on premiums across all insurance policies and claims handling arrangements in 2017-18 is £843,003 compared to £835,935 in 2016-17.



**5. Effect upon Policy Framework & Procedure Rules.**

5.1 There is no direct effect upon the Policy Framework & Procedure Rules.

**6. Equality Impact Assessment**

6.1 There are no equality implications.

**7. Financial Implications.**

7.1 These are reflected in paragraph 4.8 above with the costs being met from the existing insurance revenue budget.

**8. Recommendation.**

8.1 That Cabinet approves the acceptance of the quotations in paragraph 4.1 and the renewal of the insurance programme through Marsh UK Limited as the Council's appointed Insurance Broker.

**Randal Hemingway**  
**Head of Finance**  
**10 February 2017**

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**Background documents**

The Risk Management & Insurance Section has both the renewal report from Marsh UK Limited and the renewal quote provided by Zurich Municipal.

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

#### INTERMENT CHARGES FOR CHILDREN (UP TO AND INCLUDING THE AGE OF 16 YEARS)

##### 1. Purpose of the Report

- 1.1 The purpose of this report is to seek the approval of Cabinet to amend the current pricing policy for the interment of children within our municipal cemeteries with a view to removing the interment charge for children up to and including the age of 16.

##### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The proposal described contributes to the Council's goals under the Corporate Plan Priority Two being "helping people to be more self-reliant, taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services".
- 2.2 The Wellbeing of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural wellbeing of Wales. It requires public bodies to think more about the long term, working with people and communities, looking to prevent problems and take a more joined up approach. This will create a Wales that we all want to live in, now and in the future. The Act puts in place seven wellbeing goals and the content of this report links into the third, namely "a more equal Wales, a prosperous Wales and a healthier Wales".

##### 3. Background

- 3.1 Members may be aware of the recent campaign led by Carolyn Harris (MP for Swansea East) to abolish charges imposed by Local Authorities for the interment of children. This report sets out Bridgend County Borough Council's current policy along with those of other Local Authorities in Wales, Appendix 1.
- 3.2 The statutory arrangements for the management of municipal cemeteries are contained in the Local Authorities Cemeteries Order 1977 (LACO).
- 3.3 Article 15(1) of LACO permits local Authorities "to charge such fees as they think proper for or in connection with burials in a cemetery".
- 3.4 Bridgend County Borough Council currently does not charge for interments of children under the age of 12 years in its municipal cemeteries.

3.5 Coychurch Crematorium currently does not charge a cremation fee for children up to and including the age of 16 years.

#### 4. Current Situation/Proposal

4.1 Bridgend County Borough Council provides a children's Garden of Remembrance at Laleston Cemetery in a specific area set aside from the main burial section and applies no charge for children under the age of 12. An Exclusive Right of Burial fee is also not charged. An interment charge of £558.00 is charged for children aged 12 years and above.

4.2 Interment's of children in the Council's additional ten cemeteries and three churchyards take place in a conventional section and no interment charge is applied for children under the age of 12 when the grave is opened to one depth, to accommodate only the deceased child. An Exclusive Right of Burial fee is charged at the standard fee of £1226.00. An interment charge of £558.00 is charged for children aged 12 years and above.

4.3 Should a bereaved family opt for an interment in a conventional section and wish to excavate the grave to a depth which would facilitate the interment of the parents in the grave at a future date, the normal pricing structure would apply for the number of depths dug to accommodate future adults but no charge would be applied for placing the child under 12 years of age below this depth.

4.4 The memorial permit fee is applied in all cases at the standard rate if a family wishes to erect a headstone.

4.5 The table below provides a summary of Bridgend County Borough Council's current policy on the charges for children in the municipal cemeteries and outlines the current proposal to remove the interment charge for children up to and including the age of 16.

	<b>Current Child Grave Options</b>	<b>Interment £</b>	<b>EROB £</b>	<b>Permit £</b>
(i)	Under the age of 12 yrs (i.e. up to & incl. 11 yrs) in Laleston children's section.	Free	N/A	£199 if headstone required
(ii)	Under the age of 12 yrs in a conventional section of BCBC's Cemeteries: 1 depth grave for the deceased child only.	Free	£1226	£199 if headstone required
(iii)	Under the age of 12 yrs in a conventional section of BCBC's Cemeteries: Grave to accommodate 1 or 2 parents in future (grave is dug to the required depth for future use plus the additional depth to accommodate the child).	1 adult depth £558 or 2 adult depth £738. Child step down free	£1226	£199 if headstone required
(iv)	Child aged 12 yrs or above – same as adult fees.	1 depth interment £558 or 2 depth interment £738	£1226	£199 if headstone required
	<b>Proposal</b>			
(v)	In options (i) to (iv) above, substitute "Under the age of 12 yrs (i.e., up to & incl. 11 yrs)" with "Under the age of 17 yrs (i.e. up to & incl. 16 yrs)".			

- 4.6 The Authority is an active member of the Continuous Improvement Forum for Bereavement Services in Wales. The attached Appendix 1 provides a “straw poll” of charges levied by other Local Authorities in Wales. Members are asked to note that Rhondda Cynon Taf County Borough Council, Newport City Council and Conwy County Borough Council do not levy any charges for the interment of children under the age of 16 years.
- 4.7 Members should note that at the time of preparing this report (January 2017), the Leader of the City and County of Swansea Council announced that it would remove the charges for parents when it sets the budget in February stating “the small costs could be easily absorbed”.
- 4.8 Removing the interment charge for children up to and including the age of 16 would demonstrate the Authority’s empathy and understanding towards parents and the community when the terrible loss of a child occurs.
- 4.9 Many local Authorities in the South East Wales area are being asked to review their current policies in this regard. There is a general consensus of opinion within local Authorities that the interment fee could be removed (due to the low number of interments) and easily absorbed whilst the purchase of the Exclusive Rights of Burial (ERoB) should remain.

## **5. Effect upon Policy Framework and Procedure Rules**

- 5.1 There are no effects.

## **6. Equalities Impact Assessment**

- 6.1 There are no potential equalities implications associated with this report for any specific groups or individuals therefore a full Equalities Impact Assessment has not been carried out

## **7. Financial Implications**

- 7.1 The Council currently charges an interment fee of £558 for a one depth grave, when the deceased is aged 12 years or above
- 7.2 During the financial periods.2014/15, 2015/16 and 2016/17 records suggest there are low number of interments of children between 12 – 16 years in Bridgend County Borough Council’s municipal cemeteries. This would suggest that a low number of interments of this age group are likely to occur in the future.
- 7.3 Increasing the age of free interments from under 12 years of age to 16 years of age and below should create a minimal financial loss to the service which will be met within existing budgets.

## **8. Recommendation**

- 8.1 Cabinet is recommended to approve:

- (i) To align the charges for Bridgend County Borough Council's Cemeteries and Coychurch Crematorium, so creating unified charges within the Bereavement Services, by increasing the age at which the interment fee for a child is not charged in the Council's Cemeteries from under 12 years to 16 years and below.

**Mark Shephard**  
**CORPORATE DIRECTOR - COMMUNITIES**  
**February 2017**

**Contact Officer:**

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**Background Papers: None**

<b><u>LOCAL AUTHORITY</u></b>	<b><u>CURRENT POLICY</u></b>
Blaenau Gwent	Stillborn – No fee / Baby Under 12 months - £695 / Full charge over 12 months - £1458.
Swansea	NVF/Stillborn burial in babies' garden – No fee. Baby burial in family plot depth for two adult coffins - £1625 (ERoB & interment). Additional depth (step) for the baby is provided at no extra cost. Child burial family plot – standard fee £1625 depth for two (third depth is available in some cemeteries). Cremation is free for NVF/Stillborn/child up to aged 16, but they are charged a chapel hire fee of £150 if they choose to hold a service.
Flintshire	Children up to age 16 are free of charge if they are going into a children's grave. If they are going into a full grave with room for parents then normal fee applies.
Carmarthen	Stillborn/NVF - £57.
Rhondda Cynon Taff	No charge for children up to age 16.
Torfaen	Free interment of a child or baby up to 16 years of age if within a dedicated baby section or within a single depth lawn grave. If the parents wish to utilise the grave for future interments the normal burial fees would apply. <i>*this is a recent change within the last month.</i>
Merthyr	£174 from stillborn to age 18 – there is a surcharge for people living outside the borough doubling the cost.
Denbighshire	£60 from stillborn/NVF - £140 for child up to 24 months - £160 for child up to 5 years – after 5 years full fees are charged.
Monmouthshire	Stillborn/NVF – no charge / Children under 5 - £725 (including ERoB) – out of county £1652. 5 years plus:- New Single Depth - £1065 (including ERoB) New Double Depth - £1373 (including ERoB) New Treble Depth - £2198 (including ERoB)  There is a surcharge on any burial where the deceased resided outside of Monmouthshire upon their death (excluding respite care/nursing home up to a few months).
Powys	Age 1 month to 12 years - £367.52 (burial charge) £358.81 (purchase of grave). Stillborn to 1 month - £188.81 (burial charge) £179.42 (purchase of grave)
Llanelli Joint Burial Authority	No charge for NVF or childrens burial in NVF or childrens section graves. If the family prefer to purchase a standard grave so they can also be buried in the same plot as the child, we charge the ERoB fee but do not charge for the interment.
Newport	No charge for interment under the age of 16.
Cardiff	£75.

Conwy	No charge for interment up to age 16.
Gwynedd	<p>Stillborn – no charge  NVF no less than 13 weeks – admin. fee only £58.60  Child up to one month – no charge</p> <p>Child up to 12 years in Adult grave:  Grave for one - £640.00  Grave for two or three - £690  Further interment - £290</p> <p>Child up to 12 years in Childrens Section - £200 per interment</p>
Bridgend	No charge for burial of children under 12 years. If child under 12 is being interred in a new adult grave the EROB is charged at standard rate.



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

##### BRIDGES INTO WORK 2 EXTENSION

#### 1. Purpose of Report

- 1.1 To seek Cabinet approval to apply for and accept an extension of the Bridges Into Work 2 (BIW2) Project to 31<sup>st</sup> March 2020.

#### 2. Connection to Corporate Improvement Objectives/Other Corporate Policies

- 2.1 This report links to the following corporate priorities:-

- Supporting a successful local economy
- Smarter use of resources

- 2.2 One of the outcomes of the Bridgend County Borough Council 2016-20 Corporate Plan is that Bridgend County Borough is a “good place for people to live, work, study and visit.” BIW2 is contributing towards this outcome by supporting individuals and families who are unemployed or economically inactive, as well as individuals who face barriers to work or face poverty, by providing employment mentoring, training and other support to help improve their job prospects.

#### 3. Background

- 3.1 Cabinet agreed in December 2013, to the submission of funding proposals which included BIW2 under the new round of European funding. BIW2 is a European Social Fund (ESF) project under Priority One – Tackling Poverty through Sustainable Employment and Theme 1B – Inclusion and Engagement in the Labour Market. The current Project runs to the end of December 2018.
- 3.2 BIW2 is a project collaborating with 5 other local authorities across South East Wales. The lead authority is Torfaen, which led the successful Bridges into Work 1 project in a previous round of European funding. The Project is supported by both South East Wales Directors of Environment and Regeneration (SEWDER) and Learning Skills and Innovation Partnership (LSKIP). The Bridgend Project team consists of the Skills and Sustainable Development Manager, Project Coordinator,

Compliance Finance and Performance Officer, 3 Employment Liaison Officers, 3 Mentors, 2 Skills Trainers and an Administrative Officer.

3.3 The Project targets economically inactive and long-term unemployed people living outside Communities First areas over the age of 25. There are other projects that target other age ranges and Communities First areas, thus providing a service to people aged 16 years or over in the County.

#### 3.4 BIW2 Progress to 31<sup>st</sup> December 2016

3.4.1 The Project has had a challenging start for a variety of reasons:

3.4.2 The Project started 4 months late due to delays in approval. Staff came into post on 1<sup>st</sup> September 2015 but the full team was not in place until January 2016.

3.4.3 To be eligible for support, participants have to be the furthest away from being able to access the labour market. However, it can often take time for them to provide the documents required by Wales European Funding Office (WEFO) to prove eligibility, such as birth certificates and National Insurance numbers. This causes a time delay in formally registering participants. For example, although the number of individuals on the project in December 2016 was 250, 48 of them were not yet registered and could not be counted against the target due to the aforementioned reasons.

3.4.4 The UK government's welfare reform programme resulted in increasing numbers of people moving from Employment Support Allowance to Job Seekers Allowance, rendering them ineligible for the Project, despite the fact that they had been claiming benefits for many years. This issue has since been addressed.

3.4.5 Month-on-month the shortfall between the actual and target outputs caused by these issues is reducing and there is confidence that targets will be met by the end of the delivery phase of the current project - 31<sup>st</sup> December 2017. Were unsatisfactory progress to be made, then there is a minimal risk that WEFO could suspend, cease or require full/part repayment of the financial support.

The following table displays our progress up to 31<sup>st</sup> December 2016.

**Table 1: Target outputs and actuals, to December 2016**

	Participant	Qualification	Volunteering	Employment	Job Search
<b>Economically Inactive</b>	135	73	21	21	0
<b>Long-term Unemployed</b>	67	24	26	7	n/a
<b>Actual Total</b>	<b>202</b>	<b>97</b>	<b>47</b>	<b>28</b>	<b>0</b>
<b>Target</b>	277	97	118	40	39

#### 4. Current Situation

- 4.1 Despite the challenges, BIW2 has completed its first 18 months of operation and was the best performing ESF project in Wales as of December 2016. Within the BIW2 family, Bridgend is the top performing authority for job outcomes and qualification outcomes, demonstrating that the Project is both needed and relevant in the context of our community and, for some individuals participation in the project has been a life-changing experience
- 4.2 It is proposed that an extension is sought from WEFO to extend the project to the end of March 2020 in a potentially final round of European funding before “Brexit”. All the BIW2 local authorities are currently working on collating financial and output information for submission to WEFO, subject to approval through their own approval processes. Bridgend figures are based on the trends over the last six months of the project, which were averaged out, multiplied by the extra 24 months of the extension period, uplifted by 15% due to the fact that we now have a full team and are cutting down the deficit month on month.
- 4.3 The volunteering outcome, however, has not followed the same formula as it has been a very difficult target to achieve across Wales, so this will be a focus of negotiation with WEFO. The current delivery phase of the project runs to 31<sup>st</sup> December 2017. With the extension, WEFO is keen to absorb and adjust the existing targets agreed with Torfaen, which they are now concluding were unrealistic.
- 4.4 The aggregated outputs of the main programme, and the proposed extension are shown in Table 2, but could be subject to change during the WEFO approval process.

**Table 2: Revised target outputs and actuals, to April 2020**

	<b>Participant</b>	<b>Qualification</b>	<b>Volunteering</b>	<b>Employment</b>	<b>Job Search</b>
<b>Economically Inactive</b>	490	286	125	103	100
<b>Long-term Unemployed</b>	253	99	82	43	n/a
<b>Total</b>	<b>743</b>	<b>385</b>	<b>207</b>	<b>146</b>	<b>100</b>

#### 5. Effect upon Policy Framework & Procedure Rules

- 5.1 There is no effect on policy framework or procedure rules.

#### 6. Equality Impact Assessment

- 6.1 A local Equalities Impact Screening has been carried out and found that no individuals with protected characteristics are disadvantaged. The overarching

objective of the project is to tackle poverty, increase access to training, volunteering and employment and, as such, the project will have a positive impact on equalities.

## 7. Financial Implications

7.1 The project was originally funded to 31<sup>st</sup> March 2018 and the proposed extension will run until 31<sup>st</sup> March 2020. Below is the breakdown of the original award and the additional figures for the required two year extension:

**Table 3: Revised target outputs and actuals, to April 2020**

	<b>Original Project costs (May 2015 – 31 March 2018)</b>	<b>Additional costs (April 2018 – 31 March 2020)</b>	<b>Total Projected costs (May 2015 – 31 March 2020)</b>
Staff Costs	£905,776	£777,071	£1,682,847
Delivery costs (FR40)	£362,305	£310,833	£673,138
<b>Total Project costs</b>	<b><u>£1,268,081</u></b>	<b><u>£1,087,904</u></b>	<b><u>£2,355,985</u></b>
<b>Funding the Project</b>			
ESF grant fund	£973,452	£837,617	£1,811,069
Total match required	£294,629	£250,287	£544,916
<b>Total Project costs</b>	<b><u>£1,268,081</u></b>	<b><u>£1,087,904</u></b>	<b><u>£2,355,985</u></b>
Staff match-funding (for existing staff member)	£89,771	£59,638	£149,409
BCBC Strategic Regeneration Fund (SRF)	£100,000	£75,000	£175,000
FR40 costs	£104,859	£115,648	£220,507
<b>Total Match</b>	<b><u>£294,630</u></b>	<b><u>£250,286</u></b>	<b><u>£544,916</u></b>

- 7.2 Torfaen, the lead local authority for the Project, has confirmed that the additional funding requested will be added to the existing funding to facilitate a smooth continuation in service. If approved, all existing staff members will remain in post and the Project Manager will continue to be matched into the project at a rate of 50% of their existing salary.
- 7.3 The financial profile is primarily made up of direct staff costs. All other delivery costs (including overheads) are claimed as a set percentage of the direct staff costs, at a rate of 40%. These are known as the FR40 costs. This is in line with WEFO's new simplified costs methodology.
- 7.4 Table 3 demonstrates that the additional match funding requirement has been identified from matching in existing staff time, elements of the simplified costs and from the Strategic Regeneration Fund (SRF). The Project is able to demonstrate an excellent return on investment for the authority. Looking at the projected values, the Project is set to deliver a leverage ratio of over 1:13 in favour of the SRF. For an investment of £175,000 of SRF, the Council will be able to deliver a total programme of £2,355,985 which once again demonstrates the value of the SRF in leveraging funding to deliver vital services for the County Borough's most disadvantaged residents.
- 7.5 Cabinet should note that the figures provided in the report are subject to change, pending final approval by WEFO and confirmed figures will be reported back to Cabinet for information purposes.

## **8. Recommendations**

- 8.1 It is recommended that Cabinet authorise the Corporate Director, Communities, in consultation with the Section 151 Officer, to apply for and accept an extension to the Bridges into Work 2 programme, up to 31<sup>st</sup> March 2020 in line with the Council's Grant policy, and subject to being satisfied that any grant conditions attached to the extension of funding are acceptable.

**MARK SHEPHARD**  
**CORPORATE DIRECTOR - COMMUNITIES**

**22 February 2017**

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**Background Documents**

Cabinet Report on ESF projects 10<sup>th</sup> December 2013

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT OF THE CORPORATE DIRECTOR - COMMUNITIES

#### CABINET

28 FEBRUARY 2017

#### NANTYMOEL COMMUNITY BUILDING INVESTMENT

##### 1. Purpose of Report

- 1.1 The purpose of the report is to provide an update to Cabinet on the progress made by relevant community groups to develop alternative community facilities within Nantymoel, using the £200,000 allocation within the Capital Programme set aside following the closure and subsequent demolition of the Berwyn Centre in 2012/13.

##### 2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The report links to the Corporate Priorities of:  
Supporting the local economy  
Making smarter use of resources  
Helping people to be more self-reliant

##### 3. Background

- 3.1 On 8<sup>th</sup> October 2012, Cabinet resolved to allocate a sum of £200,000 in the Capital Programme linked to the identification and development of new or alternative facilities in Nantymoel to replace the Berwyn Centre.
- 3.2 Originally Cabinet in the report of 18<sup>th</sup> September 2102 had recommended that a two year timescale until the end of September 2014 be allowed to spend the money. This was subsequently extended to March 2015 following a recommendation from the Health and Wellbeing Overview and Scrutiny Committee of 1<sup>st</sup> October 2012, and approved in the Cabinet meeting of 8<sup>th</sup> October 2012.
- 3.3 Ogmore Valley Community Council were approved as the organisation who would be tasked with liaising with community groups to come up with appropriate proposals and a business case for the Council to consider before the financial allocation would be released.
- 3.4 Subsequently a report to Cabinet in December 2014, as part of the Medium Term Financial Strategy Capital Programme proposals, approved that due to the time taken to develop alternative options and seek agreement with the community representatives, delaying the physical works, that the deadline to draw down the capital allocation be extended to 31<sup>st</sup> March 2016 as part of a revised Capital Programme. This was then extended again to 31<sup>st</sup> March 2017 in the Capital Programme report to Cabinet of 10<sup>th</sup> May 2016, subsequently approved in full by Council on 18<sup>th</sup> May 2016.

#### **4. Current Situation / Proposal**

- 4.1 Unfortunately despite ongoing efforts to move this issue along, including engaging the Wales Cooperative Centre to work with local community groups to develop appropriate designs and a business plan, and additional support from the Council's Regeneration team, it has become apparent that it will not be possible to meet the 31<sup>st</sup> March deadline to submit a business plan acceptable to the Council and therefore allow us to release the funding.
- 4.2 While undoubtedly there has been significant progress and the Council has received an initial business plan focussing on developing and enhancing the existing Nantymoel Boys and Girls Club, it is clear that a significant number of outstanding issues remain. These include final design work, local governance, and some financial elements.
- 4.3 In view of this it is proposed to extend the deadline for a further year to 31<sup>st</sup> March 2018.
- 4.4 While this seems a sensible way forward it does bring with it the risk that the work in the community will lose momentum. It is also recommended therefore that in view of the extensions to the deadline that have already been given previously, the Council make it clear to the Ogmores Valley Community Council and the local community groups leading on this work, that they do not envisage any further extensions beyond 31<sup>st</sup> March 2018 in view of other pressures on the Capital Programme and that therefore they should seek to make progress on matters quickly.

#### **5. Effect upon Policy Framework & Procedure Rules**

- 5.1 There is no effect on the Council's policy framework and procedure rules.

#### **6. Equalities Impact Assessment**

- 6.1 The Council as part of its assessment of any business plan submitted will seek to ensure that any new or enhanced facilities are accessible to all local individuals and groups as far as is possible.

#### **7. Financial Implications**

- 7.1 The allocation of £200,000 currently in the Capital Programme to support the development of community facilities in Nantymoel has a deadline of 31<sup>st</sup> March 2017.

#### **8. Recommendations**

- 8.1 That Cabinet is asked to approve an extension to 31<sup>st</sup> March 2018 for Ogmores Community Council and relevant community groups to submit an acceptable business plan to the Council to develop community facilities in Nantymoel and draw down and spend the allocated capital funding in the Capital Programme.



**Mark Shephard**  
**CORPORATE DIRECTOR - COMMUNITIES**  
**February 2017**

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**Background documents:**

Cabinet Report 8<sup>th</sup> October 2012

Cabinet Report 9<sup>th</sup> December 2014

Cabinet Report 10<sup>th</sup> May 2016

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT OF THE CORPORATE DIRECTOR - COMMUNITIES

#### CABINET

28 FEBRUARY 2017

#### TOWN AND COMMUNITY COUNCIL - CAPITAL FUND UPDATE

##### 1. Purpose of Report

- 1.1 The purpose of the report is to seek Cabinet approval to allocate the remaining funds from the Town and Community Council Capital Fund in line with the recommendations contained within the report.

##### 2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 This proposal will contribute to the corporate priorities of supporting a successful economy, encouraging individuals and communities to be less reliant on the Council and making better use of resources.

##### 3. Background

- 3.1 The Council has an approved annual capital allocation of £100,000 in its Capital Programme that is intended to support applications from Town and Community Councils for capital projects.
- 3.2 For 2016/17 the fund was increased from its historic level of £50,000 per annum to a total fund of £100,000, with the intention that Town and Community Councils would be encouraged to link their bids in particular to the Community Asset Transfer process [CAT]. This change was in recognition of the fact that moving forward this Council would be less able to deliver services to the level that it has done historically and there would be an increasing role for Town and Community Councils in helping to deliver some local services. In this scenario it is anticipated that an allocation of capital funding might help mitigate some of the concerns those Councils might have about taking responsibility for facilities that might otherwise become a liability.
- 3.3 A report to Cabinet on 7<sup>th</sup> June 2016 set out the detail of the applications received this year. A total allocation of £83,000 was approved by Cabinet, leaving a current balance of £9,500 from the £100,000 capital allocation this year as a further sum of £7,500 was allocated to a scheme carried over from 2015/16.
- 3.4 Two applications originally received from Town and Community Councils were not approved by Cabinet in June 2016. Brackla Community Council submitted a proposal with total project costs of £23,500 to replace the boilers at Brackla Community Centre. This application for funding was deferred on the basis that the Community Council was responsible for the Community Centre on a full repair basis as the Centre had recently been transferred to the Community Council. The report indicated that further consideration needed to be given to whether there was

justification for a capital contribution in these circumstances. In addition, an application from Cornelly Community Council was also deferred. Their total project costs totalled £40,500 for a gateway project at 'Fairfields', North Cornelly on the existing cycle route, including public art.

#### **4. Current Situation / Proposal**

- 4.1 As proposed, further consideration has now been given to each of these projects, in the case of Brackla Community Council it is clear that at the time of the CAT transfer of the Community Centre there were a number of outstanding building repair issues. The Community Council have been able to evidence the significant expenditure they have already incurred to improve the building. However, the provision of adequate working boilers to heat the building is fundamental to its long term sustainability. In these circumstances an allocation from this Council of £9,500 towards the total costs of £23,500 will be of significant assistance and is in the spirit of supporting CAT type applications. It is unfortunate that in this instance the timing of the CAT transfer of the Community Centre pre-dated the request to Town and Community Councils for applications for funding. The recommendation that the Council does support Brackla Community Council on this occasion with regard to Brackla Community Centre should be regarded as a 'one off' situation and in no way alters or amends the terms of lease approved with the Council as part of CAT. It is our understanding that the Community Council will be able to achieve the capital spend this financial year.
- 4.2 In the case of Cornelly Community Council the scale of the proposed project means it is less likely that the small amount of remaining funding the Council has this financial year will make a significant impact. It is also unlikely that any scheme could be completed this financial year. In addition the project, while very worthy and welcome, does not link directly to CAT as set out in the funding criteria. This means that while the application is still eligible this year it is not regarded as a high priority. In these circumstances it is better that Cornelly Community Council revisit their proposals and seek to submit an application for the 2017/18 fund that better meets the priority criteria. It is recommended therefore that no allocation is made to Cornelly Community Council this year.
- 4.3 It is anticipated that requests to Town and Community Councils for applications for the 2017/18 fund will be sent out early in the new financial year.

#### **5. Effect upon Policy Framework & Procedure Rules**

- 5.1 There is no effect on the Council's policy framework and procedure rules.

#### **6. Equalities Impact Assessment**

- 6.1 No equalities impact assessment is necessary as part of the grant allocation process, although individual schemes that have been supported may have a positive impact on equalities groups in some instances.

## **7. Financial Implications**

- 7.1 An allocation of £83,000 to various Town and Community Councils was approved by Cabinet in June 2016. There is currently a remaining balance of £9,500 for 2016/17, which it is proposed is allocated to Brackla Community Centre.

## **8. Recommendations**

- 8.1 It is recommended that Cabinet:  
Approve a funding allocation of £9,500 to Brackla Community Council from the Town and Community Council fund towards total project costs of £23,500 to replace boilers at Brackla Community Centre.

**Mark Shephard**  
**CORPORATE DIRECTOR - COMMUNITIES**  
**February 2017**

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**Background documents:**  
Cabinet Report 7<sup>th</sup> June 2016

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

#### WESTERN BAY COMMISSIONING STRATEGY FOR CARE HOMES FOR OLDER PEOPLE 2016 - 2025

##### 1. Purpose of Report.

- 1.1 To seek approval from Cabinet to endorse the regional Western Bay Care Homes Commissioning Strategy for Older People and local implementation strategy for Bridgend County Borough; and explain the Strategy's agreed objectives and commissioning priorities following the stakeholder consultation process.

##### 2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 This service development relates to all the corporate priorities as follows:
- Helping people to be more self-reliant;
  - Smarter use of our resources;
  - Supporting a successful economy.

It also links to the following:

- The Dementia Strategy and Plan 2015-18
- Commissioning Plan for Adult Social Care, "Living independently in Bridgend in the 21st Century"

##### 3. Background.

- 3.1 The Western Bay Care Homes Commissioning Strategy for Older People has been developed as part of the Western Bay Health and Social Care Programme. It outlines the key characteristics of the marketplace (both supply and demand), the regulatory environment, and the commissioning intentions of the members of the Western Bay Partnership.
- 3.2 The Strategy, post consultation (attached as **Appendix 1**), was endorsed for approval on behalf of the Western Bay partnership by the Community Service Board on 16th December 2016 and approval is now sought from partner organisations for the Western Bay Commissioning Strategy for Care Homes for Older People and its local implementation plans (**Appendix 2** Bridgend CBC Plan).
- 3.3 The Strategy, was developed regionally, and has been subject to a 90 day public consultation between 6<sup>th</sup> May and 3<sup>rd</sup> August 2016. This was done through:
- A Consultation event which took place on the 15th July and was attended by a range of stakeholders including Local Authority, Health Board and Third Sector staff, care home providers, older people's councils and carers. In total 60 people attended at The Centre in Baglan and feedback was requested in the four themes, those of quality, value for money, availability and choice.

- An E-survey was published online via a variety of forums. In total 25 people responded to the questionnaire and their responses were categorised in the same four themes as above.
- In addition there was the opportunity to make direct emails and phone calls feeding back views; and feedback from individuals who had specific comments to make were collated.
- In September Adult Social Care Overview and Scrutiny Committee received a report and presentation on the draft document, and were also afforded the opportunity to comment on the document.
- In total there were up to 300 comments on the document: the feedback received and detailed responses can be found in **Appendix 3**.

3.4 The Commissioning Strategy sets out a strong, shared commitment by the Western Bay Health and Social Care Partnership to ensure that there will be a sustainable range of high quality care home placements to meet the needs of older people within the local authorities of Bridgend, Neath Port Talbot and Swansea.

3.5 The vision for The Commissioning Strategy is:

*“We will commission care homes that support independence, choice and wellbeing in a person-centred and responsive manner providing high quality services across Western Bay.”*

3.6 The objectives of the Commissioning Strategy are to have:

- Better access to care home services most suitable to people’s needs;
- Increased choice for service users;
- Consistent high levels of quality standards for service users;
- Services that offer value for money;
- An effective and sustainable care home market;
- Attract high quality care home providers to the Western Bay area.

#### **4. Current Situation / Proposal.**

4.1 The Strategy concentrates on the provision of high quality nursing and residential care delivered in a collaborative and co-ordinated manner to those in need.

4.2 The commissioning of care home services is regulated by a wide range of existing legislation; however there are new regulations due to be enacted during the next twelve months. The new statutory requirements are outlined within the Social Services and Wellbeing (Wales) Act 2014, the Regulation and Inspection of Social Care (Wales) Act 2016 and the Strategy has taken account of the new duties and responsibilities in those pieces of legislation.

4.3 The Commissioning Strategy has also given consideration to the following non-statutory guidance, as well as the ‘What Matters to Me’ model created by Western Bay partnership in 2015, the detail of which is to be found in the appendices of the Commissioning Strategy document in section 11.4:

- A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs (2014);
- The Social Services National Outcome Framework (2014);
- “A Place to Call Home” drafted by the Older People’s Commissioner for Wales (2014);



- “Older People in Care Homes” (2015) NICE; and
- “National Dementia Vision for Wales – Dementia Supportive Communities” WAG and Alzheimer’s Society.

4.4 The Commissioning Strategy sets out the challenges for the future as a result of the changing demographic profile across the population, not only for the health and social care system, but also by the providers of residential care services, who are increasingly providing care to older people with complex needs, and those at the ‘end of life’.

4.5 Building on this statutory and non-statutory guidance and the feedback from the consultation process, the Western Bay Health and Social Care Partnership has identified a series of key strategic intentions, and they are as follows:

- Build trust and strengthen partnership
- Ensure quality
- Build and communicate an accurate understanding of future demand for services
- Work together to develop and support a sustainable and motivated workforce
- Build a fair and sustainable care home market supported by reasonable fee levels
- Ensure care homes fit within and are supported by a well organised local health and social care system

4.6 More generally, following the publication of the Commissioning Strategy the Western Bay partnership will seek to (Commissioning Strategy page 35 – 36):

- *Work with partners to develop a range of accommodation, rehabilitation and support options for vulnerable and older people who need help to achieve or promote choice, wellbeing and quality of life.*
- *Work with regulators to develop new person centred and flexible models of care which reduce people’s need to move between establishments as their needs change.*
- *Support private care home managers and owners to meet regulations stipulated by the Older People’s Commissioner, Social Services and Wellbeing (Wales) Act (2014), NICE guidelines including Medicines Management guidance and the Regulations and Inspection (Wales) Act (2016).*
- *Support care home providers to deliver the Active Offer as required in “More than Just Words”.*
- *Reduce the burden of bureaucracy on care home providers focussing instead on individual outcomes.*
- *Work in collaboration with key stakeholders e.g. CSSIW.*
- *Publish a market position statement and engage with current and potential new providers.*
- *Improve the quality of provision via the Regional Quality Framework and in turn deliver person centred outcomes for everyone in residential care.*
- *Build relationships and trust with providers to enhance understanding of the operation of the market and how to help providers respond to ongoing changes in demand.*

- *Develop options for commissioning and contracting to improve sustainability of care homes whilst continuing to improve value for money and taking a strategic approach.*
- *Draw up new terms and conditions and service specifications in contracts to ensure they are fit for purpose and will meet the needs of the personalisation agenda.*
- *Work closely with providers to improve sustainability of the workforce. In particular to include an analysis of skills and training requirements, analysis of gaps and recruitment challenges as well as gaps and opportunities for role and career development.*
- *Continue to build strong collaboration between the Health Board and Local Authority partners to include formal partnership arrangements such as pooled budgets.*
- *Continue to review, at a minimum of every three years, population ageing and demography to anticipate required changes to the market in line with the Social Services & Wellbeing Act's Population Assessment.*
- *Where possible and appropriate, collect service quality and performance data in a consistent format across the Western Bay region sharing best practice.*
- *Encourage new innovative providers into the region to meet demand and support care home providers in the innovations they want to take forward.*
- *Ensure that people who are considering a care home placement can make choices based on the provision of accessible and clear information.*
- *Ensure care plan documentation is available to care homes at an early stage*
- *Work with providers to consider approaches to capital investment in support of new service developments which align with the Western Bay strategic direction.*
- *Ensure assessment and care planning practice engages with care home providers to support choice and easy referral and allocation where necessary.*
- *Ensure community health and social care practitioners work effectively with the staff and residents of care homes in their communities.*

4.7 The Strategy seeks to ensure that every older person in a care home has the appropriate and most positive outcomes possible. It builds on the quality framework developed in Bridgend County Borough for residential and nursing home placements; which was in turn developed into a regional quality framework for care homes for older people across Western Bay in 2015.

4.8 The Strategy provides greater focus on person centred working that promotes choice, dignity and quality of life. The Western Bay partnership intends to develop an outcomes framework to measure the critical outcomes and results that commissioners will want to see delivered, these include (Commissioning Strategy page 37):

#### Personal Outcomes

- Quality of life
- Quality of care
- Person centred
- Choice

## Market Outcomes

- More choice and different models of care
- Flexible provision where changes in health won't always mean moving
- Planning for the future
- Stimulate provider sustainability
- Commission a sustainable business being clear on what is needed
- Work with secondary care to improve the flow of people from hospital into care homes
- Value for money

## Workforce Outcomes

- Make the care sector a viable career choice with more training opportunities
- Improving leadership and staffing levels

## **5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no effect upon the Policy Framework and Procedure Rules.

## **6. Equality Impact Assessment.**

6.1 This is a regional strategy which once approved by all partners, will have an Equality Impact Assessment completed across the Western Bay collaborative region.

## **7. Financial Implications.**

7.1 The strategy indicates that the 2014/15 total budget across the three local authorities for social care was circa £300 million. The budget for Older People's services includes the following:

- Residential care (circa £29.1m);
- Community based and non-residential services (circa £36.4m).

In Bridgend the budget in 2016/2017 includes:

- Residential care £8m;
- Community based and non-residential services £11m (includes assessment and care management).

7.2 The cost of delivering social care continues to experience significant price inflation in a period of ongoing financial constraint; it will be essential to deliver efficiencies in the commissioning of long term care in the future.

7.3 The Adult Social Care budget in Bridgend is developed in line with the Medium Term Financial Strategy (MTFS). The service strives to manage the cost of residential care within the overall budgets for Adult Services and will ensure that the financial implications of the strategy will be managed within the overall context of the MTFS.

## **8. Recommendation.**

8.1 It is recommended that Cabinet approve the Commissioning Strategy for Care Homes for Older People 2016 – 2025 and the local implementation plan for Bridgend County Borough.

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**January 2017**

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**10 Background Documents:**  
None.



# Commissioning Strategy for Care Homes for Older People 2016 - 2025



Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board




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## **Our Vision**



**We will commission care homes that support independence, choice and wellbeing in a person-centred and responsive manner providing high quality services across Western Bay.**



## Executive Summary

### Introduction

This commissioning strategy sets out a strong, shared commitment by the Western Bay Health and Social Care Partnership to ensure a sustainable range of high quality care home placements to meet the needs of older people within the local authorities of Bridgend, Neath Port Talbot and Swansea.

The objectives Western Bay aims to achieve through implementation of this strategy are:

- Better access to care home services most suitable to people's needs
- Increased choice for service users
- Consistent high levels of quality standards for service users
- Services that offer value for money
- An effective and sustainable care home market
- Attract high quality care home providers to the Western Bay area

The commissioning strategy sets out in detail some of the challenges that will be faced in the future as a result of a changing demographic profile across the population. The challenge is one faced by the health and social care system but also by the providers of residential care services who are increasingly providing care to people who are very old and very frail with recent care home closures in the Bridgend area bringing this challenge in to sharp focus.

### Supply and Demand

Over the next 10 years (2015 – 2025) it is expected that the composition of the population across Western Bay will change:

- The total population of people over the age of 65 is expected to grow from 103,140 to 120,260; an **increase of 17%**
- The population of people over the age of 80 years will grow from 27,430 to 35,870; an **increase of 31%**
- The rise in the population of individuals aged 80+ and over living with dementia is projected **to increase by 32%**

These figures highlight the change in the population split by age and that providers will need to be flexible and innovative to meet the demand that this shift in population will require in terms of care home services.

It is anticipated that even though demographic changes are indicating an increase in older people across the region, with the additional support being provided in the community the number of care home beds will not increase correlating with this shift in demographics.

Instead, care homes will need to adapt to provide for more complex needs for shorter periods of time and will require an increase in the amount of complex and dementia care beds as dementia prevalence increases. There will be a requirement for standard residential beds albeit in lower numbers than anticipated based on demographic data and in accordance with this we will not commission an increased number of these beds.

## Our Commissioning Intentions

On the basis of the analysis described in this strategy, the Western Bay Health and Social Care Partnership have identified a series of key strategic intentions:

- **Build trust and strengthen partnership** – This strategy identifies challenges both for commissioners and providers, not least from demographic change and scarcity of resources. However it also identifies fundamentally shared values and aspirations. We intend to build on this and work collaboratively with citizens and providers to shape a care home market that responds robustly and creatively to these challenges
- **Ensure quality** – We, together with all those with whom we have consulted are clear that care home services must be provided at a high, yet realistic level of quality. We intend to work with regulators and providers to achieve this.
- **Build and communicate an accurate understanding of future demand for services** – We recognise that there are currently challenges in meeting the needs of people who choose to live in a care home and there are shortfalls in capacity. We aim to develop our knowledge to future capacity requirements in the light of demographic trends and new service models and work with care home providers to plan capacity on the basis of this.
- **Work together to develop and support a sustainable and motivated workforce.** – The committed people that work hard to provide care and support to the residents of care homes are at the centre of our strategy. We have identified difficulties in maintaining a strong workforce and it is clear that the only way to address these issues is together in strong partnership.
- **Build a fair and sustainable care home market supported by reasonable fee levels** – This is an important issue to providers. In the current financial climate, it is a very challenging and potentially divisive issue. However, we are committed to building a sustainable care home market supported by reasonable fee levels.
- **Ensure care homes fit within and are supported by a well organised local health and social care system.** – Our “What Matters To Me” service model, strongly reinforced by the feedback we have received during consultation clearly shows that care homes must increasingly work as part of, and supported by a strong health and social care system.

These intentions relate to our original objectives, as described in section 1.2. However they have evolved during the development of this strategy and in particular, having considered and responded to the responses we have received during the consultation for this document.

Following publication of this strategy, Western Bay partner organisations will develop implementation plans which are based on these six key strategic intentions.

Generally, and across the Western Bay Region, we will seek to:

- Work with partners to develop a range of accommodation, rehabilitation and support options for vulnerable and older people who need help to achieve or promote choice, wellbeing and quality of life.
- Work with regulators to develop new person centred and flexible models of care which reduce peoples need to move between establishments as their needs change.

- Support private care home managers and owners to meet regulations stipulated by the Older People’s Commissioner, Social Services and Wellbeing (Wales) Act (2014), NICE guidelines including Medicines Management guidance and the Regulations and Inspection (Wales) Act (2016).
- Support care home providers to deliver the Active Offer as required in “More than Just Words”.
- Reduce the burden of bureaucracy on care home providers focussing instead on individual outcomes.
- Work in collaboration with key stakeholders e.g. CSSIW.
- Publish a market position statement and work to engage with current and potential new providers.
- Improve the quality of provision via the Regional Quality Framework and in turn deliver person centred outcomes for everyone in residential care.
- Build relationships and trust with providers to enhance understanding of the operation of the market and how to help providers respond to ongoing changes in demand.
- Develop options for commissioning and contracting to improve sustainability of care homes whilst continuing to improve value for money and taking a strategic approach.
- Draw up new terms and conditions and service specifications in contracts to ensure they are fit for purpose and will meet the needs of the personalisation agenda.
- Work closely with providers to improve sustainability of the workforce. In particular to include an analysis of skills and training requirements, analysis of gaps and recruitment challenges as well as gaps and opportunities for role and career development.
- Continue to build strong collaboration between the Health Board and Local Authority partners to include formal partnership arrangements such as pooled budgets.
- Continue to review, at a minimum of every three years, population ageing and demography to anticipate required changes to the market in line with the Social Services & Wellbeing Act’s Population Assessment.
- Where possible and appropriate, we collect service quality and performance data in a consistent format across the Western Bay region sharing best practice.
- Encourage new innovative providers into the region to meet demand and support care home providers in the innovations they want to take forward.
- Ensure that people who are considering a care home placement can make choices based on the provision of accessible and clear information.
- Ensure care plan documentation is available to care homes at an early stage
- Work with providers to consider approaches to capital investment in support of new service developments which align with the Western Bay strategic direction.
- Ensure assessment and care planning practice engages with care home providers to support choice and easy referral and allocation where necessary.
- Ensure community health and social care practitioners work effectively with the staff and residents of care homes in their communities.

## 1. Introduction

This commissioning strategy sets out a strong and shared commitment by the Western Bay Health and Social Care Partnership to ensure a sustainable range of high quality care home placements to meet the needs of older people within the local authorities of Swansea, Bridgend and Neath Port Talbot.

The strategy sets out the changes that will be required to the current commissioning models in our three Local Authorities together with the Abertawe Bro Morgannwg University Health Board (ABMUHB). It signals future requirements from the providers of care home services and the way in which this care home “market” will need to develop and operate in order to deliver this vision.

More specifically, this document will inform key stakeholders of:

- The changes that will be made to existing commissioning arrangements
- How the four individual commissioning bodies within the Western Bay Health and Social Care Partnership will contract with care home providers in the future
- The type and level of services Western Bay expects care home providers to deliver
- The quality standards of service delivery that Western Bay expects from care home providers
- The expectations that stakeholders have of the Western Bay Partnership

### 1.1 The Western Bay Health and Social Care Partnership

This strategy has been developed through a process of discussion and collaboration with partners in health and local government, through the *Western Bay Health and Social Care Programme* which was initiated in 2012.

The Western Bay Programme was established to deliver integrated care models across older people, mental health and learning disability services. A programme of change-management projects has already made significant progress towards this goal. This commissioning strategy is part of that programme and represents a shared “route map” for our four commissioning authorities to work together to a strong and sustainable care home sector in our region.

The Western Bay Partnership supports collaborative working between the four partner organisations. The benefits of this approach can be captured in a variety of ways. Where appropriate this may involve an integrated approach through formal partnership arrangements and, possibly, the pooling of funds. On other occasions the four organisations will continue to undertake commissioning activity in parallel but with a shared and co-ordinated approach.

## 1.2 Our Objectives

Western Bay has set some specific objectives that it seeks to achieve through the completion of this commissioning strategy. Some of these seek to improve how these services are delivered and their value to the residents in this region. Others seek to improve the way in which these services are arranged and commissioned. These are set out below:

- **Better access to care home services most suitable to people's needs** – Including the type and level of provision and other factors such as their preferred location, layout and environment. A specific aspect of this is that the Western Bay Partners hope to reduce the number of people living in care homes outside of the region because the services they want and require are not available.
- **Increased choice for service users** – This includes choice for a person about which care home they live in. It also includes choice for a person about the service they receive whilst living in a care home, e.g. in relation to food, activities and other aspects of their lifestyle.
- **Consistent high levels of quality standards for service users** – This includes adhering to the agreed regional quality standards framework on a contract monitoring basis as well as evidence from service user, family and staff's positive feedback.
- **Increased independence for service users** – This focuses on the way services are delivered and should lead to people living as independently as they can in the care home they call home.
- **Services that offer value for money** – There is clarity, transparency and shared expectations about the fees paid to care home providers and the services delivered to residents.
- **An effective and sustainable care home market** – The care home market and the commissioners and providers within it will be able to operate effectively and the commissioning model will achieve the right balance between the needs and requirements of all parties to ensure the market is sustainable in the long term.
- **Attract high quality care home providers to the Western Bay area** – Ensure the concept of developing and expanding business practices for care home providers is an attractive option within Western Bay.

## 1.3 Our Values

We want to ensure that every older person in a care home has the appropriate and most positive outcomes possible and:

- Is able to access high quality information and advice
- Is able to live as independently as possible
- Is treated as an individual whose dignity and choice is respected
- Is supported to accomplish things which are important to them
- Is not subjected to discrimination, prejudice or abuse
- Is actively involved in guiding their own support wherever possible

- Has their voice heard either directly or with assistance from family, friends or an independent advocate
- Live or stay in an environment in which they feel comfortable, safe and secure
- Is assisted (when required) to access the same health services their contemporaries access
- Is supported to overcome social isolation and loneliness by getting involved with activities which are important to them within the care home and in the wider community
- Receives care and support that is safe, efficient and effective from appropriately trained staff
- Has individualised end of life care and a dignified death in their place of choice

## 2. Definitions

### 2.1 Commissioning

“Social care commissioning is a set of activities by which local authorities and partners ensure that services are planned and organised to best meet the social care outcomes required by their citizens. It involves understanding the population need, best practice and local resources to plan, implement and review changes in services. It requires a whole system perspective and applies to services provided by local authorities, as well as public, private and third sector services.”<sup>1</sup>

A commissioning strategy is “A formal statement of plans for securing, specifying and monitoring services to meet people’s needs at a strategic level. It applies to services provided by the local authority, NHS, other public agencies and the private and voluntary sectors”<sup>2</sup>.

### 2.2 The Commissioning Process

The commissioning process can be illustrated in the diagram below which shows the role of procurement as well as strategic commissioning.

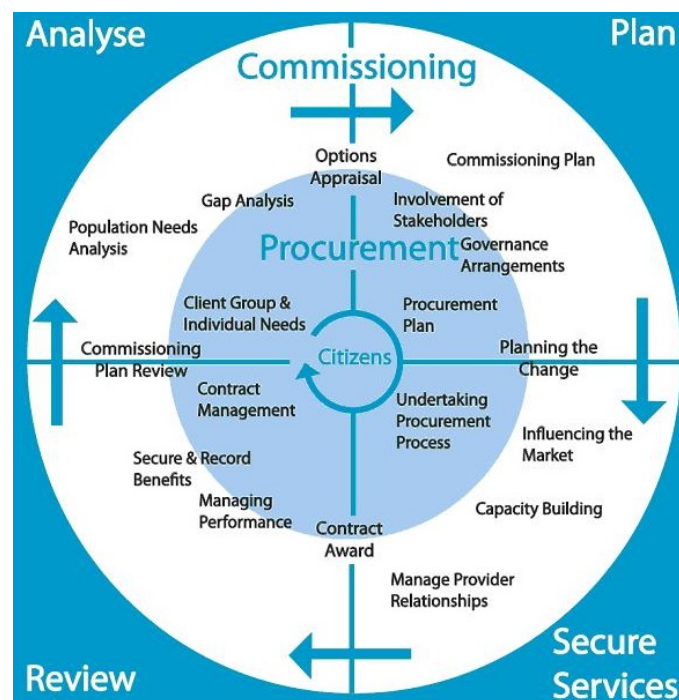


Figure 1: The Commissioning Cycle

<sup>1</sup> Welsh Assembly Government Fulfilled Lives Supportive Communities Commissioning Framework Guidance and Good Practice.

<http://gov.wales/dhss/publications/socialcare/strategies/fulfilledlives/fulfilledlivese.pdf?lang=en>.

<sup>2</sup> “Developing a commissioning strategy in public care” Care Services Improvement Partnership

<http://www.regionalcommissioning.co.uk/resources/B1%20Developing%20a%20commissioning%20strategy.pdf>

The diagram above illustrates that commissioning is a process which comprises a variety of activities which are interrelated and sequenced. These activities can be grouped into four key categories and together these form a cycle:

- **Analysis** – of guidance, best practice, population needs, market, risks and resources and establishing common priorities and outcomes between agencies.
- **Planning** – Undertaking gap-analysis, designing and specifying services and preparing strategies.
- **Doing** – Capacity building, developing good relationships with providers, ensuring service quality and procuring services.
- **Reviewing** – the success of services in achieving outcomes and reviewing market performance against commissioning priorities.

### 2.3 Care Home Services

The charity HousingCare.org defines a care home as:

- *“A residential setting where a number of older people live, usually in single rooms, and have access to on-site care services. Since April 2002 all homes in England, Scotland and Wales are known as ‘care homes’, but are registered to provide different levels of care.*
- *A home registered simply as a **care home** will provide personal care only - help with washing, dressing and giving medication.*
- *A home registered as a **care home with nursing** will provide the same personal care but also have a qualified nurse on duty twenty-four hours a day to carry out nursing tasks. These homes are for people who are physically or mentally frail or people who need regular attention from a nurse.*
- *Some homes, registered either for personal care or nursing care, can be registered for a specific care need, for example dementia care or terminal illness.*
- *All care homes provide meals and staff on call at all times”.*<sup>3</sup>

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<sup>3</sup> <http://www.housingcare.org/jargon-care-homes-96285.aspx>



### 3. National and Local Context

The commissioning of care and support services for older adults is governed by legislation and informed by a broad range of national and local policy drivers. This section will describe the current policy and legislation that will guide any new care home commissioning model that Western Bay proposes to introduce.

#### 3.1 Legislation and National Policy

National policy over the last five years has focussed on service improvement, co-ordination between national and local government and greater integration of social care, health services and other agencies in Wales, including the third Sector. There is increasing emphasis on individuals and communities being at the centre of decision-making about their care and on providing care and support at home where possible.

**The Social Services and Wellbeing (Wales) Act (2014)**<sup>4</sup> received royal assent on 1<sup>st</sup> May 2014. It reforms and integrates social services law and emphasises improving wellbeing outcomes for people who need care and support, including carers. It is intended that the Act will help local authorities and other partners address the challenges of changing societal expectations, demographic change and a difficult resource environment. The Act introduces a common set of processes for people, strengthens collaboration and the integration of services, and provides an increased focus on prevention and early intervention.

Section 9 of The Act emphasises the importance of public agencies co-operating and working in partnership. As the four key public bodies concerned with the health and wellbeing of people across the Western Bay area, we recognise the necessity to take this statutory lead seriously and adopt a whole system approach to delivering the spirit of the Act.

The Welsh Government Guidance, **“A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs”** (2014)<sup>5</sup> defines in more detail the expectations of WG in relation to our interpretation of the Act for our older people. It calls for, and we commit to, delivering “a truly integrated system” which displays three key characteristics:

- *“Services should be co-designed with the people who use them.*
- *Services are consciously planned refocussing activities on those people receiving care and removing barriers to integrated working.*
- *Services should be developed in partnership with all of our key partners including different sections of our own local authorities, health, housing and the third and independent sectors.”*

**The Social Services: The national outcomes framework for people who need care and support and carers who need support (2016)**<sup>6</sup>, along with the Social Services & Wellbeing (Wales) Act (2014) aims to secure excellent wellbeing for all people and their

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<sup>4</sup> [http://www.legislation.gov.uk/anaw/2014/4/pdfs/anaw\\_20140004\\_en.pdf](http://www.legislation.gov.uk/anaw/2014/4/pdfs/anaw_20140004_en.pdf)

<sup>5</sup> A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs: Welsh Government, 2014 <http://wales.gov.uk/docs/dhss/publications/140319integrationen.pdf>

<sup>6</sup> <http://gov.wales/docs/dhss/publications/160610frameworken.pdf>.

carers in order for them to lead fulfilled lives. *“Focussing on people’s well-being outcomes will drive better experiences and better services for people who need care and support and carers who need support”*.

In November 2014, the Older People’s Commissioner for Wales published **“A Place to Call Home”**<sup>7</sup>; a review of the quality of life and care of older people living in care homes across Wales. She notes:

*“When older people move into a care home, all they are doing in effect is moving from one home to another...Regardless of where we live when we are older, or how frail we are, we will all want to feel respected and valued and be able to do the things that matter to us. We all want, regardless of our age or frailty, or where we call home, to have the very best quality of life.”* (2014)

The Commissioner introduces a “Quality of Life Model” (below). This is based on older people telling her that their lives have value, meaning and purpose when they:

- Feel safe and are listened to, valued and respected
- Are able to do the things that matter to them
- Are able to get the help they need, when they need it, in the way they want it
- Live in a place which suits them and their lives



Figure 2: Older People’s Commissioner’s Quality of Life Model, ‘A Place to Call Home’ (2014)

<sup>7</sup> Older People’s Commissioner (2014) A Place to Call Home? A Review into the Quality of Life of Older People living in Care Homes in Wales.

The National Institute for Health & Care Excellence (NICE) published guidance in February 2015, titled '**Older People in Care Homes**'<sup>8</sup>. Their paper highlighted nine key themes and related recommendations when addressing the issue of what Local Authorities can achieve for older people in care homes including the need to help to improve the health and wellbeing of older people in care homes and to ensure wellbeing and safeguarding responsibilities are met.

The Welsh Assembly Government, in collaboration with the Alzheimer's Society has drafted documentation titled '**National Dementia Vision for Wales – Dementia Supportive Communities**'<sup>9</sup>. With the expected prevalence of dementia expected to rise; this issue will need to be included in any new commissioning models for older people's care homes.

**The Regulation and Inspection of Social Care (Wales) Act (2015)**<sup>10</sup> includes provision for:

- Reform of the regulatory regime for care and support services
- Provision of a regulatory framework that requires an approach to the regulation of care and support services focused on outcomes for service users
- Reform of the inspection regime for local authority social services function
- The reconstitution and renaming of the Care Council for Wales as Social Care Wales and the broadening of its remit
- The reform of the regulation of the social care workforce

**More than just words: A Strategic Framework for Promoting the Welsh Language in Health, Social Services and Social Care**<sup>11</sup> was published in 2012 by the Deputy Minister for Social Services. The aim of the framework was to ensure that organisations recognise that language is an intrinsic part of care and that people who need services in Welsh get offered them. This is called the 'Active Offer'. The aim of the follow-on strategic framework 2016 -2019 is to build on the previous strategy, as well as to reflect changes in the political and legislative context.

In essence, the "Active Offer" means that a service should be provided and available in the Welsh language without someone having to ask for it. It is the responsibility of commissioners and service providers to ensure they are able to deliver this "Active Offer".

Examples of a care service that provides an 'Active offer' might include:

- the key worker system ensures 'named' staff members are 'matched' to children and adults who are Welsh-speaking
- signage in the service helps to orientate Welsh-speaking users
- Welsh language books, newspapers and other resources are, or can be made, available for children and adults who speak Welsh<sup>12</sup>.

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<sup>8</sup> <https://www.nice.org.uk/advice/lgb25/chapter/introduction>

<sup>9</sup> <http://gov.wales/docs/dhss/publications/110302dementiaen.pdf>

<sup>10</sup> [http://www.assembly.wales/laid%20documents/pri-ld10106%20-%20bil%20rheoleiddio%20ac%20arolygu%20gofal%20cymdeithasol%20\(cymru\)/pri-ld10106-e.pdf](http://www.assembly.wales/laid%20documents/pri-ld10106%20-%20bil%20rheoleiddio%20ac%20arolygu%20gofal%20cymdeithasol%20(cymru)/pri-ld10106-e.pdf)

<sup>11</sup> <http://gov.wales/topics/health/publications/health/guidance/words/?lang=en>

<sup>12</sup> <http://cssiw.org.uk/about/strategic-plan/more-than-just-words/?lang=en>

## 3.2 Local Policies

In August 2013, Western Bay and Changing for the Better programmes collaborated in the Joint Commitment for Community Services to co-design and deliver services that meet the current and future needs of the population of people across the Western Bay region by transforming care provision in the community. In March 2014, the collaborative went one step further and within the Statement of Intent the plan to integrate Health and Social Care services for older people across the region was further emphasised. Both of these documents include important messages about the care home market.

The Statement of Intent<sup>13</sup> (2014) outlined:

*‘All three areas have reviewed or are reviewing care home provision with a view to delivering a clear and sustainable future for current or former Local Authority care home provision, to improve the quality and provision of independent sector care home provision, particularly for people with dementia, and to continue a move to care for people in their own homes, where appropriate in extra care settings in the community’.* It also outlines that the integration of Health and Social Care across Western Bay aims to ensure *‘a suite of support care services are available so less people are asked to consider long term residential or nursing home care, particularly in a crisis’.* If this aim is met, the paper outlines that its implementation should result in a shift in the delivery of care from institutional models to community models:

*“It is critically important that where a care home is the preferred option of an individual that this is a positive choice, planned for and that the care home is of a high quality in terms of the care provision, the living environment and that people in care homes can feel part of the community and retain as much independence as possible.”<sup>14</sup>*

## 3.3 “What Matters To Me” Model

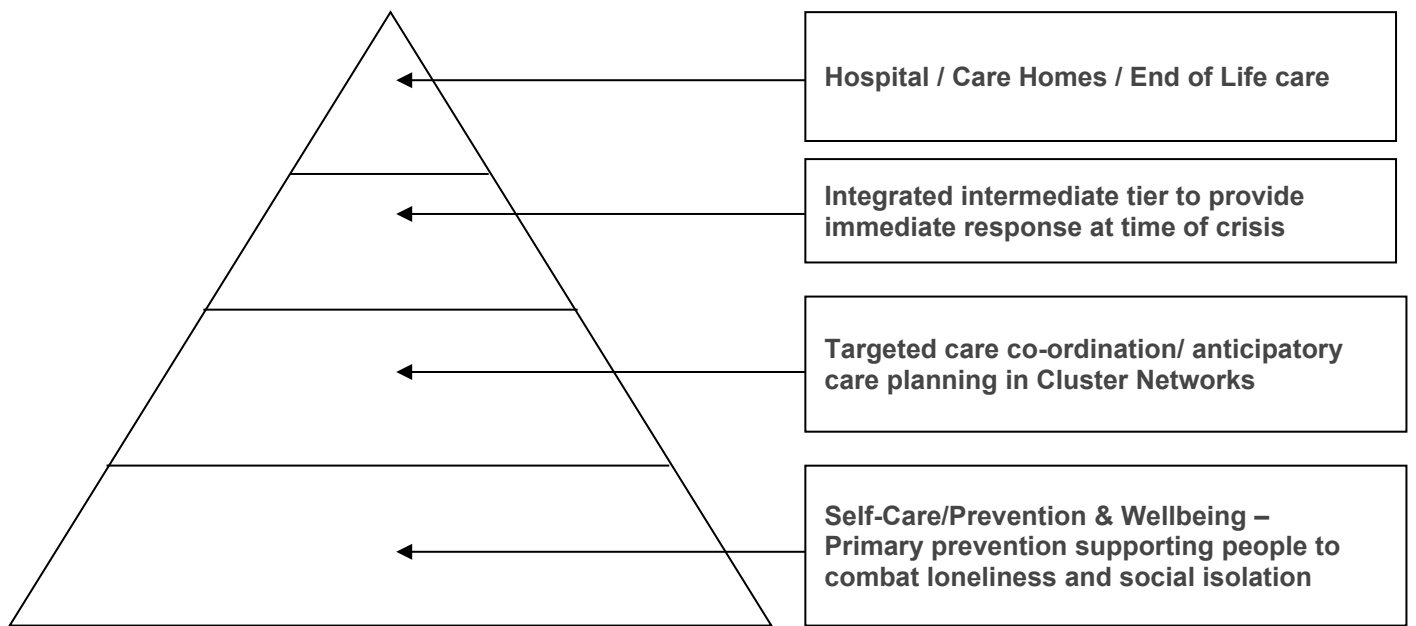
The Western Bay Community Services Programme has drafted an overarching model to improve older people’s health and social wellbeing across the region called *“What Matters To Me”* (2015). The model reaffirms the commitment in Western Bay to deliver high quality integrated health and social care that meets the current and future needs of older people across the region to promote healthy independent ageing with proactive high quality care close to home when support is needed.

This model encompasses wherever ‘home’ is for an individual therefore involves care homes and the importance of this approach in this setting. There is a focus on anticipatory care and coordinated care planning to ensure health, social care, third sector and other professionals work together to develop a single care plan and improve outcomes for individuals as well as reducing duplication for professionals. Specifically relating to care homes, the model outlines the aim to deliver high quality nursing care and residential care for those who truly need it and having the services in place when people need to access residential services. The model identifies the critical need to work in a collaborative and coordinated way (with other individuals and groups as necessary) to ensure this is a smooth, safe, proactive transition of care.

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<sup>13</sup> Western Bay Community Services Statement of Intent (2013)  
<http://www.wales.nhs.uk/sitesplus/863/opendoc/244237>

<sup>14</sup> Western Bay Joint Commitment Delivering Improved Community Services  
<http://www.scvs.org.uk/Resources/SCVS/SCVS%20Documents/western-bay-joint-commitment-for-delivering-improved-community-services.pdf>



**Figure 3: The “What Matters to Me” Model**

## 4 Our Population (Demand for Services)

### 4.1 The National Picture

Over the next 15 years (2015 – 2030) it is expected that the composition of the population across Wales will change and therefore we expect:

- The total population of people over the age of 65 is expected to grow from 626,300 to 804,680; an increase of 28%.
- More significantly, we expect our population of people over the age of 80 years to grow from 166,230 to 275,150; an increase of 65%.
- At the same time, we expect our population of younger adults to decline slightly with the population of people aged 18-55 falling by 2.5% from 1,479,110 to 1,441,430.
- The number of older people (over the age of 65) living alone is expected to grow significantly by 43% from 283,313 to 363,241.
- The number of people aged 16 years and above providing unpaid care is expected to grow by nearly 6% from 370,115 to 392,237.
- The number of people over 65 years who aren't able to manage at least one domestic task is expected to grow by 38% from 251,188 to 347,518.
- The number of people aged 65 and over unable to manage at least one mobility activity on their own is expected to grow by 41% from 112,887 to 159,599.
- The number of people over the age of 65 years with dementia is expected to grow by 51% from 42,322 to 64,087<sup>15</sup>.

### 4.2 The Local Picture

Within the geographical area of the ABMU Health Board, we expect to see similar growth, as shown in the Figure 4 below:

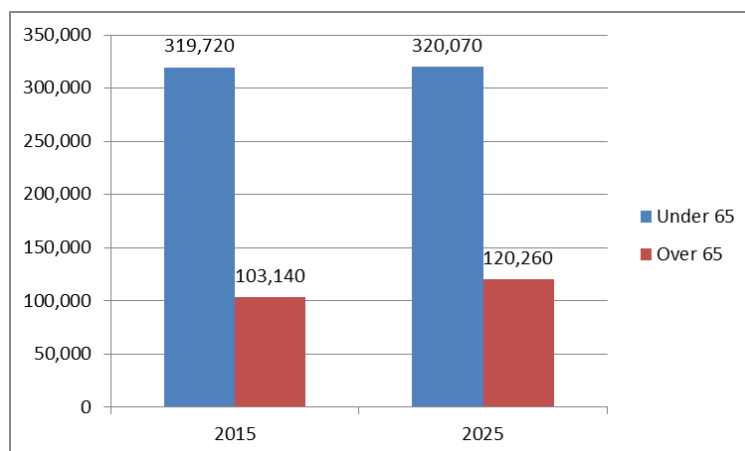


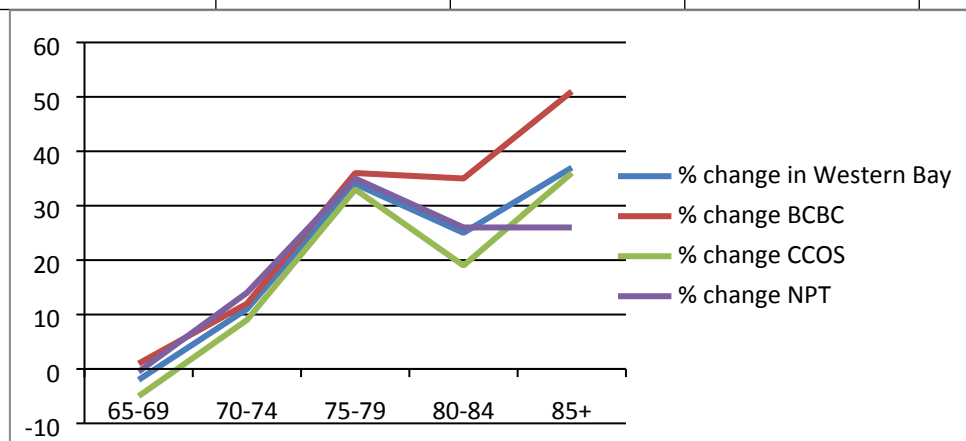
Figure 4 – Change in adult population from 2015 to 2025 across ABMU

<sup>15</sup> Daffodil: Projecting the Need for Care Services in Wales <http://www.daffodilcymru.org.uk/>

More detail on these projections can be seen in Table 1 below. This shows expected growth in our older population in each of the local authority areas across the Western Bay Region. Projecting further forward an even larger increase in the ageing population is expected. The table shows the trends, although differing slightly in terms of gradient in each Local Authority area, are all increasing significantly. This is also illustrated in Figure 5.

**Table 1 – Demographic trends (% change) in Western Bay change projections for 2025**

Age	Wales	Western Bay	Bridgend CBC	Swansea	Neath Port Talbot
65-69	-4	-2	+1	-5	-0.5
70-74	+10	+11	+12	+9	+14
75-79	+38	+34	+36	+33	+35
80-84	+29	+25	+35	+19	+26
85+	+39	+37	+51	+36	+26



**Figure 5: Percentage increase in population across Western Bay and in specific localities by 2025 compared to 2015 figures.**

### 4.3 Dementia

The impact of better survival rates for certain conditions, along with increasing numbers of older people suggests the prevalence of dementia is expected to increase substantially over the next ten years. The Alzheimer’s Society is estimating that:

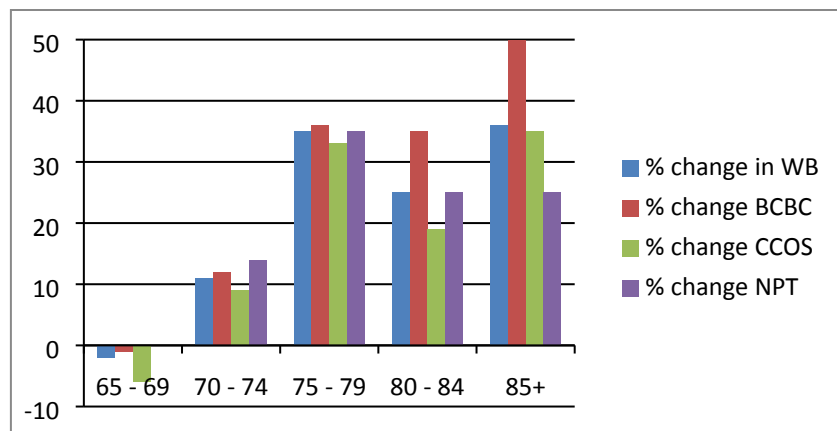
- There are 850,000 people with dementia in the UK
- There will be 1 million people with dementia in the UK by 2025
- 80 per cent of people living in care homes have a form of dementia or severe memory problems

- Two thirds of people with dementia live in the community while one third live in a care home
- One in six people aged 80 and over have dementia

The rise in the population of individuals aged 80 and over living with dementia is projected to increase by 32% in the Western Bay area as a whole by 2025 as shown in Table 2 and Figure 6 below.

**Table 2 – Projected prevalence of dementia (% change) in Western Bay for 2025.**

Age	Wales	Western Bay	Bridgend CBC	Swansea	Neath Port Talbot
65-69	-4	-2	+1	-5	0
70-74	+10	+11	+11	+9	+13
75-79	+38	+34	+36	+33	+35
80-84	+29	+24	+34	+19	+25
85+	+38	+36	+50	+35	+24



**Figure 6: Percentage change in dementia prevalence by age across Western Bay in 2025 compared to 2015 data.**

These projected increases across the region mean that it is imperative that we work with the independent care home sector to ensure that there is an adequate supply of services available to support the expected increase in demand for dementia services.

#### 4.4 Complex Care

The projections of the change in demographics across Western Bay strongly suggest that in the future (and particularly over the next ten years), people will be living longer and the approach to service delivery and workforce planning will need to reflect the increasingly complex needs of people requiring support due to age related conditions.



It is expected that due to the increase in Intermediate Care services in the community which aims to keep people living a more independent life for longer within their own homes that individuals are likely to go into residential services later in their life with more complex needs requiring additional services and attention than previous generations. Therefore although the number of residential placements is indicated to rise due to the ageing population there is an expectation that these placements will be for a shorter period and primarily in nursing/dementia care rather than 'traditional' residential care.

## 5. Our Resources

There are difficult challenges facing us, most obviously finding the ways to bridge the gap between the resources available and the expected year-on-year rises in social care demand and costs. We know that, in many areas of work, demand is increasing while capacity at best remains the same and has sometimes been reduced.

Table 3, below illustrates the extent of the pressure that is being experienced by our three partner local authorities, each of which must make considerable savings over the next three years.

**Table 3: Local Authority Savings 2015-6 to 2018-19**

Local Authority	Total savings to be achieved over 3 years	Savings to be achieved in Adult Social Care over 3 years
Bridgend	£49 million	£7 million
NPT	£37 million	£4.7 million
Swansea	£81 million	£13 million
<b>Western Bay</b>	<b>£167 million</b>	<b>£24.7 million</b>

It is clear the current financial situation is set to continue for the foreseeable future and this will result in needing to make further efficiencies in social care across the Western Bay Region.

The 2014/15 total budget across the three local authorities for social care was circa £300million.

**In addition**, older people's services include:

- Residential care (circa £29.1m)
- Community based and non-residential services (circa £36.4m)

These costs/budgets exclude those service users qualifying for continuing health care funding or funded nursing care which, based on Health Board data, amounted to circa £25million (CHC £17.5m, FNC £7.5m) in 2013/14 which excludes costs relating to people with Mental Health issues and people with Learning Disabilities.

Efficiency savings have to be achieved within a context in which the cost of delivering social care continues to experience significant price inflation and additional unfunded pressures are already clearly evident. Continuing with the current models of service is not an option. There are considerable challenges that will see resources increasingly targeted only at those with greatest need. Restricting the number of people receiving support to those only of the highest needs may result in a short term reduction in demand on services but will not secure longer term sustainability.

## 6. The Current Picture

This section assesses our current pattern of care home provision. It focusses on areas of the current commissioning model that are felt to be working well, but more importantly, focus on those areas where improvements need to be made.

### 6.1 Capacity

There are currently 102 residential/nursing care homes for older people registered within Western Bay providing 3,610 units of accommodation as shown in the break down below:

**Table 4: Care Home Capacity by Local Authority Area**

Local Authority	CSSIW registered	Residential	Dual Residential/ Nursing	Total Population Aged over 65
<b>Bridgend</b>	877	402	475	27,960
<b>Neath Port Talbot</b>	992	354	638	28,290
<b>Swansea</b>	1,741	412	1329	46,890
<b>TOTAL</b>	<b>3,610</b>	<b>1,168</b>	<b>2,442</b>	<b>103,140</b>

The directory of care homes across the Western Bay area can be found in the **Appendix 11.1**.

The occupancy levels of older people's care homes are difficult to reliably monitor because of the changing personal circumstances of the individuals being cared for.

## 6.2 Vacancies

The average occupancy of care home beds and vacancies for 14/15 can be seen in the below table.

**Table 5: Care Home Vacancies by LA Area**

	Homes	Beds	Vacancies	Occupancy
Swansea	47	1,747	132	92.5%
NPT	31	1,120	108	90.4%
Bridgend	25	938	55	94.1%
<b>Total</b>	103	3,805	295	92.3%

Looking at these figures in terms of services that care homes offer, the average percentage of vacancies in Bridgend for residential homes (encompassing both BCBC residential homes and independent care homes) is on average 8.35% of beds whereas the average percentage of vacancies for general nursing and dementia nursing placements is significantly less at just 4.3%.

In Neath Port Talbot, the Dual Nursing/Residential Home with the highest average occupancy across the period stood at 97.8%. The home with the lowest average occupancy was at 72.1%. This is a difference of 25.7%. The average Dual Nursing/Residential occupancy across this period was 88.5%.

Taken together, these figures show that there is variety in the take-up of care home capacity across the region. This could lead to a conclusion that existing capacity is not being used to its full potential and also that some care homes may be operating at critically low levels of occupancy.

## 6.3 Quality

The Older People's Commissioner's report, '*A Place to Call Home?*' highlights a range of issues that impact on the quality of life for residents in residential care homes. These include:

- A lack of social stimulation in care homes which has a significant impact on their quality of life, well-being and health.
- Residents often have no choice over the activities they are able to participate in and are often not supported to do the things they want to do when they want to do them.
- Few homes enable residents to participate in meaningful occupations that maintain individual identity.
- Personal hygiene and comfort support is often task based and not delivered in a way that gives an individual choice and control.

- Dining experiences tend to be treated as tasks and are structured to be efficient as opposed to meeting residents' choice and preferences.
- Care homes tend to be functional as opposed to homely and welcoming.
- Homes tend to adopt risk adverse cultures which results in inactivity and immobility and has a negative impact on individual wellbeing.
- Access to preventative healthcare professionals is often delayed resulting in physical decline that is difficult, if not impossible, to reverse.

Building on the importance of providing high quality care across all of our services, the Western Bay Collaboration has developed the Regional Quality Framework (RQF) for Care Homes for Older People (2015) following on from consultation from stakeholders and residents across the Western Bay area. It cross references with a number of other person centred plans including "Action After Andrews"<sup>16</sup> drafted with input from "My Home Life"<sup>17</sup> and provides a thorough and robust monitoring tool to record the quality of care homes to be measured. The RQF has identified six quality domains that are measured to categorise care homes and, if they pass, the homes score a Gold, Silver or Bronze level of compliance. The domains include criteria such as knowing the resident and ensuring they live a full life in an enriched environment as well as maintaining and promoting health and wellbeing for older people.

Additionally relating to quality, a scheme encouraging people to use a 'TripAdvisor' type website for care homes in Newport was launched in March 2015. The "Think About Me: Good Care Guide"<sup>18</sup> allows individuals living in care homes and their families to post reviews on the care home service they receive. It is an opportunity for prospective residents to evaluate what other people's experiences of the homes have been without having to address official reports which focus on adherence to policies and legislation.

## 6.4 Market Issues

### 6.4.1 Placements

Statistics show that there has been a reduction in the rate per 1,000 population (aged over 65) living in care homes from 18 in 2013/14 to 16.6 in 2014/15. This is demonstrated in the graph below.

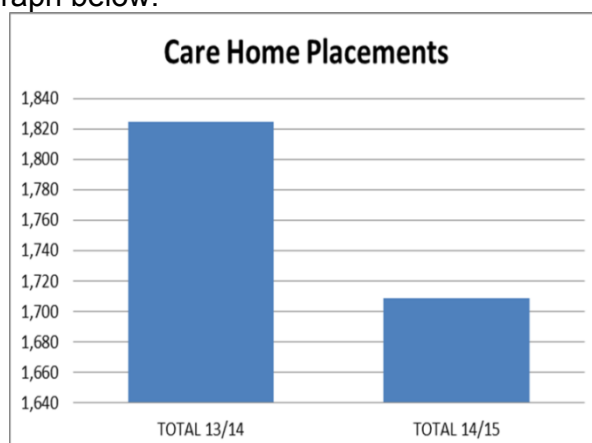


Figure 7: Care Home total population across Western Bay in 13/14 and 14/15.

<sup>16</sup> <http://www.wales.nhs.uk/sitesplus/863/page/73970>

<sup>17</sup> <http://www.ageuk.org.uk/cymru/home-and-care/my-home-life-cymru-home/>

<sup>18</sup> <http://www.goodcareguide.co.uk/>

### 6.4.2 Care Home Closures

Over the last five years 12 care homes have closed across the region. Reasons for these closures include a difficulty in recruiting and retaining managers, difficulty in meeting regulatory standards, and becoming financially unviable particularly in small homes. This has resulted in a loss of 288 beds in total; 163 residential and 125 nursing.

### 6.4.3 Workforce

Historically there has been difficulty in recruiting qualified registered nurses for care homes as, generally, terms and conditions in these settings are regarded as less favourable than in the NHS.

- In 2013 the UK recruited nearly 6000 nurses from overseas due to the lack of availability of suitably qualified staff in this country.
- Agency nurses have to fill the gaps, particularly in Wales which leads to residents not receiving continuity of care particularly pertinent when the majority of residents are living with dementia.
- New government plans to cap agency rates as part of efforts to reduce vast staffing bills offers a further workforce barrier. Recruitment of nurses in the UK will become the crux of any care home model to be fit for purpose for our future.

Specialist property advisers Christie and Co have undertaken analysis on agency nurse staff using 12 of the largest nursing home providers in the UK. Their findings included:

- The usage of agency nursing staff has increased, on average on a national basis, by 55% over the past few years.
- Reasons for the shortage of UK staff were identified, for example due to large cuts to nursing training places.

This is further emphasised in an article by the Nursing Times from July 2015 titled 'Care home sector facing nurse recruitment crisis'.<sup>19</sup>

The outcome of the analysis identified solutions to this barrier would have to be innovative with recommendations including:

- Reducing the obstacles of hiring overseas nurses
- Increasing training places in the UK
- Up-skilling existing staff e.g. training care home workers to undertake portions of the nurse's current duties. This would also encourage care workers to enter the profession with a clear pathway for progression identified at the outset.

Focusing on care homes specifically, the Royal College of Nursing undertook analysis of data of qualified nursing staff in care homes to illustrate the reduction of staffing.

- Across the UK, the percentage of registered nurses representing the workforce within a care home has reduced from 42% during night shifts in 2005 and 2007 to just 34% during night shifts in 2009.
- This has led to an increase in the average number of patients to registered nurses ratio which has increased from 15.5 during day shifts in 2007 to 18.3 during day shifts in 2009.

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<sup>19</sup> <http://www.nursingtimes.net/roles/nurse-managers/care-home-sector-facing-nurse-recruitment-crisis/5087416.fullarticle>

At the All Wales Nurse Conference organised by Care Forum Wales in October 2014, this issue was highlighted as critical and it was agreed that a task force consisting of NHS representatives and independent care providers would be established to identify a solution to this ever increasing barrier to providing ample high quality care homes for older people in Wales although documented progress on this is limited so far.

#### **6.4.4 Extra Care**

Llys Ton, an extra care facility available in Bridgend consists of 39 extra care apartments, 31 of which have two bedrooms. In moving forward, the plan for BCBC is to seek a strategic partner to develop two new Extra Care schemes across the County Borough. It is expected for the new Extra Care homes to be built by 2017/18; however, these timescales are dependent on when the land becomes available and the planning and developments process, which can be vulnerable to delay.

Within Swansea there are two specialist extra care housing facilities providing 163 one/two bedroom flats, an enhanced sheltered unit of 86 one/two bed roomed flats and 32 sheltered schemes.

Neath Port Talbot have two developments with one based in Neath and one in Port Talbot. Ysbryd Y Mor, the first Extra Care facility to be developed in NPT consists of a total of 51 one and two bedroom units. The two developments comprise of a total of 115 units.

Consultation has identified the need to provide flexible accommodation with care (including sheltered housing) to minimise the need for individuals to move accommodation as their needs increase.

#### **6.4.5 Short Breaks**

In Bridgend and Swansea, there are no plans for immediate change at present – however, the needs/demands and existing provision are regularly reviewed, and models for short breaks/respite provision capacity of beds may change in moving forward.

In Neath Port Talbot over the last three years, the number of people taking up long term residential services has decreased by 11%, as more and more people are being supported to remain living in their own homes. Demand for traditional short breaks has significantly decreased over the last three years, reducing by 79%. In 2014/15 low referral for the service resulted in average of 30% of beds remaining unoccupied each month. In contrast, occupancy levels for reablement services have remained high, since they were introduced in 2014. Current demand exceeds capacity and the service presently has a waiting list.

Consultation has identified:

- Citizens lack of choice in short-breaks placements
- Service providers experience particular difficulty in providing suitable staffing for respite placements

#### **6.4.6 Residential Reablement (Step-Up/Step-Down) Provision**

There is a residential reablement provision in each Local Authority area that is currently providing a stepping stone from a period of crisis before returning to their own home by facilitating earlier discharges from hospital and preventing avoidable admission to acute

hospital care or long term residential or nursing care. It also aims to reduce the need for complex packages of domiciliary care. The units are attended to by a group of therapists e.g. occupational therapists, physiotherapists and nurse practitioners that provide therapies and health care to the residents on a short term basis focusing on ensuring they are able to return to their optimal level of independence as soon as possible. The service provides on-going multi-disciplinary assessment and reablement programmes with 24 hour support over an agreed period of six weeks.

- In NPT, there are beds in the Gwalia owned residential home Llys Y Seren built in July 2014. There are 10 en-suite bedrooms with a dedicated unit which was increased to 22 in November 2015 when an additional 12 beds were opened.
- In Bridgend, a similar facility within Bryn Y Cae residential home is available and consists of 6 beds.
- Conversely, in Swansea a similar model is followed within Bonymaen House that currently has 19 beds with registration approved for 30 beds once long term residents move on and they become available for utilisation by the residential reablement model.

#### **6.4.7 End of Life Care**

Palliative and End of Life care is provided in care homes across the Western Bay region. Individuals who are diagnosed with life limiting conditions and those who are approaching the end of their life will receive high-quality treatment and care within the domains of physical, psychological, spiritual and social to support them to live as well as possible until they die and will ensure dignity in the dying process.

It is a part of an Individual's Advance Care Plan to consider their preferred place of care and remaining within the Care Home at the end of their life may be their choice. It is our aim to fulfil that choice unless it would be detrimental to the individual.

The possibility that an individual may die should be recognised and communicated clearly with the individual who is dying, their significant others and staff that are providing end of life care. Those identified significant others will be involved within the decisions about treatment and care and referred to services as appropriate during their bereavement.

The new Regional Quality Framework highlights the importance of staff receiving specific training for palliative and end of life care and communication. Each home will be awarded on the level of education and training achieved and the quality of palliative and end of life care they provide.

#### **6.4.8 Day Services in Care Homes**

Care homes in the Western Bay area have an opportunity to diversify on offering additional services within their local communities. The provision of day services enables service providers to make optimum use of their premises and staff. Visitors to care homes from the surrounding community can enhance the atmosphere and offer improved opportunities for residents to interact socially with a wider variety of people, take part in other activities and even make a contribution to the wellbeing of day service visitors.



In NPT there is currently one private care home that offers a day service. Other providers are considering offering this type of service as NPT are proposing to move to a different type of model provision which will move away from the traditional 'service led' approach with people attending building based day services, to a community based model built upon individual assessments. This is to ensure that people are able to access opportunities, within their own communities. Individuals will also have the choice of receiving direct payments which will enable them to have a tailored day service that meets their individual need.

Currently in BCBC, one provider has expressed an interest in the provision of day care services to engage non-residents in a programme of activities and social events that is available in their care home. Although other providers do offer non-residents the opportunity to visit their care home for lunch/coffee mornings and for short breaks/respice, this is more to with assisting non-residents to decide whether permanent occupancy is something they wish to pursue rather than a case of providing regular day care services. In short, Day Services are not currently provided in care homes in BCBC, but there seems to be an appetite and willingness to do this in moving forward.

In Swansea, day services within care homes are provided in four of the six of the City & County of Swansea's in-house care homes. There are currently no day services available via external care homes. There are currently commissioning reviews taking place within Swansea's Adult Services department, one of which will focus on day care provision.

#### **6.4.9 Delayed Transfers of Care**

Adult Care and Support have a duty to facilitate timely hospital discharges where there is an identified social care need. Analysis of evidence demonstrates there is no specific gap in relation to capacity within the sector to enable discharge to take place.

There are currently no specific services commissioned to facilitate timely hospital discharge at times of high demand for hospital beds. Care home provision should be a last resort when all other options of transferring an individual to their own home have been unsuccessful.

However, in 2014 Swansea introduced a "discharge to assess" process for nursing placements. This involves fast tracking the authorisation for discharge, in some cases to a care home setting where a more detailed assessment can be undertaken and rehab provided to enable the resident to return to their own home.

ABMU and partners are in the process of developing action plans to support people who are delayed in hospital to move on more quickly across the Western Bay region in partnership with the Local Authorities and 3<sup>rd</sup> sector to improve management of hospital discharge including to care homes.

#### **6.4.10 Fees**

Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.

For nursing placements, a funded nursing care (FNC) payment is made for the nursing elements of care. This is in addition to the fee which local authority's fund. Historically

this FNC payment has been set at a rate which has been applied universally across all Health Boards in Wales. Across the Western Bay region, it is ABMU Health Board which funds the nursing components for a nursing home placement.

In future, a greater number of service users may opt to manage their own care arrangements via a Direct Payment. Service Users receiving a direct payment will procure services directly from providers in the same way as self-funders.

Also looking to the future, and building on the strong collaboration between the Health Board and Local Authority partners, future provision could include formal partnership arrangements such as pooled budgets.

Not surprisingly, our consultation process has identified that fees are a very important issue to providers. In the current financial climate, this is a very challenging and potentially divisive issue. However, we are committed to building a sustainable care home market supported by reasonable fee levels.

#### **6.4.11 Self-Funders**

In England it has been estimated that the percentage of people entering residential care each year who do not receive any funding assistance from the Local Authority (self-funders) is 44.9% (Institute of Public Care 2011). There is no such data available for Wales. The IPC writes that all self-funders pose a potential risk for local authorities when they exhaust their resources and require funding in the future.

Data in relation to people self-funding their own care across Western Bay has not been consistently collected. It is not currently available although should this information become available in the future it will be shared with providers. Often the first contact is when an individual requires assistance with funding because they have reached the threshold of savings which is currently less than £24,000.

Information and advice could be given to self-funders and signposting to appropriately qualified financial advisors will help individuals make better decisions about funding their future residential care needs through generation of reliable income such as equity release.

#### **6.4.12 Third Sector Support for Care Homes**

Age Cymru have funding for their 'Safeguarding older people regional independent advocacy service' until March 2016 primarily working to protect people's rights and secure their entitlements. The service offers provision for people including providing support finding the right service living in residential care or to raise concerns if a person feels the way they are being treated is not appropriate.

The total number of referrals has been identified as 254 of which 185 of clients were aged 65+ (69 referrals aged 50-64). Regional breakdown as follows:

- Bridgend – Total referrals 24 of which 18 clients aged 65+
- Neath – Total referrals 41 of which 28 clients aged 65+
- Swansea – Total referrals 189 of which 139 for clients aged 65+

The Alzheimer's Society run a similar service for Advocacy services for people living with dementia, and a befriending service for people living with dementia at risk of social

isolation. The advocacy service involves speaking out about people's views, wishes and rights and that advocacy does not involve making decisions in the 'best interest' of people with dementia, or making decisions on their behalf. Whilst the Alzheimer's Society volunteer befrienders provide support for people with dementia to continue with participation in leisure and social activities when they may no longer be able to do so unsupported. There are no specific figures available for such services provided to people living in a care home. In the Older Person's Commissioner's "A Place to Call Home" report, one of the requirements outlined focused on advocacy and ensuring these services are accessible for older people in Care Homes. There are also additional duties highlighted in the Social Services and Wellbeing (Wales) Act (2014) which was implemented in April 2016.

#### **6.4.13 Dementia and Complex Care**

Presently, ABMU processes on average 185 continuing care applications per annum, approximately 20% of which (35) relate to very complex, high cost dementia nursing care. Due to the limited number of providers of this type of service in the local market, we are experiencing reduced choice, high costs and longer hospital stays due to lack of beds. We would seek to work with new and existing care home providers in developing greater choice, reduced costs and more timely hospital discharge options in meeting this currently unmet need.

Consultation has identified the potential for "dementia villages" to provide individuals and their carers with more choice about the environment in which they live. Such developments may be challenging to achieve and require sophisticated partnerships between commissioners and providers; however, we endorse this approach.

## 7. Key Messages

On the basis of our analysis of national and local policy, best practice, population information and market intelligence, we can draw out a number of key messages which will direct our future approach to commissioning care home services.

- The number of placements into residential care is falling. This situation conflicts with the projections of an ever increasing ageing population profile.
- The availability of alternative forms of care which enable people to remain independent for longer in their own homes are resulting in admissions to residential care increasingly being individuals with complex or multiple care needs.
- The level of vacancies in those homes providing specialist and/or dementia nursing care is much lower than for residential care for older people. There is also anecdotal evidence that where homes are dual registered they are maintaining their occupancy levels by focussing on the provision of more specialist care.
- The development of the new model of intermediate care will further reduce the level of placements to care homes. Those admitted will be users with complex needs that cannot be met in the community.
- The increasing use of extra care housing is further reducing the need for residential care for older people.
- A model of co-ordinated healthcare needs to be developed to meet the needs of care home residents
- There is lack of respite beds in residential, nursing and specialist care homes.
- A significant proportion of placements is made in emergency situations and is not planned. This should be addressed through the provision of more step up/step down beds for assessment to allow for time for a package of care to be implemented so that the resident can move back home, if deemed suitable.
- End of life care – there is inconsistency or difficulty with providers' ability to provide care at this stage of the resident's lives.

Generally we expect:

- The need for more specialist care will continue increasing as service users' needs become more complex and demanding and this will require the market to respond by providing differing types of care that meet service users changing needs.
- With the incidence of dementia increasing rapidly in the age 85+ population and with others in the same population group having multiple and complex needs the focus will need to be on providing services that meet such needs.
- Given the alternative support mechanisms in place, and being developed, the need for residential care facilities for older people will continue to reduce although not disappear completely which could have a significant impact on demand for such beds in future.

## 8. Our Approach in the Future

Our future approach to the commissioning of care home services should ensure that person-centred care is at the heart of the service. Significant change is required to achieve the objectives of this strategy with care home managers well placed to understand the needs of the local community and provide leadership and work collaboratively with people that use services alongside their families and carers.

There should be a culture of actively promoting choice and control, where the staff has access to a development programme of robust quality assurance tools which contribute to achieving effective positive outcomes. It should also ensure that people who use services have access to information and advice, including advocacy to make informed choices.

Commissioners of health and social care will work with the Care Home market through collaborative working and engagement with people that use services to develop alternative models e.g. extra care, and increase models where there are gaps e.g. nursing and dementia care beds. The service specifications for care homes will include the Regional Quality Framework and other relevant and appropriate frameworks.

### 8.1 Workforce

As the demographic projections and analysis shows, our expected ageing population will affect the type and length of care that is needed for older people in the future. Care homes across Western Bay will have to be mindful of this shift when developing the services they offer, environment they provide and workforce they recruit.

#### 8.1.1 Residential and Nursing Care Homes

The workforce in the care home sector has historically faced difficulties in terms of recruitment, retention and employee satisfaction. Analysis of the demographic projections and looking forward at usage of care homes result in an expectation that in the future when individuals make the decision to enter a residential home these people will be more ill with complex needs. With this shift will come more complex challenges for care assistants and registered nursing staff. Consideration will also need to be given to the government's commitment to pay the living wage to all adults over the age of 25, starting at £7.20 an hour from April 2016 and how this will impact on a workforce that is primarily paid at minimum wage.

In the Older People's Commissioner's Report, 'A Place to Call Home' the importance of workforce in the care home sector has been highlighted:

*'Care staff play an essential role in whether or not residents have a good quality of life. The pressures faced by care staff in fulfilling this role, however, should not be underestimated as working with emotionally vulnerable, cognitively impaired and frail older people, often for very low pay, is emotionally, mentally and physically challenging and demanding.'*

This statement has been supported nationally as it is also acknowledged that residential care homes are shifting towards the traditional nursing care model and nursing care homes are shifting towards Community Hospitals. Therefore, the complexity of the work for care home staff including unqualified care assistants and qualified registered nurses is increasing without the correlation of training and increased remuneration adapting at

the same rate. Additionally, the Regulations and Inspections of Social Care (Wales) Act (2016) sets out a comprehensive system for the development and regulation of the workforce which will require registration of adult residential care workers by 2022 before they can work in the care sector. This will ensure all residential care workers are appropriately trained to deliver high quality care in a role that is both demanding and challenging.

Through the development of new models of care, workforce planning will need to be a high priority on the agenda on how the current workforce can adapt and be retained with the changes projected for utilisation of care homes. Improved training opportunities, progression opportunities and a more attractive employment package will be needed from the independent sector to improve retention and quality of life not just for the care home residents but for the workforce as a whole.

### **8.1.2 Dementia and Complex Care**

In line with national trends, it is likely that the trigger point for admission into residential and nursing homes will continue to rise and that care home services will increasingly focus on supporting people with more complex needs. For example, the projected increase of older people with dementia, together with the need to shift resources from hospital to community based services is likely to result in an increased demand for the provision of specialist dementia care in care homes.

Adequate minimum training should be provided for all staff, with additional value based training to include support for staff to deal with the different types of residents they will be caring for and their differing and complex needs, whilst ensuring that person centred care is not lost. Mandatory training has been identified by the Care Council for Wales in the guise of the Social Care Induction Framework.<sup>20</sup> Additionally, all staff will need to work towards the Code of Professional Practice for Social Care published by the Care Council for Wales <sup>21</sup>

In terms of best practice across Western Bay, NPTCBC currently run a rolling 12 week Introduction to Care including workshops focused on delivering dignity, safeguarding and a 6 week focus on Dementia Care ensuring attendees are aware of the vital importance of care being person centred and holistic. This training is open to anyone and in particular to unemployed people who have an interest in the care sector. Outcomes are excellent with 90% of people completing the course striving towards a career in the care sector.

In the Bridgend area, BCBC provides dementia training free of charge to all care providers in the local authority area. The 'Dementia Training Team' delivers a 10 module structured training package and is available to all care homes.

In Swansea, a bespoke management and leadership programme was developed for care home managers. They also have a regular programme of training including safeguarding and DOLS and dementia awareness and are piloting a QCF level 3 in dementia training which will be rolled out across Swansea if successful. As part of the OPC Report 'A Place to Call Home?' the Welsh Government is writing a national plan to ensure the future supply of high quality care homes is tailored to the population need.

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<sup>20</sup> <http://www.ccwales.org.uk/resources-for-the-social-care-induction-framework/>.

<sup>21</sup> <http://www.ccwales.org.uk/code-of-professional-practice/>.

## 9. Our Commissioning Intentions

On the basis of the analysis and conclusions described above, the Western Bay Health and Social Care Partnership has identified a series of key strategic intentions:

- **Build trust and strengthen partnership** – This strategy identifies challenges both for commissioners and providers, not least from demographic change and scarcity of resources. However it also identifies fundamentally shared values and aspirations. We intend to build on this and work collaboratively with citizens and providers to shape a care home market that responds robustly and creatively to these challenges
- **Ensure quality** – We, together with all those with whom we have consulted are clear that care home services must be provided at a high, yet realistic level of quality. We intend to work with regulators and providers to achieve this.
- **Build and communicate an accurate understanding of future demand for services** – We recognise that there are currently challenges in meeting the needs of people who choose to live in a care home and there are shortfalls in capacity. We aim to develop our knowledge to future capacity requirements in the light of demographic trends and new service models and work with care home providers to plan capacity on the basis of this.
- **Work together to develop and support a sustainable and motivated workforce.** – The committed people that work hard to provide care and support to the residents of care homes are at the centre of our strategy. We have identified difficulties in maintaining a strong workforce and it is clear that the only way to address these issues is together in strong partnership.
- **Build a fair and sustainable care home market supported by reasonable fee levels** – This is an important issue to providers. In the current financial climate, it is a very challenging and potentially divisive issue. However, we are committed to building a sustainable care home market supported by reasonable fee levels.
- **Ensure care homes fit within and are supported by a well organised local health and social care system.** – Our “What Matters To Me” service model, strongly reinforced by the feedback we have received during consultation clearly shows that care homes must increasingly work as part of, and supported by a strong health and social care system.

These intentions relate to our original objectives, as described in section 1.2. However they have evolved during the development of this strategy and in particular, having considered and responded to the responses we have received during the consultation for this document.

Following publication of this strategy, Western Bay partner organisations will develop implementation plans which are based on these six key strategic intentions. These can be found as **Appendix 11.8, 11.9 and 11.10**. Generally, and across the Western Bay Region, we will seek to:

- Work with partners to develop a range of accommodation, rehabilitation and support options for vulnerable and older people who need help to achieve or promote choice, wellbeing and quality of life.
- Work with regulators to develop new person centred and flexible models of care which reduce peoples need to move between establishments as their needs change.

- Support private care home managers and owners to meet regulations stipulated by the Older People’s Commissioner, Social Services and Wellbeing (Wales) Act (2014), NICE guidelines including Medicines Management guidance and the Regulations and Inspection (Wales) Act (2016).
- Support care home providers to deliver the Active Offer as required in “More than Just Words”.
- Reduce the burden of bureaucracy on care home providers focussing instead on individual outcomes.
- Work in collaboration with key stakeholders e.g. CSSIW.
- Publish a market position statement and work engage with current and potential new providers.
- Improve the quality of provision via the Regional Quality Framework and in turn deliver person centred outcomes for everyone in residential care.
- Build relationships and trust with providers to enhance understanding of the operation of the market and how to help providers respond to ongoing changes in demand.
- Develop options for commissioning and contracting to improve sustainability of care homes whilst continuing to improve value for money and taking a strategic approach.
- Draw up new terms and conditions and service specifications in contracts to ensure they are fit for purpose and will meet the needs of the personalisation agenda.
- Work closely with providers to improve sustainability of the workforce. In particular to include an analysis of skills and training requirements, analysis of gaps and recruitment challenges as well as gaps and opportunities for role and career development.
- Continue to build strong collaboration between the Health Board and Local Authority partners to include formal partnership arrangements such as pooled budgets.
- Continue to review, at a minimum of every three years, population ageing and demography to anticipate required changes to the market in line with the Social Services & Wellbeing Act’s Population Assessment.
- Where possible and appropriate, collect service quality and performance data in a consistent format across the Western Bay region sharing best practice.
- Encourage new innovative providers into the region to meet demand and support care home providers in the innovations they want to take forward.
- Ensure that people who are considering a care home placement can make choices based on the provision of accessible and clear information.
- Ensure care plan documentation is available to care homes at an early stage
- Work with providers to consider approaches to capital investment in support of new service developments which align with the Western Bay strategic direction.
- Ensure assessment and care planning practice engages with care home providers to support choice and easy referral and allocation where necessary.
- Ensure community health and social care practitioners work effectively with the staff and residents of care homes in their communities.



## 9.1 Moving Towards Outcomes

Through consultation with providers, an outcomes framework will be developed along with the outputs that require recording to meet minimum standards. An outcomes-focused approach shifts the focus from activities to reviewing results and from how a service operates to the results or outcomes it achieves. It will also provide greater focus on person centred working that promotes choice, dignity and quality of life. Services will need to be redesigned to be more prescriptive to people's needs with outcomes based assessment and review within residential settings becoming standard practice. The critical outcomes that commissioners will want to see delivered include:

- Personal Outcomes
  - Quality of life
  - Quality of care
  - Person centred
  - Choice
- Market Outcomes
  - More choice and different models of care
  - Flexible provision where changes in health won't always mean moving
  - Planning for the future
  - Stimulate provider sustainability
  - Commission a sustainable business being clear on what is needed
  - Work with secondary care to improve the flow of people from hospital into care homes
  - Value for money
- Workforce Outcomes
  - Make the care sector a viable career choice with more training opportunities
  - Improving leadership and staffing levels

## 9.2 Monitoring the Strategy

The strategy represents a medium term plan which will be implemented over the next ten years. Monitoring of the strategy will be undertaken through the Western Bay Community Services Planning and Delivery Board on an annual basis, to check its effectiveness and to amend or update both the evidence base and the outcomes framework. The following will be reported to the Board:

- Effective use of resources
- How outcomes have improved
- How the local market has developed
- Value for money

In order to achieve a robust monitoring system the following information will need to be recorded by each Western Bay partner.

- Admissions and discharge information, collated monthly and according to category of care.

- Detailed occupancy and vacancy data which for best practise would be collected monthly although quarterly would be sufficient. This data needs to clearly distinguish between different bed types if it is to demonstrate changing demand for differing bed types over time.
- The age profile of residents by differing bed types. This will allow projections of the impact of demographic change on the need for differing beds to be developed.
- The average length of stay broken down by types of home and category of care.
- Delayed Transfers of Care to identify the primary reasons including whether the bed type required is not available in the local authority area an individual wishes to live.
- Reasons for home closures and the types of bed lost. It needs to be recognised that quality issues can be due to funding levels and an inability to attract and retain appropriately qualified staff. Equally, it may be simply due to a lack of demand for the types of bed provided.
- The number of extra care housing units established in any one year which can then be compared against the changing vacancy levels of various bed types.
- Information from all providers, if data is restricted to those providers that contract with the local authority key trends may be missed.
- Information regarding fee levels charged to the local authorities, private funders and third party agreement fees, there is a need to understand the provider's costs and how differing parties contribute to these costs.

The success of this commissioning strategy will be demonstrated by:

- More older people living independently and supported at home and in their own communities.
- Reduced percentage of unnecessary emergency admissions to hospitals and delayed transfers of care.
- Reduced percentage of people entering residential/nursing care particularly when in a crisis and a reduced average length of stay in nursing care homes.
- A greater understanding and meeting of service users expectations.
- Consistent delivery of specified high standards for service provision.
- Achievement of value for money and the savings with each partners budgets.
- Development of a culture that helps older people make full use of their potential, protects them from harm and ensures dignity and respect.
- Full engagement of older people, residents and their families and independent providers in the delivery and shaping of services.
- Current and new legislation and best practice is implemented effectively.

## 10. Consultation

This strategy has now been subject to a formal 12 week/90 day consultation period. This period began on the 6<sup>th</sup> May and concluded on the 3<sup>rd</sup> August. This was done through:

- Consultation event which took place on the 15<sup>th</sup> July and was attended by a range of stakeholders including Local Authority, Health Board and Third Sector staff, care home providers, older people's councils and carers.
- E-survey published online via a variety of forums
- Direct emails and phone calls feeding back views

The feedback we received and our detailed responses to this can be found in **Appendix 11.7**.

In general we feel that our consultation identified the following themes:

- General endorsement for our strategy and its aims
- Endorsement of our key values which are generally shared and provide the basis for strong partnership
- The need to build a sustainable care home market supported by reasonable fee levels.
- The need to build and support a sustainable and motivated workforce.
- A recognition of the value of a co-produced and clearly understood definition of "quality". Our work to develop a Regional Quality Framework is endorsed.
- A clear appetite from care homes to work in new and innovative ways
- A recognition of the need for care homes to work within and supported by a strong and well integrated health and social care system.

## 11. Appendices

### 11.1 Bridgend, Neath Port Talbot and Swansea Care and Support Services Directory (2015/2016)



Bridgend-Neath-Port  
-Talbot-Swansea-Dire

### 11.2 Western Bay Market Position Statement (2015)



Western Bay Care  
Homes Market Positio

### 11.3 Western Bay Regional Quality Framework (2015)



RQF - 09.03.16.pdf

### 11.4 Western Bay 'What Matters To Me' Model (2015)



What Matters to Me  
Model - FINAL.docx

### 11.5 Western Bay Intermediate Care Business Case (2014)



\$CAB-140514-REP-S  
S-CM.docx.pdf

### 11.6 Glossary of Care Home Terms



WB Care Home  
Strategy Glossary and

### 11.7 Outcomes and responses to consultation



FINAL WB Care  
Home Strategy - Resp

### **11.8 Bridgend County Borough Council and Abertawe Bro Morgannwg University Health Board Implementation Plan**



BRIDGEND - Western  
Bay Care Home Comm

### **11.9 Neath Port Talbot County Borough Council and Abertawe Bro Morgannwg University Health Board Implementation Plan**



NPT - Western Bay  
Care Home Commissic

### **11.10 City & County of Swansea Council and Abertawe Bro Morgannwg University Health Board Implementation Plan**



SWANSEA - Western  
Bay Care Home Comm

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## Commissioning Strategy for Care Homes for Older People

**Bridgend County Borough Council**

**Implementation Plan**

**2016-2019**



## 1. Introduction

This implementation plan has been prepared by Bridgend Adult Social Care Services with input from ABMU Health Board following the publication of the Western Bay Commissioning Strategy for Care Homes for Older People. It describes the actions and activities that we will be undertaking in response to the key priorities identified in this strategy.

## 2. Objectives and Priorities

The overall objectives Western Bay aims to achieve through implementation of this strategy are:

- Better access to care home services most suitable to people's needs
- Increased choice for service users
- Consistent high levels of quality standards for service users
- Services that offer value for money
- An effective and sustainable care home market
- Attract high quality care home providers to the Western Bay area.

In order to achieve these objectives, the following key strategic areas have been identified for the 10 year period of this Strategy:

1. Build trust and strengthen partnership
2. Ensure quality.
3. Build and communicate an accurate understanding of future demand for services
4. Work together to develop and support a sustainable and motivated workforce.
5. Build a fair and sustainable care home market supported by reasonable fee levels
6. Ensure care homes fit within and are supported by a well organised local health and social care system



### 3. Our Implementation Plan

Strategic Area 1: Build trust and strengthen partnership			
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Supports innovation</li> <li>• Improves quality</li> <li>• Attracts high quality care home providers to the Western Bay area</li> <li>• Providers better able to plan and develop to meet changing needs</li> <li>• Positive climate for addressing workforce and financial challenges</li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
Review existing Terms of Reference for Care Home Forums, in order to take a collaborative approach to developing the care home sector	<ul style="list-style-type: none"> <li>• Engage with care home providers</li> <li>• Draft ToR</li> <li>• Agree ToR</li> </ul>	BCBC/ABMU/providers	
Progress opportunities to enhance integration with ABMU in the commissioning of long-term care services	<ul style="list-style-type: none"> <li>• Task/finish group</li> <li>• Proposals to appropriate governance body</li> </ul>	BCBC/ABMU	

<b>Strategic Area 2: Ensure quality</b>			
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Consistent high levels of quality standards for service users</li> <li>• Increased choice for service users</li> <li>• Attract high quality care home providers to the Western Bay area.</li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
Review our approach to service user/carer feedback and incorporate within the RQF	<ul style="list-style-type: none"> <li>• Research and consult</li> <li>• Agree service user/carer feedback tool</li> </ul>	BCBC/ABMU	
Consider opportunities to enhance integration with ABMU/CSSiW in addressing escalating concerns.	<ul style="list-style-type: none"> <li>• Task/finish group</li> <li>• Proposals to appropriate governance body</li> </ul>	BCBC/ABMU/CSSiW	
Undertake a thematic review of escalating concerns to identify underlying issues	<ul style="list-style-type: none"> <li>• Task finish group</li> <li>• Complete Review</li> <li>• Report to appropriate governance body</li> </ul>	BCBC/ABMU/CSSiW	
Develop a mechanism to ensure that verbal feedback and reports generated by Contract Monitoring Officers which identify areas of good practice are widely shared.	<ul style="list-style-type: none"> <li>• Develop mechanism</li> <li>• Implement mechanism</li> <li>• Monitor mechanism</li> </ul>	Contract Monitoring Officers	February 2017

<b>Strategic Area 3: Build and communicate an accurate understanding of future demand for services</b>			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Better access to care home services most suitable to people's needs</li> <li>• Improved outcomes for citizens</li> <li>• Reduced waiting lists and "blockages" elsewhere in the health and social care system</li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
Enhance our approach to capacity planning to assess the future requirements for care home capacity and communicate this to care home providers	<ul style="list-style-type: none"> <li>• Engage partners</li> <li>• Identify key information set</li> <li>• Publish capacity requirements</li> <li>• Engagement event</li> </ul>	BCBC/ABMU	
Undertake local needs analysis and refresh and publish Market Position Statement for Care Home Services, both regionally and locally	<ul style="list-style-type: none"> <li>• Engage with providers</li> <li>• Draft MPS</li> <li>• Agree and publish</li> <li>• Engage with providers</li> </ul>	BCBC/ABMU	
Consider opportunities to enhance integration with ABMU in the commissioning of long-term care services	<ul style="list-style-type: none"> <li>• Task/finish group</li> <li>• Proposals to appropriate governance body</li> </ul>		

<b>Strategic Area 4: Work together to develop and support a sustainable and motivated workforce</b>			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved recruitment and retention</li> <li>• A well trained and motivated workforce</li> <li>• Improved outcomes and satisfaction for citizens and their families</li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
Consider and develop new approaches to meeting the needs of care home residents including identifying new roles for care home and community health and social care staff	<ul style="list-style-type: none"> <li>• Task/finish group</li> <li>• Proposals to appropriate governance body</li> </ul>	BCBC/ABMU	
Undertake a thematic review of escalating concerns to identify underlying issues (in particular those issues relating to workforce issues).	<ul style="list-style-type: none"> <li>• Task finish group</li> <li>• Complete Review</li> <li>• Report to appropriate governance body</li> <li>• Identify specific workforce initiatives.</li> </ul>	BCBC/ABMU	
Consider and develop a collaborative approach to workforce planning and joint recruitment initiatives	<ul style="list-style-type: none"> <li>• Facilitate open day event at Job Centres for Care Home staff (if it's evident that turnover of care home staff is high)</li> </ul>	BCBC/ABMU	
Identify any further collaborative training opportunities; involving SCDWP and ABMU	<ul style="list-style-type: none"> <li>• Analysis &amp; research</li> <li>• Implement any recommendations</li> </ul>	BCBC/ABMU	Ongoing

<b>Strategic Area 5: Build a fair and sustainable care home market supported by reasonable fee levels</b>			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Better access to care home services most suitable to people's needs</li> <li>• Increased choice for service users</li> <li>• Services that offer value for money</li> <li>• An effective and sustainable care home market</li> <li>• Attract high quality care home providers to the Western Bay area</li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
On-going review and implementation of the fee-setting rationale and process for care home providers	<ul style="list-style-type: none"> <li>• Currently in place</li> </ul>	Pete Tyson (Acting Group Manager)/Arron Norman (Finance Manager)	Annually
Finalise and distribute new Residential & Nursing home contracts, reviewed in-line with the SSWB (Wales) Act	<ul style="list-style-type: none"> <li>• Consultation with providers – Apr-June 2016</li> <li>• Cabinet approval – Sept 2016</li> <li>• Distribute to providers – October 2016</li> </ul>	Pete Tyson (Acting Group Manager)	N/A

<b>Strategic Area 6: Ensure care homes fit within and are supported by a well organised local health and social care system</b>			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved outcomes for services users</li> <li>• Improved stability of placements</li> <li>• Reduced waiting lists and “blockages” elsewhere in the health and social care system</li> <li>• Improved staff morale in care homes</li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
Consider the introduction of a named Nurse Assessor to all nursing homes	<ul style="list-style-type: none"> <li>• Identify named nurse assessor</li> <li>• Work with care home forum to identify Nurse Assessor role description</li> <li>• Implement training</li> </ul>	ABMU	
Review care management arrangements within care homes in the light of the Flynn Report and the SSWBW Act	<ul style="list-style-type: none"> <li>• Complete review</li> <li>• Present to appropriate governance body</li> <li>• Implement recommendations</li> </ul>	BCBC/ABMU	
Collaboratively produce new Residential & Nursing Care Home specifications and contracts and review as required, in line with contract timescales	<ul style="list-style-type: none"> <li>• Contract Monitoring Officers are assigned specific care homes to monitor</li> </ul>	ABMU/BCBC	Annually

Undertake joint monitoring visits of Nursing Care homes within BCBC		BCBC/ABMU	
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No	Theme	Question	Comment	Activity	Response	Adjustment
1	Alternative provision	Choice	Very little choice for respite care, both residential and nursing	Event	Noted	Insertion to 6.4.5
2	Alternative provision	Choice	Block purchasing respite beds reduces the limited choice available	Event	Noted	Insertion to 6.4.5
3	Alternative provision	Choice	Introduce care beds in sheltered housing so that if peoples needs increase they don't need to move	Event	Noted. This relates to Extra Care Housing.	Insertion to 6.4.4
4	Alternative provision	Choice	Availability of step up and step down beds within a single care home to give individuals and families time to discuss/make arrangements/organise equipment/choose care home – families need time to digest	Event	Noted	Already included in 6.4.6. Retitled
5	Alternative provision	Quality	Home adaptations for carers to sleep	Event	Noted - not within the scope of this strategy	
6	Alternative provision	Choice	Step down process to give people more time to make more informed choices	Event	Noted	Already included in 6.4.6. Retitled
7	Alternative provision	Value	Respite is more time consuming and costly. Staffing at an appropriate level can be difficult.	Event	Noted	Insertion to 6.4.5
8	Alternative provision	Choice	Day care in care homes provides people with taster sessions – needs to be properly funded.	Event	Agreed	New section 6.4.8
9	Alternative provision	Choice	Need to help people help themselves and more options to be available e.g. step down beds, day care, respite.	Event	Agreed	Already included in 6.4.6. Retitled
10	Alternative provision	Choice	Alternate staffing/equipment is sometimes the issue e.g. with the availability to give IV antibiotics in the home. ACT supports with this (rapid response, 4 hour response from Community Resource Teams)	Event	Noted	
11	Alternative provision	Choice	Dementia villages should be considered to add to choice	Event	Noted	See Section 6.4.12
12	Alternative provision	Choice	Try before you buy to make a clear and informed choice e.g. respite and day care available in homes to ease transition/help potential residents have fears dispelled/make informed choice.	Event	Noted	
13	Alternative provision	Choice	Health Board – responsibility in developing flexible bed options	Event	Noted	
14	Alternative provision	Choice	Sheltered housing isn't sheltered housing any longer – wardens aren't 24 hour and people need that safety net to keep them living there for longer.	Event	Noted - we need to make sure there are a flexible range of options for accommodation with support including Extra Care Housing.	See Section 6.4.4
15	Alternative provision	Choice	Health and social care support available in people's own homes to delay admission to long term care home placement particularly needed at night e.g. night sitters.	Event	Noted - not within the scope of this strategy	
16	Alternative provision	Choice	Capitalise on preventative services - telecare, pressure mats, befriending services	Event	Noted	
17	Communication	Quality	Lacking information about availability in central point of access	Event	Not clear. However this relates to the availability of a single point of access within each LA area and is not within the scope of this strategy.	
18	Communication	Quality	The 'category of care' the person is assigned to is not known until later in the process stopping people from making decisions about available options	Event	Noted	
19	Communication	Quality	General information about the process of choosing a care home is lacking e.g. a simple fact sheet or clear information about different types of beds	Event	Agreed	Addition to commissioning intentions
20	Communication	Choice	Educate people to make early choices on care homes	Event	Noted	Addition to commissioning intentions

21	Communication	Choice	Care plan that travels with the person from (own/care) home to home.	Event	Care plans are already expected to do this.	
22	Communication	Choice	Choice of places to live where residents are treated "normally" e.g. by going down the pub if that's what they like doing, having shared rooms for married couples.	Event	Noted - links to Regional Quality Framework	
23	Communication	Choice	List of care homes available for older people and their families with clear information on what the care homes provide and their recent vacancies etc.	Event	Agreed	Addition to commissioning intentions
24	Communication	Choice	Brochures for different care homes available to patients and families remembering that not everyone is computer literate.	Event	Agreed	Addition to commissioning intentions
25	Communication	Choice	Ensure Family Information Services are up to date with most recent information.	Event	Agreed	Addition to commissioning intentions
26	Communication	Choice	Support care homes - ensure robust care plan available early and up to date	Event	Noted	Addition to commissioning intentions
27	Communication	Choice	Support care homes - allow better access to patients for care home manager	Event	Comment not clear	
28	Communication	Choice	Improve communication with care homes/families and LA/Health Board staff – more joined up working	Event	Agreed	Already in commissioning intentions
29	Communication	Choice	Highlight individuals' favourite foods and if they need assistance with eating	Event	Noted	
30	Communication	Choice	Lack of information and communication on alternative services e.g. "shared lives scheme".	Event	Noted	Addition to commissioning intentions re provision of information
31	Communication	Value	Value for money is different for different individuals – must be VFM for them!	Event	Noted	
32	Communication	Value	Joined up planning requirement	Event	Noted	Already in commissioning intentions
33	Communication	Quality	What is quality? It's different to different people, subjective measures. Is it the service user's choice?	Event	Noted. The Regional Quality Framework seeks to define commonly agreed quality standards.	
34	Communication	Quality	Reputation	Event	Comment not clear	
35	Communication	Quality	Lack of engagement across sectors to resolve issues having effect on quality	Event	Noted	
36	Communication	Quality	Important to recognise the journey of the individual and their families	Event	Noted	
37	Communication	Quality	Individuals preferences are respected and not ignored – "What Matters To Me" questions are asked to gather individuals' likes and dislikes as a starting point that can be revisited and reviewed	Event	Noted	
38	Communication	Quality	Activity programmes that are individualised – some people just want a chat, some want activities e.g. bingo, some want help in practising their faith etc.	Event	Noted. These issues should be covered in more detail in service specifications and the Regional Quality Framework.	
39	Communication	Quality	Tailoring services to fit need/Person-centred – multi-skilled staff	Event	Noted	
40	Communication	Quality	Highlight what families can do to help/provide support	Event	Noted	
41	Communication	Quality	RQF – capture real life experience of residents, families and carers?	Event	Agreed - RQF aims to capture this.	
42	Communication	Quality	Engage with carer – share what residents have done whilst they have been away, include and involve them	Event	Noted	

43	Communication	Quality	Shared understanding of quality – service user/professionals/commissioners/family etc.	Event	Agreed. The Regional Quality Framework seeks to define commonly agreed quality standards.	
44	Communication	Quality	Communication – if quality of information to care homes from hospitals and social workers is improved it would also drive up overall quality of service – care home managers would like to see relationships being built up across service	Event	Agreed	Addition to commissioning intentions re provision of information
45	Communication	Quality	Provider meetings really helpful for sharing best practice and information	Event	Noted. WB LAs commit to building on this - already a commissioning intention.	
46	Communication	Quality	Complaints procedure needs to be clear – including relatives and residents meetings	Event	Noted. Effective complaints procedure is included in the development of the Regional Quality Framework.	
47	Cost	Quality	Gwalia homes Vs other homes in Neath Port Talbot – significant cost difference	Event	Noted. Commercial issue	
48	Cost	Quality	Low fees make it difficult to build a business case for more provision	Event	Noted. WB Partners are committed to working towards a sustainable care home market.	
49	Cost	Quality	Huge cost for care homes in training staff – with no guarantee of retention, staff can move on	Event	Noted. WB Partners are committed to addressing this issue.	See specific commissioning intention.
50	Cost	Quality	National financial impact – no housing benefit	Event	Comment not clear but financial challenges are noted.	
51	Cost	Quality	Affordability of the public purse – how does this meet the needs of the future?	Event	Noted. The Commissioning Strategy seeks to address the issue of meeting future need.	
52	Cost	Quality	Spending life savings on being able to access the care home you want	Event	Noted	
53	Cost	Quality	Not for profit options – can be more costly	Event	Noted	
54	Cost	Quality	Barriers for providers entering the market - availability of capital	Event	Noted	
55	Cost	Quality	Clarification of voluntary contributions	Event	Noted	
56	Cost	Choice	Un-level playing field – distribution of resources to invest in the sector – some providers are given finances to build and develop premises – where others will not be given funds from banks due to lack of stability of the sector and costs attributed e.g. living wage	Event	Noted. Specific circumstances and comparisons cannot be addressed in this strategy, but WB is committed to working in equal partnership with providers across the sector.	
57	Cost	Choice	Choice is often dependent on cost and affordability – this needs to be fair as lack of resources can impact on the choice made by individuals requiring care and their families	Event	Noted.	
58	Cost	Value	Discourage block contracts	Event	Noted. We will work collaboratively with providers to develop a range of commissioning options to the meet the demands of our market.	
59	Cost	Value	Financial climate difficult	Event	Noted. WB Partners are committed to working towards a sustainable care home market. See key strategic intentions.	
60	Cost	Value	Clarification of voluntary contributions – on booklets for care homes identify which require “top-up”.	Event	Noted. This should be included in the provision of good quality information to support choice.	New strategic objective added.

61	Cost	Value	How do you define value for money when you are paying two different fees for the same services?	Event	Noted. Specific circumstances and comparisons cannot be addressed in this strategy, but WB is committed to working in equal partnership with providers across the sector.	
62	Cost	Value	Living wage	Event	Not specific but the challenge of supporting a sustainable and committed workforce is recognised.	
63	Cost	Value	Wage percentage increases/pension costs etc.	Event	Not specific but the challenge of supporting a sustainable and committed workforce is recognised.	
64	Cost	Value	Funded nursing care £140 per week - not enough to provide good quality nursing care	Event	Noted. WB Partners are committed to working towards a sustainable care home market. See key strategic intentions.	
65	Cost	Quality	Investment in service and training of the sector can lead to a positive view of the caring profession which resonates through the residential home sector...encourages career pathway through care sector in the wider community/forging a career in the care sector will receive family support. Link to job centre for support.	Event	Noted. WB Partners are committed to developing and promoting a sustainable workforce. Key strategic intention.	
66	Cost	Quality	Task orientated staff due to resources e.g. washing, cleaning, feeding. Chatting to residents about their lives, interests etc. is just as important but limited resource to allow the staff to spend quality time with residents.	Event	Noted. WB Partners are committed to developing and promoting a sustainable workforce. Key strategic intention.	
67	Cost	Quality	Cost implications on excellent quality e.g. staff time/recruitment and retention of good staff	Event	Noted. WB Partners are committed to developing and promoting a sustainable workforce. Key strategic intention.	
68	Cost	Choice	Time pressure on choice when admission to care home is from a hospital bed – urgency to move people on	Event	Noted	New strategic objective
69	Cost	Choice	As there is a lack of nursing beds across Western Bay, appropriate placements sometimes need to be identified out of county. This process increases length of hospital stay.	Event	Agreed. This relates to the key strategic objective of ensuring an appropriate range of care home capacity to meet need.	
70	Geography	Quality	Location of care homes available relating to usual place of residence – local availability and transport available	Event	Noted. This relates to the key strategic objective of ensuring an appropriate range of care home capacity to meet need.	
71	Geography	Choice	Geographical divides – locations of some homes limits choice	Event	Noted. This relates to the key strategic objective of ensuring an appropriate range of care home capacity to meet need.	

72	Geography	Quality	Location of care home extremely important to some people to link with family/friends/visitors	Event	Noted. This relates to the key strategic objective of ensuring an appropriate range of care home capacity to meet need.	
73	Infrastructure	Quality	Design of rooms in care homes even in purpose built homes e.g. no lifts	Event	Noted although not entirely clear. This relates to the key strategic objective of supporting care homes to meet regulatory standards.	
74	Infrastructure	Choice	Not only care but also the environment needs investment	Event	Noted. Financial challenges are noted. WB Partners are committed to working towards a sustainable care home market.	
75	Infrastructure	Choice	Environment in care home is calmer and cosier than hospitals	Event	Noted	
76	Infrastructure	Value	Other costs for care home providers – heating/maintenance/contracts/food	Event	Noted. Financial challenges are noted. WB Partners are committed to working towards a sustainable care home market.	
77	Infrastructure	Choice	Anxiety towards the long term use of the buildings of some care homes when prospective residents visit them when there are rumours or long term plans	Event	Comment not clear but respect the need for commissioners and providers to have a clear understanding of future commissioning intentions.	
78	Leadership	Quality	Risk adverse approach in hospitals – could patients try and go home if this wasn't the case – different behaviour in hospitals compared to if at home.	Event	Noted	
79	Leadership	Choice	Leadership is key!	Event	Agreed.	
80	Leadership	Value	RQF – achievable but cost is the issue in meeting each criteria	Event	Noted.	
81	Leadership	Quality	Move away from form filling and move towards achieve each individual resident's personal outcomes	Event	Noted.	New strategic intention re: reducing the burden of bureaucracy.
82	Leadership	Quality	Celebrate good practice and good care e.g. Magic Moments in Care Homes	Event	Noted. It is expected that the implementation of the RQF facilitates celebrating good practice.	
83	Leadership	Quality	Take time to recognise positive feedback, not just negative.	Event	Noted. It is expected that the implementation of the RQF facilitates this.	
84	Leadership	Quality	Provision to share best practice	Event	Not clear. However our commitment to the Regional Quality Framework, together with the promotion of partnership through, for example, provider forums will enable us to share good practice.	
85	Leadership	Quality	Acknowledgement made of the benefits of having a structured quality system against which services are measured e.g. RQF	Event	Agreed. We regard this comment as an endorsement of our work developing a RQF	
86	Leadership	Quality	Quality led by the care home manager	Event	Noted	

87	Legislation	Quality	Individuals' care needs changing e.g. receiving a diagnosis of dementia whilst in a care home – need flexibility to be able to keep people in their existing placement if made before diagnosis BUT registration limits the flexibility	Event	Agreed	New strategic intention
88	Legislation	Quality	Need more fluidity with registration – availability depends a lot on recruiting qualified staff	Event	Agreed	New strategic intention
89	Legislation	Quality	Recommendation of dual registered homes i.e. residential and nursing so residents don't have to move if their needs change.	Event	Agreed	New strategic intention
90	Legislation	Quality	Barriers for providers entering the market - minimum standards	Event	Noted although not clear	
91	Legislation	Quality	Barriers for providers entering the market - regulations	Event	Noted although not clear	
92	Legislation	Choice	Care standards policy can be restrictive – care standards staffing is an issue because people have complex needs	Event	Noted	
93	Legislation	Value	Government funding/grants/needed to help reduce costs.	Event	Noted but outside the scope of this strategy. However the need to support easy access to capital funding is noted.	New Strategic intention
94	Legislation	Value	Pooled resources	Event	Not clear	
95	Legislation	Quality	CSSIW Inspections	Event	Not clear	
96	Legislation	Quality	CSSIW regulations help to set a standard	Event	Not clear. CSSIW regulations are standards.	
97	Legislation	Quality	Improvement in quality observed for inspections – ensure this raise in level is continued	Event	Noted	
98	Legislation	Quality	Raise wider awareness of ratings e.g. CSSIW reports/RQF	Event	Noted	
99	Cost	Quality	Evidence of profit	Event	Not clear.	
100	Sector	Quality	Variance of availability of care home services across different areas of Neath Port Talbot	Event	Noted. The availability of sufficient care home capacity to ensure adequate choice of good quality care homes is a key objective of this strategy.	
101	Sector	Quality	Requirement to map care home provision	Event	We feel that Section 6 of our document achieves this.	
102	Sector	Quality	Difficult to increase provision of care homes across Western Bay due to the instability of the sector	Event	Noted. This strategy seeks to promote a more stable care home market across the Western bay region	
103	Sector	Quality	Availability of spare capacity rather than full utilisation e.g. occupation.	Event	We are looking to develop a care home market that meets needs.	
104	Sector	Quality	Difficult to increase provision & choice when forecasts show a reduction in need e.g. residential beds	Event	We are looking to develop a care home market that meets needs.	
105	Sector	Quality	Need to update terminology and stop using EMI (elderly mental infirm)	Event	Agreed - we do not use this language in this strategy.	
106	Sector	Quality	Placements are for shorter periods of time now compared to historically	Event	Agreed	
107	Sector	Quality	Attraction of market	Event	Not clear	
108	Sector	Quality	More availability of information to promote choice – not just based on whether there are vacancies in a particular home	Event	Agreed	New strategic intention
109	Sector	Choice	Demand and supply of care homes has direct effect on choice	Event	Agreed	
110	Sector	Choice	Do we need homes with a combination of NHS & Private Sector?	Event	The mix of funding sources in care homes will be the subject of ongoing discussion between commissioners and providers in the Western Bay area	
111	Sector	Choice	Choosing to live in residential care should be seen as a positive choice	Event	Agreed	

112	Sector	Choice	Need to show providers confidence in the market leading to eventual stability in the market	Event	Agreed	
113	Sector	Value	Top up fees are inevitable to make a sustainable business model	Event	Agreed that an appropriate use of 'third party contributions' can be beneficial for providers - when delivered in accordance with guidance such as that provided by the Older Person Commissioner	
114	Sector	Value	Realistic – better value for money may not mean cheaper	Event	Agreed	
115	Sector	Value	Share resources across providers	Event	Agreed	
116	Sector	Quality	Care homes need to be a community in its own right and to be part of the wider community – link to schools, colleges etc. for events and visitors	Event	Agreed	
117	Sector	Quality	Sector needs to be forward thinking i.e. for tomorrow's generation of older people	Event	Agreed	
118	Sector	Quality	Basic quality – we expect to be fed and watered in a home that is warm and comfortable.	Event	WB RQF seeks more than this basic level of quality.	
119	Sector	Quality	Quality decisions include - best interests, environment e.g. bright/light/space for visitors/outside space	Event	Noted - included in the RQF	
120	Sector	Quality	More emphasis on care over environment – 5* accommodation doesn't always mean good care	Event	Noted. RQF seeks to set acceptable standards for both care and the physical environment. We do not accept that one needs to be traded off against the other.	
121	Sector	Quality	KEY – care homes are people's homes	Event	Agreed	
122	Specialist Care	Quality	Lack of availability for older adult mental health placements (with a direct effect on safety), especially nursing/dementia care as people are living at home for longer	Event	Agreed. Section 6.4.13 notes this.	
123	Specialist Care	Quality	Lack of availability for specialist placements e.g. for people living with Huntington's	Event	Noted - although this strategy relates to Western Bay commissioners commissioning approach for older people, the requirement for placements for those with specialist complex needs is noted in Section 6.4.13	
124	Specialist Care	Quality	Specialist bed availability – delay in funding decisions – patient experiences	Event	Noted	
125	Specialist Care	Quality	Lack of homes for life and provision for end of life care	Event	Agreed. This issue is noted in Section 6.4.7	
126	Specialist Care	Choice	Limited choice available across dementia care services	Event	Agreed. Section 6.4.13 recognises this.	
127	Specialist Care	Choice	More difficult to get funding for dementia care services	Event	Agreed. Section 6.4.13 recognises this.	
128	Specialist Care	Choice	Needs of early onset dementia – patients in care homes are an issue on respite and placements	Event	Agreed but out of the scope of this strategy	
129	Specialist Care	Value	Standards incur costs that are passed onto relative – moving care is expensive	Event	The challenge of balancing quality care with affordable costs is noted.	

130	Specialist Care	Quality	End of life care – when a care home rings 999 for an individual to go to hospital at the end of their life, the individual would invariably rather remain at home – recently discussed at Unscheduled Care Commissioning Board. Good practice needed to be shared for end of life care.	Event	Noted.	
131	Specialist Care	Quality	Dietetic support – being offered what they need when they want it	Event	Agreed	
132	Specialist Care	Quality	Access to specialist services when needed and closer links to be established	Event	Agreed	
133	Staff	Quality	Difficulty recruiting trained nurses – need improved access to recruit	Event	Agree. This is noted in Section 6.4.3 and a specific strategic intention relates to this.	
134	Staff	Quality	Delay in social workers being allocated to individuals to progress with the process	Event	Noted.	Yes strategic intention
135	Staff	Quality	Support workers for families in this situation	Event	Not clear	
136	Staff	Quality	Lack of night sitters is the main reason for placements	Event	Noted	
137	Staff	Quality	Nurses in hospital wards are very busy so no one to talk to – need liaison link with family	Event	Noted	
138	Staff	Quality	Early identification of who will need assistance on discharge and not just when they get well	Event	Noted	
139	Staff	Quality	Barriers for providers entering the market - availability of suitably qualified staff	Event	Noted. We have specific strategic intentions relating to working with prospective new providers and taking a collaborative approach to workforce.	
140	Staff	Quality	Utilise workforce appropriately - skills/empowerment/shared responsibility between health and social care/retrain workforce to meet needs	Event	Agreed - strategic intentions relating to a collaborative approach to workforce.	
141	Staff	Value	Cost of staffing	Event	Not clear	
142	Staff	Value	Collaborative training approach can save money	Event	Agreed. Already a strategic intention	
143	Staff	Value	Flexibility of workforce	Event	Not clear	
144	Staff	Quality	Increased staff levels and better pay = better quality	Event	Agree	
145	Staff	Quality	Staff treated well and with respect as they work very hard – whilst skills can be difficult to quantify	Event	Agree - WB partners are committed to supporting a sustainable and motivated workforce.	
146	Staff	Quality	First year staff are in post - very important to ensure levels of quality delivered – 6 to 10 months' probation	Event	Noted	
147	Staff	Quality	Registration of care workers a good thing – see it as a profession? Cost of registration?	Event	Noted	
148	Staff	Quality	Funding for training for over 25s (Level 2) have little assistance but may have life skills to deliver exceptional care.	Event	Not clear	
149	Staff	Quality	Poor quality – poor records e.g. food charts missing	Event	Not clear	
150	Staff	Quality	Staff caring/friendly/interested	Event	Noted	
151	Staff	Quality	Education (e.g. NVQs) can be a barrier	Event	Noted.	New strategic intention
152	Staff	Quality	Link social workers to individual homes?	Event	Noted.	
153	Staff	Quality	Importance of trust	Event	Agree - WB partners are seeking to build and demonstrate trust.	
154	Staff	Quality	Staffing at night ratios – uniformity needed	Event	Staffing levels need to be based on service user need and therefore cannot be uniform.	



155	Staff	Quality	Training needs to be consistent across homes with one standard approach – standard assessment centres for QCF/NVQs – and needs to be high quality	Event	Agreed - strategic intentions relating to a collaborative approach to workforce.	New strategic intention
156	Staff	Quality	Requirement for more qualified nurses – could nursing assistants be introduced for some of the nursing tasks e.g. medication	Event	Noted - opportunities for development of skills across whole workforce should be explored	
157	Staff	Quality	Importance of Welsh Language and its importance in people's lives – true for many different cultures	Event	Agree. We are committed to meeting our duties and responsibilities under the Welsh Language (Wales) Measure and supporting others with their language choices	Additional section
158	Staff	Quality	Team work important and innovative approach taken to keep things 'fresh'	Event	Noted	
159	Sector	Availability	1 stop shop	Survey	Not clear	
160	Communication	Availability	A central coordination hub / management hub organising services in a systematic manner.	Survey	Noted.	
161	Cost	Value	Affordable care for the future	Survey	Not clear	
162	Communication	Quality	Better outreach services engaging with the elderly and their families before someone actually needs to go into a home. Reduce the stigma attached to residential homes, reach out to a younger audience, invite people in to see the homes when they are fit and well enough to make informed choices.	Survey	Noted	
163	Alternative provision	Availability	Better provision during working years to allow saving for retirement and care if required, better distribution of the budget between NHS and community care	Survey	Noted. Beyond the scope of this strategy	
164	Alternative provision	Availability	Care homes like Arwelfa in Croeserw, Cymmer must stay open	Survey	Noted. Individual circumstances cannot be considered within the scope of this strategy	
165	Infrastructure	Quality	Consistently high standards in truly caring environment at reasonable cost that the majority can afford	Survey	Noted as an aspiration.	
166	Specialist Care	Availability	Enough specialist beds i.e. dementia care for challenging behaviour (currently lack of)	Survey	Agreed. Section 6.4.13 notes this.	
167	Cost	Availability	Extra funding	Survey	Not clear	
168	Sector	Availability	Finance / Accessibility / audit and monitor of standards / consistency of care.	Survey	Not clear	
169	Communication	Choice	Forward planning with potential residents - involve us in the design stage when we are fit and well	Survey	Noted.	

170	Cost	Value	Funding for individuals, local authorities and providers to ensure that the service provided can be delivered at a cost that can be afforded	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
171	Cost	Value	Funding takes into account the increasing costs to smaller homes	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
172	Legislation	Value	Joint NHS and Social Services budget	Survey	Agreed. WB partners will be required to develop pooled budgets as a requirement of the SS&WB Act for care home placements by April 2018	
173	Sector	Availability	More care homes needed	Survey	This strategy aims to ensure sufficient good quality care home capacity to meet future need.	
174	Communication	Quality	More emphasis on person centred planning to fit the service to person rather than person to service	Survey	Noted - this is being picked up as we develop our approach to assessing need reflecting the requirements of the SSWB Act.	
175	Communication	Choice	More information needs to be made available and the information to be easily accessed	Survey	Agree	New strategic intention
176	Cost	Value	Standardisation of costs for admission into homes	Survey	Not entirely clear.	

177	Sector	Availability	Sufficient flexible/spare capacity to be retained within the homes to support changing demands	Survey	Keeping "spare capacity" would be an individual business decision for care home managers.	
178	Infrastructure	Availability	A mix of modern, affordable and accessible care home places	Survey	Noted	
179	Infrastructure	Quality	Access to information, use of IT e.g. Skype where families are unable to visit.	Survey	Noted.	
180	Communication	Choice	Advocacy where appropriate to support individuals and families - stop the railroading of "professionals know best"	Survey	Noted. The provision of information, advice and advocacy is a requirement of the SSWB Act.	
181	Communication	Choice	More and better information available	Survey	Noted	New strategic intention
182	Sector	Availability	Care homes are allowed to differentiate themselves and not become one size fits	Survey	Noted	
183	Cost	Value	Better financial support for care homes to pay decent wages and have decent staffing levels	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels.	
184	Communication	Choice	Good access to all easily comparable information available in one place for a suitable broker or helper to present choices to potential residents	Survey	Noted	New strategic intention
185	Communication	Choice	Good quality choices of home services and care homes available. Information that categorises and gives a quality mark for each service or grade. Gives what areas they specialise in so carers and families can make informed choices.	Survey	Noted.	New strategic intention
186	Sector	Availability	In Bridgend, more care homes for local residents	Survey	This strategy aims to ensure sufficient good quality care home capacity to meet future need.	
187	Sector	Quality	Local provision is best - if consistent quality across the region then issue of 'choice' becomes less important	Survey	This relates to the common Regional Quality Framework	
188	Geography	Availability	Location should be paramount, ensuring that all homes that are likely to meet patients' needs are acknowledged to the person or advocate.	Survey	Noted	
189	Sector	Availability	More care homes for the ageing population	Survey	This strategy aims to ensure sufficient good quality care home capacity to meet future need.	
190	Legislation	Quality	More transparency. The care homes website for example, differs from CSSIW statements.	Survey	Not entirely clear, but the provision of accessible and good quality information is a new strategic intention.	
191	Sector	Availability	Stop closing the available care homes	Survey	WB partners recognise that the decommissioning of care homes is likely to be difficult for individuals and communities. We are committed to commissioning and, where necessary, remodelling services to meet the needs of communities and individuals.	
192	Geography	Availability	Sufficient care homes across the areas served, at least one per ward/neighbourhood	Survey	This strategy aims to ensure sufficient good quality care home capacity to meet future need.	
193	Alternative provision	Quality	Better outreach services engaging with the elderly and their families before someone actually needs to go into a home.	Survey	Noted - not within the scope of this strategy, but part of our overall "What Matters to Me" model.	

194	Sector	Quality	Reduce the stigma attached to residential homes, reach out to a younger audience	Survey	Noted	
195	Communication	Quality	Invite people in to see the homes when they are fit and well enough to make informed choices	Survey	Noted	
196	Communication	Quality	Be consistent. Be honest. And speak to all staff and residents not just the chosen few.	Survey	WB partners are committed to working with care home residents, providers and stakeholders in an open, honest and transparent way which is reflected in our RQF..	
197	Sector	Quality	Be research based, and up to date. Boot out old fashioned ways of working.	Survey	Noted	
198	Staff	Quality	Better trained managers and staff	Survey	Agree - WB partners are committed to supporting a sustainable and motivated workforce.	
199	Infrastructure	Quality	Good standard premises	Survey	Not clear	
200	Communication	Quality	Care homes should be located in a community setting with lots of community input	Survey	Agree	
201	Sector	Quality	Care Standards Act 2000 - Should this question really be needed or has no progress taken place in 16 years??	Survey	Not clear	
202	Sector	Quality	Flexibility and partnership working - trust. Positive risk taking.	Survey	Noted - WB partners are committed to building trust	
203	Cost	Value	Funding needs to increase to reflect the costs that care homes have to pay for staff and other costs	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
204	Legislation	Quality	Good legislation to stop abuse in care homes	Survey	Not clear	
205	Legislation	Quality	Higher standards and be inspected regularly	Survey	Agreed.	
206	Staff	Quality	Highly trained staff selected through robust recruitment processes, multi-agency support available at all times	Survey	Noted	
207	Staff	Quality	Human kindness	Survey	Agree that this is a fundamental quality that should be nurtured in all care home environments	

208	Staff	Quality	Invest in staff/resources for caring staff	Survey	Agree - WB partners are committed to supporting a sustainable and motivated workforce.	
209	Legislation	Quality	Need to have set standards in all care homes with relevant reviews and validation	Survey	This relates to our Regional Quality Framework	
210	Staff	Quality	Onsite OT, Physio services, GP's appointment room, Rehab rooms with equipment so people are not bussed about when they have an appointment.	Survey	Noted	
211	Legislation	Quality	RQF in place and workforce development to support all frontline staff	Survey	Agree. This reflects our strategic intentions	
212	Legislation	Quality	Unannounced inspections, easier for families to complain and raise concerns	Survey	Agreed.	
213	Legislation	Quality	Very rigorous inspection	Survey	Agreed.	
214	Staff	Quality	First class staff training	Survey	Agree - WB partners are committed to supporting a sustainable and motivated workforce.	
215	Staff	Quality	A career / pay scale that values the importance and helps improve status of all care home staff	Survey	Agree - WB partners are committed to supporting a sustainable and motivated workforce.	
216	Staff	Quality	Well-trained staff, working in a person-centred way. E.g. for patients with hearing loss - 70% of people over 70 have a hearing loss - this requires excellent communication skills and high levels of deaf awareness	Survey	Noted.	
217	Legislation	Quality	A shared understanding and agreement on how to evidence the standards - quality means different things to different people	Survey	This relates to our Regional Quality Framework	
218	Legislation	Quality	Better regulation, set a standard in services and accommodation that all residential care homes have to achieve not just the private sector but public sector services.	Survey	This relates to our Regional Quality Framework which we will apply equally across the sector	
219	Legislation	Quality	Care Standards Act 2000 - Should this question really be needed or has no progress taken place in 16 years?? What has the Care Council for Wales achieved with regard to a register for care staff?? Over 10 years ago this register was meant to have been implemented. If the Care Council is not fit for purpose why is it still funded	Survey	Beyond the scope of the Western Bay Commissioning Strategy	
220	Cost	Value	An understanding of what good value for money is - good quality is better value in the longer term - not cheapest is best	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	

221	Legislation	Quality	Better monitoring and set standards that homes have to achieve year in year out. No point achieving a standard if the home is judged against this standard every three years or so.	Survey	Noted.	
222	Cost	Value	Councils need to take into account that good value for money means supporting funding for statutory increases in costs such as the increase in wages, pensions and increased training.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
223	Sector	Value	Do not commission with failing care homes	Survey	Noted	
224	Sector	Value	Do not privatise. In house is the best value for money	Survey	Noted	
225	Cost	Value	Ensure funding for the provision of residential care is sufficient to meet increasing expectations of all stakeholders.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
226	Legislation	Value	Good inspection regime	Survey	Not entirely clear although of course we are seeking to have a strong quality monitoring process in partnership with CSSiW.	
227	Staff	Value	Good value for money does not mean good quality services. Look at the standards of training and support provided to care staff rather than price	Survey	Agree. These are key elements of the RQF.	

228	Sector	Value	Level playing field in terms of fees paid across the regional market place	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.
229	Cost	Value	More finance available so that tenders are based on quality standards and not solely on the cheapest tenderer.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.
230	Legislation	Quality	Regular review and monitoring of the services being provided	Survey	Agreed - we are looking to build on a strong quality monitoring process we have in partnership with CSSiW

					Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
231	Cost	Value	Sufficient financial resources (!), used effectively, strictly monitored	Survey		
232	Cost	Value	This may end up with poor quality homes.	Survey	Not clear	
233	Cost	Value	Vale for money does not necessarily mean quality. E.g. Cheap in continence product are a waste of resources, don't hold urines and degrade skin. But a decent product that has barriers protection built in. Tena, although expensive, will save money on continence care and skin damage.	Survey	Noted	
234	Cost	Choice	More finance available	Survey	Noted. We are in a period of unprecedented pressure on resources, however, Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
235	Alternative provision	Choice	All of the health service provisions that the elderly have to go to their GP or outpatients department for appointments. A rehab gymnasium, GP surgery on appointment, it's not just about having the hairdresser in every other Friday its about attending to the mental and physical health of residents without the fear of being a burden if you have to be taken to appointments by staff which takes all of your independence away	Survey	Noted.	
236	Sector	Choice	Allow for the ageing population and not expect the lower earning sector to miss out	Survey	This is not our intention.	



237	Sector	Choice	Ask the people living there what they need. E.g. someone to take them out shopping etc.	Survey	Our Regional Quality Framework places emphasis on the individual preferences and choices of care home residents i.e. person-centred approaches.	
238	Communication	Choice	Ask the people who use services and who care for the person. They are the experts. They know what the person likes to do or what engages him/her best. Think outside the box for suggestions, not the normal or what has been offered previously. People like simple things that actually cost very little to implement.	Survey	Noted.	
239	Cost	Choice	Consider block funding to ensure some financial security for providers. Consider alternative ways of contracting for them	Survey	Agree - already a strategic intention.	
240	Communication	Choice	Consult with residents and families to discover what THEY would like, source best providers, promote volunteer activities from within the community, universal access for all	Survey	Noted.	
241	Staff	Choice	Expand current chaplaincy provision in hospitals to Care Homes - this could incorporate current provision from local faith groups.	Survey	Noted.	
242	Staff	Choice	Follow the Cardiff and Vale elderly care services way of working. Care home nurses can refer direct to SALT, CMHT audio, dentist etc. without going through the GP which wastes time - respect nurses knowledge.	Survey	Noted	
243	Staff	Quality	Good quality trained staff ,specialist units , all homes that we commission from have to show training records etc. of all staff	Survey	This relates to our Regional Quality Framework	
244	Cost	Value	Look at funding - it is difficult for smaller homes to offer wider services and maintain good staffing levels.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
245	Sector	Value	More in-house services being made available, so any savings from this can be utilised elsewhere in the care system.	Survey	Noted.	
246	Alternative provision	Quality	More flexible day services and short stay/respite opportunities; work with providers to share good practice and identify where spare capacity is best utilised; better connection with local community activities; encourage inter-generational knowledge exchange through links with schools (see Hairy Bikers 'Old School' programme)	Survey	Noted.	New Section 6.4.8 re: Day Services
247	Staff	Quality	More peripatetic services offered like occupational health, nursing, podiatry, chiropody	Survey	Noted. We will seek to develop the relationship between care homes and community health and social care services.	
248	Specialist Care	Availability	More specialist beds for people at end stage of dementia	Survey	Noted.	
249	Cost	Availability	Resource needs to be looked at along with additional homes in the first place	Survey	Not clear	

250	Alternative provision	Value	Stop looking at traditional care homes, people can be supported in their own homes with assistive technology which in the long term is more cost effective	Survey	The overall Western Bay "What Matters to Me" Model emphasises the promotion of independence and the provision of flexible support to help people stay at home for as long as possible. However, we expect that people will still need/choose to live in a care home and we want to make sure this choice is equally available to all of our older population. This is the scope of this particular strategic document.	
251	Communication	Quality	Tell us what services they are looking for and ask us for ways to provide them. Also allow care homes to deliver the services that are person centred to the residents in their home, even if the councils do not rate them, the residents do	Survey	Noted.	
252	Communication	Quality	Work to find out what people really want in a care home for when they are older - we are a diverse community - care homes need to reflect this	Survey	Noted.	
253	Sector	Availability	Work very closely with the independent sector to agree joint strategies on delivery	Survey	This is what WB partners are committed to doing through the development of this strategy.	
254	Cost	Availability	Better funding (e.g. funding for older people is a fraction of that for people with functional mental health problems and learning disabilities yet the needs can still be as great if not more)	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	

255	Cost	Value	Care home providers take a risk with their own money that they invest in the homes they buy. As with all business the return for this risk should be good value for money, so the price paid should cover the costs of running a decent service and a profit. Councils should recognise that they need to support private homes with placements and provide a list of those looking for placements to the homes. They should also speed up the assessments of those who need residential care. Also we have 3 staff working for us whose parents have been assessed as only needing a few visits whereas they need full time support. This incorrect assessment although cheaper to the council is causing families excess pressure and allowing too many vacancies to occur in homes.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
256	Cost	Value	Cheaper tax, cheaper essential services Welsh Assembly and Central Government should reduce the overheads for care homes that provide high quality care and services to the elderly. Inspected regularly by COMPETENT inspectors will drive up the standards of care provision in this country.	Survey	Noted but this issue is outside the control of the WB partnership.	
257	Legislation	Quality	Emphasise the quality of life of the area, highlight the standards we are seeking to achieve	Survey	This relates to our Regional Quality Framework	
258	Staff	Quality	Ensuring positive links with community services to support the care needs of patients via staff training , end of life care issues, advanced care planning - collaborative working to support patients and services.	Survey	Noted	New strategic intention relating to links with community services
259	Sector	Quality	Foster good working relationships with existing providers, promote existing good practice and resources, to make it clear that Western Bay expects, and will only settle for the best!	Survey	This relates to our Regional Quality Framework and our intention to foster stronger working relationships between commissioners and providers across the care home sector.	
260	Cost	Value	I think a number of care home providers would be keen to explore new opportunities but have to remain financially viable. For investment to be made up front in terms of the physical environment; up skilling staff; additional specialist equipment etc. providers need to have some certainty there will be future business and placements made.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	

261	Sector	Availability	Keep the care homes open.	Survey	Noted. Western Bay partners certainly wish to support the care home market and continue to access beds where these are of suitable quality and continue to meet need at a reasonable price.	
262	Sector	Availability	Make it attractive to investors in new care home providers. Get them involved.	Survey	Noted	New strategic intention re Market position Statement
263	Communication	Quality	Make them aware of the excellent collaborative working Western Bay Community Services offer	Survey	Noted	
264	Staff	Value	Pay a decent rate so that they can get good quality well trained staff	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
263	Communication	Availability	Providers engagement days, workforce development programmes, community engagement days, facilitated exchange of good practice	Survey	Agreed. Strategic intention regarding building relationships with providers	
266	Communication	Availability	Set out clearly what you want - co-operative approaches with groups of care home users, families, staff and providers is an attractive option	Survey	Noted	
267	Legislation	Quality	Set firm guidelines into the way care should be provided to all clients, and consistent, independent spot checks / audit made routinely.	Survey	This relates to our Regional Quality Framework	

					This would require closer analysis and discussion. However, Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
268	Cost	Availability	The council to provide financial incentives.	Survey		
269	Sector	Quality	The problem will not be solved by encouraging new care home providers to move to the area, it is about solving issues with the ones you have and encouraging existing providers to invest in existing homes and developing new homes or more innovative ways to deliver services which meet the needs of an ageing population	Survey	Noted.	
270	Sector	Value	They are eager to expand in Bridgend as we have a severe deficit - but they will not do so without the large element of risk being accounted for i.e. resources (block purchasing for example)	Survey	The issue of shortfalls in capacity is understood. Otherwise the comment is not clear.	
271	Sector	Availability	Value for money	Survey	Not clear	
272	Staff	Quality	You need to get the GPs on side. Get each practice to take on one home rather than many. It would improve care, in two ways. 1. Weed out the poor GP practices who are obstructive, and 2. Deliver a better service. The surgery could hold weekly clinics, rather than the ad hoc mess we have to deal with.	Survey	Noted. Engagement with Primary Care Services part of development of strategy	
273	Staff	Quality	ALL staff - NVQs in Care (or similar), generic Western Bay induction training and CPD; more qualified nurses	Survey	Noted	
274	Sector	Quality	<a href="https://www.jrf.org.uk/report/care-provision-fit-future-climate">https://www.jrf.org.uk/report/care-provision-fit-future-climate</a>	Survey	Noted and thanks.	
275	Communication	Choice	No mention of patient advocacy and processes that are required for patients who lack capacity.	Survey	Agreed - Information, Advice and Advocacy Services are currently being developed across the Western Bay Region in response to the SSWB Wales Act and are also included in the RQF.	
276	Infrastructure	Choice	Place for family	Survey	Not clear although we recognise it is important for residents to maintain close links with their families.	
277	Infrastructure	Quality	The safety of elderly residents from fire and poor old unsuitable converted care accommodation	Survey	Noted.	
278	Sector	Quality	The strategy covers these areas fully.	Survey	Thank you for your endorsement.	
279	Sector	Quality	Treat old people with great respect	Survey	Agree this is a very important value statement and it lies at the heart of our regional Quality Framework.	

280	Sector	Choice	Yes - do not mark homes down if residents do not choose things inspectors would like to see	Survey	Noted.	
281	Legislation	Quality	You need to see beyond the surface and behind closed doors. For instance, eat the food.	Survey	Noted.	
282	Staff	Value	How providers are to care for people with more complex needs who need a higher staffing ratio.	Survey	Not clear although recognise the challenge	
283	Cost	Quality	No-one should miss out on any aspect of quality care due to financial	Survey	Agree	
284	Cost	Choice	Standardising costs as patients often can't have their first choice due to not being able to fund.	Survey	Noted.	
285	Cost	Value	The budget must meet the expectations of care.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
286	Cost	Value	The importance for some homes the issue of 'top up fees'	Survey	Agreed that an appropriate use of third-party contributions can be beneficial for providers - when delivered in accordance with guidance such as that provided by the Older Person's Commissioner.	
287	Legislation	Cost	There are very little incentives for care providers to provide and achieve high standards of care	Survey	Noted. This relates to our Regional Quality Framework	

288	Staff	Cost	This needs to increase to cover statutory wage costs	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
289	Cost	Value	Why should people who are self-funding have to pay more?	Survey	Noted. WB partners will explore this issue in partnership with providers.	
290	Sector	Quality	A very well written, detailed strategy	Survey	Thank you for your endorsement.	
291	Sector	Cross cutting	Covers all key areas related to care homes, Choice is important however ensuring choice can be met, capacity and best interest principles to be considered. Acknowledging when ACP and end of life principles should be considered? Use of standardises frailty score (Rookwood) to red flag key levels of management i.e. levels of 7-9 may indicate this need. Creating more links with secondary care and CRT teams to provide quality teaching sessions or for NH staff to link into around all aspects of care - this principle is reflected in the document with the dementia training team.	Survey	Helpful point. We have added a new strategic intention regarding strengthening links with community health and social care services.	
292	Legislation	Quality	Gold, Silver, Bronze and fail, should be awards on the door like the food standards agency scores. You must work on the floor and see what goes on. Don't just talk to the managers.	Survey	Noted.	
293	Legislation	Quality	I have visited many local authority and private care homes in Wales over the past 7 years and the quality and standards vary from poor-good-excellent there has to be a minimum standard set not only for the care provision and the services on offer but for the overall fabric of the building. Why do we still have care homes over 2-3 floors isolating people if the lift fails, putting people at risk if there is a fire. Introduce new standards that assistance and money saving incentives will come with easily accessible care homes that are over 1 or 2 floors but are designed without lifts, stair lifts etc. This will assist the elderly to walk with their chosen aid or self-propel their wheel chair and access the home they live in without the fear of "putting you out".	Survey	This relates to our Regional Quality Framework. In the context of this strategy, it is not appropriate to comment on individual situations, however if they are of concern, they should be noted to the appropriate CSSiW offices and Council Contacting Teams.	

294	Cost	Value	It is a good idea to reduce your costs. We have reduced our costs as much as we can. To progress we need to see an increase in rates paid and for inspectors to be more person-centred as residents differ from home to home and one size fits all inspections do not work.	Survey	Noted. Western Bay partners are committed to building a sustainable care home market supported by reasonable fee levels. Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.	
295	Sector	Quality	Local Implementation Plans need to ensure full engagement with providers, carers and cared-for to build in the flexibility that will be required.	Survey	Noted. Local implementation plans are being developed subsequent to the publication of this strategy. Local authorities are responsible for the social and personal care components of a care home placement.	
296	Communication	Choice	No-one wants to put their loved ones into the care system / care home, however it is essential that when this happens, the family are made to feel that they have done their very best and that the best possible care has been taken, and that there is sufficient choice. I believe that engaging and communicating effectively with the family will benefit all parties.	Survey	Agree	
297	Cost	Value	Not a race to the cheapest ,	Survey	Agree. WB partners seek in their commissioning to achieve a reasonable yet exacting balance between quality and affordable price.	
298	Communication	Quality	Please publish the results of this consultation soon and do repeat this process regularly	Survey	Agreed. The results if the consultation will be published alongside the strategy	
299	Communication	Quality	Principles appear well-thought out. Important to get this right for ageing population.	Survey	Thank you for your endorsement.	
300	Sector	Availability	There is a severe deficit position in Bridgend and urgent action is required to put interim measures in place as well as the longer terms strategy.	Survey	The issue of shortfalls in capacity is well understood by commissioners.	
301	Alternative provision	Availability	We have good care home facilities, we are jeopardising. Care in the community can only go so far, there comes a time people need 24 hr care. That should be in their local community, with other residents that they know	Survey	Agree. This strategy seeks to achieve that objective.	



302	Alternative provision	Availability	Yes. To support more people to be independent at home, people will need better access to the right support and assistive equipment. Remembering that 70% of 70 year olds have a hearing loss, this will require new pathways to ensure that people are aware of equipment that can help them live at home safely e.g. adapted telephones, visual doorbells, TV listening devices, visual fire alarms and other communication devices that can prevent isolation for people with hearing loss. The increased focus on complex needs will need more highly trained staff able to support people for example that have dementia and hearing loss. Taking a few simple steps to address a person's hearing loss can then make it easier to communicate and support the person more effectively. Our research (Joined Up, 2013) shows that ensuring people with dementia receive a timely diagnosis, benefit from digital hearing aids, and receive communication support and assistive technology while living in their community would reduce residential care home placement by 28%.	Survey	Very helpful point. Alongside the development of this strategy, Western Bay partners are seeking to implement the "What Matters to Me" service model which promotes independence and supports people to remain at home for as long as possible.	
303	Legislation	Quality	You need to change Regulations & Inspections Bill to Act	Email	Done. Thank you.	
304	Staff	Quality	The Committee expressed concerns over the nursing staffing issues reported for care homes in that Agency staff were being used to fill the gaps at a likely higher cost. The Committee commented that this needed addressing as a priority and proposed looking towards improving the pay for permanent staff to try and recruit and retain more, instead of paying the higher cost of Agency nurses. The Committee requested that these concerns be fed back to the Western Bay Group in general as Members felt that this was not just a Health Board issue as the Partners within Western Bay should be looking at addressing this together.	Scrutiny	Noted	
305	Sector	Availability	The Committee recommend that the figures for the numbers of self-funders be gathered as is done in England, in order to determine the extent of the risk to the Authority in terms of the resources required for future funding for Care for Older People.	Scrutiny	We recognise the importance of this information. During the establishment of a pooled fund for care homes required by 2018, this information will be collected as part of the scoping exercise. This will allow us to have a full and true picture of future resources required.	
306	Communication	Cross cutting	The Committee requested that they receive the responses to the public consultation once they have been analysed and sorted.	Scrutiny	Agreed. The results if the consultation will be published alongside the strategy	
307	Communication	Quality	The Committee requested that the Commissioning Strategy be revisited at an appropriate time when the performance measurements for the region have been developed and finalised and there has been some reporting against them. Members agreed that this would also provide the Committee with the opportunity to consider the responses to the consultation in detail and specifically, the responses and receptiveness of Care Home Providers to the proposed increase in complex needs and dementia care beds.	Scrutiny	Agreed	

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

#### APPROVAL OF THE STATEMENTS OF PURPOSE FOR REGULATED SERVICES

##### 1. Purpose of Report.

- 1.1 To provide Cabinet with the revised Statements of Purpose for the current regulated services provision in Bridgend County Borough for approval.

##### 2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 The report links to the following corporate priority:

- Helping people to be more self-reliant

##### 3. Background

- 3.1 Bridgend currently has four regulated settings which includes a fostering service delivering services to children and young people 0-18 years:

- Newbridge House provides a service to young people 15-17 years who require an intensively managed transition into independent living for a short to medium term period of up to twelve months.
- Sunnybank provides a short to medium term service for up to twelve months to children/young people 11-15 years who display complex needs and require intensive work to stabilise their behaviour to allow them to move on to a permanent/long term placement.
- Bakers Way provides a short break service to disabled children/young people aged 0-18 years.
- Fostering services include; general, relative, Regulation 26, Family Link, private fostering, Support Care and supported lodgings fostering provision and a placement support service.

- 3.2 Each in-house service provision has its own Statement of Purpose which set out the aims and objectives of the service and what individuals can expect from that service. These are attached at **Appendices 1- 4**.

##### 4. Current situation/Proposal.

- 4.1 The Statements of Purpose are annually reviewed to ensure that they are still fit for purpose and a true reflection of the service provision. Any changes are reported to Cabinet for approval.

- 4.2 The changes to the Statements of Purpose are detailed below:

### **Newbridge House:**

- Page 13, sections 5 and 6 - Change in staffing. One full-time position has been split into two part-time positions;
- Pages 15/16, section 8 - Housing options have been updated;
- Page 17, section 9 - List of previously used documents has been removed and has been replaced with essential information;
- Page 26, Section 26 - Paragraph added covering work undertaken around behaviour modification.

### **Sunnybank:**

- Page 18, section 13 - has been re written to reflect changes in the name of an educational provision in the borough ( PRU to The Bridge Project ).

### **Bakers Way:**

- Page 6 - details of facilities within the unit;
- Page 7 - details of responsible individual;
- Page 8 - staff details and qualifications;
- Page 9 - changes of numbers of staff and title of Directorate;
- Page 13 - amendment to the ending of identification of needs paragraph and the final paragraph in the section entitled assessment of the child/young person's needs;
- Page 14 - amendments to the details of induction process paragraph and title of child's legal status.

### **Bridgend County Borough Council Fostering services:**

- Page 1 - management Structure has been updated;
- Page 5 - Services for looked after children now includes Parent and Child Service;
- Page 6 - Services to carers include QCF (Qualification and Credit Framework) level 3;
- Page 7 - Financial arrangements have been updated;
- Page 12 - The names of the responsible staff within the management structure have been amended.

## **5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no impact on the policy framework and procedure rules.

## **6. Equality Impact Assessment**

6.1 There are no equality impacts arising from this report.

## **7. Financial Implications.**

7.1 There are no financial implications relating to this report.

**8. Recommendation.**

- 8.1 Cabinet to note the content of the report and approve the Statements of Purpose for each of the regulated services provision.

Chief Officer's Name: Susan Cooper  
Job Title: Director of Social Services & Wellbeing  
Date: February 2017

Contact Officer: Laura Kinsey  
Telephone: (01656) 642314  
e-mail: Laura.Kinsey@bridgend.gov.uk

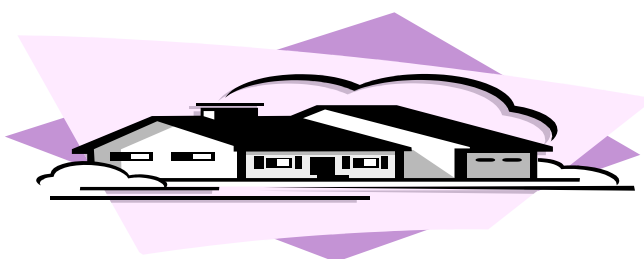
Postal Address Civic Offices, Bridgend

**Background documents**

None.

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## **NEWBRIDGE HOUSE TRANSITION UNIT**



## **STATEMENT OF PURPOSE**

Mrs Sian Morgan-Jones  
Residential Manager  
110 Merthyr Mawr Road  
Bridgend  
Mid Glamorgan  
CF31 3NY

Tel: 01656 652257

**This Statement of Purpose for**

**Newbridge house**

**has been approved by the**

**Responsible Individual  
Laura Kinsey**

**Signed:**

**Date:**



## **Introduction to Newbridge House Statement of Purpose**

This Statement of Purpose provides detailed information about Newbridge House. It is intended for any parent or any person with parental responsibility, social workers and staff working in the Unit. It provides a basis for parents and social workers to decide whether the service is appropriate to meet the needs of particular young people and to measure the suitability and standard of the service that is provided.

Parents will be made aware of the Statement of Purpose and will be provided with a copy on request. Alternatively they may wish to refer to it on their visits to the Unit. Paper and electronic copies are available for social workers and personal advisors. Staff will have access to it at the Unit. Young people at the Unit who wish to see the full document will be given a copy on request.

Newbridge House aspires to provide a service that meets the needs of the young people placed, which satisfies the reasonable expectations of their parents and the expectations of the young person's social worker. At the time of admission, parents can be shown the facilities and will be invited to comment on their suitability. The manager and staff at the Transition Unit welcome both positive and critical comments from parents, social workers and young people themselves and they will use those contributions to improve the service provided. At the end of placements, Newbridge House will ask the young person, the parents and social workers to give their views on the young person's period at the unit. Where improvements can be made immediately, the Manager and staff will ensure that this happens. Alternatively, where possible and appropriate these could be included in the annual Business Plan.

The Statement of Purpose is updated on an annual basis, reflecting changes that are being made to improve the service. Specific consultation with parents and young people is a very important part of that process, and is aimed to take place between January and March each year, so that a revised Statement of Purpose is in place from April 1<sup>st</sup> each year. As part of a wider consultation, parents and young people will be asked for their assistance during this period to identify weaknesses in the service and help identify the improvements and changes that should be made. Other comments made throughout the year will also be considered in this exercise. Parents and young people will then be informed of proposed changes and given an opportunity to give their opinion before the revised Statement of Purpose is finalised. It will be made available as described above.

Whenever parents or young people are consulted feedback will be provided as early as possible.

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1. Aims and Objectives
2. Facilities and Services
  - a. Within Newbridge House
  - b. Within the Community
3. Registered Persons
4. Registered Manager
5. The Number, Relevant Qualifications and Experience of Persons Working at Newbridge House
6. Arrangements for the Supervision, Training and Development of Staff
7. The Organisational Structure
8. The Range and Needs of Young People Accommodated at Newbridge House
9. Admission Policy
10. Strategy for Counteracting Adverse Effects When Providing Accommodation for More than Six Young people
11. Ethos and Philosophy of Newbridge House
12. Arrangements Made to Protect and Promote the Health of the Young People Accommodated at Newbridge House
13. Arrangements for the Promotion of Education of the Young People Accommodated at Newbridge House
14. Arrangements to Promote the Participation of Young People in Hobbies and Recreational, Sporting and Cultural Activities
15. Arrangements Made for Consultation with the Young People Accommodated in the Unit about its Operation
16. Policy on Behaviour Management and the Use of Restraint
17. Arrangements for Young Person Protection and Countering Bullying
18. Procedures for Dealing with any Unauthorised Absence of a Young Person from the Unit
19. Details of any Means of Surveillance of Young People which may be used in the Unit

20. Fire Precautions and Emergency Procedures
21. Arrangements made for the Young People's Religious Instruction and Observance
22. Arrangements Made for Contact between any Young Person Accommodated in the Unit and His or Her Parents, Relatives and Friends
23. Complaints Procedure
24. Arrangements for Dealing with Reviews of Placement Plans
25. The Type of Accommodation and Sleeping Arrangements Provided
26. Details of any Specific Therapeutic Techniques used in the Unit and Arrangements for their Supervision
27. Details of Newbridge House's Policy on Anti-Discriminatory Practice and Young People's Rights

**Appendix 1:** Bridgend Children & Young People's Charter

## **1. Aims and Objectives**

Newbridge House is an innovative service for young people aged 15½ to 17 years who require an intensively managed transition into independent living. Newbridge House is situated in the centre of a residential area of Bridgend.

Newbridge House is committed to providing a quality needs-led service which incorporates an individually designed plan for each young person, allowing maximum personal autonomy within a safe environment free from exploitation.

The partnership between Newbridge House and other service providers ensures consistency and continuity of care throughout. Residential staff, social workers, outreach workers, other professionals and parents all work alongside each other to provide a holistic approach to the care and support of young people who have a right to personal dignity and the right to live as normal a life as possible.

Newbridge House works within the framework provided by the Children's Homes (Wales) Regulations 2002, the National Minimum Standards for Children's Homes, the Guidance of the Children Act 1989/2004 volume 4 Residential Care, the Children Leaving Care Act 2000, Bridgend County Children & Young People's Charter – Promoting the Rights & Responsibilities of Children & Young People and the code of conduct from the care council of Wales. Governed by the Social Services and Well-being Act, the Policies and working practice are consistent with particular emphasis being given to respecting young people and their rights.

### **Key Objectives**

To assist young people prepare for independent living by:

- Enabling them to become financially responsible
- Assisting them to become skilled in the practical aspects of independent living
- Ensuring they acknowledge the importance of their own health care
- Helping them form appropriate relationships
- Preparing them for the future employment promoting education, training or work placements.

To provide an environment for young people to enable them to deal with their individual problems, supporting them in preparing for independence and working through the young person's care plan and pathway plan

To provide an outreach service to those young people living in the community and have moved on through Newbridge House.

Young people will initially be supported by staff to budget for their requirements and are given guidance in all the practical aspects such as shopping, preparing and cooking of food and laundry. They will also be offered advice and support in obtaining employment, work experience, further education and training. There is also an outreach service provided to the young people and work continues through their transition into independence, offering emotional and physical support for a period of six to eight weeks or longer depending on need.

## 2a Facilities and Services at Newbridge House

Newbridge House Transition Unit is a single storey building with two attached bedsits. The main unit comprises of:

- **Office:** This is the main reception area the first point of call for all visitors. Young people are not allowed in the office unless a member of staff is present due to confidentiality. The office has the equipment necessary to deliver an efficient service.
- **Conference Room:** This room is just off the office and is used if the young people wish to meet with staff, social workers, or other visitors away from the main unit. It is used for visitors, meetings, key working sessions and staff meetings.
- **Back Office:** This is a small room to allow staff to have further access to another desk and computer. This office is used as a base for the outreach workers to complete their report writing. It contains a locked medical cabinet.
- **Bathroom:** This room contains shower, wash hand basin and toilet and is used solely by staff members
- **Staff Bedroom:** Used by staff when sleeping in
- **Storage Room:** This is kept locked at all times and used to store household cleaning items. When required young people can request from staff any items that are needed to maintain their room or undertake their laundry

The unit has a long hallway and the rooms off the hallway are:

- **4 Young People's Bedrooms:** The bedrooms are well equipped with fitted wardrobe, desktop and stool, storage space, flat screen television and DVD player. The rooms also have a wash hand basin and refrigerator
- **Bathroom:** Equipped with a bathroom, separate shower room and two separate toilets.
- **Computer Room:** The young people have use of 2 computers with internet connection, 2 desktops and chairs, television and Play station 2. There is a well stocked book shelf for young people to develop their CV's and application writing.
- **Staff Bedroom:** Used by staff when sleeping in
- **Storage Cupboards**
- **Lounge/Dining Area/Kitchen:** At the end of this large room is a comfortable sitting area where the young people can watch television or receive any visitors. The dining area has a table and chairs and the young people are encouraged to eat their meals at the table. The kitchen is a large area and is well equipped with a

range style cooker, dishwasher and fridge freezer. The young people can cook their own meals or be assisted by a member of staff if required

Other end of the building comprises of:

- **2 Bed sits:** The bed sits are well equipped with a fitted kitchen consisting of a cooker, refrigerator, microwave, toaster, kettle and all utensils necessary. There are fitted wardrobes, desktop area, flat screen television and plenty of storage space. Both bed sits have an en-suite with a shower.
- **Small lounge:** The lounge has comfortable seating and a television for the young people to relax and receive visitors

The bed sit end of the building has its own front door for the young people to use.

Newbridge House offers a comprehensive range of services to young people. The facilities offered are in line with the service provided but limited to some extent by the structure of the building and the fact that the young people are encouraged to use the facilities in the community as part of their independence programmes.

The facilities and services at Newbridge House consist of:

- A TV and DVD and small fridge in each of the main unit bedrooms to encourage independent living.
- A varied assortment of sports equipment, board and table games and books.
- A large garden and lawn.
- A telephone, situated to give young people privacy.
- Computer with internet access.
- A selection of DVD's.
- A selection of playstation games and playstation.
- Laundry facilities.
- Room for access visits. The use of room is available to other staff at BCBC Personal Services Department.
- Newspapers and magazines are purchased for the young people upon request, representing their individual interests.
- Outdoor pursuits can be accessed as approved by Bridgend County Borough Council Personal Services Guidelines.
- The Unit receives regular visits from Tros Gynnal Advocacy Project, for the benefit of residents. This is an independent service offering impartial advice and guidance should the young people require it.
- The Unit has access to advice from the local Child and Adolescent Mental Health Service.
- Newbridge House provides an outreach service which offers emotional support and assistance in the physical move on and settling period into independent living
- Young people are allocated a key worker on admission who will assist in the development of independent living skills and attend meetings related to the young person. The keyworker works on a strong emotional and social level with the young person

- There are a number of independent programmes which differ in accordance to ability. These programmes assist young people to move on to independent living and provide a scoring system for the Llanmau's project and housing associates
- After moving into independence the young people are offered a support network at Newbridge House and invited for tea or Sunday lunch
- Newbridge House have developed strong links with the Just @sk plus team and have the use of their facilities and courses available to young people aged 16+
- A LAC Education and a Health Visitor both provide direct services to young people and advice to staff.

## **2b Facilities and Services in the Community**

Newbridge House is situated in a quiet residential area of a busy town and is fully integrated within the community. The Town is fairly widespread and offers a choice of:-

- Ten Comprehensive Schools – within a radius of seven miles.
- Bridgend and Pencoed College
- Bridge Mentoring Service
- Just Ask Drop-in Centre
- Five swimming pools
- Recreation Centres
- YMCA
- Snooker Clubs
- Guides, Scouts, Sea/Army/Air Cadets
- Library
- Transport links to all areas
- Beach and coastal areas within five miles
- Duty Solicitor Scheme
- Citizen's Advice Bureau
- DASH (Drug and Alcohol Self Help)
- CAMHS (Child and Adolescent Mental Health Service)
- WGADA (Welsh Government Alcohol and Drugs Associations)
- Dentists, Doctors and Opticians
- Princess of Wales hospital and Neath and Port Talbot emergency dept.
- Community Health for Admission and Annual Medical Assessments
- Job centre and Benefits Agency
- Housing Department and Housing Associations

Newbridge House makes use of a G.P. practice near to the unit, where possible, young people stay registered with their own Doctors and Dentists.

## **3. Names and Addresses of Registered Persons**

### **RESPONSIBLE INDIVIDUAL:**

Laura Kinsey  
 Head of Service  
 Social Services and Wellbeing Directorate, Children's Social Care  
 Bridgend County Borough Council  
 Civic Offices, Bridgend CF31 4WB

Tel No (01656) 642200

**REGISTERED MANAGER:**

Sian Morgan Jones  
Newbridge House  
110 Merthyr Mawr Road  
Bridgend  
CF31 3NY

Tel No (01656 652257)



#### **4. Qualifications and Experience of Registered Persons**

##### **REGISTERED MANAGER – Sian Morgan Jones**

- (a) **Qualifications** CPVE Business Studies  
BTec Diploma in Caring Services (NN)  
BSc (Hons.) Psychology  
P.G.C.E Early Years Certificate  
SEWAC Counselling & Theory Certificate Level III  
NVQ level 4 Caring for Children & Young People  
Certificate in Higher Education in Child Protection  
NVQ level 4 Management  
EAT Train the trainer in Sexual exploitation
- (b) **Experience** Nineteen years' experience as a Residential worker in child care and has eight years' experience as a senior residential worker before progressing to Residential Manager September 2013. In addition Sian has a teaching background with children, young people and adults.

#### **5. The Number, Relevant Qualifications and Experience of Persons Working at Newbridge House**

##### **RESIDENTIAL MANAGER – See above**

##### **TWO SENIOR RESIDENTIAL WORKERS**

##### **SENIOR RESIDENTIAL WORKER (1)**

- (a) **Qualifications** NVQ Level 3, Caring for Children and young people  
QCF 5 in children and Young people
- (b) **Experience** 17 years' experience of residential work with children and previous experience of working with adults with a disability. Also, detached working with the youth service.

##### **SENIOR RESIDENTIAL WORKER (2)**

- (a) **Qualifications** Certificate in Welfare Studies  
NVQ Level 3, Caring for children and young people  
NVQ Assessors Award  
Certificate in Higher Education in Child Protection  
QCF 5 in children and Young people.

- (b) **Experience** Twenty years' experience of residential work with children.  
Has several years' experience of volunteer youth work.

## **EIGHT RESIDENTIAL WORKERS**

### **Residential Worker (1)**

- (a) **Qualifications** NVQ Level 3 Caring for Children and Young People
- (b) **Experience** Has 16 years' experience of residential work with children.

### **Residential Worker (2)**

- (a) **Qualifications** NVQ Level 3 Caring for Children and Young People
- (b) **Experience** Has 12 years experience of residential work with children.

### **Residential worker (3)**

- (a) **Qualifications** NVQ Level 3 Caring for Children and Young People  
Gatsby (Working with Children and Young People)  
Abuse and Neglect Open University Course.
- (b) **Experience** Has 29 years' experience of residential work with children and also has experience of undertaking senior worker tasks.

### **Residential Worker (4)**

- (a) **Qualifications** SENCO  
PGCE – Adult education  
BA hons Fine Art and combined media.
- (b) **Experience** Has 3 years experience of residential work with young people.  
Previous experience working as a LSO at Bridgend College  
Currently undertaking QCF 3.

### **Residential worker (5)**

(a) **Qualifications** NVQ Level 3 Caring for Children and Young People

(b) **Experience** Has 13 years experience of residential work with children.  
City and Guilds catering; Grill Chef certificate;  
Certificate in welfare studies;  
Substance Mis-use Diploma

**Residential worker (6)**

(a) **Qualifications** M A Psycopedagogita  
NVQ Level 3 Caring for Children and young people.  
EAT Train the trainer in Sexual exploitation.

(b) **Experience** Has 8 years' experience of residential work. Prior to moving to the UK has had several years' experience of working in similar settings in Poland

**Residential Worker (7)**

(a) **Qualifications** Currently undertaking QCF Level 3 Caring for Children and Young People.  
BA hons Social policy  
PGC (MBA) Business Administration  
CIPD Personnel Practice  
NEBOSH Health and Safety

(b) **Experience** Has 1 years' experience of residential work with children.

**Residential Worker (8)**

(a) **Qualifications** Currently undertaking QCF Level 3 Caring for Children and Young People.  
BA Hons Child Development.

(b) **Experience** Has 1 years' experience of residential work with children.

**Two new part time staff have replaced a full-time member of staff who has moved on to University to complete Mental Health Nursing.**

**CLERK (Part-time position)**

(a) **Qualifications** CLAIT  
Word Processing Level 1 and 2

- (b) Experience** Various administrative and clerical duties relating to the day-to-day running of the unit, including payments and statistical information.

## **6. Arrangements for the Supervision, Training and Development of Staff**

In accordance with the Care Standards Act 2000 young people should be looked after by staff that are trained and competent to meet their needs (Standard 22). To enable staff to develop, maintain team consistency and competence each member of staff, including casual staff, receive supervision. Staff members are encouraged to access the Directorate's training programme and in accordance with BCBC policy, senior management and residential workers are expected and supported to undertake further training at QCF level 3 and 5 appropriate to their post. All staff are supervised which is undertaken monthly by the manager or senior staff and the manager has monthly supervision with the group manager. The staff team have undertaken at least 90 hrs of training in a 3 year period as required by Care Council for Wales.

A monthly staff meeting has a set agenda and discusses the young people's plans, the consistent running of the unit and dissemination of current situations. During the meeting the team exchange thoughts and suggest ideas to progress with the young people's plans and how to improve the service.

An annual process of staff appraisals is undertaken by the manager in accordance with the Directorate's policy and procedures.

## **7. The Organisational Structure of the Unit**

Within the Safeguarding and Family Support Service, the Group Manager – Service Provision is responsible for the line management of the establishment. Statutory visits are carried out on a monthly basis by an identified officer within the Council, in accordance with Regulation 32 of the National Minimum Standards for Children's Homes and reported to the Head of Service – Safeguarding and Family Support

The staffing structure is as follows:-

- Residential Manager x 37 hours
- Two Senior Residential Workers x 74 hours
- Two full time Residential Workers x 74 hours
- Six part time Residential Workers x 85 hours (2x 24 and 4x 18.5)
- One part time clerk x 18.5 hours

The staff group work on a rolling eight week rota, with a minimum of two staff and a maximum of three staff on duty at all times.

The rota also accommodates for the provision of sleeping in duties.

All Staff have appropriate checks undertaken by the Directorate's Personnel Section. The appointment of all staff is consistent with the recommendations of the Warner report. All staff are registered with Care Council for Wales.

## **8. The Range and Needs of Children/Young People Accommodated at Newbridge House**

Newbridge House provides care for up to six young people from Bridgend County Borough and accommodates mixed gender. All admissions are planned via a referral from other service providers. Young people may already be linked in with the Just Ask + Team and will be subsequently registered with housing.

The length of time needed in Newbridge House will be largely determined by the progress that the young person makes. However, it is anticipated that it will be a short to medium period lasting no more than twelve months.

Newbridge House focuses on preparing young people to live independently. Each young person will be expected to sign up to a programme of independence at the time of admission. The programme is aimed at young people who have the commitment, attitude and motivation to achieve their independence, taking into account their level of maturity. Attached to the main unit is 2 bedsits, these will primarily be used to further young peoples independence.

The key areas of the programme offer support to:

- Develop cookery based skills (boiling, roasting, frying, baking and microwave, etc.)
- Planning a menu and shopping within a budget
- Household budgeting
- Personal care
- Domestic chores
- Social interaction
- Education and work experience
- Emotional support
- Promote verbal and written communication skills

Should it become clear that a young person is not likely to succeed in Newbridge House a planning meeting will be held to identify an alternative placement.

Towards the end of a successful transition programme the focus for young people switches to an exit strategy. This includes referrals to various other service providers identified via their Pathway Plan. Alternative housing providers include:

- Llamau for under 18's – Ty Cornel and Morfa St
- Foster placements for under 18's
- The Wallich for 18+ - Ewenny Road, Park Street, Hartshorn House, plus other step down projects which young people could be considered for.
- Supported lodgings
- Housing Register

- Private Renting – flats, houses, bedsits, shared houses etc.

## **Outreach Support**

The Residential Workers undertake outreach with the young people who have recently made the transition to independent living. This is offered for an approximately eight week period, with workers being flexible with times to cater for the young people's emotional and physical needs.

## **Leaving Care Service**

The Just Ask Plus Team offers support to young people aged 16 to 25 years of age. The young people are designated to a post 16 social worker and a personal advisor, who will link in with housing, education/training and offer support with independent living skills.

## **9. Admission Policy**

Admission will be made on a planned basis via the Accommodation and Permanence Panel, who will assess as to whether it is felt appropriate to approach Newbridge House with a referral. There will be an opportunity for a preliminary visit by the young person, parents and Social Worker, to consider whether to pursue a referral. Referrals should take into account the specific purpose of Newbridge House and the age range specified. Full LAC documentation and Referral Assessment forms will be submitted. The impact assessment form will be used by the Manager in consultation with Senior Staff, to identify the young person's needs and specifically looking at the suitability of the referral in relation to the young people already accommodated. Decisions to accommodate are based on a thorough consideration of the needs of the young person and a judgement on the ability of the Home to meet those needs within the terms of the Statement of Purpose, and the circumstances current at the time. Where a placement is offered, a pre-admission planning meeting will determine the Placement Plan for the young person. The final decision to accommodate will lay with the Registered manager of the Home.

The referral and admission process will seek to engage the young person and his/her parents/carers positively and collaboratively in a partnership approach.

Young people and their families (where possible and appropriate) will be encouraged to visit the Unit prior to admission. Staff will provide visitors with verbal and written information about the service available, the expectations of the young person and the obligations and responsibilities of staff. After an informal visit, should the social worker, young person and/or parent/carers wish to pursue a placement the social worker will provide the Unit with the necessary documents.

The following documentation required by the Unit should be completed and received before the admission takes place:-

Placement Plan and Essential Information Record, containing the young persons care plan and medical form.

A Pre-placement Risk Assessment will assist staff to understand more about the

young person and what could trigger behaviours.

Copy of any Court Order giving the local authority the authority to determine the young person's placement

In all situations it would be preferable that all young people had a Pathway Plan on admission.

During the time spent at Newbridge House, staff will work with the young person and others to achieve the outcomes identified in the plan, when completed staff will prepare and support the young person for their discharge from Newbridge House and move into their identified placement. This is managed through a transition process which is individually tailored for each young person.

**Newbridge House does not hold a bed for emergency admissions.**

## **10. Strategy for Counteracting Adverse Effects when Providing Accommodation for More Than Six Young People**

Newbridge House does not provide placements for more than 6 young people at a time. Consequently no strategy is required.

## **11. Ethos of the Unit**

- ❑ Newbridge House will work in partnership with young people and parents/persons with parental responsibility.
- ❑ Each young person will have a personal plan, based on a careful analysis of their general and specific needs and this plan will be regularly reviewed and updated.
- ❑ Young people at Newbridge House will be treated in as normal a way as possible with respect and empathy and will be encouraged to take a full part in local community life.
- ❑ Young people in Newbridge House will be treated in such a way that ensures that racial, gender, religious and cultural needs are taken into account and that they are not discriminated against in any way.
- ❑ Newbridge House is committed to providing an environment within the unit which facilitates the young person's growth, maturation, self-respect and personal dignity.
- ❑ Bearing in mind the variety of roles Newbridge House can play for young people, a variety of different and contrasting approaches will be used to achieve these ends.
- ❑ Newbridge House works closely with other agencies and professionals to contribute to the Child Protection process. These will include social workers, young person's school or any training programme initiatives, Looked After Children's Education team, LAC

health visitor, child and adolescent mental health service based at Princess of Wales Hospital and the Youth Offending Service

- The purpose of Newbridge House is as a transition unit for the young people resident to develop the necessary skills to enable them to move on into independent living. On admission they are allocated a key worker and are expected to attend monthly meetings with them. Initially they are given a room on the main unit. When proven that they are showing a level of maturity, the ability to budget, keeping their environment clean and safe, they will then have the opportunity to move into one of the bed sits. They will then and learn to develop relationships and further and widen their independent skills ready to move into the community.

## **12. Promotion of Health Needs**

On admission each young person has a Health Assessment undertaken by the Health Visitor supporting the Safeguarding teams and is registered with one of the local Doctors, Dentists and Opticians, unless there is a preference to remain registered with the existing practice. All young persons have an annual statutory health review and also a six monthly dental check as well as any immunisation needs. They are assisted to develop a well balanced diet and encouraged appropriately and sensitively in the importance of personal hygiene if this is neglected. Where appropriate, use is made of the Child and Adolescent Mental Health Service. Each young person follows a health education programme, which deals with HIV/AIDS, sexually transmitted diseases and sex and sexuality.

There is a 'No Smoking' policy in accordance with current legislation and in line with Bridgend County Borough Council's policy. The young people are actively discouraged from smoking, there is no facility for smoking on the unit for young people, visitors or staff.

## **13. Education**

Newbridge House strives to ensure that all the young people cared for are aware of the benefits of receiving a full education.

We endeavour to promote this, by establishing good professional relationships with the schools, colleges and training providers our young people attend. Alternatively we will assist young people to access work experience opportunities and support them in their career choices.

Homework can be completed in the young person's own bedroom, or, if preferred, in a room set aside for the use of the young people. The room contains two computers and a range of books (both reference and leisure). Staff are always available to assist with homework and revision.

Newbridge House now offers Agored Cymru qualifications for young people these follow the format of the independent programme and allows young people to improve their CV's for the future.



Additional assistance to support young people's educational achievement is sought from the LAC Education Team.

#### **14. Leisure and Activities**

In view of Newbridge House's function, to prepare young people for independent living, we encourage all the young people in our care to pursue individual activities, rather than organise a group recreation and leisure programme. Halo cards for use of the facilities in the local recreation centre are offered to all the young people.

Opportunities will be provided for young people to identify and organise trips/activities and will be supported in budgeting for the activity they choose.

As part of the independent programme staff are developing a cultural based programme to develop positive experiences in which the young people can take with them, this will include educational experiences.

#### **15. Consultation**

Newbridge House is committed to working in partnership with young people and parents to maximise the opportunities and outcomes for the young person.

The consultation process begins at the earliest opportunity and takes place through:

- a. Pre-admission planning and visits to the unit by the young person and parents and social worker.
- b. Formal planning and review via the LAC system, key working, young people's meetings and evaluation exercises.
- c. Informally through daily interaction with staff where important views and opinions are noted within the personal recording sheets.

Newbridge House promotes the involvement of parents where possible and is proactive in maintaining regular telephone contact to inform parents of significant events and to involve them in decision making.

Newbridge House empowers young people to express their views and opinions and make personal choices through:

1. Use of the LAC System.
2. Young Peoples meetings.
3. Keyworking sessions.
4. Daily interactions with staff members.

## **16. Behaviour Management and Use of Restraint**

Staff at Newbridge House assists young people to develop socially acceptable behaviour by responding constructively to unacceptable behaviour and using relationships with young people to nurture respect.

Newbridge House's practice in relation to the use of measures of control is one of last resort and relative to the behaviour.

When a sanction is imposed, staff will discuss it with the particular young person where their views are acknowledged and recorded.

Sanctions that will not in any circumstances be used are:-

- Deprivation of food and drink
- Restriction or refusal of visits
- Requirement to wear inappropriate or distinctive clothing
- The use, or withholding of medication or dental treatment
- Confinement to a room or area within the Home.

Newbridge House's use of restraint is limited to extreme circumstances and only used to prevent likely injury to the young person or others, or likely serious damage to property. In this case physical restraint will be used in accordance with Bridgend County Borough Council Policy and Guidance, the minimum force necessary will be used and all cases of restraint will be formally recorded.

Staff use a restorative approach when the timing is perceived as beneficial to discuss the behaviour and its effects on others.

## **17. Young Person Protection and Bullying**

All staff members at Newbridge House are provided with training in Child Protection Procedures and this training is updated on a regular basis.

These procedures are set out by law in the Children Act 1989 and the Children Act 2004 Guidance, Care Standards Act 2000, as well as the National Minimum Standards for Residential Services and the UN Convention on the Rights of the Child.

All residents receive the opportunity to reach their full potential and learn new skills to enable them to live independently. The residents should have the opportunity to:

- a) Lead a healthy life
- b) Attend education and training
- c) Be protected from harm and feel safe
- d) Feel self-worth
- e) Feel supported, valued and experience a high level of emotional wellbeing by reliable and suitable relationships
- f) Be enabled to look after themselves and cope with living independently

- g) Develop a positive image of themselves and the ability to establish their own identity, culturally and racially
- h) Develop good inter-personal and communication skills and gain confidence socially

Residents who may have been abused or neglected by an individual or who have had harm inflicted to them may be impeded from experiencing and achieving one or more of the above. Staff are always vigilant to any signs of abuse whether it is expressed verbally or non-verbally and will respond to concerns where the resident is perceived as failing to thrive. Where concerns are suspected a referral to the local Child Protection Assessment Team or Residents Social Worker will be made within the Child Protection framework set out by Bridgend County Borough Council and the All Wales Child Protection procedures. Any concerns will be thoroughly investigated and the resident would be listened to and consulted with throughout process.

Staff continually liaise with other professionals to meet the welfare of the young person. The young person's social worker and personal advisor are expected to attend monthly review meetings to provide updates regarding the young person's wellbeing, progression of independence and the transitional process

Newbridge House does not tolerate bullying of any kind. On admission the young person receives an induction pack, during which a member of staff will explain our zero tolerance to bullying and complaints procedure. All residents are expected to sign an anti-bullying policy and abide by the contract.

Staff have been fully trained in Restorative Justice Techniques and any conflict or confrontation between residents and staff will be resolved using these mediation skills. Staff meet with the mediation and restorative leader who is based at YOS on occasions to focus on the work which is being undertaken at Newbridge House.

Staff are vigilant about all aspects of bullying and ultimately a resident's placement could be jeopardised and considered unsuitable should they refuse to comply and bullying behaviour persists.

## **18. Unauthorised Absence**

A Protocol exists between the South Wales Police and the seven local authorities within the Force area for the management of unauthorised absences. Currently there is a new protocol being prepared for consultation.

When young people do not return they are categorised in two groups:-

- a. Those who are "Absent without Authority" and are regarded as "Low Risk" and
- b. Those who are deemed to be "missing" and whose absence gives rise to serious concerns.

A young person in the lower risk category might, for example, be absent without permission, or not back at the agreed time, but their whereabouts are likely to be known.

More serious is the absence of a young person for unknown reasons, with no clue as to their whereabouts and where they are regarded as vulnerable or a danger to themselves or other. A young person who is subject to a restrictive court order is considered to be in the “high risk” category.

The situation of a young person who is regarded as “absent without authority” has to be the subject of a continuous risk assessment while they remain absent. The risk assessment includes consideration of the risks that the young person may face and those they may pose to others. Some indications of risk may be known from previous behaviour and be incorporated into the young person’s plan.

A risk assessment of a young person will include consideration of many factors such as the young person’s age and social, emotional and sexual maturity, a history of absences or of self harm, their health and state of mind. Other matters would include the time they left, the time they were expected to return and their likely associations while absent together with their status e.g. whether subject to a Court Order or on the Child Protection Register. These factors should provide guidance as to risk level and the need if concern is sufficiently great, to notify the police. If there is no referral to the police, the absence must be monitored and reviewed after a couple of hours. If the decision is to refer, Newbridge House will take on this responsibility, as well as that of contacting the young person’s parents.

On the young person’s return, whatever the circumstances the young person’s social worker should see the young person within three working days of their return and explore the reasons for, and consequences of, the absence. When a young person is assessed as being absent without authority the following forms are completed:-

- Form CF6 - Risk Assessment –  
Child absent without authority.
- CF7 - Notification of –  
A child absent without authority
- CF8 - Notification of –  
The return of a child absent without authority

## **19. Surveillance**

There are no facilities available at Newbridge House for the surveillance of the young people other than through the daily supervision by the staff team. Should there be any issues of risk shown by a young person to themselves or others the unit will provide a wakeful cover throughout the night. There are alarms on all exterior doors in-case of movement throughout the night.

## **20. Fire Precautions**

Newbridge House has a complete fire safety system in place. Included in this is the installation of fire alarms, emergency lighting, smoke detectors, self-closing fire doors, fire blanket and fire extinguishers. On admission all young people undertake a fire drill, shown the emergency exits and procedures explained monthly fire drills then follow. The young people are made aware that there is a strict no smoking policy anywhere on the

unit or in the grounds. Fire drills are held monthly and fire bells are checked weekly. Staff receive fire safety and evacuation procedures training. Flammables, household cleaning materials and aerosols are kept under lock for safety reasons. Health and safety procedures are in accordance with Bridgend County Borough Council's Health and Safety Regulations. A risk assessment is undertaken annually or when deemed necessary.

## **21. Religious Observance**

Young people have free choice to follow their own particular beliefs. Most Christian denominations are catered for in the locality, but Hindus, Sikhs, Moslems and people of the Jewish faith would have to travel to Cardiff or other larger towns and cities.

## **22. Contact with Parents, Persons with Parental Responsibility, Relatives or Friends**

Parents and other relatives are welcomed to visit the unit at any time unless legal restrictions make this impossible. Friends are welcome to the unit during the evening and holidays, but are not allowed to stay overnight.

Undesirable friendships would be discouraged or controlled; discussions will be held at a planning meeting when the suitability of these relationships would be examined.

Young people could use their own rooms, the conference room, the lounge or the garden for visitors, depending on choice, suitability and availability or quiet room situated on the main unit.

### **Times for Visiting**

Visitors are welcomed at the Unit. The length of visit would be at staff's discretion taking into account the dynamics of the established group within reason.

The young people who live in the bedsits can invite visitors at their own discretion. A contract for each young person in the bedsit will be drawn up and the visiting hours will be included in the contract.

All visitors will be recorded in a visitor book.

## **23. Representations and Complaints**

The Social Services Complaints procedure is explained to all young people on admission. A form is completed by a member of staff and signed by the young person, agreeing that the procedure has been explained to them and they understand it.

If a complaint is made, the Residential Manager or appropriate senior is informed and the young person is interviewed by the manager/senior. Sometimes a complaint can be resolved informally to everyone's satisfaction. However, if the young person wishes to

pursue the matter further, the social worker is informed, who will ensure that the parents are made aware of the substance of the young person's complaint.

The complaint will also be referred to the Group Manager – Service Provision who will ensure that it is discussed with the Complaints Officer and the Head of Service - Safeguarding & Family Support and be fully investigated under the terms of departmental procedures.

Young people can also seek independent support from Voices of Care and the telephone number of Childline is prominently displayed in the Unit.

Tros Gynnal Advocacy project is to ensure that all young people have the opportunity to resolve inequalities, conflicts and unmet needs that may lead to alienation and crisis. The project's service users will include young people within the looked after system and care leavers.

Any young person wanting advice or support can contact the project themselves; also referrals can be made by adults on behalf of a young person (with their consent).

The advocacy project visits the Unit regularly to support and assist the young people.

Following admissions, young people are provided with a range of information leaflets relating to their status as looked after young people, and their time in the care of the Local Authority.

All young people are encouraged to participate in monthly residents meetings run by the residents where individual issues can be raised for consultation with the Manager.

All young people are given a copy of the policy regarding bullying, and are asked to sign to agree to comply with the policy.

## **24. Arrangements for Reviews**

Young people's plans will be reviewed regularly, in line with Bridgend County Borough Council's Policy. The first review will be within four weeks of a young person becoming Looked After. The second review will be held three months later. Subsequent reviews will be held after a period of no more than six months on an ongoing basis. Within this process our role is to assist in the completion of the consultation documents and to advocate on behalf of the young person to assist with the meeting of their needs, whilst giving an informed viewpoint about the young person's progress whilst placed at Newbridge House.

The purpose of the reviews will be to monitor progress and review personal care plans. Assessment and Action records are kept up to date. All reviews should be attended by:

- The young person,
- Their Social Worker,
- Their Family,
- Their Key worker and any other appropriate person.

- An independent Chairperson.

An independent chairperson is employed by Bridgend County Borough Council to oversee review meetings after the first review. Before their 16<sup>th</sup> birthday, young people should have an Aftercare planning meeting, which will look at the ways in which the Department can assist the young person, when they leave residential care. A Pathway Plan in accordance with the Leaving Care Act will be formulated to help facilitate this.

Reviews are normally held at Newbridge House, but may be convened elsewhere if there are specific reasons to require this.

## **25. Accommodation and Sleeping Arrangements**

The main unit contains four single rooms each. These rooms contain washbasins and also a colour television, DVD player and a small fridge. There is a shared lounge, which contains a television and DVD player.

There is a room available to all young people that contains two computers and a good selection of books, which takes account of individual's interests and hobbies. The kitchen is also shared and fully equipped to enable young people to become more independent in food preparation and cooking. Bathroom, shower and toilet are shared areas, as is the laundry room with the automatic washing machine, tumble drier and sink unit. Young people are encouraged and assisted to use the kitchen and laundry facilities as part of their independence programmes.

There are two bedsits attached to the main unit with each containing their own facilities. The individual bedsits will have standard equipment. The bedsits will be accessed by those young people near to leaving Newbridge House.

General areas consist of:

General Office (access restricted to staff)

Small Office

Two duty rooms and one bathroom, for staff who are on duty overnight

Conference Room – used for team meetings, keyworking and supervision sessions. The facility is also used by district-based personnel for meetings and on occasions, supervised visits.

A garden that is quite extensive, comprising of a large, lawned area, suitable for some out-door activities.

## **26. Therapeutic Techniques/Behaviour Modifications**

The young people will be faced with the consequences of their actions within a climate of maximum staff support. Control will be maintained on the basis of good personal and professional relationships between the staff and the young people in residence. It is not seen as a negative concept but as a way of enabling the young people to develop self control and self discipline. When young people display behaviour that in any family or group environment would be considered undesirable some form of sanction may be needed. (Acceptable sanctions are those approved by the registered providers).

The young people will be provided with intensive staff involvement and support through key working and access to other support networks. Where appropriate the young people will work through an individually designed programme to help them develop socially acceptable behaviour.

Staff have undertaken some training in Child exploitation work with TAITH and use this training to complete projects with young people around keeping themselves safe and developing appropriate relationships. Also, as mentioned earlier staff are trained to undertake restorative and mediation approaches. This allows young people to explore their behaviours and the consequences of their actions.

Also, integrated working arrangements between both Newbridge House and the Youth Drop-in Service are in place to provide an enhanced service that will address problems and issues with children/young people. To achieve this:

- There will be single point of contact in both services.
- We will seek to prevent problems arising by integrated intervention
- Be quick to respond when the need arises
- Establish working protocols
- Have a reciprocal understanding of intervention techniques and roles of other professions
- Work together to address the complex issues of children/young people within this service
- Be open with colleagues and exercise discretion, trust and sensitivity in establishing and operating within multi -agency teams.
- Provide help and support closer to the point of contact.

## **CAMHS**

Arrangements are in place for staff to consult with clinicians from the **Child and Adolescent Mental Health Service** via consultation sessions held on a monthly basis at Sunnyside where work of a 'therapeutic' nature can be discussed. This may include behaviour modification programmes, life story work, 1:1 sessions etc. Appointments for these sessions are booked via Business Support at Sunnyside (pro forma attached). If needed a direct referral to the service can be made, however, consultation and "screening" by the child/young person's GP will need to be undertaken prior to the referral being made.

If a child/young person is involved with the Youth Offending Service then staff are able to access the CAMHS Nurse attached to the service for advice and guidance and where



identified direct work will be undertaken with the children and young people accommodated.

## **27. Anti-Discriminatory Practice**

Staff at Newbridge House strive to maintain and encourage appropriate and positive relationships based upon honesty and mutual respect with every person they have contact with. To this end anyone receiving our service is expected to treat staff and others similarly in line with professional and personal boundaries. Expectations of behaviour for both staff and young people are clearly understood and negotiated by those living and working at the unit, including exercising appropriate control over young people in the interests of their own welfare and the protections of others.

In day to day decision making, staff demonstrate an appropriate balance between:

- Each young persons wishes and preferences
- The needs of individual young people
- The needs of the group of young people resident at the time, and
- The protection of others (including the public) from harm.

Bridgend County Borough Council has a policy on anti-discriminatory practice. Children's rights are respected in line with the United Nations Convention on the Rights of the Child as referred to earlier. Cultural sensitivity is essential so that consideration is given to different religious beliefs and cultural traditions for different racial, ethnic and cultural groups. Staff need to guard against myths and stereotypes, both positive and negative.

Newbridge House has a comprehensive manual of policy and procedures which can be accessed upon request. It is continually being revised and updated as required.

### **Address and Telephone Number of the Appropriate Officer for the National Assembly**

CSSIW  
South West Region  
Government Buildings  
Picton Terrace  
Carmarthen  
SA31 3BT

Tel. 01267 245160

### **Address and Telephone Number for the Children's Commissioner Wales**

Children's Commissioner for Wales  
Oystermouth House,

Charter Court,  
Phoenix Way,  
Llansamlet,  
Swansea.  
SA7 9FS

Tel: 01792 765600

**Address and Telephone Number of Bridgend County Borough Council Children's  
Complaints Officer**

Children's Complaint Officer  
Social Services  
Sunnyside  
Bridgend CBC CF31 4AR

Tel: 01656 642253

**Updated: May 2015**

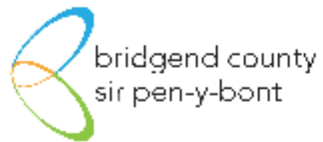
Appendix 1:



**Bridgend County Children & Young People's Charter**

**Promoting the Rights & Responsibilities of  
Children and Young People**

**2011**



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## SUNNY BANK COMMUNITY HOME



## STATEMENT OF PURPOSE

Karl Culpeck, Residential Manager

31 Pant Morfa

Porthcawl

CF36 5EN

Tel: 01656 782914

**This Statement of Purpose for  
Sunny Bank Community Home  
has been approved by the  
Responsible Individual  
Laura Kinsey**

**Signed:**

**Date:**

Reviewed January 2017

## **Introduction to Sunny Bank Community Home Statement of Purpose**

This Statement of Purpose provides detailed information about Sunny Bank Community Home. It is intended for any parent or any person with parental responsibility, social workers, relevant professionals and staff working in the unit. It provides a basis for parents and social workers to understand the service being provided to meet the needs of particular children/young people and to measure the suitability and standard of the service that is provided.

Parents/carers will be made aware of the Statement of Purpose at the time of admission of their child/young person and they will be provided with a copy on request. Alternatively they may wish to refer to it on their visits to the home. Paper and electronic copies will be available for social workers at their office base and staff will have access to it at the home, relevant professionals will be provided with a copy on request. Children/young people at the unit who wish to see the full document will be given a copy on request.

Sunny Bank Community Home will provide a service that meets the needs of the children/young people placed there, satisfies the reasonable expectations of their parents/carers and the expectations of the child's/young person's social worker. The Manager and staff at the unit welcome both positive and critical comments from parents/carers, social workers, relevant professionals and the children/ young people themselves at any time and they will use those contributions to improve the service provided. At the time of admission, parents/carers will be shown the facilities available and be invited to comment on their suitability. It is hoped that a culture of openness will continue to grow whereby parents/carers will feel comfortable in discussing their views and concerns with staff, not just in relation to their child/young person, but also to gauge their opinions on the service and facilities available. When placements come to an end, the home will ask the child/young person, the parents/carer, relevant professionals and social workers to give their views on the child's/young person's period at the home. Where improvements can be made immediately, the manager and staff will ensure this happens. Alternatively, where possible and appropriate they will be incorporated into the Annual Service Improvement Plan.

The Statement of Purpose is updated on an annual basis, reflecting changes that are being made to improve the service. Specific consultation with parents/carers and children/young people are a very important part of that process, which will take place between January and March each year, so that a revised Statement of Purpose is in place by the beginning of April each year. As part of a wider consultation, parents/carers and children/young people will be asked for their assistance during this period to identify any potential areas of weakness in the service and help identify the improvements and changes that should be made. Other comments made throughout the year will also be considered in this exercise. Parents/ carers and children/young people will then be informed of proposed changes and given an opportunity to give their opinion before the revised Statement of Purpose is finalised. It will be made available as described above.

Whenever parents/carers or children/young people are consulted, feedback will be provided as early as possible.

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**Appendix 1:** Transition Process

## **1. Aims & Objectives**

At the Sunny Bank Community Home we are committed to offering a stimulating, safe caring environment that promotes a holistic approach to all aspects of the child/young person's life.

Placements will be short to medium term depending on the children/young people's needs up to a period of 12 months or as identified in an approved court care plan. The service will be considered as one of the first options of accommodation for children/young people who display complex needs and require intensive work being undertaken to stabilise their behaviour to allow them to move on and settle into a suitable permanent or long term placement.

### **Key Objectives**

- To provide children and young people with an individualised package of support that focuses on their assessed needs
- To offer children and young people therapeutic interventions to assist them in achieving well being
- To assist children and young people to explore their own issues and experiences and work through any emotions and feelings which may become a bar to a stable placement and future accommodation
- To provide appropriate levels of support that recognises, values and encourage children and young people to maintain personal skills and competencies and promote their confidence and self esteem
- To provide a comprehensive package of educational support to promote the best possible outcomes for children and young people within their educational setting
- To work closely with families or substitute families to ensure that when children/young people return home or go to other suitable placements, adequate support via a transition plan is given to both the young person and their family to ensure success

Sunny Bank Community Home will continually monitor its practice and seek to improve its service. One aspect to help achieve this is to undertake a process of evaluation at the end of each placement with the help of the child/young person, their family, the social worker and any other person deemed appropriate due to their involvement with the child/young person during the placement.

## 2a. Facilities and Services at the Sunny Bank Community Home

Sunny Bank Community Home is a large detached two-storey house, which was extensively refurbished in 2011.

The ground floor comprises of a:

- **Learning Room:** this room is used to support and assist with children and young people's education. There are reference books and access to computers (one of which is used to access the Internet)
- **Quiet Room:** this room is for the use of children and young people have time out, it can also be used for visitors, meetings and key working sessions
- **Washroom:** is equipped with a toilet and sinks for the use of children and young people and visitors
- **Lounge:** this is a communal room where children and young people can watch television together, be used when visitors call and is equipped with a television and DVD player
- **Utility Room:** this room has washing machines, tumble dryers and fridge/freezers, children/young people are encouraged to assist with their laundry depending on ability and age
- **Office:** this room is well equipped to assist in the delivery of the service. Due to confidentiality procedures, children and young people can only access the office in the company of staff. The office also contains the locked medical cabinet for the safe storage of medication
- **Dining Room:** this room is equipped with table and chairs, children/young people and staff will eat their meals together
- **Kitchen:** this room is well equipped, with a dish washer and fridge; children/young people are encouraged to assist with cooking meals depending on their age and ability

The first floor comprises of:

- **4 Children/Young People's Bedrooms:** the bedrooms are well equipped with bespoke furniture offering plenty of storage and a work space area where school/homework can be completed
- **2 staff bedrooms:** these rooms are for staff undertaking sleeping in duties
- **Bathroom:** is equipped with a shower, bath and toilet for the use of children and young people
- **Shower Room:** is equipped with a large walk-in shower and toilet for the use of children and young people

- **Toilet:** for the use of children and young people
- **Staff Shower Room:** this room contains a shower and toilet for the use of staff
- **Meeting Room:** this room is used for meetings and can also be used to support education and learning

The unit also has numerous storage areas.

Sunny Bank Community Home offers a range of services to children/young people. The facilities offered are in line with the service provided. Children/young people are encouraged to use facilities in the community as part of promoting normalisation.

**The facilities consist of:**

- A varied assortment of board and table games
- Varied selection of reading material
- Games consoles
- A computer with internet access
- A people carrier vehicle
- A large garden and barbecue
- A telephone for private use
- Television and video complete with DVD
- CD Player
- **Laundry facilities** (depending on age and ability young people are encouraged to undertake their own washing as part of developing independent skills)
- **Cooking facilities** (depending on age and ability young people are encouraged to participate in preparing meals as part of developing independent skills)

**The services provided are:**

- Educational support
- Therapeutic strategies to meet need
- Work in partnership with children/young people
- Work in partnership with parents/carers
- Work in partnership with relevant professionals to assist in meeting needs
- Children's/young person's meetings
- Counselling
- Key / link working
- Advocacy and mediation
- Transport to school where needed and to visit families
- Quality physical care
- Rehabilitation work
- Social skills development
- Self-care skills development
- Recreational activities, as approved by Bridgend County Borough Council Social Services Guidelines
- Transition process to support a successful move to long-term/permanent placement

## **2b. Facilities and Services in the Locality.**

Sunny Bank Community Home is situated in the seaside town of Porthcawl and is fully integrated within the community. The town itself is small and compact and therefore has to rely on facilities and services throughout the authority.

There are:

- Nine comprehensive schools
- One college consisting of 3 separate campuses in Bridgend / Maesteg and Pencoed.
- Five swimming pools
- 3 recreation centre
- Ten pin bowling
- Snooker club
- YMCA
- Gymnastics club
- Fitness centres
- Youth clubs
- Library
- Sea/Army/Air Cadets
- Beach and Coastal Area
- Bus service
- Duty solicitor
- DASH (Drug and Alcohol Self Help)
- Citizens Advice
- General Hospital
- Ear Nose and Throat Unit
- Child and Adolescent Mental Health Clinic
- Doctors and Dental Surgeries

The unit makes use of a group surgery located near to the home.

Whenever practical, children/young people stay with their own dentists and GPs.

## **3. Names and Addresses of Registered Persons**

### **Responsible Individual:**

Laura Kinsey  
Head of Children's Social Care  
Bridgend County Borough Council  
Civic Offices  
Bridgend  
CF31 4WB  
Telephone Number (01656) 642200

## **Registered Manager:**

Karl Culpeck  
Residential Manager  
Sunny Bank Community Home  
31, Pant Morfa,  
Porthcawl,  
CF36 5EN

Telephone Number: (01656) 782914

## **4. Qualifications and Experience of Registered Persons**

### **Residential Manager – Karl Culpeck**

His qualifications include:

- NVQ Level 4 in Management
- NVQ Level 4
- Diploma in Welfare Studies
- Certificate in Welfare Studies

The Manager commenced the post on 8<sup>th</sup> January 2012 after previously being employed as a Residential Manager at Maesteg Community Home since 2004 and prior to that as a Senior Residential Worker at Maesteg Community Home since 15<sup>th</sup> August 1999. He has responsibility for the overall management of Sunny Bank Community Home; he has completed various 'in house' training courses relevant to the post.

Prior to becoming a senior member of staff, he gained experience as a Residential Social Worker working with young offenders for nine years and prior to this was employed as a Social Care Worker, working with adults with learning disabilities.

## **5. The Numbers, Relevant Qualifications and Experience of Persons Working at Sunny Bank Community Home**

**Residential Manager** (See above)

**Four Senior Residential Workers**

**Senior Residential Worker (1)**

- (a) **Qualifications**      NVQ Level 4 Health and Social Care (Children and Young People)  
                                    NVQ Level 4 Management  
                                    NVQ Level 3, Caring for Children and Young People

- (b) **Experience** Commenced in this post on 8<sup>th</sup> January 2012, prior to this has 20 years experience as a Residential Childcare Officer, five of which as a Senior Residential Worker, and prior to this role was employed as a Residential Social Worker within the Juvenile Justice System.

### **Senior Residential Worker (2)**

- (a) **Qualifications** NVQ level 3 Health and Social Care (Children and Young People) and is currently waiting to be registered for the QCF in Health and Social Care Level 5  
HND Child Protection
- (b) **Experience** Commenced in this post on 12<sup>th</sup> September 2016, prior to this has 8 years' experience as a Residential Worker in various residential settings

### **Senior Residential Worker (3)**

- (a) **Qualifications** NVQ level 3 Caring for Children and Young People and is currently undertaking the QCF in Health and Social Care Level 5
- (b) **Experience** Commenced in this post on 8<sup>th</sup> January 2012, prior to this post has gained 7 years experience as a Residential Worker and within this role gained eighteen months experience as an acting Senior Residential Worker. Prior to this was employed as a Civil Servant dealing with the public.

### **Senior Residential Worker (4)**

- (b) **Qualifications** NVQ level 3 Health and Social Care (Children and Young People) and is currently undertaking the QCF in Health and Social Care Level 5
- (b) **Experience** Commenced in this post on 12<sup>th</sup> November 2014, prior to this has had 12 years' experience as a Residential Worker in various residential settings.

## Six Residential Workers

### Residential Worker (1)

- (a) **Qualifications** NVQ level 3 Caring for Children and Young People
- (b) **Experience** Commenced in this post on 8<sup>th</sup> January 2012, has 31 year's experience as a Residential Worker working in various establishments throughout BCBC

### Residential Worker (2)

- (a) **Qualifications** Currently undertaking QCF level 4
- (b) **Experience** Commenced in this post on 10th December 2016, has 1yrs experience as a Residential worker on a casual contract and has worked with the youth offending service.

### Residential Worker (3)

- (a) **Qualifications** Currently undertaking QCF level 4
- (b) **Experience** Commenced in this post on 10th December 2016, has 2 years experience as a casual Residential Worker. Was previously a child protection administrate assistant

### Residential Worker (4)

- (a) **Qualifications** QCF level 4 health and social care
- (b) **Experience** Commenced in this post on 20<sup>th</sup> May 2014, has 18 months experience as a Residential Worker on a casual contract.

### Residential Worker (5)

- (a) **Qualifications** NVQ Level 3 Caring for Children and Young People
- (b) **Experience** Commenced in this post on 8<sup>th</sup> January 2012, has 11 years experience of working within a residential establishment, also has experience of working with young adults with learning disabilities



## **Residential Worker (6)**

- (a) **Qualifications** NVQ level 3 Caring for Children and Young People
- (b) **Experience** Commenced in this post on 8<sup>th</sup> January 2012, has 23 years experience of working within various residential establishment throughout BCBC

**Clerk** (Part-time position)

## **6. Arrangements for the Supervision, Training and Development of Staff**

In accordance with the Care Standards Act 2000 the children/young people are looked after by staff that are trained and competent to meet their needs (Standard 22). To assist staff development, team consistency and competency each member of staff, including the casual staff, receive regular supervision and are encouraged to access the Directorate's Training Programme. In accordance with BCBC policy Senior Management and Residential Workers are expected and supported to undertake further training at QCF level 4 and 5 as commensurate to their post. Supervision takes place on a monthly basis and discussion focuses on:

- Children/young people
- Roles and responsibilities (e.g. Link working)
- Work performance against objectives
- Relationships and performance of the team
- Current service issues and new priorities
- Time keeping, presentation, attitude at work
- Any skill deficiencies / training needs
- Action plans to smooth the way ahead
- Health and Safety

In addition to this, staff meetings are held on a minimum of a monthly basis in order to help facilitate the maintenance and cohesion of the staff group as well as to exchange information and ideas. In accordance with Directorate Policy and Procedures the Residential Manager at the home carries out annual appraisals with all staff members.

## **7. The Organisational Structure of the Home**

Within the Social Services & Wellbeing Directorate, the Group Manager – Regulated Services is responsible for the line management of the Home. Statutory visits are carried out on a monthly basis by an identified officer within the Council, in accordance with Regulation 32 of the National Minimum Standards for Children's Homes and a report provided to the Head of Service – Safeguarding and Family Support

The staffing establishment totals 335 hours for childcare per week and 18.5 hours clerical support.

- 1 Residential Manager = 37 hrs
- 4 Senior Residential Workers = 148 hrs
- 6 Residential Workers = 150 hrs
- 1 Clerk = 18.5

## **8. The Range and Needs of Children/Young People Accommodated at Sunny Bank Community Home**

Sunny Bank Community Home is situated in the small seaside town of Porthcawl. It is a large detached house on a council estate and is in keeping with the environment. The house is approximately Sixty years old and has a primary school situated in front of it and several bungalows to the side which are occupied by older people.

Sunny Bank Community Home provides four placements of varying lengths up to a period of 12 months or as identified via court care plan to children/young people of either sex and in the age range 11 to 15 years (at the time of admission) who (for what ever reason) cannot live with their own immediate or extended family. It is best able to provide placements for those who are particularly vulnerable and present complex needs; it aims to work with the children/young people through an intensive approach which could include therapeutic intervention and behaviour modification. Our approach is to work in partnership with parents/carers and relevant professionals to stabilise the child/young person in order that they successfully move on to a more permanent or long term placement.

There is a thorough referral and admission policy to assist in establishing whether this setting is appropriate to meet the needs of the children/young people and their family. Families are encouraged to visit the home as part of an active policy to encourage the facilitation of placement choice, as well as part of the child's/young person's ongoing placement plan. Where appropriate, efforts are made for the children/young people to have a successful return home to their families; otherwise families and the young person are encouraged and supported to achieve the best quality relationships and contact possible.

During a child's/young person's stay at the Home, they are encouraged to lead as normal a life as possible and take part in local community life. The Home creates an atmosphere in which young people feel safe to challenge and question and make decisions of their own in a safe environment. There is considerable emphasis on affording each child/young person personal dignity by respecting individuals' wishes and feelings and to encourage as well as promote their wellbeing.

## **9. Admission Policy**

Admissions are planned; social workers are required to present the request to accommodate a child/young person to the Accommodation and Permanence Panel, who will assess as to whether it is felt appropriate to approach Sunny Bank with a referral. Once a referral is received it will be considered by the Manager or Senior Residential Worker. They will complete an impact assessment specifically looking at the suitability of the referral in relation to the

children/young people already accommodated. . Decisions to accommodate are based on a thorough consideration of the needs of the child/young person and a judgement on the ability of the Home to meet those needs within the terms of our Statement of Purpose, and the prevailing circumstances at the time. The final decision to accommodate will lay with the Registered Manager of the Home.

The social worker will have determined the suitability of the Home and discussed it with the child/young person and his/her parents. Pre-admission visits and discussions will have taken place and the Looked After Children (ICS) documentation will have been completed. If the Home has offered a service, there will be a clear agreement on the needs and issues to be addressed, actions to be taken, expected outcomes, time-scales and the respective roles of the participants to the Care Plan.

The referral and admission process will seek to engage the child/young person and his/her parents/carers positively and collaboratively in a partnership approach.

Children/young people and their families (where possible and appropriate) will be encouraged to visit the home prior to admission. Staff will provide visitors with verbal and written information about the service available, the expectations of the child/young person, their parents/carers and the obligations and responsibilities of staff. After an informal visit, should the social worker, child/ young person and/or parents/carers wish to pursue a placement the social worker will provide the Home with the necessary detailed documentation.

During the time spent at the Home, staff will work with the child/young person and others to achieve the outcomes identified in the plan, when completed staff will prepare and support the child/young person for their discharge from the Home and move into their identified placement. This is managed through a transition process which is individually tailored for each child/young person.

#### **10. Strategy for Counteracting Adverse Effects when providing Accommodation for More than Six Children**

Sunny Bank Community Home does not provide placements for more than 4 children at a time. Consequently no strategy is required.

#### **11. Ethos of the Home**

- The Home will work in partnership with the child/young person and their parents or persons with parental responsibility.
- Each child/young person will have a personal plan, based on general and specific needs and this plan will be regularly reviewed and updated
- Children/young people will be treated in as normal a way as possible and be encouraged to take a full part in local community life
- Children/young people will be treated in such a way that ensures their racial, gender; religious and cultural needs are taken into account

- Staff will access other professional networks where available and appropriate in order to meet the child's/young person's needs as comprehensively as possible. These include social workers, the child's/young person's school and the Looked After Children Education Team, representatives of the Health Service and the LAC nurse/Health Visitor, Child and Adolescent Mental Health Service, at the Princess of Wales Hospital and the Youth Offending Service
- The Home is committed to providing an environment which promotes the child's/young person's growth, maturation, self-respect and personal dignity
- The Home's primary function is to look after children/young people who present with complex needs, which may include challenging behaviour. Each young person will have an individual plan to help them modify their behaviour. A variety of approaches will be used to enable this to be achieved: The child/young person will -
  - Be encouraged and assisted to set their own limits and boundaries
  - Be encouraged and assisted to consider the consequences of their actions with maximum staff support
  - Be cared for through a programme, which attempts to modify some aspects of their behaviour where appropriate
  - Be offered every support and encouragement to value and benefit from all educational opportunities
  - Be assisted to resolve issues with families and attempt successful rehabilitation home
  - Be encouraged and assisted to learn respect for and co-operate with others by purposeful involvement in decision making in the life of the Home through children's/young people's meetings

## **12. Arrangements Made to Protect and Promote the Health of the Children Accommodated at the Sunny Bank Community Home**

Sunny Bank Community Home will aim to meet the needs of the children/young people placed as assessed by the Looked After Children's Nurse/Health Visitor and Community Paediatrician. Throughout the child/young person's placement the LAC Nurse/Health Visitor continues to remain involved and consult with staff in the carrying out of individual health plans. This assistance is specialised and provides a useful resource for promoting:

- Immunisation and screening
- Nutrition and diet
- Exercise and rest
- Personal hygiene
- Sexual health
- The harmful effects of alcohol, smoking and substance misuse

- The impact of HIV/AIDS and other blood borne viruses

Staff also liaise with the Child and Adolescent Mental Health Service, supporting children/young people in clinical consultations.

Staff will endeavour to assist each child/young person upon admission to register with one of the local doctor and dentist, unless they are able to remain their registration with their own GP. All children/young persons are expected to have an annual statutory health assessment and scheduled dental check. They are provided with a well balanced diet, which takes into account their personal choices. Where appropriate, use is made of Youth Advice Clinics. Each young person follows a health education programme, which deals with HIV/AIDS, sexually transmitted diseases, alcohol and drug misuse, sex and sexuality.

Current legislation states smoking is prohibited in public places, this re-enforces Bridgend County Borough Councils 'No Smoking Policy' inside their establishments. Smoking is very much discouraged and the young people that do smoke are asked to smoke away from the premises.

In accordance with Bridgend County Borough Council's policy on smoking there are no facilities made available inside the unit or on the grounds for visitors or staff to smoke.

### **13. Arrangements for the Promotion of Education of the Children Accommodated at Sunny Bank Community Home.**

Each child/young person attends his or her own allocated school. Within Bridgend there are nine comprehensive schools - Archbishop McGrath (Catholic), Brynteg, Bryntirion, Cynffig Maesteg, Pencoed, Porthcawl, Y Dderwen and Ysgol Gyfun Gymraeg Llangynwydd (Welsh) and one college which has 3 local campuses - Bridgend, Pencoed and Maesteg.

The Home will develop effective working relationships with the child/young persons' school to support their educational, emotional and social needs, this process is also assisted by the LACE team. This will be achieved through the child/young person's identified school being invited to the pre admission planning meeting, during which all educational needs can be identified and planned for. The Home will also liaise closely and maintain regular contact with the school – through LACE, by telephone/in person, attending school meetings and teachers being invited to the Home for reviews etc. Staff will also support each child/young person's education by checking homework diaries, monitoring and encouraging progress and attending school events such as sports days, award ceremonies, parent / teacher evenings and school plays.

There are also specialist schools and units, which can cater for a wide variety of educational needs:

Ysgol Bryn Castell caters for pupils (8 – 19 years) with a wide range of special educational needs and who may experience significant learning and/ or emotional and behavioral difficulties. An identified member of staff within the school and within the Community Home will communicate to address any concerns as they arise. If required, on a planned basis residential staff can assist the young people within the school e.g. if a child/young person is unable to

attend school for any reason the school will assist in the provision of learning materials which can then be completed within the unit with support from staff. On a planned basis, there is also an option for the school to identify a member of staff to provide learning at the unit and the residential staff are able to attend the school to work in partnership with child/young people/teachers in order for child/young person to reach their full potential socially and educationally.

The Bridge Alternative Project offers education for children/young people experiencing difficulties within main stream school and aims to work at reintegration back to main stream school.

The Looked After Children's Education Team provides individual support to the child/young person. Each child/young person placed at the Home receives a Personal Education Plan which details how residential staff will work with the school to contribute and implement the plan and meet the assessed needs.

If the child/young person is unable to attend a mainstream educational placement and alternative provision is not available then the child/young person's basic educational needs will be met by working in conjunction, via an alternative curriculum package, with the Education Department to provide support from within the home or at designated training or identified activities. Within the Home, the child/young person is encouraged to make use of the private study space to complete homework, use the computer software, the Internet, various books and materials and is expected to attend school in accordance with their school timetable.

#### **14. Arrangements to Promote the Participation of Children in Hobbies, Recreational, Sporting and Cultural Activities.**

Children/young people at the Home are actively encouraged and fully supported to continue with or take part in suitable activities and hobbies. These may include after school clubs, local clubs such as Air Cadets, Girl Guides and Scouts, Youth Clubs, Church Community Groups, rugby, canoeing etc. The children/young people are also offered staff supervised activities e.g. cinema, leisure centres, outdoor pursuits. Parents (or individual with parental responsibility) are requested to complete an activity permission form to give consent for their child/young person to participate in an adventure activity.

The Home has its own transport so that staff can convey the children/young people as needed, thus enabling them to access a range of social and recreational opportunities. There is also a range of videos, X Box games, Playstation games and board games available at the Home.

In accordance with Bridgend County Borough Council Policy appropriate risk assessments are completed as necessary according to the activity being considered.

#### **15. Arrangements Made for Consultation with the Children Accommodated in the Home about its Operation.**

The Home endeavours to hold regular children/young person's meetings where everybody is encouraged to take part and offer suggestions to ensure the Home remains a happy place to live. These take place on an informal and formal basis, for example a discussion may be generated around the dining table by staff, or a child/young person could make a request for a meeting to be convened in order to address an issue of concern. We have a comprehensive

policy on consultation and user participation. The Home is committed to empowering children/young people, gaining and utilising their views and opinions in a positive way.

We try to encourage children/young people to establish their own boundaries and are sometimes consulted on what sanctions should be imposed on them following inappropriate behaviour.

## **16. Policy on Behaviour Management and the Use of Restraint.**

Control of behaviour at Sunny Bank Community Home is maintained on the basis of good personal and professional relationships between the staff and the children/young people in residence. It is not seen as a negative concept, but as a way of enabling children/young people to develop self-control and self-discipline. When children/young people display behaviour, which in any family or group environment, would be considered unacceptable, some form of sanction may be needed.

Staff have been trained in restorative practice and prior to any sanction being given a restorative approach has to be considered, however if this is not appropriate or a young person refuses then the sanction process will be followed.

Sanctions should be contemporaneous, relevant and above all just and fair. These may include reparation, restitution, curtailment of leisure activities and increased supervision. These are negotiated with the child/young person and can be renegotiated to positively encourage good behaviour where effective and appropriate.

Sanctions that will not in any circumstances be used are:

- Deprivation of food and drink
- Restriction or refusal of visits
- Requirement to wear inappropriate or distinctive clothing
- The use, or withholding of medication or dental treatment
- Confinement to a room or area within the Home.

All sanctions used will be recorded with the date, name, details of the inappropriate behaviour; the sanction used and will be signed by the relevant member of staff. The Residential Manager and Senior Residential Workers will oversee this process.

Physical restraint is only used as a last resort and if there is clear evidence, or genuine belief, that a child/young person's actions may lead to physical injury to them or others. In this case physical restraint will be used in accordance with Bridgend County Borough Council Policy and Guidance, the minimum force necessary will be used and all cases of restraint will be formally recorded.

## 17. Arrangements for Child Protection and Countering Bullying

The key principles on which to base work with children and families are found in the Children Act 1989 and Children Act 2004 Guidance, Care Standards Act 2000 and National Minimum Standards for Residential Services and the United Nations Convention on the Rights of the Child, to which the UK is a signatory and the home fully subscribes. All children/young people deserve the opportunity to achieve their full potential. They should be enabled to:

- Be as physically and mentally healthy as possible
- Gain the maximum benefit possible from good quality educational opportunities
- Live in a safe environment and be protected from harm
- Experience emotional wellbeing
- Feel loved and valued, and be supported by a network of reliable and affectionate relationships
- Become competent in looking after themselves and coping with everyday living
- Have a positive image of themselves and a secure sense of identity, including cultural and racial identity
- Develop good inter-personal skills and confidence in social situations.

Individuals may abuse or neglect a child/young person by inflicting harm, or by failing to act to prevent harm such that the child/young person is impeded from experiencing and achieving one or more of the above. Staff are always vigilant to any signs of abuse whether it is expressed verbally or non-verbally, and will respond to concerns where the child/young person is perceived as failing to thrive. Where concerns are suspected a referral is made within the Child Protection framework provided by Bridgend County Borough Council and the All Wales Child Protection Procedures. Any concerns will be thoroughly investigated and the child/young person would be listened to and consulted with throughout the process.

Staff works alongside other professionals to ensure that the welfare of the child/young person is maintained.

A bullying policy has been designed with the involvement of children/young people in local authority care who have defined bullying as:

“Bullying is anything that hurts someone else’s feelings. It could be by punching or hitting them, but also by saying spiteful remarks or taking property or not respecting their privacy.”

Every child/young person entering residential care is expected to sign up to an anti-bullying contract where they agree to try to eliminate bullying by

1. Not tolerating it whatsoever
2. Not ignoring it
3. Respecting other people for who they are, not what they are

Staff are vigilant about all aspects of bullying and ultimately a child/young person’s placement could be jeopardised and considered unsuitable should they refuse to comply and bullying behaviour persists.



## **18. Procedures for Dealing with Unauthorised Absence**

Children and young people must have the opportunity to feel cared for and protected at all times. As a Corporate Parent, the Local Authority has a duty to safeguard and promote the welfare of any child/young person, taking appropriate action as/when necessary. The South Wales Police will respond immediately to any referral made by a statutory or voluntary agency that follows the policy and procedures.

Children and young people absent themselves for a variety of reasons - in response or reaction to their personal situations or other contributing circumstances.

A child/young person under 18 years of age is absent without authority whenever they have left the placement without agreement or failed to return at a previously agreed time. In the event of a child/young person being absent from the home without authority, staff will use the pre placement risk assessment and the current risk assessment to establish the level of concern. The following categories of absence will be assigned to the situation.

### **A. Absent Without Authority (low level of concern)**

Some children/young people absent themselves for a short period and then return. Such children/young people may be testing boundaries and are not necessarily considered to be at a high level of risk. Young people who fall within the category of “absent without authority” will be the subject of continuous risk assessment whilst they remain absent. The outcome of this risk assessment will determine the reporting to the police, however, for this level the child/young person will not be reported as missing to the police.

During their absence, circumstances may change and staff will need to be in a position to respond accordingly and effectively. Staff at the Home will take all reasonable and practical steps to establish the whereabouts or destination of the child/young person or persons with whom they may associate. If the location of the child/young person is known, the staff from the Home will collect them if safe to do so. However, there may be occasions where it thought that there are specific issues of safety or public order difficulties in returning the child/young person back to the Home that assistance from the Police may be sought.

### **Missing Children (high level of concern)**

As detailed above a child/young person may be categorised as “missing” when they are absent from the Sunny Bank Community Home and

A. the child/young person’s location is not known and the reason for the absence is not known

And/or

B. there is cause for concern because of their vulnerability

And/or

C. there is potential danger to the public

And/or

D. the child/young person is looked after as a result of a restrictive court order

## **Action to be Taken in the Event of An Absence**

If a child/young person fails to return to the Home at the agreed time, a risk assessment is undertaken in conjunction with the Emergency Duty Team and if appropriate the child/young person will be either deemed absent without authority or missing. Form CF 6 will be completed and parents and police informed. This form is a brief résumé of the child/young person's health, history of self harm, drug/alcohol abuse, likely associates, and how often this happens and if they are likely to return. Form CF 7 is also completed, this details the agreed plan agreed between staff at the Home and Emergency Duty Team, and the times of informing the parents and police. When the young person has returned, Form CF 8 is completed with details of time of return, the child/young person's explanation of where they have been and why they failed to return. Police, parents and Emergency Duty Team are informed of their return at this point.

The forms are then copied, with one set sent to Group Manager – Regulated Services at Bridgend County Borough Council and the other placed on the child/young person's establishment file.

If the child/young person remains missing after forty-eight hours the Group Manager – Regulated Services or other senior manager in their absence is informed who will decide on what further actions are necessary - this could entail a request the police to use publicity, this situation will be monitored and reviewed on a daily basis for as long as the child/young person is missing. All unauthorised absences are recorded in the child/young person's file.

### **19. Details of any Means of Surveillance of Children/Young People which may be used in the Home.**

Children/young people are appropriately monitored by staff in line with providing a quality standard of care. These may include observations of behaviour and self-expression such as the child/young person being withdrawn or showing a change to their usual mood that evokes attention and concern.

Staff complete records on a daily basis in relation to the progress of the child/young person, with link workers making more extensive observations as part of monthly link worker reports.

The Youth Justice Courts are making greater use of electronic monitoring (tagging) equipment as part of their response to reducing and responding to youth crime. The Home would respond to a request by the Youth Offending Service for a child/young person in residence to be tagged and cooperate in accordance with the joint protocol between Children's Services and the Youth Offending Service.

### **20. Fire Precautions and Emergency Procedures**

Sunny Bank Community Home has a comprehensive fire safety system which includes fire alarms, smoke detectors, fire blanket, fire extinguishers, self-closing fire-safety doors, emergency lighting and fire escapes which are located according to the Fire Officer's recommendations and is regularly inspected. All children/young persons are familiarised with fire procedures and exits on admission and thereafter with monthly fire safety drills, this ensures that everyone, including staff are familiar with evacuation procedures and the need for fire safety awareness and vigilance.

Fire alarms are tested weekly and emergency lighting monthly and any repairs are promptly carried out. Staff receive fire safety training on fire precautions and emergency procedures. As part of a fire prevention programme there is a strict no smoking policy in the Home, all electrical items are checked and should be disconnected when not in use (particularly at night). We operate a safe storage system for all flammables and potentially dangerous liquids such as bleach and for safety reasons aerosols are kept in a lockable cupboard.

## **21. Religious Observance**

Children/young people have the choice to follow their own particular beliefs. Most Christian denominations are catered for in the locality, but Hindus, Sikh, Moslems and Jews would be supported to travel to either Swansea or Cardiff cities where there are various places of worship located.

## **22. Contact**

Children/young people residing at Sunny Bank Community Home are allowed free access to their parents or persons with parental responsibility, both inside and outside the Home, unless legal considerations preclude this. Children/young people have free access to friends and relatives although not necessarily within the Home and any undesirable friendships would be discouraged or controlled where necessary.

Children/Young people have a choice of rooms to use during visits from their friends and relatives.

Times for visiting vary with age with older children/young people being allowed visitors until later in the evening. All visiting arrangements for the child/young person will depend on individual circumstances and the needs of the service.

## **23. Complaints Procedures**

The Social Services Complaints Procedure is explained to all children/young people on admission. A form is completed by a member of staff and signed by the child/young person that confirms that the procedure has been explained to them and that they understand it.

If a complaint is made the Residential Manager and/or appropriate Senior Manager is informed, the Residential Manager/Senior Manager will interview the child/young person. If the complaint cannot be resolved informally to everyone's satisfaction or if the child/young person wishes to pursue the matter further, the social worker is informed, who will then inform the parents of the substance of the child/young person's complaint.

The complaint will also be referred to the Group Manager – Regulated Services who will ensure that it is discussed with the Complaints Officer and the Head of Service - Safeguarding & Family Support and be fully investigated under the terms of departmental procedures.

Children/young people can also seek independent support from a number of sources, for example NSPCC, Child-line, Children's Commissioner, advocacy and Voices from Care. The telephone number of Child Line is prominently displayed in the unit and details of other independent supports will be made available during the admission process. An independent advocate also visits the home and is able to assist in the resolution of a complaint.

A range of information within the children/young person's guide is available to assist them in dealing with and understanding any issues that may arise.

## **24. Arrangements for Dealing with Reviews of Placements Plan**

Children/young people's plans will be reviewed regularly in accordance with statutory requirements. The first review will be within four weeks of a child/young person becoming looked after. The second review will be held three months later. Subsequent reviews will be held after a period of no more than six months and on an ongoing basis. Within this process the role of the staff is to assist in the completion of the consultation documents and to advocate on behalf of the child/young person to assist with the meeting of their needs, whilst giving an informed viewpoint about the child/young person's progress whilst placed at Sunny Bank Community Home.

The purpose of the reviews is to monitor progress and review personal care plans and assessment and action records are kept up to date. All reviews should be attended by:

- The young person
- Their social worker
- Their family
- Senior member of staff from the home
- Their link worker
- An independent chairperson
- An Education representative
- The LAC Nurse/Health Visitor
- Any other relevant / appropriate person

Independent Reviewing Officers are employed by Bridgend County Borough Council to chair the review meetings. Before their 16<sup>th</sup> birthday, young people should also have an After Care (pathway) planning meeting; this will look at the ways in which the Department can assist the young person when they leave residential care. A Pathway Plan in accordance with the Leaving Care Act 2000 will be formulated to help facilitate this.

Reviews are normally held at the Home, but may be convened elsewhere if there are specific reasons to require this.

## **25. The Type of Accommodation and Sleeping Arrangements Provided.**

Sunny Bank Community Home provides a home for four children/young people at a time. There are two bedrooms for staff use when sleeping in and four for each of the residents.

Two members of staff provide cover on a sleep-in basis, but are available to be awoken should the need arise during the night. They are expected to finish their duties by 11 pm and recommence duties at 6.30 am to assist and encourage the children/young people to prepare for school.

## **26. Details of any Specific Therapeutic Techniques used in the Unit and Arrangements for their Supervision.**

Arrangements are in place for staff to consult with clinicians from the Child and Adolescent Mental Health Service via consultation sessions held on a monthly basis, where work of a 'therapeutic' nature can be discussed. This may include behaviour modification programmes, life story work, 1:1 sessions etc. Appointments for these sessions are booked via Business Support Services at Civic offices. If needed a direct referral to the service can be made, however, consultation and "screening" by the child/young person's GP will need to be undertaken prior to the referral being made.

If a child/young person is involved with the Youth Offending Service then staff are able to access the substance misuse worker attached to the service for advice and guidance and where that worker will undertake identified direct work with the children and young people accommodated. There is also a worker trained in restorative justice approaches and techniques that can offer further advice and guidance to staff on the unit.

Sunny Bank Community Home and the early help hubs can provide an enhanced service that will address problems and issues with children/young people.

To achieve this:

- There will be single point of contact in both services
- We will seek to prevent problems arising by integrated intervention
- Be quick to respond when the need arises
- Establish working protocols
- Have a reciprocal understanding of intervention techniques and roles of other professions
- Work together to address the complex issues of children/young people within this service
- Be open with colleagues and exercise discretion, trust and sensitivity in establishing and operating within multi -agency teams
- Provide help and support closer to the point of contact

## **27. Details of the Sunny Bank Community Home Policy on Anti-Discriminatory Practice and Children's Rights**

Staff at Sunny Bank Community Home strives to maintain and encourage appropriate and positive relationships based upon honesty and mutual respect with every person they have contact with. To this end anyone receiving our service is expected to treat staff and others similarly in accordance with professional and personal boundaries. Expectations of behaviour for staff and children/young people are clearly understood and negotiated by those living and working at the home, this includes exercising appropriate control over children/young people in the interests of their own welfare and the protections of others.

In day to day decision making, staff demonstrate an appropriate balance between:

- Each child/young person's wishes and preferences
- The needs of individual children/young people
- The needs of the group of children/young people resident at the time
- The protection of others (including the public) from harm

Bridgend County Borough Council has a policy on anti-discriminatory practice. Children/young person's rights are respected in line with the United Nations Convention on the Rights of the Child as referred to earlier. Cultural sensitivity is essential so that consideration is given to different religious beliefs and cultural traditions for different racial, ethnic and cultural groups. Staff need to guard against myths and stereotypes - both positive and negative.

The Home has a comprehensive manual of policies and procedures which can be accessed upon request and is continually being revised and updated as required.

## **28. Transition from Sunny Bank to permanent/long-term placement**

The service in conjunction with the fostering service has developed a structured process to move children and young people on from Sunny Bank after their care plans have come to fruition.

The transition process (see appendix 1) outlines how a move to the identified placement will be managed. This will assist in establishing and maintaining routines, boundaries & structure, it will help underpin relationships between the young person and carer and it will also develop continuity which would hopefully minimise future placement disruptions. The process can also be adapted when a young person returns to their family.

### **Address and Telephone Number of the Appropriate Officer for the National Assembly**

CSSIW  
South West Wales Regional Office  
Government Buildings  
Picton Terrace  
Carmarthen  
SA31 3BT

Tel: 01267 245160

### **Address and Telephone Number for the Children's Commissioner Wales**

Children's Commissioner for Wales  
Oystermouth House,  
Charter Court,  
Phoenix Way,  
Llansamlet,  
Swansea.  
SA7 9FS

Tel: 01792 765600

**Address and Telephone Number of Bridgend County Borough Council Children's Complaints Officer**

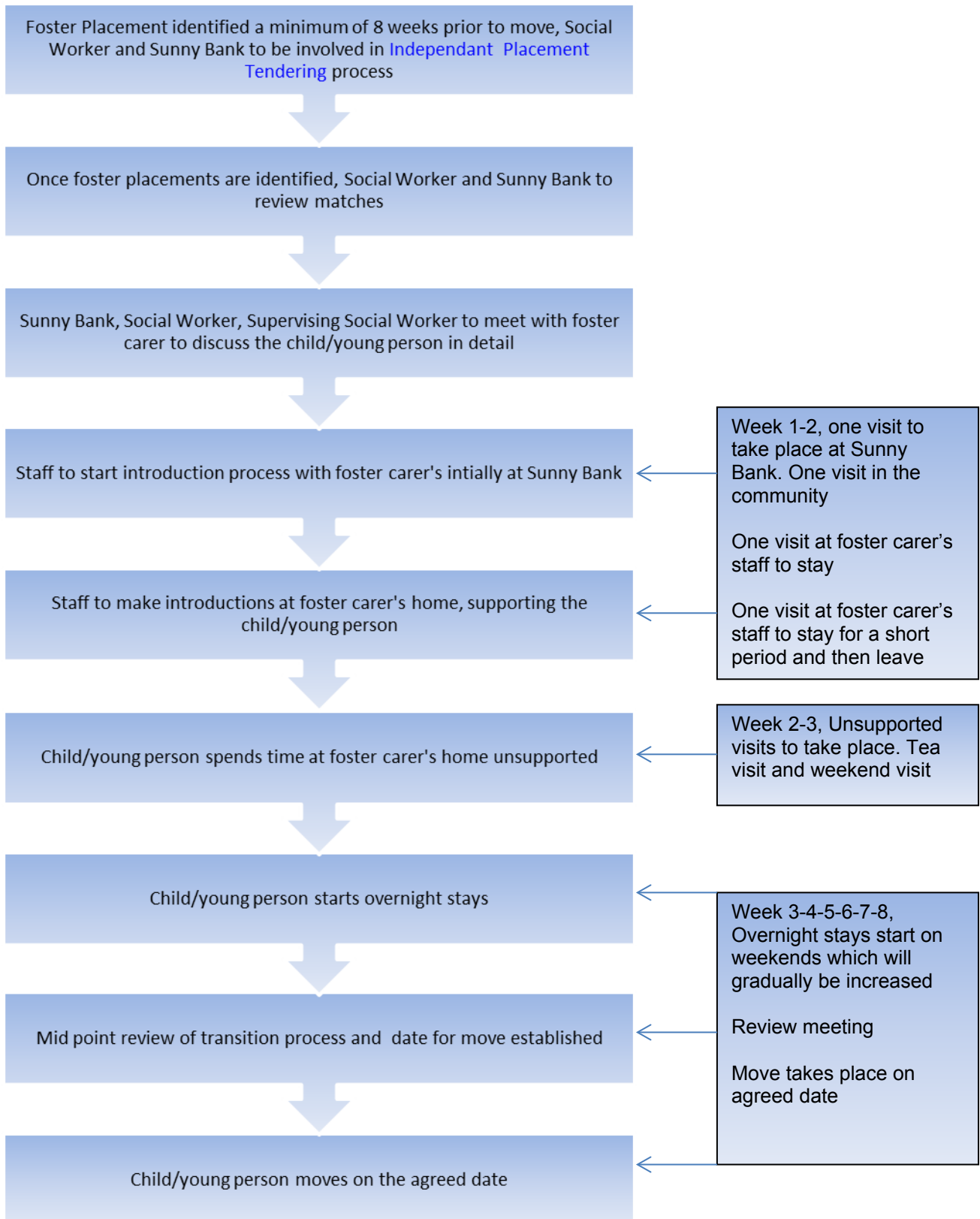
Children's Complaints Officer  
Social services  
Civic Offices  
Bridgend  
CF31 4WB

Tel: 01656 642253

Reviewed January 2017

Appendix 1:

**Transition to Foster Care from Sunny Bank Community Home**





**BRIDGEND COUNTY BOROUGH COUNCIL**

**BAKERS WAY SHORT BREAKS HOME**

**STATEMENT OF PURPOSE**

2a, Bakers Way,  
Bryncethin,  
Bridgend.  
CF32 9RJ

Tel. 01656 720509

(Updated January 2017)

**THIS STATEMENT OF PURPOSE FOR**  
**BAKER'S WAY SHORT BREAKS SERVICE**

**HAS BEEN APPROVED BY THE**

**RESPONSIBLE INDIVIDUAL**  
**LAURA KINSEY**

**SIGNED:**

**DATE:**

## **INTRODUCTION**

This Statement of Purpose provides detailed information about Bakers Way Short Breaks Home. It is intended for any parent or any person with parental responsibility, social workers and staff working in the Home. It provides a basis for parents and social workers to decide whether the service is appropriate to meet the needs of particular children and to measure the suitability and standard of the service that is provided.

Parents will be made aware of the Statement of Purpose at the time of admission of their child and will be provided with a copy on request. Alternatively they may wish to refer to it at the Home. Paper and electronic copies will be available for social workers at their office base. Staff will have access to it at the Home. Where appropriate, staff will use the Children's Guide to help children understand the service provided at Bakers Way.

Bakers Way Short Breaks Home intends to provide a service that meets the needs of the children placed and satisfies the reasonable expectations of their parents and the child's social worker. The Manager and staff at the Home welcome both positive and critical comments from parents, social workers and children themselves, at any time, and they will use those contributions to improve the service provided. At the beginning of the service, parents will be invited to view the facilities available and comment on their suitability. At intervals, parents will be asked for their opinions on the service and facilities. When the service ends, Bakers Way Short Breaks Home will ask the child, the parents and social workers to give their views on the child's period at the Home. Views are also welcome at reviews, which are held regularly. Where improvements can be made immediately, the Manager and staff will ensure that happens.

The Statement of Purpose is updated on an annual basis, reflecting changes that are being made to improve the service. Specific consultation with parents and children is a very important part of that process, which will take place in advance of the revised Statement of Purpose being put in place from April 1<sup>st</sup> each year. As part of a wider consultation, parents and children will be asked for their assistance during this period to identify weaknesses in the service and help identify the improvements and changes that should be made. Other comments made throughout the year will also be considered in this exercise. Parents and children will then be informed of proposed changes and given an opportunity to give their opinion before the revised Statement of Purpose is finalised. It will be made available as described above.

Whenever parents or children are consulted, feedback will be provided as early as possible.

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## 1. Aims and Objectives

### Aim

To provide a high quality short breaks service to disabled children and young people aged from birth to eighteen, who live in the Bridgend County Borough. A maximum of 5 children will attend at any one time and the service will address their individual needs, support their families, and promote their access to community services and facilities.

### Objectives

- To assess each child/young person's needs before the service starts, to develop a care plan for each child and to review it regularly
- To schedule stays for children/young people who are matched for their compatibility, where possible
- To introduce children/young people to Baker's Way at their pace, through a series of tea-time visits, prior to longer stays
- To base the service to be provided on a written agreement with the child's parents/carers.
- To meet each child's emotional, social, behavioural, health and developmental needs during their stay, in a way this ensures their dignity and promotes self-reliance.
- To offer children and young people the opportunity to socialise and to develop their independence outside their immediate family
- To promote the inclusion of disabled children and young people in mainstream activities in an anti-discriminatory way
- To provide parents or carers with a break from their care responsibilities, assuring parents or carers that their children are happy and well cared for
- To work in partnership with parents/carers/families, so that the timing, frequency and duration of a short break best assists the child and their family
- To consult with children, parents, carers, social workers and other professionals so that the service continually adapts and develops
- To resolve issues for children/young people and parents promptly, and to address concerns through the complaints procedure, if appropriate

The Children's Guide in DVD format provides information about Bakers Way which is suitable to the level of understanding of the profile of children who would likely use our service. There is also a Children's guide in a leaflet format.

Information for parents/carers is also available in a leaflet format.

## 2a Facilities and Services Within The Unit

Baker's Way offers a comprehensive range of services and facilities to meet the needs of each child.

Bakers Way is a large detached two-storey house, originally 2 semi-detached properties.

### **The House:**

#### **Physical needs**

- Safety and security within a comfortable and pleasant home-like environment
- Range of individually decorated and furnished bedrooms suited to specific individual needs and allowing some choice
- Bathroom and toilet facilities on both floors adapted to cater for specific individual needs
- Aids and equipment suitable for those children with physical disabilities
- Specialist bed's for children with physical disabilities
- Laundry facilities
- Individualised menus and provision to meet special dietary requirements
- Dispensing of prescribed oral medicines

#### **Fun and play**

- A soft play room
- A room furnished with sensory equipment
- A large secure garden area with recreational equipment such as swing, roundabout, trampoline, wooden castle, play house and mud kitchen.
- Toys, games and books suitable for all ages and both genders
- Televisions, DVD's, music centre, game consoles, tablet and Ipad.
- A mini-bus for trips for social and recreational purposes

#### **The Team**

- A suitably qualified, experienced and skilled staff team dedicated to providing an excellent experience for children during their stays
- A high ratio of staff to children so that individual attention can be given to each child during their stay
- A purposeful care programme during stays which is well-designed and executed, and based on individual assessed needs
- A partnership approach to working with parents
- A Key Working system providing a member of staff with special responsibilities for each child

#### **Other agencies' services provided at Bakers Way**

- An advocacy service provided by Tros Gynol
- Transport to and from school for term-time overnight stays
- Advice from community nursing, paediatric Speech and Language and Occupational Therapy and physiotherapy services, so that the team can provide a specialised service for special health or caring needs
- Children are referred to Bakers Way by the Disabled Children's Team and each child has an allocated worker from that team who visit Bakers Way regularly and oversees the arrangements for the child to ensure they are working well

## 2b Facilities and services within the Community:-

Bakers Way Short Breaks Home is situated on the outskirts of Bridgend, close to the M4 and the McArthur Glen Outlet Village. It is within easy reach of many attractions for children and the minibus is used to take children on outings to a wide-range of recreational settings.

Many children who come to Bakers Way attend Heronsbridge School and close links are maintained between Bakers Way and Heronsbridge. Minibuses and taxis are arranged to bring children directly to Bakers Way from school or to take them to school in the morning.

There are many facilities on offer in the town of Bridgend and surrounding area including: -

- Recreation Centres and Swimming Pools
- Coastal and Beach Areas
- Country Park

## 3. Registered Persons:-

### **Responsible Individual:**

Laura Kinsey  
Civic Offices  
Angel Street,  
Bridgend  
CF31 4WB

### **Registered Manager:**

Gail Summerhayes  
2a Bakers Way  
Bryncethin  
Nr Bridgend  
CF32 9RJ.

## 4. Qualifications and Experience of Registered Persons

### **Registered Manager – Gail Summerhayes (37 hours)**

#### **Qualifications:**

- BA Hons Public Services
- NVQ 4 Leadership and Management Care Services
- NVQ 3 in Children Care and early education
- A Level English, maths, Psychology
- 10 GCSEs
- Brief solution focus therapy
- Introduction to Dialectic behaviour therapy
- Therapeutic play/life story work
- Various in house training

#### **Experience**

Started in Bakers Way September 2015 as Registered Manager. Previously worked in private therapeutic residential/education home for 10 years, 6 years as a Registered Manager, for looked after children with social, educational and behavioural difficulties. Prior to that worked voluntary in a primary school as classroom support and for a mentoring service reintegrating disabled people into the community and work place.

**The number, qualifications and experience of staff working at Baker's Way Short Breaks Unit:-**

**Senior Residential Worker 1 (DE)**

**Qualifications**

Working Towards QCF 5 HSC Residential manager  
QCF 3 HSCCYP  
NVQ 2 HSC adult care  
BTEC Advanced level 3 PBS  
9 GCSEs

**Experience**

Joined Bakers way as senior Residential worker in May 2016. Previously she was a senior residential worker in a private therapeutic residential/education home for looked after children with social, educational and behavioural difficulties for 4 years. Prior to that she worked for a private adult care service working across homes with adults with learning disabilities.

**Senior Residential Worker 2 (SS)**

**Qualifications**

QCF 3 HSCCYP  
BTEC National Diploma in Social Care  
NVQ level 2 in care  
10 GCSES

**Experience**

12 year as a social care worker on days and 3 years on night working with adults with learning disabilities and challenging behaviour for BCBC in a Residential and Short Breaks services. Started in Bakers Way June 2014 and was promoted to senior in July 2016.

**Residential Worker 1 (LB) – 30 Hours**

**Qualifications**

NVQ Level 3 Working with Children and Young People.

**Experience**

Has been working at Bakers Way since 1993. Has lots of experience and knowledge of Bakers way and complex health needs of children has various in house training.

**Residential Worker 2 – (AJ) – 30 Hours.**

**Qualifications**

NVQ Level 3 in Caring for Children and Young People  
NVQ Level 3 in Childcare and Education early years

**Experience**

Has worked at Bakers Way since 2003. Prior to this was a NNEB for 3 years.



### **Residential Worker 3 – (DS) – 30 Hours**

#### **Qualification**

NVQ Level 3 in Health and Social Care Children and Young People

#### **Experience**

Has worked at Bakers Way since January 2010. Before Bakersway has worked within Children's Residential settings since 2004 both private sector and BCBC in many roles; mainly senior and support worker.

### **Residential Worker 4 (KB) - 20 Hours**

#### **Qualifications**

NVQ 3 Working with Children and young people

10 GCSEs

Various in house training

#### **Experience**

Has just started working in Bakers way in 2016, prior to this has had 8 years' experience (6 of them as a senior) residential worker in a private therapeutic residential children's home which looked after children with social, educational and behavioural difficulties.

### **Residential Worker 5 – (NM) – 20 Hours**

#### **Qualifications**

7 – O Levels

NNEB

QCF 3 Health Social Care Children and Young people

#### **Experience**

Has 2 years working as a nursery nurse in a mainstream infant school, 22 years as a special support officer in an observation class, alongside this is 11 years as a family link carer and started working in Bakers way since January 2013.

### **Residential Worker 6 – (RM) – 20 Hours**

#### **Qualifications**

NVQ Level 2 in Supporting Learning and Teaching in schools.

Working toward QCF level 3 in health and social care.

#### **Experience**

Has worked at Bakers way since 2012. Previous experience of working in a school setting with pupils with a diagnosis of Autism, Asperger's syndrome and ADHD.

### **Night Care Worker 1 – (KG) – 21 (Average across a 12 month period)**

#### **Qualifications**

NVQ Level 3 in Caring for Children and Young People

#### **Experience**

has worked at Bakers Way since 2006. Has previously had long service as a nursing assistant.

### **Night Care Worker 2 – (DM) – 21 Hours (Average across a 12 month period).**

#### **Qualifications**

NVQ Level 3 in Caring for Children and Young People

#### **Experience**

Has worked at Bakers Way since 2006.

### **Casual residential worker 1 - EL**

#### **Qualifications**

NVQ Level 3 Working with Children and Young people

Working towards Social work Degree

NVQ 3 in youth work studies

Diploma in welfare Studies

Various in house training and GCESs.

#### **Experience**

She has worked for BCBC for 9 years, in that time she has worked in all the children's homes. For 9 years she has worked with Looked After children with emotional, behavioural, social and educational difficulties, has started her degree in Social work and started in Bakers way December 2015.

### **Casual Residential worker 2 - AP**

#### **Qualifications**

NVQ Level 3 in Working with Children and Young People

#### **Experience**

Has worked at Bakers Way since 2006, for 2 years as night staff and as a daytime worker since 2008.

Has previous experience in the adult Day Centre.

### **Casual Residential Worker 3 – (JW)**

#### **Qualifications:**

NVQ Level 4 in children and young people,

NVQ Level 3 in children and young people,

Domestic Plumbing Technical Certificate Level 3,

Domestic Plumbing Technical Certificate Level 2,

NVQ Level 2 in Domestic plumbing,

Diploma in Countryside Management,

NVQ Level 2 in Food preparation and cooking,

GCSE in English, Maths, Science, Art, Drama, Welsh.

#### **Experience**

Has worked at Bakers way since 2014 as a 20 hour care worker, moved to casual in January 2016 as he has become a retained firefighter. Previously he spent the past 12 years working for Cardiff County Council Children's Services. His role for the past 2 years with

Cardiff Council has been Wake in Nights Childcare Officer at a Children's home, Prior to this he was a Senior Childcare officer at the home for three years. Prior to this he also worked in a clinic assessment unit with adults with challenging behaviour this was also in a residential setting with a day care service.

#### **Casual Residential Worker 4 – (BJ)**

##### **Qualifications**

11 GCSE  
QCF Level 2 in Children and Young people  
Working toward QCF 3 HSCCYP

##### **Experience**

Has worked in Bakersway since October 2012. Also works in After school club support worker for 3 years and as a Support assistant at Heronsbridge School 2 year. Prior to this was Support assistant at Heronsbridge residential and a personal assistant.

#### **Casual Residential Worker 5 –JD**

##### **Qualifications**

Working towards QCF 3 HSCCYP  
Working towards Learning Disability nursing degree  
NVQ level 3CCLD  
Access to Higher Education Health

##### **Experience**

Has been employed by BCBC for 7 years, 5 years working in Heronsbridge as Behaviour support officer and has worked for Bakers way since August 2015. Has direct payment work with a child since July 2015.

#### **Administrative Assistant EP**

##### **Qualifications**

Private Secretaries Diploma

##### **Experience**

The administrative assistant has worked at Bakers Way since 2009. She previously worked as office Manager for a local Solicitor.

#### **6. Arrangements for Supervision, training and development of employees**

Supervision is provided on a monthly basis to all team members by the manager or senior staff and group supervision with casual staff. This will assist in identifying individual development needs and any other issues discussed within supervision which will enable staff to acquire the skills and knowledge to work within the service area including working closely with the Directorate's Training department and ABMU Children community nursing team to identify relevant training needs.

An annual appraisal will identify ongoing training needs, performance of a staff member within their working role and to identify areas of further support required. The appraisals of all

team members will be used to inform the content of the Directorate's training programme. In addition to accessing the Directorate training programme, team members will be provided with in-house team training through the involvement of specialists who provide services for the service users of Bakers Way.

Monthly team meetings are held which further extend and develop the skills, knowledge and understanding of team members.

## 7. **Organisational Structure**

Baker's Way is managed by the Social Services and Wellbeing Directorate of Bridgend County Borough Council.

**Social Services and Well Being Director** – Sue Cooper

**Head of Safeguarding and Family Support Services** –Laura Kinsey

**Group Manager** –Natalie Silcox

**Residential Manager** – Gail Summerhayes

Bakers Way Short Breaks Home is one of three children's residential units managed by the Social Services and Well Being Directorate of Bridgend County Borough Council, and is the only one to offer short breaks for disabled children and young people.

Regulation 32 visits are undertaken by the three registered manager alternating between homes, who reports to the Head of Safeguarding and Family Support Services.

Rota Visits are undertaken by Elected Members over a period of 12 months.

The Team structure consists of:

- 1 Registered Manager
- 2 Senior Residential workers
- 6 Residential workers
- 2 night care workers
- 5 Casual Staff
- 1 part-time administrative assistant

Staffing can be supplemented by casual staff and staff contracted to work across a number of Children's Homes

## 8. **Children for whom the service is provided**

Bakers Way provides a Short Breaks service for a maximum of 5 disabled children/young people at a time depending on the compatibility, male and female with learning and/or physical disabilities in the moderate to severe range, aged between 0 – 18 years, who are ordinarily resident within Bridgend County Borough.

## 9. **Admission policy**

Being away from home, for however short a period of time, can be difficult and could generate anxiety for disabled children and their families. To ensure continuity of support between home and Bakers Way, with minimum stress for the child/young person, their family

and the service itself, effective care planning is fundamental to a successful outcome.

A Short Break will not be offered unless:-

- The child/young person's need for a short break has been comprehensively assessed.
- Bakers Way has been approached to ascertain that it has the resources to meet the child/young person's needs.
- The placement has been carefully negotiated so that the Manager at Bakers Way is fully aware of what the expectations of the service are.

### **Identification of need**

All referrals received are via the Disabled Children's Team. Each child/young person has a named worker allocated to him/her and their family. It is the responsibility of the Social Worker/case manager from the Disabled Children's Team to discuss the child/young person's needs, and offer information to the family on the service available. Support needs should be identified through use of the WCCIS exemplars.

### **Identification of appropriate service**

The care planning process following the assessment of need will assist to identify the kind of setting that will best meet the child/young person's needs? Information about the quality of care at Bakers Way should be sought requesting the latest Inspection Report from the establishment.

Contact could also be made with other people who use the service. The Statement of Purpose should also be considered.

### **Assessment of child/young person support needs**

Prior to using any service, the Disabled Children's Team will undertake a full assessment of the kind of practical help or support the disabled child/young person needs and a short break referral would be made to the service. The Disabled Children Team will introduce the family to Bakers way and a new referral meeting would be set up by Bakers way manager or Senior.

In the referral meeting the manager will show families the Bakers way DVD, tour of the home and go over all the initial paperwork and confirm if they wish to proceed with the placement. The paperwork would include a "Child Profile" being undertaken with the child/young person and his/her family and will include a risk assessment and details of any other services currently being provided. This helps to build up a clear overall picture of the child/young person's support needs in a variety of settings. This profile is completed by the child/young person's parent/carer. The information is returned to the manager or senior at Bakers Way, and the profile is used to plan with the child/young person, their parent/carers, and child/young person's social worker/care manager, the details of the placement. The information will be stored in a personal file in a locked cabinet.

All children have an individual risk assessment which is reviewed every 6 months. If the child/young person poses a risk to existing service users and/or the service itself, a more detailed risk assessment must be carried out. This will indicate, more precisely, the support needs of the child/young person, and any additional specialist support that may be necessary. Risks identified with behaviour will need a Behaviour Management Plan, which identifies precisely how the risk will be managed. To ensure consistency of approach,

Bakers Way works closely with Heronsbridge Special School and utilises existing Behaviour Management Plans. Multi agency working with other professionals is also critical to ensure continuity of approach.

### **Negotiating the Placement**

When the child/young person, his/her family/carers have indicated satisfaction with the offer of the service at Bakers Way, a Placement Agreement is negotiated and signed prior to the child/young person commencing placement.

This takes place between: -

- a) Child/young person to the extent that is possible
- b) Parent/ Carer
- c) Social Worker/Care Manager
- d) Manager or Senior Staff member of the service who will identify the aims/goals for the child/young person for the next year

### **Introduction process**

Following the initial introductory visit's to Baker's way. The child/young person begins with visits at teatime and stays for approximately 3 hours. The family is also invited to come along and the child will have usually 6 tea visits, although it's progressed at the child/young person's individual pace. Arrangements will then be made between the family and Bakers Way managers/seniors staff, for the child/young person to have a planned initial overnight stay following a meeting held between all and Disabled Childrens team social worker.

Appropriate levels of staffing will be planned in accordance with the needs of the individual child/ young person.

The placement will be monitored and reviewed regularly as detailed by the processes below. If at any stage there are issues of concern or changes of circumstances, a review meeting can be convened at an earlier stage.

The review process needs to be established, as appropriate to a child's legal status, ie. Looked After or a Child in Need of Care and Support. Dates of the initial review following commencement of placement will be agreed and recorded in the Placement Agreement. Thereafter, dates for ensuing Reviews will be agreed at the Review meetings.

It is the responsibility of the social worker/care manager to convene these reviews in collaboration with Bakers Way manager/senior and family.

#### **10. Outcomes when more than six children are accommodated**

The above does not apply to Bakers Way as only 5 places are provided. There is no emergency provision/bed at Bakers Way.

#### **11. Ethos of the House**

The care provided to disabled children and young people at Bakers Way is based on the principles contained in the Social Services and Well-being (Wales) Act 2014, Children Act, 1989 and 2004 especially that:

Disabled children are children first, and their disability is a secondary, albeit a significant issue.

The following approach is adopted:

- a) Children/young people at Bakers Way are treated as individuals and will be provided with staff support according to their individual needs.
- b) The pattern/amount of short breaks is determined with the child/young person, their social worker/care manager, family and Bakers Way worker. The service provided by Bakers Way is in response to the identified needs and planned outcomes as detailed in the individual care plan of the child/young person.
- c) Young people have support in preparing for adulthood, again determined by their individual needs.
- d) Children/young people are encouraged as far as possible to: -
  - Discuss and agree activities
  - Choose where they would like to sleep
  - Choose toys and learning materials
  - Shop, cook and develop domestic skills
  - Show consideration to other service-users, their property, rights and choices
  - Share any concerns they may be feeling during their stay.
  - Take up opportunities to access community based activities.

## 12. **Arrangements made to protect and promote the health of the children who use Bakers Way**

Many children have specific health needs. Efforts are made pre-placement to understand and address these needs in discussion with the Social Worker/care manager and parents/carers; and where relevant health professionals. Therefore, ensuring, each child/young person's individual health needs are appropriately met.

Some children's health needs may require specialist health interventions during their stays. Careful consideration will be given to whether staff are sufficiently trained and competent to carry these out, and if not, arrangements will need to be made to address these needs through appropriate health care services, in order for children to receive a service at Bakers Way.

Staff at Bakers Way undertake in-house training provided by health colleagues on specific health needs, which includes the administration of medication. Such training is regularly monitored and reviewed by Bakers Way manager and health colleagues. To ensure competency and compliance.

All medication brought in with the service user is recorded and kept in its original packaging in a locked cabinet. Medication is given according to the prescribed dosage. Records are kept of all medication, which is signed and countersigned by staff when administered to the individual child and when medication is returned home. A copy is kept on the individual child's file.

In the first instance, if a child becomes ill or overly distressed, parents/carers would be contacted and asked to collect their child. Emergency Services would be contacted if appropriate.

### **13. Arrangements for the promotion of the education of children**

Each child attends his or her own appropriate school. Arranged transport collects them from and returns them to Bakers Way during their stay.

Staff at Bakers Way use the communication book, which comes with each child. Information is shared between school, home and Bakers Way. This ensures a co-ordinated approach is taken to meet the child's needs.

Staff would offer advice and assistance to any child who has homework. Children have the use of I pads, educational apps have been downloaded on them, advice sought from school, so that children's learning can be supported informally at Bakers Way, as well as providing stimulating and rewarding activities.

### **14. Arrangements to promote children's participation in hobbies, recreational, Sporting and cultural activities**

Parents/carers normally send in advance any special request for their child's participation in any sporting or cultural activities. As a matter of good practice staff at Bakers Way would endeavour to respond to any request, however short the notice.

We have a range of toys, books, games and learning materials available to children/young people.

Bakers Way has a range of sensory equipment to provide sensory stimulation to children/young people whilst at Bakers Way.

Bakers Way has its own mini-bus, which has a tail-lift for children/young people who use wheelchairs, so staff can transport the children to different venues, enabling them to access a range of social and recreational opportunities. When children are already involved with activities in the community, Bakers Way staff will attempt to make arrangements so they can continue their involvement during their stays.

### **15. Arrangements for Consultation with children about the operation of the Home**

When a disabled child/young person receives a short break stay at Bakers Way, staff are alert to the child's/young person's wishes, feelings and needs. These can be expressed verbally and non-verbally; and staff consistently responds in a sensitive and appropriate manner. Children/young people are encouraged to participate in planning activities within the home and in the wider community during their stay, taking into account individual preferences. This ensures that the day to day operation of the home is responsive to the needs and views of the children who receive short break stays.

### **16. Policy on Behaviour Management/use of restraints**

Some children/young people present concerning behaviours which may place themselves or others at risk. These would be identified via a Risk Assessment undertaken by the social worker/care manager and provided with the referral to Bakers Way. In situations whereby a child/young person presents concerning/challenging behaviour, an individual behaviour management plan, will be completed by Bakers Way staff in conjunction with parents/carers,



and social worker/care managers. This behaviour management plan will include a description of the presenting behaviour, first signs of agitation and what triggers the child to present the behaviour. A detailed plan of preventative and responsive strategies; for staff to use with the child to ensure firm boundary settings and a consistent approach.

A copy of the plan is kept on the child/young person's individual's file and discussed in team meeting. This is updated following any incident of challenging behaviour.

It is Bakers Way's practice to involve all children in decision-making as far as possible. This will hopefully result in incidents of challenging/concerning behaviour being managed safely and effectively. Boundaries are clearly discussed and explained to the children/young people and parents/carers during the introductions to the placement.

Low level Sanctions are used in accordance with individual behaviour management plans at Bakers Way this includes boundary setting and distraction/diffusion techniques. A restorative approach/work is also completed where possible with the child.

A record of any sanction is kept on individual children's files and recorded in Bakers way Sanction book. There are strict guidelines and policy on the use of restraint which staff need to comply with.

#### 17. **Arrangements for Child Protection and to Countering Bullying**

Children at Bakers Way are provided with short stays. Most are living at home and are ordinarily the responsibility of their parents/carers, who maintain Parental Responsibility for their child/young person whilst they are receiving a short break stay at Bakers Way.

Many children receiving the service at Bakers Way have communication difficulties, and it is recognised that disabled children/young people can be more vulnerable to abuse/neglect. Bakers Way staff, therefore, are continually alert to any expression, verbal or non-verbal or any other signs, that a child may be experiencing abuse. If this is suspected, policies and procedures in line with the All Wales Child Protection Procedures employed within Bridgend County Borough are implemented.

#### **Countering Bullying**

The children that use Bakers Way can range in age from 0 – to 18 years of age.

Their individual disabilities vary from learning/ physical disability, serious health problems and behavioural problems.

Care is taken to match groups of children to ensure compatibility of age, personalities and behaviours. Careful planning can eliminate possible friction between individuals and avoid any unnecessary conflict. However, if bullying does occur staff would take immediate action to stop the behaviour, protect the individuals and address the behaviour if the child/young person continues bullying. Parents and others will be informed as appropriate and engaged more fully if the behaviour persists.

#### 18. **Unauthorised Absences**

The majority of children who stay at Bakers Way are restricted to the house and garden area, which are secured by a keypad security system inside the premises, and garden gates which are locked.

Adequate staffing levels ensure that children are supervised or monitored at all times. Should some impulsive behaviour result in a child running off, and the child cannot be located, the following procedures would apply.

The following would be informed:-

- Police
- Parent/person with parental responsibility
- Social Worker/Emergency Social Worker out of hours
- Available staff would continue to search the neighbourhood.

## 19 **Surveillance**

All bedrooms are connected to a central PA system which will alert staff of movement, the system has both audible and visual indicators of noise. This system is fully adjustable to suit the requirements of each child. Independent mobile monitors are also available to staff.

## 20. **Fire precautions/procedures**

A Fire Alarm and smoke detection system is in operation throughout the premises. Self-closing doors are connected to the alarm system. Fire-fighting equipment is installed in the form of fire-blankets and extinguishers and an evacuation Resqumat.

All members of staff undertake the Fire Prevention Course and are familiar with emergency procedures.

Fire drills are planned when the children are present. To alleviate any distress or panic, we advise the children that an alarm may go off shortly, reassuring them that there is no need to panic and explaining to them what course of action they need to take.

Fire Drills take place monthly, whilst the alarms are tested weekly. All equipment is checked on an annual basis. The Health and Safety Officer together with the Residential Manager also carry out annual Safety Fire Risk assessments.

In the event of a fire, staff would have followed the written procedures of the house, the fire service would have already been contacted and parents would be notified to collect their children.

Should staff be unable to contact families, then arrangements are in place to take the children to one of Social Services' establishments.

## 21. **Arrangements for Religious Instruction**

Children and young people stay for brief periods. Parents are expected to make their own arrangements for worship but arrangements would be made in accordance with the care plan, as appropriate.

## 22. **Arrangements made for contact**

Some of the children that come into Bakers Way have limited communication skills. Some have issues in relation to being able to communicate their anxieties about being separated from their family and that which is familiar to them.

Staff will be sensitive to their emotional needs and feelings, giving comfort and reassurance when needed.

Families would be contacted and encouraged to ring up at any time to check on their child's welfare. Children would have the use of the telephone to contact their family, day or night, or staff would assist them.

Children/Young People are enabled to visit family or friends who are in hospital when staying at Bakers Way.

Contact will only be prevented when a court order exists, prohibiting contact. The same applies when the child may be placed at risk.

## 23. **Representation and Complaints**

If a child or a parent/carer wishes to make a complaint about any part of the service, it would always be taken seriously and investigated.

The Children's Directorate has a statutory complaints procedure, which is followed.

The following procedures are followed: -

Manager of the Home is informed.  
The Complaints Officer is notified.  
Contact is made with the parent.  
An attempt is made to resolve the matter.

If the complaint is not resolved informally, the complaint can be formally investigated.

If the complaint raises an issue of staff conduct or child protection, the matter would be pursued through the appropriate disciplinary or child protection procedures.

Some of the children may find it difficult to communicate their problem or concerns. When this occurs it can be frustrating to the child. This in turn could result in a change in their behaviour. Staff are vigilant in recognising the signs and responding appropriately. Staff at Bakers Way would support children/young people, where appropriate, to follow their concerns through to resolution.

Arrangements are in place for members of Tros Gynnal, an independent advocacy service, to visit the unit. The children could be supported to use the complaints procedure by an advocate from Tros Gynnal, if appropriate.

## 24. **Arrangements for reviews of placement plans**

Reviews will occur as required in line with regulations, which specify the intervals at which reviews should be held for children receiving a series of short-term breaks. Dependent upon

the legal status of the child, this could be a LAC Review, or Child in Need review. The Key-worker, or Manager, will prepare a report for the review and attend. The review can take place at Bakers Way, at the home of the parents or at another appropriate venue. Children/young people should be encouraged and supported to attend their reviews.

25. **Type of accommodation and sleeping arrangements**

Bakers Way is a fairly large modern house, based in Bryncethin, three miles from Bridgend.

The original structure was two semi-detached houses, but these have been modified to provide one property. It consists of:

Five bedrooms, two of these are ground-floor bedrooms – suitable for those with physical disabilities. These are close to a ground-floor bathroom – with shower, hoist and other specialist equipment. There are three bedrooms upstairs

A ground-floor room, with sensory equipment installed

A spacious lounge

A fitted kitchen

A downstairs play room

A utility/laundry room

A garden at the rear containing specialist equipment including swings, slides, playhouse etc.

For staff use:-

An upstairs bedroom (used for those on stand-by duty)

An upstairs shower room and toilet

An upstairs office

26. **Details of any specific therapeutic techniques used and arrangements for their supervision**

None employed

27. **Policy on anti-discriminatory practice**

Disabled children are at significant risk of experiencing discrimination. Staff members are especially alert to practices which disadvantage disabled children/young people and seek to redress them, where possible.

28 **Address and telephone number of appropriate officer from National Assembly**

CSSIW South West Region

Government Buildings

Picton Terrace

Carmarthen,

SA31 3BT.

Tel No : 01267 245160

Fax No : 01267 245140

29. **Address and telephone number of Children's Commissioner for Wales**

Children's Commissioner for Wales, Oystermouth House, Phoenix Way

Llansamlet,

Swansea,

SA7 9FS

Tel no. 01792 765600

Reviewed 18.01.2017

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## **BRIDGEND COUNTY BOROUGH COUNCIL**

### **FOSTERING SERVICES**

### **STATEMENT OF PURPOSE**

Social Services  
Bridgend County Borough Council  
Civic Offices  
Angel Street  
Bridgend  
CF31 4WB

Tel: 642674

(Last reviewed January 2017)

**This Statement of Purpose for**

**BRIDGEND COUNTY BOROUGH COUNCIL**

**FOSTERING SERVICES**

**has been approved by the**

**Responsible Individual  
Laura Kinsey**

**Signed:**

**Date:**



## **Introduction to the Fostering Services Statement of Purpose**

This statement has been produced in accordance with the Fostering Services (Wales) Regulations 2003 (3(1)) and is referred to as “the Statement of Purpose”. Regulation 4 details the requirements for the review of the Statement of Purpose. The National Assembly for Wales has issued National Minimum Standards for Fostering Services and Standard 1 elaborates further requirements as to its content and arrangements for its review.

This Statement of Purpose provides information about Bridgend’s Fostering Services which are provided through Bridgend Foster Care and the Family Link Scheme. It gives an outline of the aims and objectives of the Services and some of their key features. It will be provided upon request to Foster Carers approved by Bridgend CBC and to applicants beginning an assessment to become a foster carer. It can be made available to social workers considering making a placement with any of the services in paper format and electronic copies are available on the intranet at office bases. It will be made available upon request to parents, children and young people. However, the Children’s Guide will contain a summary of the content and it is anticipated, be of more interest and relevance to most children and young people.

In addition to the Statement of Purpose, there is a range of specific policy and procedural documents that reflect the aims, objectives, service principles and standards set out in the Statement of Purpose.

The Statement of Purpose is updated on an annual basis, reflecting the ongoing changes that are being made to improve the service. Service improvement proposals will be informed by consultation with parents and children/young people, and social workers, as well as foster carers, staff in Bridgend Foster Care and other stakeholders. The outcomes of consultation throughout the year will be considered and a revised Statement of Purpose is in place from April 1<sup>st</sup> each year.

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## 1. Management Structure

- The Registered Fostering Services Manager is the Team Manager for Bridgend Foster Care, she is the manager for Fostering Services and she reports to the Group Manager Regulated Services—she is **Jo Lloyd-Jones**
- The Group Manager – Regulated Services is a third tier officer – she is **Natalie Silcox**.
- The Head of Safeguarding & Family Support is a second tier officer – she is **Laura Kinsey**
- The Director of the Social Services and Well Being Directorate is the **Corporate Director- Sue Cooper**.

## 2. Services Provided by the individual Fostering Service Areas and any restrictions operated

The Fostering Service provides a range of foster care to children and young people who are looked after by Bridgend County Borough Council. The service offers the following types of placements to children and young people from birth to 18 years of age:

### Services to looked after children and young people

- Emergency, respite and short term care
- Long-term care
- Relative care – care by friends or family members who are approved as foster carers
- Reg.26 care - Immediate Placement of a Child with Relatives or Friends under Regulation 26 of the Care Planning Placement and Case Review Regulations (Wales 2015)
- Support Care – Preventative service aimed at supporting families, children and young people and preventing children needing to become Looked After
- Short break care – respite care for children to support them in the community or with other foster carers
- Emergency bed provision
- Dedicated Private Fostering Officer
- Placement Support Worker
- The Family Link Scheme

- Private Fostering
- Parent and Child Placements

### **Services to children of foster carers**

- Access to special events
- Provision of a children's support group
- Recognition of sons and daughters group and work

### **Services to Prospective Carers**

- Information and advice about fostering – provided through monthly meet and greet information sessions, leaflets, local radio advertising and the BCBC web-site. The process involves a telephone response, information pack being distributed, an invitation to a meet and greet event, following which an initial visit to the home will determine any application proceeding.
- Assessment –A qualified social worker from Bridgend Foster Care will visit and explain the compilation and construction of a Form F report to the prospective applicant alongside the approval and submission to Fostering Panel process. All successful applicants will be offered and are expected to attend a 3 day skills to foster preparation training provided by Bridgend Foster Care staff. We now offer bespoke skills to foster preparation training to relative foster carers.
- Prospective Support Care service carers will be assessed by the Support Care service social worker
- Prospective Family Link carers will be assessed by a social worker from within Bridgend Foster Care
- Prospective Parent and Child carers will be assessed by a senior social worker from within Bridgend Foster Care

## **Services to Carers**

- Support and supervision not less than 6 weekly, up to 10 weekly in specific relative cases.
- Placement support worker with 3 specific job areas
  1. Supporting carers through complaints or allegations
  2. Supporting carers to manage challenging behaviour aimed to prevent placement disruption
  3. Assisting and supporting carers who are moving children on to adoptive placements.
- Identified support service from an experienced foster care colleague (Liaison carer)
- Annual Review
- Individual Training and Development Plan, training Programme
- Provision of written guidance – foster carer handbook
- Access to QCF (Qualification and Credit Framework) level 3
- Access to appropriate respite care
- Out of hours support – by Emergency Duty Team
- Information Consultation Event 2 times per year
- Foster Carer Agreement
- Facilitated Support Groups; relative and Reg.26, men who care, child/ren of carers.
- Maintenance and discretionary payments, access to fee payments
- Individual membership for all fostering households of Fostering Network
- Facilitated local branch of Foster Care Association
- Quarterly newsletter to which carers can contribute

## **Financial arrangements**

The payments scheme is based on payment for skills for general foster carers relating to the development and achievement of QCF and continued successful fostering provision.

There is provision for five appointed Liaison foster carers who will be carers who have achieved their QCF at least 3 years previously and who are experienced carers; the role will give them additional responsibilities to their foster caring. The liaison carers (3 responsible for individual geographical areas within Bridgend, 1 for relatives and 1 for Reg. 26 carers) will all have a caseload of colleague carers

whom they support and advise; in their first year and whilst undertaking the QCF award.

They can additionally be called to assist with other duties including training, development, consultation, recruitment and activities for foster children.

Foster carers receive fostering allowances per child per week as follows:

Age	Fostering Allowances
0-4	<b>166.00</b>
5-10	<b>151.00</b>
11-15	<b>177.38</b>
16-17	<b>224.37</b>

In addition, eligible general foster carers can receive a fee payment per child per week, according to the level they are eligible for, as follows:

	Level 2	Level 3
Age	Fee	Fee
	£	£
0-4	74.48	148.88
5-10	74.48	148.88
11-15	94.77	189.61
16-17	94.77	189.61

There will be a flat fee of £90 per week paid to liaison carers

The criteria for each Level relate to:

#### Level 2

Satisfactory annual review; maximum provision of placements, full approval and meeting of foster carer competencies to general foster care level, unless offering general foster placements and meeting the competencies, relative carers will not be eligible for QCF registration.

Registration for QCF

Level of skill/responsibility

#### Level 3

Possession of QCF, maximum provision of placements, full approval and meeting of foster carer competencies to general foster care level and provision of general placements

Level of skill and additional responsibilities

#### Liaison carer

Application, selection and interview process  
Additional responsibilities as per person specification

Additional payments consist of mileage expenses at the HMRC rate, initial clothing and change of school uniform allowances at the Team Managers discretion, and specific (agreed in advance) equipment purchasing.

### **The Family Link Scheme**

The short breaks service offers family-based short break care to disabled children and young people.

Short breaks help to combat the isolation often felt by disabled children and young people enabling them to meet new people and become part of a 'second family,' widening their social life and offering new experiences.

These short breaks also serve to give parents of disabled children and young people the chance to take a break and spend quality time with other children or do things that might be difficult to do when caring full-time.

The breaks we promote take place, not in institutions, but in the homes of carefully selected carers/families in the child's own community setting.

The children who use family-based short breaks through the service will have been diagnosed as having learning disabilities; other disabilities include physical disabilities, complex healthcare needs, or sensory impairment.

Up to 120 days per year depending on the assessment of need may be available to support these children and young people enabling them to remain living with their families.

### **Aims and Principles of the Family Link Scheme**

Aims:

- To support parents who have a disabled child/young person, by offering regular short breaks for the child/young person away from home.
- Offers parents a break, the child/young/person new experiences and chance to develop a measure of independence from the family.
- Encourage the child/young person to develop their own individuality, confidence and self-esteem.
- The child/young person remains in their own community.

Principles:

- Needs and interests of children/young people are best served by growing up within their own families and communities.
- Flexibility and choice in arranging breaks.
- Equality of access, irrespective of degree of disability.
- Breaks related to identified needs.
- Full participation by all concerned.

Current payments to Link carers are:-

Weekly household amenities payment retainer: £42.66

Block session (for a 6 hour period):	£8.17
Mileage reimbursed at	£0.498

### **Parent & Child Service**

A proposal was made to BCBC Cabinet in December 2015 for Bridgend Fostering Team to set up a Parent and Child Service.

Cabinet agreed the proposal and a senior practitioner was appointed to set up the service in October 2016.

The service will be ready to accept referrals from March 2017.

#### Aims:

- To support parents and children to be placed together while an assessment is undertaken
- The child/young person remains in their own community.
- More cost effective and flexible in terms of what can be offered.
- Increased opportunities for families to remain in their locality.
- Local placements enable parents to maintain extended familial links and access local support services including education or training.
- Social work staff will have greater time to spend assessing and supporting the families as their placement will be in the local area.

#### Payments to carers :

Proposed Level 1 Weekly Rate **£721.86**  
 Plus Additional Weekly Staff Cost **£58.89**  
 Total Level 1 Weekly Rate **£780.75**

### **3. Aims and Objectives of the Fostering Services.**

Bridgend Foster Care and associated schemes aim to provide high quality foster care to achieve the best possible outcomes for children and young people who are looked after by Bridgend County Borough Council.

#### Service objectives:

- To ensure that children are enabled to form secure attachments to carers capable of providing safe and effective care
- To ensure children are protected from emotional, physical and sexual harm or abuse and neglect



- To ensure that children benefit from education opportunities, health and social care
- To ensure that the services provided are flexible, responsive and supportive to carers
- To enable foster carers to provide high quality care through any upheaval in their individual and family lives
- To empower staff and carers to promote the best interests of children being considered for or receiving a foster service placement.
- To encourage the whole organisation to value and respect the contribution of foster carers and work in partnership with them
- To actively involve carers in planning and delivering services
- To use Support Care to prevent children and families being separated and children becoming looked after.
- To ensure that foster carers are appropriately skilled, trained and qualified, and to promote the uptake of training
- To promote the foster care service in the wider community within Bridgend County Borough
- To continue to recruit foster carers to meet the current and future needs of the looked after children of Bridgend County Borough.
- To increase the numbers of Bridgend County Borough Council approved foster carers who are approved by this local authority to:
  - provide more placement choice
  - promote continuity of existing health and education arrangements
  - match children with suitable foster carers
  - Provide local placements to enable children to remain within their communities where appropriate
- To develop fostering service provision to include parent and child placements.

#### **4. Principles and Standards of Care**

The Fostering Service seeks to ensure that its policies, procedures and practice comply with the Fostering Services Regulations (Wales) 2003, the UK National Minimum Standards for Foster Care and the National Assembly for Wales' Fostering Services National Minimum Standards.

Similarly, the Service's practice reflects the Code of Practice on the recruitment, assessment, approval, training, management and support of foster carers.

The Fostering Services:

- Seek to provide high quality placements with foster carers in Bridgend for all looked after children who require placements in a family setting
- Seeks to provide choice of placement for all looked after children
- Respects the ethnic origin, cultural background, religion and language of children and foster carers and promotes that background in placement.
- Supports processes that ensure the assessment of a child/ren's needs are matched, where possible, with foster carers with the skills to meet those needs, with continued planning, review and support of a child/ren's plan
- Recognises the disadvantage some looked after children experience, especially with regards to health and education, and actively works to promote positive outcomes
- Seeks to work in partnership with all those involved in the care of looked after children, including children, their families, foster carers and other professionals
- Respects foster carers as partners in the provision of a professional service
- Values the unique contribution each foster carer has to offer and supports foster carers to continuously improve their capabilities through training and personal development opportunities
- Seeks to continuously evaluate and improve its services
- Enable carers to work in partnership with the Local Authority, external agencies and the children in placement by offering a placement support service in identified problem areas.
- To provide a Support Care service whose primary aim is to offer a preventive service thereby enabling families in the locality to remain together.

## **5. The Qualifications and Experience of Bridgend Foster Care Team**

Bridgend Foster Care Team consists of the following staff:

- One Team Manager

- 3 Senior Practitioner posts
- 14 Supervising / Assessing Social Workers (3 posts x 2 ½ days a week, 2 posts x 3 day a week and 1 post x 4 days a week)
- 1 Supervising social work assistant
- 1 placement support worker 3 days

#### **Team Manager –**

<b>(a) Qualifications</b>	Health and Social Care	1992
	Diploma in Social Work	2006
	Team Managers Development Programme	2016

**(b) Experience** The Manager is a qualified and registered social worker With 11 years post qualifying experience in the childcare field.

The manager previously worked in Local Authority for 16 years prior to working in an Independent fostering agency for 5 years. The manager has completed the team manager's development programme.

The Manager was appointed in July 2015 and is responsible for the management and supervision of Bridgend Foster Care Team. The Manager is the Registered Fostering Services Manager for BCBC

#### **Senior Practitioner / placement stability meetings, placement support, general carers queries**

<b>(a) Qualifications</b>	Diploma in Social Work	2004
	Diploma in Welfare Studies	2002
	Certificate in Welfare Studies	2001

**(b) Experience** Is a qualified and registered social worker with 13 years post qualifying experience in child care with in B.C.B.C. Prior to qualifying has 3 years' experience in Youth Development work.

#### **Senior Practitioner / recruitment and marketing, she will have primary responsibility for assessments, legal meetings, recruitment and campaigns for general foster carers**

<b>(a) Qualifications</b>	2007 BSC Psychology with English
	2010 Masters Social Work

## 2016 Enabling Practice (Masters level 7)

- (b) **Experience** Is a qualified and registered social worker with 2 years post qualifying experience in Safeguarding Social Work and 9 months Mental Health Social Work prior to this. Prior to qualifying has experience of working in statutory drug and alcohol services and private fostering, as part of the qualification. Volunteer work with Samaritans.

### **Senior Practitioner – Parent and Child in house fostering scheme. The launch date is 31<sup>st</sup> March 2017**

- (a) **Qualifications** Diploma in Social Work 2004  
Diploma in Welfare Studies 2002  
Certificate in Welfare Studies 2001
- (b) **Experience** Is a qualified and registered social worker with 11 years post qualifying experience in child care with in B.C.B.C. Prior to qualifying has 3 years' experience in Youth Development work.

There are 14 assessing and/or Supervising Social Workers within Bridgend Foster Care.

### **1- Supervising Social Worker**

- (a) **Qualifications** Diploma in Social Work 2005  
BTEC Early Childhood Studies  
BSc (Econ)(Hons) Social Welfare  
CACDP British Sign Language Level 1& 2  
Higher Ed Cert in Child Protection 2010  
BTEC Professional Development Certificate in Counselling Skills 2007
- (b) **Experience** Is a qualified and registered social worker with 10 and a half years' experience. Prior to qualifying has experience of a charity for children with learning difficulties and challenging behaviour and an independent fostering agency.

### **2 –Supervising Social Worker**

- (a) **Qualifications** HNC Business Management  
DIPSW 2004

- (b) Experience** Is a qualified and registered social worker with 10 years' experience in generic childcare settings, adoption and fostering. Has previous experience of working with adults with learning disabilities in a day-care setting.

### 3- Assessing Social Worker – Part Time

- (a) Qualifications** BA (Hons) Religious Studies 2000  
Postgraduate Diploma in Social Work 2002.  
Post Qualifying Award 2006
- (b) Experience** Is a qualified and registered social worker with 15 years post qualifying experience in fostering & adoption with in B.C.B.C. Has worked as Senior practitioner within the team. Has experience of working in the voluntary sector in Britain and abroad.

### 4– Assessing Social Worker – Part Time

- (a) Qualifications** BA (Hons) Degree 1989 – University of Surrey  
Diploma in Social Work – Cardiff University 1994
- (b) Experience** is a qualified and registered social worker and has the below experience

1994 – 1999 – Safeguarding team RCT  
1999 – 2001 – Senior Social Worker NCH  
2001 – 2013 – Welfare Parenting Assessment Unit  
senior social worker (2001 – 2008), Registered  
Manager (2008 – 2013)  
2013 – present – social worker – fostering services for  
RCT and Bridgend

### 5– Assessing/Supervising Social Worker

- a) Qualifications**
- |                                 |      |
|---------------------------------|------|
| Diploma in Social Work          | 2004 |
| Certificate in Welfare Studies  | 2002 |
| OCN Counselling Skills & Theory | 2001 |
| Certificate in Youth Work       | 2000 |
| PQ (1)                          | 2010 |
- (b) Experience** 10 years post qualifying experience in short break services. Prior to qualifying worked as support worker with the National Probation Service, youth work,

voluntary experience with Probation Service, Children's Society Advocacy and Mediation, and Victim Support. SSW in Family Link short break scheme, had a short period as the Senior Practitioner in Bridgend Foster care. Now has primary responsibility for the Supported Lodgings scheme

## 6 - Supervising Social Worker

- (a) **Qualifications** Diploma in Welfare Studies  
BSc Social Work 2009  
HNC Safeguarding Children 2012, Bridgend College.  
CPEL modules in Mental health and Child and Family, Cardiff University 2016.
- (b) **Experience** Qualified and registered as a social worker since 2009, she has 7.5 years post qualifying experience in fostering. Has been the lead for foster carers sons and daughters support group since 2010. Previously, practice learning opportunities in disabled children's team, fostering team. Social worker has undertaken work in the voluntary work with Homestart and facilitated a support group for parents with children with Dyspraxia.

## 7 - Assessing/Supervising Social Worker

- (a) **Qualifications** Bsc (Hons) in Social Work 2011  
Diploma in Health and Social Care 2007  
NVQ Level 3 in Health and Social Care 2006  
Certificate in Welfare Studies 2004
- (b) **Experience** Is a qualified and registered social worker with 5 years experience. Prior to qualifying has seven years experience of working as an assistant social worker in the safeguarding teams and one year experience as an intensive support worker.

## 8. Assessing/Supervising Social Worker

- (a) **Qualifications** CPEL-Consolidation of practice 2016  
BSc Honours Social Work 2013  
ECDL European Computer Driving License 2009  
NVQ Level 3 (children and young people) 2007  
Higher Ed Certificate in Child Protection 2003
- (b) **Experience** Qualified in Social Work with BSc Hons and registered

With the Care Council in 2013. Post Qualifying experience in Safeguarding Children Social Work. Has worked for the Local Authority in statutory children's services since 2005 as a family aide, day care support worker and personal advisor in the children leaving care team. Voluntary experience with the Samaritans and Home start

**9. Assessing/Supervising Social Worker – Part Time**

- (a) **Qualifications** MA DIPSW 2009
- (b) **Experience** Is a qualified and registered social worker with 6 years post qualifying experience. Worked as a SW in a Looked After Childrens team for 3 years prior to this post. Prior to SW qualification worked with children with disabilities in Barnardos

**10. Supervising Social Worker – Part Time**

- (a) **Qualifications** Diploma in Social Work 2004  
Diploma in Welfare Studies 2002  
Certificate in Welfare Studies 2001
- (c) **Experience** Is a qualified and registered social worker with 11 years post qualifying experience in child care with in B.C.B.C. Prior to qualifying has 3 years' experience in Youth Development work.

**11. Supervising Social Worker – Part Time**

- (a) **Qualifications**

BA (Hons) English/ Classical Studies	1980
Post Graduate Certificate in Education	1981
Diploma in Social Work	1994
MA in Social Work	1995
NVQ Assessor Award	2004
- (b) **Experience** Is a qualified and registered social worker with 22 years post-qualifying experience and was appointed to current post in 2015. Has previous experience of working in the residential sector, teaching, as a child care social worker, Remand Fostering and in a Youth Offending Team

**12. Assessing/Supervising Social Worker – This post is currently vacant however we have recently appointed a social worker with a start date of early February 2017**

**13. Assessing/Supervising Social Worker – This post is currently vacant however we have recently appointed a social worker with a start date of early February 2017**

**14. Assessing/Supervising Social Worker – This post is currently vacant however we have recently appointed a social worker with a start date of early February 2017**

#### **1 - Supervising Social Work Assistant**

- (a) **Qualifications** QCF Level 3 Diploma in Health & Social Care  
Certificate in Social Science - Open University 2004,  
BTEC National Diploma in Computer Studies and  
Information Technology  
City & Guilds Computer Studies 2001  
ECDL Computer Studies  
RSA Stage 3 Typing & Word Processing
- (b) **Experience** Administrative experience over 30 years both in the private sector and statutory services. Has worked in Children's Services for 16 years and in the Fostering Team for 10 years. Has worked as a placement support worker and in 2010 became a supervising social work assistant with responsibility for supervising Reg.26 carers.

#### **1 – Placement Support Worker**

- (a) **Qualifications** NVQ Level 3 Working with Children and Young People
- (b) **Experience** Has worked with Children's services for 5 years in Family Support Team, Children's Safeguarding Team and Fostering Team. Experience working directly with children and their families specifically in care proceedings and now foster carers, predominantly in managing behaviour, supporting carers through allegations and adoption move on.



## **6. Procedures and Processes**

### **6.1 Recruitment**

- Existing foster carers continue to be among the best source of recruitment and so the individual Fostering Service staff endeavour to work with all carers to ensure that they are enthusiastic ambassadors for Bridgend's fostering service.
- South Wales Improvement Consortium (SWIC) have worked together to provide a best practice recruitment model, this is now standard operating practice and had made the recruitment process more efficient for applicants.
- Publicity and promotion of foster care to attract new foster carers continues to be invested in and monitored utilising specific and phased targeted marketing strategies, launched throughout the year. A dedicated fostering recruitment officer post (senior practitioner equivalent) solidifies and reviews this work. A distinctive brand with associated paperwork and advertising materials is used across all fostering services, ongoing media and promotional advertisement is proving beneficial and is being expanded to include support of local teams and services. A partially dedicated corporate Marketing Officer post works in close partnership with the Recruitment Officer to enhance and further promote the Service with distinct recruitment direction and leadership.
- The Support Care service now has active referrals and cases being worked. They also benefit from the distinct branded paperwork and advertising materials being delivered in the locality and a series of radio advertisements and well as information being shared via a wide variety of media sources. The Support care social worker actively goes to external and internal meeting to discuss the scheme and its opportunities with professionals.
- Other Directorates of the Authority have committed to assist in recruitment activities. Radio and newspaper promotions are in place with an annual programme developing increased coverage at targeted points in the calendar.
- The process for managing foster carer enquiries continues to be entered onto the WCCIS computer database by the Recruitment Officer.
- We offer prospective carers contacting the service with information about foster care within 24 working hours of contacting the service.
- Enquirers are contacted within a further 10 working days to ensure they have adequate information to decide whether they wish to pursue an application to become a foster carer.
- All enquirers are invited to attend a monthly Meet and Greet event hosted by the Recruitment Officer with another social worker and a liaison carer in attendance.

- Prospective carers who wish to have further information, on receipt of their registration of interest form, are allocated for an initial visit. The purpose of this visit, undertaken by an assessing social worker is to give more detail about the process of becoming a foster carer and to enable the assessing Social worker to make a recommendation to put before the Team Manager/recruitment officer as whether to proceed to a Form F assessment.
- If applicants decide to proceed and their initial visit is positive, applicants are left specific individual sections of the Form F to begin filling out whilst their personal checks are carried out. Applicants are also nominated to attend the next available skills to foster course.
- Once checks are received, have been scrutinised and applicants are suitable for assessment applicants are allocated to an assessing social worker for a Form F assessment.

## **6.2 Assessment and Approval**

- An assessment will be undertaken of the applicants' suitability to care for other people's children. This will take the form of home visits by a qualified Assessing Social Worker, training ( skills to foster – 3 day course), and individual write up work completed by the applicants to explore personal histories, relationships within the families, attitudes and values and whether the applicants have the skills and attributes indicating the potential to meet the nationally-agreed core competencies.
- Applicants will undertake Skills to Foster Preparation training as a part of the assessment process; this takes place over 3 days and is a very open and proactive training programme involving lots of discussion and real life scenarios being presented. The Skills to foster programme has been adapted and accordingly amended to make it fit for purpose specifically for relative foster carers
- Full statutory checks, medical assessments, employment and personal references are undertaken on all applicants, and DBS checks on any other adult in the household, or significant regular visitors, over the age of 18 years. Assessment of home conditions will also be undertaken and a health and safety questionnaire completed, if the home has pets, pet questionnaires are also completed. BCBC has a Smoking Policy which is in line with that of the South Wales Adoption Agencies Consortium (SWAAC) and has been amended simply to reflect foster carers' responsibilities in Bridgend. Applications from those who smoke are not progressed for children under 5 years. Potential carers for children over 5 years will be considered if there is a commitment from the applicants to cessation.

- A process is in place for the referral, allocation and assessment of assessments of relative carers, created in collaboration with the Safeguarding and legal teams, these assessments are referred to as Unified Assessments. Relative carers are subject to the same checks as specified above and attend the Skills to Foster programme.
- Assessments are undertaken in accordance with Fostering Services Regulations (Wales) 2003 and are completed using the current BAAF Assessment forms.
- All assessments are considered by Bridgend Fostering Panel, which makes recommendations to the Head of Service (Safeguarding & Family Support) on approval and the terms of their approval.

### **6.3 Training and support**

- All foster carers are supervised by a supervising social worker on a not less than 3 monthly basis and this is recorded on a monthly supervision visit form. The content of this form enables a robust supervision process compliant with the Fostering Services Regulations (Wales) 2003. Carers are required to sign these records, agree and carry out any action plan and to retain their own copy of supervision, those supervision records are signed off by a senior staff member within Bridgend Foster Care.
- The training and development needs of each approved foster carer are discussed and considered in the monthly supervision visit. Training and development needs are recorded by the supervising social worker, course nominations made and linked to the action plans from monthly supervision and the foster carer's annual review. There is a mandatory core post approval training programme currently of nine components which carers are expected to complete over a three year period.
- Progress in skill development, confirmed through annual review, will enable general foster carers to access fee payments via the undertaking and successful completion of the Qualification Creditation Framework Level 4.
- Foster carers are offered other training as appropriate to their knowledge, skills and developmental needs.
- Online training is provided to carers with specific circumstances.
- Safer Caring agreements & Health & Safety checks are regularly reviewed at least annually; relevant issues are considered in carers' monthly supervision with a thorough review at every new placement, or through the annual review process. In line with legislation there is ongoing consultation with approved carers who currently smoke to consider their responses to and manage the implications of their smoking. An action plan outlining the individual approaches is drawn up and records of the habit gathered and is monitored through supervision.

- All general and relative foster carers in their first year of fostering and thereafter if requested for general carers whilst undertaking the QCF; will have an allocated Liaison carer made available to them. The Liaison carer is an experienced foster carer who takes on this responsibility in addition to their own foster caring. These liaison carers will maintain a regular link with each of their carers during their first year and can be utilised for information and general queries. The Liaison carers will be supervised in their role by the Senior Practitioner on a 6 weekly basis. The creation of 5 liaison carers (3 geographically represented, alongside 1 for relatives and one for Reg.38 carers) has arisen from the completion of the review of the Level 4 arrangements.
- Outside office hours foster carers can access the Authority's Emergency Duty Team or their Liaison foster carer. The emergency duty team have a senior member of the staff team available to them by telephone on a 24 hour basis, when necessary.
- Foster carers receive and have the opportunity to contribute to a Newsletter which provides information about the Service, its developments and issues. The Newsletter is distributed quarterly. The website is being updated and may include a section for foster carers to have their own forum.
- Foster carers may access the Looked After Children Educational worker for advice and support to ensure children's educational achievements are maximised.
- Foster carers may access the Looked After Children Health Visitor for advice on the health of looked after children.
- Foster carers who require respite on a planned basis can access respite services with approved family members or other foster carers. Respite with other carers is a limited service and carers are encouraged if at all possible to use family members who are familiar to a child.
- Foster carers with children over 8 years may access direct support from the Support Services whose support may be provided to ensure placement stability.
- Foster carers will be paid child allowances at the Welsh Government rate, and limited additional discretionary payments. They will be eligible for fee payments, subject to satisfactory annual review, demonstrated skills and acceptance of additional responsibilities.
- All placements have a placement agreement and a safe caring agreement in place at the time of, or prior to placement for each child being placed.
- The placement support worker role is primarily designed with a job purpose split into 3 specific areas:

1. Supporting carers through complaints or allegations
2. Supporting carers to manage challenging behaviour aimed to prevent placement disruption
3. Assisting and supporting carers who are moving children on to adoptive placements.

#### **6.4 Review**

All carers are reviewed annually and their continued registration is considered by the Fostering Panel or at manager/officer level which then provides a recommendation to the Head of Service.

### **7. Quality Assurance**

The Fostering Service is committed to providing a high quality service. To do so, it employs a number of processes:

- Carers' reviews being considered wherever possible at least every 3 years by a Panel, consisting of independent members.
- Carers' reviews being considered by a senior manager.
- Unannounced visits take place to foster placements at least annually.
- Carers' files being audited by the case responsible worker or their peers and then verified by Team Manager or senior member of the team.
- Sample files may audited by the Group Manager or other officers as part of a wider audit of services
- Supervising Social Workers and Support Workers receive monthly supervision. The Team Manager and senior practitioners receive 6 weekly supervision.
- Staff receive annual appraisals which may be reviewed at the 6 month stage.
- Individual training plans for staff and carers and access to a training programme, including post qualifying training for Social Workers and QCF level 4 in Health and Social Care for foster carers, strengthened by a comprehensive training needs analysis being completed annually.
- A Complaints and Representation Procedure for foster carers and children and information about advocacy
- Consultative events; any items raised are minuted and those minutes distributed to the whole of Bridgend Foster Care, foster carer population. Foster carers are to attend mandatorily as part of their Foster Carer

Agreement; annually, the Information Consultation Event (ICE) which is held 2 times per year.

- A quality assurance exercise continues in respect of the Fostering Panel and this gathers responses from all parties who contribute to the process, with an annual report being provided to the Head of service and panel Advisor

## **8. Summary of Complaints Procedure**

The complaints procedure requires staff to attempt to resolve complaints informally, whenever appropriate. However, when complaints need to be dealt with formally there is clear policy, procedural and guidance information available. Where policies and procedures need to be amended in response to the outcome of complaints, mechanisms are in place to highlight specific areas for change.

All carers and children in placement are provided with guidance and a copy of the complaints procedure and if they request forms or information at any other time these can be provided immediately.

The Fostering Service fully adheres to and complies with Bridgend County Borough Council's Representations and Complaints Procedure - Section 24d & 26 of the Children Act 1989 and the Local Authority Social Services Act (Complaints Procedure) 1970. [Liaison with the nominated Complaints Officer 01656 642253]

## **9. Address and Telephone Number of the Appropriate Officer for National Assembly**

**CSSIW**  
**South West Wales Region**

Government Buildings  
Picton Terrace  
Carmarthen  
SA31 3BT  
**Telephone:** 01267 245160  
**Fax:** 01267 245140

## **10. Address, Telephone number and email for Children's Commissioner's**

Children's Commissioner for Wales  
Oystermouth House,  
Charter Court,  
Phoenix Way,  
Llansamlet,

Swansea.  
SA7 9FS  
[post@childcomwales.org.uk](mailto:post@childcomwales.org.uk)  
Tel: 01792 765600

Updated 04/01/17

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT BY THE DIRECTOR OF EDUCATION AND FAMILY SUPPORT

#### APPOINTMENT OF LOCAL AUTHORITY GOVERNORS

##### 1. Purpose of Report

- 1.1 The purpose of this report is to seek approval from Cabinet for the appointment of Local Authority (LA) governors to the school governing bodies listed in paragraph 4.1.

##### 2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The work of LA governors supports the raising of educational standards and the well-being of children, young people and their local communities. In particular, their work contributes to the corporate priority:
- Supporting a successful economy.

##### 3. Background

- 3.1 In accordance with the council's '*Guidance on the appointment of local education authority governors*' approved by Cabinet on the 14<sup>th</sup> October 2008, an officer panel from the Education and Family Support Directorate met on Tuesday 7<sup>th</sup> February 2017 to consider applications received for current and forthcoming vacancies of LA Governors on governing bodies (see paragraphs 4.1 & Appendix A/B). The officer panel scrutinised all application forms.

##### 4. Current situation / proposal

- 4.1 For the 13 schools below, the 14 applicants met the approved criteria for appointment as LA governors and there was no competition for any of the vacancies. Therefore, the recommended appointments are:

Mr Andrew Collins	Bryncethin Primary School
Mrs Shelia Bloomfield	Brynmenyn Primary School
Mrs Barbara Burke	Cefn Cribwr Primary School
Mr Fadhel Abedalkarim	Coleg Cymunedol Y Dderwen
Mr William Esmond	Litchard Primary School
Mrs Barbara Stubbs	Nottage Primary School
Cllr Sean Aspey	Nottage Primary School
Mr Martin Howell	Nottage Primary School
Mrs Lisa Dingle	Newton Primary School
Ms Nesta John	Mynydd Cynffig Primary School
Ms Sarah Thomas	Nantymoel Primary School
Mr William Esmond	Pen y Bont Primary School
Mrs Rebecca Bland	St Mary's R C Primary School

Cllr Norah Clarke	West Park Primary School
Cllr Clifford Andrews	Ysgol Gynradd Gymraeg Cwm Garw

4.2 Subject to the above appointments being approved, there are still 22 vacancies that need to be filled (see Appendix A).

## 5. Effect upon Policy Framework and Procedure Rules

5.1 There is no effect upon the Policy Framework or Procedure rules.

## 6. Equality Impact Assessment

6.1 An assessment of the appointment of Local Authority governors shows that there are no equalities issues related to this report.

## 7. Financial Implications

7.1 There are no financial implications regarding this report.

## 8. Recommendation

8.1 Cabinet is recommended to approve the appointments listed in paragraphs 4.1.

**Deborah McMillan**  
**Director of Education and Family Support**

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Learner Support Officer

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Civic Offices  
Angel Street  
Bridgend  
CF31 4WB

### Background documents

- Bridgend County Borough Council's 'Guidance on the appointment of local education authority governors' that was approved by Cabinet on 14<sup>th</sup> October 2008.
- The Government of Maintained Schools (Wales) Regulations 2005.

**List of LA Governor vacancies up until April 2017**

<b>NAME OF SCHOOL</b>	<b>List of Current &amp; Forthcoming Vacancies</b>
ARCHBISHOP MCGARTH CATHOLIC HIGH SCHOOL	1
PORTHCAWL COMPREHENSIVE SCHOOL	1
YGG LLANGYNWYD	1
ABERCERDIN PRIMARY SCHOOL	1
AFON Y FELIN PRIMARY SCHOOL	1
BETWS PRIMARY SCHOOL	1
BRACKLA PRIMARY SCHOOL	1 (from April 17)
CAERAU PRIMARY SCHOOL	1
CWMFELIN PRIMARY SCHOOL	1
FFALDAU PRIMARY SCHOOL	1
LLANGYNYWD PRIMARY SCHOOL	1
MYNYDD CYNFFIG PRIMARY SCHOOL	1
NANTYFFYLLON PRIMARY SCHOOL	1
NEWTON PRIMARY SCHOOL	1
OLDCASTLE PRIMARY SCHOOL	1
PIL PRIMARY SCHOOL	1
PLASNEWYDD PRIMARY SCHOOL	1
PORTHCAWL PRIMARY SCHOOL	1
YSGOL GYNRADD GYMRAEG CWM GARW	1 from April 17
YSGOL GYMRAEG BRO OGWR	3
<b>TOTAL VACANCIES</b>	<b>22</b>



## **GUIDANCE ON THE APPOINTMENT OF LOCAL EDUCATION AUTHORITY GOVERNORS**

### **1. Role of Local Education Authority (LEA) Governors**

- LEA Governors are representatives of the LEA and not delegates. This means that they cannot be directed by the LEA but they should represent the views of the LEA.
- An LEA Governor is expected to help the school improve and support the school's ethos and mission.
- An LEA Governor is expected to provide the school with the skills and experience that it needs.

### **2. Criteria for Identification of Candidates**

An LEA Governor is expected to possess the following attributes:

- |   |   |
|---|---|
| ▪ A commitment to raising the aspirations and achievement of young people | ▪ An interest in education and/or knowledge in this field           |
| ▪ Good communication skills and interpersonal skills                      | ▪ A good knowledge of the area and community that the school serves |
| ▪ An ability to respect confidentiality                                   | ▪ An ability to absorb information                                  |
| ▪ Tact, diplomacy and an open mind.                                       | ▪ An ability to work as part of a team                              |
| ▪ A willingness to attend regularly meetings of the governing body        | ▪ A commitment to equal opportunities                               |
| ▪ An understanding and/or knowledge of the role of the LEA                | ▪ A willingness to undertake training                               |

The LEA has produced a Code of Conduct for governors and governing bodies have been recommended to adopt the document as their own. When LEA governors have been appointed they would be expected to meet the standards of conduct set out in the Code of Conduct.

The LEA recognises that individual governors are bound by the corporate responsibilities of the governing body. The LEA may provide its representative governors with information from time to time but this will not replace the LEA's duty to communicate and consult with governing bodies (as required by the Welsh Assembly Government's Code of Practice on LEA - School Relations).

### 3. The Appointment Process

The Directorate will take a pro-active role in identifying existing and potential LEA governor vacancies and will endeavour to make appointments as soon as possible. In the first instance, where a vacancy for an LEA governor arises at a school:

- the local ward member(s) of the County Borough Council will be invited to declare an interest in being appointed at the school;
- where no ward member declares an interest, the vacancy will be open to other elected members;
- should the vacancy still exist, then nominations from elected members, headteachers and governing bodies will be considered. The LEA will also advertise locally to seek nominations from interested persons who wish to be considered for the position as an LEA governor;
- all candidates including local ward members will be required to complete an application form which is to be returned to the Governor Support Unit. Recommendations for appointment will be based on the information provided on the application form;
- application forms will be considered by an officer panel made up of the Corporate Director – Children, Head of Service and Group Manager for Learner Support Services, or their representatives. The panel will meet to consider applications on a regular basis as determined by the vacancy situation;
- the officer panel will make recommendations to Cabinet for approval of applicants who possess the most appropriate skills and/or experience. Where more than one application is received for the position, the panel will use the following criteria as tiebreakers (listed in descending order of priority):
  - Local ward member for any part of the school's catchment area;
  - Elected member, outside the local ward for the school;
  - Community Councillors - Secondary and Special Schools only (please see footnote below<sup>1</sup>);
  - Current and/or previous experience as a governor based on (in priority order):

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<sup>1</sup> NOTE The Government of Maintained Schools (Wales) Regulations 2005 already provides for the governing bodies of any community, voluntary or foundation primary school and maintained nursery school's to include one community governor nominated by the community council, therefore these schools have not been included in the above criteria.

- attendance record at governing body meetings in the previous two years;
- attendance record at governor training events;
- relevance of the phase of education;
- Experience and/or relevant knowledge of educational issues;
- A knowledge and understanding of the role and functions of the LEA.

The LEA is committed to ensuring that all applications received are regarded equitably and given due consideration regardless of gender, age, race, ethnic origin, sexual orientation or disability.

Once appointed, each applicant will be notified in writing and the LEA will provide its representative governor with information and support. LEA governors would be expected to comply with the Code of Conduct for School Governors that has been issued and recommended for adoption by individual governing bodies.

### **Re-appointment of Governors**

Where there has been no significant change in circumstances. LEA governors applying for re-appointment may request their original application form to be re-considered. This request must be stated on an additional form where personal details will be included on the form and an extra section will be added so that any changes that have occurred over the past four years can be added.

### **Special Cases**

The School Standards & Framework Act 1998 gives local authorities powers of intervention in schools causing concern. One of those powers is the appointment of additional LEA governors to strengthen the school's capacity to deal with the areas of concern. In all cases, such additional governors need to bring particular skills or experience to the governing body and these will vary depending on the weaknesses apparent in the particular school in question. There is also likely to be some urgency about the appointments. Because of these factors, the usual appointment process is not a suitable mechanism for appointing additional LEA governors to support schools causing concern. To enable the Council to respond rapidly and appropriately in cases where there are significant concerns about a school (including those which are identified by Estyn as requiring special measures), the power to appoint additional governors is to be delegated to both the Cabinet Member for Children and Young People and the Corporate Director - Children.

## **4. Removal of LEA Governors**

- Only the Cabinet has the authority to dismiss an LEA governor but only after appropriate procedures have been followed. These procedures will ensure the individual is subject to the rules of natural justice and advice on the dismissal of a governor will be provided to the Cabinet by the Corporate Director- Children.
- Should any concerns arise during a governor's term of office, the Group Manager for Learner Support Services will act as an intermediary in an attempt to resolve

the matter. Should removal be thought to be necessary, the governor will be invited to a meeting of the officer panel to hear the concerns and to be given the opportunity to respond. Following the meeting the officer panel will make a recommendation to Cabinet on the issue of removal, and the individual governor and the Chair of Governors will be informed in writing of the Cabinet's decision.

- Such cases of removal might involve, but may not be limited to, any of the following:
  - Conduct or bias that is clearly not in the best interest of the school;
  - Serious failure to co-operate with the LEA, governors or the governing body as a whole;
  - An irretrievable breakdown in relationship between the LEA governor and the governing body;
  - Failure to attend governing body meetings;
  - Failure to meet the standard of behaviour set out in the Code of Conduct for School Governors.

Any LEA governor who is removed from office may not be appointed to a governing body as an LEA governor for a period of twelve months from removal. Should the governor concerned hold office on another governing body, that position would not be affected.

**For further information please contact the Learner Support, Education and Family Support Directorate, Bridgend County Borough Council, Civic Office, Angel Street, Bridgend CF31 4WB Tel: 01656 642637**

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CABINET

28 FEBRUARY 2017

#### REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

##### INFORMATION REPORTS FOR NOTING

##### 1. Purpose of Report .

- 1.1 The purpose of this report is to inform Cabinet of the Information Reports which have been published since its last scheduled meeting.

##### 2. Connection to Corporate Improvement Objectives.

- 2.1 The report relates to the Corporate Priority Smarter Use of Resources by improving the way we communicate and engage with citizens.

##### 3. Background.

- 3.1 At a previous meeting of Cabinet, it was resolved to approve a revised procedure for the presentation to Cabinet of Information Reports for noting.

##### 4. Current situation / proposal.

##### 4.1 Information Reports

The following information reports have been published since the last meeting of Cabinet.

<u>Title</u>	<u>Date Published</u>
Monitoring Report – Complaints, Freedom of Information and Data Protection	22 February 2017
Estyn Inspection Outcomes for Bryntirion Comprehensive School	22 February 2017
Estyn Inspection Outcomes for Pencoed Comprehensive School	22 February 2017
Estyn Inspection Outcomes For Tremains Primary School	22 February 2017
Estyn Inspection Outcomes For Ysgol Cynwyd Sant	22 February 2017

##### 4.2 Availability of Documents

The documents have been circulated to Elected Members electronically via

Email and placed on the BCBC website. The documents have been available from the date of publication.

**5. Effect upon Policy Framework and Procedure Rules.**

5.1 This procedure has been adopted within the procedure rules of the Constitution.

**6. Equality Impact Assessment**

6.1 There are no negative equality implications arising from this report.

**7. Financial Implications.**

7.1 There are no financial implications regarding this report.

**8. Recommendation.**

8.1 That Cabinet acknowledges the publication of the documents listed in this report.

**P A Jolley**  
**Corporate Director Operational and Partnership Services**  
**22 February 2017**

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**Background documents:** Report referred to in this covering report.

# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CABINET

28 FEBRUARY 2017

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### MONITORING REPORT – COMPLAINTS, FREEDOM OF INFORMATION AND DATA PROTECTION

##### 1. Purpose of Report.

- 1.1 To report upon the performance of the Information Team in processing Corporate Complaints, Freedom of Information requests and other information requests.

##### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities.

- 2.1 Performance monitoring of the areas outlined above provides an opportunity for improvement in service delivery although there is not a connection specifically to the corporate improvement objectives.

##### 3. Background.

- 3.1 The Information Team is responsible for the following areas: Corporate Complaints, Freedom of Information requests, Data Subject Access Requests, and other requests for information from public bodies including requests made under section 29 of the Data Protection Act.
- 3.2 The Corporate Complaints Policy requires that the Information Team report to Cabinet at least annually on performance. **Appendix A** includes performance data in relation to the additional areas outlined above as these form a significant part of the work of the team.
- 3.3 There is a legislative requirement to respond to Freedom of Information requests within a 20 working day period and to Data Subject Access requests in 40 calendar days. Information requests from public bodies do not have a statutory response deadline; however the team endeavour to respond to these requests as quickly as reasonably practicable. In line with the Corporate Complaints Policy the Authority should respond to a formal complaint in 20 working days.

##### 4. Current situation / proposal.

- 4.1 Appendix A provides a monitoring report for the period 1 January – 31 December 2016.

**5. Effect upon Policy Framework& Procedure Rules.**

5.1 There is no effect upon the Policy Framework or the Procedure Rules.

**6. Equality Impact Assessment**

6.1 There are no equality implications.

**7. Financial Implications.**

7.1 There are no financial implications.

**8. Recommendation.**

8.1 Cabinet is requested to note the Monitoring Report attached as **Appendix A.**

**Mr. P A Jolley**  
**Corporate Director – Operational and Partnership Services**  
**13 February 2017**

**Contact Officer: Mr P A Jolley**  
**Corporate Director – Operational and Partnership Services**

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**Background documents**

None used in the preparation of this report which were not identified in the report.

**BRIDGEND COUNTY BOROUGH COUNCIL****MONITORING REPORT – COMPLAINTS, FREEDOM OF INFORMATION AND DATA PROTECTION****1. Background**

The Information Team based in Operational and Partnership Services is responsible for processing all formal complaints in line with the Authority's Corporate Complaints Policy; logging and responding to requests made under the Freedom of Information Act 2000 and Data Subject Access requests made under section 7 of the Data Protection Act 1998. The Team also process requests for information from bodies such as the Police, HMRC and the NHS.

**Complaints**

The Corporate Complaints Policy was approved by the Cabinet at its meeting held on 28 May 2013, to take effect from 1 June 2013.

The Policy sets out a two stage process as follows:

- **Informal Complaint Stage**
- **Formal Complaint Stage**

This Policy replaces the previous policy which allowed for a three stage process including the option for a review by an officer appointed by the Monitoring Officer. There is no option for a Monitoring Officer review in the current Complaints Policy, and complainants are advised to contact the Public Services Ombudsman if they are dissatisfied with the Authority's response.

**2. Informal Complaints (Stage 1)**

The Policy recognises that complaints should be dealt with as quickly as possible and where possible informally as part of the normal working of the Authority. It advises customers to contact the office or officer responsible for the service to provide an opportunity to solve the problem.

**3. Formal Complaints (Stage 2)**

- 3.1 Formal complaints are received by email, telephone, letter or complaint form. All formal corporate complaints with the exception of schools and social services (which have their own statutory procedures) are received, logged and acknowledged centrally by the Information Team within 5 working days. These complaints are then sent to the relevant Head of Service concerned for the appointment of a senior officer to investigate the complaint and respond directly within 20 working days. The Information Team is then provided with a copy of the response. If an investigation is more complex and more time may be needed, the customer is advised of the likely

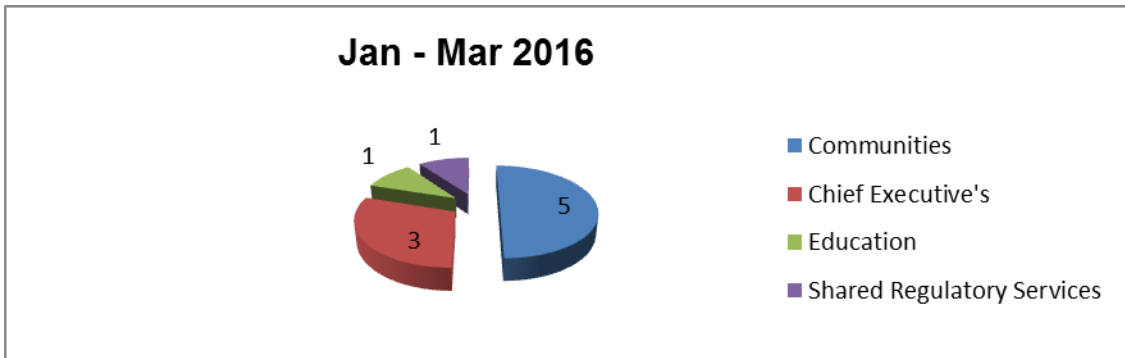
timescale and kept informed of progress.

3.2 The Information Team has received, logged acknowledged and referred a total of 50 formal complaints for the period from 1 January to 31 December 2016. The breakdown for the period is as follows:

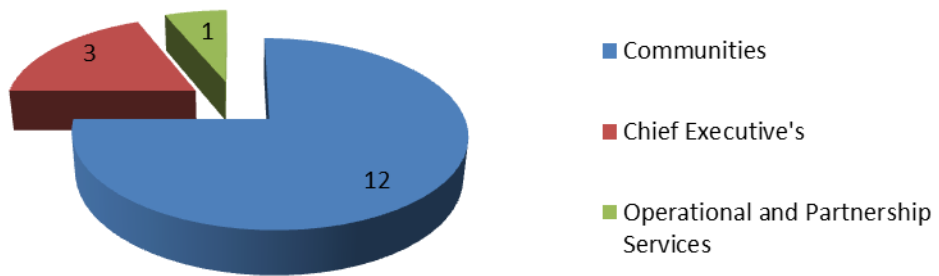
	Jan – Dec 2016
No. of Complaints Received	50
No. acknowledged in 5 working days	48
No. acknowledged outside 5 working days	2

3.3 In the 2 instances where complaints have been acknowledged after five working days, it was in cases where complaints had not been sent directly to the Information Team in accordance with the Council's Policy. In some instances the Team were not aware of the complaint until a copy of the response was provided. The relevant Directorates have since been reminded of the process, which has resulted in an increase in compliance with the policy.

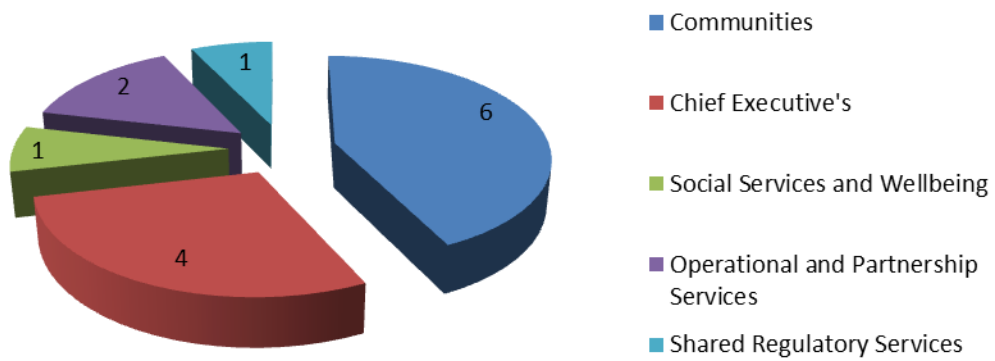
3.4 For the period from 1 January to 31 December 2016, the number of formal complaints received by each Directorate was as follows:

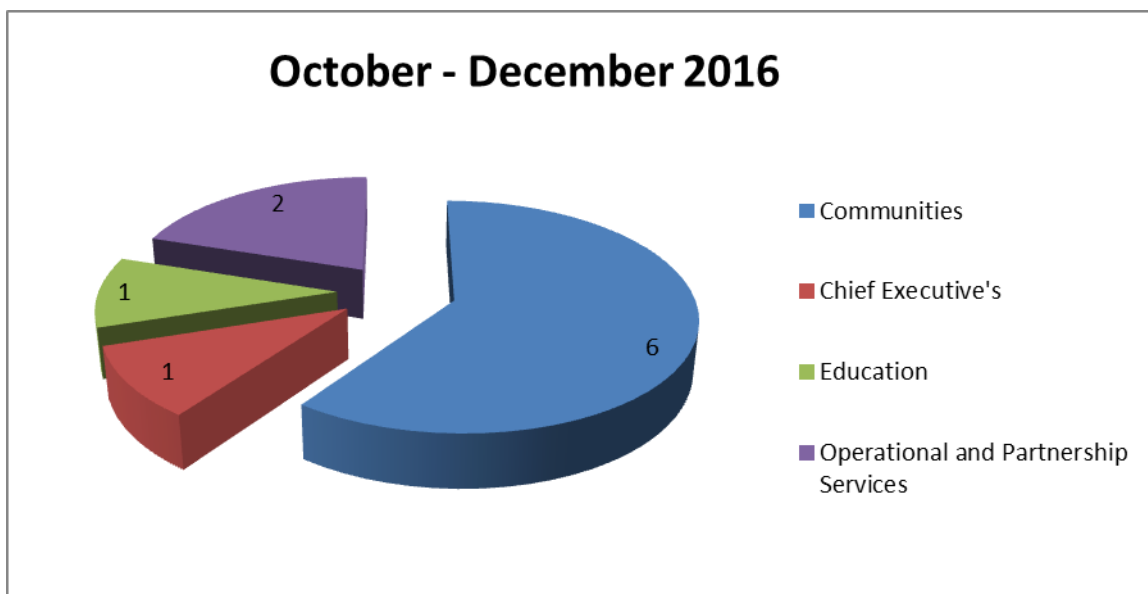


### Apr - Jun 2016



### July - September 2016





3.5 For the period 1 January to 31 December 2015 there were 2 formal corporate complaints made in the Welsh Language, regarding service provision via the medium of Welsh.

3.6 As required by the Equalities Strategy, an equalities monitoring questionnaire has been developed to accompany the Corporate Complaints Form. The information collected will inform an annual report.

3.7 A breakdown of the complaints received for the period 1 January to 31 December 2016 by subject, is shown in the following table:

<b>Subject of Complaint</b>	<b>No. of Complaints</b>
	<b>Jan - Dec 2016</b>
Benefits and Financial Assessments	1
Building Control	3
Children's Services	1
Car Parks	1
Council Tax	9
Customer Services	3
Data Protection	1
Education (SEN)	1
Finance	1
Housing	2
Highways	3

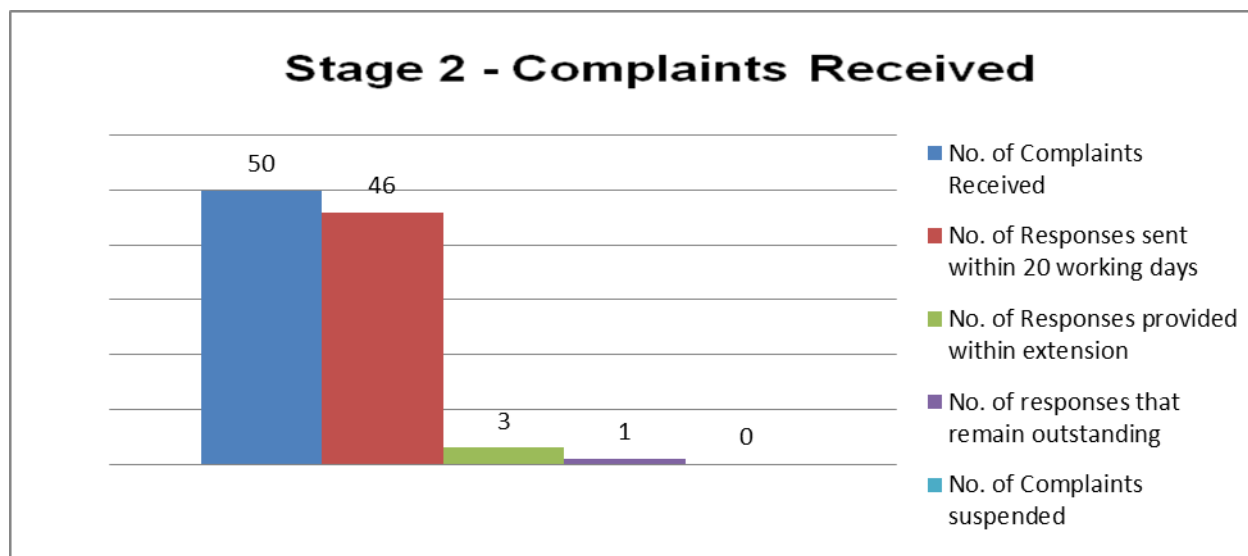


Parks	1
Planning	14
Property	2
Public Protection	2
Rights of Way	1
School Transport	1
Street Naming	1
Waste	2
<b>Total</b>	<b>50</b>

3.8 The following information sets out the breakdown of formal complaints received regarding each County Borough Council Ward shown, which has been requested by elected Members:

<b><u>Breakdown of complaints by Ward:</u></b>	<b><u>Jan - Dec 2016</u></b>	<b><u>Ward Cumulative Total</u></b>
Aberkenfig	1	1
Brackla	3	3
Bryncethin	1	1
Bryntirion, Laleston & Merthyr Mawr	1	1
Cefn Cribbwr	1	1
Maesteg East	1	1
Maesteg West	3	3
Coity	4	4
Coychurch Lower	1	1
Llangynwyd	1	1
Morfa	2	2
Oldcastle	2	2
Pencoed	2	2
Pontycymmer	1	1
Porthcawl Rest Bay	1	1
Porthcawl West Central	2	2
Out of County	2	2
Unknown / email only	21	21
<b>Total</b>	<b>50</b>	<b>50</b>

3.9 The chart below provides for each quarter, a breakdown of the number of formal Complaints received, those responded to within 20 working days, those for which it was necessary to request an extension to the response deadline, those that remain outstanding and those complaints currently under investigation within the respective 20 working days.



#### **4. Complaints made to the Public Services Ombudsman for Wales**

4.1 Customers have the right at any stage to refer their complaint to the Public Services Ombudsman for Wales for his consideration of maladministration e.g. unfairness or delay. However, the Ombudsman will usually give the Authority a reasonable opportunity to investigate and respond to a complaint, before he investigates.

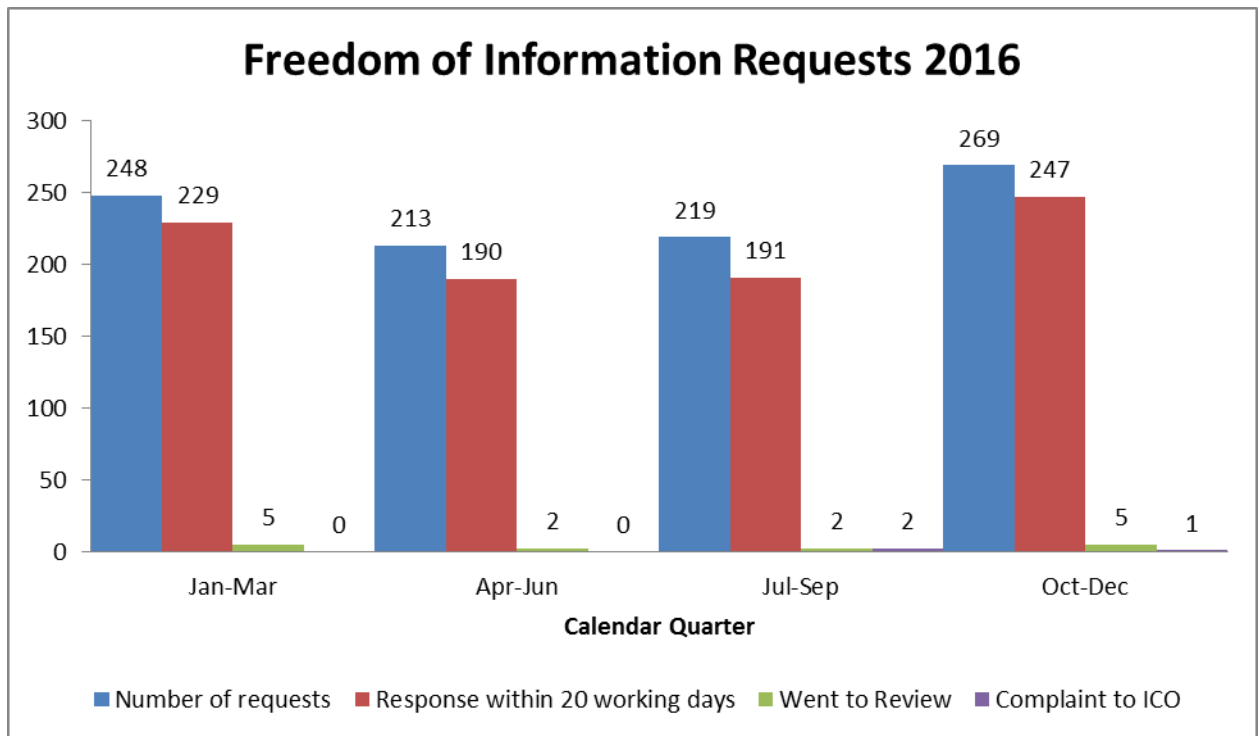
4.2 The Public Services Ombudsman for Wales received 23 complaints about the Authority during the period January to December 2016, of these 1 was upheld, and a report was issued under Section 16 of the Public Services Ombudsman (Wales) Act 2005, 1 was settled through a 'quick fix', 1 was settled through a 'time and trouble' payment, a decision is still awaited on 3 of the complaints, 12 were not investigated and 5 were referred back to the Council to investigate.

#### **5 Code of Conduct Complaints**

5.1 During the period January to December 2016 there were 7 complaints to the Ombudsman that a Community Councillor or County Borough Councillor had broken the Model Code of Conduct.

#### **6 Freedom of Information Requests**

6.1 During the period January – December 2016 the Information Team logged and acknowledged a total of 949 requests made under the Freedom of Information Act 2000. The chart below illustrates the number of responses provided within the statutory deadline of 20 working days and the number of internal reviews requested. All internal reviews were responded to in 20 working days as recommended in the guidance provided by the Information Commissioner's Office.



## 7 Data Subject Access Requests

7.1 During the period January to December 2016 the Information Team processed a total of 87 data subject access requests.

## 8 Information Requests from Public Bodies

8.1 During the period 1 January to 31 December 2016 the Information Team processed the following requests for information from public bodies: 36 continuing health care requests; 26 requests for information under section 29 (crime and taxation) of the Data Protection Act, and 2 proof of life enquiries from UK police forces.

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# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

28 FEBRUARY 2017

### REPORT OF THE DIRECTOR OF EDUCATION AND FAMILY SUPPORT

#### ESTYN INSPECTION OUTCOMES FOR BRYNTIRION COMPREHENSIVE SCHOOL

#### 1. Purpose of Report

- 1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Bryntirion Comprehensive School.

#### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The information in this report relates to the strategic priority in the Corporate Plan 'supporting a successful economy'.

#### 3. Background

- 3.1 This school was inspected by Estyn in October 2016 and the report was published in December 2016. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

#### 4. Current situation / proposal

- 4.1 Inspectors reached the following judgements:

<b>Current Performance</b>	<b>Excellent</b>
<b>Prospects for Improvement</b>	<b>Excellent</b>
<b>How good are outcomes?</b>	<b>Excellent</b>
Standards	<b>Excellent</b>
Wellbeing	<b>Excellent</b>
<b>How good is provision?</b>	Good
Learning experiences	Good
Teaching	Good
Care, support and guidance	<b>Excellent</b>
Learning environment	<b>Excellent</b>
<b>How good are leadership and management?</b>	<b>Excellent</b>
Leadership	<b>Excellent</b>
Improving quality	Good
Partnership working	Good
Resource management	<b>Excellent</b>

The school is excellent because:

- Performance in nearly all main key indicators at key stage 4 since 2014 has been well above that of similar schools, with pupils making exceptional progress from previous key stages in the majority of indicators

- Performance in the indicators that include English and mathematics has been consistently very high for the last three years
- More able pupils, pupils with additional learning needs and pupils eligible for free school meals achieve very well
- In 2016, provisional data indicates that performance in the sixth form is above that of similar schools in all indicators and consistently well above in the average wider points score and the proportion of pupils achieving three A\* to C grades since 2014
- Pupils have exceptionally positive attitudes to their learning
- Rates of attendance have been consistently well above modelled outcomes for four years
- The school's outstanding ethos, its high quality arrangements for care, support and guidance, and the consistently good teaching in lessons ensure that pupils are highly engaged and motivated to learn

The school's prospects for improvement are excellent because:

- The headteacher and senior team provide exceptional strategic leadership
- There is a clear vision to develop a culture of high expectations in all aspects of the school's work
- The school is an effective learning community with a culture of sharing and striving to improve key areas of performance
- The school's systematic and well-designed quality improvement arrangements contribute well to strengthening provision
- Line management responsibilities are clear and robust, and they ensure that teachers and managers at all levels are fully accountable for their work
- The school has made very strong progress in addressing recommendations from the previous inspection report

4.2 The report included the following recommendations:

R1 Improve the quality of written feedback to pupils and their response to it  
R2 Improve arrangements to develop pupils' Welsh language skills

4.3 The school will draw up a post inspection action plan which will show how it will address the recommendations.

4.4 Estyn has invited the school to prepare a written case study, describing the excellent practice identified during the inspection.

4.5 The Local Authority with the Central South Consortium will support the school to continue to improve outcomes and address all the recommendations.

## **5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no impact on the Council's policy framework or procedure rules.

## **6. Equality Impact Assessment**

6.1 There are no direct equality impact issues arising from this report.

## **7. Financial Implications**

7.1 There are no financial implications arising directly from this information report.

## **8. Recommendation**

8.1 It is recommended that Cabinet note the content of this report and that both the school's current performance and prospects for improvement are judged "excellent" by Estyn.

### **Deborah McMillan Corporate Director – Education and Family Support**

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### **Background documents**

Estyn Inspection Report

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# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

28 FEBRUARY 2017

### REPORT OF THE DIRECTOR OF EDUCATION AND FAMILY SUPPORT

#### ESTYN INSPECTION OUTCOMES FOR PENCOED COMPREHENSIVE SCHOOL

#### 1. Purpose of Report

- 1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Pencoed Comprehensive School.

#### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The information in this report relates to the strategic priority in the Corporate Plan 'supporting a successful economy'.

#### 3. Background

- 3.1 This school was inspected by Estyn in November 2016 and the report was published in January 2017. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

#### 4. Current situation / proposal

- 4.1 Inspectors reached the following judgements:

<b>Current Performance</b>	<b>Good</b>
<b>Prospects for Improvement</b>	<b>Good</b>
<b>How good are outcomes?</b>	<b>Good</b>
Standards	Good
Wellbeing	<b>Good</b>
<b>How good is provision?</b>	Good
Learning experiences	Good
Teaching	Good
Care, support and guidance	<b>Good</b>
Learning environment	<b>Good</b>
<b>How good are leadership and management?</b>	<b>Good</b>
Leadership	<b>Good</b>
Improving quality	Good
Partnership working	Good
Resource management	<b>Good</b>

The current performance at Pencoed Comprehensive School is good because:

- Over the last five years, performance at key stage 4 has improved in most of the key indicators; pupils' performance in the level 2 threshold including English and mathematics has been above modelled outcomes for four out of the last five years

- Pupils with additional learning needs make strong progress in their learning
- In many lessons, pupils make good progress in developing their knowledge, understanding and skills
- Nearly all pupils are well behaved, and most participate with enthusiasm in their lessons
- Many teachers plan their lessons to provide a beneficial range of stimulating activities, and offer valuable opportunities for pupils to develop their literacy skills
- The school provides a very wide range of extra-curricular activities which are very well attended
- The school has a very caring ethos and is a fully inclusive community

The school's prospects for improvement are good because:

- Leadership, staff and pupils share a vision of the school that is helping to develop a culture of aspiration and achievement
- The headteacher is supported effectively by the senior leadership team, and they communicate well with all staff
- Lines of accountability are clear and performance management arrangements are strong
- Most middle leaders carry out their roles effectively
- Governors undertake their role of critical friends well; they have a strong understanding of performance data, and they challenge and support the school effectively
- Self-evaluation and planning for improvement procedures are well established and well linked
- Effective partnerships with a wide range of providers help to promote pupils' wellbeing and enhance their learning experiences

4.2 The report included the following recommendations:

R1 Raise standards in mathematics

R2 Improve the outcomes for more able pupils

R3 Strengthen the range and use of data and information, including first-hand evidence, to refine self-evaluation and planning for improvement

R4 Eliminate the budget deficit

4.3 The school will draw up a post inspection action plan which will show how it will address the recommendations.

4.4 The Local Authority with the Central South Consortium will support the school to continue to improve outcomes and address all the recommendations.

## **5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no impact on the Council's policy framework or procedure rules.

## **6. Equality Impact Assessment**

6.1 There are no direct equality impact issues arising from this report.

## **7. Financial Implications**

7.1 There are no financial implications arising directly from this information report.

## **8. Recommendation**

8.1 It is recommended that Cabinet note the content of this report and that both the school's current performance and prospects for improvement are judged "good" by Estyn.

### **Deborah McMillan Corporate Director – Education and Family Support**

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### **Background documents**

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# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

28 FEBRUARY 2017

### REPORT OF THE DIRECTOR OF EDUCATION AND FAMILY SUPPORT

#### ESTYN INSPECTION OUTCOMES FOR TREMAINS PRIMARY SCHOOL

#### 1. Purpose of Report

- 1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Tremains Primary School.

#### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The information in this report relates to the strategic priority in the Corporate Plan 'supporting a successful economy'.

#### 3. Background

- 3.1 Tremains Primary school was inspected by Estyn in November 2016 and the report was published in January 2017. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

#### 4. Current situation / proposal

- 4.1 Inspectors reached the following judgements:

<b>Current Performance</b>	<b>Adequate</b>
<b>Prospects for Improvement</b>	<b>Adequate</b>
<b>How good are outcomes?</b>	<b>Adequate</b>
Standards	Adequate
Wellbeing	Adequate
<b>How good is provision?</b>	<b>Adequate</b>
Learning experiences	Adequate
Teaching	Adequate
Care, support and guidance	Adequate
Learning environment	Good
<b>How good are leadership and management?</b>	<b>Adequate</b>
Leadership	Adequate
Improving quality	Adequate
Partnership working	Good
Resource management	Adequate

The current performance of the school is adequate because:

- The school is a warm, welcoming and inclusive community
- Most pupils read well, with expression and understanding
- Most pupils listen well, speak confidently and explain their thoughts clearly

- Nearly all pupils behave well and most have a very positive attitude to learning
- The school provides effective support for pupils with additional learning needs and those transferring to the school with a high level of need

However:

- More able pupils do not consistently achieve as well as they could
- Too many pupils eligible for free school meals perform less well than other pupils
- Attendance has placed the school in the bottom 50% for the last three years when compared with similar schools

The school's prospects for improvement are adequate because:

- The leadership team has established a clear vision for the school as a fully inclusive community
- Staff have realised the school's aim of improving the wellbeing of vulnerable pupils effectively
- Improvement planning focuses suitably on national priorities such as the literacy and numeracy framework

However:

- Leaders do not consistently analyse information on pupils performance effectively and, as a result, the priorities in the school development plan are not always those that are likely to have the most impact on raising pupil outcomes
- Leaders do not monitor or evaluate progress or the impact of initiatives regularly or robustly
- The school is too slow in addressing shortcomings in pupils' attainment
- The school has been slow to respond to the recommendations from the last inspection

4.2 The report included the following recommendations:

R1 Raise standards in pupils' literacy and mathematical development in the Foundation Phase

R2 Raise standards for the more able pupils

R3 Improve pupils' speaking and writing skills in the Welsh language

R4 Improve attendance

R5 Establish a clear whole school plan for the development of literacy and numeracy skills

R6 Ensure that teachers give pupils in all classes clear guidance on what they need to do to improve

R7 Introduce robust systems to ensure effective self-evaluation and school improvement

4.3 The school will draw up a post inspection action plan which will show how it will address the recommendations.

4.4 The school is to be placed in the Estyn category of Estyn monitoring and Estyn will monitor the school's progress. Her Majesty's Inspectorate will review the progress

the school has made towards addressing the recommendations highlighted in the report about a year to 18 months after the publication of the inspection report.

4.5 The Local Authority with the Central South Consortium will support the school to continue to improve outcomes and address all the recommendations.

## **5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no impact on the Council's policy framework or procedure rules.

## **6. Equality Impact Assessment**

6.1 There are no direct equality impact issues arising from this report.

## **7. Financial Implications**

7.1 There are no financial implications arising directly from this information report.

## **8. Recommendation**

8.1 It is recommended that Cabinet note the content of this report and that both the school's current performance and prospects for improvement are judged "adequate" by Estyn.

### **Deborah McMillan Corporate Director – Education and Family Support**

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# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

28 FEBRUARY 2017

### REPORT OF THE DIRECTOR OF EDUCATION AND FAMILY SUPPORT

#### ESTYN INSPECTION OUTCOMES FOR YSGOL CYNWYD SANT

##### 1. Purpose of Report

- 1.1 This report informs Cabinet Members of the outcomes of the recent Estyn inspection of Ysgol Cynwyd Sant.

##### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The information in this report relates to the strategic priority in the Corporate Plan 'supporting a successful economy'.

##### 3. Background

- 3.1 This school was inspected by Estyn in October 2016 and the report was published in December 2016. The full text of the report is available on the Estyn website: [www.estyn.gov.uk](http://www.estyn.gov.uk)

##### 4. Current situation / proposal

- 4.1 Inspectors reached the following judgements:

<b>Current Performance</b>	<b>Good</b>
<b>Prospects for Improvement</b>	<b>Excellent</b>
<b>How good are outcomes?</b>	<b>Good</b>
Standards	Good
Wellbeing	Good
<b>How good is provision?</b>	<b>Good</b>
Learning experiences	Excellent
Teaching	Good
Care, support and guidance	Good
Learning environment	Good
<b>How good are leadership and management?</b>	<b>Excellent</b>
Leadership	Excellent
Improving quality	Excellent
Partnership working	Excellent
Resource management	Good

The school's current performance is good because:

- Most pupils make sound progress in their learning during their time there
- Most pupils develop their thinking skills and independent learning skills very successfully

- Most pupils develop their oral skills to a very high standard and are able to convey themselves in writing clearly and interestingly in a range of forms across the curriculum
- Pupils' information and communication technology (ICT) skills are developing robustly across the school
- Most pupils' contribution to the school's life and work is very effective
- There is a wide range of rich learning experiences that stimulate pupils' interest and develop them to become confident independent learners
- Provision for developing the Welsh language and the Welsh dimension is comprehensive, effective and central to all of the school's life and work
- The quality of teaching is effective and consistently robust across the school
- It has comprehensive procedures for ensuring care, support and guidance for pupils, which have a positive effect on their standards and wellbeing

The school's prospects for improvement are excellent because:

- The headteachers progressive and innovative leadership ensures that her vision and philosophy are shared very successfully with all stakeholders
- Leaders contribute excellently to ensuring a high quality provision and raising standards across the school
- The governing body plays a key part in ensuring that the school has a clear strategic direction, which enables it to challenge the school and hold it to account for its performance effectively
- It has a very successful culture of self-evaluation and quality assurance procedures that permeate nearly all aspects of school life; as a result, leaders and staff have a comprehensive understanding of the school's strengths and areas that need to be developed further
- Self-evaluation procedures include the views of stakeholders well, and the pupil voice is an excellent feature of the process; their voice has a strong influence on ensuring successful arrangements and curriculum for creative arts
- The school plans very effectively to realise priorities that derive from the self-evaluation report
- The school shares its good practice very successfully and co-operates exceptionally effectively with a large number of schools and other organisations

4.2 The report included the following recommendation:

R1 Continue to raise pupils' attendance rates

4.3 The school will draw up a post inspection action plan which will show how it will address the recommendation.

4.4 Estyn has invited the school to prepare a written case study, describing the excellent practice that was seen during the inspection.

4.5 The Local Authority with the Central South Consortium will support the school to continue to improve outcomes and address the recommendation.

**5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no impact on the Council’s policy framework or procedure rules.

## **6. Equality Impact Assessment**

6.1 There are no direct equality impact issues arising from this report.

## **7. Financial Implications**

7.1 There are no financial implications arising directly from this information report.

## **8. Recommendation**

8.1 It is recommended that Cabinet note the content of this report and that the school’s current performance is judged as “good” and prospects for improvement are judged “excellent “ by Estyn.

**Deborah McMillan**  
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