

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

*We welcome correspondence in Welsh. Please  
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**Gwasanaethau Gweithredol a Phartneriaethol /  
Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 12 September 2017

Dear Councillor,

**SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2**

A meeting of the Subject Overview and Scrutiny Committee 2 will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Monday, 18 September 2017 at 9.30 am.**

**AGENDA**

1. Apologies for Absence  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.
2. Declarations of Interest  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.
3. Approval of Minutes 3 - 8  
To receive for approval the minutes of a meeting of the Subject Overview and Scrutiny Committee 2 of 20 July 2017
4. Early Help and Social Care Invitees 9 - 30  
  
Cllr Phil White, Cabinet Member – Social Services and Early Help  
Susan Cooper, Corporate Director Social Services and Wellbeing  
Lindsay Harvey, Interim Corporate Director - Education and Family Support  
Nicola Echanis, Head of Education and Early Help  
Laura Kinsey, Head of Children's Social Care  
Mark Lewis, Group Manager Integrated Working and Family Support  
Natalie Silcox, Group Manager Childrens Regulated Services
5. Forward Work Programme Update 31 - 40

6. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

TH Beedle  
MC Clarke  
SK Dendy  
J Gebbie  
T Giffard  
CA Green

Councillors

M Jones  
MJ Kearns  
JE Lewis  
JR McCarthy  
AA Pucella  
KL Rowlands

Councillors

SG Smith  
G Thomas  
SR Vidal  
DBF White

MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2  
HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON  
THURSDAY, 20 JULY 2017 AT 3.30 PM

Present

Councillor CA Green – Chairperson

TH Beedle  
JE Lewis  
SR Vidal

MC Clarke  
AA Pucella  
DBF White

T Giffard  
KL Rowlands

MJ Kearn  
SG Smith

Apologies for Absence

J Gebbie and M Jones

Officers:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Sarah Daniel	Democratic Services Officer - Committees
Gail Jewell	Democratic Services Officer - Scrutiny
Rachel Keepins	Democratic Services Officer - Scrutiny
Laura Kinsey	Head of Children's Social Care

1. DECLARATIONS OF INTEREST

None

2. CARE AND SOCIAL SERVICES INSPECTORATE WALES INSPECTION OF CHILDREN'S SERVICES

The Corporate Director, Social Services and Wellbeing presented the report, highlighting that the inspection that took place earlier this year was part of a new framework for Local Authorities that fits in with the Social Services and Wellbeing Act. The main focus of the inspection as indicated in the report at para. 3.6 was on how families are empowered to access help, care and support services and on the quality of outcomes for those involved. She explained that there had been 2 weeks where inspectors had visited and met with staff, parents, children, Members, third sector and independent providers, considered 80 to 90 individual files and 212 separate documents of evidence. The inspectors had then gone away and written their report which the Corporate Director explained was attached at Appendix 1 with a corresponding Action Plan that the Directorate had produced in response, at Appendix 2.

The CSSIW Inspector thanked all of those who were involved with the inspection, mentioning that it was a difficult time just after the Christmas holidays and she was aware of the huge amount of work that had been done in preparation for the Well-being of Future Generations Act (Wales) coming in and the Information Advice and Assistance element. There had been a substantial amount of training undertaken by staff to get everybody ready and a change in culture at a time when a new information system was being introduced and staff were moving offices. The inspector expressed that she had initially had concerns over the high numbers of social workers who were newly qualified but found it really pleasing to hear of robust inductions and an embedding of the culture with them and commented that these social workers had voiced the support they had been given by senior management.

The CSSIW inspector went on to explain that there was a lot of emphasis now in Social Services on working together with the public instead of solely relying on social services to do it all. This, she believed was working in Bridgend because of excellent working relationships between Officers and the public as well as good working practices and preventative methods within the Council such as housing education. At a time when there was no new money but a need to look at how to deliver services in a new way the Authority and excellent examples coming through that will deliver results in the future. She explained to the Committee that none of the recommendations made in the report would have been new to the Corporate Director or Head of Service as they had already identified the shortfalls in preparation for the Act coming in. There were no risks identified, very robust safeguarding arrangements from the front door and a positive reaction from families in how they can work with the LA to move forward. There had been concern about the Early Help work being split between Directorates but the inspection had found there to be really positive processes of working together. Work on the action plan was now being undertaken and the CSSIW Inspector stated that she was looking forward to seeing how things are developing. She commented that it was a very thorough inspection; entirely transparent and she thanked the Corporate Directors for that.

The Committee questioned whether the Action Plan had been approved and accepted by the Inspectorate, to which the CSSIW Inspector responded stating that it had. A number of the recommendations, she pointed out were already being worked on and were on track; others will take a while to get on track but the action plan was approved straight away.

In response to a query on statutory responsibilities having a performance target of 80% and not 100% the Corporate Director explained that there were new Performance Indicators that had been set last year and very few therefore had benchmarks. The very nature of the business meant that there was a lot of factors behind every target and whilst ideally you would want to achieve 100%, the Head of Service explained, the complexity behind the PI has to be recognised. She explained that they always strove towards achieving higher and higher but the narrative behind the data was really important to explain, report and focus on the children that hadn't been seen within the timescale, why and how long over the time. The CSSIW Inspector added that she goes through the PIs and data and focus on the narrative as to why certain things aren't on target and what the Directorate has done to identify and address this.

The Committee questioned how the Directorate can maintain standards against a decreasing budget, which was having an impact on staff morale and increasing demands such as caseloads for social workers. The Corporate Director explained the decreasing budget was not making things easy but she wished to reassure them that the welfare of the child was paramount and they had had certain protection of the budget to ensure this. The Authority did have high numbers of Looked After Children compared with other LAs and there was a big piece of work being undertaken on early intervention to prevent children from coming into care and essentially decrease the cost. There was also work being undertaken to increase the numbers of in house foster carers as there was a considerable difference in cost between independent Foster Carers and those in-house. Included in this was a need for more in-house mother and baby placements and then also work to develop some specialism locally to provide services that are currently being received out of county at a significantly high cost – sometimes £5000 a week. The Corporate Director stated that it was difficult to manage at times as there were often court decisions involved which meant they had no choice where to place some children. Caseloads were recognised as an important factor for social workers, to ensure standards as a lower caseload meant more intensive work can be carried out. The Head of Service also added that the management team were focusing on achieving savings by delivering services in a different and better way with more control locally. She pointed

out that they hadn't reduced the number of social workers and whilst 18 is an average caseload it is important to take account of the complexity of each case and the experience of each social worker. There was a project being undertaken to revisit all caseloads to determine whether they all need to remain open or can be 'stepped down' into preventative services for example as social workers only deal with acute or complex cases now so this then alleviates the pressure. She recognised that the culture change was still embedding in that those children that were 'In Need' would now sit under Early Help, which was in the Education and Wellbeing Directorate.

When questioned over what the average caseload should be for Local Authorities, the Inspector advised that it was too difficult to say as the complexities and levels of need are so varied. She stated that she had seen some very positive development in the work being done with social workers during her time in Bridgend, both young and experienced ones. The Authority was not unique in its difficulties to retain social workers and Bridgend's '1st year in practice' for developing new social workers was commendable. Unfortunately the location of the Authority, being on the M4 corridor, she believed, was an issue and it meant that social workers could move between LAs very easily.

The Corporate Director added that retention had been an issue in Bridgend and they recognised that they had lots of newly qualified, inexperienced social workers (90%). They made sure these social workers had a protective caseload and continued their training as part of a huge development programme the Authority had introduced. There was not necessarily an issue with recruiting social workers as they did not have long term vacancies and they had reduced the number of agency staff however it was key to attract experienced social workers and to try and retain the experience for the future. She stated that we were now beginning to see improvement and retention levels getting better and it was an area of ongoing development. The Corporate Director also stated that there was a need to look at social workers moving across teams, from Childrens to Adults as part of a whole management programme to support social workers; make them feel valued, protected and listened to and to try and prevent the 'burn out' aspect.

The Inspector supported these comments stating that there was a lot of work being undertaken to explore the current situation with social workers in Wales as there were many coming through as qualified or experienced social workers who then for some reason were leaving the profession. Investigation work was being carried out to try to find out where these individuals were going.

When questioned on the work being undertaken in the Education and Wellbeing Directorate in preventative services the Corporate Director – Education and Family Support stated that they were working very closely with social services, schools, nurseries and families to put in the best services for the right people at the right time. They had an Early help team, Educational Psychologist and a specialist team for those with medical needs. Key to the work was getting the information very quickly so that a prompt response can be provided.

Members asked for a brief update on the situation of the new Multi Agency Safeguarding Hub and its impact on providing Information Advice and Assistance (IAA). The Corporate Director responded explaining that this was a joint hub between the Authority and South Wales police which was experiencing a small delay due to the location. She explained that they had already set up a virtual team based on the requirements of the Act and the Head of Service added that they recognised further work was needed to ensure people were directed properly to the right service. She reported that this was already starting to be addressed since the inspection with the number of referrals and assessments safely and gradually starting to go down. The inspector commented that she was very much aware that the Authority was being inspected within months of the Act coming in and it

was a big transition in the ways of working. With having an inspection at this time it was recognised that there would be teething problems however the positive was that there were plans in place to identify and address issues during the transitional period.

Member questioned what steps were being taken to monitor underlying staff satisfaction, to which the Corporate Director advised that in Children's Services there had been a survey for all staff as part of the inspection. They had also recently introduced a supervision policy which strived towards a supervision culture that was much more than just an appraisal. Senior management meet with the staff regularly and walk the floor to ensure that staff see they are visible. There is a strong absence management process and the Directorate was concentrating on providing regular access to Occupational Health. The Head of Service continued, stating that staff and client wellbeing was such an important thing which inspectorates monitor very carefully. She reported that they had introduced wellbeing and pastoral care as an item in every monthly meeting to ensure that any issues, such as sometimes lone working, are dealt with.

In response to a question regarding contract issues with the voluntary driver scheme identified in the report the Head of Service stated this referred to volunteer drivers who helped transport Looked After Children to schools, to contact with their parents, sometimes involving different placements for a group of siblings. The issue was that there was a HRMC implication around tax and how many miles the company claimed. The threshold for claiming was 10,000 miles however with fewer drivers they were covering more miles and going over the threshold. She reported that Officers were meeting with drivers over their concerns. This was however at times leading to social workers having to transport which was having an impact on their capacity. When asked whether foster carers could double up as volunteer drivers the Head of Service confirmed that wherever possible Foster Carers did transport children and this was considered when identifying carers as far as possible, however sometimes circumstances required other drivers.

Conclusions:

Following the Committee's consideration of the report, Members wished to make the following comments and recommendations:

- a) The Committee recognised the positives within the Inspection of Children's Services report and were reassured by the encouraging words of the Inspector in attendance from CSSIW.
- b) Members have requested that they receive an update on the progress of the action plan at an appropriate time, to enable the Committee to monitor whether the actions have addressed the issues raised by the Inspectorate.
- c) With reference to the issues raised in the CSSIW report regarding staff morale, the Committee recommend that steps be put in place to monitor staff and their job satisfaction by means of a Corporate employee survey.

3. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the report which detailed a list of potential items for comment and prioritisation for the Scrutiny forward Work Programme. The Committee were asked to prioritise up to six items to present to the Corporate Overview and Scrutiny Committee for formal prioritisation and designation to each Subject Overview and Scrutiny Committee.

Conclusions:

Subsequent to the Committee's discussion, Members determined the following in relation to the Overview and Scrutiny Forward Work Programme:

The following items and additional detail were highlighted by the Committee as priorities for the first set of meetings to be presented to the Corporate Overview and Scrutiny for formal prioritisation:

- Early Help and Safeguarding
- Waste - How the 3 months expected disruption time was accepted by the Council?
- CAMHS – to include data on what services are being offered and provided by schools.
- Residential Remodelling – Children’s Services

The following items were deemed important for prioritisation later in the forward work programme:

- Dementia Care - data on the rolling out of dementia awareness training that was carried out in Maesteg in working towards making the Bridgend dementia friendly.

4. CORPORATE PARENTING CHAMPION NOMINATION REPORT

The Scrutiny Officer presented a report to the Committee and asked for them to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Corporate Parenting Cabinet Committee.

RESOLVED: That Councillor David White be nominated as the Corporate Parenting Champion.

5. NOMINATION TO THE PUBLIC SERVICE BOARD OVERVIEW AND SCRUTINY PANEL

The Scrutiny Officer presented a report to the Committee that asked them to nominate one Member to sit on the Public Service Board Overview and Scrutiny Panel.

RESOLVED: That Councillor Tom Beedle be nominated to sit on the Public Service Board Overview and Scrutiny Panel.

6. URGENT ITEMS

None

The meeting closed at 5.30 pm

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

18 SEPTEMBER 2017

### JOINT REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING and THE CORPORATE DIRECTOR, EDUCATION AND FAMILY SUPPORT

#### EARLY HELP AND SOCIAL CARE

##### 1. Purpose of Report

- 1.1 To update Members on how the Early Help and Children's Social Care teams are working together to improve outcomes for looked after children and to share with Members the analysis of the looked after children population which informs the approach being taken.

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

- 2.1 The report links to the following priorities in the Corporate Plan:

- Helping people to be more self-reliant;
- Smarter use of resources.

##### 3. Background

- 3.1 The definition of a looked after child or children in care is found in the Social Services and Well-being (Wales) Act 2014. A child is looked after by a Local Authority if a court has granted a care order to place a child in care, or because a local authority has cared for the child for more than 24 hours.
- 3.2 Research indicates that wellbeing outcomes for children who have been looked after, are not as good as those for other children. Children and young people who have been exposed to very poor parenting, neglect and/or abuse require not just care but also support in coming to terms with their experiences. It is also known that the difficulties and negative behaviours experienced by looked after children and young people may be repeated when they become parents themselves.
- 3.3 The provision of support services at the earliest opportunity is essential to ensure children, young people and their families receive the correct level and type of service intervention to prevent family breakdown. Such intervention can also 'turn around' children's lives to reduce the likely repetition of harmful behaviour amongst future generations. Research suggests that some variation in the numbers and rates of looked after children across Local Authorities can be explained by differences in the demographic and socio-economic profile of each Local Authority.
- 3.4 This is especially the case in relation to population size, deprivation and the proportion of households that are lone parent families. Other aspects affecting the numbers and rates of looked after children relate to factors more within the control

of the Local Authority and their partners – especially the way that local areas lead, organise and deploy their services for vulnerable children and families.

- 3.5 In January 2015, the Director of Wellbeing assumed line management responsibility for Children’s Social Care and assumed the new title of Director of Social Services and Wellbeing. The Early Help and Prevention Services remained under the Director of Education and Family Support but Directors acknowledged the importance of bringing the services together and ensuring close working relationships. They recognised the necessity for a single overarching strategy which is now in place.

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

##### **Routes into accommodation**

- 4.1 Children’s services aim to have placements for children made in a planned manner but this is not always possible due to the nature and the reasons for accommodation and placement breakdowns. Sometimes children can be accommodated in an emergency by the Police using Police Powers of Protection (PPO). Alternatively, placements can sometimes happen by agreement with parents.
- 4.2 Social Workers are required to attend a multi-disciplinary Accommodation and Permanence Panel, which is held on a weekly basis, for all planned and emergency placements. This process supports the principle that requests for accommodation should be made only where all other care planning arrangements have been explored and considered inappropriate or not viable.
- 4.3 In cases where children cannot be returned to their families after a brief period of being looked after on a voluntary basis, the Local Authority is required to apply for a Care Order to share parental responsibility with the parents. Current case law indicates that if a child is accommodated with the parents’ consent then a Care Order application should be made no later than 12 weeks after the child was accommodated. In order for families to enter the Public Law Order process, Social Workers and their Managers attend Legal Gateway meetings. These are chaired by the relevant Safeguarding Group Manager and also in attendance is a senior childcare legal representative. If the decision to issue care proceedings is initiated and there is a plan for a placement to be provided or to continue, the Social Worker must ensure that they have the agreement of the Accommodation and Permanence Panel.

##### **Looked after children (LAC) Population**

- 4.4 As at the 14<sup>th</sup> August 2017, Bridgend County Borough Council (BCBC) were “Looking After” 391 children. The breakdown of the legal placement type for these children and young people is outlined below:
1. Care Order (CO) S.31 Children Act 1989 – The Local Authority shares parental responsibility (PR) for children and has placed them in a regulated placement. A regulated placement is with approved foster carers which can include family members who have been approved as foster carers as they require the ongoing support of the Local Authority to manage the placement.

2. Interim Care Orders (ICO) – The Local Authority shares PR for children and has placed them in a regulated placement for the duration of care proceedings, the final care plan for the child has not yet been agreed by the Court.
3. Voluntary accommodation S76 Social Services and Wellbeing Act (SSWBA) – children have been voluntarily accommodated with the consent of their parents into the care of the Local Authority often whilst assessments are undertaken or via the Public Law Outline (PLO) process where parents retain PR. There is often a clause that should the parents seek to remove the children from S.76 care then the Local Authority will seek immediate legal action as the child would be at risk of significant harm.
4. Regulation 26 of the Care Planning Placement and Case Review Regulations (Wales 2015) – immediate or emergency placement of children with relatives or family friends under a temporary approval agreement. These placements are overseen and managed within the Local Authority often whilst a full unified assessment is undertaken of those family members/friends as part of care proceedings.
5. Placement with Parents (PWP) Regulation 16 of the Care Planning and Case Review Regulations (Wales) 2015 – Children who are accommodated under a full care order but placed with their parents upon the conclusion of care proceedings.
6. S.38(6) placements, Children Act 1989 – The Court makes an interim care or supervision order and directs, as it considers appropriate, that the child be assessed. This can include the child being assessed whilst placed 1) with parent/s in a residential placement; 2) with family members and 3) in a residential placement alone for a period of assessment.
7. Remanded into custody - All children and young people who are remanded into custody become looked after children as they are placed into the care of the Local Authority.
8. Placed for adoption – Placed with prospective adoptive parents prior to the application and granting of an Adoption Order. Once an Adoption Order is granted children cease to be looked after children.

4.5 Table 1 sets out the numbers of children and their legal status;  
Table 2 shows an analysis of LAC placements and annual equivalent costs.

**Table 1– LAC legal status as at 31st July 2017**

Legal status	Total
Interim care order	20
Full care order	287
Placement order	66
Section 76 /20 (Voluntary)	21
<b>Grand Total</b>	<b>394</b>

**Table 2– analysis of LAC numbers and annual equivalent costs March to end of July 2017**

Number of Placements / Annual Equivalent Cost as at:	31/03/2017		30/04/2017		31/05/2017		30/06/2017		31/07/2017		
Placement type	Annual LAC No.	Annual Equivalent Cost £'000	Annual LAC No.	Annual Equivalent Cost £'000	Annual LAC No.	Annual Equivalent Cost £'000	Annual LAC No.	Annual Equivalent Cost £'000	Annual LAC No.	Annual Equivalent Cost £'000	Average Annual Cost per placement £'000
Placed For adoption	26	£130	25	£125	22	£110	25	£125	28	£140	£5
In-house fostering	212	£3,816	221	£3,978	223	£4,014	220	£3,960	221	£3,978	£18
Independent Fostering	89	£4,183	81	£3,807	83	£3,901	80	£3,760	76	£3,572	£47
Out of County residential	7	£1,120	6	£960	6	£960	7	£1,120	7	£1,120	£160
Secure unit	0	£0	0	£0	0	£0	0	£0	0	£0	£270
in-house residential	9	£946	9	£946	9	£946	10	£946	11	£946	£86
Placed with person with parental responsibility / other	47	£0	44	£0	44	£0	44	£0	49	£0	£0
Other: Medical / Family Centres	0	£0	0	£0	1	£0	2	£0	2	£0	£0
	<b>390</b>	<b>£10,195</b>	<b>386</b>	<b>£9,816</b>	<b>388</b>	<b>£9,931</b>	<b>388</b>	<b>£9,911</b>	<b>394</b>	<b>£9,756</b>	

The above table shows how LAC numbers can change on a monthly basis. It also shows that although LAC numbers have increased from 390 in March to 394 in July, the annual equivalent costs of this increased number is less and has reduced from £10.2m to £9.75m. This is mainly due to a reduction in the number of high cost placements i.e. independent fostering placements.

- 4.6 A Residential Remodelling project is currently underway, the remit of which is to review the Council's residential provisions for looked after children and propose ways in which the service can better meet the needs of the young people it supports and achieve financial savings. One of the workstreams underpinning this project has been tasked with identifying children who are placed out-of-county and could be supported to move back to Bridgend once the proposed model is in place. The team have identified six children in out-of-county residential placements that will have their care plans reviewed with the aim of facilitating a move to in-county provision with a wrap-around package of care.
- 4.7 Additionally, the Residential Remodelling project has identified a need to recruit specialist transitional carers that can support the Council's residential provision by providing an intensive, therapeutic step-down placement to young people leaving the residential homes. These intensive placements will be temporary, with the aim of enabling the young person move-on to a long-term fostering placement and preventing multiple placement breakdowns. Three internal foster carers have been identified as suitable for up-skilling to become a Transitional Carer and the Council will aim to recruit three additional carers following Cabinet approval. The proposal will be submitted to Cabinet in January 2018 and it is envisaged that training and recruitment will be completed by July 2018.
- 4.8 The remodelling project is also reviewing the foster carer marketing and recruitment strategy.

### **Monitoring of placements and care planning**

- 4.9 The Local Authority is required to carry out a first review of a child's care and support plan within 20 working days of the date on which the child becomes looked

after. The second review **must** be carried out no more than three months from the first review. Subsequent reviews **must** be carried out no more than six months after the previous review. The responsibility to change/amend the child's care and support plan is the responsibility of the Safeguarding Social Worker and Manager and it is this plan which is reviewed at the looked after children's review. The review is chaired by an Independent Reviewing Officer.

- 4.10 The Accommodation and Permanence Panel is chaired by the Group Manager for Regulated Services and is made up of representatives from the Fostering Team, Early Help, Looked After Children Health Nurse, Education and the Placement and Commissioning Officer. In addition to the primary function of considering placement requests, the panel will also undertake a range of functions in relation to the management of the LAC placement arrangements. These will include monitoring of assessment placements, considering children where drift has been identified, making permanent placement decisions and considering requests for therapeutic intervention. At the end of every panel the number of children who became looked after as of Monday that week are recorded as is all children and young people who cease to be looked after. Reasons why are recorded to ensure all agencies have been notified under the "Towards a Stable Life and Brighter Future" statutory guidance.
- 4.11 As described in paragraph 4.3, Legal Gateway meetings plan and monitor the Public Law Outline process for entrance to accommodation but also the legal change of care plan for exiting the LAC system via revocation or discharge of orders. There is a legal tracker in place which is managed jointly by the childcare legal representative and Group Manager (chair); this is reviewed at each Legal Gateway meeting for accuracy and to prevent drift.
- 4.12 Within Bridgend Foster Care service, there is a weekly meeting which monitors every 'live' referral for all children requiring or moving placements and update on the progress of any searches, approaches and providers or move on dates.
- 4.13 Monthly meetings are held between the Group Manager for Regulated Services, Group Manager for Disability Case Management and Transition, the Commissioning and Placement Officer and the Team Manager for the Just Ask 16+ (JAP) team. This reviews every 17 year old open to the JAP and their current Pathway plan, given the age and independent nature of these young people, their evolving plans are carefully tracked and monitored as they are liable to short-notice change.
- 4.14 In line with the "Towards a Stable Life and Brighter Future" guidance, the Out of Authority Panel is a multidisciplinary panel that is chaired by the Head of Children's Social Care on a monthly basis with representation from Education, Looked After children Health Nurse, Adult Services, Placements and Commissioning Officer and the Group Manager for Regulated Services.

The purpose of the panel is to:

- determine that there is no placement in the area capable of meeting the child's needs, or that an out of area placement is more consistent with the child's well-being;
- satisfy themselves that the child's health and educational needs will be met in the proposed placement;

- agree arrangements for meeting the child's health and educational needs, and who will be responsible for what;
- agree funding for the placement;
- review existing out of county placements on a no less than 3 monthly basis.

### **Placement Support and Stability**

- 4.15 In order to support Foster Carers and residential staff to safely care and maintain placements, multi-agency partnership working is critical. This is particularly the case for those children/young people with the most complex needs who have a history of absconding, challenging behaviour and placement breakdown.
- 4.16 When a foster placement is at risk of breakdown, a Placement Stability meeting will be convened. These must be held before any agreement is given to cease a placement. This is chaired by a Senior Practitioner or Manager within Bridgend Foster Care for in-house placements. In the case of Independent Fostering Agencies the agency will host and wherever possible, a member of the Placements Commissioning Team will attend along with the case managing Safeguarding Social Worker. The purpose of these meetings is to establish what is leading to the placement breaking down, and what additional support/resources can complement the placement in order to maintain and sustain it. If no additional services can be identified then the meeting can agree that notice can be served. Notice is 28 days from the date of the meeting, providing the child has been in placement for 28 days. This practice is mirrored in terms of a notice placement with the in-house foster placements.

### **Prevention**

- 4.17 In April 2015, a significant restructure of Integrated Working and Family Support Services was implemented. This re-structure was predicated on the need to support children, young people and families in a more joined-up way with a greater focus on preventative services to avoid escalation into statutory services. Prior to the re-structure there were significant barriers for families in accessing services due to threshold constraints and lack of consistency with the assessment of needs.
- 4.18 A change programme ran alongside the re-structure which resulted in:
- one front door\one referral form for Early Help Services;
  - a common assessment;
  - co-located multi-disciplinary locality teams (co-located with safeguarding);
  - a greater emphasis on staff development and evidence based interventions;
  - improved multi-agency working.
- 4.19 The joint Early Help and Permanence Strategy describes the services available to children, young people and their families within Bridgend. Such services support and enable where possible children and young people to safely remain in the care of their family and/or safely return to their family or an alternative carer. Where this is not possible the Strategy describes the alternative care arrangements that are provided and commissioned for LAC to improve their outcomes by affording them the opportunities available to all children.
- 4.20 Children's Services across both Directorates within BCBC are driving a 'whole system' approach to supporting looked after children and keeping families together.

Together with the Early Help and Permanence Strategy, they form a multi-agency approach to improving outcomes for children, young people and their families.

- 4.21 Early Help refers to a way of working which will ensure that children, young people and families who are at risk or vulnerable to poor outcomes are identified early and that their needs are effectively assessed and met by agencies working together. The aim being to prevent their escalation rather than to respond only when the difficulty has become so acute as to demand intervention from statutory services.
- 4.22 The Early Help Hubs (EHH), Children with eligible Care and Support Needs, Child Protection (CP), and LAC systems are all multi-agency and multi-disciplinary processes which differ only in terms of their threshold focus.
- 4.23 The co-location of the EHH in the three localities, i.e. North, West and East in addition to the central hub based at the Civic Centre, enables timely case discussions and information sharing which inform decisions regarding the need to step up or step down interventions with families.
- 4.24 We have already made a number of changes to the way in which we approach this area of our work and the benefits of this are already evident including:
- one referral pathway to early help services which has resulted in reduced duplication and confusion for referrers;
  - co-location of a range of family intervention workers who support the team around the family and team around the school approach of working;
  - an agreed step up and step down process for cases between Safeguarding and Early Help Services, resulting in a significant increase in the number of cases stepping down to early help;
  - mentoring and support for Early Help and Safeguarding staff from consultant social workers within the Integrated Family Support Service.

This said there is still work to do in terms of managing the impact that these changes have had on the service. For example we have experienced:

- a 180% increase in the number of family referrals to early help ( 399 in 2014/15, 751 in 2015/16 and 2106 in 2016/17);
  - a 200% increase in the number of completed family assessments (228 in 2014/15, 681 in 2015/16 and 674 in 2016/17);
  - the reliance on predominantly annual grant monies to fund early help services (70% plus is funded from grant) and the re-commissioning of some these resources (Families First) by April 2018;
  - the increased demand for the service;
  - the desire to close or step down 50% of Care and Support cases from Children's Social Care;
  - the increased complexity of cases now open to Early Help.
- 4.25 One of the Early Help services (Connecting Families) has a specific focus to target families a) where the children and young people are at risk of becoming accommodated (*Edge of Care families*), b) rehabilitate children and young people home and c) provide Family Support services. Connecting Families also offers a rapid response service and group work with service users. This is a highly effective

service with the edge of care remit evidencing an 85% success rate between April 2014 to March 2017, i.e. avoided 218 children becoming accommodated.

- 4.26 Another Early Help service, the Integrated Family Support Services (IFSS) is a programme unique to Wales. Its work is described in detail in the Child and Family (Wales) Measure 2010 and associated regulations. IFSS has been available across Wales since 2014. Bridgend currently leads this service on behalf of the Western Bay Local Authority areas.
- 4.27 A Local Authority may refer a family to an Integrated Family Support Team when there are concerns about the welfare of children, such as:
- substance misuse;
  - domestic violence or abuse;
  - history of violent or abusive behaviour;
  - mental health issues.
- 4.28 Families who experience such difficulties might be at risk of having their children placed into care or having their names placed on the Child Protection Register. IFSS work with families to help them to make positive changes, so that any concerns are lessened and children can stay safely at home.
- 4.29 The Early Help and Permanence Strategy identifies a range of joint working activity between the Early Help and Safeguarding Service areas, and sets down actions/milestones. There are a number of activities already embedded into practice that are noted within the next steps of this report (See **Appendix 1**).

### **Achieving Permanence**

- 4.30 Permanence is the long term plan for the child's upbringing and provides an underpinning framework for all Social Work with children and their families from Early Help through to adoption. It ensures a framework of emotional, physical and legal conditions that gives a child a sense of security, continuity, commitment, identity and belonging.
- 4.31 Possible exit routes out of Local Authority Care/Accommodation are as follows:
- a) The young person reaches the age of 18, at which point the Care Order expires.
  - b) The young person reaches the age of 16 and is not subject to a Care Order but is accommodated under S76 of the SSWBA. At this point the young person can sign themselves out of the looked after system. This must be ratified via the LAC review meeting. Sometimes the decision for the young person to cease ~~to~~ being looked after is in relation to a planned move on to another form of placement. Placement in other types of arrangements for LAC who are over the age of 16 will be made because they are the best way to meet the assessed needs and intended outcomes set out in the young person's Care and Support Plan, and in the Pathway Plan (which subsumes the young person's Care and Support Plan at the age of 16yrs). Generally these will be outcomes connected to preparing the young person for leaving care and helping the young person make the transition to more independent adult living. The placement options are likely to include:



- supported lodgings
- supported living accommodation
- independent accommodation with floating support from housing support workers.

- c) A LAC Review of the Care and Support plan whereby the legal status is a Care Order and Placement with Parents Arrangements determines that sufficient progress has been made to enable the Local Authority to no longer need to share Parental Responsibility for the child with the parents, and a decision is then made to either go back to Court to seek to discharge the Care Order and a step down to a 12 month Supervision Order, or to simply discharge the Care Order. Plans for ongoing support are put in place to ensure the child and family remain sufficiently supported during this process. Following such a recommendation being made via a LAC Review, the case must be presented to a Legal Gateway meeting whereby the responsible Group Manager in consultation with the Senior Lawyer, will, if in agreement with the plan, endorse the decision. At the Legal Gateway meeting, timescales are agreed with the legal department for the completion of the necessary Court documentation, to enable an application to be made to the Court as soon as possible.
- d) An Adoption Order is granted.
- e) A person who has Parental Responsibility for a child who has previously consented to voluntary accommodation under S76 of the SSWBA withdraws that consent and requests the child to return home. The Local Authority will need to determine if there are ongoing risks/eligible needs which can be safely met through the provision of services and support without the child remaining looked after, and if not, immediate legal advice is sought with a view to issuing Care Proceedings.
- f) A child who is accommodated under S76 of the SSWBA is successfully rehabilitated to parents.
- g) A child is made subject to a Special Guardianship Order or Child Arrangement Order.

4.32 With regard to monitoring the looked after population and forecasting those children and young people that are anticipated to be likely to cease to be looked after, a database has been developed to achieve this. This allows oversight and brings focus to the cases of children for whom there is a need to drive forward plans so that permanence is achieved in the most timely way possible.

4.33 However, it should be noted that despite being able to forecast those who are anticipated as being likely to cease to be looked after via the database, the accuracy of the forecast is problematic in itself given the complex nature of the families and children that the council work with. These complexities frequently result in the care plans of children changing which then compromises the accuracy of projecting.

4.34 In essence the only children that can be predicted with any certainty are those who will reach the age of 18 years.

Below is the forecasted position against the actual position of Bridgend's looked after population:

4.35 In April 2017, BCBC were looking after 388 children and 33 children were identified that could potentially cease to be looked after by the end of September 2017. At the time of writing this report, it was estimated that 28 children would cease to be looked after by the end of August 2017. Out of those 28, 17 children actually ceased to be looked after with a further five anticipated by the end of September. In addition, and outside the projections, a further 10 children ceased to be looked after between April – August 2017; resulting overall in 27 children ceasing to be looked after. In those cases where the anticipated discharge was not achieved, it was as a result of the child's care plan changing or the change in timescales for the conclusion of Care or Adoption proceedings which is often out of the control of the Local Authority.

### **Next Steps**

4.36 It is acknowledged that there is still much work to be done to reduce the number of looked after children in Bridgend. It has taken some time to influence and embed working practices in terms of working together across Directorates, joining up services from both Social Care and Early Help. In the early stages of working together, there was a reduction in the number of looked after children as there was a specific drive to reevaluate whether children were subject to the most appropriate legal orders and arrangements. When this initial phase was complete, the number of children who were discharged from care plateaued but children still need, and will always need, to become looked after to ensure they are protected from harm and, as such, the looked after numbers will fluctuate.

4.37 There is a well-established Early Help and Safeguarding Board which is jointly chaired by the interim Director of Education and Family Support and the Director of Social Services and Wellbeing. Membership includes representatives from Education and Family Support, Children's Social Care, Finance and Abertawe Bro Morgannwg University (ABMU) Health Board. The terms of reference for the Board describes that its main purpose is to ensure a whole system approach to the safe reduction of the number of looked after children and its core tasks are as follows:

- To ensure the ongoing monitoring and oversight of processes, practices and performance in relation to LAC;
- Effective interrogation of performance and financial data;
- To oversee effective working relationships between directorates;
- To monitor progress against a set of agreed outcomes.

4.38 As described in paragraph 4.19, there is now a joint strategy to drive the work in this area and it is actively overseen by the Board as described above. The related action plan is attached at **Appendix 1**.

4.39 In addition to the aforementioned milestones, the Institute of Public Care has been asked to support the council to undertake a review of the pathways experienced by children and young people who have become looked after in the last year. This will include a review of decision-making, an analysis of practice across their care

pathway and explore with teams how interventions and decision-making might have been more effective.

- 4.40 The Early Help and Safeguarding Board will continue to have oversight of the application of the Early Help and Permanence Strategy in reducing the LAC's population. This combined work should result in the number of children being looked after reducing safely in the future.

## **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 matters relevant to this report.

## **7. Financial Implications**

- 7.1 There are no financial implications arising directly from this report. However, current LAC costs continue to be a significant budget pressure for the Local Authority. All potential costs identified as a result of action taken to safeguard children and young people will be considered as part of the Medium Term Financial Strategy.

- 7.2 The outturn for the looked after budgets in 2016-17 were over spent by £975,000 which was inclusive of a drawdown of £440,000 from the Looked After Children Earmarked Reserve. Current year forecast as per Cabinet reports for Quarter 1 2017-18 show the overspend projection is estimated £888,000 this is without any drawdown from reserves but demonstrates the improvements that are projected. Also, although there is an overspend projected, it should be noted that the annual equivalent cost of LAC is reducing as can be seen at paragraph 4.5.

- 7.3 Despite the volatile nature of the placements and their associated costs the financial evidence shows a significant reduction, however the reductions in cost have not kept pace of the MTFS reductions and are slower than anticipated. It should be noted there are also some additional grant funding streams that are coming into the service for the current year and should help develop some services including assisting with LAC moving on.

## **8. Recommendation.**

- 8.1 The Committee is requested to note and comment on the developments in the Safeguarding and Early Help services and their "whole system" approach across the Borough of Bridgend in reducing its looked After population.

**Susan Cooper,**  
**Corporate Director, Social Services and Wellbeing**  
**September 2017**

**Lindsay Harvey**  
**Interim Corporate Director, Education and Family Support**  
**September 2017**

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**10. Background documents:**

None

**JOINT EARLY HELP AND PERMANENCE- ACTION PLAN v12 01/09/2017**

<b>G</b>	On Track
<b>A</b>	At Risk
<b>R</b>	Significantly behind

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**Outstanding Actions:**

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	Last RAG	RAG
<b>FRONT DOOR ARRANGEMENTS</b>								
9a	JC/ML	Mar 2017 - Sept 2017	Audit of cases that have been stepped up to safeguarding hubs or stepped down to Early Help services.	Identify themes, practice issues and thresholds between services.	To establish consistent practice and thresholds in the transfer of cases.	ToR in place and working well at the front door. Need to duplicate this in SG and ensure continuity across the service. Audit tool being developed for cases between these two services.	<b>G</b>	<b>G</b>
14	ML	Mar 2018	Identify additional resources to facilitate Early Help services at Primary School stage e.g. early indicators of neglect, poor school attendance, domestic violence, challenging behaviour.	Children and Young People's needs are identified and met sooner.	<u>Longer term</u> reduction in number of children and young people open to statutory services.	Other funding opportunities will be explored linked with the re-commissioning of Families First monies for 2018/19.	<b>G</b>	<b>G</b>
15	ML/DW	Sep 2017- Mar 2018	Identify services to work with parents between pregnancies where their children have been removed from their care through SSD involvement.	Improved outcomes for children, young people and families.	<u>Longer term</u> reduction in looked after children numbers.	DW has met with Barnardo's to explore the services development model. This model will be developed within Bridgend utilising specific monies from Western Bay.	<b>G</b>	<b>G</b>

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	Last RAG	RAG
16a	ML	Mar 2018	16a: Pilot ACE (Adverse Childhood Experiences) work in Maesteg cluster of schools	Earlier identification of children and young people who have experienced ACE resulting in reduced ongoing demand.	<u>Longer term</u> reduction in number of children and young people open to statutory services.	Pilot will commence in September 2017.	<b>G</b>	<b>G</b>
17	NS/JLJ	Dec 2016- Dec 2017	Promotion of the Support Care service.  Consideration as to whether it can be used to facilitate rehabilitation of children at home as well as preventing children coming into care.	Children and families could be supported when they return home from foster care in a planned way.	Marketing campaign data  Pilot exercise to take place when appropriate referral and match can take place	A revised support care model is being piloted to include rehabilitation home in addition to the preventative element of the service. There is a rolling recruitment campaign in place. (e.g. SWP/BCBC/ABMU staff)  NS to oversee appropriate referral and track through A and P panel.	<b>A</b>	<b>G</b>
17b	ML	July 2017- Sept 17	Report to be presented to Bridgend's Public Service Board.	Re-alignment of resources in line with recommendations.	Report is submitted.	Analysis underway with a report going to Bridgend's PSB in September due to availability issues with the July meeting.	<b>G</b>	<b>G</b>
24	WW/ DW/ BW	Apr 2017- Dec 2017	Staff in the Early Help hubs and YOS to have sufficient knowledge and understanding of children with disabilities and their families to enable preventative work to be undertaken with the families.	Enable disabled children live within their families with support if assessed as a need.	Disabled children and their families have appropriate support and intervention.	Links have been established between EH and Education and as such ASD training will be progressed within the autumn term.  Membership of the transition panel already includes professionals from both children and adults services with specific experience of ASD and Additional Needs.	<b>A</b>	<b>G</b>

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	Last RAG	RAG
<b>REHABILITATION AND PERMANENCE</b>								
19	EW-J	June 2017- Dec 2017	Agree a work plan to engage young people who are/have been Looked After in educative work around child development and parenting.	Looked after children will have the skills and support when they become parents themselves.	<u>Longer term</u> reduction in looked after children numbers.	Scoping exercise completed and individual young people identified. KG/DM to set up working group with young people to explore their views around the implementation of a suitable and achievable work plan. (YOS/EH/FS/LACE).	<b>G</b>	<b>G</b>
21	NS/ EW-J/ DW	Ongoing	Continue to review Children and Young People looked after by the LA.	Reduction in the LAC population and the permanency is secured at the earliest opportunity.	Reduction in looked after children population.	In Progress: Meeting monthly with Safeguarding to look at opportunities to reunite children with their families.	<b>G</b>	<b>G</b>

**Completed Actions:**

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	RA G
<b>FRONT DOOR ARRANGEMENTS</b>							
1	DW/JC	Implementation Date: Dec 2016	Revise current multi-agency referral forms to ensure fit for purpose and compliant with the SSWB Act	Children and Young People's (YP) needs are identified and met in a more timely manner	New referral form which is Act-compliant	Draft multi-agency referral form going through consultation prior to implementation. Completed Dec 2016	
2	JC/ML	Nov 2016	Agree and promote a clear referral pathway for both Safeguarding and Early Help Services	Children and Young People's needs are identified and met in a more timely manner	New referral pathway in place	Promotion and engagement events to be held Oct, Nov. Completed Dec 2016. Ongoing events will be held through 2017	
3	LK/JD	Sep 2016	Implement DEWIS to develop a directory of community and voluntary services	Families become more self-reliant	DEWIS implemented across the Authority	Complete DEWIS is now live	
4	JC\ML	Jul 2016	Review and agree skills and staffing levels required for joint front door	Records of action and decision are clear and up to date.	Staff have appropriate skills to identify risk and individual needs compliant with the recommendations within the Act	Complete: Staff have been realigned to meet the new requirements	
5	JC/ML	Sep 2016	Explore the provision of a Health Visiting post being part of screening and information sharing at the earliest opportunity.	Children and Young People's needs are identified and met in a more timely manner	Health Visitor part of the front door arrangements	Interviews held w/c 12 <sup>th</sup> Sept	



	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	RA G	
6	ML/JC	May 2016	Agree a timescale for Early Help screening practitioner to be located within the IAA service.	All referrals screened and allocated to appropriate service in a timely manner	EH screener located within IAA service	Complete May 2016		
7	JC/ML/ DW	Jul 2016	Agree transfer points into Early Help Services from Safeguarding.	Families receive a consistent seamless service with clearly defined transfer points	Agreed transfer points in place	Complete Process in place		
8	JC/ML	Jun 2016	Put mechanisms in place to alert Early Help services to any children\YP that become looked after	Increase in the number of children ceased to be looked after	Early Help Managers and BS included in Stable Life email group	Complete June 2016		
9	JC/ML	Nov 2016 – Apr 2017	Review process for how PPNs are screened on open cases to Early Help	Clear procedure for responding to PPNs and risk to children and young people are assessed and dealt with appropriately	Revised EH guidance CP concerns are identified at the earliest opportunity	Process in place. Needs to be embedded in practice. Complete		
10	ML	Jun 2016	Review EH thresholds to determine trigger for Team Around Family (TAF) work	Help is provided early in the emergence of a problem and is well coordinated and recorded through multi-agency arrangements	Amendment to existing EH guidance	<b>Complete</b>		

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	RA G	
10a	DM	Mar 2017- Apr 2017	Screening Officer to have access to YoS data system to help with prioritisation of referrals.	Improved and more efficient decision making. If child open to YoS moving towards MASH.	Access will be in place.	Access is now in place.		
<b>11</b>	ML/DW /JC/W W	Jul 2016	Review and put arrangements in place for Early Help practitioners to attend appropriate meetings e.g. strategy meetings, Accommodation & Permanency Panel, Legal Gateway meetings	Early Help and Central hub will be aware of possible transfers at an earlier stage	Representation agreed	Complete: EH attendance at strategy and CSE meetings, Accommodation Panel, R&R Panel.		
12	DW	Oct 2016	Review of Connecting Families service to assess its fit for purpose with regards to the focus on front door/preventative services i.e. to avoid step up to Safeguarding Teams.	Any gaps in service to be identified and complete.	Review being complete.	Review completed. Options were presented to safeguarding senior management team 22/03/17. Funding required to meet identified service gaps.		
12a	DW	May 17	Funding has been sourced to appoint x3 Rapid Response Workers. These workers will be placed within Connecting Families. The focus and aim of these posts is to prevent children from	To identify whether the Rapid Response service and/or any future services require longer term funding with the aim of reducing LAC numbers.	Fewer children becoming accommodated.	Complete – three RRW have been appointed.		

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	RA G	
			becoming looked after and to increase reunification numbers. The impact of these posts will be evaluated with a view given on future funding.					
<b>13</b>	ML	Mar 2017	Western Bay Region Work: Review of Bridgend IFSS to offer support to a broader range of families open to Safeguarding Team	Children and families are able to successfully access education, employment, training and safe housing	Reduction in looked after numbers	Complete: With recommendations from the exercise to be submitted to the IFSS Board in February The review concluded new service model operational from Apr 17		
<b>16</b>	ML	Aug 2016	Recruit a practitioner to engage and develop programmes of work with fathers	Fathers become more involved in working with agencies to improve their parenting	Dad's worker in post	Complete June 2016 Worker in place contract secured until March 18		
17a	ML	May 2017	Mapping exercise with Health, LA and other partners linked to the First Thousand Days work.	Identify appropriateness of opportunities for improvement in the way in which referral systems support pregnant women and families with children up to the age of two.	Mapping event takes place and tangible outcomes agreed.	Mapping event took place in April 2017.		
<b>18</b>	SCDWP /SWP/E WJ	Jan 2017	To develop training for the Chairs of Strategy meetings to ensure thresholds are consistent and consideration is given to support services as a safety preventative measure	To reduce the number of cases escalating to the Child Protection process and reduce the number of children and YP being looked after	Training Plan	New action – Oct 16		

	Owner	Due Date	Key Actions/ Milestones	Outcomes	Evidence	Update	RA G	
20	JLJ*	Jan 2017 Ongoing daily practice	Continue to identify and assess potential carers for Special Guardianship Orders * & Safeguarding Practitioners and Permanence Team	Permanency is achieved for more children and young people and they will no longer be Looked After by the Local Authority	Reduction in looked after children numbers	Existing JDs in Permanence Team to be expanded to address the whole spectrum of LAC and re-alignment of management structure		
<b>REHABILITATION AND PERMANENCE</b>								
22	WW/JM /EWJ & Permanence PO	Completed Tracker – work will be ongoing	Continue to review Children and Young People subject to the Public Law Outline to prevent drift and ensure appropriate legal Orders are considered	Care plans are regularly reviewed to ensure that the child or young person's current and developing needs continue to be met	Reduction in looked after children numbers	Complete Legal Gateway Tracker produced		
<b>MULTI AGENCY SAFEGUARDING HUB</b>								

For Information:

			Trauma Recovery Training for Social Work Practitioners.			SCWDP is not planning to deliver specific trauma recovery model training. Recommended Jonny Matthews... <a href="http://jonnymatthew.com/work-with-jonny/">http://jonnymatthew.com/work-with-jonny/</a>  <a href="http://www.traumarecoverymodel.com/">http://www.traumarecoverymodel.com/</a>  £3000 for 25 people £4000 for 25-40 people		
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						Not available until 2018		
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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

18 SEPTEMBER 2017

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of the Report

- a) To present the items prioritised by the Corporate Overview and Scrutiny Committee including the next item delegated to this Subject Overview and Scrutiny Committee;
- b) To present a list of responses to comments, recommendations and requests for additional information from the previous meeting of the Subject Overview and Scrutiny Committee 2;
- c) To present the Committee with a list of further potential items for comment and prioritisation;
- d) To ask the Committee to identify any further items for consideration using the pre-determined criteria form.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background

- 3.1 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").

Feedback

- 3.3 All conclusions made at Subject Overview and Scrutiny Committee (SOSC) meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.
- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response.
- 3.5 When each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.

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

- 4.1 Attached at **Appendix A** is the overall FWP which includes the topics prioritised by the COSC for the next set of SOSCs in Table 1, as well as a list of topics that were deemed important for future prioritisation at Table 2. This list has been compiled from suggested items from each of the SOSCs at previous meetings as well as the Corporate Overview and Scrutiny Committee. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.
- 4.2 The Committee is asked to first consider the next topic they have been allocated by the COSC in Table 1 and determine what further detail they would like the report to contain, what questions they wish Officers to address and if there are any further invitees they wish to attend for this meeting to assist Members in their investigation.
- 4.3 The Committee is also asked to then prioritise up to six items from the list in Table 2 to present to the Corporate Overview and Scrutiny Committee for formal prioritisation and designation to each Subject Overview and Scrutiny Committee for the next set of meetings. As part of this, Members are asked to consider the feedback and responses from their previous Committee meeting attached at **Appendix B** and determine whether they are satisfied with the outcome and what to propose to the COSC on the item.

#### Corporate Parenting

- 4.4 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a



whole is the 'corporate parent', therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.

- 4.5 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.
- 4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### Identification of Further Items

- 4.7 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

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

- 5.1 The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council constitution to be updated.

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

- 6.1 There are no equality implications attached to this report.

### **7. Financial Implications**

- 7.1 There are no financial implications attached to this report.

### **8. Recommendations**

- 8.1 The Committee is recommended to:
  - (i) Note the list of responses to comments, recommendations and requests for additional information including any still outstanding from the previous meeting of the Subject Overview and Scrutiny Committee 2 attached at Appendix B;
  - (ii) Identify any additional information to be provided under the next item delegated to them in the FWP as well as any further invitees they wish to attend to assist Members in their investigation;

- (iii) Identify any further detail for inclusion on other items in the overall FWP at Table 2 to include specific information required on each item and invitees to be invited to attend;
- (iv) Prioritise up to six items from the FWP to present to the Corporate Overview and Scrutiny Committee for formal prioritisation and designation back to the Subject Overview and Scrutiny Committees;
- (v) Identify suitable items for Webcasting from the overall Forward Work Programme;
- (vi) Agree to use the criteria form for any additional items for future consideration on the Scrutiny Forward Work Programmes.

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**Background documents**

None.

## Scrutiny Forward Work Programme

Table 1

The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings:

Date	Subject Committee	Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees	Prioritised by Committees
09-Oct-17	SOSC 2	Child and Adolescent Mental Health Service (CAMHS)	<ul style="list-style-type: none"> <li>Monitoring the training being undertaken by professionals and volunteers to support and identify children and young people with mental health issues.</li> <li>Links with the Youth Offending Service – where these have ceased due to staffing issues, how there is a continued communication and joint up working between CAMHS and the YOS.</li> </ul> <p>Links to transitional services and Adult Mental Health. Looking at how services were working together in cases where there is a direct impact from Adult Mental Health on children, such as parental alcohol or substance misuse or domestic abuse where children are involved.</p> <p>Data on what services are being offered and provided by schools.</p>		<p>SOSC 1 - End of 2017/beginning of 2018</p> <p>SOSC 2 - Priority in next set of meetings</p>	<p>Sue Cooper, Corporate Director – Social Services and Wellbeing;</p> <p>Lindsay Harvey, Corporate Director - Education and Family Support (Interim);</p> <p>Clr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Clr Charles Smith, Cabinet Member for Education and Regeneration;</p> <p>Laura Kinsey, Head of Children’s Social Care;</p> <p>Jacqui Davies, Head of Adult Social Care</p> <p>Nicola Echanis, Head of Education and Family Support;</p> <p>NHS representative.</p>	SOSC 2
25-Oct-17	SOSC 3	Waste	<p>New Waste scheme</p> <p>Why scheme was not rolled out over a number of months</p> <p>AHP Waste bags – what is being done to address dignity issue?</p> <p>Road sizes – what is being done about streets and residences that the waste trucks aren’t able to access?</p> <p>Residential homes – what assistance and advice have they been given in how they respond to the new scheme?</p> <p>To explore the possibility of compiling the issues being raised through Member referrals</p> <p>To provide comparisons on like for like basis on how other Local Authorities manage their waste</p> <p>How are the collection routes planned out by Kier and where is the customer service centre located?</p> <p>How was the 3 months expected disruption time accepted by the Council?</p>	<p>Council agreed that Waste would be looked at by Scrutiny as a priority due to issues being experienced under the new scheme.</p>	<p>October</p> <p>Members proposed that the item wait until after the bedding in period.</p>	<p>Mark Shepherd, Corporate Director Communities;</p> <p>Clr Richard Young, Cabinet Member – Communities</p> <p>Zak Shell, Head of Streetscene;</p> <p>Satwant Pryce, Head of Regeneration, Development and Property Services.</p> <p>Kier Representative</p>	<p>Council</p> <p>SOSC 1</p> <p>SOSC 3</p> <p>SOSC 2</p>



Prevention and Wellbeing and Local Community Coordination	<p>To include information about the number of different initiatives that are available within the community as an alternative to statutory services.</p> <p>LCC projects to be referenced under a heading for each area – Ogmore, Llynfi and Garw Valleys – to ensure ease of reference to what projects are being carried out where.</p>		Proposed date February 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Relevant Cabinet Member; Jacqueline Davies, Head of Adult Social Care; Andrew Thomas, Group Manager – Prevention and Wellbeing.
The Economic Prosperity of Bridgend County Borough	To include areas such as City Deal, Economic Development, Worklessness Programmes, EU Funding for Skills		<p>SOSC 3 - prioritised for next set of meetings</p> <p>SOSC 1 - proposed waiting until the detail of the Revenue Support Grant are known before this item is considered</p>	<p>Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities; Satwant Pryce, Head of Regeneration, Development and Property Services; Representative tbc from Bridgend College; Representative tbc from Bridgend Business Forum.</p>
Safeguarding	<p>To include Safeguarding activity in both Children and Adult Services.</p> <p>To also cover:</p> <ul style="list-style-type: none"> <li>• Regional Safeguarding Boards</li> <li>• Bridgend Corporate Safeguarding Policy</li> <li>• CSE</li> <li>• DOLS</li> </ul> <p>To evidence how the two services are working together and the impact on the LAC population.</p> <p>Report to provide statistical data in relation to service demands and evidence how quickly and effectively the services are acting to those needs.</p> <p>To receive the outcome of the in depth analysis which was currently being undertaken within the Council.</p>	Members stressed that this subject must be considered by Scrutiny on their FWP as is a huge responsibility of the Authority and Scrutiny must ensure the work being undertaken to protect some of the most vulnerable people is effective and achieving outcomes.		Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance
Dementia Care	<ul style="list-style-type: none"> <li>• Include accurate and up to date figures on the people diagnosed with dementia in Bridgend County Borough for comparison with the number of people predicted to be living with dementia;</li> <li>• Provide Members with the information which can be found on the Local GP Dementia Register which highlights prevalence of dementia by area throughout the borough and type of dementia. The Panel recommend that these statistics are presented on a map diagram for ease of reference. If possible, Members wish that this data be elaborated upon to include age, and whether the numbers show if diagnosis was received prior to moving into the borough;</li> <li>• Provide an update on the review of joint intentions with health and the third sector and include information regarding the production of a dementia strategy and delivery plan - stating milestones, target dates and responsible officers</li> </ul>		Members proposed that this be considered after Members have received Dementia Care Training in September/October	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care.

	<p>milestones, target dates and responsible officers.</p> <ul style="list-style-type: none"> <li>• Provide an update on existing discussions with nursing care providers in relation to the development of nursing residential care places for people with dementia;</li> </ul> <p>Include facts and figures on people with dementia living in Cardiff as well as Neath Port Talbot and Swansea for comparison to Bridgend.</p> <p>Comparisons with other LAs such as Maesteg and the Vale on dementia awareness training to consider how successful the Authority has been in making Bridgend Dementia friendly.</p>			
Residential Remodelling - Extra Care Housing Schemes	<p>Information on the Extra Care Housing Schemes. To include the following:</p> <ul style="list-style-type: none"> <li>• The purpose/model</li> <li>• Changes to residential care</li> <li>• Communication strategy</li> </ul> <p>Possible site visit to extra care housing scheme and new site once work has begun.</p>			<p>Susan Cooper, Corporate Director Social Services and Wellbeing;          Cllr Phil White, Cabinet Member – Social Services and Early Help;          Jacqueline Davies, Head of Adult Social Care;          Carmel Donovan, Group Manager Integrated Community Services;          Representative from Linc.</p>

**The following items for briefing sessions or pre-Council briefing**

Item	Specific Information to request
Overview of Direct Payment Scheme	<p>To update Members on the Direct Payments Process.</p> <p>How outcomes for individuals are being identified and monitored.</p> <p>What activities are being requested by individuals to enable them to achieve their personal outcomes.</p> <p>How the Direct Payments system is being monitored.</p> <p>To include clarification and further details on the exact costs of commissioning the IPC.</p>
Social Services Commissioning Strategy	<p>To include information on what work has taken place following the Social Services and Wellbeing Act population assessment.</p> <p>To also cover the following:</p> <ul style="list-style-type: none"> <li>• Regional Annual Plan</li> <li>• Bridgend Social Services Commissioning Strategy</li> </ul>
Western Bay Regional Report	<p>Update on situation and way forward with WB and Regional Working?</p>

Item	Members wished to make the following comments and conclusions:	Response/Comments
Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services	a) The Committee recognised the positives within the Inspection of Children's Services report and were reassured by the encouraging words of the Inspector in attendance from CSSIW.	Noted
	b) Members have requested that they receive an update on the progress of the plan at an appropriate time, to enable the Committee to monitor whether the actions have addressed the issues raised by the Inspectorate.	Yes - to be added to the forward plan.
	c) With reference to the issues raised in the CSSIW report regarding staff morale, the Committee recommend that steps be put in place to monitor staff and their job satisfaction by means of a Corporate employee survey.	Under consideration.

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