

# 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

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Rhowch wybod i ni os mai Cymraeg yw eich  
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#### **Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147

Gofynnwch am / Ask for: Mrs Julie Ellams

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Friday, 12 January 2018

Dear Councillor,

#### **SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1**

A meeting of the Subject Overview and Scrutiny Committee 1 will be held in the Council Chamber, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Thursday, 18 January 2018 at 9.30 am.**

#### **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 (including whipping declarations).
3. Forward Work Programme Update 3 - 16
4. Remodelling Children's Residential Services Project 17 - 46

#### **Invitees:**

Susan Cooper, Corporate Director, Social Services and Wellbeing;  
Cllr Phil White, Cabinet Member – Social Services and Early Help;  
Laura Kinsey, Head of Children's Social Care;  
Pete Tyson, Group Manager – Commissioning;  
Lauren North, Commissioning and Contract Management Officer;  
Natalie Silcox, Group Manager Childrens Regulated Services.

5. 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

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Councillors:  
JPD Blundell  
NA Burnett  
RJ Collins  
SK Dendy  
DK Edwards  
J Gebbie

Councillors  
RM Granville  
M Jones  
DG Owen  
JC Radcliffe  
B Sedgebeer  
JH Tildesley MBE

Councillors  
LM Walters  
CA Webster  
A Williams  
AJ Williams

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE SPECIAL SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

18 JANUARY 2018

### 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 the Committee with a list of further potential items for comment and prioritisation;
- c) 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 for the Subject Overview and Scrutiny Committees which includes the topics prioritised by the COSC for the next set of SOSCs in Table A, as well as a list of topics that were deemed important for future prioritisation at Table B. 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 A 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 B 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.

#### 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. <sup>1</sup>
- 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. One such completed criteria form is attached at Appendix B for the Committee's consideration.

### **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) Identify any additional information the Committee wish to receive on their next item delegated to them in the FWP including invitees;
- (ii) Identify any further detail required for other items in the overall FWP at Table B of Appendix A;
- (iii) Consider the completed criteria form attached at Appendix B and determine whether they wish to agree to add the proposed item to the FWP;
- (iv) Prioritise up to six items from Appendix A to put forward to the Corporate Overview and Scrutiny Committee for allocation to the Subject OVS Committees;

- (v) Identify suitable items for Webcasting from the overall Forward Work Programme.

**PA Jolley**  
**Corporate Director - Operational and Partnership Services**

**Contact Officer:** Scrutiny Unit

**Telephone:** (01656) 643695

**E-mail:** [Scrutiny@bridgend.gov.uk](mailto:Scrutiny@bridgend.gov.uk)

**Postal Address** Bridgend County Borough Council,  
Civic Offices,  
Angel Street,  
Bridgend.  
CF31 4WB

**Background documents**

None.

## Scrutiny Forward Work Programme

Table A

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	Invite Sent	Webcast
07-Feb-18	SOSC 2	The Economic Prosperity of Bridgend County Borough	To include areas such as Economic Development, Worklessness Programmes, EU Funding for Skills. - Impact of BREXIT on EU Funding; - Impact of BREXIT on current Worklessness Programmes; - Statistics in relation to the Worklessness Programmes.		SOSC 3 - prioritised for next set of meetings 17/07/2017 13/09/2017 SOSC 1 - proposed waiting until the detail of the Revenue Support Grant are known before this item is considered. SOSC 2 - 18/09/2017	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.			SOSC 2 highlighted this item as suitable for webcasting.
08-Feb-18	SOSC 1	School Standards Report 17-18	Annual school performance report from CSC	Annual school performance results form the basis of monitoring of schools which is a primary responsibility of Scrutiny.	Proposed to receive late January/early February once the school results have been formally published.	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Mandy Paish, CSC Senior Challenge Advisor; Mike Glavin, Managing Director CSC Headteachers - one primary, one secondary			SOSC 2 highlighted this item as suitable for webcasting.
12-Feb-18	SOSC 3	Town Centre Regeneration	To provide members with information on the following responsibilities of the Council and how these are managed and can be developed with reduced resources  <ul style="list-style-type: none"> <li>• Car parking review – When is the car parking review going to be undertaken? Charges for staff car parking at all sites - has this been reviewed? If this was taken forward what income would this generate?</li> <li>• Residents Parking - when residents permit parking going to be rolled out?</li> <li>• Inconsiderate parking in the Borough - where are the problem areas? What are we doing to tackle these issues? Are we prosecuting?</li> <li>• Parking outside schools - How are we tackling bad parking at schools? Update on the introduction of the mobile camera van that was purchased to tackle such issues. What areas has this van been at. How many fines have been issued to date?</li> <li>• Pedestrianisation - particularly in Bridgend Town Centre. Outcomes of the consultation to allow traffic into the town</li> <li>• Business Rates</li> <li>• Strategic Building Investment</li> <li>• Disabled facilities</li> </ul>		Prioritised by SOSC 3 17 July 2017 13 September 2017  Prioritised by SOSC 2 18 September 2017	Mark Shephard, Corporate Director Communities Zak Shell, Head of Streetscene Satwant Pryce, Head of Regeneration			SOSC 2 highlighted this item as suitable for webcasting.

07-Mar-2018	SOSC 2	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> <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. 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>		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; Representative from Age Concern Wales; Representative from ABMU; Representative from Bavo.			Corporate highlighted this item as suitable for webcasting.
12-Mar-2018	SOSC 1	School Modernisation Band B	To advise committee on the development of the strategic outline plan for band b of the 21 <sup>st</sup> century schools modernisation programme	Scrutiny to inform the plans and refine the rationale for the development of the schools estate	Proposed by Officers - March 2018	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Gaynor Thomas, Schools Programme Manager			
21-Mar-2018	SOSC 3	Empty Housing	<p>How effective has this council been on bringing back into use empty properties over the last five years? Does this council have the appropriate policies and process in place to fully utilise the powers that we already have to tackle empty homes? What are the levels of empty homes across Bridgend? What is the potential loss of council tax receipts due to empty homes? Data on levels of empty properties and homes and how long they have been empty for Examples of case studies from Bridgend CBC Good practice from across wales Welsh Government policy. In relation to empty properties - could a breakdown of service provision be provided? To include contracts that we sub let out.</p>			Andrew Jolley, Corporate Director Operational and Partnership Services Mark Shepherd, Corporate Director Communities Satwant Pryce, Head of Regeneration, Development & Property Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel Welsh Government contacts? Helen Picton, SRS (VOG) Jennifer Ellis (RCT)	SOSC 3 and SOSC 1 reprioritised this in Dec 2017 after it was rescheduled to accommodate other report		



16-Apr-2018	SOSC 1	Early Help and Social Care	<p>The process into how the following information will be presented will be confirmed following meetings with both Directorates Corporate Directors.</p> <ul style="list-style-type: none"> <li>• Up to date figures presenting the numbers of Looked After Children by Local Authority;</li> <li>• A breakdown of referral figures, to include statistics from local pre-school nurseries;</li> <li>• Outcome from the review undertaken by Institute of Public Care;</li> <li>• What services are being provided post 16, given that research indicates shows that children who have been looked after, have the increased probability that their children will also end up in the care system;</li> <li>• Outcomes from the following Residential Remodelling project work streams: <ul style="list-style-type: none"> <li>- For moving out-of-country residential placements to in-county</li> <li>- Upskilling of three internal foster carers to provide intensive, therapeutic step down placements.</li> <li>- Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process</li> </ul> </li> </ul> <p>To evidence how the two services are working together and the impact on the LAC population.</p> <p><i>Rec from BREP -</i>  For Scrutiny to receive data relating to the Early Help and Safeguarding Board's joint dataset to evidence how the work being undertaken in relation to Early Help has impacted directly on social services.</p>			Susan Cooper Corporate Director Social Services and Wellbeing; Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Cllr Phil White, Cabinet Member – Social Services and Early Help; Nicola Echanis, Head of Education and Early Help. Laura Kinsey, Head of Children’s Social Care; Mark Lewis, Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance	SOSC 1		
17-Apr-2018	SOSC 2	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> <p>To include information on the work being undertaken with the 3rd Sector.</p> <p>What initiatives are available within the community?</p> <p>What input is provided by AMBU and what is provided by Bridgend Council?</p>		Proposed date March/April 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member - Social Services and Early Help Cllr Dhanisha Patel, Cabinet Member - Wellbeing and Future Generations; Jacqueline Davies, Head of Adult Social Care; Andrew Thomas, Group Manager – Prevention and Wellbeing.			

Table B

The following items were deemed important for future prioritisation:

Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees			Webcast
<b>Safeguarding</b>	<p>To include Safeguarding activity in both Children and Adult Services. 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>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 evidence how the two services are working together and the impact on the LAC population.</p> <p>To receive the outcome of the in depth analysis which was currently being undertaken within the Council.</p> <p>To include information on Advocacy for Children and Adults:</p> <ul style="list-style-type: none"> <li>The outcome from the Advocacy Pilot Scheme</li> <li>The current system</li> <li>Social Services &amp; Wellbeing Act</li> <li>Regional Children Services advocacy</li> <li>Adult Services – Golden Thread Project</li> </ul>	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.	Pilot for Advocacy ends April. Therefore proposed date May/June 2018.	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 Richard Thomas, Strategic Planning and Commissioning Officer	SOSC2 Jan 18		
<b>ALN Reform</b>	<p>When the Bill has been further progressed, report to include consideration of the following points:</p> <p>a) How the Authority and Schools are engaging with parents over the changes to the Bill? b) What the finalised process is for assessments and who is responsible for leading with them? c) What involvement/responsibilities do Educational Psychologists have under the Bill? d) Has the Bill led to an increase in tribunals and what impact has this had? This is set against the context of the recent announcement by the Lifelong Learning Minister that instead of saving £4.8m over four years the Bill could potentially cost £8.2m due to an expected increase in the number of cases of dispute resolution. e) Given that the Bill focuses on the involvement of young people and their parents, what support is available for those involved in court disputes? f) Outcomes from the Supported Internship programme. g) Support for those with ALN into employment. h) Staffing - Protection and support for staff, ALNCO support, workloads and capacity. i) Pupil-teacher ratios and class sizes and impact of Bill on capacity of teachers to support pupils with ALN j) How is the implementation of the Bill being monitored; what quality assurance frameworks are there and what accountability for local authorities, consortiums and schools?</p>	Needs revisiting to monitor implementation of the Bill and if needs are being met as well as impact on future budgets	Proposed by SOSC 1 to be revisited in next years FWP	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help. Michelle Hatcher, Group Manager Inclusion and School Improvement Third Sector Representatives			SOSC 2 highlighted this item as suitable for webcasting.
<b>Annual Recommendations/feedback Update to each SOSC</b>	Update on all feedback that required follow up and recommendations - Cabinet and Officer ones		Proposed for March 2018 to inform next years FWP planning	None			
<b>Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services.</b>	The Committee requested that they receive an <b>information report</b> detailing the progress of the plan and update Members whether or not the actions have addressed the issues raised by the Inspectorate.						

<b>Emergency Housing</b>	<p>Is the current emergency housing provided by BCBC meeting the needs of the service users? Is the current provision a good use of public resources? Should an alternative provision be made to ensure families, in particular children, achieve their potential. Service user numbers Service user demographic –ages, disabilities, gender Outcomes Challenges faced daily by families using provision –health, dentist, mental health, schools <i>*Members have requested a possible site visit</i></p>	<p>members asked for this item to be prioritised by the Corporate Committee to address the homelessness across the county which has increased and can be seen by the increased number of people sleeping in tents.</p>		<p>Andrew Jolley, Corporate Director – Operational and Partnership Services; Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member - Wellbeing and Future Generations;</p>	<p>SOSC3 SOSC 1</p>		
<b>Budgetary Impacts of Parc Prison</b>	<p>How much core funding does BCBC receive to deal with the impact of a prison being located within its boundary? What is the true cost of servicing this need? Is there a different impact due to Parc Prison being privately run as opposed to being run by the Prison Service?</p>			<p>Susan Cooper, Corporate Director Social Services and Wellbeing Jacqueline Davies, Head of Adult Social Care Cllr P White, Cabinet Member Services and Early Help</p>	<p>SOSC 1</p>		
<b>Waste Services Contract</b>	<p>Members would like the report to include an update on the following: The impact of the recently recruited senior managers associated with the Bridgend contract and front line operative staff. Was recruitment successful? Have all Members now been given full inductions and training Information on the updates to the CRC centre including the instalment of the polystyrene baler and webcam so residents are able to monitor the traffic flow at the site. Change of days for the communal collections - Has this happened? Has the service shown improvements since the change? Impact of the new collection vehicles. Have they made collection rounds more efficient? Outcome of the review of BCBC in house Street Scene enforcement activity Longer term trend of flytipping. What are the figures of flytipping in the Borough? Have they improved? Domestic or business?</p>	<p>Members requested that this item is prioritised by the Corporate Committee for June 2018 so they can monitor the contract and ensure that improvements to the delivery of the service are made. Members requested that this item remain until significant improvements are made and the service is at a satisfactory level for residents.</p>	<p>SOSC 3 proposed revisit item in June 2018</p>	<p>Mark Shepherd, Corporate Director Communities; Cllr Hywel Williams, Deputy Leader; Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Streetscene; Maz Akhtar, Regional Manager Kier Julian Tranter, Managing Director Kier Claire Pring, Kier</p>			

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

Item	Specific Information to request
<p>Overview of Direct Payment Scheme</p>	<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>
<p>Social Services Commissioning Strategy</p>	<p>To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following:</p> <ul style="list-style-type: none"> <li>• Regional Annual Plan</li> <li>• <u>Bridgend Social Services Commissioning Strategy</u></li> </ul>
<p>Western Bay Regional Report</p>	<p>Update on situation and way forward with WB and Regional Working?</p>
<p>Residential Remodelling - Extra Care Housing</p>	<p>Site visit to current Extra Care Housing and then to new site once work has begun</p>
<p>Children's Social Services</p>	<p>Briefing for SOSC 1 on Child Practice Reviews - details of latest CPRs over last 12-18 months - what recommendations have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children.</p>

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Potential items proposed for the Forward Work Programme - questions to consider	
<b>Proposed Item</b>	<b>Licensing &amp; School Transport - Safeguarding Children</b>
Is this item within the remit of the Committee?	Yes
Is it a Corporate Priority?	Yes
Is it a public interest item?	Yes
What are the questions that need answering?	<p>Since 2015, there has been a change to the Police National Policy for disclosing non-conviction information to the local authority.</p> <p>There is no longer an automatic notification to the local authority of taxi driver arrests.</p> <p>Instead, the police operate under the National Police Chief's Council guidelines for common law disclosures of information to a regulatory body.</p> <p>Therefore, South Wales Police determine whether or not it is appropriate to tell the licensing authority that a taxi driver has been arrested or charged with an offence.</p> <p>Furthermore, my understanding is that it is the school transport contractor's responsibility to ensure that all of its escorts and employees have appropriate and valid DBS checks, rather than the local authority, and as a result, I contend that there is insufficient oversight on behalf of the local authority. As such, there is a risk of contractors withholding information which may prejudice the continuation of their contract.</p>

	I believe that the non-disclosure of information from South Wales Police; the relationship between the local authority's licensing and school transport departments, and the current regime whereby it is the responsibility of contractors to inform the local authority of any changes to the DBS status of their employees ought to be scrutinised by an Overview & Scrutiny Committee at the earliest opportunity to ensure that children are not being put at undue risk.
<b>Then:</b>	
What is the expected outcome from receiving the item?	To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust.
What can be achieved?	To provide assurances to the public and maintain public confidence in the system of school transport
What impact can Members have on this area?	To provide robust scrutiny and recommendations on how the current regime can be improved.
What information should be reported to the Committee? I.e. data, case studies, examples of outcomes, challenges etc.	Report on the current arrangements of how licensing and school transport operates within the County Borough including a report from South Wales Police on its approach to disclosing information it holds about licencees following arrests, charges and convictions.
How should information be presented at the meeting? I.e. PowerPoint/Prezi presentation, audio/visual formats, photos, graphics, charts, maps etc.	Word Document

Who should be invited to contribute to achieve a representative picture? I.e. front line staff, users, carers, young people, representatives from partner organisations, business representatives etc.	Cllr. Charles Smith, Lindsay Harvey, Robin Davies, Yvonne Witchell, a representative from South Wales Police & Crime Commissioner's Office; and a parent representative who has raised concerns.
Is the item particularly suitable for webcasting?	-

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW & SCRUTINY COMMITTEE 1

18 JANUARY 2018

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

#### REMODELLING CHILDREN'S RESIDENTIAL SERVICES PROJECT

##### 1.0 Purpose of Report

- 1.1 To inform Overview and Scrutiny Committee 1 of the work that has been undertaken as part of the Remodelling Children's Residential Services project and to introduce a proposed new model for Children's Residential Services.

##### 2.0 Connection to Corporate Plan

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

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

Plus the following document:

- Medium Term Financial Strategy (MTFS).

##### 3.0 Background

- 3.1 Children's Social Care Services currently provides residential placements for looked after children through two homes located within the County Borough. These are:

- Sunnybank – a four bed home for children aged 11-16;
- Newbridge House – a transition unit for young people aged 15-17. This comprises of four residential bedrooms and two bedsits that act as a step-down before move-on from the property.

- 3.2 Both of the homes have been at 100% occupancy throughout 2017. The average placement at Sunnybank lasts over a year, and placements at Newbridge House vary from a few days to two years.

- 3.3 The most recent Rota Visit undertaken by Elected Members (which took place in January 2017) provided mixed feedback on the Residential homes, and can be summarised as follows:

- Sunnybank – The premises were clean and tidy and had a pleasant atmosphere, they appeared to be in a good state of repair and visitors were not advised of any issues. There were four service users present and the Member visiting was able to speak with one of them separately; the young person was very complimentary, happy and contented. The children are doing well in their education and plenty of activities are available.

- Newbridge House – The unit needs modernising and redecoration is a priority at this time. The television in one room was extremely dated and needs replacing. The garden needs to be created into a relaxing environment as, at present, it is bare and uninviting. The entrance to the home was not well signposted.

3.4 Feedback from staff during engagement sessions identified a number of issues with the existing service model and the way homes are structured currently, including:

- A lack of control over resident ‘mix’ due to age restrictions of each home and lack of placement options;
- No alternatives to residential placements for those with complex needs;
- Insufficient move-on facilities resulting in longer residential placements than is necessary;
- Young people who are not ready for transition being placed in Newbridge House, as there are no other options available;
- No emergency beds – existing homes cannot be used for emergency placements as this is not in the Statements of Purpose;
- Layout of the homes not encouraging a positive, psychologically informed environment;
- Staff only able to provide minimal outreach support;
- Reservations regarding services’ ability to achieve certain outcomes meaning a high level of Out Of County and Independent Fostering Agency (IFA) placements;
- Children being sent far away from their home area.

3.5 Analysis of care leaver data demonstrated the need for a model which maximises the number of stable and sustainable accommodation options for young people leaving care. The data below shows the accommodation situation of care leavers that were in contact with the Just Ask Plus team in December 2017:

Placement / accommodation type	Age			
	18	19	20	21
Adult placement			3	1
Family	6	8	7	3
Independent	8	13	25	11
No contact		1		
No Fixed Abode	2	10	1	
Prison		1	3	
Private arrangement with previous Foster Carers				1
Supported living	6	4	2	
Temporary accommodation			1	
When I'm ready	2	3		
<b>Grand Total</b>	<b>24</b>	<b>40</b>	<b>42</b>	<b>16</b>

3.6 The Directorate also provides an internal supported lodgings service to young people in Bridgend. This acts as an option for people who are ready to be more independent, but are not yet ready to live completely independently. The Supporting

People Programme Grant currently funds an internal Supported Lodging Service which is being reviewed in line with Supporting People Grant conditions, to assess service delivery, eligibility and value-for-money in accordance with Welsh Government guidance. Currently £69,000 is funded which is subject to review on the criteria above.

3.7 The Council currently spends a significant amount of money on high-cost out of county residential placements for young people – with the average out of county placement costing in the region of £160,000 per annum. In respect of numbers of placements, on average, more than 10 young people have been placed out of county at any one time over the last few years. There will always be a requirement to make out of county placements – as this is the best placement option due to factors associated with risk and personal circumstance – and current forecasts estimate that circa 4 out of county placements need to be made for these reasons. This suggests that a number of individuals could have remained in-county, if there was a more effective service model in place.

3.8 In light of these issues, the Remodelling Children’s Residential Services project was formed as part of the Remodelling Children’s Services Programme. The remit of the project was to review current residential placements (to include Residential homes, Supported Lodgings and out-of-county placements) and to develop a proposed model for internal residential placements.

3.9 A significant amount of engagement has taken place to inform the proposed model including:

- Research into innovation and best practice across the UK;
- Reviewing of feedback from CSSIW reports for the residential homes;
- A multi-agency workshop involving colleagues from Children’s Services, ABMU, Police, Education and other key stakeholders;
- Engagement with current and former residents of the residential homes;
- In-depth engagement with residential staff members;
- Targeted engagement with all pertinent stakeholders on the final proposed model.

3.10 Engagement with current and former residents of the residential homes was also undertaken to inform the development of the proposed new model. A summary of the feedback received from these young people is detailed below:

<b>Aspects of the respondent’s experience in the home they found positive</b>	<b>Aspects of the respondent’s experience in the home they would change if they could</b>
<ul style="list-style-type: none"> <li>• The staff members</li> <li>• The support/advice/guidance they received</li> <li>• The independence they had</li> <li>• The facilities</li> <li>• The free time/activities available</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to WIFI</li> <li>• Better computers</li> <li>• Would like more independent flats/step-down options</li> <li>• Would like more move-on support/support post 18</li> <li>• Access to individual bathroom facilities as opposed to shared</li> <li>• More free time and freedom.</li> </ul>

3.11 In November 2017, a report was presented to OVSC outlining the proposed model, requesting feedback as part of the engagement to help inform the proposed new model in moving forward. OVSC requested further detail in respect of the proposed model, and requested for another report to be submitted to allow pre-decision scrutiny, prior to the final model being presented to Cabinet in February 2018. The additional detail is included in this report, which is accompanied by a presentation which provides further detail on the proposed model.

#### 4.0 Current Situation

4.1 A diagram of the 'ideal model' on which the proposal is based has been attached as **Appendix A** for reference. The aim of the model is to create a wider variety of internal placement options that are flexible enough to meet the increasingly complex needs of the children and young people becoming looked after. Creating more placement options will enable the Council to choose the right placement for each individual and to achieve the best possible evidence-based outcomes for each child. It will also reduce the pressure on placements currently being experienced across services and minimise the number of placement breakdowns occurring.

4.2 The model will also create more placement options locally within the Bridgend Area for the children and young people who are best placed closer to home. The project team have ensured the model will create the option of bringing back young people currently placed out of county, as well as preventing future young people from being placed out of county, wherever possible and appropriate.

4.3 The proposed model will increase the number of available placements through the implementation of a number of key service elements. This is demonstrated in the chart below:

	Emergency residential	Residential - Sunnybank	Residential - Newbridge	Transitional carers	Supported lodgings	Preparation for independence/ Supported Living	Total
<b>Current services</b>	0	4	4	0	8	2	<b>18</b>
<b>Proposed model</b>	2	4	4	6+	10+	4-6	<b>30+</b>

4.4 As the scope of this project covers many service areas, there will be a phased approach to implementing the model. This will reduce the need for significant additional resources at any one time but still enable the team to begin achieving the desired aims and outcomes of the project, including the return of young people placed out-of-county in line with their care plans.

4.5 A full implementation plan has been developed, with the aim of the model being fully implemented by the end of 2018/19. This approach also means that cost reductions will begin to be realised during the implementation phase, and will continue to be realised once implementation is complete.

## **Key elements of the proposed new model**

### 4.6 Residential Units

#### 4.6.1 *The Hub*

The aim of the Hub will be to provide support in a time-effective way in order to facilitate move-on to one of the other placement options within the model. It is proposed that the Hub will:

- Be based at Newbridge House initially – with alternative longer-term options for the Hub being considered in the future, if deemed more appropriate;
- Consist of four short term/assessment beds and two emergency only beds which can be accessed for a maximum of 72 working hours;
- Be open to children and young people aged 11-17, giving residential managers the flexibility to ensure the 'mix' of young people is right, as opposed to being age restricted;
- Have therapeutic staff based at the Hub;
- Increase the amount of outreach support provided to children and young people, families and carers – with staff members available 24/7 to provide advice and support; this will minimise the chance of placement breakdowns.

There is an intention to employ two 'Residential Educational Outreach Workers' who will provide structured support to the young people located at the Hub, with the aim of getting them out and engaged within their community. Further details of all the costs of additional staff and training have been included within the model and are detailed within the financial implications section of this report.

#### 4.6.2 *Medium-term Unit*

It is proposed that a medium-term unit is developed, that will be:

- Based at Sunnybank;
- A four bed home for those who need a higher level of intensive support before moving on to one of the other placement options within the model;
- Open to children and young people aged 11-17, giving residential managers the flexibility to ensure the 'mix' of young people is right as opposed to age restricted.

It is proposed that the young people based at this Unit would have access to the Hub, including the therapeutic interventions and Residential Educational Outreach Workers.

#### 4.6.3 *Residential Unit Staffing*

- It is not envisaged that this model will result in a significant change in the staffing levels required to deliver the services, thereby reducing the potential risk of redundancies.
- The Residential managers have undertaken a full workforce planning exercise to inform the staffing requirements for both residential units under the proposed model. Some additional residential staff members will be

required to deliver the model, for example, additional Residential Workers and the proposed Residential Educational Outreach Workers.

- Existing staff members may require a minor change to their role requirements to enable them to deliver the model effectively. The impacted job roles have been submitted to HR for pre-emptive benchmarking to inform the cost-savings analysis, and the proposed changes to job descriptions should not impact on the pay scales for existing residential staff roles.

#### 4.6.4 *Potential for income generation*

- The Children's Commissioning Consortium Cymru (4Cs) are currently implementing systems and processes to support Local Authorities to sell available placements to other Local Authorities at a pre-defined rate that is more affordable than current out of county placement options.
- The Directorate is engaged in this work as, although we will not be expected to provide placements to other Local Authorities if we are at full capacity, it could be an option to generate income if the proposed model creates space in our residential homes in the future.

#### 4.7 Supported Lodgings

4.7.1 Supported Lodgings is an in-house placement provision for young people who are not yet ready for independent living. It does not require the level of regulation that a fostering placement requires, but still gives the young person a more structured, family type environment prior to their transition into independence.

4.7.2 A joint commissioning exercise recently took place involving Children's Services and Supporting People and Housing Services. As part of this collaborative commissioning exercise, an external organisation was recruited to review Social Services' Supported Lodgings provision. This impartial report highlighted operational difficulties and concerns in respect of value-for-money, and proposed an external supported lodgings service be commissioned.

4.7.3 Following the recommendations of the report, an external supported lodgings project has been developed with the purpose of providing accommodation to young people who are 16+ and are not of looked after status, to assist in the prevention of homelessness, and it is recommended that the necessary steps will be undertaken in-line with Contract Procedure Rules to enable young people aged 16+ who are of 'looked after' status to access this Supported Lodgings service before they turn 18.

#### 4.8 Supported Living

4.8.1 The Directorate would benefit from an increased amount of move-on accommodation for young looked after people residing in placements before they turn 18 years of age. This would reduce delays in transfers out of residential placements and reduce the pressure on residential placements that is currently being experienced. It would also help in preventing young looked after people from presenting as homeless on their 18<sup>th</sup> birthday in order to access housing.

4.8.2 Children's Social Care is working more closely with colleagues in Supporting People and Housing in order to undertake a joint commissioning exercise for a supported

living service for both young looked after children, as well as those who are not looked after, available from the age of 16.

4.8.3 Placements will provide structured support for young looked after people who are not yet ready for fully independent living, preparing them for a move-on into the community.

#### 4.9 Therapeutic services

4.9.1 The number of children requiring therapeutic support is increasing, and as a result the Directorate is spending an increasing amount on spot-purchasing therapeutic interventions for children. The total of this spend came to approximately £180,000 in the 2016/17 financial year. Demand for these services is not decreasing and consequently it is anticipated that spend will be very similar at year end 2017/18.

4.9.2 Initial scoping has taken place to consider alternative ways in which such support can be provided in the future. A consideration is that the Directorate recruit an internal therapeutic staffing function to consist of a Clinical Psychologist and a Senior Practitioner Social Worker. In the future, this team could then expand to include Placement Support Workers, and/or a Therapist Worker with a play therapy background.

#### 4.10 Transitional Carers

4.10.1 It is proposed that four to six Transitional Carers are recruited, who will provide a respite or emergency function if they do not have a placement. Three current foster carers have been identified as suitable for up-skilling to this level to support the new model, and it is proposed that three new sets of fostering households are recruited.

4.10.2 The Transitional Carers would act as a step-down for young people coming out of the residential units before being placed in a long-term family or independent placement. They will be therapeutically trained and therefore able to address any issues that occur as a result of a transition into a different environment, increasing the chances that the long-term placement will be successful and reducing multiple placement breakdowns and reliance on out-of-county placements.

4.10.3 The Transitional Carers would take a maximum of one transitional placement at any time (not including other placements outside of this service) and will provide intensive support for up to 24 weeks. They will work closely with the Therapeutic Team staff, who will advise on the best way to support the young people to maximise the benefits and success of future placements.

4.10.4 It is envisaged that two out of the six carers would be without placements at any one time, enabling them to provide support to the other four Transitional Carers, provide respite for foster carers that need a break to prevent a crisis from occurring, and to provide emergency family placements if needed.

#### 4.11 Training

4.11.1 The consultation has identified that there are currently multiple approaches to the therapeutic and behavioural support models used across the Directorate. The Directorate will benefit from a consistent model used across all services. This would

aid young people transitioning between placements by providing consistency of support, and would ensure the best possible outcomes are being achieved for each young person.

- 4.11.2 It is proposed that, once a therapeutic staffing team has been employed, the Directorate develops its own internal core training programme for front-line staff across the directorate. This will be a rolling 16-week programme and will bring transitional carers, residential staff and social workers together to help them form relationships and inform each other's learning. Specialists will be brought in to deliver this rolling programme as required, but the majority will be delivered by internal staff resulting in overall cost reduction.
- 4.11.3 The aim of the 16 week training programme is not to train staff and transitional carers to directly deliver therapy to the children and young people they support. Instead, it will up-skill them all in the same basic therapeutic principles and intervention methods that can form a foundation for their approach to supporting children and young people on a day-to-day basis. This will assist staff and transitional carers in supporting children and young people that present with more complex needs and will reinforce the work undertaken by the therapeutic staff in between sessions.
- 4.11.4 The first 16 week training programme will be directly for transitional carers and key staff members that will be involved in the delivery of the training programme moving forward. The feedback and analysis of this initial programme will then be used to inform the content of a rolling training programme to be delivered to all staff.
- 4.11.5 The Fostering Remodelling Project, which is currently in the 'project feasibility' stage, will be exploring the possibility of rolling the programme out to Foster Carers as part of their core training.

## **5.0 Effect upon Policy Framework and Procedure Rules**

- 5.1 There is no impact on the policy framework and procedure rules. Any future services requiring commissioning as a result of this proposal will be undertaken in-line with Contract Procedure Rules requirements.

## **6.0 Equality Impact Assessment**

- 6.1 When targeted consultation has been completed and the model has been finalised, and officers are in a better position to know which service users and staff could be affected by the proposed model, an EIA screening (and a full EIA if necessary) will be undertaken, to assess the potential impact on service users and staff.
- 6.2 Appropriate consultation will be arranged ensuring that relevant policies are applied throughout the process.

## **7.0 Financial Implications**

- 7.1 Fundamental assumptions have been made in developing the business justification for making the proposed changes to the model – which officers forecast will result in the cost reductions as set out below.



### 7.1.1 Overall assumptions:

- It is a like-for-like cost comparison between the existing and proposed service models, and the costs are based on the principle that everything remains 'as is' in terms of current levels of service provision and demand.
- The costings assume the timescales in the implementation plan and in the plan to return young people from Out-Of-County placements (as set out in paragraph 7.1.15) are met. All children and their placements are continually reviewed and monitored through the care planning process and this report assumes that those plans are achieved but emerging issues could have an impact on those timescales.
- The key work that will be undertaken each year is detailed below:

Year 1	<ul style="list-style-type: none"> <li>• Person A already returned from Out-of-County placement</li> <li>• Implementation of the training programme, upskilling of all staff and rolling training programme commences</li> <li>• Residential unit staffing transitions to new model in the summer</li> <li>• Therapeutic staff employed at the beginning of the financial year</li> <li>• Transfer of Supported Lodgings contract from internal to external provider</li> <li>• Transitional carers recruited; two in post by Oct 2018 and other four by Jan 2019</li> <li>• Person B to return from Out-Of-County by September 2018</li> <li>• Model fully implemented by the end of this year</li> </ul>
Year 2	<ul style="list-style-type: none"> <li>• 'Total current' cost reduction as Person A will have turned 18 years of age during 2018/19</li> <li>• Persons C and D to return from Out-of-County by June 2019</li> </ul>
Year 3	<ul style="list-style-type: none"> <li>• Full year effect cost reductions realised as this is the first full year with all four young people who were Out-of-County returned to in-house support</li> </ul>

### 7.1.2 Overall costs

	Year 1 2018-19	Year 2 2019-20	Year 3 2020-21	
Total current	£1,797,755	£1,670,537	£1,670,537	
Total proposed	£1,787,742	£1,515,802	£1,426,102	
Cost reduction already realised	N/A	-£10,013	-£154,735	<b>Total cost reduction</b>
<b>Total Difference</b>	<b>-£10,013</b>	<b>-£144,722</b>	<b>-£89,700</b>	<b>-£244,435</b>

### 7.1.3 Assumptions – residential units:

- For comparison purposes, it has been assumed that the current expenditure on Newbridge and Sunnybank will remain the same for the next three years
- Pay bands used for costing are for the 2017-18 financial year – inflation has not been included for subsequent years
- It is assumed that Supporting People will not part fund any of the residential worker posts – however a bid will be submitted requesting Supporting People grant funding from 2018-19 onwards

### 7.1.4 Residential units costs

	2018/19	2019/20	2020/21
Newbridge current	£430,690	£430,690	£430,690
Newbridge proposed	£489,126	£508,657	£508,657
Newbridge Difference	£58,436	£77,967	£77,967

Sunnybank current	£462,034	£462,034	£462,034
Sunnybank proposed	£461,990	£461,975	£461,975
Sunnybank Difference	-£44	-£59	-£59

#### 7.1.5 Assumptions – therapeutic staff:

- The ‘current cost’ of therapy includes only part of the total current expenditure on therapy. The costs included are for: Assessments, including PAMS Assessments and Independent Social Worker Assessments; Consultation; Assessment Report; Professional time; and Clinical Psychology
- Proposed costings are based on recruiting a Clinical Psychologist and Senior Social Worker from April 2018.
- The two posts recruited will be subject to job evaluation so the costs are estimated on 2 x Grade 12 posts.

#### 7.1.5 Therapeutic staff costs

	2018/19	2019/20	2020/21
Therapeutic current	£113,613	£113,613	£113,613
Therapeutic proposed	£96,374	£96,374	£96,374
Therapeutic Difference	-£17,239	-£17,239	-£17,239

#### 7.1.6 Assumptions – training:

- Includes the initial cost of upskilling staff, plus £10,000 every subsequent year as contingency in case any trained staff leave, plus £400 a week for implementation of the 16 week training programme from March 2018
- Does not include core training costs currently covered by SCDWP
- Assumes 16 week rolling training programme will run 52 weeks of the year – e.g. four programmes per year.

#### 7.1.8 Training costs

	2018/19	2019/20	2020/21
Training current	£-	£-	£-
Training proposed	£53,800	£30,800	£30,800
Training Difference	£53,800	£30,800	£30,800

#### 7.1.7 Assumptions – Supported Lodgings:

- Based on the principle that the £69,000 funding per annum from Supporting People and core budget will continue for the next three years.

#### 7.1.8 Supported Lodgings (SL) costs

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
SL Current	£69,000	£69,000	£69,000
SL Proposed	£69,000	£69,000	£69,000
SL Difference	£-	£-	£-

#### 7.1.11 Assumptions – Transitional Carers:

- The 'current' Transitional Carer costs are calculated at £19,000 per annum per carer, which is the current average foster carer cost
- The 'projected' cost for each carer is made up of allowances which total around 34,000 per annum per Transitional Carer. Transitional Carers will receive an enhanced retainer which will be paid to the carer on a weekly basis whether or not they have a placement. Then, basic allowance plus fee will only be paid on top when the carer has a child in a transitional placement.
- Costs below are based on the assumption that all six carers will have a transitional placement continually throughout the three years.
- It is assumed three of the six Transitional Carers recruited will be internal foster carers currently and the other three will be externally recruited
- The costs for replacing the internal foster carers when they transition to Transitional Carers have not been included, as this falls under the remit of the fostering remodelling project
- Costed based on two Transitional Carers commencing in post at the beginning of October 2018 and the other four being in post from January 2019.

#### 7.1.12 Transitional Carer (TC) costs

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
TC Current	£57,000	£57,000	£57,000
TC Proposed	£101,250	£204,000	£204,000
TC Difference	<b>£44,250</b>	<b>£147,000</b>	<b>£147,000</b>

#### 7.1.9 Assumptions – supporting staff:

- Includes the cost 2 x FTE Outdoor Pursuits workers on Residential Worker pay scale
- It has been assumed that these posts will be funded by Children's Social Care without input from other directorates – however discussions are on-going in respect of funding these roles.

#### 7.1.10 Supporting staff costs

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Supporting staff current	£-	£-	£-
Supporting staff proposed	£41,472	£55,296	£55,296
Support staff Difference	<b>£41,472</b>	<b>£55,296</b>	<b>£55,296</b>

#### 7.1.11 Assumptions – High-cost/Out of County (OOC) placements

- The cost reductions estimated from implementing this model are reliant on bringing young people back to Bridgend who have been placed out-of-county

- Individuals returning because they are due to transition into Adult Social Care services (i.e. turn 18 years of age) have not been included in this analysis or in the cost reductions identified below
- The plan for returning those appropriate individuals in current high-cost/OOC placements, with relevant timescales, as shown below:

Individual	Cost of current placement	Planned return date	Plan
A	£3,262 per week	Return Nov 2017	Has already returned due to the work undertaken by the project – into an independent fostering placement at £672.56 per week
B	£3,450 per week	Return Sept 2018	Will be referred into the new residential transition carer placement move by Sept 2018
C	£3,450 per week	Return June 2019	Currently in therapeutic residential placement identified as directed by court, will aim to return June 2019
D	£3,450 per week	Return June 2019	Will be referred into the new residential transition carer placement move June 2019

#### 7.1.12 High-cost/OOC placement costs

	2018/19	2019/20	2020/21
High-cost/OOC current	£665,418	£538,200	£538,200
High-cost/OOC proposed	£474,730	£89,700	£-
OOC Difference	-£190,688	-£448,500	-£538,200

#### 7.1.17 Assumptions – Supported Living:

- Costs for Supported Living have not been included as the service has not yet been developed and therefore costs are unknown and have not been included in the above analysis;
- None of the cost reductions detailed above are predicated on the Supported Living element of the service being in place. However, facilitating move-on from the residential homes is an integral element of the model, and will support long-term efficiency and effectiveness of the model as a whole.

#### 7.2 A comparison of the average placement costs is detailed below:

Placement type	Average cost per placement per annum
Out-of-county	£160,000
Residential placement (new model)	£100,000
Transitional Carer placement (new model)	£34,000
Supported Lodgings (new model)	£9,000
Supported Living (new model)	TBC

7.3 This remodelling work will contribute towards the MTFS budget reductions that have been applied to Children's Social Care over the past three years, resulting in current projected overspends:

<b>MTFS</b>	<b>TOTAL</b>
CH25 Reduction in Safeguarding LAC	<b>£617k</b>
CH22 Remodelling Children's Residential Care	<b>£400k</b>

7.4 It is anticipated that having an in-county provision will offer cost reduction against existing high-cost Out Of County placements, as well as enabling a reduction in the dependence on high-cost placements in future years.

7.5 It is also anticipated that there may be potential for income generation from neighbouring local authorities in the future.

7.6 In implementing the new model, it is anticipated that there may be potential for funding from the Supporting People funding. However, any bids for funding will be made in-line with the Supporting People planning and governance processes and grant conditions, and in the knowledge that Supporting People funding could reduce over time, dependent on the grant allocation received from Welsh Government.

## **8.0 Recommendation**

8.1 The Overview and Scrutiny Committee is requested to:

- Note the information contained in this report;
- Provide views on the proposed new model for residential placements;
- Note that a report will be presented to Cabinet in February 2018, requesting approval to implement the proposed new model for residential placements and associated changes in allowances for carers.

### **Susan Cooper**

Corporate Director – Social Services and Wellbeing  
January 2018

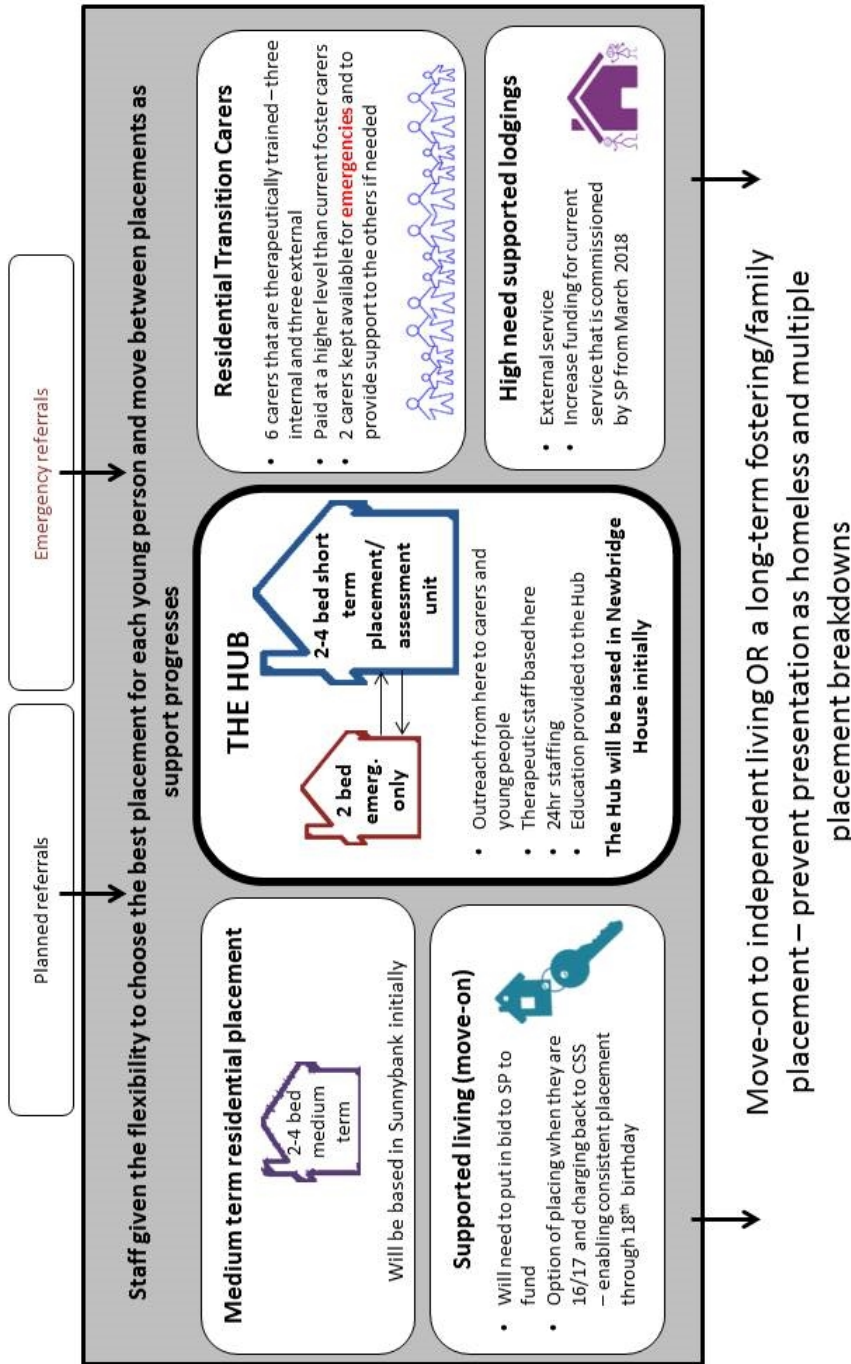
## **9.0 Contact Officers**

Laura Kinsey – Head of Children's Social Care  
01656 642314  
Laura.kinsey@bridgend.gov.uk

## **10.0 Background documents**

- Supporting People Programme Grant (SPPG) - Guidance – Wales
- 06.11.17 - Report of the Corporate Director, Social Services and Wellbeing to Subject Overview & Scrutiny Committee 1 - Remodelling Children's Residential Services Project

Placement options under the new model



# Bridgend County Borough Council

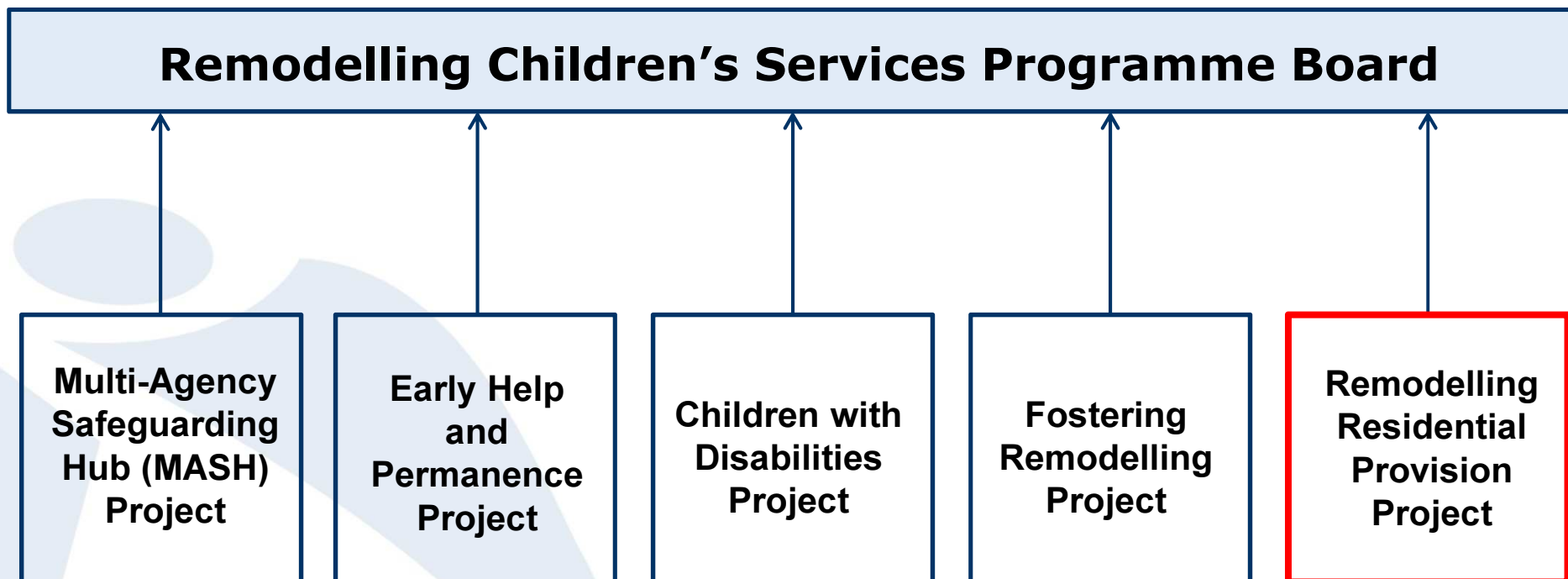
## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



# Children's Social Care Residential Remodelling Proposal

Presentation to Overview and  
Scrutiny Committee 1  
18 January 2018

# Overview of Children's Remodelling





# Challenges with the existing model

Young people presenting with increasingly complex needs but insufficient placements to support this

A lack of control over resident 'mix' in homes due to restrictions in Statements of Purpose

Insufficient move-on facilities resulting in longer residential placements than is necessary

No emergency beds

Staff only able to provide minimal outreach support

Too many young people being placed Out-Of-County

# Aims of the project

The overall aims of the Remodelling Residential Provision Project are:

- ✓ To achieve the **best possible outcomes** for the children and young people we support
- ✓ To increase the **number, types and flexibility** of placements that are available
- ✓ To provide **integrated, wrap-around support** that can meet all the needs and ambitions of each person being supported
- ✓ To minimise placement breakdowns by achieving **placement stability** as soon as possible
- ✓ To achieve **cashable savings** in line with MTFS targets

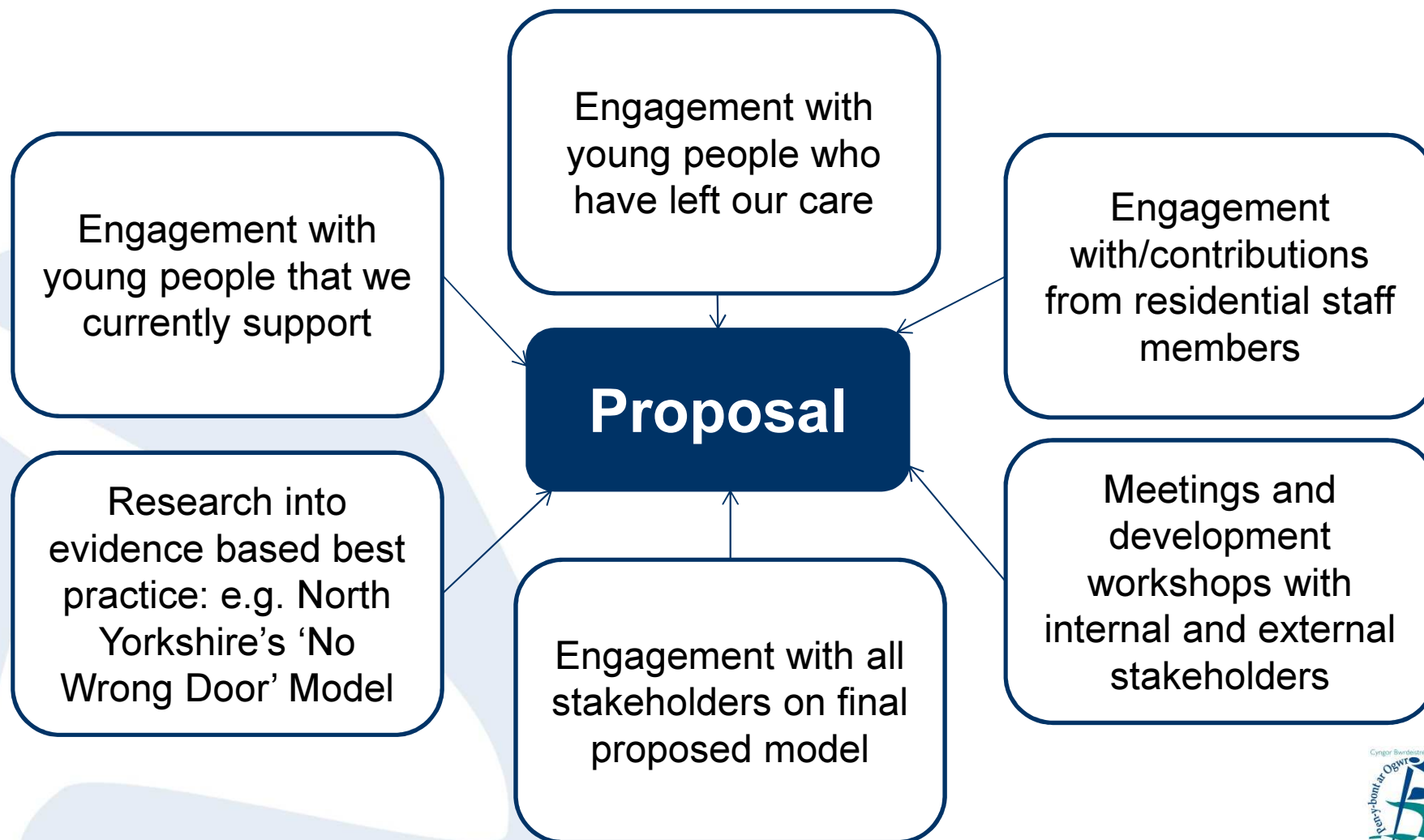
# Development of the proposed model

## 'No Wrong Door' – Outcomes

- Decrease in number of placement moves
- Lower number of Out Of Area Placements
- Reduction in criminal activity and substance misuse
- Number of missing person incidents halved
- Cost benefits being realised

Research into evidence based best practice: e.g. North Yorkshire's 'No Wrong Door' Model

# Development of the proposed model



# Comparison of placement numbers

	Emergency residential	Newbridge residential	Sunnybank residential	Transitional carers	Supported lodgings	Preparation for independence/ Supported Living	Totals
<b>Current</b>	0	4	4	0	8	2	<b>18</b>
<b>Proposed</b>	2	4	4	6+	10+	4-6	<b>30+</b>

Beds at Newbridge under the current model

Beds at Newbridge under the proposed model

Number of spaces at Sunnybank staying the same but age criteria changing

## The Hub

4 Bed  
Medium-  
Term Unit

Transitional  
carers

Supported  
Living

Supported  
lodgings

- Two emergency and four short term assessment beds
- Age: 11 to 17
- Maximum length of stay: 72 hours for emergency and 6 months for short term/assessment placements
- Staffed 24/7 with outreach to young people/families/carers etc.
- Therapeutic staff based at the Hub
- Space for therapeutic intervention and education to be delivered
- Initially based at Newbridge House

The Hub

4 Bed  
Medium-  
Term Unit

Transitional  
carers

Supported  
Living

Supported  
lodgings

- Four beds for children and young people that need support for a longer period of time
- Age: 11-17
- Maximum length of stay: up to 5 years in line with care planning
- Will be able to access the therapeutic intervention and education support provided at the Hub
- Based at Sunnybank

The Hub

4 Bed  
Medium-  
Term Unit

Transitional  
carers

Supported  
Living

Supported  
lodgings

- Six transitional Carers will be recruited to act as an intensive step-down placement option for children and young people moving on from residential units
- Support young people through the transition from residential to a family placement before they are placed long-term in order to reduce the risk of multiple family placement breakdowns
- Age: up to 17
- Maximum length of stay: up to 24 weeks
- Paid at a higher rate and trained to support complex need
- Clarifications from previous meeting:
  - We will recruit internally and externally
  - Fostering project running alongside to recruit more mainstream foster carers



The Hub

4 Bed  
Medium-  
Term Unit

Transitional  
carers

Supported  
Living

Supported  
lodgings

- Semi-independent supported accommodation option for young people aged 16+. For those who are leaving care, it will provide a 'stepping-stone' between care and the move on to total independence
- Number of independent units with 24/7 on-site support that can be flexed up/down depending on the needs of the individual
- Age: 16+
- Currently scoping need/demand levels - specifics of this service will be developed with Supporting People via their grant application process

The Hub

4 Bed  
Medium-  
Term Unit

Transitional  
carers

Supported  
Living

Supported  
lodgings

- A non-regulated placement for a young person within a supported home environment
- The young person has their own room and is a resident full-time within the property but pursues their own lifestyle outside of the house
- Whilst the support provided is less intensive than a fostering placement, it is greater than what the young person would receive if they lived independently
- Age: 16+
- Maximum length of stay: No maximum length up to the age of 21 or up to the age of 25 if in education or training
- Clarification from last meeting: non LAC will be SP funded, LAC will be jointly funded by Supporting People and Children's

# Journey Example 1

## Journey through current service model

Background: Complex needs - diagnosed with ADHD and supported by CAMHS. Found it difficult to form relationships with peers

Entered Sunnybank after a breakdown of fostering placements but found it difficult to make relationships with other young people

Deterioration in behaviour led to a placement being found Out-Of-County. On return, a placement was made at Newbridge to increase independence skills.

Young person moved back home at 18 with staff highlighting concerns that this may breakdown

Post-18 they presented as homeless after family placement broke down.

A period of assessment at the Hub would have allowed for clear understanding of their emotional, therapeutic and basic needs, which would assist with effective planning

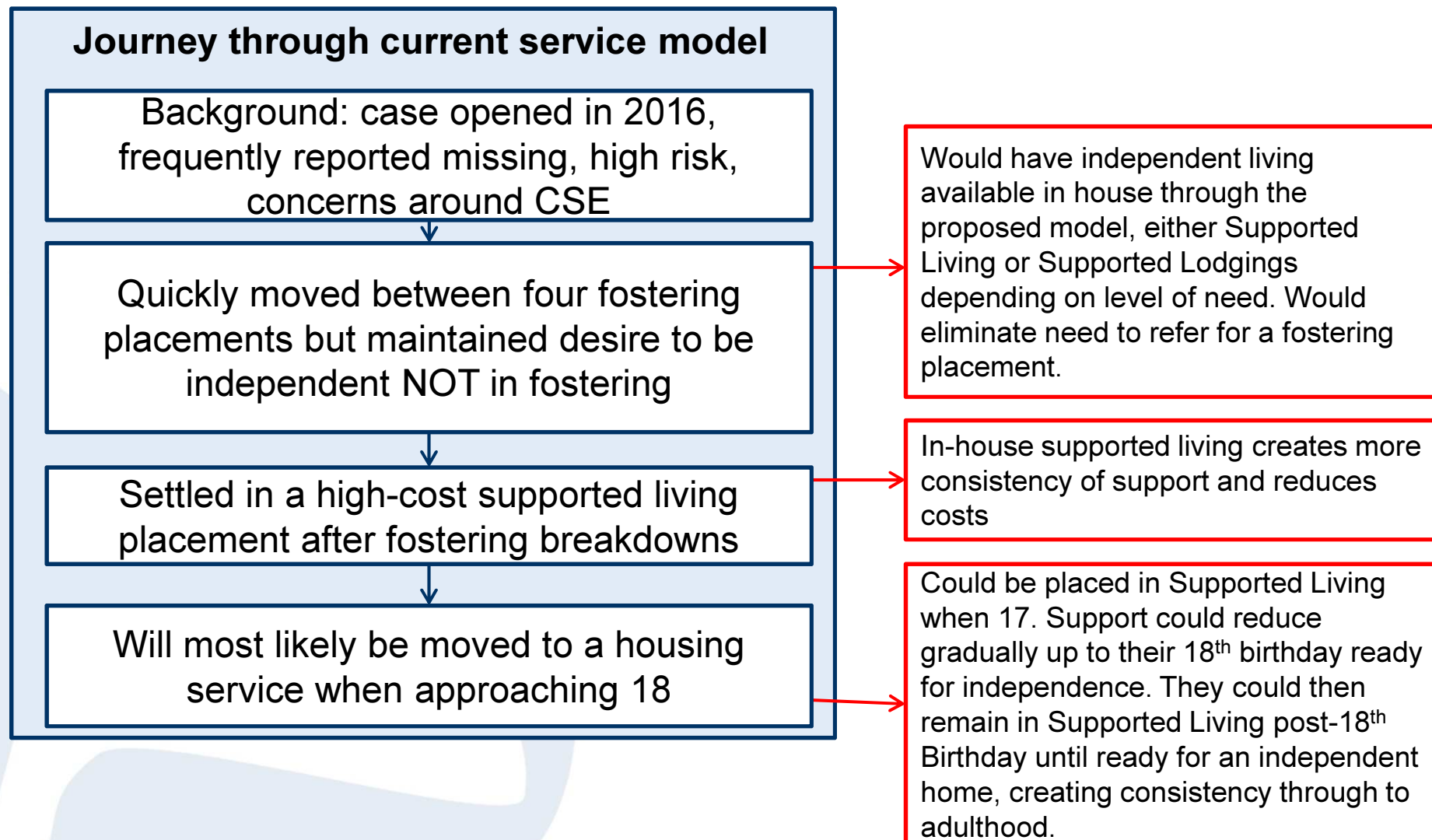
A therapeutic staff team would be equipped to meet their emotional and psychological needs within a residential placement .

The access to therapist input would be readily available to undertake the necessary work to assist them to move on to a therapeutic fostering placement and not out-of-county

The access to the trained therapeutic foster carers would allow for continued work in-house in conjunction with the hub, which would assist in identifying the right type of accommodation and the necessary support required to enable them to settle long-term

Following move on they would have been supported by their P.A. and outreach from the Hub, ensuring any issue that arose could be responded to in a timely way.

## Journey Example 2



## Journey Example 3

### Journey through current service model

Background: became looked after due to neglect, removed at a very young age and adopted with sibling. Adoption broke down in 2011 due to family circumstances.

Has had over 20 placements including: in-house and independent fostering (both in and out of county), internal and private residential homes. A few of the fostering placements have been successful for a number of months but eventually broke down

Currently in high cost Supported Living which he is settling into and has commenced a work training programme

Many options to prevent multiple placement breakdowns and maintain one of the strong fostering placement relationships that did break down. The aim would be to prevent the placement breakdown cycle. Options would include:

- Putting additional therapy and support into foster placement
- Additional training available to foster carers
- Foster carer supported by Transitional Carer (TC)
- Placement with TC
- Emergency and planned respite in the Hub or with TC
- Outreach support from residential staff
- Education available through the Hub following school exclusion

If there was a need for Supported Living following the support listed above, in-house supported living creates more consistency of support and reduces costs – would be able to stay close to home and have consistent staff working with them day-to-day

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