

Public Document Pack

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

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

*We welcome correspondence in Welsh. Please
let us know if your language choice is Welsh.*



Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Thursday, 6 October 2022

Dear Councillor,

CABINET COMMITTEE CORPORATE PARENTING

A meeting of the Cabinet Committee Corporate Parenting will be held remotely - via Microsoft Teams on **Wednesday, 12 October 2022 at 09:30.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 3 - 8
To receive for approval the minutes of 27/07/2022
4. Approval Of The Statements Of Purpose For Residential Services 9 - 118
5. Update on Corporate Parenting Development 119 - 124
6. Edge of Care Services 125 - 134
7. Urgent Items
To consider any other 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 be reason of special circumstances be transacted at the meeting as a matter of urgency.

Note: Please note: Due to the current health and safety requirements this meeting will not be held at its usual location. This will be a virtual meeting and Members and Officers will be attending remotely. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you have any queries regarding this, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643147 / 643148.

By receiving this Agenda Pack electronically you will save the Authority approx. £2.72 in printing costs

Yours faithfully

K Watson

Chief Officer, Legal and Regulatory Services, HR and Corporate Policy

Councillors:

F D Bletsoe
JPD Blundell
HJ David
N Farr

Councillors

J Gebbie
W R Goode
J E Pratt
JC Spanswick

Councillors

T Thomas
A Wathan
AJ Williams
HM Williams

Agenda Item 3

CABINET COMMITTEE CORPORATE PARENTING - WEDNESDAY, 27 JULY 2022

MINUTES OF A MEETING OF THE CABINET COMMITTEE CORPORATE PARENTING HELD REMOTELY - VIA MICROSOFT TEAMS ON WEDNESDAY, 27 JULY 2022 AT 14:00

Present

Councillor J Gebbie – Chairperson

F D Bletsoe
W R Goode
AJ Williams

JPD Blundell
J E Pratt
HM Williams

HJ David
T Thomas

N Farr
A Wathan

Apologies for Absence

JC Spanswick

Officers:

Steve Berry	Corporate Parenting and Participation Officer
Alex Fitzpatrick	Team Manager Placements
Mark Galvin	Senior Democratic Services Officer - Committees
Raeanna Grainger	Independent Reviewing Service Manager
Lindsay Harvey	Corporate Director Education and Family Support
Laura Kinsey	Head of Children's Social Care
Michael Pitman	Democratic Services Officer - Committees
Mark Shephard	Chief Executive

1. DECLARATIONS OF INTEREST

None.

2. APPROVAL OF MINUTES

RESOLVED:

That the minutes of a meeting of the Cabinet Committee Corporate Parenting dated 2 March 2022, be approved as a true and accurate record.

3. TO RECEIVE A PRESENTATION ON THE BRIDGEND INFORMATION, ADVICE AND ASSISTANCE SERVICE

The Chairperson introduced to Members the Interim Group Manager – IAA and Safeguarding, in order to give a power point presentation entitled MASH/IAA Annual Performance.

She explained the structure of the presentation would take the shape as follows, in terms of covering:-

- Performance
- Workforce
- QA
- Finance
- Compliments and Complaints
- Improvements achieved
- Summary

The Interim Group Manager – IAA and Safeguarding confirmed that during Quarter 3 of the year, performance had shown a decline within the team whereby the staffing situation then deteriorated. There were very high sickness levels including many related to Covid and a number of staff had also left the service.

Therefore, a critical incident was called by the Corporate Director – Social Services and Wellbeing on 1 March 2022. Gold, Silver & Bronze command structures were initiated to ensure governance, whilst the team was in a critical incident.

In view of this situation, daily meetings were held to consider the performance data and staff deployed from other areas of Children's Services, in order to bolster the service.

An IAA action plan was developed and this identified the short, medium and long term actions required to make the changes to enable the service to exit the critical incident. The action plan focuses on increased situational awareness, communication, workforce, practice and quality assurance, systems, processes, policies & procedures & practice and assurance work.

An Innovate Team were introduced which commenced work on the 21 March 2022.

In January 2022, she advised that the screening rate was below an acceptable level. This was as a result of staff sickness, high rates of Covid 19 within the team and vacancies increasing, which all in all created a backlog of work. There had been as a consequence of this, some significant work carried out, in order to increase Social Worker and Team Management capacity.

The team then introduced a number of agency Social Workers. This enabled the team to screen within acceptable levels and as a result of this recruitment push, screening rates had now improved month on month.

Enhanced practice had taken place, to ensure that when a contact is received every sibling in the household is subject to the assessment. This has impacted in part on the number of assessments open to the service.

In Quarter 4, the team successfully allocated all of the outstanding C&S assessments. TM oversight was also strengthened and staff are now provided with their assessment deadlines on a daily basis which are colour coded to highlight what to prioritise first, from a work perspective. It was hoped this will further improve the number of assessments completed within the required timescales.

The focused work plan, additional support and the deployment of the managed agency team had also allowed the service area to begin to turn the corner in respect of performance.

A graph displayed as part of the presentation slides, reflected the improvement in performance that had taken place from January to May of this year, she explained.

This was confirmed in the form of statistical information added the Group Manager IAA and Safeguarding, by the fact that in Quarter 4, the service received 1332 reports, 577 of these became Care & Support assessments (43%). Compared to the previous quarter only 29% had gone onto a C&S assessment.

Also, added the Interim Group Manager – IAA and Safeguarding, the level of Strategy meetings being held increased over this same period from the previous Quarter 3 at 118 to 184 in Quarter 4.

In terms of the Services Workforce, she advised that there had been an increase in staff capacity of 25% and a commitment had been made, to keep caseloads in the region of 25 per FTE.

Alongside providing initially weekly and subsequently fortnightly supervision, cases had been progressed more efficiently than previous cases, including the transfer of these to the Safeguarding Teams.

The additional Team Management capacity had also had a positive impact as staff now felt better supported, were more confident to manage their workload, which in turn, had reduced issues of drift.

The reduction in caseloads had also enabled staff to attend further training, engage with peer supervision and participate in well-being sessions, such as Mindfulness and shortly Building Resilience workshops were to be introduced.

Also being rolled out, was a Back to Basics Training programme which would be mandatory for all Social Workers (agency included) as an outcome of a Rapid Review undertaken at the end of 2021. This training would concentrate in particular, upon professional curiosity and recognising coercive controlling behaviour.

Quality Assurance methods introduced, had also concentrated upon important headlines such as for example, Dip Sampling, ISW Audits, a strengthening of management oversight, TM's chairing Strategy meetings and monthly WCCIS audits by Team Managers.

In terms of finances, the Interim Group Manager - IAA and Safeguarding explained that costs for the Innovate Team and the 11 agency Social Workers so employed for the Mash/IAA service, would be in the region of £1.2m by the end of the year. This would cover recruitment and retention issues and other associated issues, such as International Social Work Recruitment costs, Grow your own Increased Places, as well as covering Market Supplements

The Interim Group Manager – IAA and Safeguarding then explained how the team had improved in terms of responding to complaints more quickly and this had been acknowledged in the form of receipt of compliments from key partners and stakeholders.

In terms of improvements made overall, she explained that these could be summarised as follows:-

- By the Innovate Team;
- Through Pen Pictures of staff;
- Consent avenues;
- The Exploitation Screening tool;
- Greater business support in place;
- Peer Supervision being introduced;
- Mentoring being implemented;
- Daily Traffic Signal RAG's timescales;
- Commitment to caseloads being in the region of 25 max;
- Chronologies and genograms;
- Since February there has been a significant increase in performance compared to previous to that

By way of summary to her submission, the Interim Group Manager – IAA and Safeguarding confirmed that in the current quarter the Mash/IAA Service had made significant improvements. However, it was still acknowledged that there was still work to be done. The priorities here were

- Completing the Action Plan
- All staff to attend Back to Basics Training
- Improvement in recruitment and retention
- Continuing to offer well-being initiatives
- Safe and workable staff caseloads

A Member asked if calls to schools for advice or information regarding young children and pupils were now being logged and documented for reasons of data capture and any required follow-up action etc.

The Interim Group Manager – IAA and Safeguarding confirmed that this was being considered as part of future designs for Children’s Services..

The Leader commended the work that had taken place to date in relation to Multi Agency Safeguarding Hubs, where there had been involvement from key partners such as the South Wales Police, together with other operational groups and stakeholders.

RESOLVED: That both the presentation and the positive progress that had been made in respect of the Bridgend Information, Advice and Assistance Service, be noted.

4. **IMPLEMENTATION OF A FOSTER CARER CHARTER**

The Team Manager – Kinship Care and Permanence submitted a report, the purpose of which, was to provide the Cabinet Committee Corporate Parenting with an update into the development of a Foster Carer Charter for Bridgend Fostering Service and to approve the adoption and implementation of the Charter on behalf of the Council as Corporate Parents.

She explained that as part of Bridgend Fostering Service’s Service Development Plan for 2022/23, a questionnaire was developed in conjunction with liaison foster carers and sent to all foster carers asking them a range of questions. The questions included how satisfied foster carers are with the Service, what is working well and areas for improvement.

Feedback received in relation to the questionnaire, was contained in the background section of the report.

In addition to the above, a State of the Nation survey undertaken by The Fostering Network in 2021, highlighted that both foster carers and fostering services agree that improving the status of foster carers in the team around the child is the number one thing that will change children’s experience of foster care for the better, going forward.

Furthermore, advised the Team Manager – Kinship Care and Permanence, since 2011, the Fostering Network has been campaigning for every fostering service to commit to a Foster Carers’ Charter, setting out clear expectations for how foster carers should be treated, trained and supported which is agreed by the Corporate Parents, fostering service and foster carers. A Charter can also assist in helping to build understanding between those involved in delivering care to children, promoting more cohesive working in the team around the child and improving experiences and outcomes for children in care.

The Foster Carers’ Charter supports local authorities’ responsibilities as Corporate Parents and sets out a framework of rights and expectations for foster carers. It sets out

mutual roles and responsibilities, which are 'owned' by both foster carers and the fostering service. It covers issues such as supervision, involvement in planning and decision making, information and payments.

In order to address some of the areas for improvement identified within the Foster Carer feedback and to improve the status of foster carers, it was proposed that Bridgend County Borough Council implements a Foster Carer Charter (attached at Appendix 1 to the report) in line with the work and recommendations of The Fostering Network following their State of the Nation report in 2021.

The proposed Charter sets out Bridgend Fostering Service's Vision Statement (launched with our Foster Carers at the Information, Consultation and Engagement (ICE) Event on 19th May 2022

She added that the Charter sets out the following commitment:

'The Foster Carers' Charter represents a commitment on behalf of Bridgend County Borough Council in its role as the Corporate Parent, the fostering service and the foster carer to work in partnership in the best interests of the children for whom they care. It is a promise, owned by everybody involved, to always strive for best practice.'

The proposed Charter was shared with foster carers at the ICE meeting on 19 May 2022, providing opportunity for discussion amongst carers and feedback. Overall, the proposal and Charter were well-received by those attending and agreement that establishing this within Bridgend County Borough Council would assist in raising the status of foster carers.

The Team Manager – Kinship Care and Permanence stated, that if the proposal and Charter are accepted by the Cabinet Committee, the next steps would be the development of an Implementation Plan which will include a self-assessment for Councillors and Bridgend County Borough Council (BCBC) Officers and Foster Carers, which would in turn, establish a baseline and set out the actions to be taken to improve on this baseline.

A Member commended the Charter and its content, including the Provide for Sport initiative which he thought was excellent. He also felt that it was important to acknowledge within the document, praise for children who were involved in Foster Caring and the Charter also recognised this.

The Chairperson echoed these sentiments, adding that she was proud to confirm that BCBC was the first local authority in Wales to introduce the Foster Carers Charter.

The Leader concluded debate by stating that it would be helpful to receive a further report in due course, on how the Charter and its aims and objectives, were progressing.

RESOLVED: That the Committee noted the information contained within the report and approved the adoption and implementation of the Foster Carer Charter on behalf of the Council as Corporate Parents.

5. **PROPOSED CORPORATE PARENTING DEVELOPMENT**

The Corporate Parenting Participation Officer submitted a report, the purpose of which, was to set out proposals for consideration by the Cabinet Committee Corporate Parenting for the development of Corporate Parenting in Bridgend.

He confirmed that the first Cabinet Committee Corporate Parenting meeting of the municipal year was an opportunity for Bridgend to begin and establish a revised approach to Corporate Parenting.

As a starting point to a refreshed approach, it was important there is a shared understanding of:

- what Corporate Parenting is;
- who has Corporate Parenting responsibilities and specifically,
- what these responsibilities are

Following on from a shared understanding of Corporate Parenting, through the engagement of Councillors, workforce, partners and importantly our children and young people, there needed to be a strategic and operational plan for how these responsibilities are fulfilled, monitored and evaluated. It is proposed to develop a clear Corporate Parenting Vision and Strategic plan through the methods outlined in paragraph 4.3, sub-headed as follows:

- 1) Establishing a shared vision for Corporate Parenting responsibilities;
- 2) Establishing a governance structure that supports the Strategic and Operational approach to Corporate Parenting;
- 3) Establishing a Corporate Parenting Performance Framework, and;
- 4) Establishing Care Experienced Forums to provide our Children and Young People with a collective voice

In terms of the report's financial implications, the Corporate Parenting Participation Officer advised that the proposed Consultation Workshop event as referenced to in the report, scheduled to be held in September 2022, would cost approximately £400 and will be funded by the Social Services & Wellbeing Training budget.

He added further that the specialist participation support provided for 12 months will cost approximately £10,000 and will be funded from within existing Children's Social Care budgets.

The Leader shared that Corporate Parenting was not just the role of the local authority and its Members, but it was more collective than that, ie with active involvement from other public sector statutory bodies, such as the Police, Health Authority and our Schools amongst others.

He added that he hoped that all key partners would attend the Consultation Workshop scheduled to be held next month.

RESOLVED: That the Committee considered the contents of the report and supported the reports proposals, in order to establish:

- a shared vision for corporate parenting responsibilities;
- a governance structure that supports the strategic and operational approach to Corporate Parenting;
- a Corporate Parenting Performance Framework;
- care experienced forums to provide our children and young people with a collective voice.

6. **URGENT ITEMS**

None.

The meeting closed at 15:05

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE PARENTING COMMITTEE

12 OCTOBER 2022

REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING

APPROVAL OF THE STATEMENTS OF PURPOSE FOR RESIDENTIAL SERVICES

1. Purpose of report

- 1.1 The purpose of this report is to provide the Cabinet Committee Corporate Parenting with the revised statements of purpose for the current children and young people's residential services provision in Bridgend County Borough Council. It is a requirement under the Council's constitution that these are presented to the Corporate Parenting Committee to approve.

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

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

- **Helping people and communities to be more healthy and resilient** – taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
- **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 Bridgend County Borough Council currently has four children's residential homes delivering services to children and young people aged 0-19 years:
- **Maple Tree House** provides a service for children and young people aged 8-18 years who require a period of assessment to establish a long term placement plan. The assessment period is 6 months. Maple Tree house also has two emergency beds which provide accommodation for up to 28 days.

- **Sunny Bank** provides a medium term to long term service for children and young people aged 8-18 years who display complex needs and have been assessed as requiring a residential placement.
- **Bakers Way** provides a short break service to disabled children and young people aged 0-18 years.
- **Harwood House** provides a medium to long term 52 week residential service for up to three children and young people aged 8 – 18 years with complex needs, including a learning disability. However continuing provision will be considered for young people aged up to 19 years who continue in educational placements.

4. Current situation/proposal

4.1 The introduction of The Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) came into force on the 2nd of April 2018. The purpose of the Act was to build on the success of regulation in Wales and reflected the changing world of social care. It places service quality and improvement at the heart of the regulatory regime and strengthens protection for those who need it. Regulation will move beyond compliance with minimum standards and focus more on the quality of services and the impact which they have on people receiving them.

4.2 Each Local Authority is now issued with a certificate of registration as opposed to individual services being registered. This means that all Statements of Purpose are presented in a more uniform way. A guide to compiling a statement of purpose was provided under the above Act by Care Inspectorate Wales in April 2019.

4.3 In the Autumn of 2018 all of our services were registered to meet the requirements of the new legislation. Each in-house service provision has its own statement of purpose which is attached as an Appendix as follows:

Appendix 1 – Bakers Way

Appendix 2 – Harwood House

Appendix 3 – Sunny Bank

Appendix 4 – Maple Tree House

4.4 In line with Regulations the Statements of Purpose have now been subjected to their annual review and changes to the statements are described below:

Bakers Way

- Page 3 was updated to ensure that it reflected that the service was delivered by staff who were registered with Social Care Wales.

- Page 3 was also updated to reflect that a Provider Assessment and Compatibility Assessment was completed prior to a short break being offered.
- Pages 4 was updated as the Risk Assessments are reviewed and updated every three months not every six as previously stated.
- Pages 10 and 11 were updated changing terminology from Restraint to Physical Intervention as it was felt this more accurately describe the actions of staff. This section was also updated to ensure it set out that only staff trained in the use of Team Teach would be involved in a Physical Intervention.
- Page 15 updated to reflect the current position in relation to staffing and qualifications.
- Page 16 – changes made to more accurately reflect the current staffing ratios within the service.
- Page 17 – More detailed information set out in relation to Core Training for the staff team.
- Updated Photographs added throughout.

Harwood House

- Pages 10 and 11 were updated changing terminology from Restraint to Physical Intervention as it was felt this more accurately describe the actions of staff. This section was also updated to ensure it set out that only staff trained in the use of Team Teach would be involved in a Physical Intervention.
- Pages 13 and 14 have been updated to reflect the current position in relation to staffing and qualifications.
- Pages 17 and 18 - More detailed information set out in relation to Core Training for the staff team.
- New photos have been added throughout.

Sunny Bank

- Page 9 updated changing terminology from Restraint to Physical Intervention as it was felt this more accurately describe the actions of staff. This section was also updated to ensure it set out that only staff trained in the use of Team Teach would be involved in a Physical Intervention.

- Pages 13 and 14 – Staffing levels and qualifications have been updated.
- Page 16 – More detailed information set out in relation to Core Training for the staff team.

Maple Tree House

- Page 11 updated changing terminology from Restraint to Physical Intervention as it was felt this more accurately describe the actions of staff. This section was also updated to ensure it set out that only staff trained in the use of Team Teach would be involved in a Physical Intervention.
- Page 14 Staffing levels and qualifications have been updated.
- Page 16 - More detailed information set out in relation to Core Training for the staff team.
- Photographs updated throughout.

5. Effect upon policy framework and procedure rules

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

6. Equality Act 2010 implications

- 6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

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

- 7.1 The implementation of the duties and responsibilities under the Social Services and Wellbeing Act (Wales) (SSWBA) 2014, in turn, supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people's physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the well-being goals of a healthier and more equal Bridgend and Wales are supported.

7.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver well-being outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:

- **Long term:** The residential provision has been assessed to meet the needs of the current and future looked after children population.
- **Prevention:** Harwood House enables children with complex needs to remain living in the county whilst Bakers Way provides respite to support disabled children and young people to remain living within their families. The statements of purpose will support the other residential provisions to run effectively meeting the needs of Looked After Children.

Maple Tree House provides accommodation which enables children with complex needs to remain in the community. The multi-disciplinary team facilitates the return of children who are currently placed outside of county. The wrap around support services assists in the prevention of long term residential care episodes and provides short term intervention to enable children to return home or to a placement with family or foster carers.

- **Integration:** Children and young people have homes in the county borough that support familial contact, attendance at local education provision as well as helping to maintain their community and ethnic links.
- **Collaboration:** All of the homes have strong links to health, education, police and other local community services to meet the holistic needs of children and young people who live in them. The homes work in close collaboration with other departments within the Local Authority as well to ensure that young people's needs are met.
- **Involvement:** Each of the residential units have independent rota visits undertaken, are inspected by Care Inspectorate Wales and review feedback from children and young people and their families through meeting or evaluation forms.

8. Financial implications

8.1 There are no financial implications arising from this report.

9. Recommendations

9.1 It is recommended that the Committee note the content of the report and approve the statement of purpose for each of the residential services provision.

Claire Marchant
Corporate Director Social Services and Wellbeing
October 2022

Contact officer: Steven Howell
Group Manager, Placements and Provider Services

Telephone: (01656) 642330

Email: steven.howell@bridgend.gov.uk

Background documents:

None

**BAKERS WAY – LOCAL AUTHORITY
CHILDREN’S SHORT BREAK SERVICE**



STATEMENT OF PURPOSE

2A Bakers Way
Bryncethin
Bridgend
CF32 9RJ

TEL: 01656 720509

Responsible Individual: Laura Kinsey
Residential Manager: Debra Evans

The Responsible Individual is a senior officer at Bridgend County Borough and has been designated to undertake this role by the Corporate Director for Social Services and Wellbeing.

The manager of Bakers Way is registered as a Manager with Social Care Wales.

Section 1: Description and Location of the Service

Bakers Way Short Breaks Home is situated on the outskirts of Bridgend, close to the M4 and the McArthur Glen Outlet Village. It is within easy reach of many attractions. Our minibus is used to take children/young people on outings to a wide-range of recreational, outdoor and activity settings.

The provision is based within two residential properties that were combined to make one large home creating suitably sized accommodation to meet the needs of the children who access our service.

Many children who come to Bakers Way attend Heronsbridge School and close links are maintained between Bakers Way and Heronsbridge. Minibuses and taxis are arranged to bring children directly to Bakers Way from school and to take them to school in the morning.

There are many facilities on offer in the town of Bridgend and surrounding area including:

-

- Leisure Centres and Swimming Pools.
- Coastal and Beach Areas.
- Country Parks.

Section 2: About the service provided

A) Range of needs we can support

The primary focus of this service is to support children with a disability to enjoy appropriate and safe respite care to enable them to remain living together. The service can offer a respite placement for children with complex medical needs who are cared for by appropriately trained staff.

Service Aim

To provide a high quality short breaks service to disabled children and young people aged from birth to eighteen years, who live in the Bridgend County Borough. A maximum of 5 children will attend at any one time and the service will address their individually assessed care and support needs, support their families, and promote their access to community services and facilities.

Objectives

- To assess each child/young person's needs before the service starts, developing and regularly reviewing a care and support plan for each child / young person.
- To schedule stays for children/young people who are matched for their compatibility, where possible.
- To introduce children/young people to Bakers Way at their pace, through a series of tea-time visits, prior to longer stays.
- To clearly define the service to be provided through a written agreement with the child's parents/carers.
- To meet each child's emotional, social, behavioural, health and developmental needs during their stay, in a way that ensures their dignity and promotes self-reliance.
- To offer children and young people the opportunity to socialise and to develop their independence outside their immediate family.
- To promote the inclusion of disabled children and young people in mainstream activities in an anti-discriminatory way.
- To provide parents or carers with a break from their caring responsibilities, assuring parents or carers that their children are happy and well cared for.
- To work in partnership with parents/carers/families, so that the timing, frequency and duration of a short break best assists the child and their family.
- To consult with children, parents, carers, social workers and other professionals so that the service continually adapts and develops.
- To resolve issues for children/young people and parents promptly.

Section 3: How the Service is provided

The service is provided through:

- A suitably qualified, registered (in line with Social Care Wales guidelines), experienced and skilled staff team dedicated to providing an excellent experience for children during their stays.
- A high ratio of staff to children so that individual attention can be given to each child/young person during their stay meeting their assessed care and support needs.
- A purposeful care programme during stays which is well-designed and executed and based on individuals assessed needs.
- A partnership approach to working with parents.
- A Key Working system where a member of staff with special responsibilities is allocated to each child/young person.

Admission, care and support planning and review

Children are referred to Bakers Way by the Local Authority Disabled Children's Team and each child / young person has an allocated worker from that team who visit Bakers Way and who oversee the arrangements for the child to ensure they are working effectively.

Being away from home, for however short a period of time, can be difficult and could generate anxiety for disabled children and their families. To ensure continuity of support between home and Bakers Way, with minimum stress for the child/young person, their family and the service itself, effective care planning is fundamental to a successful outcome.

A Short Break will be offered under the following circumstances:-

- The child/young person's need for a short break has been comprehensively assessed by a social worker.
- Bakers Way has been approached to ascertain that it has the resources to meet the child/young person's needs.
- A Provider Assessment and Compatibility Assessment has been completed so that the Manager of Bakers Way is fully aware of what the expectations of the service are to provide care and support for the child/young person.

Arranging the Placement

Prior to using any service, the Disabled Children's Team will undertake a full assessment of the kind of practical help or support the disabled child/young person needs and a short break referral would be made to the service. It is the responsibility of the social worker from the Disabled Children's Team to discuss the child/young person's needs, and offer information to the family on the service available through Bakers Way.

Information for parents/carers is available in a leaflet format. The Children's Guide in DVD format provides information about Bakers Way which is suitable to the level of understanding of the profile of children who would likely use our service. There is also a Children's/young person's guide in a leaflet format.

The admission paperwork includes a 'Child Profile' being undertaken with the child/young person and his/her family and a risk assessment and details of any other services currently being provided. This helps to build up a clear overall picture of the child/young person's support needs in a variety of settings. This profile is completed by the child/young person's parent/carer. The information is returned to the manager or senior at Bakers Way and the profile is used to plan with the child/young person, their parent/carers, and child/young person's social worker, the details of the placement. The information will be stored in a personal file in a locked cabinet.

All children and young people also have an individual risk assessment that is reviewed every 3 months. If the child/young person poses a risk to other children using the service and/or the service itself, a more detailed risk assessment will be carried out. This will indicate, more precisely, the support needs of the child/young person, and any additional specialist support that may be necessary. Risks identified with behaviour will lead to the completion of a behaviour management plan, which sets out how the risk will be managed. To ensure consistency of approach, Bakers Way works closely with Heronsbridge School and utilises existing behaviour management plans. Multi agency working with other professionals is also important to ensure continuity of approach.

When the child/young person, his/her family/carers have agreed with the offer of the service at Bakers Way, a Placement Agreement is agreed and signed prior to the child/young person commencing placement.

The agreement takes place between: -

- Child/young person to the extent that is possible

- Parent/ Carer
- Social worker
- Manager or Senior Staff member of the service who will identify the aims/goals for the child/young person for the next year

Introduction process

Following the initial introductory visit to Bakers Way. The child/young person begins with visits at teatime to which their family is invited to attend. A child will usually have six tea visits and those progress at the child/young person's individual pace. Arrangements for the child/young person to have a planned initial overnight stay will then commence.

Appropriate levels of staffing will be planned in accordance with the needs of the individual child/ young person.

Care and support planning and review.

During the time the child / young person attends Bakers Way, staff will work with the child / young person and others to achieve the well-being outcomes identified in the care and support plan. A formal review of the care and support plan will take place in line with the Social Services & Well-being (Wales) Act 2014.

The placement will be monitored and reviewed regularly in line with statutory guidance and the child / young person's legal status. Short breaks for disabled children/young people may be made under either section 37 (Part 4) or section 76(1)(c) (Part 6) of the Social Services & Well-being (Wales) Act 2014.

The Key-worker, or Manager, will prepare a report for the review and attend. The review can take place at Bakers Way, at the home of the parents or at another appropriate venue. Children/young people will be encouraged and supported to attend and participate in their review.

If at any stage there are issues of concern or changes of circumstances, a review meeting can be convened at an earlier stage.

Standard of Care and Support provided at Bakers Way

The care provided to disabled children and young people at Bakers Way is based on the principles contained in the Social Services and Well-being (Wales) Act 2014, Children Act, 1989 and 2004 especially that:

Disabled children are children first, and their disability is a secondary, albeit a significant issue.

The following approach is adopted:

- Children/young people at Bakers Way are treated as individuals and will be provided with staff support according to their individual needs.
- The pattern/amount of short breaks is determined with the child/young person, their social worker/care manager, family and Bakers Way worker.
- The service provided by Bakers Way is in response to the identified needs and planned outcomes as detailed in the individual care plan of the child/young person.
- Young people have support in preparing for adulthood, again determined by their individual needs.

Children/young people are encouraged as far as possible to: -

- Discuss and agree activities.
- Choose where they would like to sleep.
- Choose toys and learning materials.
- Shop, cook and develop domestic living skills.
- Show consideration to other children/young people, their property, rights and choices.

- Share any concerns they may be feelings during their stay.
- Take up opportunities to access community based activities.

Outreach Service

Bakers Way provides an Outreach Service once a week for young people between the ages of 11-18 (this does not include an overnight stay). This service supports young people with their transition into adulthood by teaching them independent skills. Each young person has an individual assessment before starting the service, Bakers Way will provide activities and tasks for them tailored to support the development of independence skills so that they achieve their personal outcomes.

Arrangements made to protect and promote the health needs of the children/young people in Bakers Way

Many children/young people have specific health needs. Efforts are made pre-placement to understand and address these needs in discussion with the social worker and parents/carers; and where relevant health professionals. Therefore, ensuring, each child/young person's individual health needs are appropriately met.

Some children's/young person's health needs may require specialist health interventions during their stays. Careful consideration will be given to whether staff are sufficiently trained and competent to carry these out, and if not, arrangements will need to be made to address these needs through appropriate health care services, in order for children/young people to receive a service at Bakers Way.

Staff at Bakers Way can be provided with in-house training by health colleagues with reference to specific health needs, which includes the administration of medication. Such training is monitored and reviewed by Bakers Way manager and health colleagues to ensure competency and compliance for all staff.

All medication which accompanies the child / young person is recorded and kept in its original packaging in a locked cabinet. Medication is given according to the prescribed dosage. Records are kept of all medication, which is signed and countersigned by staff when administered to the individual child and when medication is returned home. A copy is kept on the individual child's / young person's file.

In the first instance, if a child/young person becomes ill or overly distressed, parents/carers would be contacted and asked to collect their child. Emergency Services would be contacted if necessary.

Arrangements for the promotion of the education of children

Each child attends his or her own appropriate school. Arranged transport collects them from and returns them to Bakers Way during their stay.

Staff at Bakers Way read and complete the school communication book, which comes with each child. Information is shared between school, home and Bakers Way, this ensures a co-ordinated approach to the child's/young person's education is taken to meet needs and minimise any confusion for them.

Staff will provide advice and assistance to any child who has homework. Children have the use of i-pads on to which educational apps have been downloaded. If necessary advice can be sought from school, so that children's learning can be supported informally at Bakers Way, as well as the provision providing stimulating and rewarding activities.

Arrangements to promote children's/young person's participation in hobbies, recreational, sporting and cultural activities

Parents/carers normally send in advance any special request for their child's participation in any sporting or cultural activities. As a matter of good practice staff at Bakers Way would endeavour to respond to any request, however short the notice.

We have a range of toys, books, games and learning materials available to children/young people.

Bakers Way has a sensory room with a range of equipment to provide sensory stimulation to children/young people whilst at Bakers Way.

Bakers Way has its own mini-bus, which has a tail-lift for children/young people who use wheelchairs, so staff can transport the children/young person to different venues,

enabling them to access a range of social and recreational opportunities, when children/young people are receiving respite.

Arrangements for Religious Instruction

Children and young people stay for brief periods. Parents are expected to make their own arrangements for worship but arrangements would be made in accordance with the care and support plan, as appropriate.

Arrangements made for contact

Some of the children/young people that come into Bakers Way have limited communication skills. Some have issues in relation to being able to communicate their anxieties about being separated from their family and that which is familiar to them.

Staff will be sensitive to their emotional needs and feelings, giving comfort and reassurance when needed.

Families would be contacted and encouraged to ring up at any time to check on their child's welfare. Children would have the use of the telephone to contact their family, day or night and staff will assist them.

Children/young people are enabled to visit family or friends who are in hospital when staying at Bakers Way.

Contact will only be prevented when a court order exists which prohibits contact.

Type of accommodation and sleeping arrangements

Bakers Way is a Short Breaks Service which accommodates up to five children per short break. There are two downstairs bedrooms which are wheelchair accessible and three upstairs bedrooms. There is a minimum of one member of staff to sleep in and one staff member to be awake throughout the night.

Details of any specific therapeutic techniques used and arrangements for their supervision

Staff use therapeutic techniques as detailed in the child / young person's care and support plan. Advice and guidance is available from a relevant professionals e.g. specialist nursing services.

Behaviour Management

Some children/young people present concerning behaviours which may place themselves or others at risk. These would be identified via a Risk Assessment undertaken by the social worker and provided within the referral to Bakers Way. In situations whereby a child/young person presents concerning/challenging behaviour, an individual behaviour management plan, will be completed by Bakers Way staff in conjunction with parents/carers, and social worker. This behaviour management plan will include a description of the presenting behaviour, first signs of agitation and what triggers the child to present the behaviour. A detailed plan of preventative and responsive strategies; for staff to use with the child to ensure firm boundary settings and a consistent approach.

A copy of the plan is kept on the child/young person's individual file and discussed in team meetings. This is updated following any incident of challenging behaviour.

Bakers Way will involve all children/young people in decision-making as far as possible. This will hopefully result in incidents of challenging/concerning behaviour being managed safely and effectively. Boundaries are clearly discussed and explained to the children/young people and parents/carers during the introductions to the placement.

Low level sanctions are used in accordance with individual behaviour management plans at Bakers Way. This includes boundary setting and distraction/diffusion techniques.

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

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

The use of Physical Intervention at Bakers Way is limited to extreme circumstances and only used to prevent likely injury to the child / young person or others, or likely serious damage to property. In this case physical intervention will follow the Bridgend County Borough Council Policy and Guidance and be in accordance with a specially developed individual plan. The minimum force necessary will be used and all cases of

Physical Intervention will be formally recorded. All staff are provided with appropriate training in the use of Team Teach and will not be actively involved in a Physical Intervention until they have completed this.

Safeguarding Children at Risk

Staff members at Bakers Way are provided with training in safeguarding children at risk which is updated as part of a rolling programme. Bakers Way has a clear flow chart 'Reporting a Child Protection Concern' advising staff of the processes to follow.

Bridgend has a Corporate Safeguarding Policy which is updated in line with changes to legislation and guidance. There is also practice guidance 'Safeguarding Children and Young People with Disabilities' to assist with staff's awareness in respects of the risks to children with disabilities.

Staff are made aware of their responsibilities to report children at risk and follow legislation and statutory guidance: Social Services and Well-being (Wales) Act 2014 and Working Together to Safeguarding People and the Children Act 1989.

Children / young people at Bakers Way are provided with short stays. Most are living at home and are ordinarily the responsibility of their parents/carers, who maintain parental responsibility for their child/young person whilst they are receiving a short break stay at Bakers Way.

Many of the children/young people receiving the service at Bakers Way have communication difficulties, and it is recognised that disabled children/young people can be more vulnerable to abuse/neglect. Bakers Way staff, therefore, are continually alert to any expression, verbal or non-verbal or any other signs, that a child/young person may be experiencing abuse.

Anti-Bullying

Bakers Way recognises and affirms the right of all children and young people to live in an environment free from bullying and harassment. Bakers Way aims to provide a culture that positively encourages acceptable behaviour and reduces or prevents the likelihood of bullying taking place,

Any risk assessments undertaken as part of the admissions process should highlight whether the child / young person may be a victim of perpetrator of bullying.

Care is taken to match groups of children/young people to ensure compatibility of age, personalities and behaviours. Careful planning can eliminate possible friction between

individuals and avoid any unnecessary conflict. However, if bullying does occur staff would take immediate action to stop the behaviour, protect the individuals and address the behaviour if the child/young person continues bullying. Parents and others will be informed as appropriate and engaged more fully if the behaviour persists.

Staff are vigilant about all aspects of bullying and ultimately a young person's placement could be jeopardised and considered unsuitable if bullying behaviour persists. They are also aware that bullying may constitute a significant risk of harm and if so that safeguarding procedures should be followed.

Action to be taken in the event of an absence

The majority of children who stay at Bakers Way are restricted, for their safety and welfare, to the house and garden area, which are secured by a keypad security system inside the premises, and garden gates, which are locked.

Children and young people must have the opportunity to feel cared for and protected at all times. As a Corporate Parent, the Local Authority has a duty to safeguard and promote the welfare of any child/young person, taking appropriate action as/when necessary. South Wales Police will respond immediately to any referral made by a statutory or voluntary agency that follows Joint Protocol for children absent without authority who are looked after and the All Wales Protocol for children who run away or go missing from home or care.

A child/young person under 18 years of age is absent without authority whenever they have left the placement without agreement or failed to return at a previously agreed time.

If a child/young person absents themselves from Bakers Way or from the care of member of staff whilst outside of the home, a risk assessment is undertaken in conjunction with the Social Worker or out of hours the Emergency Duty Team, giving consideration to their individual needs and vulnerabilities.

In terms of vulnerability, the child / young person may have additional or complex health needs, and/or a life-limiting condition, or be subject to Deprivation of Liberty Safeguards (DOLs) so time will be of the essence in locating them. If considered an emergency then the Police should be contacted. Family / Carers will be kept fully informed.

The relevant documentation will be completed and copies are sent to the Responsible Individual, one sent to the relevant senior manager within Children's Social Care at Bridgend County Borough Council and the other placed on the child/young person's personal file.

Religious Observance

Children/young people have the choice to follow their own particular beliefs and can be supported to attend places of worship locally or in the closest provision that meets their needs.

Language and communication needs for children and young people using the service

Bridgend County Borough Council is committed to the treating Welsh and English on an equal basis when carrying out its public business and to meeting the requirements of The Welsh Language Standards 2017.

Language is at the heart of safe care and to achieving good quality care outcomes. The service is committed to meeting the language and communication needs of the children / young people who access Bakers Way. We ensure the methods used to engage with and gain the views of individuals using the service are appropriate to their age, level of understanding and take into account any specific condition or communication need (in line with Regulation 76 of the Regulation and Inspection of Social Care Wales Act).

Our statement of purpose is available in Welsh and English. Personal documentation and general information about Bakers Way can be provided in Welsh. Language preference is identified and recorded on the child's care and support plan and Bakers Way endeavours to provide services that reflect the child's language needs.

Staff are supported to take up opportunities provided by the Local Authority to develop their Welsh language skills. Staff are encouraged to use Welsh with the children and family members who need to communicate in Welsh.

Due to the complex needs of the children/young people, Bakers Way/social workers/families will identify their communication needs on admission and we will work with the children to develop ways of meeting those needs. Bakers Way uses a range of methods to communicate and engage with children who are non-verbal.

Section 5: Operating hours and staffing arrangements

Bakers Way provides an Outreach Service one day a week between the hours of 3pm-10pm. Bakers Way operates the respite service from Wednesday to Saturday. Overnight stays are from 3.30pm-9.00am school days and 2.30pm-11am on

weekends and school holidays. Bakers Way is closed on a Sunday evening and all day Monday. The business support officer works 4 days a week across Bakers Way and Harwood House.

A) Numbers & Qualifications of Staff

Staff at Bakers Way either hold or are working towards the required qualification to practice within a regulated service and to register as a Residential Child Care Worker with Social Care Wales. These requirements are set out within the Social Care Wales Qualification Framework. The qualifications detailed below are limited to those required, although many staff members hold other qualifications in addition.

The Staff Team:

1 Residential Manager who is a Registered Manager with Social Care Wales

Level 5 Diploma in Leadership for Health and Social Care (Children and Young People)

Level 3 Diploma in Health and Social Care (Children and Young People) Wales and Northern Ireland

2 Senior Residential Workers (1 is currently absent due to ill health)

Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework) Level 5 Diploma in Leadership for Health and Social Care (Children and Young People)

9 Residential Workers (1 x absent due to ill health and 2 on maternity leave)

2 permanent staff have completed Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework). 5 permanent staff have completed the Principles and Values/AWIF or working towards City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People).

2 Night Care Workers (20 hours)

All permanent staff have completed—Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework).

Casual Residential Care Workers

Casual workers are engaged to cover staff sickness and leave. These staff will be required to complete the Employer Assessment and work towards achieving City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People) or predecessor qualification accepted by Social Care Wales

Business Support Officer

Relevant experience appropriate to the role.

b) Staff Levels

Residential Manager x 37 hours (shared with Harwood House)

Two Senior Residential Workers x 33 hours

Two Residential Workers x 28 hours

Three Residential Workers x 18 hours

Four Residential Workers x16

Two Night Care Workers x 20 hours

Casual Residential workers

Administrative Assistant (4 days per week shared with Harwood House)

The manager works between Bakers Way and Harwood House throughout the week. In the manager`s absence there are senior residential workers completing office hours and deputising in the manager`s absence. All staff are aware that the manager, Group Manager and the Responsible Individual will be available by phone for support and can go to the service if needed.

c) Specialist Staff

There are no specialist staff employed at Bakers Way. However, the service has access to support from Heronsbridge School and from other specialist professionals e.g. Health staff

d) Deployment of staff at service

All staff are deployed within Bakers Way Short Breaks service

9 staff are deployed for the day shifts running on an am/pm rota.

One member of staff is deployed on a night shift. One member of staff will sleep in.

Casual staff are deployed within all areas of work days or nights to meet the children/young people`s needs.

Ratios of staff: the children / young people will be supported on a minimum of 1:1 (depending on their identified care and support needs). At night-time there will be a

minimum of two staff in residence, one undertaking sleep in duties and one waking night. If an individual care and support plan specifies that they need one to one support during the night then consideration will be taken into increasing to two waking night staff.

All Staff have appropriate checks undertaken by Human resources.

e) Arrangements for delegated staff

All Staff in Bakers Way are required to work providing specialised care for children and young people. When staff are inducted into Bakers Way they receive training to meet the needs of the children/young people within their probation period.

All Staff are aware of the individual care and support plans for the children/young people we provide short breaks for and these are read by staff prior to the start of each of the child / young person's visit.

The rota in Bakers Way is completed on a four weekly basis making sure that it takes into consideration the children/young people who are having their overnight stays and the level of care they need. When the rota is being completed, Bakers Way makes sure that the staff on shift have the necessary skills so they can meet the individual children/young people's needs.

There are two senior residential workers in Bakers Way and the rota has been designed that so there is a senior on each shift (apart for a Saturday am shift) to make any decisions for the children/young people.

In the absence of a senior residential worker, a permanent member of staff has the ability to make decisions with guidance from the residential manager. As the residential manager works across Bakers Way and Harwood House, if they are not present in the service then they can be contacted via email or phone.

If the residential manager is not in work then the staff are able to contact either of the two other Childrens residential care managers who work for Bridgend County Borough Council, Group Manager or the Responsible Individual for advice and guidance and they would always be made aware of any presenting issues that arise.

f) Arrangements for Supervision

The Social Services and Wellbeing Directorate of the Local Authority is committed to the supervisory process and sees the quality of supervision as directly supporting the focus of frontline practice and service provision on what matters to people and the outcomes they would like to gain from a range of interventions.

Supervision has an essential role in the effective management of staff performance and practice and is a primary means by which staff are supported to evidence accountable practice.

Regular, planned and competent supervision is both a right and a requirement for all members of staff. The Social Services and Wellbeing Directorate has developed a Supervision Policy and Guidelines. Supervision usually takes place once every 4-6 weeks for most staff groups in line with the policy.

Staff participate in annual appraisals which provides them with the opportunity to review and discuss previous and current performance as well as their views and future development needs. There is an expectation that actions identified and agreed in appraisal are reviewed in supervision.

g) Staff Training

Training is an essential part of developing the practice of our staff and to support the delivery of good quality care. All staff receive ongoing training appropriate to their role. All staff will complete an induction. Our induction follows the All Wales induction framework for health and social care. Staff will also complete the Corporate Induction Framework. Once staff will have completed their induction they are put forward for the required Health and Social Care Award.

Staff have access to a programme of core training provided by Bridgend CBC which includes:

- Safeguarding Children at risk
- Epilepsy and administration of Midazolam
- Complex Health Training
- Paediatric First Aid
- Manual Handling passport
- Medication Awareness and Administration
- Team Teach
- Communication for non-verbal children (PECS, Makaton, Sign-Along).
- Food Hygiene

Other training is available provided by Bridgend CBC to meet identified development and service needs and may include, for example; Child Sexual Exploitation, Attachment and Child Development. In addition, staff access training related to caring for a child with a disability and on specific conditions for example autism. Health colleagues provide advice and guidance on managing specific conditions for example peg feeding.

Managers have access to a programme of training focusing on the development of leadership and management skills. The programme is co-ordinated on an annual basis, based on an analysis of training and development needs.

Section 6: Facilities & Services

Bakers Way is large adapted property, previously two semi-detached houses.

Bakers Way has a fitted kitchen, a utility/laundry room, a garden to the rear containing specialist equipment and an upstairs office.

a) Number of single and shared rooms

3 children/young people's bedrooms: The bedrooms are well equipped with toughened furniture offering plenty of storage and a work space area where school/homework can be completed. Individually decorated suited to specific individual needs and allowing some choice.



b) Number of rooms with en suite facilities

None. Staff have their own bathroom facility to use separately from the children.

c) Number of dining areas

One Dining area in the lounge

d) Number of communal areas

One spacious lounge, One downstairs Sensory Room and one upstairs soft play room.



Specialist bathing facilities

e) Bathrooms

One ground-floor bathroom – with shower, hoist and other specialist equipment. One upstairs children’s bathroom with no specialised equipment.



f) Specialist equipment

Mobile hoist, Safe Space bed and two domiflex beds.

On the ground floor there is sensory room equipped with sensory stimulating toys. Specialised play equipment in the garden for children to use who have a physical disability.

An upstairs room has been developed into a soft play area.



g) Access to outside space and facilities at Bakers Way

Bakers Way provides:

- Safety and security within a comfortable and pleasant home-like environment
- Range of individually decorated and furnished bedrooms suited to specific individual needs, therefore allowing some choice
- Bathroom and toilet facilities on both floors adapted to cater for specific individual needs
- Aids and equipment suitable for those children / young people with physical disabilities
- Specialist beds for children with physical disabilities
- Laundry facilities
- Individualised menus and provision to meet special dietary requirements
- A soft play room
- A room furnished with sensory equipment
- A large secure garden area with recreational equipment such as swing, roundabout, trampoline, wooden castle, play house and mud kitchen.
- Toys, games and books suitable for all ages and both genders
- Televisions, DVD's, music centre, game consoles, tablet and iPad.
- A mini-bus for trips for social and recreational purposes.

At the front of the property Bakers Way has its own drive way. Both front doors of Bakers Way have key pad locking systems, due to complex needs of the children / young people that use the service. The back door of the property has thumb locks fitted as per regulatory requirements.

Other agencies/services:

- Supporting access to advocacy services provided by an independent service offering impartial advice and guidance.
- Transport to and from school for term-time overnight stays

- Advice from community nursing, paediatric Speech and Language and Occupational Therapy and physiotherapy services, so that the team can provide a specialised service for special health or caring needs. Bakers Way also liaise with Heronsbridge School for support with the continuity of care for the children/young people.

h) Security arrangements in place and use of CCTV

Surveillance

All bedrooms are connected to a central PA system, which will alert staff of movement, the system has both audible and visual indicators of noise. This system is fully adjustable to suit the requirements of each child. Independent mobile monitors are also available to staff.

i) Fire precautions/procedures

A Fire Alarm and smoke detection system is in operation throughout the premises. Self-closing doors are connected to the alarm system. Fire-fighting equipment is installed in the form of fire-blankets and extinguishers and an evacuation 'Resqumat'. All members of staff undertake the Fire Prevention Course and are familiar with emergency procedures.

Fire drills are planned when the children / young people are present. To alleviate any distress or panic, we advise the children/young people that an alarm may go off shortly, reassuring them that there is no need to panic and explaining to them what course of action they need to take.

Fire Drills take place monthly, whilst the alarms are tested weekly. All equipment is checked on an annual basis. The Health and Safety Officer together with the Residential Manager also carry out annual Safety Fire Risk assessments.

In the event of a fire, staff will follow the written procedures of the house, the fire service would have already been contacted and parents would be notified to collect their children.

Should staff be unable to contact families, then arrangements are in place to take the children to another Social Services' establishments.

Section 7: Governance and Quality Assurance Arrangements

Quality Assurance

The Responsible Individual for the service reports directly to the Statutory Director of Social Services. The Responsible Individual will visit the service at least once every quarter and will ensure the quality, safety and standard of service is maintained at all times and meets regulatory requirements in line with the Statutory Guidance for service providers and responsible individuals on meeting service standard regulations relating to Parts 3 to 20 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017.

The Responsible Individual will establish and maintain arrangements for monitoring, reviewing and, where necessary, improving the quality of care and support provided by the service. This will include a system for reviewing the quality of care and support at least every six months, resulting in the preparation of a report to the service provider, which will inform the statement of compliance and service provider's annual return.

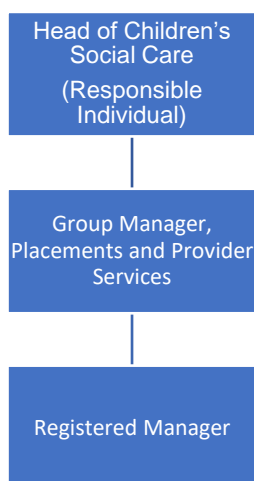
During the visit the Responsible Individual will speak with the manager, other staff members, young people and their families and other visitors or professionals, as available and appropriate.

The Group Manager, Placements and Provider Services is responsible for the line management of the Registered Manager. The Group Manager, Placements and Provider Services, reports directly to the Responsible Individual.

Visits are also carried out on a monthly basis by a manager from within Children's Social Care. The manager shall interview, with their consent and in private, the children and young people accommodated, their parents, relatives and persons working at the home in order to form an opinion of the standard of care provided in the home.

They will inspect the premises of the home, its daily log of events and records of any complaints; and prepare a written report on the conduct of the home. The visiting officer will provide a copy of the report which will be stored at the home, a copy will also be provided to the Responsible Individual.

Management Structure



A range of policies and procedures are available to staff. All staff are aware of their responsibilities under the Code of Professional Practice for Social Care.

Records are kept in line with data protection legislation and all data is handled subject to the directorate Fair Processing / Privacy statement (<https://www.bridgend.gov.uk/media/3891/fair-processing-statement-social-services-and-wellbeing.pdf>). Any individual with concerns over the way BCBC handles their personal data may contact the Data Protection Officer at the Council or the Information Commissioner.

Data Protection Officer, Bridgend County Borough Council, Information Office, Civic Offices, Angel Street, Bridgend CF31 4WB. E-mail foi@bridgend.gov.uk . Telephone 01656 643565

Information Commissioner's Office – Wales, 2nd Floor Churchill House, Churchill Way, Cardiff CF10 2HH Telephone: 02920 678400 Fax: 02920 678399 Email: wales@ico.org.uk Website: <https://ico.org.uk/>

Staff working in the service are supported to raise any concerns that they may have in relation to service provision. Any concerns will be thoroughly investigated and acted upon as necessary. Bridgend County Borough Council has in place a Whistleblowing Policy to afford staff the necessary protection to report malpractice or other concerns.

Complaints

Ideally, any complaints should initially be raised directly with the service in the first instance, where the residential manager or senior staff member will try to resolve it

immediately. However, if this is not possible, there are two stages to the complaints process:

Stage 1 – Local Resolution

We will acknowledge complaints within 2 working days of its receipt. The complainant will be contacted within 10 working days of the date of acknowledgement by the person looking into the complaint and they will offer to meet with the complainant face-to-face or can discuss the complaint over the telephone. The discussion will ensure that we understand the complaint and what the complainant would like to happen.

When the complaint has been resolved, we will write to the complainant within 5 working days of the date that the complaint was resolved.

Stage 2 – Formal Investigation

If the complaint has not been resolved at Stage 1, the complainant can request that the complaint be investigated by a person who is independent of the Council.

If the request is granted, we will write to the complainant with a formal written record of the complaint (as we understand it) within 5 working days of the date of the request.

Before the investigation can start, the complainant will be asked to confirm that our understanding is correct and also to confirm what they would like to happen. The date on which the detail of the complaint is agreed will be the 'start date' for the complaint investigation.

A response to the complaint investigation should be sent to the complainant within 25 working days of the 'start date'. If this is not possible, we will write to them and tell them why there is a delay and when they are likely to receive the response. This will be as soon as possible after the 25 working day deadline and no later than 6 months from the date we received the complaint.

In our response we will:

- Summarise the complaint;
- Describe the investigation undertaken;
- State whether the complaint is upheld, partially upheld or not upheld;
- Explain what action will be taken (if any);
- Apologise where appropriate;
- Enclose a copy of the Independent Investigator's Report. (If there is a specific reason why we do not provide this, we will why);
- Offer the complainant an opportunity to meet with us to discuss the response and the Independent Investigator's Report.

- Advise how the complainant can refer the complaint to the Public Services

Complainants may also contact Care Inspectorate Wales (CIW) directly to make a complaint. Please note CIW are unable to investigate complaints or resolve disagreements between people and their service providers, but, where the above complaints process has been exhausted, CIW may consider the issues and look at them during the inspection process.

Feedback from Complainants: we want to hear from complainants about their experience of using our complaints procedure. They can do this by completing and returning our feedback questionnaire. This will only take a few minutes of their time and will provide us with valuable information to ensure that we handle complaints as effectively as possible.

Useful Contacts

Complaints Office,
Bridgend County Borough Council
Directorate of Wellbeing
Civic Offices
Bridgend. CF31 4WB.

Tel: 01656 642253
E:mail:social.services@bridgend.gov.uk

Children's Commissioner for Wales
Oystermouth House
Charter Court, Phoenix Way
Llansamlet
Swansea, SA7 9FS

Tel: 0808 801 1000
Fax: 01792 765601
Email: post@childcomwales.org.uk

Care Inspectorate Wales (South West Wales)
Government Buildings
Picton Terrace
Carmarthen, SA31 3BT

Tel: 0300 7900 126
Email: CIW.Carmarthen@.gov.wales

Public Services Ombudsman for Wales
1 Ffordd yr Hen Gae
Pencoed
Bridgend, CF35 5LJ

Tel: 0300 790 0203
Fax: 01656 641199
Email: ask@ombudsman-wales.org.uk

Policy on anti-discriminatory practice

Staff at Bakers Way strive to maintain and encourage appropriate and positive relationships based upon honesty and mutual respect with every person they have contact with. To this end anyone receiving our service is expected to treat staff and others similarly in accordance with professional and personal boundaries. Expectations of behaviours for staff and children/young people are clearly understood and negotiated by those living and working at the home, this includes appropriate control over children/young people in the interests of their own welfare and the protection of others.

Disabled children are at significant risk of experiencing discrimination. Staff members are especially alert to practices which disadvantage disabled children/young people and seek to redress them, where possible.

Bridgend County Borough Council has a policy on Anti-discriminatory practice. Children/young person's rights are respected in line with the United Nations Convention on the Rights of the Child as referred to earlier. Cultural sensitivity is essential so that consideration is given to different religious beliefs and cultural traditions for different racial, ethnic and cultural groups.

Arrangements for consultation with children about the operation of the home

The home holds a monthly children/young people meeting where everybody is able to contribute and offer suggestions to ensure the home remains a happy place to stay. The home is committed to empower children/young people, to have their say and their views and opinions are heard in a positive manner.

Staff are alert to the child's/young person's wishes, feelings and needs. These can be expressed verbally and non-verbally; and staff consistently respond in a sensitive and appropriate manner.

Children/young people are encouraged to participate in planning activities and care within the home and in the wider community during their placement, taking into account individual preferences. This ensures that the day-to-day operation of the home is responsive to the needs and views of the children/young people who receive the service.

The service will annually send out quality assurance questionnaires to children/young people resident, parents/carers and social workers. On leaving the service there will be a leaving/exit interview/questionnaire completed. This will be in the child's/person preferred choice of language/communication levels.

Health and safety

Health and safety checks are carried out within set guidelines, this includes:

- Fire safety checks
- Environmental checks
- Legionella management checks

There is also a schedule of maintenance undertaken which covers:

- The heating system
- Electrical wiring
- Water storage tanks
- PAT testing

Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

**HARWOOD HOUSE – LOCAL AUTHORITY
CHILDREN’S RESIDENTIAL HOME**



STATEMENT OF PURPOSE

Harwood House
Ewenny Road
Bridgend
CF31 3HS

TEL: 01656 653766

Responsible Individual: Laura Kinsey
Registered Manager: Debra Evans

The Responsible Individual is a senior officer at Bridgend County Borough and has been designated to undertake this role by the Corporate Director for Social Services and Wellbeing.

The manager of Harwood House is registered as a Manager with Social Care Wales.

Section 1: Description of the Location of the Service

Harwood House is a three bedroomed house, refurbished in 2017, which is situated in the grounds of Heronsbridge School in Bridgend, close to the town centre and Bridgend College. It is within easy reach of many attractions for children/young people and the minibus is used to take children / young people on trips to a wide-range of recreational settings.

There are many facilities on offer in the town of Bridgend and surrounding area including: -

- Leisure Centres and Swimming Pools.
- Coastal and Beach Areas.
- Country Park.
- Cinema.
- Soft play area and Trampoline Park.
- 3 recreation/fitness centre.
- Ten pin bowling.
- Gymnastics club.
- Youth clubs.
- Library.
- Sea/Army/Air Cadets.
- Child and Adolescent Mental Health Clinic.
- Doctors and Dental Surgeries.
- Bus and train services.

Section 2: About the service provided

A) Range of needs we can support

Harwood House can support three young children/young people (mixed gender) within the age range of 8-19yrs with complex needs, which include a learning disability or a

disability diagnosis such as Autism. We are not able to provide accommodation for children in wheelchairs due to the design of the home.

Referrals are received from the Local Authority Disabled Childrens Team; we will also consider referrals from other Local Authorities. Each referral is looked at carefully taking into consideration the individual needs and the match with the children / young people already resident at Harwood.

Service Aim

At Harwood House we are committed to providing a high quality 52 week residential service for up to three children/young people with complex needs, including a learning disability, aged from eight to nineteen years (nineteen age limit applies to any young person with Additional Learning Needs.) Children/young people are usually enrolled in Heronsbridge School.

The service is located within the grounds of this school enabling ease of access to the school for the children/young people. In addition, fostering a close liaison between staff and a shared understanding of the complex needs of the children/young people and consistency of approach in working with the children/young people which support better outcomes.

The service enables children/young people with complex needs who are unable to reside with their families to continue to attend their specialist school and remain living locally to their family, friends and school.

Objectives

- To assess each child/young person's needs before the service commences, to develop an individualised package of care and support that focuses on their needs and to review it regularly.
- To introduce children/young people to Harwood House at their pace, through a series of familiarisation and tea-time visits, prior to moving in.
- To offer children and young people interventions to assist them in achieving their personal outcomes. To meet each child/young person's emotional, social, behavioural, health and developmental needs during their placement, in a way that ensures their dignity and promotes self-reliance.
- To provide a homely relaxed environment within which children/young people are encouraged to achieve their personal goals and individual potential.

- To support all children/young people to make good use of all community based resources, thereby promoting social and economic inclusion.
- To provide a comprehensive package of educational support to promote the best possible outcome for the children/young people.
- To assess the child/young person's level of life skills and to develop these skills through an individual living skills assessment programme. Providing support through transition planning through to adult social care.
- To consult with children/young people, parents, carers, social workers and other professionals so that the service continually adapts and develops.
- To resolve issues for children/young people and parents promptly, and to address concerns wherever possible, with the residential manager and social worker.

Section 3: How the Service is provided

- A suitably qualified, experienced and skilled staff team dedicated to providing an excellent experience for children /young people during their stays.
- A high ratio of staff to children/young people so that individual attention can be given to each child/young person during their stay.
- A purposeful care programme which is well-designed and executed, and based on individual assessed needs.
- A partnership approach to working with parents/carers.
- To promote contact with the child/young person and their parents/carers and any significant persons in their lives.
- A Key Working system allocating a member of staff to assume specific responsibilities for a particular child/young person.
- Independence living skills assessment and development programme.
- Transition process to support a successful move into adulthood.
- Provision of transport to visit families and promotion of contact.

- Recreational activities, as approved by Bridgend County Borough Council Social Services Guidelines.
- Encouraging children/young people to lead a normal and independent life and to participate in local community facilities. The home creates an atmosphere in which young people are encouraged to make decisions of their own choice in a safe environment.
- Enabling children and young people to have a voice, choice and control whilst respecting their personal dignity and emotional wellbeing.
- Facilitating access to specialist advocacy provision via an independent agency.

a) Arrangements for admission, assessment, planning and review.

Harwood House provides a long-term residential service for a maximum of three children/young people with complex learning disabilities. The service provides support to young people within the age range 8-19 years.

It is envisaged that children and young people will attend Heronsbridge School. However consideration will be given to referrals received for children/young people who attend other educational provision.

Referrals route is via Local Authority Social Care Teams. The Local Authority Accommodation and Permanence Panel will make an initial determination as to the suitability of the referral. Once the panel has given approval the referral will be sent to the Residential Manager for consideration.

The individual needs of each child/young person referred to the service will be robustly assessed. Staff will engage with the child/young family, their family/carers, social worker and other professionals in establishing whether Harwood House can fully meet their needs.

An impact assessment will be completed by the manager or a senior residential worker to determine the suitability of the referral in relation to the children/young people already placed and their compatibility.

Decisions to place are based on assessed needs of the child/young person ensuring the service is able to accommodate the placement safely whilst meeting regulatory requirements.

Pre admission visits and discussions will have taken place prior to the child/young person being placed. The service will complete a placement agreement with the child/young person's family/carer, which sets out clearly, what support the service will offer ensuring clear identification of 'what matters' to the child/young person's whilst meeting their assessed needs according to their care and support plan. The referral and admission policy will seek to engage the child/young person and his/her parents/carers positively and collaboratively in a partnership approach.

Families are encouraged to visit the home as part of an active policy to encourage the facilitation of placement choice, as well as the child/young person's ongoing placement plan.

We adopt a person centred approach and work to support the child/young person to achieve their personal outcomes. We encourage and support each child/young person to reach their full potential and to make their own choices in order to live fulfilled lives. We offer a stimulating, safe, caring environment that promotes a holistic approach to all aspects of the child/young person's life.

The service will work with the children/young people to help them understand and contribute to their care and support plan. We establish strong working relationships with other multi-disciplinary professionals involved in supporting the child/young person.

During the placement, staff will assist and support the child/young person whilst working closely with their families/carers to contribute and achieve better outcomes for the young person. Staff will support and assist the transition process of the child/young person prior to discharge into adult services provision or to their own home. This process is managed via the transition panel.

We ensure children/young people are provided with accurate and accessible information which promotes the rights, responsibilities and the choices of children and young people. Such information is provided in the child/young person's preferred format and language.

A formal review of the care and support plan will take place in line with the Social Services and Well-being (Wales) Act 2014, Part 6 Code of Practice Looked After and Accommodated Children).

Within this process the role of the staff is to assist in the completion of the consultation documents and to advocate on behalf of the child/young person to assist with meeting their needs, whilst giving an informed view point about the child/young person's progress whilst placed at Harwood House.

Before their sixteenth birthday, young people will have a Pathway planning meeting; this will look at the ways in which the service can assist the young person when they leave residential care.

b) Standard of Care and Support you will receive and experience at Harwood House

The care provided to disabled children and young people at a 52 week home is based on the principles contained in the Social Services and Well-being (Wales) Act 2014 and Children Act 1989

Disabled children are children first, and their disability is a secondary, albeit a significant issue.

The approach is to adopt the following principles:

- Children/young people at Harwood House are treated as individuals and will be provided with staff support according to their individual assessed needs.
- The service provided by Harwood House is responsive to the identified needs and planned outcomes as detailed in the individual care plan of the child/young person.
- Young people have support in preparing for adulthood through an individualised independence living skills and development programme.
- Children/young people are encouraged as far as possible to: -
- Discuss and agree activities.
- Choose toys and learning materials.
- Shop, cook and develop daily life skills.
- Show consideration to other service-users, their property, rights and choices.
- Share any concerns they may be feeling during their stay.
- Take up opportunities to access community based activities.
- Children/young people will be treated in such a way that ensures their racial, gender, religious and cultural needs are taken into account.
- The home is committed to providing an environment which promotes the child/young person's growth, maturation, self-respect and personal dignity.

Arrangements made to protect and promote the health of the children/young people in Harwood House

Many children/young people have specific health needs. Pre-placement discussions take place to understand and address these needs in discussion with the social worker,

parents/carers and multidisciplinary professionals. This ensures each child /young person's individual health needs are appropriately met from the point of admission.

Some children's/young people's health needs may require specialist health interventions during their placement. Staff will be upskilled through specialist or bespoke training to support children and young people within the accommodation as and when required. Specialist training is provided by Health Colleagues.

We will aim to meet the needs of the children/young people placed as assessed by the Looked After Children's Nurse/Health Visitor and Community Paediatrician. Throughout the child/young person's placement the Looked After Children Nurse/Health Visitor continues to remain involved and consults with staff in the carrying out of individual health plans. This assistance is specialised and provides a useful resource for promoting:

- Immunisation and screening.
- Communication for Non Verbal Children.
- Nutrition and diet.
- Exercise and rest.
- Personal hygiene.
- Sexual health.
- The harmful effects of alcohol, smoking and substance misuse.
- The impact of HIV/AIDS and other blood borne viruses.

Staff will liaise with the Child and Adolescent Mental Health Service, Occupational therapists and Speech and Language Therapists team supporting children/young people in clinical consultations.

Staff will endeavour to assist each child/young person upon admission to register with one of the local doctors, dentist and opticians, unless they chose to remain with their own registered GP practice. All children and young people are expected to have an annual statutory health assessment. They are provided with a well-balanced diet, which takes into account their personal choices.

Arrangements for the promotion of the education of children

Staff will take and meet the child/young person from the school to walk back to their accommodation. If not enrolled at Heronsbridge then transport will be arranged. Opportunities are provided for a short verbal handover to take place between accommodation staff and class teacher/assistant regarding the day's events of the child/young person attendance or any other matters that need to be addressed. This enables an integrated approach. The children/young people have school communication books where the education staff write information about the child/young person's day. Harwood House will then respond back in these books on

how the child/young person evening has been so a robust handover can be given so we can work closely with education. Staff will also share information concerning the child/young person whilst being accommodated in placement with education colleagues.

If a child/young person does not attend Heronsbridge School the same systems as above will be put in place to ensure that there is continuity between Harwood House and their education placement.

Staff will support and assist a child/young person to complete any homework they receive from school. Children have the use of i-pads (educational apps have been downloaded on them). Advice is sought from school, so that children's learning can be supported informally as well as providing stimulating and rewarding activities.

Arrangements to promote children's/young person's participation in hobbies, recreational, sporting and cultural activities

Children/young people at the home are actively encouraged and fully supported to continue with or take part in suitable activities and hobbies. These may include after school clubs, local clubs, gymnastics, swimming, youth clubs etc. The children/young people are also offered staff supervised activities; e.g., Cinema, leisure centres, outdoor pursuits, walks in local gardens, parks and beaches.

The home has its own transport so that staff can convey the children/young people as needed, thus enabling them to access a range of social and recreational opportunities.

In accordance with Bridgend County Borough Council policy the appropriate risk assessments are completed as necessary according to the activity being considered.

Arrangements for Religious Instruction

Children/young people have the choice to follow their own particular beliefs and can be supported to attend places of worship locally or in the closest provision that meets their needs.

Arrangements made for contact

Children/young people residing at Harwood House are enabled to have contact with their parents/carers as agreed by their social worker, unless legal considerations preclude this. Children and young people have a choice of rooms to use during visits from their relatives and friends.

Some of the children that live in Harwood House have limited communication skills. Some have issues in relation to being able to communicate their anxieties about being

separated from their family and that which is familiar to them. Staff will be sensitive to their emotional needs and feelings, giving comfort and reassurance when needed.

Type of accommodation and sleeping arrangements

Harwood House provide a home for three children/young people at any given time. At night there is one member of staff undertaking sleeping in duties and one member of staff undertaking wakeful duties.

Details of any specific therapeutic techniques used and arrangements for their supervision

Harwood House will provide each child with individualised services and interventions through the delivery of their care and support plans which will be routinely reviewed in accordance with statutory timescales. If the children's care and support plans identify that their assessed need is to have specialist therapeutic techniques then we will use outside agencies to support the home, for example Child and Adolescent Mental Health (CAMHS.)

Policy on Behaviour Management/use of Physical Interventions

Some children/young people present concerning behaviours, which may place themselves or others at risk. These would be identified via a Risk Assessment undertaken by the social worker/care manager and provided with the referral to Harwood House. In situations whereby a child/young person presents concerning/challenging behaviour, an individual behaviour management plan will be completed by the residential manager in conjunction with parents/carers and social worker. This behaviour management plan will include a description of the presenting behaviour, first signs of agitation and what triggers the child to present the behaviour.

A detailed plan of preventative and responsive strategies for staff to use with the child to ensure firm boundary settings and a consistent approach is delivered safely. A copy of the plan is kept on the child/young person's individual's file and discussed in team meetings. This is updated following any incident of challenging behaviour and will be reviewed after every staff team meeting.

Harwood House staff will involve all children in decision-making as far as possible using communication tools if necessary. This will hopefully result in incidents of challenging/concerning behaviour being managed safely and effectively. Boundaries

are clearly discussed and explained to the children/young people and parents/carers during the introductions to the placement.

Low level sanctions are used in accordance with individual behaviour management plans at Harwood House. This includes boundary setting and distraction/diffusion techniques. A restorative approach/work is also completed where possible with the child.

A record of any sanction is kept on individual children's files and recorded in Harwood House sanction book.

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

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

The use of Physical Intervention at Harwood House is limited to extreme circumstances and only used to prevent likely injury to the child / young person or others, or likely serious damage to property. In this case physical intervention will follow the Bridgend County Borough Council Policy and Guidance and be in accordance with a specially developed individual plan. The minimum force necessary will be used and all cases of Physical Intervention will be formally recorded. All staff are provided with appropriate training in the use of Team Teach and will not be actively involved in a physical intervention until they have completed this.

Safeguarding Children at Risk

Staff members at Harwood House are provided with training in safeguarding children at risk. Harwood House has a clear flow chart 'Reporting a Child Protection Concern' advising staff of the processes to follow.

Bridgend has a Corporate Safeguarding Policy which is updated in line with changes to legislation and guidance. There is also practice guidance 'Safeguarding Children and Young People with Disabilities' to assist with staff's awareness in respects of the risks to children with disabilities.

Staff are made aware of their responsibilities to report children at risk and follow legislation and statutory guidance: Social Services and Well-being (Wales) Act 2014 and Working Together to Safeguarding People and the Children Act 1989.

Children/young people living at Harwood House may have communication difficulties, and it is recognised that disabled children/young people can be more vulnerable to abuse/neglect. Harwood House staff, therefore, are continually alert to any expression, verbal or non-verbal or any other signs, that a child/young person may be experiencing abuse.

Anti-Bullying

Harwood House recognises and affirms the right of all children and young people to live in an environment free from bullying and harassment. Harwood House aims to provide a culture that positively encourages acceptable behaviour and reduces or prevents the likelihood of bullying taking place.

Any risk assessments undertaken as part of the admissions process should highlight whether the child / young person may be a victim of perpetrator of bullying.

Care is taken to match groups of children/young people to ensure compatibility of age, personalities and behaviours. Careful planning can eliminate possible friction between individuals and avoid any unnecessary conflict. However, if bullying does occur staff would take immediate action to stop the behaviour, protect the individuals and address the behaviour if the child/young person continues bullying. Parents and others will be informed as appropriate and engaged more fully if the behaviour persists.

Staff are vigilant about all aspects of bullying and ultimately a young person's placement could be jeopardised and considered unsuitable if bullying behaviour persists. They are also aware that bullying may constitute a significant risk of harm and if so that safeguarding procedures should be followed.

Action to be taken in the event of an absence

The children/young people who stay at Harwood House are restricted, for their safety and welfare to the house and garden area. A secured keypad system is in place to ensure access in and out of the premises are monitored and controlled safely. Adequate staffing levels ensure that children/young people are supervised or monitored at all times. Deprivation of Liberty is considered for each individual young person bearing in mind their needs and any risks.

Should some impulsive behaviour result in a child/young person running away, and cannot be located, as a Corporate Parent, the Local Authority has a duty to safeguard

and promote the welfare of any child/young person, taking appropriate action as/when necessary. The following relevant people would be informed immediately:-

- Police.
- Parent/person with parental responsibility.
- Social worker/Emergency social worker out of hours.
- Care Inspectorate Wales.

The South Wales Police will respond immediately to any referral made by a statutory or voluntary agency that follows the policy and procedures. Harwood House follows the All Wales Missing Child Protocol.

The relevant documentation will be completed and copies are set sent to the Responsible Individual, one sent to the relevant senior manager within Children's Social Care at Bridgend County Borough Council and the other placed on the child/young person's personal file.

Language and communication needs

Bridgend County Borough Council is committed to the treating Welsh and English on an equal basis when carrying out its public business and to meeting the requirements of The Welsh Language Standards 2017.

Language is at the heart of safe care and to achieving good quality care outcomes. The service is committed to meeting the language and communication needs of the children who access Harwood House. We ensure the methods used to engage with and gain the views of individuals using the service are appropriate to their age, level of understanding and take into account any specific condition or communication need (in line with Regulation 76 of the Regulation and Inspection of Social Care Wales Act).

Our statement of purpose is available in Welsh and English. Personal documentation and general information about Harwood House can be provided in Welsh. Language preference is identified and recorded on the child's care and support plan and Harwood House endeavours to provide services that reflect the child's language needs.

Staff are supported to take up opportunities provided by the Local Authority to develop their Welsh language skills. Staff are encouraged to use Welsh with the children and family members who need to communicate in Welsh.

Due to the complex needs of the children/young people, Harwood House will identify their communication needs on admission and work with the children to develop their communication needs. Harwood House uses a range of communication tools to communicate with non-verbal children.

Section 4: Staffing Arrangements

Ratios of staff: the children will be supported by at a minimum of 1 to 1 care, the ratio will be increased as specified in individual child's/young person's care and support plans. At night time there will be a minimum of two staff in residence, one undertaking sleep in duties and one waking night. Due to the children/young person needs they are supported 24 hours a day 7 days a week.

A) Numbers & Qualifications of Staff

Staff at Harwood House either hold or are working towards the required qualification to practice within a regulated service and to register as a Residential Child Care Worker with Social Care Wales. These requirements are set out within the Social Care Wales Qualification Framework The qualifications detailed below are limited to those required, although many staff members hold other qualifications in addition.

Staff Team:

One registered manager

Level 5 Diploma in Leadership for Health and Social Care (Children and Young People)

Level 3 Diploma in Health and Social Care (Children and Young People) Wales and Northern Ireland

3 senior residential workers

1 x Vacant Post

Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework) and Level 5 Diploma in Leadership for Health and Social Care (Children and Young People)

Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework) and Level 5 Diploma in Leadership for Health and Social Care Services (Children and Young People's) Wales and Northern Ireland

6 Residential workers

Qualified or working towards City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People) or predecessor qualification accepted by Social Care Wales.

3 Night Care Workers (21 hours)

Qualified or working towards City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People) or predecessor qualification accepted by Social Care Wales

Casual Residential Care Workers

Casual workers are engaged to cover staff sickness and leave.

These staff will be required to complete the Employer Assessment and work towards achieving City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People) or predecessor qualification accepted by Social Care Wales.

Business Support Officer

Relevant experience appropriate to the role.

b) Staff Levels

The staffing structure is as follows:-

- Residential Manager x 37 hours (shared with Bakers Way)
- Three Senior Residential Workers x 32 hours
- Three Residential Workers x 28 hours
- Three Residential Workers x 24 hours
- Three Night Care Workers x 21 hours
- Casual Residential workers
- Business support officer (4 days per week shared with Bakers Way)

The manager works between Harwood House and Bakers Way throughout the week. In the manager`s absence there are senior residential workers completing office hours and deputising in the manager`s absence. All staff are aware that the manager, Group Manager and the Responsible Individual will be available by phone for support and can attend Harwood House if needed.

c) Specialist Staff

There are no specialist staff employed at Harwood House, however the service has access to support from Heronsbridge School.

d) Deployment of staff at service

All staff are deployed within Harwood House residential home.

Nine staff are deployed for the day shifts running on an am/pm rota.

One member of staff is deployed on a night shift. One member of staff will sleep in.

Casual staff are deployed within all areas of work days or nights to meet the children/young people's needs. The staff team work over a 3 week rotational rota.

All Staff have appropriate checks undertaken by Human resources.

e) Arrangements for delegated staff

All Staff at Harwood House have to complete the All Wales Induction Framework and the BCBC's Corporate Induction to assist in them understanding their role and strengthen their competencies.

There are three senior residential workers in Harwood House and the rota has been designed, so there is a senior on every shift to make any decisions for the children/young people as the manager may not always be present. In the absence of a senior, staff are encouraged to make decisions with guidance from the residential manager.

The rota is planned in advance, this ensures that the children/young people are safe and their specialised care needs are provided. The rota is arranged on an AM/PM shift pattern making sure there are enough staff on to care for the children/young people on a 24/7 basis.

The manager works across two services, if they are not present in Harwood House then they can be contacted via email or phone to deal with any decision making.

If the residential manager is not in work then the staff are able to contact two other residential managers who work for Bridgend County Borough Council or contact the Group Manager or Responsible Individual for advice and guidance.

The Responsible Individual is made aware of any presenting issues that arise. The Responsible Individual attends quarterly visits to Harwood House and then feeds back reports for the residential manager.

f) Arrangements for Supervision, training and development of employees

The Social Services and Well-being Directorate of the Local Authority is committed to the supervisory process and sees the quality of supervision as directly supporting the focus of frontline practice and service provision on what matters to people and the outcomes they would like to gain from a range of interventions.

Supervision has an essential role in the effective management of staff performance and practice and is a primary means by which staff are supported to evidence accountable practice.

Regular, planned and competent supervision is both a right and a requirement for all members of staff. The Social Services and Well-being Directorate has developed a Supervision Policy and Guidelines. Supervision usually takes place once every 4-6 weeks for most staff groups in line with the policy.

Staff participate in annual appraisals which provides them with the opportunity to review and discuss previous and current performance as well as their views and future development needs. There is an expectation that actions identified and agreed in appraisal are reviewed in supervision.

g) Staff Training

Training is an essential part of developing the practice of our staff and to support the delivery of good quality care. All staff receive ongoing training appropriate to their role. All staff will complete an induction. Our induction follows the Social Care Wales Induction framework for health and social care. Staff will also complete the Corporate Induction Framework. Once staff have completed their induction they are put forward for the required Health and Social Care Award,

Staff have access to a programme of core training provided by Bridgend CBC which includes:

- Safeguarding Children at risk
- Paediatric First Aid
- Manual Handling passport
- Medication Awareness and Administration
- Team Teach
- Food Hygiene

- Communication for non-verbal children (PECS, Makaton, Sign-Along)

Other training is available provided by Bridgend CBC to meet identified development and service needs and may include, for example; Child Sexual Exploitation, Life Journey work, Attachment, Child Development. In addition staff access training related to caring for a child with a disability and on specific conditions for example autism. Health colleagues provide advice and guidance on managing specific conditions for example peg feeding.

Managers have access to a programme of training focusing on the development of leadership and management skills. The programme is co-ordinated on an annual basis, based on an analysis of training and development needs. Bridgend CBC is fostering a coaching and mentoring approach to management and this is a key focus of the programme.

Section 6: Facilities & Services

Harwood House offers a comprehensive range of services and facilities to meet the needs of each child.

Harwood House is a detached two floor listed building in the grounds of Heronsbridge school. The building has been extensively refurbished with extended, and the service opened in the summer of 2017. It offers safety and security within a comfortable and pleasant home-like environment.

Harwood House offers:

Kitchen: this room is well equipped with fridge/freezer and cooking facilities, dish washer, washing/tumble dryer machine. Children/young people are encouraged to assist with cooking meals dependent on age and ability which will be assessed by house manager using their individual living skills assessment.

Office: This room is well equipped to assist in the delivery of the service. Due to confidentiality procedures, children/young people can only access the office in the company of staff. The office also contains the locked medical cabinet for safe/storage of medication. A telephone is available for private use.

a) Number of single and shared rooms

Three children/young people's bedrooms: The bedrooms are well equipped with toughened furniture offering plenty of storage and a workspace area where

school/homework can be completed. Individually decorated suited to specific individual needs and allowing some choice

b) Number of rooms with en suite facilities

Staff Bedroom: this room is for staff undertaking sleeping in duties and has an en suite for staff use, which has, toilet, sink and shower facilities.

c) Number of dining areas

One Dining area in the sun room



d) Number of communal areas

One Lounge: this is a communal room where children and young people have opportunities to engage with each other and form friendships, watch television/DVD's, sensory bubble tube and can be used when visitors call.



1 Dining/Sun room; this room is equipped with a table and 8 chairs, sofa, TV and music player and is where children/young people and staff will have their meals together. It can also be used as a second living room/quiet area, where arts/crafts and boards games can be used. Double patio doors with accessible access to patio/lawn garden area.

e) Specialist bathing facilities

Shower room: Equipped with a toilet, sink and walk in shower with alert alarm pull cord for use of children/young people and visitors.

Bathroom: is equipped with a shower, bath, sink and toilet with an alert alarm pull cord for the use of children and young people.

f) Specialist equipment

There is no specialist equipment within Harwood House.

g) Access to outside space and facilities at this service



Garden Area:

The garden perimeter is enclosed with a 6 foot fence, which has a double gate opening, which will be locked via padlock, next to this there is a single gate, which has a latch lock, which will not be padlocked due to fire regulations. The garden is mainly grass lawn with a paved patio area to the front of home, paved patio lawn is also at the rear of the property and has access by patio doors from the sun lounge/diner room. There is also a shed, outdoor electric sockets and a water tap.

Parking:

There is a designated parking area for the minibus and car parking spaces for Harwood House.

h) Security arrangements in place and use of CCTV

The home has installed an intruder alarm and an internal bedroom alert alarm, which will notify the waking night worker when a child/young person has exited their room.

Some of the external doors to the property have thumb locks fitted as per usual regulatory requirements but not all. Decisions are taken based on the vulnerability of the child / young person and any legal restrictions (DoLs). All staff will have the exit door keys on them at all times and this is recorded within the fire risk assessment.

Children/ young people are appropriately monitored by staff in line with providing a high quality standard of care. These may include observations of behaviour and self-expression such as the child/young person being withdrawn, agitated or showing a change to their usual mood that evokes concern. Staff complete records on a daily basis in relation to the progress of the child/young person, with key workers making more extensive observations as part of their monthly key working reports.

At night there will be a member of staff on waking duties to observe and monitor the children for health, care and safety needs.

Fire precautions/procedures

A Fire Alarm and smoke detection system is in operation throughout the premises. Self-closing doors are connected to the alarm system. Fire-fighting equipment is installed in the form of fire-blankets and extinguishers. Staff access fire prevention e-learning.

Fire drills are planned when the children/young people are present. To alleviate any distress or panic, we advise the children/young people that an alarm may go off shortly, reassuring them that there is no need to panic and explaining to them what course of action they need to take. The children/young people who are non-communicative have a PECS fire safety drill provided.

Fire Drills take place monthly, whilst the alarms are tested weekly. All equipment is checked on an annual basis. The Health and Safety Officer together with the manager also carry out annual Safety Fire Risk assessments.

Other agencies' services provided:-

Advice from Community Nursing, Paediatric Speech and Language and Occupational Therapy and Physiotherapy Services, so that the team can provide a specialised service for special health or caring needs

Section 7 Governance and Quality Assurance Arrangements

Quality Assurance

The Responsible Individual for the service reports directly to the Statutory Director of Social Services. The Responsible Individual will visit the service at least once every quarter and will ensure the quality, safety and standard of service is maintained at all times and meets regulatory requirements in line with the Statutory Guidance for service providers and responsible individuals on meeting service standard regulations relating to Parts 3 to 20 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017.

The Responsible Individual will establish and maintain arrangements for monitoring, reviewing and, where necessary, improving the quality of care and support provided by the service. This will include a system for reviewing the quality of care and support at least every six months, resulting in the preparation of a report to the service provider, which will inform the statement of compliance and service provider's annual return.

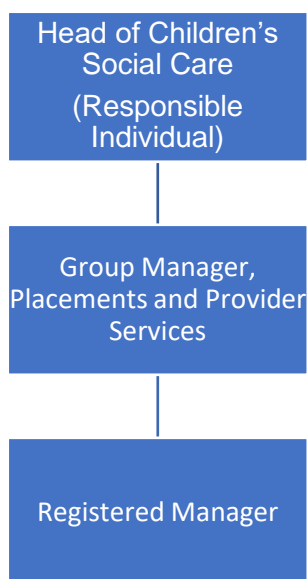
During the visit the Responsible individual will speak with the manager, other staff members, young people and their families and other visitors or professionals, as available and appropriate.

The Group Manager, Placements and Provider Services is responsible for the line management of the Registered Manager. The Group Manager, Placements and Provider Services, reports directly to the Responsible Individual.

Visits are also carried out on a monthly basis by a manager from within Children's Social Care. The manager shall interview, with their consent and in private, the children and young people accommodated, their parents, relatives and persons working at the home in order to form an opinion of the standard of care provided in the home.

They will inspect the premises of the home, its daily log of events and records of any complaints; and prepare a written report on the conduct of the home. The visiting officer will provide a copy of the report which will be stored at the home, a copy will also be provided to the Responsible Individual.

Management Structure



A range of policies and procedures are available to staff and reviewed regularly to ensure currency. All staff are aware of their responsibilities under the Code of Professional Practice for Social Care.

Records are kept in line with data protection legislation and all data is handled subject to the directorate Fair Processing/Privacy statement

(<https://www.bridgend.gov.uk/media/3891/fair-processing-statement-social-services-and-wellbeing.pdf>).

Any individual with concerns over the way BCBC handles their personal data may contact the Data Protection Officer at the Council or the Information Commissioner.

Data Protection Officer, Bridgend County Borough Council, Information Office, Civic Offices, Angel Street, Bridgend CF31 4WB. E-mail foi@bridgend.gov.uk . Telephone 01656 643565

Information Commissioner's Office – Wales, 2nd Floor Churchill House, Churchill Way, Cardiff CF10 2HH Telephone: 02920 678400 Fax: 02920 678399 Email: wales@ico.org.uk Website: <https://ico.org.uk/>

Staff working in the service are supported to raise any concerns that they may have in relation to service provision. Any concerns will be thoroughly investigated and acted upon as necessary. Bridgend County Borough Council has in place a Whistleblowing Policy to afford staff the necessary protection to report malpractice or other concerns.

Complaints

Ideally, any complaints should initially be raised directly with the service in the first instance, where the registered manager or senior staff member will try to resolve it immediately. However, if this is not possible, there are two stages to the complaints process:

Stage 1 – Local Resolution

We will acknowledge complaints within 2 working days of its receipt. The complainant will be contacted within 10 working days of the date of acknowledgement by the person looking into the complaint and they will offer to meet with the complainant face-to-face or can discuss the complaint over the telephone. The discussion will ensure that we understand the complaint and what the complainant would like to happen.

When the complaint has been resolved, we will write to the complainant within 5 working days of the date that the complaint was resolved.

Stage 2 – Formal Investigation

If the complaint has not been resolved at Stage 1, the complainant can request that the complaint be investigated by a person who is independent of the Council.

If the request is granted, we will write to the complainant with a formal written record of the complaint (as we understand it) within 5 working days of the date of the request.

Before the investigation can start, the complainant will be asked to confirm that our understanding is correct and also to confirm what they would like to happen. The date on which the detail of the complaint is agreed will be the 'start date' for the complaint investigation.

A response to the complaint investigation should be sent to the complainant within 25 working days of the 'start date'. If this is not possible, we will write to them and tell them why there is a delay and when they are likely to receive the response. This will be as soon as possible after the 25 working day deadline and no later than 6 months from the date we received the complaint.

In our response we will:

- Summarise the complaint;
- Describe the investigation undertaken;
- State whether the complaint is upheld, partially upheld or not upheld;

- Explain what action will be taken (if any);
- Apologise where appropriate;
- Enclose a copy of the Independent Investigator's Report. (If there is a specific reason why we do not provide this, we will why);
- Offer the complainant an opportunity to meet with us to discuss the response and the Independent Investigator's Report.
- Advise how the complainant can refer the complaint to the Public Services Ombudsman for Wales if they are still not satisfied with the outcome of the complaint.

Complainants may also contact Care Inspectorate Wales (CIW) directly to make a complaint. Please note CIW are unable to investigate complaints or resolve disagreements between people and their service providers, but, where the above complaints process has been exhausted, CIW may consider the issues and look at them during the inspection process.

Feedback from Complainants: we want to hear from complainants about their experience of using our complaints procedure. They can do this by completing and returning our feedback questionnaire. This will only take a few minutes of their time and will provide us with valuable information to ensure that we handle complaints as effectively as possible.

Useful Contacts

Complaints Office,
Bridgend County Borough Council
Directorate of Wellbeing
Civic Offices
Bridgend. CF31 4WB.

Tel: 01656 642253
E:mail:social.services@bridgend.gov.uk

Children's Commissioner for Wales
Oystermouth House
Charter Court, Phoenix Way
Llansamlet
Swansea, SA7 9FS

Tel: 0808 801 1000
Fax: 01792 765601
Email: post@childcomwales.org.uk

Care Inspectorate Wales (South West Wales)
Government Buildings
Picton Terrace
Carmarthen, SA31 3BT

Tel: 0300 7900 126
Email: CIW.Carmarthen@.gov.wales

Public Services Ombudsman for Wales
1 Ffordd yr Hen Gae
Pencoed
Bridgend, CF35 5LJ

Tel: 0300 790 0203
Fax: 01656 641199
Email: ask@ombudsman-wales.org.uk

Policy on anti-discriminatory practice

Staff at Harwood House strive to maintain and encourage appropriate and positive relationships based upon honesty and mutual respect with every person they have contact with. To this end anyone receiving our service is expected to treat staff and others similarly in accordance with professional and personal boundaries. Expectations of behaviours for staff and children/young people are clearly understood and negotiated by those living and working at the home, this includes appropriate control over children/young people in the interests of their own welfare and the protection of others.

Disabled children are at significant risk of experiencing discrimination. Staff members are especially alert to practices which disadvantage disabled children/young people and seek to redress them, where possible.

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

The home has a manual of policies and procedures which can be accessed upon request and is continually revised and updated as required.

Arrangements for consultation with children about the operation of the home

The home holds a monthly children/young people meeting where everybody is able to contribute and offer suggestions to ensure the home remains a happy place to live. The home is committed to empowering children/young people, to have their say and their views and opinions are heard in a positive manner.

Staff are alert to the child's/young person's wishes, feelings and needs. These can be expressed verbally and non-verbally; and staff consistently respond in a sensitive and appropriate manner.

Children/young people are encouraged to participate in planning activities and care within the home and in the wider community during their placement, taking into account individual preferences. This ensures that the day to day operation of the home is responsive to the needs and views of the children/young persons who receive the service.

The service will annually send out quality assurance questionnaires to children/young people resident, parents/carers and social workers. On leaving the service there will be a leaving/exit interview/questionnaire completed. This will be in the child's/young persons preferred choice of language/communication.

Health and safety

Health and safety checks are carried out within set guidelines, this includes:

- Fire safety checks
- Environmental checks
- Legionella management checks

There is also a schedule of maintenance undertaken which covers:

- The heating system
- Electrical wiring
- Water storage tanks
- PAT testing

This page is intentionally left blank

**SUNNY BANK – LOCAL AUTHORITY
CHILDREN’S RESIDENTIAL HOME**



STATEMENT OF PURPOSE

Sunny Bank Community Home
31 Pant Morfa,
Porthcawl
Bridgend
CF36 5EN

TEL: 01656 782914
Responsible Individual: Laura Kinsey
Registered Manager: Karl Culpeck

The Responsible Individual is a senior officer at Bridgend County Borough and has been designated to undertake this role by the Corporate Director for Social Services and Wellbeing.

The manager of Sunny Bank is registered as a Manager with Social Care Wales.

Section 1: Description of the Location of the Service

Sunny Bank is a detached two storey house with space for four young people to be accommodated. Sunny Bank is located in the coastal town of Porthcawl and is well established within the community. The town itself is small and compact and therefore has to rely on facilities and services throughout the authority.

Sunny Bank offers a range of services to children/young people. Children/young people are encouraged to use facilities in the community as part of promoting social inclusion.

Facilities and services in the locality:

- Education provision – ten comprehensive schools and a Further Education College.
- Employment – Careers Wales, Job Centre plus, employment agencies.
- Health provision – Cwm Taf Morgannwg health services, hospital and GP provision and Child and Adolescent Mental Health Services. Dental and Optical services. Third sector support organisations e.g. DASH (Drug & Alcohol Self-Help).
- Leisure provision – HALO leisure centres, swimming pools and libraries. YMCA, Scouts and Guides, Armed Forces Cadets and many clubs and groups e.g. martial arts, gymnastics, coastal areas and green sites.
- Housing – Local Authority Housing Services and Housing associations.

Sunny Bank makes use of a GP practice nearby, where possible, young people stay registered with their own GP and Dentist.

Section 2: About the service provided

A) Range of needs we can support

Sunny Bank provides four placements of varying lengths to children/young people in the age range of 8 to 17 years (at the time of admission) who (for whatever reason) cannot live with their own immediate or extended family. Young people moving into adult services / independent living may remain at Sunny Bank post 18 for up to 7 days

to support their transition plan. Staff are skilled at supporting placements for those who are particularly vulnerable and present with varying needs. Staff work with children/young people through an intensive approach which could include therapeutic intervention and positive behaviour support. The approach is to work in partnership with children / young people, parents/carers and professionals to stabilise the child/young person in order that they successfully move on to a more permanent placement.

Service Aim

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

Objectives

- Providing children/young people with an individualised package of support that focuses on their assessed needs.
- Offering children/young people therapeutically informed interventions to assist them in achieving personal well-being.
- Assisting children/young people to explore their own issues and experiences and work through any emotions and feelings which may become a barrier to a stable placement and future accommodation.
- Providing appropriate levels of support that recognise, value and encourage children/young people to maintain personal skills and competencies and promote their confidence and self esteem
- Providing a comprehensive package of educational support to promote the best possible outcomes for children/young people within their educational setting
- Working closely with families or substitute families to ensure that when children/young people return home or go to other suitable placements, adequate support via a transition plan is given to both the young person and their family to ensure success.
- Provide age-appropriate independent living programmes to assist young people to be able to develop the necessary skills to enable them to, if appropriate, live independently.

Section 3: How the Service is provided

Sunny Bank has a suitably qualified, experienced and skilled staff team dedicated to providing an excellent experience for children during their stay. There is a good ratio of staff to children/young people so that individual attention can be given to each child/young person whilst they are living at Sunny Bank.

Sunny Bank will provide:

- A purposeful care programme which is well-designed and executed, and based on individual assessed needs for each child/young person accommodated.
- Sunny Bank will develop a partnership approach to working with parents/carers.
- A Key Working system providing a member of staff with specific responsibilities for each child/young person.
- The promotion and development of social and self-care skills.
- A system to enable partnership support for a successful move to long-term/permanent placement.
- Through a robust transition process, support to achieve a successful move on to a longer-term placement or rehabilitation within their own family.
- Transport to visit families and promotion of contact.
- Encouragement to children/young people to lead a normal and independent life and to participate in local community facilities. The home will create an atmosphere in which young people are encouraged to make decisions of their own choice in a safe environment.
- Support to enable children and young people to have a voice, choice and control whilst respecting their personal dignity and emotional wellbeing.
- Signposting to counselling, advocacy and mediation.

Admission, care and support planning and review

Admissions are planned; social workers are required to present a request for a child/young person to be placed at Sunny Bank to the Accommodation and Permanence Panel, who will assess whether it is appropriate to make a referral to Sunny Bank. Once a referral is received it will be considered by the Manager or a senior residential worker. They will complete an impact assessment specifically looking at the suitability of the referral in relation to the personal details (age, disability, gender reassignment, race, religion and

belief, sex, sexual orientation) and care and support needs of children/young people already living in the home.

Decisions to provide a placement are based on a thorough consideration of the needs of the child/young person, their “match” with other residents and a judgement on the ability of the home to meet their needs within the terms of the Statement of Purpose, and the prevailing circumstances at the time. Children’s ages will be given careful consideration due to the wide range permitted in the Statement of Purpose. All discussions are focussed on how an individual’s well-being outcomes can be met.

There will be an opportunity for an introductory visit by the young person, parents, carer and social worker, to consider whether this is a viable placement. Where a placement is offered, a pre-admission planning meeting will determine the placement plan for the young person.

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

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

During the time spent at Sunny Bank, staff will work with the young person and others to achieve the well-being outcomes identified in the plan. A formal review of the care and support plan will take place in line with the Social Services & Well-being (Wales) Act 2014 (Part 6 Code of Practice Looked After and Accommodated Children).

Standard of Care and Support provided at Sunny Bank

The home will work in partnership with the child/young person and their parents or persons with parental responsibility.

Each child/young person will have a personal plan, based on general and specific needs and this plan will be regularly reviewed and updated.

Children/young people will be treated in as ‘ordinary’ a way as possible and be encouraged to take a full part in local community life.

Children/young people will be treated in such a way that ensures their race, gender, religious and cultural needs are taken into account.

Children / Young People will be supported to access advocacy services provided by an independent service offering impartial advice and guidance.

Staff will access other professional networks where available and appropriate in order to meet the child's/young person's needs as comprehensively as possible. These include social workers, the child's/young person's school and the Vulnerable Groups Service, representatives of the Health Service and the Looked After Children Nurse / Health Visitor, Child and Adolescent Mental Health Service and the Youth Offending Service.

The service is committed to providing an environment which promotes the child's/young person's growth, maturation, self-respect and personal dignity.

A primary function of the service is to look after children/young people who present with varying needs, which may include challenging behaviour. Each young person will have an individual plan to help them modify their behaviour.

A variety of approaches will be used to enable this to be achieved: The child/young person will: -

- Be encouraged and assisted to set their own limits and boundaries.
- Be encouraged and assisted to consider the consequences of their actions with maximum staff support.
- Be cared for through a programme, which attempts to modify some aspects of their behaviour where appropriate.
- Be offered every support and encouragement to value and benefit from all educational opportunities.
- Be assisted to resolve issues with families and attempt successful rehabilitation home.
- Be encouraged and assisted to learn respect for and co-operate with others by purposeful involvement in decision making in the life of the home through children's/young people's meetings.

Behaviour Management

Staff at Sunny Bank will assist young people to develop socially acceptable behaviour by responding constructively to unacceptable behaviour and using relationships with young people to nurture respect.

Children and young people will be faced with the consequences of their actions within a climate of maximum staff support. A safe environment will be maintained on the basis of good personal and professional relationships between the staff and the children /young people. It is not seen as a negative concept but as a way of enabling

the children /young people to self-regulate their emotions and develop self-control and self-discipline.

Children and young people will be provided with intensive staff engagement and support through key working and access to other support networks. Staff will utilise a variety of approaches and tools to work with the children and young people.

Where appropriate the children / young people will work through an individually designed programme to help them develop socially acceptable behaviour.

Integrated working arrangements between Maple Tree House and Sunny Bank are in place to provide an enhanced service that will address problems and issues with children/young people. To achieve this:

- There is a single point of contact in both services.
- Access to professional advice and guidance.
- Quick respond to crisis situations.
- Have a reciprocal understanding of intervention techniques and roles of other professions.
- Work together to address the complex issues of children/young people within this service.
- Be open with colleagues and exercise discretion, trust and sensitivity in establishing and operating within multi -agency teams.
- Provide help and support closer to the point of contact.

Promotion of Health Needs

Each young person has a periodic health assessment undertaken by the Looked After Children's Health Nurse, they are also able to offer advice as needed. The children/young people are also registered with one of the local Doctors, Dentists and Opticians, unless there is a preference to remain registered with their existing practice. All children/young people are supported to access health appointments as and when required. Children/young people are assisted to develop a well-balanced diet and encouraged appropriately and sensitively in the importance of personal hygiene if this is neglected. Where appropriate, use is made of the Child and Adolescent Mental Health Service.

There is a 'No Smoking' policy in accordance with current legislation and in line with Bridgend County Borough Council's policy. The young people are actively

discouraged from smoking; there is no facility for smoking in Sunny Bank for young people, visitors or staff, the use of vaping products is also discouraged.

Education

Sunny Bank strives to ensure that all the children/young people cared for are aware of the benefits of receiving a full education, accessing training or employment.

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

Homework can be completed in the young person's own bedroom, or, if preferred, in a room set aside for the use of the young people. Sunny Bank has Wi-Fi and there is access to computers or a laptop and a range of books (both reference and leisure). Staff will be available to assist with homework and revision.



Additional assistance to support children/young people's educational achievement is sought from the Vulnerable Groups service.

Leisure and Activities

We encourage all the children/young people in our care to pursue individual activities, as well as organising group recreation and leisure programmes. Halo cards for use of the facilities in the local recreation centre are offered to all the children/young people. The home has resources to support children/young people to develop a healthy lifestyle.

Opportunities will be provided for young people to identify and organise trips/activities independently and with staff. Staff will ensure activities are safely organised and trips are suitable for all age groups and abilities.

There is an independence programme available for the children/young people which has been developed by staff, a cultural based programme with the aim of developing

positive experiences that young people can take with them, inclusive of educational experiences.

Promote positive behaviours

Staff at Sunny Bank will assist young people to develop socially acceptable behaviour by responding constructively to unacceptable behaviour and using relationships with young people to nurture respect.

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

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

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

The use of Physical Intervention at Sunny Bank is limited to extreme circumstances and only used to prevent likely injury to the child / young person or others, or likely serious damage to property. In this case physical intervention will follow the Bridgend County Borough Council Policy and Guidance and be in accordance with a specially developed individual plan. The minimum force necessary will be used and all cases of Physical Intervention will be formally recorded. All staff are provided with appropriate training in the use of Team Teach and will not be actively involved in a physical intervention until they have completed this.

Safeguarding Children at Risk

Putting the wishes, needs and wellbeing of the child / young person first, is our primary consideration. This includes staff being alert to any potential or suspected abuse or risk of abuse or harm.

Sunny Bank aims to actively involve children and young people in decisions about the care and support they receive and is committed to promoting the rights of the children and young people as set out in the United Nations Convention on the Rights of the Child.

Staff members at Sunny Bank are provided with training in safeguarding children/young people at risk.

Bridgend CBC has a Corporate Safeguarding Policy which is updated in line with changes to legislation and guidance.

Staff are made aware of their responsibilities to report children/young people at risk and follow legislation statutory guidance: Social Services and Well-being (Wales) Act 2014 and Working Together to Safeguard People and the Children Act 1989.

Where concerns are suspected staff will follow internal safeguarding procedures. Where the child/young person has a Care and Support Protection Plan, staff will follow any agreed action and support the child/young person to achieve their personal outcomes

Staff will continually liaise with other professionals to meet the welfare of the child/young person. The child/young person's social worker and personal advisor are provided with updates regarding the young person's wellbeing, progression of independence and the transitional process.

Anti-bullying

Sunny Bank recognises and affirms the right of all children and young people to live in an environment free from bullying and harassment. Sunny Bank aims to provide a culture that positively encourages acceptable behaviour and reduces or prevents the likelihood of bullying taking place.

Any risk assessments undertaken as part of the admissions process should highlight whether the child/young person may be a victim of perpetrator of bullying.

On admission the child/young person receives an induction pack, a member of staff will explain our zero tolerance to bullying and Sunny Bank's complaints procedure. All young people are expected to sign up to the anti-bullying policy and abide by the contract. All reported incidents will be fully investigated. Staff will offer appropriate support and reassurance to a child/young person who has been bullied. And will respond in ways that seek to influence the behaviour of the perpetrator of the bullying.

Staff will use a restorative justice approach and any conflict or confrontation between residents and staff will be resolved using these mediation skills.

Staff are vigilant about all aspects of bullying and ultimately a child/young person's placement could be jeopardised and considered unsuitable should they refuse to comply and bullying behaviour persists. They are also aware that bullying may constitute a significant risk of harm and if so that safeguarding procedures should be followed.

Contact with Parents, Persons with Parental Responsibility, Relatives or Friends

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

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

Procedures for dealing with unauthorised absence

Children and young people must have the opportunity to feel cared for and protected at all times. As a Corporate Parent, the Local Authority has a duty to safeguard and promote the welfare of any child/young person, taking appropriate action as/when necessary. South Wales Police will respond immediately to any referral made by a statutory or voluntary agency that follows Joint Protocol for children absent without authority who are looked after and the All-Wales Protocol for children who run away or go missing from home or care.

Children and young people absent themselves for a variety of reasons - in response or reaction to their personal situations or other contributing circumstances.

A child/young person under 18 years of age is absent without authority whenever they have left the placement without agreement or failed to return at a previously agreed time. In the event of a child/young person being absent from the home without authority, staff will use the preplacement risk assessment and the current risk assessment to establish the level of concern. The following categories of absence will be assigned to the situation.

Absent without authority (low level of concern)

Some children/young people absent themselves for a short period and then return. Such children/young people may be testing boundaries and are not necessarily considered to be at a high level of risk. Young people who fall within the category of "absent without authority" will be the subject of continuous risk assessment whilst they remain absent. The outcome of this risk assessment will determine the reporting to the police, however, for this level the child/young person will not be reported as missing to the police.

During their absence, circumstances may change and staff will need to be in a position to respond accordingly and effectively. Staff at the service will take all reasonable and practical steps to establish the whereabouts or destination of the child/young person or persons with whom they may associate. If the location of the child/young person is known, the staff from the service will collect them if safe to do so. However, there may be occasions where it thought that there are specific issues of safety or public order

difficulties in returning the child/young person back to the unit that assistance from the Police may be sought.

Missing children (medium to high level of concern)

As detailed above a child/young person may be categorised as “missing” when they are absent from Sunny Bank residential home and

(a) the child/young person’s location is not known and the reason for the absence is not known and/or

(b) there is cause for concern because of their vulnerability and/or

(c) there is potential danger to the public and/or

(d) the child/young person is looked after as a result of direction by the Court or is subject to police protection.

Action to be taken in the event of an absence:

If a child/young person fails to return to the home at the agreed time, a risk assessment is undertaken in conjunction with the Emergency Duty Team and if appropriate the child/young person will be either deemed absent without authority or missing.

Required documentation will be completed and sent to the Responsible Individual, one sent to the relevant senior manager within Children’s Social Care at Bridgend County Borough Council and the other placed on the child/young person’s personal file.

If the child/young person remains missing after forty-eight hours consultation with take place with a relevant senior manager as to further action. This could entail a request to the police to use publicity. This situation will be monitored and reviewed on a daily basis for as long as the child/young person is missing. All unauthorised absences are recorded in the child/young person’s file.

Religious Observance

Children/young people have the choice to follow their own particular beliefs and can be supported to attend places of worship locally or in the closest provision that meets their needs.

Language and communication needs for people using the service

Bridgend County Borough Council is committed to treating Welsh and English on an equal basis when carrying out its public business and to meeting the requirements of The Welsh Language Standards 2017.

Language is at the heart of safe care and to achieving good quality care outcomes. The service is committed to meeting the language and communication needs of the children/young people who access Sunny Bank. We ensure the methods used to engage with and gain the views of individuals using the service are appropriate to their age, level of understanding and take into account any specific condition or communication need (in line with Regulation 76 of the Regulation and Inspection of Social Care Wales Act).

Our statement of purpose is available in Welsh and English. Personal documentation and general information about Sunny Bank can be provided in Welsh. Language preference is identified and recorded on the child's care and support plan and Sunny Bank endeavours to provide services that reflect the child's language needs.

Staff are supported to take up opportunities provided by the Local Authority to develop their Welsh language skills. Staff are encouraged to use Welsh with the children and family members who need to communicate in Welsh.

Section 4: Staffing Arrangements

Sunny Bank has a team of care staff providing 24 hr support 7 days a week. There are always a minimum of two staff on duty and two staff sleep in.

Staff at Sunny Bank either hold or are working towards the required qualification to practice within a regulated service and to register as a Residential Child Care Worker with Social Care Wales. These requirements are set out within the Social Care Wales Qualification Framework. The qualifications detailed below are limited to those required, although many staff members hold other qualifications in addition.

The Staff Structure

a) Numbers & Qualifications of Staff

One Residential Manager

NVQ Level 4 Caring for Children & Young People

NVQ Level 4 Management

2 Senior Residential Workers

(There is currently 1 vacancy)

Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework)

QCF Level 5 Diploma in Leadership for Health and Social Care Services (Children and Young People's Advanced Practice) Wales and Northern Ireland

2 Shift Leaders

Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework)

2 shift leaders with QCF Level 5 Diploma in Leadership for Health and Social Care Services (Children and Young People's Advanced Practice) Wales and Northern Ireland

6 Residential Workers

(There are currently 3 vacancies)

All staff are required to hold or work towards the Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland (or hold past NVQ equivalent detailed in the Framework)

1 Business Support Officer

Casual Residential Care Workers

Casual workers are engaged to cover staff sickness and leave. These staff will be qualified in City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People) or predecessor qualification accepted by Social Care Wales

1 Business Support Officer

Relevant experience appropriate to the role.

b) Staff Levels

The Residential Manager works Monday to Friday and will work shifts periodically, with the two Senior Residential Workers 37 hrs per week working as part of a rota which includes weekend working.

The staffing structure is as follows: -

- 1x Residential Manager working 37 hours a week Monday to Friday
- 2x Senior Residential Workers working 37 hours a week on average on a rota basis
- 2x Shift Leaders working 37 hours a week on average on a rota basis
- 6x part-time Residential Workers 2x 24 hours per week and 4x 27per week on average on a rota basis
- 1x part time Business support officer working 18.5 hours per week

In the managers absence there are arrangements for a senior residential worker to complete office hours and deputise as required. All staff are aware that the manager, Group Manager and the Responsible Individual will be available by phone for support and can attend Sunny Bank if needed.

c) Specialist Staff

Sunny Bank have access if required to the two Vocational Outreach Workers (VOW) who are based at Maple Tree House.

The Vocational Outreach Workers (VOW) offer skill development, learning opportunities and activities to children and young people who have a range of complex needs, on an individual or group basis. This includes developing educational and therapeutic packages; supporting children and young people to develop personal relationships and positive self-image; integrating children and young people into the community and promoting access to community-based services.

Sunny Bank can where appropriate seek consultation and advice from the Behaviour Analyst who is based at Maple Tree House.

d) Deployment of staff at service

The staff team work on a rolling eight and six week rota (depending on roles), with a minimum of two staff and a maximum of three staff on duty at all times. The rota also accommodates for the provision of sleeping in duties.

All Staff have appropriate checks undertaken by Human resources.

Arrangements for Supervision, training and development of employees

The Social Services and Wellbeing Directorate of the Local Authority is committed to the supervisory process and sees the quality of supervision as directly supporting the focus of frontline practice and service provision on what matters to people and the outcomes they would like to gain from a range of interventions.

Supervision has an essential role in the effective management of staff performance and practice and is a primary means by which staff are supported to evidence accountable practice.

Regular, planned and competent supervision is both a right and a requirement for all members of staff. The Social Services and Well-being Directorate has developed a Supervision Policy and Guidelines. Supervision usually takes place once every 4-6 weeks for most staff groups in line with the policy.

Staff participate in annual appraisals which provides them with the opportunity to review and discuss previous and current performance as well as their views and future development needs. There is an expectation that actions identified and agreed in appraisal are reviewed in supervision.

Staff Training

Training is an essential part of developing the practice of our staff and to support the delivery of good quality care. All staff receive ongoing training appropriate to their role. All staff will complete an induction. Our induction follows the All Wales induction framework for Health and Social Care. Staff will also complete the Corporate Induction Framework. Once staff will have completed their induction they are put forward for the required Health and Social Care Award.

Staff have access to a programme of core training provided by Bridgend CBC which includes:

- Safeguarding Children at risk
- Paediatric First Aid
- Manual Handling passport
- Medication Awareness and Administration
- Team Teach
- TRIBE
- Food Hygiene

Other training is available provided by Bridgend CBC to meet identified development and service needs and may include, for example; Child Sexual Exploitation, Life Journey work, Attachment, Child Development.

Managers have access to a programme of training focusing on the development of leadership and management skills. The programme is co-ordinated on an annual basis, based on an analysis of training and development needs. Bridgend CBC is fostering a coaching and mentoring approach to management and this is a key focus of the programme.

Section 5: Facilities & Services

a) Number of single and shared rooms

Four single rooms used by the young people and two staff bedrooms rooms which are shared amongst the team. No en-suite rooms.

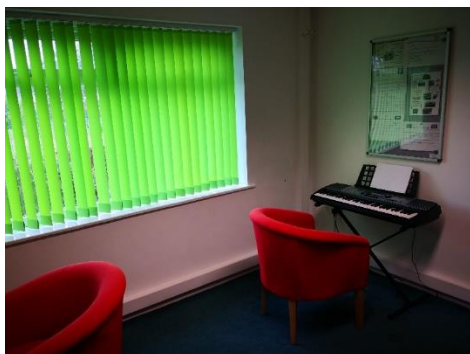
b) Number of dining areas

One x dining areas



c) Number of communal areas

Three communal areas



d) Specialist bathing facilities

None

e) Specialist equipment

None

f) Security arrangements in place and use of CCTV

There are no facilities available at Sunny Bank for the surveillance of the children/young people other than through the daily supervision by the staff team. There are alarms on interior doors upstairs in-case of movement throughout the night. There is no CCTV.

g) Access to outside space and facilities at this service

Sunny Bank offers a comprehensive range of services to children/young people. The facilities offered are in line with the service provided, the home is situated close to the coast so has access to beaches and coastal paths, there are also small lakes near the home with a wide range of wild fowl and fish, the environment supports outdoor activities.



The facilities within the home and services at Sunny Bank consist of:

- A TV and DVD.
- A varied assortment of sports/exercise equipment
- Board and table games, books, a selection of DVD's, and an X-Box and games
- A large garden, with a seated patio area and lawn.
- Computers with internet access.
- Laundry facilities.
- Room for access visits.

Section 6: Governance and Quality Assurance Arrangements

Quality Assurance

The Responsible Individual for the service reports directly to the Statutory Director of Social Services. The Responsible Individual will visit the service at least once every quarter and will ensure the quality, safety and standard of service is maintained at all times and meets regulatory requirements in line with the Statutory Guidance for service providers and responsible individuals on meeting service standard regulations relating to

Parts 3 to 20 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017.

The Responsible Individual will establish and maintain arrangements for monitoring, reviewing and, where necessary, improving the quality of care and support provided by the service. This will include a system for reviewing the quality of care and support at least every six months, resulting in the preparation of a report to the service provider, which will inform the statement of compliance and service provider's annual return.

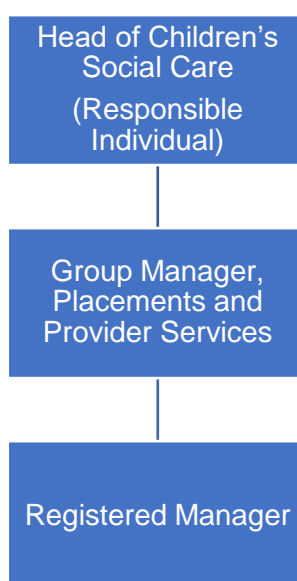
During the visit the Responsible Individual will speak with the manager, other staff members, young people and their families and other visitors or professionals, as available and appropriate.

The Group Manager for Placements and Provider Services is responsible for the line management of the Registered Manager. The Group Manager for Placements and Provider Services, reports directly to the Responsible Individual.

Visits are also carried out on a monthly basis by a manager from within Children's Social Care. The manager shall interview, with their consent and in private, the children and young people accommodated, their parents, relatives and persons working at the home in order to form an opinion of the standard of care provided in the home.

They will inspect the premises of the home, its daily log of events and records of any complaints; and prepare a written report on the conduct of the home, along with its environmental presentation. The visiting officer will provide a copy of the report which will be stored at the home, a copy will also be provided to the Responsible Individual.

Management Structure



A range of policies and procedures are available to staff and reviewed to ensure currency. All staff are aware of their responsibilities under the Code of Professional Practice for Social Care.

Records are kept in line with data protection legislation and all data is handled subject to the directorate Fair Processing/ Privacy statement

(<https://www.bridgend.gov.uk/media/3891/fair-processing-statement-social-services-and-wellbeing.pdf>).

Any individual with concerns over the way BCBC handles their personal data may contact the Data Protection Officer at the Council or the Information Commissioner.

Data Protection Officer, Bridgend County Borough Council, Information Office, Civic Offices, Angel Street, Bridgend CF31 4WB. E-mail foi@bridgend.gov.uk . Telephone 01656 643565

Information Commissioner's Office – Wales, 2nd Floor Churchill House, Churchill Way, Cardiff CF10 2HH Telephone: 02920 678400 Fax: 02920 678399 Email: wales@ico.org.uk Website: <https://ico.org.uk/>

Staff working in the service are supported to raise any concerns that they may have in relation to service provision. Any concerns will be thoroughly investigated and acted upon as necessary. Bridgend County Borough Council has in place a Whistleblowing Policy to afford staff the necessary protection to report malpractice or other concerns.

Complaints

Ideally, any complaints should initially be raised directly with the service in the first instance, where the registered manager or senior staff member will try to resolve it immediately. However, if this is not possible, there are two stages to the complaints process:

Stage 1 – Local Resolution

We will acknowledge complaints within 2 working days of its receipt. The complainant will be contacted within 10 working days of the date of acknowledgement by the person looking into the complaint and they will offer to meet with the complainant face-to-face or can discuss the complaint over the telephone. The discussion will ensure that we understand the complaint and what the complainant would like to happen.

When the complaint has been resolved, we will write to the complainant within 5 working days of the date that the complaint was resolved.

Stage 2 – Formal Investigation

If the complaint has not been resolved at Stage 1, the complainant can request that the complaint be investigated by a person who is independent of the Council.

If the request is granted, we will write to the complainant with a formal written record of the complaint (as we understand it) within 5 working days of the date of the request.

Before the investigation can start, the complainant will be asked to confirm that our understanding is correct and also to confirm what they would like to happen. The date on which the detail of the complaint is agreed will be the 'start date' for the complaint investigation.

A response to the complaint investigation should be sent to the complainant within 25 working days of the 'start date'. If this is not possible, we will write to them and tell them why there is a delay and when they are likely to receive the response. This will be as soon as possible after the 25 working day deadline and no later than 6 months from the date we received the complaint.

In our response we will:

- Summarise the complaint.
- Describe the investigation undertaken.
- State whether the complaint is upheld, partially upheld or not upheld.
- Explain what action will be taken (if any).
- Apologise where appropriate.
- Enclose a copy of the Independent Investigator's Report. (If there is a specific reason why we do not provide this, we will provide the reason why).
- Offer the complainant an opportunity to meet with us to discuss the response and the Independent Investigator's Report.
- Advise how the complainant can refer the complaint to the Public Services Ombudsman for Wales if they are still not satisfied with the outcome of the complaint.

Complainants may also contact Care Inspectorate Wales (CIW) directly to make a complaint. Please note CIW are unable to investigate complaints or resolve disagreements between people and their service providers, but, where the above complaints process has been exhausted, CIW may consider the issues and look at them during the inspection process.

Feedback from Complainants: we want to hear from complainants about their experience of using our complaints procedure. They can do this by completing and returning our feedback questionnaire. This will only take a few minutes of their time

and will provide us with valuable information to ensure that we handle complaints as effectively as possible.

Useful Contacts

Complaints Office,
Bridgend County Borough Council
Directorate of Wellbeing
Civic Offices
Bridgend. CF31 4WB.

Tel: 01656 642253
E:mail:social.services@bridgend.gov.uk

Children's Commissioner for Wales
Oystermouth House
Charter Court, Phoenix Way
Llansamlet
Swansea, SA7 9FS

Tel: 0808 801 1000
Fax: 01792 765601
Email: post@childcomwales.org.uk

Care Inspectorate Wales (South West Wales)
Government Buildings
Picton Terrace
Carmarthen, SA31 3BT

Tel: 0300 7900 126
Email: CIW.Carmarthen@gov.wales

Public Services Ombudsman for Wales
1 Ffordd yr Hen Gae
Pencoed
Bridgend, CF35 5LJ

Tel: 0300 790 0203
Fax: 01656 641199
Email: ask@ombudsman-wales.org.uk

Anti-Discriminatory Practice

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

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

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

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

Sunny Bank has a manual of policy and procedures which can be accessed upon request. It is revised and updated as required.

Consultation

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

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

- a. Pre-admission planning and visits to Sunny Bank by the young person and parents / carers and social worker.
- b. Formal planning and review via the Social Services & Well-being (Wales) 2014 statutory review framework for Looked After and Accommodated Children. Key working, children/young people's meetings and evaluation exercises.
- c. Informally through daily interaction with staff where important views and opinions are noted within the personal recording sheets.

Sunny Bank promotes the involvement of parents/carers where possible and is proactive in maintaining telephone contact to inform parents of significant events and to involve them in decision making.

Sunny Bank empowers children/young people to express their views and opinions and make personal choices through:

1. Provisions as detailed in Part 6 Code of Practice (Looked After and Accommodated Children) Social Services and Well-being (Wales) Act 2014.
2. Young people's meetings.
3. Key working sessions.

4. Daily interactions with staff members.

Health and safety

Health and safety checks are carried out within set guidelines, this includes: -

- Fire safety checks
- Environmental checks
- Legionella management checks

There is also a schedule of maintenance undertaken which covers: -

- The heating system
- Electrical wiring
- Water storage tanks
- PAT testing

Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

MAPLE TREE HOUSE
LOCAL AUTHORITY
CHILDREN'S RESIDENTIAL HOME



STATEMENT OF PURPOSE

Maple Tree House
110 Merthyr Mawr Road,
Bridgend
CF31 3NY

TEL: 01656 815666

Responsible Individual: Laura Kinsey
Registered Manager: Jayne Sealey

The Responsible Individual is a senior officer at Bridgend County Borough and has been designated to undertake this role by the Corporate Director for Social Services and Wellbeing.

The manager of Maple Tree House is registered with Social Care Wales.

Section 1: Location and description of the service

Maple Tree House is a one-storey building within a residential area, close to the town centre of Bridgend.

Maple Tree House is centrally located within the Bridgend County Borough, which allows for ease of access to resources the Borough has to offer such as education provision, leisure centres, parks and beaches. The central bus and train station are within walking distance.

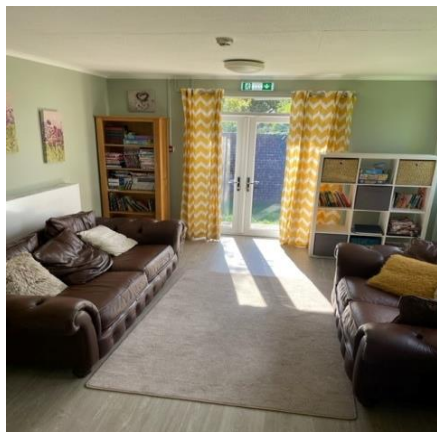
Examples of facilities and resources include:

- Education provision – ten comprehensive schools and a Further Education College.
- Employment – Careers Wales, Job Centre Plus, employment agencies.
- Health provision – Cwm Taf Morgannwg health services, hospital and GP provision and Child and Adolescent Mental Health Services. Dental and Optical services. Third sector support organisations e.g. DASH (Drug & Alcohol Self-Help).
- Maple Tree House makes use of local GP practices, where possible, young people stay registered with their own GP and Dentist.
- Youth Services. Young people can access Local Authority youth support services, workers offer support with mental and emotional health, housing and educational all tailored to individual need.
- Leisure provision – HALO leisure centres, swimming pools and libraries. YMCA, Scouts and Guides, Armed Forces Cadets and many clubs and groups e.g. martial arts, gymnastics.
- Housing – Local Authority Housing Services and Housing Associations.

Maple Tree House consists of a four-bedroom assessment facility with a separate two bedroom emergency provision. The emergency service is located at the front of the building and has a separate entrance. The door has a coded lock that releases

automatically if the fire alarm is activated. In addition to the bedrooms, there is a shared bathroom, lounge/kitchen area, plus a staff bedroom.

The assessment facility has a shared lounge, kitchen/ dining room and bathroom facilities, the four bedrooms and a staff bedroom. The main entrance is at the side of the building where visitors can access the designated office area. Maple Tree House has a driveway with parking at the front and lawn areas surrounding the building.



Section 2: About the service provided

Service Aims

Maple Tree House provides care and support for up to six children / young people within the age range 8 – 17 years (mixed gender) at any one time. This consists of four placements within the assessment facility and two within the emergency provision.

Young people moving into adult services / independent living may remain at Maple Tree house post 18 for up to 7 days to support their transition plan. This will be limited to one young person at any one time and further admissions to Maple Tree House will be temporarily suspended.

Admissions to Maple Tree House are made via referrals from the Council's social care teams. The Placements team co-ordinate planned admissions during office hours, out of hours placements are managed by senior staff and the Emergency Duty Team.

Objectives

- To undertake assessment and provide therapeutic intervention by appropriately qualified staff. Models of intervention will assist to stabilise the child's / young person's behaviour to facilitate a return home or where this is not possible to a suitable alternative long-term placement.
- To have in place for each child / young person a care and support plan and a behaviour management plan so that any challenging behaviour is consistently managed. Wherever possible, unless there is risk of harm, staff will use de-escalation techniques providing trauma informed care and support.
- To support young people's education, training or employment, to maximise opportunities.
- Vocational outreach workers will support young people who are not in full time education or employment, working in line with the young person's education plan.
- Staff will work in partnership with young people, carers and parents/persons with parental responsibility.
- To provide outreach support to children / young people, families and foster carers.

Section 3: How the Service is provided

Maple Tree House has a staff team who are dedicated to providing a supportive experience for children and young people.

Maple Tree House offers a therapeutic environment for children and young people, using a trauma informed approach to provide the most effective support possible. Enabling them to understand their individual circumstances, develop resilience and self-care skills.

The emergency provision offers short-term specialist support for children / young people who are experiencing difficult circumstances and who are in immediate need of care and support, for a period of up to 28 days. During their stay an assessment will be carried out which will inform decisions with regard to suitable move on options. These could include potential reunification with family members, or a placement in the assessment unit for those who have more complex needs that need to be explored further.

Maple Tree assessment service can provide children / young people aged 8-17 years with intensive placements up to a period of 6 months.

In extenuating circumstances, with the authorisation of the Responsible Individual, these periods of stay can be extended to achieve a child or young person's personal outcomes e.g. when individual therapeutic/specialist assessments or transition plans require longer timescales.

The service will focus on assessments and therapeutic interventions to stabilise the child's / young person's behaviour, work on improving any risk taking behaviours, re-integrate to education, training or employment where necessary and identify the most suitable long-term move on placements.

Young people aged 16+ will be supported to prepare for independence and during their transition to their identified long term placement. In addition leaving care services are provided by the Local Authority 16+ team who will work with young people who are eligible for leaving care provision to support them in the transition to adulthood this includes, for example housing, education, employment and financial supports.

Maple Tree House offers outreach service to those young people living in the community having moved into a long term placements or accommodation and whom still require further support. Staff will also offer support to young people, families or foster carers where there is disruption, the aim will be to stabilise placements to prevent breakdown. Assistance will be provided by outreach workers to young people living independently, workers will be flexible with times to cater for the young people's emotional and physical needs.

Service provision includes:

- Provision for assessments and therapeutic interventions.
- Access to advice from the local Child and Adolescent Mental Health Service.
- Provision of a package of support to promote the best possible outcomes for children/young people within their educational and training setting.
- Implement approaches for children / young people who are not in education, training or employment to support them towards and into education, training or employment, including the direct provision of Agored Cymru validated qualifications.
- A vocational outreach service which offers emotional support and assistance in the physical move on and settling period into independent living.
- Key worker (residential child care workers) allocated to all children / young person.
- Access to a Health Visitor who can provide direct services to young people and advice to staff.

- Supporting access to advocacy services provided by an independent service offering impartial advice and guidance.
- Provision of Outreach Support.

Outreach support

Residential Care Workers offer an outreach service for children / young people and their families at home or in foster placements to encourage stability within placements. The outreach service can also be utilised to offer young people who have recently moved into independent living, providing emotional and physical support.

Maple Tree House has a team of registered (in line with social care Wales guidelines) experienced and skilled staff dedicated to providing an excellent experience for the Young People during their stay.

Vocational Outreach Workers (VOW) based at Maple Tree House offer skill development, learning opportunities and activities to children and young people who have a range of complex needs, on an individual or group basis. This includes developing educational and therapeutic packages; supporting children and young people to develop personal relationships and positive self-image; integrating children and young people into the community and enabling access to community-based services.

Admission, care and support planning and review

Admissions to Maple Tree House are made via referrals from the Council`s social care teams and in the case of planned admissions social workers are required to present a request for a child/young person to be placed to the Accommodation and Permanence Panel, who will assess whether it is appropriate to make a referral. The Placements team co-ordinate planned admissions during office hours, out of hours placements are managed by senior staff and the Emergency Duty Team.

All referrals are considered by the manager or a senior residential worker. They will complete a provider assessment and impact risk assessment specifically looking at the suitability of the referral in relation to the personal details (age, disability, gender, ethnicity, religion and belief, sexual orientation) and the care and support needs of children/young people already living in the home.

Decisions to provide a placement are based on a thorough consideration of the needs of the child/young person, their “match” with the other children and young people living at Maple Tree House, and a judgement on the ability of the home to meet their needs within the terms of the Statement of Purpose, and the prevailing circumstances at the

time. Age will be given careful consideration due to the range of ages permitted in the Statement of purpose.

There will be an opportunity for an introductory visit by the young person, parents, carer and social worker, to consider whether this is a viable placement. Where a placement is offered, a pre-admission planning meeting will determine the placement plan for the young person.

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

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

During the time spent at Maple Tree House, staff will work with the young person and others to achieve the well-being outcomes identified in the plan. A formal review of the care and support plan will take place in line with the Social Services & Well-being (Wales) Act 2014 (Part 6 Code of Practice (Looked After and Accommodated Children)).

Staff will prepare and support the young person for their discharge from Maple Tree House and to move into their identified placement. This is managed through a transition process which is individually tailored for each young person.

Standard of Care and Support children and young people will receive and experience at Maple Tree House

Maple Tree House has a suitably qualified, experienced and skilled staff team dedicated to providing an excellent experience for children / young people during their stays. There is a good ratio of staff to children/young people so that individual attention can be given to each child/young person whilst they are living at Maple Tree House.

The service will provide a therapeutic environment for children and young people, enabling them to deal with their individual circumstances, developing their resilience and self-care skills, support post 16 year olds who are preparing for independence and supporting their transition to their identified long term placement. This work will be underpinned by the young person's care and support plan and pathway plan.

Maple Tree House will provide an outreach service to those young people living in the community having moved into a long term placements or accommodation and still require further support. Staff will also offer support to young people, families or foster carers where there is disruption, the aim will be to stabilise placements to prevent breakdown. Assistance will be provided by outreach workers to young people living independently, workers will be flexible with times to cater for the young people's emotional and physical needs.

Promotion of Health Needs

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

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

Education

Maple Tree House strives to ensure that all the children and young people cared for are aware of the benefits of receiving a full education, training or employment package.

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

Homework can be completed in the young person's own bedroom, or, if preferred, in a room set aside for the use of the young people. Maple Tree House contains WiFi and there is access to a computer or laptop and a range of books (both reference and leisure). Staff will be available to assist with homework and revision.

Additional assistance to support young people's educational achievement is sought from the Council's Education & Family Support Vulnerable Groups service.

Leisure and Activities

We encourage all the young people to pursue individual activities, as well as organised group recreation and leisure programmes. Halo cards for use of the Leisure centres are offered to all the young people.

Opportunities will be provided for young people to identify and organise trips/activities independently and with staff. Staff will ensure activities are safely organised and trips are suitable for all age groups and abilities.

There is an independence programme available for the young people which has been developed by staff, a cultural based programme with the aim of developing positive experiences that young people can take with them, inclusive of educational experiences.

Safeguarding Children at Risk

Putting the wishes, needs and well-being of the child / young person first, is our primary consideration. This includes staff being alert to any potential or suspected abuse or risk of abuse or harm.

Maple Tree House aims to actively involve children and young people in decisions about the care and support they receive and is committed to promoting the rights of the children and young people as set out in the United Nations Convention on the Rights of the Child.

Staff members at Maple Tree are provided with training in safeguarding children at risk.

Bridgend CBC has a Corporate Safeguarding Policy which is updated in line with changes to legislation and guidance.

Staff are made aware of their responsibilities to report children / young people where there is a safeguarding risk and follow legislation statutory guidance: Social Services and Well-being (Wales) Act 2014 and Working Together to Safeguard People and the Children Act 1989.

Where concerns are suspected staff will follow internal safeguarding procedures. Where the child / young person has a Care and Support Protection Plan, staff will follow any agreed actions and support the child / young person to achieve their personal outcomes.

Staff will continually liaise with other professionals to meet child's / young person's well-being outcomes the young person. The young person's social worker and personal advisor are expected to attend monthly review meetings to provide updates regarding the young person's wellbeing, progression towards independence and the transitional process.

Contact with Parents, Persons with Parental Responsibility, Relatives or Friends

Parents / carers and other relatives are welcome to visit Maple Tree House at any time unless legal restrictions are in place. Friends are welcome to come to Maple Tree House during the evenings weekends and holidays, but are not allowed to stay overnight.

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

Children and young people can use their own rooms, the meeting room, the lounge or the garden for visitors, depending on choice, suitability and availability.

Behaviour management

Staff at Maple Tree House will assist young people to develop socially acceptable behaviour by responding constructively to unacceptable behaviour and using relationships with young people to nurture respect.

Children and young people will be faced with the consequences of their actions within a climate of maximum staff support. A safe environment will be maintained on the basis of good personal and professional relationships between the staff and the children /young people. It is not seen as a negative concept but as a way of enabling the children /young people to self-regulate their emotions and develop self-control and self-discipline.

Children and young people will be provided with intensive staff engagement and support through key working and access to other support networks. Staff will utilise a variety of approaches and tools to work with the children and young people.

Where appropriate the children/young people will work through an individually designed programme to help them develop socially acceptable behaviour.

Integrated working arrangements between Maple Tree House and Sunny Bank are in place to provide an enhanced service that will address problems and issues with children/young people. To achieve this:

- There is a single point of contact in both services.
- Access to professional advice and guidance.
- Quick response to crisis situations.
- Have a reciprocal understanding of intervention techniques and roles of other professions.
- Work together to address the complex issues of children/young people within this service.
- Be open with colleagues and exercise discretion, trust and sensitivity in establishing and operating within multi -agency teams.
- Provide help and support closer to the point of contact.

When children/young people display behaviour that in any family or group environment would be considered undesirable some form of relative sanction may be needed.

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

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

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

The use of Physical Intervention at Maple Tree House is limited to extreme circumstances and only used to prevent likely injury to the child / young person or others, or likely serious damage to property. In this case Physical Intervention will follow the Bridgend County Borough Council Policy and Guidance and be in accordance with a specially developed individual plan. The minimum force necessary will be used and all cases of Physical Intervention will be formally recorded. All staff are provided with appropriate training in the use of Team Teach and will not be actively involved in a physical intervention until they have completed this.

Anti-bullying

Maple Tree House recognises and affirms the right of all children and young people to live in an environment free from bullying and harassment. We aim to provide a culture that positively encourages acceptable behaviour and reduces or prevents the likelihood of bullying taking place.

Any risk assessments undertaken as part of the admissions process will highlight whether the child / young person may be a victim or perpetrator of bullying.

On admission the child/ young person receives an induction pack, a member of staff will explain our zero tolerance to bullying and our complaints procedure. All children / young people are expected to sign up to the anti-bullying policy and abide by the contract. All reported incidents will be fully investigated. Staff will offer appropriate support and reassurance to a child/young person who has been bullied and will respond in ways that seek to influence the behaviour of the perpetrator of the bullying.

Staff will use a restorative justice approach and any conflict or confrontation between residents and staff will be resolved using these mediation skills.

Staff are vigilant about all aspects of bullying and ultimately a young person's placement could be jeopardised and considered unsuitable should they refuse to comply and bullying behaviour persists. They are also aware that bullying may constitute a significant risk of harm and if so safeguarding procedures will be followed.

Procedures for dealing with unauthorised absence

Children and young people must have the opportunity to feel cared for and protected at all times. As a Corporate Parent, the Local Authority has a duty to safeguard and promote the well-being of any child/young person, taking appropriate action as/when necessary. South Wales Police will respond immediately to any referral made by a statutory or voluntary agency that follows Joint Protocol for children absent without authority who are looked after and the All Wales Protocol for children who run away or go missing from home or care.

Children and young people absent themselves for a variety of reasons - in response or reaction to their personal situations or other contributing circumstances.

A child/young person under 18 years of age is absent without authority whenever they have left the placement without agreement or failed to return at a previously agreed time. In the event of a child/young person being absent from the home without authority, staff will use the pre placement risk assessment and the current risk assessment to establish the level of concern. The following categories of absence will be assigned to the situation.

Absent without authority (low level of concern)

Some children/young people absent themselves for a short period and then return. Such children/young people may be testing boundaries and are not necessarily considered to be at a high level of risk. Young people who fall within the category of "absent without authority" will be the subject of continuous risk assessment whilst they

remain absent. The outcome of this risk assessment will determine the reporting to the police, however, for this level the child/young person will not be reported as missing to the police.

During their absence, circumstances may change and staff will need to be in a position to respond accordingly and effectively. Staff at the service will take all reasonable and practical steps to establish the whereabouts or destination of the child/young person or persons with whom they may associate. If the location of the child/young person is known, the staff from the service will collect them if safe to do so. However, there may be occasions where it is thought that there are specific issues of safety or public order difficulties in returning the child/young person back to the unit that assistance from the Police may be sought.

Missing children (medium to high level of concern)

As detailed above a child/young person may be categorised as “missing” when they are absent from Maple Tree House residential service and

(a). the child/young person’s location is not known and the reason for the absence is not known and/or

(b) there is cause for concern because of their vulnerability and/or

(c) there is potential danger to the public and/or

(d) the child/young person is looked after as a result of direction by the Court or is subject to police protection.

Action to be taken in the event of an absence:

If a child/young person fails to return to Maple Tree at the agreed time, a risk assessment is undertaken in conjunction with the Emergency Duty Team and if appropriate the child/young person will be either deemed absent without authority or missing.

Required documentation will be completed and sent to the Responsible Individual, one sent to the relevant senior manager within Children’s Social Care at Bridgend County Borough Council and the other placed on the child/young person’s personal file.

If the child/young person remains missing after forty-eight hours consultation will take place with a relevant senior manager as to further action. This could entail a request to the police to use publicity. This situation will be monitored and reviewed on a daily basis for as long as the child/young person is missing. All unauthorised absences are recorded in the child/young person’s file.

Religious Observance

Children/young people have the choice to follow their own particular beliefs and can be supported to attend places of worship locally or in the closest provision that meets their needs.

Language and communication needs for people using the service

Bridgend County Borough Council is committed to treating Welsh and English on an equal basis when carrying out its public business and to meeting the requirements of The Welsh Language Standards 2017.

Language is at the heart of safe care and to achieving good quality care outcomes. The service is committed to meeting the language and communication needs of the children and young people who access Maple Tree House. We ensure the methods used to engage with and gain the views of individuals using the service are appropriate to their age, level of understanding and take into account any specific condition or communication need (in line with Regulation 76 of the Regulation and Inspection of Social Care Wales Act)

Our statement of purpose is available in Welsh and English. Personal documentation and general information about Maple Tree House can be provided in Welsh. Language preference is identified and recorded on the child's care and support plan and Maple Tree House endeavours to provide services that reflect the child's language needs.

Staff are supported to take up opportunities provided by the Local Authority to develop their Welsh language skills. Staff are encouraged to use Welsh with the children / young people and family members who wish to communicate in Welsh.

Section 4: Staffing Arrangements

Maple tree has a team of care staff providing 24 hr support 7 days a week. There are always two staff on duty and two staff sleep in.

Staff at Maple Tree House either hold or are working towards the required qualification to practise within a regulated service and to register as a Residential Child Care Worker with Social Care Wales. These requirements are set out within the Social Care Wales 'Qualification framework for social care and regulated childcare in Wales'. The qualifications detailed below are limited to those required, although many staff members hold other qualifications in addition.

The Staff Team.

1 Registered Manager

Level 5 Diploma in Leadership for Health and Social Care Services (Children and Young People's Residential Management) Wales and Northern Ireland or a relevant predecessor qualification accepted by Social Care Wales

4 Senior residential care workers

1 x Vacancy

Level 3 Diploma in Health and Social Care (C&YP) Wales & Northern Ireland

NVQ 3 Caring for Children and Young People

Level 5 LHSCS (C&YP Advanced Practice) Wales and Northern Ireland

10 Residential child care workers

All staff are required to hold or work towards the Level 3 Diploma in Health Social Care Services (Children Young People) Wales and Northern Ireland or predecessor qualification accepted by Social Care Wales

Casual workers are engaged to cover staff sickness and leave.

These staff will be qualified in City and Guilds Level 2 Health and Social Care: Core plus City and Guilds Level 3 Health and Social Care: Practice (Children and Young People) or predecessor qualification accepted by Social Care Wales

1 x Business support officer (not a listed role)

Level 2 Award in Business and Administration or equivalent qualification

Staffing Levels

Residential Manager 37 hrs per week Mon-Friday

Senior child care workers 37 hrs per week working as part of a rota which includes weekend working.

The staffing structure is as follows:-

- Residential Manager x 37 hours
- Four senior residential workers x 148 hours
- Ten part-time Residential child care workers x 328 hours (2x 24 and 8x 35)
- One part time business support officer x 18.5 hours

The manager works at Maple Tree House throughout the week. In the managers absence there are senior residential workers completing office hours and deputising in the manager's absence. All staff are aware that the manager, Group Manager and the Responsible Individual will be available by phone for support and can attend Maple Tree House if needed.

c) Specialist Staff

1 x 30hr Behaviour Analyst is based at Maple Tree House Monday to Thursday each week. The role of the Behaviour Analyst is to develop bespoke behaviour protocols that guide staff's intervention with the children and young people. The Behaviour Analyst also undertakes a comprehensive assessment of the young person whilst at Maple Tree House (Assessment Unit) that identifies their therapeutic needs and preferred future placement options.

Two vocational outreach workers, working from Maple tree.

d) Deployment of staff at service

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

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

All Staff have appropriate checks undertaken by Human Resources.

f) Supervision Arrangements

The Social Services and Wellbeing Directorate of the Local Authority is committed to the supervisory process and sees the quality of supervision as directly supporting the focus of frontline practice and service provision on what matters to people and the outcomes they would like to gain from a range of interventions.

Supervision has an essential role in the effective management of staff performance and practice and is a primary means by which staff are supported to evidence accountable practice.

Regular, planned and competent supervision is both a right and a requirement for all members of staff. The Social Services and Well-being Directorate has developed a Supervision Policy and Guidelines. Supervision usually takes place once every 4 – 6 weeks for most staff groups in line with the policy.

Staff participate in annual appraisals, which provides them with the opportunity to review and discuss previous and current performance as well as their views and future development needs. There is an expectation that actions identified and agreed in appraisal are reviewed in supervision.

g) Staff Training

Training is an essential part of developing the practice of our staff and to support the delivery of good quality care. All staff receive ongoing training appropriate to their role. All staff will complete an induction. Our induction follows the All Wales Induction Framework for Health and Social Care. Staff will also complete the Corporate Induction Framework. Once staff have completed their induction, they are put forward for the required Health and Social Care Award.

Staff have access to a programme of training provided by Bridgend CBC which may include areas such as:

- Safeguarding Children at risk
- Paediatric First Aid
- Manual Handling Passport
- Medication Awareness and Administration
- Team Teach
- TRIBE
- Recording skills
- Food Hygiene

Other training is available provided by Bridgend CBC to meet identified development and service needs and may include, for example; Child Sexual Exploitation, Attachment and Child Development.

Managers have access to a programme of training focusing on the development of leadership and management skills. The programme is co-ordinated on an annual basis, based on an analysis of training and development needs.

Section 5: Facilities & Services

a) Number of single and shared rooms

Six single rooms used by the young people and three staff bedrooms rooms. No ensuite rooms.



b) Number of dining areas two



c) Number of communal areas - two



d) Specialist bathing facilities

None

e) Specialist equipment

None

f) Security arrangements in place and use of CCTV

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

g) Access to outside space and facilities at this service

Children and Young People have access to a garden which has a lawned area.

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

Within Maple Tree House children have access to:

- TV's DVD, computer with internet access and electronic gaming equipment.
- A varied assortment of sports equipment, board and table games and books.

- Laundry facilities.
- Newspapers and magazines are purchased for the young people upon request, representing their individual interests.

Section 6: Governance and Quality Assurance Arrangements

Quality Assurance

The Responsible Individual for the service reports directly to the Statutory Director of Social Services. The Responsible Individual will visit the service at least once every quarter and will ensure the quality, safety and standard of service is maintained at all times and meets regulatory requirements in line with the Statutory Guidance for service providers and responsible individuals on meeting service standard regulations relating to Parts 3 to 20 of the Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017.

The Responsible Individual will establish and maintain arrangements for monitoring, reviewing and, where necessary, improving the quality of care and support provided by the service. This will include a system for reviewing the quality of care and support at least every six months, resulting in the preparation of a report to the service provider, which will inform the statement of compliance and service provider's annual return.

During the visit, the Responsible Individual will speak with the manager, other staff members, young people and their families and other visitors or professionals, as available and appropriate.

The Group Manager, Placements and Provider Services is responsible for the line management of the Registered Manager. The Group Manager, Placements and Provider Services, reports directly to the Responsible Individual.

Visits are also carried out on a monthly basis by a manager from within Children's Social Care. The manager shall interview, with their consent and in private, the children and young people accommodated, their parents, relatives and persons working at the home in order to form an opinion of the standard of care provided in the home.

They will inspect the premises of the home, its daily log of events and records of any complaints; and prepare a written report on the conduct of the home. The visiting officer will provide a copy of the report which will be stored at the Maple Tree House, a copy will also be provided to the Responsible Individual.

Management Structure



A full range of policies and procedures are available to staff. All staff are aware of their responsibilities under the Code of Professional Practice for Social Care.

Records are kept in line with data protection legislation and all data is handled subject to the directorate [Fair Processing / Privacy statement](#). Any individual with concerns over the way BCBC handles their personal data may contact the Data Protection Officer at the Council or the Information Commissioner.

Data Protection Officer, Bridgend County Borough Council, Information Office, Civic Offices, Angel Street, Bridgend CF31 4WB. E-mail foi@bridgend.gov.uk . Telephone 01656 643565

Information Commissioner's Office – Wales, 2nd Floor Churchill House, Churchill Way, Cardiff CF10 2HH Telephone: 02920 678400 Fax: 02920 678399 Email: wales@ico.org.uk Website: <https://ico.org.uk/>

Staff working in the service are supported to raise any concerns that they may have in relation to service provision. Any concerns will be thoroughly investigated and acted upon as necessary. Bridgend County Borough Council has in place a Whistleblowing Policy to afford staff the necessary protection to report malpractice or other concerns.

Complaints, Comments, Suggestions or Compliments

We want the services you receive to be the best possible and that's why your feedback is important to us. The feedback could be in the form of a comment, a suggestion on

how we can improve, a compliment or, if you are unhappy with the services, you may want to make a complaint. You can feedback to us on behalf of someone else too.

The best way to make a complaint, suggestion, comment or compliment is to contact the Complaints Team in one of the following ways:

- By telephone on **01656 642253**;
- By letter or fill in a Complaint Form and forward it to The Complaints Team, Social Services and Wellbeing Directorate, Civic Offices, Level 2, Angel Street, Bridgend, CF31 4WB. (We can arrange to post the form to you if you prefer).
- By email social.services@bridgend.gov.uk or childrenscomplaints@bridgend.gov.uk;
- If you require any assistance to make a complaint, suggestion, comment or compliment, please contact the Complaints Team.

Ideally, any complaints should initially be raised directly with the service in the first instance, where the registered manager or senior staff member will try to resolve it immediately. However, if this is not possible, complaints will be dealt with in line with the [Social Services Representation and Complaints Policy](#).

Anti-Discriminatory Practice

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

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

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

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

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

Consultation

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

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

- a. Pre-admission planning and visits to Maple Tree House by the young person and parents / carers and social worker.
- b. Formal planning and review via the Social Services & Well-being (Wales) 2014 statutory review framework for Looked After and Accommodated Children. Key working, young people's meetings and evaluation exercises.
- c. Informally through daily interaction with staff where important views and opinions are noted within the personal recording sheets.

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

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

1. Provisions as detailed in Part 6 Code of Practice (Looked After and Accommodated Children) Social Services and Well-being (Wales) Act 2014.
2. Young people's meetings.
3. Key working sessions.
4. Daily interactions with staff members.

Health and safety

Health and safety checks are carried out within set guidelines, this includes:

- Fire safety checks
- Environmental checks
- Legionella management checks

There is also a schedule of maintenance undertaken which covers:

- The heating system
- Electrical wiring
- Water storage tanks
- PAT testing

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET COMMITTEE CORPORATE PARENTING

12 OCTOBER 2022

REPORT OF THE CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING

UPDATE ON CORPORATE PARENTING DEVELOPMENT

1. Purpose of report

- 1.1 The purpose of this report is to provide the Cabinet Committee Corporate Parenting with an update on the development of Corporate Parenting in Bridgend.

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

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

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

3. Background

- 3.1 The first Cabinet Committee Corporate Parenting meeting of the municipal year received a report presented by the Corporate Parenting and Participation Officer setting out proposals for the future development of Corporate Parenting in Bridgend.

- 3.2 The proposals included:

- Establishing a shared Vision for Corporate Parenting Responsibilities.
- Establishing a governance structure that supports the strategic and operational approach to Corporate Parenting.
- Establishing a Corporate Parenting Performance Framework.
- Establishing care experienced forums to provide our children and young people with a collective voice.

This report will provide an update on the progress of the above proposals.

4. Current situation/proposal

4.1 Establishing a shared Vision for Corporate Parenting Responsibilities

- 4.1.1 In order to establish a shared Vision for Corporate Parenting Responsibilities, it was agreed that the views of our young people need to be sought to prioritise what issues are most important to them and then these views would be shared with multiagency professionals to inform their discussions on future planning Corporate Parenting activity.
- 4.1.2 During the School Summer holidays the Corporate Parenting and Participation Officer facilitated a consultation event with our Care Experienced Children, Young People and Care Leavers at Bryngarw Country Park with the support of professionals from the Social Services and Wellbeing Directorate and the Education and Family Support Directorate. The event involved our young people engaging in a consultation workshop in the morning, having a buffet lunch midday and taking part in fun activities in the afternoon.
- 4.1.3 The consultation involved our young people being asked about:
- Having a voice
 - Being healthy
 - Access to services
 - Having stability in their lives
 - Being ready for independent living
 - Celebrating milestones
- 4.1.4 Part of the consultation workshop involved the young people recording voices to share their views on the above topics. A media company was commissioned to undertake the recordings and to use them to create a presentation on their collective views.
- 4.1.5 As with all good participation practice, the young people were rewarded for their time and involvement by being given gift vouchers.
- 4.1.6 On 12th September, a multiagency workshop event was held at the High Tide Porthcawl to raise awareness of Corporate Parenting responsibilities with all professional agencies that work with and for Care Experienced Children, Young People and Care Leavers in Bridgend County Borough.
- 4.1.7 The event sought to enable all of the professionals to hear the views of our Young People recorded at the event held at Bryngarw Park earlier in the Summer and to discuss these views in multiagency workshops. The second part of this event was for professionals to identify what they could do as both single agencies and also as a multi-agency collective to address the issues raised by our young people.
- 4.1.8 A report from the multiagency event will be produced for the first Corporate Parenting Board due to take place on Wednesday 26th October.

4.2 Establishing a governance structure that supports the strategic and operational approach to Corporate Parenting

4.2.1 Following on from the first Cabinet Committee Corporate Parenting meeting of the municipal year, it has been decided by the Deputy Leader and the Corporate Director of Social Services and Wellbeing that, due to the strategic nature of the new approach to Corporate Parenting, that the proposed 'Operational Corporate Parenting Group' will now be the 'Corporate Parenting Board'.

4.2.2 The draft membership of the Corporate Parenting Board has been established as a result of nominations from Senior Leaders in a variety of agencies and directorates working with and for Care Experienced Children, Young People and Care Leavers across Bridgend County Borough.

4.2.3 The draft membership of the Corporate Parenting Board is as follows:

<i>Deputy Leader,</i> Bridgend County Borough Council
<i>Corporate Director, Social Services and Wellbeing</i> Bridgend County Borough Council
<i>Chief Executive</i> Bridgend County Borough Council
<i>Head of Partnership Services</i> Bridgend County Borough Council
<i>Wellbeing Manager, Healthy Living</i> Bridgend County Borough Council
<i>Deputy Head of Children's Social Care</i> Bridgend County Borough Council
<i>Group Manager, Learning Disability, Mental Health and Substance Misuse</i> Bridgend County Borough Council
<i>Employability Programme Team Leader</i> Bridgend County Borough Council
<i>Head of Education and Family Support</i> Bridgend County Borough Council
<i>Group Manager, Vulnerable Groups Support</i> Bridgend County Borough Council
<i>Corporate Parenting & Participation Officer</i> Bridgend County Borough Council
<i>Performance and Information Manager</i> Bridgend County Borough Council
<i>Superintendent</i> South Wales Police
<i>Director of Midwifery</i> Cwm Taf Morgannwg UHB
<i>Vice Principal Learner Journey, Systems and Inclusive Practice,</i> Bridgend College
<i>Team Manager Cwm Taf Morgannwg Advocacy Service</i> TGP Cymru
<i>Group Manager, Operations Department</i> South Wales Fire & Rescue Service
<i>Assistant Director Children's Services, Western Bay</i> Barnardo's Cymru

- 4.2.4 The draft membership for the Corporate Parenting Board will be signed off and amended if needed as part of the draft Terms of Reference in the first meeting of the Board on Wednesday 26th October .
- 4.2.5 The Corporate Parenting Board has been established to have strategic oversight and coordinate the Corporate Parenting agenda across Bridgend County Borough.
- 4.2.6 The Corporate Parenting Board will work collaboratively to produce and implement the Corporate Parenting Strategy that will seek to provide a framework to improve the life outcomes for Care Experienced Children, Young People and Care Leavers (our children and young people).
- 4.2.7 It is proposed within the draft Terms of Reference of the Corporate Parenting Board that there will be 6 subgroups that will seek to address the priority areas identified by our young people and the multiagency professionals at the two consultation events held over the last two months as previously mentioned in this report.
- 4.2.8 The Corporate Parenting Board priorities are as follows:
- Priority 1 – Having a voice
 - Priority 2 – Good health and well-being
 - Priority 3 – A comfortable, safe, stable home whilst in care and after
 - Priority 4 – Educational achievement, training and employment
 - Priority 5 – Ready for independent living
 - Priority 6 – Celebrating our children and young people’s milestones
- 4.2.9 The first meeting of the Corporate Parenting Board will agree the subgroups along with their frequency and membership.

4.3 Establishing a Corporate Parenting Performance Framework

- 4.3.1 As stated in the report to the first Cabinet Committee Corporate Parenting meeting of the municipal year, it is essential that we measure and monitor the effectiveness of the care and parenting we provide for our children and young people. Therefore, it is proposed that the Corporate Parenting Board will identify key performance indicators on the priorities identified along with any other relevant evidence for parenting performance. The Performance Framework would be both quantitative and qualitative and would be collated into an agreed formatted dashboard to be used by the Corporate Parenting Board for benchmarking and reporting to this Committee for scrutiny.
- 4.3.2 It is proposed that the Performance Framework would highlight multiagency data and therefore, whilst it is recognised that Children’s Social Care would host the dashboard, there is a commitment and expectation of all Council Directorates and partner agencies to provide their agreed data in a timely manner as agreed by the Corporate Parenting Board. This is dependent on data requirements being mapped out, agreed by Board, so that the capacity on all data representatives is fully

understood which will determine the resource required by the Directorate Performance and Information Team.

4.3.3 In order to commence work on the Performance Framework, it is proposed that the Corporate Parenting Board will establish a data subgroup that will meet regularly to agree a manageable and relevant dataset that will report on the progress of the work relating to the priorities.

4.4 Establish care experienced forums to provide our children and young people with a collective voice

4.4.1 Following on from a formal tender process, Tros Gynnal Plant (TGP) have been awarded the contract for providing a Specialist Participation Service for the Corporate Parenting Board. This service will gain the views of our young people through a Care Experienced Youth Forum (aged 12 – 18) and a Care leaver Forum (aged 16 – 25) that will each meet once a month. The forums will consider the issues of children and young people identified through our commissioned advocacy service, the issues raised by the individual members of the forums along with any consultation responses requested by the Corporate Parenting Board.

4.4.2 It is hoped that the first forums will be held in October or November depending on the success of the recruitment drive to gain members on the forum.

4.4.3 The Corporate Parenting and Participation Officer will present a report on the views of our young people collected from the forums at each Corporate Parenting Board meeting.

5. Effect upon policy framework and procedure rules

5.1 There is no impact on the policy framework or procedure rules arising from this report.

6. Equality Act 2010 implications

6.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this policy or proposal.

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

7.1 Long term – the establishment of the Corporate Parenting Board will address how agencies can address their responsibilities for Corporate Parenting in a strategic manner to make robust plans for the future.

7.2 Prevention – the proposals that have been made mean that the responsibilities we all have for Corporate Parenting are identified and established into what we need to report on. Measuring and reporting on these responsibilities through the Corporate Parenting Board will enable us to take early action on any issues identified.

7.3 Integration – the Corporate Parenting Board has a proposed membership, as part of the draft Terms of Reference due to be discussed at the first Corporate Parenting Board meeting on Wednesday 26th October. This membership is intended to provide

sufficient representation to cover who has specific responsibilities for our children and young people in particular circumstances. Moreover, the discussion due to take place regarding the draft Terms of Reference will identify where professionals and agencies need to work together in the future to forge a coherent approach to the care of our children and young people.

7.4 Collaboration – the success and effectiveness of our Corporate Parenting in Bridgend is dependent on how well agencies work together to achieve shared goals and aspirations for our children and young people. These goals and aspirations will be agreed and worked to in the first multiagency Corporate Parenting Board due to be held on Wednesday 26th October.

7.5 Involvement – due consideration has been given to how different ‘providers of care’ are involved in the proposals around Corporate Parenting. Specific attention and proposals are given to enabling the voice and lived experience of our children and young people.

8. Financial implications

8.1 The contract for the Specialist Participation Support provided by Tros Gynnal Plant (TGP) for 12 months (to an extendable 6 months if needed) costs £18,000 and is funded from within the Childrens Social Care budget.

9. Recommendations

9.1 It is recommended that the Committee consider the contents of this report and support the progress of the Corporate Parenting Board.

Claire Marchant

Corporate Director Social Services and Wellbeing

October 2022

Contact officer: Steve Berry
Corporate Parenting and Participation Officer

Telephone: (01656) 642070

Email: steve.berry@bridgend.gov.uk

Postal address: Civic Offices, Angel Street, Bridgend, CF31 4WB

Background documents:

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET COMMITTEE CORPORATE PARENTING

12 OCTOBER 2022

REPORT OF THE CORPORATE DIRECTOR - EDUCATION AND FAMILY SUPPORT

EDGE OF CARE SERVICES

1. Purpose of report

- 1.1 The purpose of this report is to update Cabinet Committee Corporate Parenting on the work of Bridgend County Borough Council's Edge of Care Service.

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

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

Supporting a successful sustainable economy – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.

Helping people and communities to be more healthy and resilient - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.

Smarter use of resources – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 The Edge of Care Service is a multi-agency, intensive intervention team consisting of 24 staff from a range of professional backgrounds including:

- social workers;
- a mental health nurse;
- a health visitor;
- a specialist substance misuse worker; and
- family support workers.

- 3.2 The service supports families who have acute and/or highly complex needs, where children are at risk of significant harm or where children's families require specialist support to prevent their children from entering the care system. 'Edge of care' is an umbrella term to describe a portfolio of specialist teams to meet specific needs identified by the local authority. They are detailed below.

Connecting Families

- 3.3 Connecting Families is a team of:

- six family support workers;
- a specialist substance misuse worker; and
- a senior family support worker.

- 3.4 The Connecting Families Team offers intensive interventions for up to six months on a one-to-one and group basis. Referrals are received from social workers who are concerned about children and their families who often face multiple issues that are impacting on environment or their parenting capacity. Practitioners use motivational interviewing skills to move parents through the cycle of change as well as using evidence-based parenting programmes to support improved understanding of a child's different stages of development and how parents can adapt their parenting to meet their needs, whilst often facing complex difficulties themselves.

Baby in Mind

- 3.5 The Baby in Mind Team consists of:

- a specialist health visitor;
- three family support workers; and
- a senior family support worker.

- 3.6 The team provides intensive support where there is a risk of a baby becoming accommodated by the local authority. Support is provided pre- and post-birth and tailored to a family's specific needs. The team offers a robust package of support and work with safeguarding teams to make home visits up to twice a day to the most vulnerable families after the birth of their baby. Parents are supported to understand how they can become more emotionally attuned to their baby's needs and ensure healthy brain development providing the foundations for children to thrive in their care.

Integrated Family Support Service

- 3.7 The Integrated Family Support Service is delivered by:

- a senior mental health nurse; and
- a senior social worker.

- 3.8 This team focuses on trauma-informed intervention. The team provides long-term intervention for up to one year where parental trauma is impacting on their parenting capacity, limiting their ability to provide consistent care for their children and those families where parents have been referred for support but have historically struggled to engage with services. There is a focus on supporting parents to improve their emotional regulation and increase their ability to tolerate distress by using skills informed by cognitive behavioural therapy and dialectical behavioural therapy.

Rapid Response

- 3.9 The Rapid Response Team consists of:

- four family support workers; and
- a senior family support worker.

- 3.10 The team provides crisis intervention within 24 hours of receiving a referral when a family have experienced a traumatic event or have been thrown into crisis. Support is for a period of six to eight weeks offering practical help, advice and guidance to aid the family in problem solving and safety planning. This team is the only edge of care service that works with families that are open to early help and are facing a crisis. The aim is to prevent the family from stepping up into statutory services.

Dads' Support Team

- 3.11 The Dads' Support Team consists of:

- a family support worker; and
- a senior family support worker.

- 3.12 The team offers support specifically for fathers where they are identified as the main carer for their children, or where fathers are struggling to take an active role in their child's life and need to be supported to recognise the importance of their role in a child's life.

Rise

- 3.13 The Rise Team consists of:

- a lead social worker; and a
- support worker.

- 3.14 The team offers practical, emotional and therapeutic support for parents for up to eighteen months where their children have been removed from their care and a decision has been made that they cannot care for their children in the long term. The team uses the trauma recovery model as a framework for intervention,

keeping the child in mind throughout. This does not only mean those children that have been removed, but the parents' own childhood. They are encouraged at their own pace, to talk about growing up; the strengths they gained, the adversities they overcame and experiences that remain unresolved and interfere with life.

4. Current situation/proposal

- 4.1 Bridgend's Edge of Care Service has delivered positive outcomes for families and children over the last five years preventing over 92% of the children they support from entering the care system consistently year on year.
- 4.2 Since April 2020, edge of care services in Bridgend, with relatively small resources, have supported 827 children and their families, and over 94% have been prevented from becoming care experienced (this data excludes any data on Rise).

Table 1 Impact of the Bridgend Edge of Care Service (in relation to care-experienced children in Bridgend)

	Number becoming care experienced	Number prevented from becoming care experienced (for at least 12 months following intervention)	Total referred for support	Percentage prevented from becoming care experienced
2020-2021	31	339	370	91.6%
2021-2022	19	373	392	95.1%
2022-2023 (Q1 only)	2	115	117	98.3%
Total	52	827	879	94.1%

- 4.3 In order to support the corporate objectives (for example, supporting communities to be healthier and more resilient), edge of care services have now started to collate data (since April 2022) on whether the intervention from Bridgend's Edge of Care Service has prevented families from returning or being re-referred to services within a 12-month period. Having this data will allow for an

in-depth analysis of those families to adjust the way in which the service intervene and attempt to effect change that can be sustained over the long term.

- 4.4 The local authority recently increased its commitment to families being supported to develop their own plans and resilience by further investing in family group conferences. Historically, this has been commissioned via Tros Gynnal Plant (TGP) Cymru (a third-sector organisation) on an ad hoc basis and funded approximately 25 family group conferences per year. This service provision and investment has now quadrupled since March 2021 to over 100 family group conferences per year with social workers and support workers referring families for a family group conference which supports them in developing their own plans to manage their own difficulties when services are no longer involved.
- 4.5 This agenda is further supported by investment in staff through robust induction and training plans. Social care is currently facing a difficult recruitment climate and a number of steps have been undertaken to overcome those challenges which, in turn, provides families the ability to build working relationships with consistent and suitably trained practitioners. All teams within the Edge of Care Service are directly supporting those families who are open to statutory services and are supported to undertake their role in many ways including:
- a robust induction, following the edge-of-care-specific framework that has been developed (including when they can expect to receive formal training and accreditation on relevant evidence-based interventions);
 - monthly supervision by their team leader and monthly team meetings as a whole service;
 - individual teams have weekly briefings to manage any case-related issues;
 - monthly reflective circles/peer supervision to offer support to one another on specific case issues;
 - monthly training from other organisations during team meetings to ensure good partnership working and up to date relevant knowledge of services and specialist areas; and
 - a practice guide for each team on how the model of service should be delivered and what skills, resources and guidance is available to practitioners when developing workplans for each family to meet their needs and manage the risks identified by professionals.
- 4.6 Since August 2022, all families worked with have been asked to provide feedback on the service they have received from edge of care services. The evaluation and engagement exercise is carried out by a senior family support worker, information is collated to inform service development and fed back to the

worker to inform their practice. We endeavour to collate more accurate data on how many families engage in this process - currently it is estimated at approximately 70%.

- 4.7 The qualitative data on how many children the service supports and whether they have been prevented from becoming care experienced is collated and analysed. In addition to this, the qualitative data is also collated through auditing files and utilising distance travelled tools where the family scale, using a scoring system, areas of their life they would like support both at the start of the intervention and at the end. The Bridgend Edge of Care Service has developed a new system within Welsh Community Care Information System (WCCIS) which will now allow the service to report on this information to any relevant stakeholders.
- 4.8 In November 2020, Baby in Mind won a Social Care Wales accolade for Innovation and Inspiring Ways of Working for its work with families whose children are at risk of entering the care system.
- 4.9 The specialist health visitor in Baby in Mind has been shortlisted for a prestigious UK award, and has been selected from hundreds of entries as one of five finalists in the Community and General Practice Nursing category of the Royal College of Nursing (RCN) Nursing Awards 2022. The result will be known in October 2022.
- 4.10 Rise is a newly developed service within Bridgend and was only set up in August 2022. It was developed following a review being undertaken by the local authority to consider the impact and outcomes achieved for families with the previous service.
- 4.11 As part of the review, work was undertaken to understand the scope and the need within Bridgend County Borough of those families that become subject to repeat care proceedings. While limited data was available, a snapshot of families open to edge of care services between January 2022 and March 2022 were considered. 170 families were receiving support and 34 of them had previously been subject to care proceedings, only one of those had engaged in any service such as reflect or rise and 13, while still in proceedings, had already had their children removed from their care. Where decisions have now been made about these children and their families, the Rise Team is actively trying to engage with them.
- 4.12 Bridgend County Borough Council recognises families should have access to emotional and practical support following the removal of their children. Without this support it will inevitably have an impact on their overall well-being, their ability to engage with professionals and maintain contact with their children. In the absence of a robust support service parents are more likely to continue facing the same difficulties which become exacerbated by the removal of their children increasing the likelihood of further pregnancies that, without significant change, will likely lead to further care proceedings.

Risks identified/forward look

Understanding the needs

4.13 While there is information available to understand the needs of children, young people and their families there is still work to be done in gathering detailed information to inform and shape service provision and ensure that resources are most effectively utilised. The Bridgend Edge of Care Service has commenced a project with the Information Technology (IT) department to implement systems within WCCIS that will allow for the easy collation and analysis of information:

- the details and profile of the families and children we are working with, such as age and gender as well as outlining the issues that are faced (for example, child sexual exploitation, criminal exploitation, substance misuse, domestic violence, peer-on-peer sexual harassment, physical chastisement, mental health neglect whether it be emotional, basic care needs or otherwise);
- further information is required on those families that become subject to repeat care proceedings;
- further information is required on the impact of edge of care services reported by families using the distance travelled tools; and
- further information is required on how effective edge of care services are at preventing services from being re-referred within 12 months.

Reviewing the files of children who have become care experienced

4.14 The files of children who become care experienced are reviewed and analysed on a quarterly basis with partners in Children's Social Care to explore any lessons that could be learned or missed opportunities. This is not yet fully embedded and further work is to be done to ensure this task is routinely undertaken. Officers involved in the reviews will need to agree how information and data is collated and analysed, which stakeholders will require the information and how the local authority plan to act on the information gathered.

Increase in children whose names are place on the Child Protection Register

4.15 The Education and Family Support Directorate is working in close partnership with Children's Social Care to look at best practice across early help, social care and edge of care services with the aim of preventing children's needs escalating and requiring protection.

4.16 Children's Social Care colleagues have commissioned and independent review to undertake an evaluation of their operating models. Early help services and

edge of care services will be a part of this review and any subsequent action planning as a result.

- 4.17 The improved data edge of care services collates, along with the improvement journey and action plans that require implementation as a result of the review undertaken, will be monitored by the early help and safeguarding board.

Edge of care services parent/partners agenda

- 4.18 The voice of parents and children that edge of care services support has always been integral to service provision. The Bridgend Edge of Care Service is developing an agenda that is multi-layered to ensure their voice is central to any service delivery and development this includes:

- all families who receive a service being asked for feedback on the service provision;
- families who have received a service from the Bridgend Edge of Care Service being peer supporters for other families receiving support;
- families being involved in recruitment of staff;
- families offering training to practitioners about their experiences of working with the Bridgend Edge of Care Service; and
- there is a need for established forums for participation groups to gather information from families regularly.

Shared goals

- 4.19 Support Children's Social Care in the implementation and embedding of the 'Signs of Safety' model and support and implement any action plans following the recent inspection.

5. Effect upon policy framework and procedure rules

- 5.1 There is no impact on the policy framework or procedure rules arising from this report.

6. Equality Act 2010 implications

- 6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report,

therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

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

7.1 The well-being goals identified in the Act were considered in the preparation of this report. As the report is for information it is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

8. Financial implications

8.1 There are no financial implications arising from this report

8.2 However, it is anticipated that the continued investment identified will bring about the following benefits:

- better outcomes for children, young people and their families to make them more resilient and less reliant on services;
- fewer children will become care experienced; and
- there are convincing moral and fiscal arguments for the development of trauma-informed, relationship-based support for parents who have had a child removed, to prevent risk of recurrence (especially for young women) following the first removal of a child.

9. Recommendations

9.1 Cabinet Committee Corporate Parenting is recommended to:

- consider the contents of the report; and
- consider the continued investment identified in further developing the proven service models.

Lindsay Harvey
Corporate Director (Education and Family Support)
30 September 2022

Contact Officer: Alex Williams Team Manager (Edge of Care Service)
Telephone: 07943 058771
Email: alex.williams@bridgend.gov.uk
Address: Civic Offices, Angel Street, Bridgend CF31 4WB

Background documents: None