

# **BRIDGEND COUNTY BOROUGH COUNCIL**

## **REPORT TO CABINET COMMITTEE CORPORATE PARENTING**

**19 OCTOBER 2016**

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

#### **DEVELOPMENT OF A NEW TRANSITION SERVICE MODEL FOR DISABLED CHILDREN AND YOUNG PEOPLE**

##### **1.0 Purpose of Report**

- 1.1 To inform Corporate Parenting Committee of the work being undertaken in respect of the development of a new service model for young people in transition from children's to adult's services; and
- 1.2 To seek approval to undertake wider engagement with staff and stakeholders in respect of the proposed new service model for transition in moving forward.

##### **2.0 Connection to Corporate Plan**

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

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

Plus the following background document:

- Medium Term Financial Strategy (MTFS)

##### **3.0 Background**

- 3.1 The Western Bay Learning Disability Programme Team commissioned an independent consultant to undertake a piece of work to consider the development of a service model for young people in transition from children's to adult's services, to be used across the Western Bay region.
- 3.2 The report was produced during 2014, and it was approved by the Western Bay Learning Disability Programme Team in March 2015. At this meeting, the Western Bay Learning Disability Programme Team approved to look into developing an integrated multiagency transition team within each local authority area, as recommended within the report, and it was also agreed that each new service model would be developed locally, within each authority's local context and service development arrangements.
- 3.3 In order to take this recommendation forward in Bridgend, a multi-agency workshop was held, involving colleagues from; Adult Social Care, Children's Services, Finance, Human Resources, Legal Services, and Abertawe Bro Morgannwg University Local Health Board (ABMU), in order that all colleagues and stakeholders had an opportunity to discuss the initial viability and on-going sustainability of implementing the proposed new service model.

3.4 Within this multi-agency workshop and other related meetings, it was identified that a number of considerable changes had come into force, or were due to come into force, since the initial service model was developed and approved by the Western Bay Learning Disability Programme Team, which included:

- The directorate restructure that was implemented in BCBC in January 2015, when Children's Services and Adult Social Care came together within the Social Services and Wellbeing Directorate – which had already brought about much closer working between service areas that cover transition; and
- The Social Services and Wellbeing (Wales) Act 2014, which was coming into force in April 2016 – which would have a considerable impact on those eligible for care and support, who prior to April 2016 would not have been

3.5 It was recommended that a multi-departmental project team would need to be established, who would reconsider and review the proposed new service model, in light of the considerable changes identified above. This approach was ratified by the Children with Disabilities Programme Board (CWD) who have a governance responsibility in respect of overseeing this project, providing the strategic direction and monitoring progress against key milestones.

#### **4.0 Current Situation**

4.1 A multi-departmental project team has been established to take this work forward, involving key stakeholders involved in transition, covering all specialties within Adult Social Care, as well as representation from the Disabled Children's Team in Children's Services – and the project has followed a project management approach, with support being provided by the corporate Project Management team.

4.2 A range of workshops have taken place involving those key stakeholders identified above, in order to:

- fully appraise the current transition service model in Bridgend;
- reconsider and review the proposal made via the Western Bay Learning Disability Programme; and
- refine the proposed new model, in order to ensure that it meets the requirements of the Social Services and Wellbeing (Wales) Act 2014

#### Workshop 1 – themed “taking stock”

4.3 A number of targeted questions were asked in order to identify the elements of the existing model that are working well, which can be built-upon in moving forward; and also identify elements of the existing model that are not working well, which could be eradicated or mitigated in moving forward. A focused question was also asked about if and how the introduction of a new service model could benefit – with the focus being on the experience of the individual receiving the service.

4.4 The main findings from Workshop 1 identified that the parts of the service that are currently working well are 'people' related. i.e. Staff teams from various areas working well together already in informal settings, staff teams eager to change and enhance the service going forward, and there being positive and trusting relationships with individuals and their families/carers. The main disadvantages of the current service were more 'process' related. i.e. potential duplication of work

when undertaking assessments at the age of 16 and then again at 18 years of age, and also practical issues in respect of current arrangements at transition panel.

4.5 The findings from Workshop 1 were then used to help inform the development of potential new service model options going forward, which were:

- Integrated Transition Team covering ages 0-25 (Western Bay model)
- Integrated Transition Team covering ages 14-25
- Extended Adult Social Care Teams to cover ages 14+
- 'Virtual' Transition Team covering existing teams, for ages 14-25

#### Workshop 2 – themed “moving forward”

4.6 The options identified above were then fully appraised at Workshop 2, where a SWOT analysis was carried-out against each option, identifying the main strengths, weaknesses, opportunities and threats.

4.7 Based on the SWOT analysis, the project team discarded the options identified above for a number of reasons, with the main reasons being:

- Transition issues would not be addressed, as Child Protection and Protection of Vulnerable Adults (POVA) would remain priority areas within existing teams;
- There could be a potential dilution of specialist knowledge that is currently provided from arrangements within existing, distinct teams;
- The size of an integrated team covering transition ages would be very difficult to implement and manage if attempting to introduce immediately
- Creating a new team would not address the required changes in eligibility resulting from the new Act

4.8 In response to this, an alternative 'phased approach' a proposal was then drawn-up by the project team, which addresses the concerns, is in-keeping with the requirements of the new Act, and is a manageable and realistic proposal in terms of being implemented effectively within the required timescales.

#### **Phase 1 – Transition Keyworker model**

- Disabled Children's Team (DCT) carry on 'as-is' for ages 0-18
- Adult Social Care (ASC) teams carry on 'as-is' for ages 18+
- New role/team created to focus solely on transition and vulnerable adults – to cover age range 14-25
- New role/team to focus on Transition, alongside social workers in DCT & ASC
- Proposed that 'transition keyworker' will be similar to the 'personal advisor' role for care leavers

#### **Phase 2 – Western Bay optimal model**

- Fully integrated team established for ages 0-25

4.9 It was agreed that this new proposal would need to be considered and evaluated by a wider range of stakeholders from other areas such as Families First and the Integrated Network teams in Adult Services, who were invited to a further workshop.

### Workshop 3 – themed “potential new service model”

- 4.10 All wider stakeholders had an opportunity to revisit the original options considered (as stated in paragraph 4.5) and then discarded by the project team – where all in attendance were in agreement with the decision and the rationale for discarding each option.
- 4.11 All in attendance then had an opportunity to undertake a SWOT analysis and provide any further comments in respect of the proposed new service model, following which all in attendance were in agreement to endorse the proposed ‘phased approach’.
- 4.12 In adopting the phased approach, officers feel that key lessons can be learned from Phase 1, and also the additional knowledge and experience that will be built-up in respect of the implications of the new Act (which came into force in April 2016) can be factored-in to help inform the future structure and make-up of the integrated team in Phase 2, and this proposal has been endorsed by the Children with Disabilities Programme Board.
- 4.13 It is acknowledged that wider engagement has not yet taken place with affected individuals, their families/carers or the staff members involved in transition, as it was only the managers of these teams who were part of the original project team who developed the options appraisal and proposed new service model.
- 4.14 It is therefore recommended that additional engagement is undertaken with those identified above, the findings from which will be used to help inform a final service model that officers would look to implement for transition services – which will be reported to relevant committees for scrutiny and approval, as required.

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

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

### **6.0 Equality Impact Assessment**

- 6.1 An EIA is not required at this time. When options in moving forward have been considered, and officers are in a better position to know which individuals and staff could be affected by the proposed new service model for transition in the longer-term, an EIA screening (and a full EIA if deemed necessary) will be undertaken, to assess any potential impact the new service model may have on individuals and staff.

### **7.0 Financial Implications**

- 7.1 The premise that the project team are working towards when developing a new service model for transition is that any changes will need to be made within existing resources and funding arrangements. However, should any additional funding for any elements of the new service model be required, approval will be sought via the necessary channels.

7.2 There are no specific MTFS savings requirements identified against this project, and it is not anticipated that any cost savings will be made in the early phases of the project. However, if any cost savings are made when developing the integrated service model for transition during the later phases of the project, they will contribute towards the below MTFS savings target:

<b>MTFS</b>	<b>2018/19</b>	<b>2019/20</b>	<b>TOTAL</b>
ASC28 Alternative Delivery Models	£1,214k	£1,202k	<b>£2,416k</b>

## **8.0 Recommendation**

8.1 It is recommended that Corporate Parenting Committee:

- Note the information contained in this report;
- Approve to undertake wider engagement with staff and stakeholders in respect of the proposed new service model for transition in moving forward;
- Note that a further report will be presented to Corporate Parenting Committee in the future, proposing a new service model for transition in the longer-term – which will have been finalised based on the findings from the engagement

### **Susan Cooper**

Corporate Director – Social Services and Wellbeing  
September 2016

## **9.0 Contact Officers**

Wendy Wilcox – Group Manager, Disability Transition and Case Management  
01656 642459  
wendy.wilcox@bridgend.gov.uk

Mark Wilkinson – Group Manager, Learning Disability  
01656 642281  
mark.wilkinson@bridgend.gov.uk

## **10.0 Background documents**

None