

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO PARTNERSHIPS AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE

29 OCTOBER 2015

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

WESTERN BAY UPDATE

1. Purpose of Report

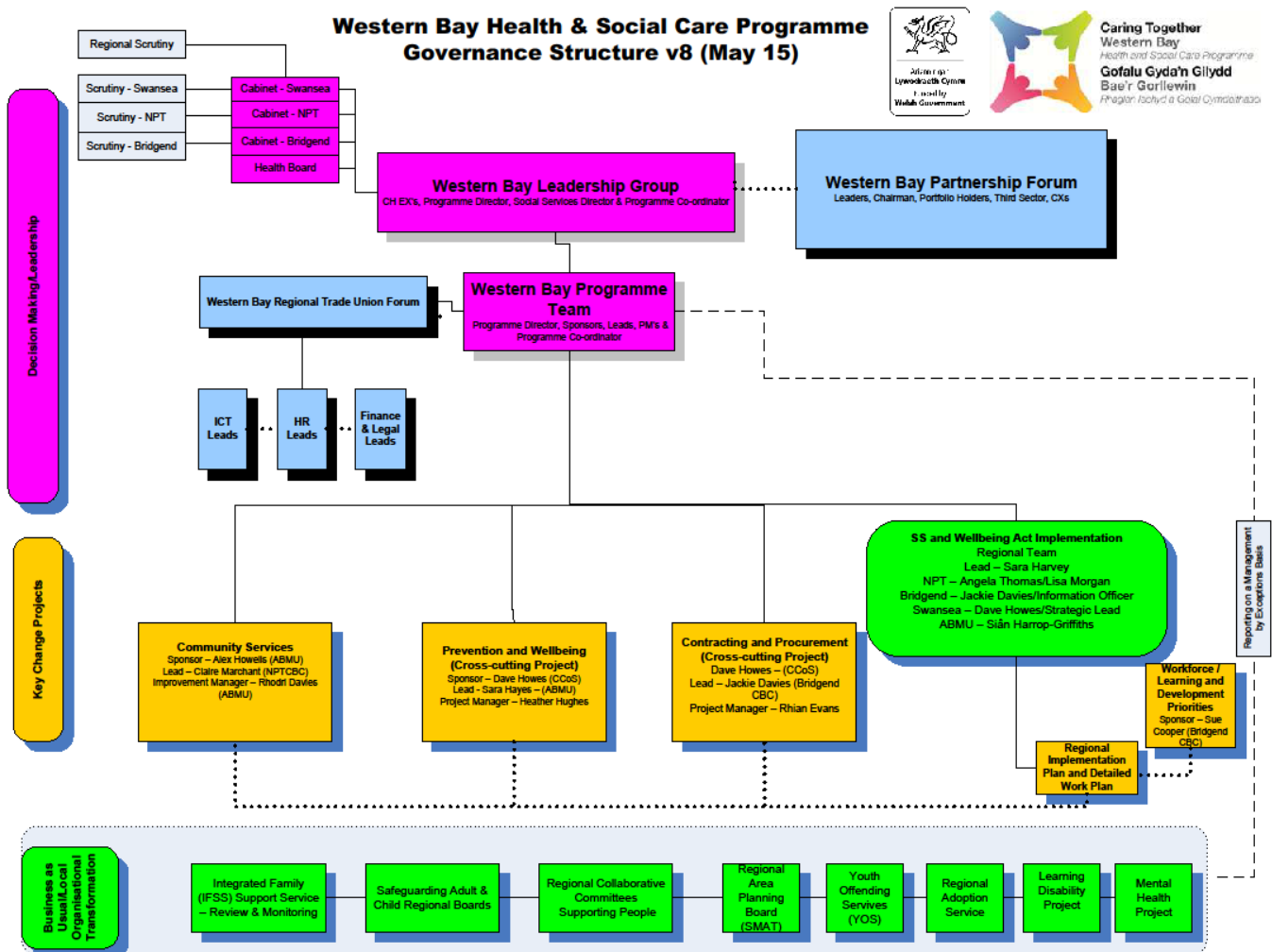
- 1.1 The purpose of the report is to provide an update to the Scrutiny Committee concerning the Western Bay Health and Social Care Programme.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 This report links to the following corporate priorities:
- Working together to help vulnerable people to stay independent;
 - Working with children and families to tackle the problems early;
 - Working together to make best use of our resources.

3. Background.

- 3.1 The principle objective of the Western Bay Health and Social Care Collaboration Programme is to work across boundaries to progress the integration of health and social care in the context of both the financial and demographic challenges.
- 3.2 During 2014-15, Western Bay established a Partnership Forum which provides a strategic overview of the Programme. The membership currently consists of the three Leaders of the three local authorities, portfolio holders, the Chairman of ABMU Health Board and non-executive members and the Chief Executives of the Health Board and the Local Authority.
- 3.3 As a result of the reduced grant from Welsh Government for regional collaboration, Western Bay has carried out a re-prioritisation exercise and has now agreed three transformational programmes at Tier 1. These three work streams are, Community Services, Prevention and Wellbeing and Contracting and Procurement. A plan has been put in place to ensure that the remaining priorities continue to progress and these are now referred to as Tier 2 priorities. These include, Community Learning Disability Team model, Mental Health Project and the Regional Adoption Service. The remaining strands of Western Bay activity, regional Supporting People Committee, regional Area Planning Board for Substance Misuse, the regional Safeguarding Boards and the Integrated Family Support Services have separate governance arrangements but if there are specific issues there is still the ability to escalate to the Leadership Forum. The regional Youth Offending Service is progressing with separate governance arrangements under a Western Bay Youth Justice Board.



3.4 Since its inception in 2012, the Programme has been supported by different grant funding sources, principally from Welsh Government. These are European Social Fund (2012 – 2014) to provide project management capacity and support regional working; Intermediate Care Fund to support the increased integration of health and social care for intermediate care services for older people; Regional Collaboration Fund to increase the pace of regional working and the Delivering Transformation Grant to provide resource in preparing for the implementation of the Social Services and Wellbeing (Wales) Act 2014. The City & County of Swansea took on the lead role for coordinating the programme and holding the grant on behalf of the other partners. In relation to Delivering Transformation Grant funding, and readiness for the implementation of the Social Services and Wellbeing (Wales) Act, the lead Social Services Director is Sue Cooper, Corporate Director of Social Services and Wellbeing, Bridgend CBC. Further details of the grant funding are provided in **Appendix 1**.

3.5 Following a re-prioritisation exercise in relation to reduced grant funding (Regional Collaboration Fund reduced by 50%, the ceasing of ESF grant), capacity of staff to engage across several strands of regional working and the regional adoption service moving to implementation, 5 transformational projects at 'Tier 1' have been reduced to 3.

- 3.6 Readiness to implement the Social Services and Wellbeing (Wales) Act (SSWBA) is also changing the emphasis of the Western Bay Programme. While much of the activity in the project work streams fulfil the requirements of the Act, there was a requirement to prepare a Regional Implementation Plan which identifies what is being planned in readiness for implementation in April 2016.
- 3.7 Workforce readiness has been identified as an important feature of implementing the SSWBA and a separate Learning and Development Plan is being progressed to identify what activities will take place across all three Local Authorities to prepare the workforce.

4. Current situation / proposal.

4.1 Community Services

In September 2013 the Western Bay Health and Social Care Programme set out a joint commitment to work together to integrate and improve the planning and delivery of community services for older people, *Delivering Improved Community Services*. The commitment was a whole systems approach to addressing the challenges of the issues presented by an ageing population. It stated clearly the first phase of integration would focus on intermediate care services which in turn would act as a catalyst for change across the rest of the system. A detailed business case, *'Delivering Improved Community Services – Business Case for Intermediate Tier Services'* was developed. This was approved by Cabinet in May 2014.

- 4.2 The crux of the *Delivering Improved Community Services* and the subsequent business case was; to achieve sustainable health and social services for frail or older people. There is a need to provide better assessment, care and support at lower cost; something that would be very difficult to achieve with traditional, silo-type forms of both health and social care delivery. The tendency toward individual agencies cost-shunting in an uncoordinated system that lacks significant integration is also highly undesirable as it leads to poorer outcomes for older people.
- 4.3 Cost pressures due to demographic change are considerable, and they impact across social care and health services. The business case stresses the issues of trying to manage the current and future challenges that an increasingly older and frailer population presents. It states the risks inherent in continuing to operate the health and social care system as we do now, (the 'do nothing' scenario), and estimates cost pressures of £3.3million in social care and a further £2million in the NHS or 450 fewer people receiving additional support by 2016/17. The business case described how developing an effective intermediate tier of services is central to this wider transformation programme. Intermediate tier services, which would include reablement and rapid response services in the community, provide the critical boundary between wellbeing and the need for managed care, with the potential to enable more people to maintain their independence.
- 4.4 As a consequence of the business case, investment was made in an optimal intermediate care service model. The optimal model comprised 3 elements:
- Common Access Point (CAP) - an integrated common access point that consists of a multi-disciplinary team who are able to effectively triage callers and direct

them to the most appropriate outcome: urgent clinical response, reablement, long term community network service, specialist mental health service or a third sector or community solution (e.g. housing). In Bridgend, investment had already been made in the CAP, so there was more emphasis on the other strands.

- Rapid Response - The rapid response service provide a rapid clinical response (doctor, nurse and/or therapist) for people who require immediate assessment, diagnosis and sometimes treatment who would otherwise be admitted to hospital. Clinical response is within 4 hours of referral.
- Reablement – therapy led reablement helps people to retain or regain skills that they may have lost, due to hospital admission or illness, with the objective of minimising the need for ongoing domiciliary care and support.

- 4.5 The business case attracted an investment of £1,271,000 revenue and £635,000 capital, totalling £1,906,000 in intermediate care in Bridgend CBC in 2014/15 as a consequence of grant funding made available for one year only through the Intermediate Care Fund. In approving the business case, Cabinet noted that the business case represented a 5 year programme of transformational change and in addition recognised the challenges presented by the bridging finance requirements in 2015/16 and 2016/17 to make the model financially sustainable. In its commitment to the Business Case, Cabinet endorsed a recommendation to ‘approve in principle the establishment of an arrangement to pool resources with partners in the Western Bay Programme, subject to formal agreement in accordance with Section 33 of the National Health Service (Wales) Act 2006 by April 2015’. This agreement was approved by the Cabinet on 6 October 2015.
- 4.6 The Intermediate Care Service is one strand of the Community Services project which is further progressing work concerning Care Homes. As part of the response to the report from the Older People’s Commissioner on Care Home standards, a regional action plan and commissioning strategy for future care home provision is under development. A Care Home Task & Finish Group was set up initially to develop a Regional Care Home Commissioning Strategy. This work was superseded by the response required to the Older People’s Commissioner’s (OPC) ‘A Place to Call Home’ report published in November 2014. A Regional Improvement Plan is being progressed as part of the response to the OPC report. A Regional Quality Framework has been completed with a launch due in January 2016. Locality Market Position Statements have been drafted and a Regional Market Position Statement completed by an external adviser focusing on Older People’s Care Homes. An Action Plan for a Regional Care Home Commissioning Strategy has been devised. Information gathering on strategy data and an initial draft is being progressed. A regional care home task group has been established and has developed a draft strategy for care homes which will help set the vision for the sector across the region. The strategy will outline the demand for the market and help shape services for the future.
- 4.7 Older People’s Mental Health is an important part of the community services project. An OPMH Medical Forum has been established with membership across the specialisms. Some initial priorities have been agreed in terms of integration with the community model. The future community services model will include Older People’s Mental Health with inclusion of OPMH staff in a single team. The Community Services Project will therefore work with MH colleagues to begin planning.

- 4.8 The Community Services Project Board has subsequently developed the 'What Matters to me' service model which is a whole systems integrated approach to delivering improved outcomes for older people with well-being, care and support needs. It is a person centred proactive and preventative approach to meeting the needs of people at risk of losing independence and tackling social and health needs holistically. The model details eleven initial steps which need to be taken together to deliver better outcomes for people, and deliver services which are financially sustainable. These range from initiatives to tackle loneliness and social isolation, through to strengthening existing intermediate care services and developing proactive anticipatory care planning for people at risk of losing their independence. The model also includes a clear commitment to integrate older person's mental health services into community teams, so services are delivered through 'one team' around the older person.
- 4.9 'What Matters to Me' is the product of significant engagement undertaken as part of the Changing for the Better programme, then strengthened with engagement on *Delivering Improved Community Services* and further strengthened as a result of the 'Focus on Frailty' event in March 2015. The latter event was attended by 220 stakeholders across health, social care, third sector and service user representatives. Apart from the rich feedback on the various service elements of the model, one of the outcomes of that event was a challenge to the descriptor of frailty by older people as they do not consider themselves as being 'frail' nor do they appreciate the label. The branding of the model 'What Matters to Me', which reflects the ethos of what this service model represents, is as a result of feedback from that and also engagement with older people and key partners.

Prevention and Wellbeing

- 4.10 The Prevention and Wellbeing Board for Western Bay has been established in response to some of the duties in the Social Services and Wellbeing (Wales) Act. The Board provides an overview of prevention activity in all work streams and influence on other developments, as well as specific preventative projects. Bridgend has also established a local prevention and Wellbeing board to ensure that local initiatives and approaches are being taken forward.
- 4.11 Local Area Co-ordination/ Local Community Coordination: the 3 Local Authorities are at different stages in implementing Local Area Co-ordination/ Local Community Coordination. Bridgend's Local Community Coordinator has been in post since March 2015 and has a dual role supporting individuals and developing community networks. The Coordinator has made local links and identified local assets and organisations in the Llynfi Valley where she is based. 47 individuals have been supported to date, presenting with issues including mental health, substance misuse, older people facing social isolation, domestic violence, carers under stress and learning disability or chronic health problems. These people have been supported to find a solution to their individual problem without the involvement of statutory services. An Arts Development Officer has also been seconded to the project. The Local Community Coordinator has developed good links with Health, BAVO, Communities First and many other local organisations. She offers regular drop-ins in the community and is increasingly being recognised as a point of support by individuals, organisations and agencies in the area. To date she has provided specific support for 47 individuals with a wide range of presenting need. Two

further local Community Coordinators are being recruited in October 2015. These coordinators will work in the Ogmore and Garw Valleys.

- 4.12 The Institute of Life Sciences at Swansea University has developed a Local Area/Community Co-ordination Evaluation Framework which has been agreed in the 3 areas and fieldwork is underway. This framework is designed to demonstrate how local area coordinators and local community coordinators work on a daily basis, who they work with, what networks they are involved in and what the outcomes are for individuals. An initial evaluation of each of the three local area approaches to the LAC model is due to be completed in the Autumn 2015, with Bridgend's being reported in November.
- 4.13 Information, Advice and Assistance - The 3 Councils for Voluntary Service, including BAVO, have commenced the mapping of the wellbeing and prevention resources in their local areas in a form which can be migrated to the "InfoEngine platform." This resource will be available across Western Bay with information on wellbeing and prevention services and activities provided by the Third Sector. The web based tool will be uploaded by community and voluntary groups with information about what is available locally. 'InfoEngine' was due to be available in the Autumn, although there have been technical delays. Community road shows are being planned to support additional organisations to upload their services directly to InfoEngine once available.
- 4.14 A 'library' of mental health self-help information leaflets has been developed through the WB Prevention and Wellbeing Project led by the 3 Council for Voluntary Service (CVS)s with ABMU HB. The leaflets have been translated and can be seen at <http://www.selfhelpguides.nth.nhs.uk/abmu/> . These were formally launched in August as part of a service user conference.
- 4.15 Part time Social Enterprise posts in each of the three CVSs are supporting a range of community social groups to formalise their status as social enterprises and provide guidance and advice.
- 4.16 Public and private buildings have been identified across the region as suitable for an access audit by local people working with 'DisabledGo.'. This will involve an assessment of buildings used by the public such as leisure centres and community halls to provide useful information in relation to accessibility e.g., accessible changing rooms, lift access and wheelchair access for all areas of the facility.
- 4.17 The Prevention and Wellbeing Board will also be progressing a regional framework for prevention and wellbeing services underpinned by local Prevention and Wellbeing implementation plans in each local area. This framework and its outcomes will be monitored by the Regional Board and reported to the Western Bay Leadership Group.

Contracting and Procurement

- 4.18 The Contracting and Procurement project was developed in 2014 initially with the employment of 3 regional contracting officers (RiCO) to begin to support the aims of the partners in the specialist Western Bay commissioning boards. The Contracting and Procurement project is progressing against the following areas of activity:

- “Right sizing-Right Pricing” - Regional Reviews of Packages “Pathways to Independence” (PTI)
 - Regional brokerage
 - Regional toolkit
 - Supporting Regional Procurement
 - Supporting the commissioning Project Boards within Western Bay
- 4.19 Bridgend has established a change team to support the significant changes in practice, both in terms of process and culture, required as a result of the Social Services and Wellbeing Act. In Bridgend, the contracting and procurement project is located within this change team and the Bridgend Head of Adult Social Care provides the ‘lead’ role for the overall Western Bay project.
- 4.20 The main aims of the project as set out in its business case were twofold: to effect a sustainable and efficient ‘practice to commissioning’ methodology across Western Bay which commissions high quality health and social care services which are proportionate to need and cost effective and to enable sharing and coordination of information, intelligence and planning together in service area of common interest.
- 4.21 The anticipated benefits and outcomes of the project were the achievement of better quality local authority and health services for vulnerable adults, achievement of better value for money for local authority and health services, achievement of better outcomes for service users and the development of a robust market that is able to meet current and future demand.
- 4.22 Recruitment and staffing of the project has been a challenge, particularly in relation to short term grant funding. The project is on track to deliver on the below work-streams:
- Setting up and facilitation of a Regional Brokerage Service for Mental Health;
 - Providing tailored support to current and future regional procurement exercises;
 - Drawing together a baseline toolkit to support this process;
 - Responding to the bespoke request of the Western Bay commissioning boards.
- 4.23 We are beginning to see the difference we can make to people receiving services and to the commissioning organisations such as the Local Authority through ‘right sizing’ and regional brokerage work. Quantifiable savings are being realised and some case studies will be collated to evidence the benefits. This is monitored by a regional project team. The outcome of the project will be reported via the Western Bay Leadership Group

Mental Health

- 4.24 The Welsh Government’s Mental Health Strategy “ Together for Mental health “and delivery plan recognized that effective implementation is dependent on robust partnership arrangements in the form of a Local Partnership Board (LPB) A Western Bay LPB is responsible for oversight of the implementation of the national strategy as well as monitoring delivery at local level. This is known as the Western Bay “Joint Commitments Strategy”
- 4.25 The Mental Health Project of the Western Bay Programme has become the mental health delivery group reporting to the LPB on progress in the All Wales Delivery Plan and local Joint Commitments Strategy they apply to adults.

- 4.26 During 2014 an organization called Practice Solutions was commissioned to provide support to the LPB and Western Bay Programme to assist with the development of services, commencing with a review of community mental health services.
- 4.27 The work undertaken by Practice Solutions identified a number of recommendations, some of which were already progressing as part of the implementation of the Joint Commitments Delivery plan.
- 4.28 Progress: Bridgend is represented and contributes to a number of work streams of the Western Bay Mental Health project which to date has progressed the following:
- (a) A single Point of Access for GP urgent referrals into secondary mental health care has been piloted in Bridgend. This is currently being evaluated with a view to rolling the scheme out in Neath Port Talbot and Swansea.
 - (b) A review of Community Mental Health teams is currently being undertaken in order to establish a new model of service.
 - (c) The accommodation work stream has put in place a single procurement and brokerage service for high cost specialist mental health placements. This group is now focusing on needs mapping which is informing adult social care and supporting people commissioning. This group has also agreed a common policy and procedure for after care services (under S117 of the Mental Health Act 1983)
 - (d) A Multi-agency task and finish group has agreed a future service model for unscheduled care following extensive consultation. The group is also currently scoping the development of a crisis service.
 - (e) A dedicated multi agency group including service users and carers has met regularly as a learning and development set to focus on a recovery model for mental health. The learning sets have seen a growth in participation and helped to develop confidence amongst service users involved in the process.
 - (f) The Joint Commitments document sets out outcomes which include addressing issues of stigma and discrimination. Approaches have included providing information and education regarding mental health and wellbeing in order to raise awareness and affect attitudes.
 - (g) Included in the dementia strategy for Bridgend which is currently being consulted upon is a plan to establish dementia supportive communities to change attitudes and behaviour at all levels of society.
 - (h) As part of the Western Bay Collaborative Bridgend has supported the development of an electronic library of on line self-help guides to offer information and advice on a wide range of subjects including social anxiety, dealing with bereavement and alcohol dependency (highlighted in Prevention and Wellbeing Board update above)
 - (i) The Time to Change Campaign in Wales (TTCW) aims to change attitudes and behaviours within the Welsh workforce regarding mental health. TTCW aims to

work with organizations to sign a pledge and develop action plans to create mentally healthy workplaces where staff are actively encouraged to talk about mental health. Bridgend is in discussions with partners across Western Bay regarding a partnership signup of the TTCW pledge.

Learning Disabilities

4.29 The Learning Disability project has progressed the following:

- (a) The Community Learning Disability Team Model. The aim of this work stream is to improve joint working between ABMU Health Board and Local Authority staff in the three Western Bay localities, and to develop more integrated models across the region.
- (b) Commissioning Strategy – This provides a clear vision of how the ABMU Health Board, Bridgend County Borough Council, Neath Port Talbot County Borough Council and the City and County of Swansea will work together for the purposes of collaboration. The strategy builds on some of the key commitments outlined in the *Western Bay Learning Disability Programme Board – Joint Commitment for Learning Disability Services* as well as each Local Authorities' commissioning plans. The Commissioning Strategy identifies key priorities for service development.
- (c) Transitions to Adulthood – The purpose of this piece of work is to develop local arrangements based on a set of agreed principles. The principles are designed to help ensure a smooth transition from Children's to Adult Services.
- (d) Closer to Home – This work stream seeks to repatriate service users from out of area placements, meaning more people with learning disabilities are supported in the community, closer to their families and social networks across the region. The aim is to create a more efficient and effective service with less scope for duplication and delays in decision making.
- (e) Shared Lives Scheme – Shared Lives (also known as Adult Placement) is a regulated form of social care delivered by Shared Lives carers who are approved by a registered Shared Lives Scheme. The Western Bay scheme is commissioned jointly by the three local authorities, led by Bridgend CBC and is provided by an organization called Ategi Limited.

4.30 One of the next steps for the project is to work through the appropriate fit of the learning disability and mental health projects with the new commissioning arrangements to be established between BCBC and ABMU HB. Work is currently underway to develop options for these arrangements.

Integrated Family Support Service

4.31 Integrated Family Support Service (IFSS) focuses on families where parents have substance misuse problems that affect the welfare of their children. IFSS is a Welsh Government programme unique to Wales and its work is described in detail in *The Children and Families (Wales) Measure 2010* and associated regulations. Local authorities and their health board partners are required to work together to establish the service and provide support/services to families.

- 4.32 The Western Bay IFSS became operational on 1st February 2013, and has since met the targets set by Welsh Government. Some examples of progress include:
- Improved links with the drug and alcohol services across Western Bay;
 - The wider workforce and partner agencies are able to access training which will help ensure the right support is provided;
 - Support and mentoring to newly qualified staff as part of the recruitment and retention strategy.
- 4.33 Since the establishment of the service the full grant funding allocation has been paid directly to the Council acting in its capacity as the host Local Authority. However, in April this year there was a change to the funding arrangements as each of the three local authorities received an equal share (one third) of the allocated funding (£864K) to their Revenue Support Grant (RSG), directly from Welsh Government. Both Swansea and Neath Port Talbot have agreed to pay their allocation for 2015/16 to Bridgend as the lead/employing Authority for this regional service.

Youth Offending Service

Background

- 4.34 Youth Offending Services/Teams (YOS/Ts) are statutory multi-agency partnerships who have a legal duty to co-operate in order to secure youth justice services appropriate to their area funded from a variety of sources including UK Government, Welsh Government and the statutory partners. (i.e. the Local Authority, Police, the National Probation Service and Health).
- 4.35 During 2012 the three YOS Managers of Bridgend, Neath Port Talbot and Swansea collectively agreed with their respective management boards that to make the services more resilient in light of the likely challenges that were going to be ahead that collaboration following the health footprint would be explored.
- 4.36 In December 2012 the three Local Authority Cabinets agreed that regional collaboration should be taken forward for mutual benefit and an interim combined Western Bay Regional YOS Management Board was established.
- 4.37 In 2013 each of the three Cabinets agreed to not only collaborate but to amalgamate the three Youth Offending Services in the Western Bay (WB) region.
- 4.38 It was agreed that a shared YOS manager post and the three locality manager posts based in each of the local authorities be created and that a Western Bay management board be established and local boards cease to exist. The post holders and management board would be responsible for ensuring the delivery of high quality integrated youth justice, prevention and early intervention services across Bridgend, Neath Port Talbot and Swansea local authorities.
- 4.39 On 29th May 2014 the first Western Bay Youth Justice and Early Intervention Service (WBYJ&EIS) Management Board was held and all local management boards ceased. The management board is chaired by the Neath Port Talbot Director of Social Services, Health and Housing and has a membership in line with the requirements of the Crime and Disorder Act including Cabinet Members from all

three local authorities. The shared service manager is employed by Bridgend and the post was appointed in November 2014. The locality managers were in post by the end of the financial year and employed by their respective local authorities. There has been no secondment or TUPE of staff.

4.40 Developing the service will be ongoing for some time. Whilst delays have been experienced a number of initiatives and areas of practice are already being developed with each locality team having expertise to share regionally. The Building Skills programme is an example of the joint initiatives giving opportunities to young people to repay the community and learn skills. The programme has extended by joining the staff expertise and resources to expand the learning opportunities for young people to achieve and move away from offending behaviour. There are plans to relocate workshop and training premises from Swansea to a more central location in Neath Port Talbot which will increase accessibility for all young people across the region and allow further expansion on the programme. A Bridgend young person is currently on a paid work experience placement with the project through the Symud Ymlaen Lottery funded initiative.

4.41 Examples of achievement against the specific youth justice performance indicators locally are:

- Whilst the service has gone through change the early intervention and prevention targeted delivery has continued to see positive outcomes for children and young people who reside in Bridgend. There have been reductions each year in the number of children going to court as a result of early recognition of risk and voluntary early engagement but also through more formal diversion processes delivered in partnership other agencies.
- In 2012/13 there were 87 children and young people being worked with by the service who were considered as being within the youth justice system (young offenders), 43 of them were what is called “first time entrants”(FTE) as opposed to those young people who have some history of offending.
- In the same year the more formal diversion interventions delivered in partnership with the Police ie the Bureau (a pre-court restorative process) dealt with 99 young people of which 77 were given a non-criminal intervention delivered by the service.
- One of the Youth Justice Boards key performance indicators is for Youth Offending Services to bring down the number of FTE’s year on year.
- By 2014/15 there were 57 young people within the youth justice system and 32 of them were FTE’s. There were 139 children and young people assessed through the Bureau and 113 of these were given non-criminal disposals ie they received a youth restorative disposal as opposed to a caution/conditional caution/prosecution. The increase in the numbers are due to changes in legislation where the criteria for being able to attend the Bureau were extended.
- Increasing a child’s chance of avoiding a criminal record provides them with greater chances of achieving their full potential in later life. It also reduces the court cohort and the number who may escalate through the system to custody.

Regional Adoption Service

Background

- 4.42 The creation of a National Adoption Service is one of the key policy strands of the Welsh Government, as enacted in the Social Services and Well-Being (Wales) Act 2014 (SSWBAAct). This Act provides powers, under Section 9, for Ministers to direct local authorities to collaborate in relation to adoption services and to prevent any local authority from withdrawing from these collaborations in the future. A new model for delivering Adoption Services was introduced by Welsh Government, which dictated that all Councils are expected to deliver Adoption Services collaboratively. In the case of City and County of Swansea, Bridgend County Borough Council and Neath Port Talbot County Borough Council this is a Western Bay footprint.
- 4.43 A Regional Adoption Project was initiated under the Western Bay Programme and was funded via the regional collaboration grant in 13/14 and 14/15. The aims of the project were:
- To carry out the functions of the national service and deliver a comprehensive adoption service regionally.
 - To ensure compliance with legislation, regulations, minimum standards, local procedures and the performance management framework set by the National Board.
 - To develop a recruitment strategy which ensures a range of adoptive placements are available regionally.
 - To provide a child focussed placement service to ensure that children are appropriately matched with adopters who can meet their needs throughout their childhood.
- 4.44 Western Bay Regional Adoption Service aims to increase the recruitment of local adopters by 100% given the high number of looked after children across the Western Bay region. This can then significantly reduce the time that children spend waiting for an adoptive placement.
- 4.45 The regional service should make a significant contribution to the financial sustainability plans of Children Services across the region as there is considerable scope for reducing the current spend on independently commissioned adoptive placements. The actual reduction in future costs across the whole system will be far greater once the costs of a child remaining looked after both in terms of placement security and financial are taken into account.
- 4.46 The Host authority was approved at Cabinets in Swansea, Neath Port Talbot and Bridgend in April with the City and Council of Swansea taking on this role in April 2014.
- 4.47 A detailed Cabinet report was presented to all three local authority Cabinets in December 2014 which approved the financial model, service structure, joint panels and co-location of staff.
- 4.48 The Regional Adoption Service became operational in February 2015, with a regional manager appointed and involved the adoption staff from all 3 local authorities being co-located in Port Talbot. This included the setting up of Regional Adoption Panels which replaced the existing individual local authority panels. A Western Bay Adoption Website is live. A commissioning strategy has been developed and is in the process of being implemented.

4.49 Membership of the Regional Management Board/Committee which has replaced the existing Steering Group has been agreed and complies with the requirements set out in the Directions Powers Regulations, The Adoption and Children Act 2002 (Joint Adoption Arrangements) (Wales) 2015. Representation from the VAAs has been agreed and they will attend the first Management Board/Committee in May.

4.50 Summary of Progress to Date (since the service became operational).

- Performance in the first quarter of the year and to date has been good in relation to a number of PIs:
 - Enquiries 76
 - Adopters approved 25
 - Adopter assessments under way 39
 - Children Matched 44
 - Children placed 35
 - Adoption Orders granted 40
 - Children placed within the region 20
 - Children placed outside of region 15
 - All these figures are demonstrating a positive trend for the service. We are also making a positive impact in reducing the time it takes to place children from the Placement Order being grant to placement date, with Western Bay achieving the shortest average time across Wales at five months in Q1. The Wales average in Q1 is nine months. Western Bay achieved 50% of the children matched within six months. Although it is doing well compared with performance across Wales it is an area where improvement is still needed. The Regional Adoption Service's conversion rate of enquiries to approvals is the highest in Wales for Q1. As with other regions in Wales there are some PIs where improvement is required, however, Western Bay have done well given the amount of change the staff have needed to deal with in a very short space of time and the challenges this brings.
- The region held its official launch of the new service on 25th September 2015 with the following guest speakers - Dave Howes on behalf of the Regional Service, Phil Hodgson Chair of the National Adoption Service (NAS) Advisory Group and a video link from the Minister, Mark Drakeford. There was also a brief address from one of the first Adopters approved by Western Bay and a performance from a local school children's choir. Feedback has been extremely positive.
- Facebook and Twitter accounts are now live and making use of social media to attract adopters to Western Bay.
- Health representative from ABMU has been nominated on the regional management board/committee and will attend the next meeting in November.

Key Issues

4.51 Staffing - There are a number of social work and business support vacancies which have placed some pressure on the service since it became operational. There is a strategy in place to address this with a combination of both permanent and temporary arrangements being progressed, including collaboration with one of the partner Voluntary Adoption Agencies. The risk is not being able to fill these

positions in a timely way could impact adversely on the regions performance in the coming months and affect staff morale.

- 4.52 Awaiting named person from Education to fulfil the role of the representative on the regional management board.

Next Key Milestones/Priorities

- 4.53 The key milestones/priorities for the coming year continue to be:
- Increasing the number of enquiries and converting these into an increased number of approved adopters
 - Increasing the number of children matched and placed within the region particularly those harder to place children
 - Reducing the length of time children wait for a placement
 - Developing and improving the range of adoption support provision through commissioning and up skilling staff
 - Improving service user engagement/involvement
 - To meet NAS targets in relation to key PIs

Regional Area Planning Board for Substance Misuse

Background

- 4.54 In 2010, Regional Area Planning Boards (APBs) were set up with the overall objective of improving and strengthening the arrangements for planning, commissioning and performance management of substance misuse services in Wales. APBs assist Community Safety Partner organisations and other relevant partners to discharge this responsibility by providing a mechanism for them to pool resources and share expertise in the delivery of the Welsh Government's Substance Misuse Strategy.
- 4.55 From April 2013, the Welsh Government stipulated that Area Planning Boards would manage the Substance Misuse Action Fund (SMAF) as one regional allocation, with one of the Local Authorities acting as the grant recipient body. They also required assurances that the commissioning support previously focused at Local Authority level would instead form a regional commissioning structure.
- 4.56 From 1st April 2015, NPTCBC became the lead on behalf of the Western Bay Area Planning Board. This decision was approved through the 3 Cabinets in Swansea, Bridgend, Neath Port Talbot and the ABMU Health Board.

Summary of Progress to Date

- 4.57 The Area Planning Board has agreed and implemented Neath Port Talbot County Borough Council as the nominated grant recipient and banker of the Substance Misuse Alcohol Fund (SMAF). It has also been agreed that the future arrangements will require the Western Bay APB to provide an executive function by assisting responsible authorities and other relevant partners to discharge their statutory responsibility in delivering the Welsh Government's Substance Misuse Strategy.

- 4.58 The APB Service Delivery Board will manage and oversee the operational delivery of the APB work programme, with relevant sub groups established to lead on the key areas of responsibility. Since April 2014 a new governance structure has been operating across the Western Bay region
- 4.59 The APB is in the process of developing a new substance misuse and alcohol commissioning strategy with the intention of establishing regionally commissioned services to be in place from 1st April 2017
- 4.60 A Western Bay APB Commissioning Strategy Is currently being drafted and will be presented to the APB in December 2015. A new contract monitoring system has been established and all service providers have agreed a set of performance indicators that will be monitored and reported to WG on a quarterly basis.
- 4.61 Bridgend CBC led the project to purchase and refurbish Celtic Court in Bridgend as a state of the art Substance Misuse Integrated Service Centre: this is now nearing completion. It is envisaged that the Community Drug and Alcohol team and Welsh Centre for Action on Drugs and Addiction staff will relocate there in December 2015. This Centre will provide an office base for local authority, health and independent sector staff and a place where service users can receive help and support from the multi-disciplinary team.

Western Bay Safeguarding Adults Board

- 4.62 The Regional Board is chaired by the Corporate Director of Social Services and Wellbeing, Bridgend County Borough Council. This is monitored via the Western Bay Leadership Group
- 4.63 The Board's strategic priorities have been agreed and a business plan has been developed and is now published. The priorities for WBSAB are:
- Implementation of Part 7 of Social Services and Wellbeing (Wales) Act 2014
 - Mental Capacity/DoLs
 - Safeguarding Recommendations from the Older People's Commissioner National Review: A place to call home
 - Domestic Abuse in Older People
- 4.64 The Board will now take the work forward via a newly appointed full time Business Coordinator who will develop work plans for the sub groups in order to deliver the objectives of the business plan and achieve the desired outcomes.
- 4.65 A Joint Strategic Training Group is now established and has a clear terms of reference and strategy. Its main aim is to ensure consistency of safeguarding training across the region.
- 4.66 The Board has received recent communication from Welsh Government regarding Operation Jasmine. All Safeguarding Adult Boards in Wales are being required to respond formally to Welsh Government regarding the lessons learned from Operation Jasmine. Boards are being offered funding to hold a workshop facilitated by Dr Margaret Flynn the independent reviewer to share findings and disseminate lessons. The WBSAB intends to hold an event in accordance with this in November.

Western Bay Safeguarding Children's Board

- 4.67 The Regional Children's Safeguarding Board is chaired by the Director of Social Services, Neath Port Talbot CBC.
- 4.68 The Board recently approved its Annual Report 2014/15 which is attached at **Appendix 2**.
- 4.69 With reference to the RAG status recommendation by the Scrutiny Committee in relation to the Business Plan, it should be noted that the Business Plan is a static plan of action which is reviewed annually and so a RAG status at a given point in time would only reflect progress made at a time rather than highlight risks /issues re completion. Core business and work set out in the plan is monitored via the management groups on behalf of the board using individual work plans and these offer regular reports to the board to highlight risks/issues and request decisions and resolutions.
- 4.70 Progress of regional scrutiny arrangements is still in development and progress has been slower than hoped. The Western Bay Safeguarding Business Management Unit would welcome the formalisation of reporting structures for each LA scrutiny committee, or agreement concerning a regional scrutiny arrangement. In the meantime the business management unit will work with the Local Authority to respond to any requests for information on local arrangements.

Social Services and Wellbeing (Wales) Act (Wales)

- 4.71 The Western Bay Health and Social Care Collaborative, with its partners, has been identified as the means for progressing health and social care integration as set out in the Social Services and Wellbeing (Wales) Act. The partnership arrangements will become statutory in April 2016. As part of the preparations for the Act, a regional implementation plan has been progressed to capture the priorities and actions required to support readiness.
- 4.72 The regional plan builds on the joint working undertaken across Western Bay to date and identifies further action required across the three Local Authority areas and the Health Board, as well as with voluntary and independent sector partners.
- 4.73 The funding available to support this work has been drawn down by BCBC to recruit an information officer and a development officer and a Local Community Coordinator. These posts whilst located in Bridgend and focusing on the needs for Bridgend will also report into and link with the Western Bay Programme Director.
- 4.74 Equipping the workforce in readiness for the implementation of the SSWBAct is a priority and a regional approach to funding for this activity is likely to replace the current individual allocations to Local Authorities. In the meantime, a regional Learning and Development Plan is required of Western Bay. Sue Cooper, Corporate Director Social Services and Wellbeing, is the lead director for Workforce Development for the region supported by a workforce lead, Lynne Doyle, Neath Port Talbot CBC.

5. Effect upon Policy Framework and Procedure Rules.

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

6. Equality Impact Assessments.

- 6.1 An Equality Impact Assessment was undertaken for Intermediate Care Services using City and County of Swansea's process on behalf of the Western Bay partners. Some further actions have been identified which will be incorporated into future plans. The 'What Matters to Me' model describes the new way of working for health and social care across the Western Bay region and further work streams are being developed to support this new way of working. Equality Impact Assessments will be carried out for the individual work streams/services.
- 6.2 An Equality Impact Assessment has been completed for the Youth Justice Plan and no negative impact has been identified.

7. Financial Implications.

- 7.1 The grant funding is set out in Appendix 1 in relation to Western Bay. The Regional Collaboration Grant funding will cease on 31 March 2016 and this will have implications for staff in the Western Bay regional team supporting the programme delivery. Indications are that the Delivering Transformation Grant, which in 2015/16 amounts to £481,418, is likely to continue in 2016/17 but this has not been confirmed by Welsh Government and poses a further risk to the programme. Informal indications are that confirmation will not be forthcoming until as late as March 2016. The scale of potential grant has not been confirmed.
- 7.2 Youth Offending Service - Efficiency savings have been expected from the amalgamation of the services and these have been achieved mainly through effective vacancy management. There have been no compulsory redundancies but staff who have moved on naturally have not been automatically replaced in the staffing structure. An example of this is the retirement of the Intensive Supervision and Surveillance Coordinator and the Information Officer in Bridgend. Neither of these posts have been replaced but the service is being delivered by extending the remit of the remaining staff in Neath Port Talbot and Swansea. Human Resources have given advice and a legal agreement is currently being reviewed to give appropriate cover for the arrangements.
- 7.3 Bridgend concluded the last financial year having achieved the 20% local authority financial saving required from the amalgamation without detriment to performance. However there are financial challenges ahead. The most imminent being a proposal that the YJB will require in year savings of a further 10.6% from the Youth Justice Good Practice grant.
- 7.4 These savings can be realised, however, taking this reduction in year will have an impact on achieving the efficiencies required for next financial year as outlined in the MTFs. There are additional concerns for the service that partners may also reduce their contributions as they too try to make savings combined with possible further grant reductions not only from the YJB but Welsh Government. This makes it even more important to share resources and work effectively together across Western Bay. Financial audit remains within the respective local authority processes.

8. Recommendation.

- 8.1 The Committee is asked to note the contents of this report the significant work that has been progressed across the region.

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October, 2015

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- 10 Background documents:**
None