



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 24 JULY 2017

COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. To receive any declarations of interest from Members.

Report of Head of Children's Services

2. Proposal to Create two Local Area Coordinators (*Pages 3 - 14*)
3. Proposal to create an additional Supervising Social Worker in the Fostering Service (*Pages 15 - 26*)
4. Proposal to make change to the staffing structure of Pendarvis Contact Centre (*Pages 27 - 34*)
5. Safeguarding and Quality Team Staffing Structure (*Pages 35 - 42*)

Report of Director of Social Services, Health and Housing

6. Review of Homecare Service Management Structure (*Pages 43 - 52*)

Report of the Head of Transformation

7. Inclusion Service Staffing Structure (*Pages 53 - 74*)
8. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972.
9. Access to Meetings - to resolve to exclude the public for the

following items pursuant to Section 100A (4) and (5) of the Local Government Act 1972 and the relevant Exempt Paragraphs of Part 4 of Schedule 12A to the above Act.

PART 2

Private Report of the Director of Social Services, Health and Housing

10. Redesign of Management Arrangements
(Exempt under Paragraph 12) (*Pages 75 - 100*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday, 18 July 2017

Committee Membership:

Chairperson: **Councillor D.Jones**

Vice **Councillor S.Paddison**
Chairperson:

Members: Councillors R.Davies, E.V.Latham, S.Miller,
S.Bamsey, N.T.Hunt, S.A.Knoyle, D.Cawsey,
R.G.Jones, S.Renkes and A.J.Taylor

Non Voting Councillors P.D.Richards, C.Clement-Williams,
Members: A.Wingrave, A.R.Lockyer, P.A.Rees and
D.W.Davies

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July 2017

Report of the Head of Service, Community Care Services Andrew Jarrett

Matter for Decision

Wards Affected:

All Wards

Proposal to create two permanent Local Area Coordinators

Purpose of the Report

1. The purpose of this report is to seek agreement to create two additional permanent Local Area Coordinators (Grade 8) to the following areas:
 1. Glynneath, Onllwyn, Seven Sisters, Crynant and Blaengwrach
 2. Bryn, Cwmavon and Port Talbot

Providing greater opportunity for the continuation of co-ordinated, person centred support; further increasing the

sustainability and security of Local Area Coordination as part of a wider preventative model.

Executive Summary

2. Local Area Coordination is an innovative, evidence based approach to prevention that focuses on building individual, family and community capacity and resilience.

Local Area Coordination complies with the new Social Services and Wellbeing Act that came in to place on the 1st April. The Act provides a new legal framework for local authorities and health to engage with and empower citizens to help them achieve independence and well-being and where necessary to obtain the support they need, including strengthening relationships with neighbours, friends and family.

There are currently three Coordinators in post who have successfully embedded themselves into their local communities and provide a high standard of co-ordinated and co-produced support for communities and individuals to prevent, delay and reduce demand for costly services where possible and build community capacity and resilience.

The recruitment of a further two Coordinators would increase the opportunity for the Council to continue to provide co-ordinated, person centred support across a further 8 areas; further increasing the sustainability and security of Local Area Coordination as part of a wider preventative model.

Background

3. Local Area Coordination provides the opportunity to shift the focus from people as “passive recipients of public services” to people as valued citizens, irrespective of service labels, who have gifts, assets, strengths and contributions. With communities as inclusive and welcoming places to live that have resources for mutual support and practical solutions.

It is a long term, integrated, evidence based approach to supporting people (of all ages) with disabilities, mental health needs, older people and their families/carers to “get a life, not a service”; empowering them to find practical, local non-service solutions to problems wherever possible.

It combines a range of traditionally separate roles (simplifying the service system and providing a more personal, local, integrated approach) that delivers alongside individuals, families and communities. It also works with local people, local community organisations and groups as well as statutory partners – making better use of existing/diminishing resources, integrating service responses as a back up to local solutions.

It focuses on:

- Preventing or **reducing demand** for costly services wherever possible.
- Building **community capacity** and resilience.
- Supporting **service reform and integration**, having high quality services as a valued **back up** to local solutions.

This reflects the direction of the Social Services and Wellbeing (Wales) Act (2014), and the NHS Prudent Health Care Principles (2015) and will support local areas/services to meet the requirements of the new legislation.

Local Area Coordination in Neath Port Talbot

In October 2015, the first Local Area Coordinator was recruited to work across the following areas; Ystalyfera, Godregraig, Cwmllynfell and Lower Brynamman. Funding for this post was secured for one year via Western Bay monies.

In February 2016, two more Coordinators were recruited. One based in the Neath cluster network covering Skewen and Longford and another based in the Afan cluster network, covering the Cymmer, Glynnecorrwg, and Gwynfi area. Funding for both posts was secured for one year via Adult Social Services monies.

In February 2017 the 3 fixed term posts were made permanent. All posts are based at Grade 8 – social work or equivalent level. This reflects the complexity of their role (across service types, age groups, combination of traditionally separate roles, range of stakeholder/partners, safeguarding, innovation etc).

Since its inception, the Local Area Coordinators, within Neath Port Talbot have:

- Embedded themselves within accessible local venues and are highly mobile throughout their communities.
- They have worked with over **413** people offering both information advice and assistance and more specific 1:1 work.
- Become the **first point of contact** for people with their communities, providing information, advice and assistance to over **143** people, 47% of whom later returned to be supported on a 1:1 basis instead of accessing services as the first option.
- Local Area Coordinators caseload indicates a significant prevalence of **loneliness and isolation (60%)**, **mental health problems (50%)** and issues associated with older age. However, one of the most striking findings is the complexity of life situations people are facing, with the vast majority of people experiencing multiple issues.
- Undertaken community mapping exercises of local resources, e.g. clubs and organisations using an asset based approach. Developing their knowledge and understanding of the strengths of the local community.
- Worked closely with social workers and health professionals to find solutions to difficult cases.

- Built relationships with over **180** businesses and organisations many of whom now work closely with the coordinators to support individuals in the community.
- Developed community steering groups, for professionals, community members and citizens to meet to share knowledge about the community and how they can work together to improve service delivery.
- Supported and continue to support on a 1:1 level, circa **160** individuals and families to build practical, local solutions to challenges, such as housing, and isolation and longer term resilience- reducing demand for and dependence on formal services where possible. As well as building individuals self resilience, improving their quality of life and reducing the need for more costly specialist care interventions.
- Participated in Swansea University's Formative Evaluation of Local Community Initiatives in Western Bay 2016

In a time of significant reduction in public sector budgets and with a predicted increase in the local population, it's important to ensure growing demand for services is managed.

Evidence, from recent independent Social Return on Investment evaluations in Derby City and Thurrock Council has shown that Local Area Coordination can produce a £4 return for every £1 invested.

Derby City also diverted costs/savings of £800K in the first 10 months in 2 locations whilst operating at 40% capacity.

Proposal

4. To create an additional two permanent Local Area Coordinators (Grade 8) to the following areas:

- 3. Glynneath, Onllwyn, Seven Sisters, Crynant and Blaengwrach
- 4. Bryn, Cwmavon and Port Talbot

Providing greater opportunity for the continuation of co-ordinated, person centred support and further increasing the sustainability and security of Local Area Coordination as part of a wider preventative model.

5. Financial Impact

The table below demonstrates the ongoing annual costs of 2

Expenditure	Year One (2 x LAC) *Grade 8 is sp 31
Staff costs	£75,122
Travel	£1,000
TOTAL (Per year)	£76,122

permanent Local Area Coordinators:

There are no additional budget requirements associated with the recommendations contained within this report. Funding was included in the budget for 2017/18 and agreed as part of the overall Social Services budget. A funding statement is attached as appendix 1.

Equality Impact Assessment

6. An Equality Impact Assessment (EIA) screening form has been completed and a full EIA is not required.

Workforce Impacts

7. This will have a positive impact on the workforce by increasing stability and capacity within the team.

Legal Impacts

8. There are no legal impacts.

Risk Management

9. There are no significant risks associated with this proposal.

Consultation

10. There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is **RECOMMENDED** that Members **APPROVE** to the creation of two permanent (Grade 8) Local Area Coordinators posts.

The recruitment of a further two Local Area Coordinators will provide greater opportunity for the continuation of co-ordinated, person centred support and increase the sustainability and security of Local Area Coordination as part of a wider preventative model.

Implementation of Decision

This decision is for immediate implementation.

Appendices

Appendix 1 – Financial Appraisal

List of Background Papers

Equality Impact Assessment Screening Form

Officer Contact

Andrew Jarrett, Head of Community Care Services

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Appendix 1

FINANCIAL APPRAISAL

POST / POSTHOLDER	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY SCALES		
		Current	Proposed	
Local Area Coordinator x2	Create 2 permanent posts		31-36	

Financial Implications

SET UP COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0

RECURRING COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	75,122	
> Additional cost at Maximum Salary		86,116
Employee Training & Seminars		
Accommodation Running Costs		
Travel & Subsistence (Standby Allowance)	1,000	1,000
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		
Total Recurring Costs	76,122	87,116
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Funding from External Agencies		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	76,122	87,116
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	76,122	87,116

Refer to this statement in the report's section on Financial Appraisal.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July, 2017

Report of the Head of Children and Young People Services – Andrew Jarrett

Matter for Decision

Wards Affected:

All Wards

Proposal to create an additional Supervising Social worker in the Fostering Service

Purpose of the Report

The purpose of this report is to seek Members agreement to make changes to the current establishment of the Fostering Service and to create an additional Supervising Social worker post within the team.

Executive Summary

Approval is sought to create an additional supervising social worker post in the fostering team. The post is required to increase capacity in the service with the aim of providing high quality support to foster carers to improve outcomes for children and young people who are looked after, and to improve stability of placements. By improving the stability of children in foster carer there will be a reduction in placement moves and a reduction in the number of children who will need to be placed with independent foster carers thus reducing the expenditure on the Looked after Children Budget.

Background

The Neath Port Talbot Fostering Service is responsible for the recruitment assessment training and supervision of foster carers who are approved by the Local Authority. In addition the service provides the support and assessment of family carers and Special Guardians. The Service operates within the requirements of the Children Act 1989, The Social Services and Well Being Act (Wales) 2015, the Fostering Service (Wales) Regulation and the Special Guardianship Regulations 2015.

The Service consists of 2 teams: An assessment team, and a supervision team.

The current establishment is as follows:

Supervision Team		Assessment team	
1 FTE Team Manager	Grade 11	1 FTE Team Manager	Grade 11
1 FTE Deputy manager (Placement Coordinator)		Grade 10	
Recruitment and retention Officer		Grade 8	
Play Therapist 1 FTE		Grade 7	
1 FTE Consultant Social worker	Grade 10	1 FTE consultant social worker	Grade 10
6 FTE Supervising Social workers	Grade 9	6 FTE Supervising social workers	Grade 9
		3 FTE Fostering support workers	Grade 6

Role of the supervising social worker

Supervising social workers are required to

- Offer a high quality support service to foster carers to ensure that each of the children's needs and outcomes are met.
- Formally supervise foster carers on a monthly basis and to maintain contact with the carers in between including unannounced visits
- Attend all meetings for the children placed including statutory reviews
- Be the link between carers and children's social workers and partner agencies to ensure that the plan for the child is carried out
- Support carers with placement move on including moves to long term placements, adoption, rehabilitation
- Chair disruption meetings when there are issues in placement

- Chair placement meetings when a child is first placed with a foster carer
- Prepare matching reports for long term placement matches.
- Participate in the duty system and support placement identification
- Ensure that carers have up to date medical, DBS checks, references and that they are reviewed on an annual basis and that the reviews are presented to the fostering panel for re-approval.
- Attend and facilitate regular support groups for carers and to participate in recruitment and retention activities as well as being involved in consultation events for foster carers.
- Participate on a rota basis on preparation training for new foster carers.
- In addition it will also be required that the social workers are active in ensuring that they take forward the development of the secure based attachment model of working; this will involve more in-depth consultation with carers to carefully plan for how children's needs will be met and how behaviours will be managed in placements.

Over the past few years the fostering team has worked closely with the case management teams within Children and Young People Services to implement the actions in the LAC Strategy.

The efforts of the service have resulted in:

The number of children who are looked after reducing from **468** on 31st March 2014 to **348** on 31st March 2017

The number of children placed with Independent Fostering agencies reducing from **117** on the 31st March 2014 to **62** on 31st March 2017

A reduction of the number of children placed in residential provisions reducing from **15** on the 31st March 2014 to **10** on 31st March 2017

The number of children who have been placed with NPT foster carers has remained fairly consistent with **246** children placed with in house carers in March 2014 compared with **224** children placed in March 2017. The current number of Looked after children with in house carers is 181 with the service having capacity to offer up to 238 placements. This demonstrates that although there have been a significant number of

children, being Looked After; those who are looked after are now predominantly placed within the NPT provision. This direction needs to continue in order to reduce the expenditure on Independent Fostering Provisions and there needs to be an increase in the capacity of the number and range of placements available.

Alongside the LAC strategy, the service is working to a fostering recruitment strategy under which it is required to increase the number of foster carers who are approved and retained by the Local Authority, improve the delivery of support to foster carers and to improve stability within foster placement. By improving the stability of placements and reducing the number of moves a child has in foster care there is likely to be a significant improvement in the successful outcomes for the child. Each placement results in additional trauma for a child and impacts on that child's behaviours. As behaviours escalate there is an increased likelihood that the placement will experience a breakdown. This often results in children moving through the care system from in house placements, through to Independent agency placements and may even lead to residential placements being required.

The aim of the fostering service is to improve the quality of supports available to foster carers and children in order to improve stability and therefore improve outcomes.

Work to date:

- A play therapist has been appointed within the fostering service to provide advice to carers on behaviour management and to undertake direct work with children
- Groups of foster carers within NPT have participated the 'confidence in care' programme; a National programme of training for all foster carers.
- LACES (LAC Education services) as well as the education wellbeing team and the inclusion team have developed VIG (video interactive guidance) work with foster carers to promote positive parenting (via the pupil deprivation grant)
- Supervising Social Workers have been trained in advanced attachment, secondary trauma and trauma recovery model.

- An outcome focussed way of working has been rolled out across Children and young people services in NPT in line with the social Services and Wellbeing (Wales) Act 2015. The focus of working with children & families is to support them to identify their personal outcomes. All plans for children are now focussed on identifying priority risks, strengths and outcomes.

Next steps

- A marketing action plan has been developed which aims to increase the number of foster placements available with NPT foster carers. The focus of recruitment is increasing the number of foster carers for children over the age of 11 and carers who can look after sibling groups.
- Work is progressing to appoint a clinical psychologist to provide clinical supervision to foster carers
- The fostering service must ensure that it is working to support the outcome plans for children and that carers are central to the children's plans. As such the service is currently implementing a pilot of a secure based model for supporting foster carers. The model is complimentary to the outcome work with families and works on strengths and supports required to assist carers in meeting the needs of children. Training has been provided to all staff, a pilot is underway in the team with roll out to follow. The emphasis of the team is to support foster carers to develop a more 'therapeutic' way of working with children and to improve stability.

Current staffing difficulties

There are currently 6 FTE supervising social workers in the Supervising team in addition to the consultant social worker.

The supervising team support 140 approved foster carers/on average 23 per supervising social worker.

The actual breakdown of the number of carers and the number of individual children supported by each Supervising social worker is as follows:

Role	Number of hours worked	Number of carer households supported	Number of children placed with the foster carers*
Consultant Social worker	30	16	25
Social worker 1	30	19	20
Social worker 2	37	20	28
Social worker 3	37	21	28
Social worker 4	37	22	21
Social worker 5	37	21	28
Social worker 6	37	20	31

**NB some carers are pending transfer from the assessment social workers to the supervising social workers which is why the figures above do not equal the total number of carers approved.*

There will be an anticipated 10 new foster carers approved by September 2017, who will need to transfer from the assessment team to the supervising team.

Proposal

In order to ensure that carers receive the quality of support required within the fostering regulations and code of practice approval is sought to create an additional supervising social worker post in the supervising team. This would reduce the average number of foster carers supported by each worker **16** until September 2017 and to **18** from September onwards.

Create Social Worker Post in Supervising Team of Fostering Service Grade 8/9 scp by:

- Reallocating 25.5 vacant Social Worker Hours Grade 8/9

- Deleting a 7 hours Grade 10
- Obtaining the remaining £5.5 k from the existing Looked after Children Budget

There is currently a total of 25.5 vacant social work (Grade8/9) hours available in the fostering team staffing budget .This includes a vacant 18.5 hours post due to flexible retirement with the remaining hours resulting from a number of staff reducing their hours. In addition it is proposed that 7 hours are deleted from the consultant social work (grade 10) post (currently vacant).

There will be a shortfall of 4.5 hours needed to create an additional Full Time Social Worker Post Grade 8/9 in the Fostering Supervising team and this equates to £5.5K.

It is therefore, proposed that this is obtained from within the Looked After Children budget. The proposal is based on the additional supervising social worker assisting the service in delivering placement stability and reducing the number of children placed in independent foster placement therefore there will be savings in the LAC budget as a result of the post being created

Equality Impact Assessment

An Equality Impact Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this proposal does not require an Equality Impact Assessment.

Workforce Impacts

The proposal would provide additional support to improve the stability of children who are Looked After and to increase the support to foster carers with the aim of reducing the number of children who are placed with independent fostering agencies.

Legal Impacts

1. There are no legal impacts.

Risk Management

2. There are no significant risks associated with this proposal.

Consultation

3. There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is **RECOMMENDED** that Members **APPROVE** the addition of a new supervising social work post within the fostering team structure.

FOR DECISION

Reasons for Proposed Decision

The purpose of the additional post within the service is to ensure that there are sufficient arrangements to support foster carers within NPT in order to improve the stability of children in care are reduce placement breakdowns and reduce the number of children who move to independent foster placements.

Implementation of Decision

This decision is for immediate implementation.

Appendices

Appendix 1 Financial appraisal template

List of Background Papers

Equality Impact Assessment Screening Form

Officer Contact

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FINANCIAL APPRAISAL

APPENDIX 1

POST/ POSTHOLDER	PROPOSED CHANGE (New Post/Delete/Regrade etc)	PAY SCALES		ANNUAL COSTS	
		Current	Proposed	2017-18	Maximum
Social Worker	Create 0.30 x Grade 9 fte	-	sp 35 to 39	14,235	14,235
Consultant Social Worker	Delete 0.19 x Grade 10 fte	sp 41		- 8,672	- 8,672
Total				5,563	5,563

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July 2017

Report of the Head of Children and Young People Services – Andrew Jarrett

Matter for Decision

Wards Affected:

All Wards

Proposal to make changes to the staffing structure of Pendarvis Contact Centre

Purpose of the Report

1. The purpose of this report is to seek Members agreement to make two establishment changes to the Pendarvis Contact Centre as follows:
 - a. The deletion of the vacant deputy coordinator post
 - b. Creating a new senior contact worker post from within the existing establishment.

Executive Summary

The deputy coordinator post has vacant since 1st April 2016 when the former post holder was appointed to the Co-ordinator post.

A review of the staffing arrangements within the centre recommended that the establishment was able to function without the deputy coordinator post; however there was a need to ensure that there was sufficient cover and relief to ensure the effective day to day running of the centre in the absence of the coordinator.

It is therefore proposed that the deputy coordinator post is deleted, but that a senior contact worker post is created from within the existing establishment to provide operational cover in the absence of the coordinator.

Making these establishment changes will provide the service with appropriate cover for the contact centre coordinator as well as releasing the costs associated with the deputy coordinator post.

Background

Pendarvis Contact Centre is managed by Children and Young People's Services, and provides a safe secure and child friendly environment where children who are looked after by the Local Authority can spend time with their parents and their family members that they are not living with in a supervised environment.

The Centre is located on Pendarvis Terrace in Port Talbot and consists of 4 child friendly contact rooms which are equipped with play activities. The priority for the contact centre is to supervise contact for looked after children who are subject to Court Proceedings or where there is a Court direction on the arrangements for contact. In addition to the contact which is supervised in the Centre, the contact workers also supervise contact in community settings, or support contact in family homes where there is a plan for rehabilitation.

The centre is open 5 days a week, with contact for pre-school children taking place in the day and then after school for older children.

The current establishment is:

1 FTE coordinator	Grade 7
1 FTE Deputy Co-ordinator	Grade 6
8 FTE Contact Workers	Grade 4

In April 2016, the deputy coordinator was appointed to the coordinator position following the retirement of the former post holder. The deputy coordinator post has remained vacant during this time and a review of the staffing arrangements was undertaken.

The review has determined that the coordinator post does not require assistance in respect of management tasks, however there is a deficit in

cover and relief for the coordinator during holiday times or to free the coordinator to be available to attend meetings away from the centre. The review considered that this cover could be effectively provided from within the existing contact worker staff, but that there would need to be a review of the Job description and specification and a job evaluation to take into consideration the additional tasks that the post holder would be required to undertake.

The deletion of the post would allow the opportunity for the virement of the funding attached to the establishment to be used to further reduce the number of Looked After Children and the cost of Foster placements by supporting the work preventing children moving to high cost placements. Further reports will be provided to provide information on this matter.

Proposal

2. The proposal is to change the establishment to:

1 FTE coordinator	Grade 7
1 FTE senior contact worker	Grade 5
7 FTE contact workers	Grade 4

The proposal deletes the deputy coordinator post from the establishment and uplifts one contact worker post from a grade 4 to a grade 5 senior contact worker post.

Job evaluation has been undertaken on the senior contact worker post – Grade 5 (JE ID 3703)

There is currently a FTE vacancy within the grade 4 posts.

The post would be advertised within the existing staff group therefore no post holder will be placed at risk due to the proposed changes.

Financial Impact

The proposals to delete the grade 6 post and to upgrade one grade 4 post to a grade 5 post will result in a total saving of £22,972. It is proposed that this money is re invested into improvements in the stability of placements and the reduction of the number of children who are placed within independent foster placements.

Equality Impact Assessment

An Equality Impact Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this proposal does not require an Equality Impact Assessment.

Workforce Impacts

3. This will have a positive impact on the service by ensuring sufficient staff cover for the coordinator without reducing the service delivery.

The deletion of the post would allow the opportunity for the virement of the funding attached to the establishment to be used to further reduce the number of Looked After Children and the cost of Foster placements by supporting the work preventing children moving to high cost placements.

Legal Impacts

4. There are no legal impacts.

Risk Management

5. There are no significant risks associated with this proposal.

Consultation

6. There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is **RECOMMENDED** that Members **APPROVE** the deletion of the deputy co-ordinator post from the establishment of Pendarvis Contact Centre and to approve the creation of a senior contact worker post from within the existing establishment.

In addition it is requested that the cost savings are used to further support the reduction of the expenditure in relation to looked after children on which matter further reports will be made to Members.

FOR DECISION

Reasons for Proposed Decision

Making these establishment changes will provide the service with appropriate cover for the contact centre coordinator as well as releasing the costs associated with the deputy coordinator post in order to support savings within other service areas.

Implementation of Decision

This decision is for immediate implementation.

Appendices

Appendix 1 – Financial Appraisal

List of Background Papers

Equality Impact Assessment Screening Form

Officer Contact

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July 2017

Report of the Head of Service, Community Care Services Andrew Jarrett

Matter for Decision

Wards Affected:

All Wards.

SAFEGUARDING AND QUALITY TEAM STAFFING STRUCTURE

Purpose of the Report

1. The purpose of this report is to seek Members' approval to amend the permanent staffing structure of the Safeguarding and Quality Team as follows:
 - i) To create 1x 37 hour Deputy Team Manager (grade 10) post in the newly established Quality and Review Team.
 - ii) To transfer 2x 37 hour Community Social Workers(grade 8/9); and 6x 37 hour Quality and Reviewing Officers (grade 5) from the Safeguarding Team into the newly established Quality and Reviewing Team that will be line managed by the Team Manager – Conference and Review Service, within Children and Young People Services.
 - iii) To create 2x 37 hour Safeguarding Coordinator Posts (grade 9) and also amend the title of the existing permanent Deputy POVA Coordinator post to Safeguarding Coordinator within the Safeguarding Team.
 - iv) To establish 2 x 37 hour Community Social Workers (grade 8/9) within the Safeguarding Team.

Background

2. The Safeguarding and Quality Team was established in April, 2015. The team amalgamated four separate functions under a single management structure:

- Care home reviewing team
- Adult Safeguarding
- Deprivation of Liberty Safeguards assessments (DoLs)
- Deprivation of Liberty Supervisory Body role

Adult Safeguarding/ Deprivation of Liberty Safeguards Assessments

The main challenge facing the team since then is a clear lack of capacity due to a number of factors. Chief among these is the increase in DoLs referrals following what is known as the Cheshire West Ruling. Since the Cheshire West ruling in 2014 in Wales there has been a 16-fold increase from **631** applications to **10,679** applications to March 2015. In Neath Port Talbot we have gone from single figure numbers for annual referrals to **745** DoLs referrals in the latest financial year.

The Cheshire West ruling in relation to DoLs and new eligibility criteria for multi-agency safeguarding support introduced by the new Act has resulted in an evolving and increasing demand on the team. Some safeguarding teams in Wales have already recorded a significant increase in safeguarding referrals due to the new 'duty to report'. For example in Wrexham since introducing a new report form consistent with the Act they have had a 44% increase in referrals. Neath Port Talbot will shortly be launching their new reporting form and should expect similar increases in safeguarding referrals.

The new Social Services and Well-being (Wales) Act 2014 has also resulted in significant changes in relation to adult safeguarding. The new 'adult at risk' criteria has lowered the threshold for safeguarding and increased the scope to include self-neglect as a category for multi-agency support. There is also a new 'duty to report' and the introduction of Adult Protection and Support Orders (APSOs). All of these changes have meant an increased focus on safeguarding and how safeguarding is closely integrated with care management.

In March 2016 an internal audit was completed which recommended extra resources within the team; this was supported by an inspection carried out by CSSIW in January 2017 and a number of risk assessments and reviews completed by management.

Recommendation number 1 of the audit report was:

‘Senior management need to assess the current situation in relation to resources available for this function and make a decision as to what action needs to be taken to address the risks posed by the current staffing structure’.

Creating the additional permanent posts within the safeguarding structure will provide the team with the capacity and stability required to deal with the significant demands being placed upon it. Currently a number of temporary posts and secondments have been used to deal with the demands. This is inclusive of costly agency worker use which would reduce if the team is adequately resourced.

Care Home Reviewing – Quality and Review

The care home reviewing part of the existing structure has gone through substantial changes and pioneered an approach to reviewing based on the Older People’s Commissioner Report ‘A Place to Call Home?’ and the Operation Jasmine report ‘In Search of Accountability.’ Quality Reviewing Officers have embraced a new way of working that involves closely monitoring care homes in conjunction with our contracting and commissioning unit and other partner agencies. The focus has been on quality of life and improving standards and outcomes for people in care homes.

While it is recognised that all this good work has been achieved it has become increasingly evident that the remit of the current structure is too wide-ranging and there are potential conflicts of interest.

The DoLs supervisory body role and DoLs assessments should be done independently of care reviewing and this is difficult to manage without conflict when these functions sit under the same management structure.

Multi-agency adult safeguarding and coordination also has a role in carrying out investigations and highlighting practice issues. This is also difficult to achieve if it sits within the same structure as a care management/reviewing team. Therefore it is proposed that a Quality and Review Team is created independently of the Safeguarding Team. This Team will be line managed by the Team Manager, Conference and Review Service within Children’s Services which will lead to an alignment of the reviewing functions across the Directorate. The existing posts as well as a newly created Deputy Team Manager post will transfer to the new team.

Longer term there is an ambition to consider the possibility of creating a Directorate wide safeguarding team that includes children and adult safeguarding. The safeguarding adult work and DoLs functions would naturally fit into this model. However, it is recognised that the reviewing functions of the current Safeguarding and Quality Team would not. To prepare for this second phase it is necessary to establish the DoLs and adult safeguarding functions into a stable and established

team prior to considering the second phase of creating an integrated safeguarding team.

Proposal

3. Following a successful consultation process with the employees within the Safeguarding and Team the proposal is:
 - i) To create 1x 37 hour Deputy Team Manager (grade 10) post in the newly established Quality and Review Team.
 - ii) To transfer 2x 37 hour Community Social Workers(grade 8/9); and 6x 37 hour Quality and Reviewing Officers (grade 5) from the Safeguarding Team into the newly established Quality and Reviewing Team that will be line managed by the Team Manager – Conference and Review Service, within Children and Young People Services.
 - iii) To create 2x 37 hour Safeguarding Coordinator Posts (grade 9) and also amend the title of the existing permanent Deputy POVA Coordinator post to Safeguarding Coordinator within the Safeguarding Team.
 - iv) To establish 2 x 37 hour Community Social Workers (grade 8/9) within the Safeguarding Team.

Creating the additional permanent posts within the safeguarding and quality and review structures will provide the teams with the capacity and stability required to deal with the significant demands being placed upon them. It will also lead to an alignment of the reviewing functions across the Directorate.

4. Financial Impact

The cost of these changes in year 1 is £228k, this will be funded from existing Social Services budget. The safeguarding budget for 2017/18 includes £108k to part fund these changes, the additional funding required (£120k) is to be vired from the adoption budget. Savings have already been generated by the Western Bay Adoption service.

Equality Impact Assessment

5. An Equality Impact Assessment (EIA) screening form has been completed and a full EIA is not required.

Workforce Impacts

4. This will increase capacity within the establishment having a positive impact on the workforce. Creating permanent posts rather than the ongoing temporary arrangements will also help to stabilise the team and improve morale.

Legal Impacts

5. There are no legal impacts.

Risk Management

6. There are no significant risks associated with this proposal.

Consultation

7. There is no requirement under the Constitution for external consultation on this item.

Recommendations

8. It is **RECOMMENDED** that Members **APPROVE** the above changes to the Safeguarding and Quality Team.

FOR DECISION

Reasons for Proposed Decision

Creating the additional posts will ensure the Safeguarding and Quality and Review Teams have the required resources to meet the significant demands being placed upon them. Separating the teams will also ensure there is no chance of any potential conflicts of interest between the Safeguarding Team and their Quality and Review Team colleagues. It will also align the reviewing functions across the directorate. **Implementation of Decision**

This decision is for immediate implementation.

Appendices

Appendix 1 – Financial Appraisal

List of Background Papers

Equality Impact Assessment Screening Form

Officer Contact

Andrew Jarrett, Head of Community Care Services

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FUNDING STATEMENT**Costs**

	<u>Min</u>	<u>Max</u>
	<u>£</u>	<u>£</u>
Employee Costs (Financial Appraisal Statement)		
> Salary	227,901	227,901
> Additional cost at Maximum Salary		13,090
Accommodation Running Costs		
IT Annual Costs		
Other Running Costs (specify)		
Total	<u>227,901</u>	<u>240,991</u>

Funding of Recurring Costs**External Sources**

Specific Grant:

- staffing costs
- other

Funding from External Agencies

Service Level Agreement

Other (specify)

Internal Sources

Existing Budget Allocation	227,901	240,991
Additional Guideline Allocation		
Other (specify)		
Total	<u>227,901</u>	<u>240,991</u>

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July 2017

**Report of the Director of Social Services Health and
Housing**

Nick Jarman

Matter for Decision

Wards Affected: All wards

Review of Homecare Service management structure

1. Purpose of the report

- 1.1 To provide members with an update on the staffing position vis-à-vis numbers of permanent, temporary and seconded posts within the Homecare management team
- 1.2 To seek members' approval to consolidate the management structure within the Homecare Service by
 - i. Making all temporary posts permanent.
 - ii. Creating one additional Supervisor post.
 - iii. Deleting one Community Care programmer post.
 - iv. To remove the operation of the flexi time scheme for Supervisors.

2. Background

In 2015 the Homecare Service had lost the entire management team to ER/VR, and was subject to a significant service improvement plan. Similarly, CSSIW inspections at that time also highlighted deficits in service quality and the levels of staff supervisions.

In August 2015, a new management team was put in place with a clear steer on what, and how the service was to improve. A temporary Quality Assurance Manager post was created to assist with the improvement process, along with an interim Operational Manager.

The CSSIW inspection report of January 2016 was encouraging and revealed that the service was showing signs of improvement.

The Homecare Service underwent a significant management of change exercise in 2016, which was designed to improve shift patterns, ensure consistent distribution of the workforce throughout the day and improve the flexibility and responsiveness in the way the service is provided to people.

36 Community Care Assistants also left the service under the ER/VR scheme. This necessitated the transfer of 1000 hours of care per week out to the private provider market.

July 2016 also saw the creation of the Homecare Rapid Response Team (HRRT). This team was developed in response to increasing pressures within the Health and Social Care System, with a view to reducing the number of unscheduled hospital admissions and delayed transfers of care. Initially the team comprised 12 Community Care Assistants, but the demand for the service was such that the team quickly expanded, and now comprises 24 Community Care Assistants, and 1 Supervisor. The team was selected by seeking expressions of interest from within the existing establishment and going through a competitive interview process. These posts have not been backfilled.

The service now has a higher Supervisor to Care Assistant ratio, which is having a positive impact on the quality of the service. Industry standards suggest a ratio of 1:25, whereas the structure proposed in this report would provide a ratio of 1: 19. February 2017 CSSIW Inspection report has specifically referred to the progress that the current management team has made in terms of both developing the service and on the quality of the service provided.

3. Consultation Process

All staff were subject to a 30-day consultation period, which ran from 15th of June 2017 to the 14th of July 2017 as per the Management of Change in Partnership Policy.

Current staff structure:

4.1 Management Team:

- 1 x 37hr Interim Operational Manager post (temporary) - Grade 11 (Scp 44 to 47 – Bar at Scp 46).
- 1 x 37hr Deputy Homecare Manager post (Permanent) - Grade 9 (Scp 35 to 40 – Bar at Scp 39).
- 1 x 37hr Quality Assurance Manager post (Temporary) - Grade 7 (Scp 27 to 32 – bar at Scp 31). Currently at Scp 30.
 - Current post holder is seconded from substantive post of Community Care Supervisor
- 1 x 37hr Business & Finance Manager (Permanent) - Grade 7 (Scp 27 to 32 – Bar at 31). Currently at Scp 29.

4.2 Community Care Supervisor team:

- 7 x 37hr Community Care Supervisor posts (permanent) – Grade 6 (Scp 23 to 28 – Bar at Scp 27)
- 2 x 37hr Community Care Assistant posts (Temporary) - Grade 6 (Scp 23 to 28 – Bar at Scp 27)
 - Current post holders seconded from substantive post of Community Care Programmer to
 - a. Backfill Quality Assurance Manager post
 - b. Cover maternity leave for one permanent Community Care Supervisor.

NB. *This post holder returned from maternity leave in May 2017, but the service has retained the seconded post as supernumerary to the establishment in order to achieve the higher Supervisor to Community Care Assistant ratio.*

4.3 The Community Care Programmer team comprises:

- 7 x 30hr Community Care Programmer posts (permanent) Grade 5 (Scp 20 to 25 – Bar at 24) in the structure.
- 2 have been seconded into Community Care Supervisor posts for the reasons stated above.
- 1 Community Care Assistant has been temporarily medically redeployed into a Community Care Programmer post (22 ½ hour contract).
- Therefore only six of these posts are currently filled, and one post is vacant.

4. Proposals for consolidation

- Establish the Quality Assurance Manager post as a permanent post
 - i. Appoint of permanent employee will be on competitive interview.
 - ii. Because of the particular skills set and experience required to be effective in this post, applicants should be ring fenced to the existing Community Care Supervisor team.
- Increase the Community Care Supervisor establishment from 8 to 9 posts
 - i. Appointment of permanent employees will be on competitive interview.

- Applications should be ring fenced to Community Care Programmer
- Delete either 1 Community Care Programmer post.
 - i. The post to be deleted is currently vacant.

5. Operation of Flexi Time Working Scheme

Supervisors have operated under the Flexi Time Working Scheme. This is a hangover from a point in time where Community Care Supervisors worked standard office hours (Monday to Friday 9am to 5pm). This shift pattern changed in 2007 and the rota system in place means that Supervisors work a combination of AM shifts (7am to 3pm) and PM shifts (3pm to 11pm) any 5 out of 7 days. This is outside of the flexi time bandwidth (7.30am to 7pm, Monday to Friday) as per the scheme.

It has become apparent that only 2 Supervisor are currently utilising the Flexi Time Scheme.

It is proposed that any additional hours worked will be accounted for as lieu time or overtime.

6. Financial Impact

The quality assurance manager is already budgeted for and existing in house homecare resources are sufficient to meet the differential of the supervisor and programmer posts. Permanent savings have been achieved in the overtime budget.

7. Equality Impact Assessment

There is no requirement for an equality impact assessment on this Proposal.

8. Workforce Impacts

No employee is at risk of redundancy.

9. Legal Impacts

Not applicable

10. Risk Management

Not applicable

11. Consultation

There is no requirement under the Constitution for external consultation on this item.

12. Recommendations

- i. That members approve the proposals set out in section 5 of this report
- ii. That the recommendations set out in section 5 of this report are implemented.

FOR DECISION

Reasons for Proposed Decision

To improve service delivery, and efficiency in line with the Authorities policies and procedures.

Implementation of Decision

The decision is proposed for implementation after the three day call in period

13. List of Background Papers

Not applicable

14. Officer Contact

Nick Jarman, Director of Social Services, Health & Housing

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FINANCIAL APPRAISAL

POST	PROPOSED CHANGE (New Post/Delete/Regrade etc.)	Cost	
		Full year (current Spinal point)	Max
Quality Assurance Manager	establish post as permanent	36,377	38,703
Community Care Supervisor	Increase by 1 fte	28,613	33,780
Community Care Programmer	delete 0.81 fte	(- 24,037)	(- 24,037)
	TOTAL COST	40,953	48,446

<u>FUNDING STATEMENT</u>	<u>Full year (current Spinal point)</u>	<u>Max</u>
<u>Costs</u>	<u>£</u>	<u>£</u>
Employee Costs (Financial Appraisal Statement)		
> Salary	40,953	40,953
> Additional cost at Maximum Salary		7,493
Accommodation Running Costs		
IT Annual Costs		
Other Running Costs (specify)		
Total Recurring Savings	40,953	48,446
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
- staffing costs		
- other		
Funding from External Agencies		
Service Level Agreement		
Other (specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	40,953	48,446
Additional Guideline Allocation		
Other (specify)		
Total Savings Available	40,953	48,446

*sufficient budget in 45CHAA
In House homecare to meet
these costs*

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

24th July 2017

Report of the Head of Transformation – Andrew Thomas

Matter for Decision

Wards Affected: All Wards

Inclusion Service Staffing Structure

Purpose of the Report

To seek Members' approval to make the following changes to the current staffing complement through the establishment of a number of permanent posts across the Inclusion Service.

Executive Summary

This report proposes an increase to the current permanent staffing within the Inclusion Service across the following teams:

- **Educational Psychology Service and School Based Counselling Service (EPS & SBC):** To establish a Statementing and Process officer to release Educational Psychologists from drafting statements and increase their capacity to work with schools, children and young people and their families. This post will also monitor statutory timelines, planned places and performance indicators within the Additional Learning Needs Support Team (ALNST).

To establish an additional School Based Counsellor to meet the needs of pupils in need of direct counselling intervention and reduce current service waiting times.

- Support for Learning Service (SFL):

To establish a permanent management structure consisting of a manager and deputy manager to ensure stability and resilience within the service.

To establish two permanent specialist Teaching Assistant Level 4(TA) posts in order to support schools and families in meeting the needs of pupils with ALN, specifically those with autistic spectrum disorder (ASD) and speech, language and communication difficulties (SL&C).

To delete a temporary TA Level 3 post within the Learning Difficulties Team (LD) and create a permanent Teaching Assistant Level 4 post due to increased responsibility.

Wellbeing and Behaviour Service: To establish a permanent Wellbeing Practitioner post with specific qualifications and experience in delivering effective therapeutic interventions to better support schools to support children and young people with social emotional and behavioural difficulties (SEBD). To establish two permanent specialist teaching assistant level 4 posts (TA) to support schools to meet the needs of pupils with SEBD. To also to approve the consolidation of the two temporary Teacher Development Officer (TDO) posts (contracts 0.2 and 0.6), currently undertaken by one member of staff, into one 0.8 FTE contract.

Background

The teams which make up the Inclusion Service were brought together to be managed by the Co-ordinator for Inclusion in January 2015. The Inclusion Service incorporates the following service areas:

Additional Learning Needs Support Team
Educational Psychology Support Team
School Based Counselling Service

School and Family Support Team
Support for Learning Service
Wellbeing and Behaviour Team

The Inclusion Service consists of advisory and specialist teachers, counsellors, educational psychologists, educational welfare officers, specialist learning support assistants, youth workers and therapists who are qualified and experienced in supporting a wide range of additional learning needs. The Inclusion Service works to support schools to meet the needs of pupils with additional learning needs (ALN) and with parents/carers, other service areas and professionals, in order to achieve best possible provision and outcomes for children and young people. The Service also has statutory responsibilities as set out in the Code of Practice for Special Educational Needs (SEN) (2002), Education Act and Equality Act (2010). Additional responsibilities are also anticipated as a result of ALN Reform and the implementation of the Additional Learning Needs Education Tribunal Bill (ALNET). The Service is open to appeal through Special Educational Tribunal Wales (SENTW), Ombudsman and Judicial Review.

Educational Psychology Service and School Based Counselling Service (EPS & SBC)

Since September 2016 to date, 140 requests for draft statements of SEN have been made to the EPS. Each statement takes half a day to write. That equates to a total of 70 days of EP time spent drafting statements across the academic year. Freeing up this time would allow an additional 7.5 days (15 sessions) of EP time going directly back into each secondary school cluster.

From a financial perspective, the Head of Service agreed that the drafting of statements would be undertaken on an overtime basis by the EPS, which is not sustainable, at a cost of £132.92 per Statement (4 hours EP work). The total cost of drafting statements since September 2016 totals £18,608.80 to date.

The service will have additional pressures and responsibilities in respect of Additional learning Needs (ALN Reform) and further demands on time in terms of developing proactive models of support

to clusters of schools. The establishment of this post would ensure consistency and accuracy in the drafting of statements of special educational needs (SEN), as well as alleviate pressures within the Additional Learning Needs Support Team (ALNST). This role would also assist the ALNST manager to monitor statutory deadlines, planned place provision and performance indicators.

- The School Based Counselling Service provides a confidential service to all pupils on roll in secondary schools. In addition to direct counselling delivered in term time and school holidays, the SBCS also support schools with transition, self-esteem workshops, bereavement and anger management. The SBCS also supports school based staff, parent and carers and works with other agencies.

Counselling in primary schools is now limited to Year 6 pupils in line with our statutory duties as set out in the School Standards and Organisation (Wales) Act 2013.

Some schools have commissioned SBCS from the Local Authority, such is the need identified for this intervention within schools. There are currently 23 Y6 primary pupils awaiting counselling with an average waiting time of 9 weeks to see a SBC for this year group alone. Primary schools have recognised the need for early intervention and report that accessing the SBCS in Year 6 is too late for many pupils identified as needing support at an earlier age.

There is currently more demand placed upon the Service due to the complexity of issues being presented, including self-harm and safeguarding. The higher intake threshold of CAMHS and waiting times have had a direct impact on the SBCS.

The appointment of an additional SBC will alleviate some of the demand on the Service and will focus on early identification and intervention within the primary sector.

Support for Learning Service (SfL)

The focus of the SfL Service is to ensure the inclusion and achievement of children and young people with additional learning needs (ALN) in NPT, specifically those at the school action plus stage of the graduated response, as well those in receipt of a statement of SEN. This is achieved through early identification and intervention, working collaboratively with schools to build capacity and multi-agency working.

Historically, two temporary appointments were created to manage the service, following the promotion of the former post holder. It is now time to establish a permanent management structure within the SfL Service. It is proposed to delete the two posts of TDO learning difficulties and Advisory Teacher for Hearing Impairment (HI) and establish two posts, one manager of the SfL Service and one deputy manager with specific responsibility for HI. The two new posts would be filled from the two ring fenced posts of the staff who would be at risk of redundancy in line with the management of change in partnership policy and procedure.

In the academic year 2014- 2015 analysis of the number of referrals received by the SfL service highlighted that the highest number of referrals were made to the Speech and Language and ASD teams. The service report card therefore detailed how the capacity of these teams to meet this demand needed to be considered and current working practise reviewed. This has been highlighted once again in the analysis of the number of referrals received during 2015-2016, which shows that 151 referrals were made to the ASD team and 173 to the Speech and Language team.

There are currently 300 pupils recorded as having ASD across the Primary and Secondary schools in NPT, who potentially may require a level of support. This figure does not include the number of pupils on the ASD pathway, who have not yet received a formal diagnosis from for the Child and Adolescent Mental Health Services (CAMHS). Recent figures show the current waiting list for pupils to be seen in CAHMS is 76 weeks. During this period, schools still require support from the ASD team to ensure barriers to learning are reduced and pupils are able to engage as fully as possible in their learning. There are currently two, permanent full time equivalent (FTE) Advisory

Teachers managing the caseload, with the support of a temporary level 3 specialist teaching assistant, who works within the team for two and a half days per week.

There are 984 pupils recorded as having speech, language and communication difficulties (SLCD) across the primary and secondary schools in NPT. 229 of these pupils have speech and language therapy (SaLT) provision on their statements of SEN. There are currently 5 Speech and Language Therapists in post, who solely deliver this provision; one directly employed by the Local Authority (LA) and four who are commissioned from ABMU Health Board. In addition, there is one permanent part time Advisory Teacher in post, who manages the school action plus caseload, along with the support of a temporary specialist teaching assistant, who works within the team for two and a half days. According to the figures above, this means there are 755 pupils, who potentially may require a level support.

Due to the increasing demand on the Speech and Language and ASD teams, a specialist teaching assistant level 3 was appointed on a temporary basis in September 2015 to work across both teams. This post has proved crucial in ensuring the service has had the capacity to continue to support both schools and individual pupils and monitor provision and interventions.

In the period 2015-16 the post holder conducted a total of 166 visits to schools to provide support, interventions and strategies and contribute to transition arrangements and reviews for pupils with ASD. For members' information, it was also noted that individual Head Teachers contacted the service to comment on how useful the input received had been. In one particular instance, the direct involvement of this TA was cited as the reason why exclusion was avoided.

The establishment of this post as level 4 permanent and the addition of a specialist TA level 4 for ASD and a specialist TA level 4 for SpL&C as permanent posts on the structure, will ensure further capacity to support schools to meet the needs of pupils within mainstream schools and provide essential information regarding future planning for need across the Inclusion Service.

Wellbeing and Behaviour Team

The Wellbeing and Behaviour Team provides support for schools, staff and pupils with social, emotional and behavioural difficulties (SEBD). The team was formed following a review of inclusion and became operational in September 2016. It consists of workers from a range of backgrounds, including youth work and teaching, all with extensive experience of engaging with vulnerable children and young people. Support provided by the team includes:

- Intervention for pupils both inside and outside the school setting. Sessions are carefully planned and focus on the individual needs of the pupil, whilst taking into consideration their learning styles, ability levels, any additional learning needs and external factors. Working with other services and organisations is an important aspect of the teams work to ensure a holistic package of support is in place which includes all key stakeholders, including the pupil's family, home visits are undertaken as part of the support offered. The team have accepted 115 referrals from schools 41 Secondary and 74 Primary.
- Transitional support. The team provides support to pupils with complex SEBD who are moving schools, transitioning in or out of specialist educational provision, transitioning from primary to secondary or those who have moved into the area and need supported integration. So far this academic year 39 pupils, 11 primary and 28 secondary have been supported.
- Building capacity in schools. Providing training for staff, advice on strategies and direct working alongside school staff to model effective ways of working to support sustainability.
- Projects. The team have run numerous projects such as Forest Schools, wellbeing workshops for pupils, school holiday provision and facilitated the establishment of an NPT Young Peoples Mental Health Forum.

There are currently 740 pupils recorded as having SEBD across primary and secondary schools in NPT with increasingly more complex issues. Intervention work can take time to ensure it is effective and the current staffing capacity within the team is not meeting the demand for support. Increased staffing within the team would allow for more work to be focused on building capacity in schools, developing earlier interventions and establishing more projects and provisions to reach more young people and their families.

The Wellbeing Practitioner post with a greater emphasis on therapeutic interventions will provide support for pupils with the most complex needs. They will also be able to work with the current team to facilitate more group work sessions using therapeutic methods, on issues such as child sexual exploitation, bereavement and pupils who have had adverse childhood experiences (ACES).

The addition of two permanent specialist TA Level 4 posts will provide greater capacity to the team based on a tried and tested successful model established within the SfL Team.

Approval to consolidate the two temporary Teacher Development Officer (TDO) posts into one 0.8 FTE post and confirm in post as permanent the employee who currently undertakes this role will add further stability and capacity to the Service.

Welsh Governments Successful Futures, which outlines the proposed new curriculum for Wales and the new Estyn framework both have a greater emphasis on improving pupils wellbeing. Having greater capacity within the team will allow work to continue to develop the NPT Wellbeing and Behaviour strategy which will provide a continuum of support for pupils in line with the proposed changes.

Proposal

To create:

- The 37 hours post of Statementing and Process Officer Grade 9

- The 37 hour post of School Based Counsellor within the EPS and SBC Service Soulbury Scale 31-35
- The post of 37 hours SfL manager Soulbury Scale 11-13 and Deputy Manager SfL on Teachers Pay and Conditions.
- To create 3 37 hour posts of specialist Teaching Assistant for ASD Level 4.
-
- The 37 hour post of Wellbeing Practitioner for therapeutic interventions, Grade 9
- Two 37 hour specialist Teaching Assistants for SEBD Level 4
- To consolidate two temporary TDO posts (currently 0.2 and 0.6) to one 0.8 FTE TDO post.

To delete:

- The post of TDO Learning Difficulties (currently teachers pay and terms and conditions)
- The post of Advisory Teacher for HI (currently teachers pay and terms and conditions)
- The 37 hour post of Level 3 Teaching Assistant LD
- The 37 hour temporary Teaching Assistant Level 3 post within ASD,

Financial Impact

- All proposed adjustments can be met from within the existing Inclusion Service budgets. Service Delivery has been examined and the proposals contained within the report represent a more efficient way of delivering services and budget utilisation. A funding statement is attached as Appendix A.

Equality Impact Assessment

- There is no equality impact associated with this report.

Workforce Impacts

- The proposals contained within this report, if approved by Members, are positive actions that have the full support of Managers within the Inclusion Service.

Legal Impacts

- There are no legal impacts associated with this report.

Risk Management

- **Statementing and Processing Officer:** – if this post are is not established, there is likelihood that the LA may not meet its statutory obligations in terms of timescales for issuing a draft statement. This may also lead to a delay in terms of children and young people being discussed at SEN Panel. This could lead to parental dissatisfaction, parents seeking to appeal through the Special Educational Needs Tribunal Wales (SENTW) and the risk of Ombudsman appeals.
- **Specialist Teaching Assistants ASD and SpL&C:-** if these posts are not established, the service will have insufficient capacity to meet the increasing needs from schools for additional support for pupils with ASD and speech, language and communication difficulties. This could lead to appeals to SENTW, a rise in exclusions and complaints and further pressure on current provisions.
- **Wellbeing Practitioner and Specialist Teaching Assistants:-** if these posts are not established, the service will have insufficient capacity to meet the increasing needs from schools for additional support for pupils with SEBD. This could lead to a rise in exclusions, appeals to SENTW and place further pressure on current provisions.

- **School Based Counsellor:-** if this post is not established there will be no capacity to alleviate some of the demand on the Service and reduced opportunity to focus on early identification and intervention within the primary sector. There is the risk of not meeting the needs of pupils in need of direct counselling intervention and reducing current service waiting times.

Consultation

- Members of staff have been consulted and support the proposals contained within this report.

Recommendations

Members are requested to approve the above proposed changes to the inclusion service.

For Decision

Reasons for Proposed Decision

To provide for the ever increasing complexity of need and satisfy the LAs statutory obligations.

Implementation of Decision

The decision is proposed for implementation after the three day call in period.

Appendices

- Appendix A Financial Appraisal
- Appendix B Current and proposed staffing structures

List of Background Papers

- None

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Appendix 1

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POST / POSTHOLDER	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY SCALES		ANNUAL COSTS		
		Current	Proposed	This Year	Maximum	
Teaching Assistant Support & Delivering Learning Level 3 (Term time only)	Delete Level 3 and Create Level 4	20-24	24-27	£0	£1,978	
Teaching Assistant Level 4 (Term time only)	New post		24-27	£18,865	£20,765	
Teaching Assistant Level 4 (Term time only)	New post		24-27	£18,865	£20,765	
Teaching Assistant Support & Delivering Learning Level 3 (27.5 Hours)	Delete Level 3 and Create Level 4	20-24	24-27	£0	£1,644	
Teacher Development Officer Learning Difficulties	Delete	UPS3		(£38,250)	(£38,250)	
Teacher Development Officer Learning Difficulties	Delete	UPS3		(£30,600)	(£30,600)	
Learning difficulties manager	New post		Soulbury 11-13	£46,112	£48,597	
Learning difficulties deputy manager	New post		UPS3	£30,600	£30,600	
Statementing Officer	New Post		35-39	£30,785	£34,538	
School based counsellor	New Post		31-35	£27,668	£30,785	
Well being practitioner	New Post		35-39	£30,785	£34,538	
Teaching Assistant Level 4	New post		24-27	£21,962	£24,174	
Teaching Assistant Level 4	New post		24-27	£21,962	£24,174	
				On costs	£62,749	£71,383
				Total	£241,503	£275,091

<u>Costs</u>	£	£
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0
RECURRING COSTS:		
	<u>This Year</u>	<u>Maximum</u>
<u>Costs</u>	£	£
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	241,503	
> Additional cost at Maximum Salary		275,091
Employee Training & Seminars		
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		
Total Recurring Costs	241,503	275,091
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	241,503	275,091
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	241,503	275,091
Refer to this statement in the report's section on Financial Appraisal.		

Support for Learning (Current)

Co-ordinator for Inclusion

Support for Learning

Learning Difficulties
Team

2 FTE x Teacher
Development Officer

1 x SpLD Teaching
Assistant
(SCP20-25)

Behaviour

1 x 0.8 TDO

Speech and Language
Service

1 x 0.8 term time only
SaLT

0.6 Advisory Teacher

ASD Service

2 x FTE Advisory
Teacher

1 x FTE Teaching
Assistant
(SCP 20-25)

Sensory Team

HI

2 x FTE Advisory Teachers
1 x FTE Audiological
Technician

VI

1 x FTE Advisory Teacher
1 x 0.5 Advisory Teacher

1 x Mobility Officer term time
only
(SCP27-31)

1 x Brailist term time only
1 x Brailist term time only
(SCP20-25)

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**Support for Learning
(Proposed)**

CO-ORDINATOR SUPPORT FOR INCLUSION

**Support for Learning Manager
Soulbury
11-13**

**Support for Learning Deputy Manager
TPC**

**Learning Difficulties Team
1 FTE x Teacher
Development Officer

1 x SpLD Teaching
Assistant (SCP24-27)**

**Speech & Language Service
1 x 08 Term Time only SaLT
0.6 Advisory Teacher**

**ASD Service
2 x FTE Advisory Teacher

3 x FTE Specialist Teaching
Assistant
(SCP 24-27)**

**Sensory Team
HI
2 x FTE Advisory Teachers
1 x FTE Audiological Technician

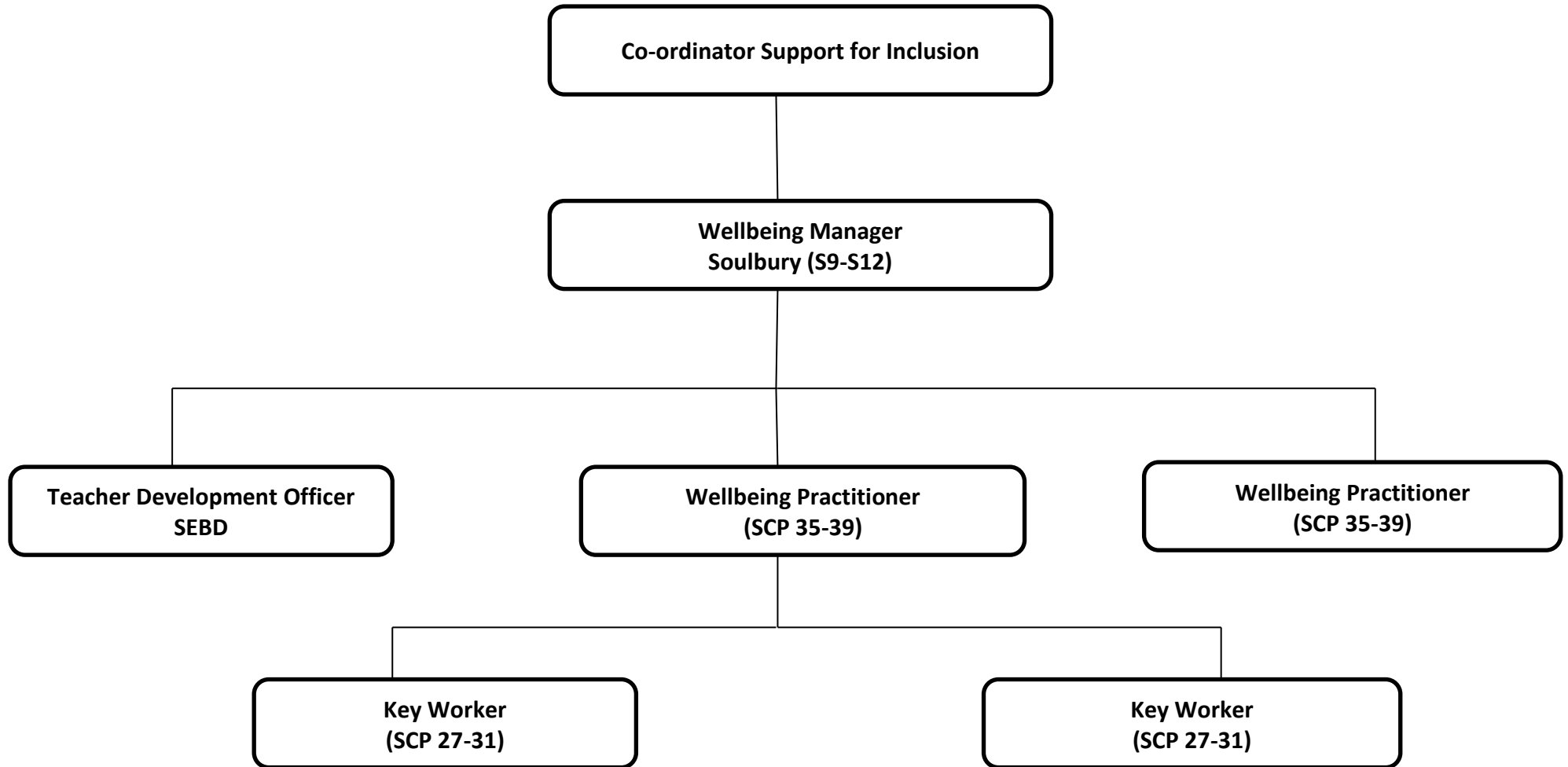
VI
1 x FTE Advisory Teacher
1 x 0.5 Advisory

1 x Mobility Officer Term Time only
(SCP 27-31)

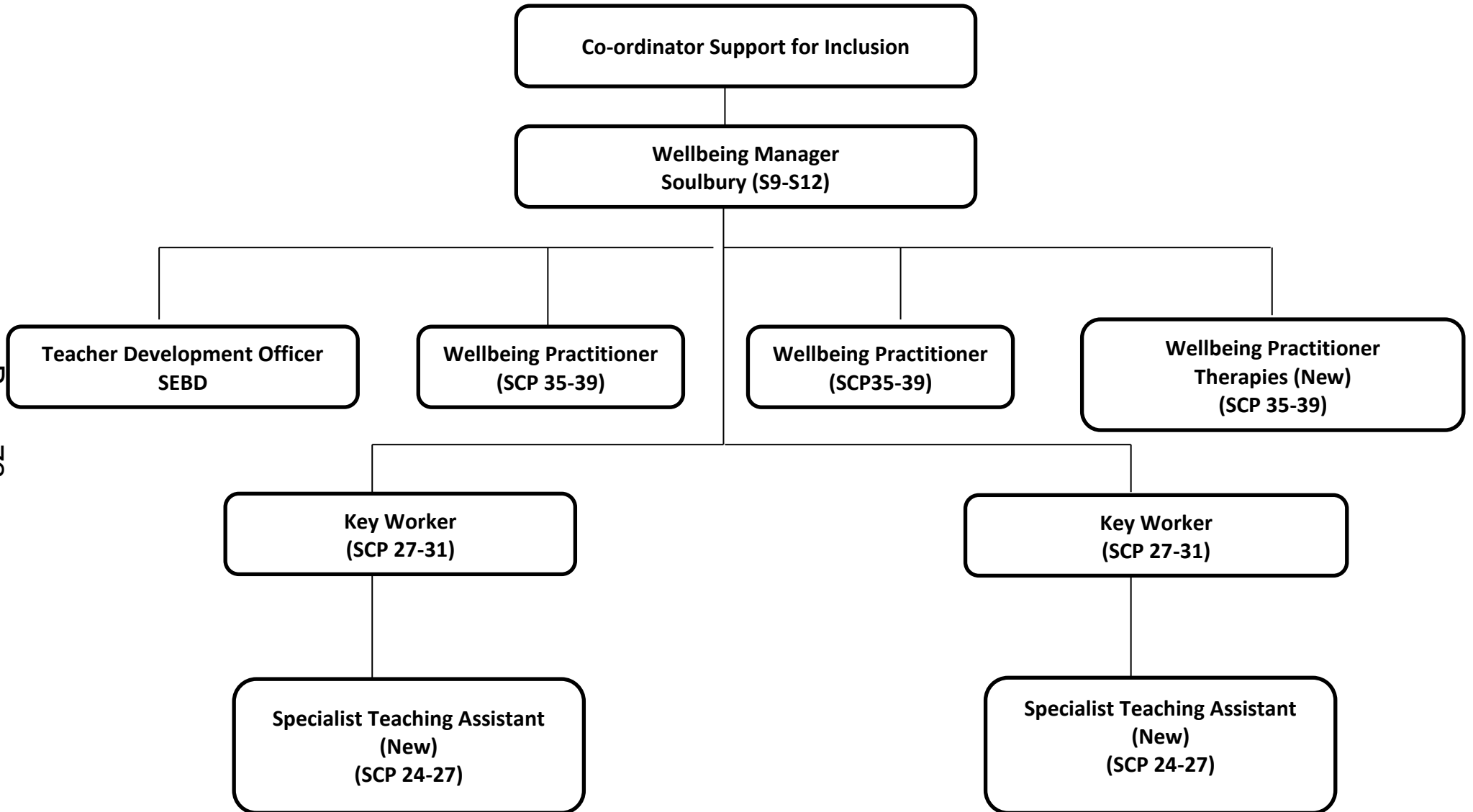
1 x Brailist Term Time only
(SCP 20-24a)
1 x Brailist Term Time only
(SCP 20-24a)**

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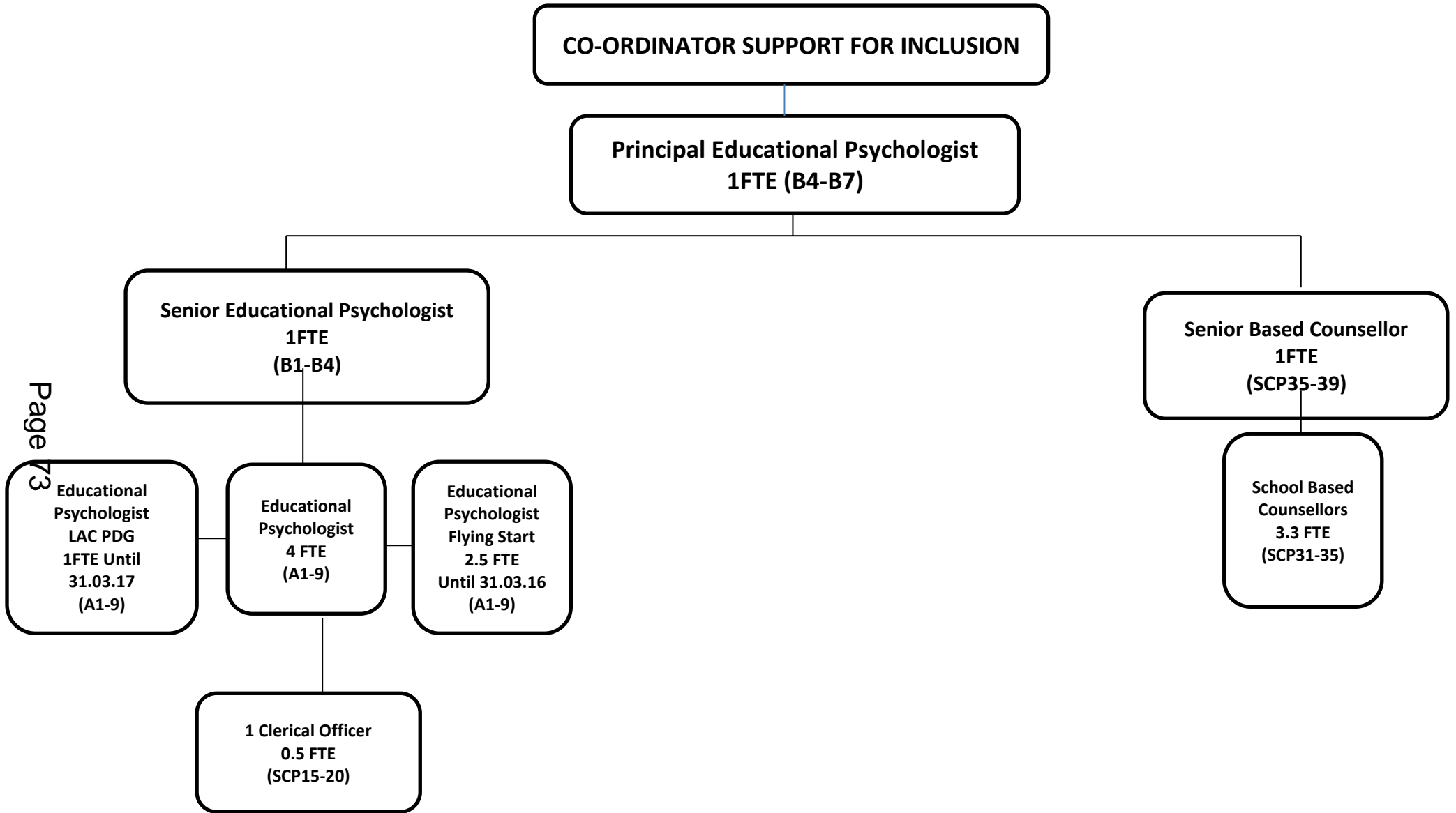
WELLBEING TEAM (CURRENT)



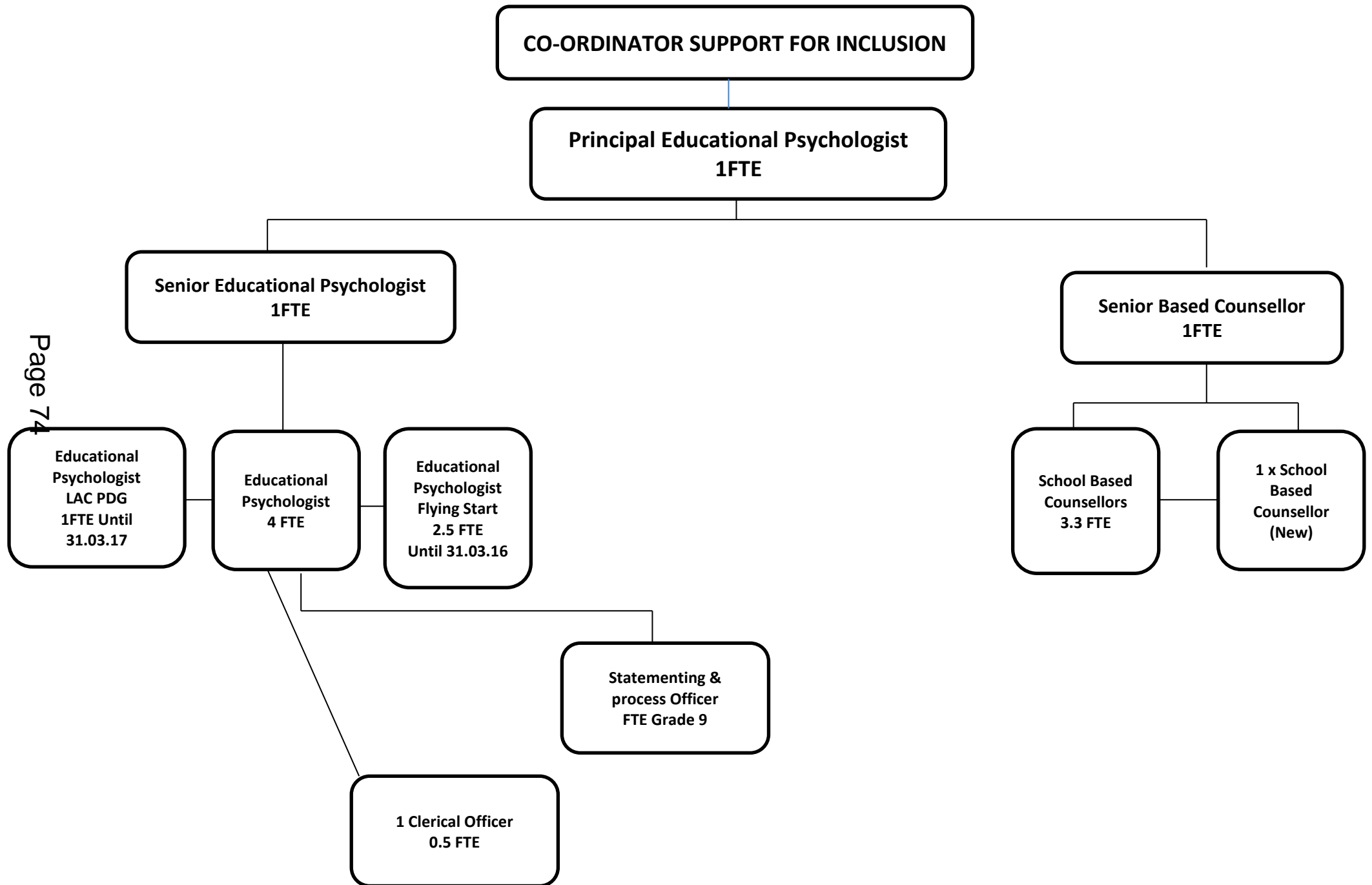
WELLBEING TEAM (PROPOSED)



EDUCATIONAL PSYCHOLOGY SERVICE (CURRENT)



EDUCATIONAL PSYCHOLOGY SERVICE (PROPOSED)



By virtue of paragraph(s) 12 of Part 4 of Schedule 12A of the Local Government Act 1972.

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