



## **SOCIAL CARE, HEALTH AND WELLBEING CABINET BOARD**

*Immediately Following Scrutiny Committee on  
THURSDAY, 13 SEPTEMBER 2018*

**COMMITTEE ROOMS A/B - NEATH CIVIC CENTRE**

1. Appointment of Chairperson
2. Declarations of Interest
3. Minutes of Previous Meeting (*Pages 5 - 8*)
4. Director's Annual Report (*Pages 9 - 44*)  
*Report of the Director of Social Services, Health and Housing*
5. Western Bay Youth Justice and Early Intervention Annual Plan 2018-19 (*Pages 45 - 90*)  
*Report of the Director of Social Services, Health and Housing*
6. Quarterly Performance Indicators - Children and Young People Services (*Pages 91 - 114*)  
*Report of the Head of Commissioning, Support and Direct Services*
7. Quarterly Performance Indicators - Adult Services (*Pages 115 - 138*)  
*Report of the Head of Commissioning, Support and Direct Services*

8. Commissioning of Learning Disability Services (*Pages 139 - 148*)  
*Report of the Head of Commissioning, Support and Direct Services*
9. Forward Work Programme 2018/19 (*Pages 149 - 152*)
10. Urgent Items  
Any urgent items (whether public or exempt at the discretion of the Chairperson pursuant to Statutory Instrument 2001 No 2290 (as amended)).
11. Access to Meetings  
To resolve to exclude the public for the following items pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001. No. 2290 and the relevant exempt paragraphs of Part 4 Schedule 12A to the Local Government Act 1972.

## **Part 2**

12. Contractual Arrangements for Neath Port Talbot Carer Related Services (Exempt Under Paragraph 14) (*Pages 153 - 160*)  
*Private Report of the Head of Children and Young People's Services*
13. Review of Homecare Services (Exempt Under Paragraph 14) (*Pages 161 - 194*)  
*Private Report of the Head of Commissioning, Support and Direct Services*
14. Proposed new lease from Tai Tarian (Exempt Under Paragraph 14) (*Pages 195 - 198*)  
*Private Report of the Head of Commissioning, Support and Direct Services*

**S.Phillips**  
**Chief Executive**

**Civic Centre**  
**Port Talbot**

7<sup>th</sup> September 2018

## **Cabinet Board Members:**

**Councillors:** A.R.Lockyer and P.D.Richards

### **Notes:**

- (1) *If any Cabinet Board Member is unable to attend, any other Cabinet Member may substitute as a voting Member on the Committee. Members are asked to make these arrangements direct and then to advise Democratic Services staff.*
- (2) *The views of the earlier Scrutiny Committee are to be taken into account in arriving at decisions (pre decision scrutiny process).*

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**EXECUTIVE DECISION RECORD**  
**CABINET BOARD - 2 AUGUST 2018**  
**SOCIAL CARE, HEALTH AND WELLBEING**

**Cabinet Board Members:**

Councillors: A.R.Lockyer and P.D.Richards (Chairperson)

**Officers in Attendance:**

A.Jarrett, Mrs.A.Thomas, Ms.K.Warren and J.Woodman-Ralph

**Invitees:**

Cllr.L.Purcell (Scrutiny Chairperson)  
Cllr.S.Freeguard (Scrutiny Vice Chair)

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1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Councillor P.D.Richards be appointed Chairperson for the meeting.

2. **MINUTES OF PREVIOUS MEETING**

That the minutes of the 5 July 2018 be noted by Committee.

3. **NEATH PORT TALBOT COUNCIL'S CONSULTATIVE DRAFT HOMELESSNESS STRATEGY 2018 -2022**

Members were supportive of the grammatical changes to the Draft Homelessness Strategy 2018 - 2022 made by the Social Care, Health and Wellbeing Scrutiny Committee held previous to this meeting.

**Decision:**

That the Neath Port Talbot Council's Consultative Draft Homelessness Strategy 2018-22 as detailed as Appendix 1 to the circulated report be approved for a 60 day public consultation period.

**Reason for Decision:**

To enable the strategic direction to be set out for a multi-agency endeavour to effectively tackle homelessness in the county borough.

In addition, the production and publication of the Strategy by the end of this calendar year, together with the review that informed its content, is a requirement of Part 2 of the Housing (Wales) Act 2014.

**Implementation of Decision:**

The decision will be implemented after the three day call-in period.

**Consultation:**

The 60 day public consultation will consist of paper and on-line surveys. In addition, officers will attend various groups and forums around the county borough to reach as many stakeholders, including citizens, carers, service providers and other partner organisations as possible.

4. **NEATH PORT TALBOT'S PLAN FOR ADULT SOCIAL CARE 2018 - 2021 CONSULTATION**

Members were supportive of the comments made by the Social Care, Health and Wellbeing Scrutiny Committee held previous to this meeting to include the provision of Safeguarding and Quality Assurance to the draft Adult Social Care 2019 – 2022 Plan.

**Decision:**

That the Neath Port Talbot Council's Draft Plan for Adult Social Care 2019 – 2022 as detailed in Appendix 1 to the circulated report be approved for a 90 day public consultation period.

**Reason for Decision:**

To enable the strategic commissioning direction of Adult Social Care to be set out and to ensure that there will be a sustainable range of quality social care services to meet the needs of the citizens of Neath Port Talbot, through promoting better health and wellbeing of those citizens so that they can remain safe and independent in their own communities for as long as possible.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**Consultation:**

The 90 day public consultation exercise will consist of paper and on-line surveys. In addition, officers will attend various groups and forums around the county borough to reach as many stakeholders, including citizens, carers, providers (private and third sector) and partner organisations as possible.

To ensure effective communication during the consultation period there would be a dissemination of consultation and information material including feedback questionnaires to key stakeholders. The Consultation responses will be used to inform any proposed amendment to the draft plan, and the outcomes will be reported back to Committee for final approval.

5. **NEATH PORT TALBOT'S PLAN FOR CHILDREN AND YOUNG PEOPLE SERVICES 2018 - 2019 CONSULTATION**

**Decision**

That the Neath Port Talbot Council's Draft Plan for Children and Young People Services 2019 – 2022 as detailed in Appendix 1 to the circulated report be approved for a 90 day public consultation.

**Reason for Decision:**

To enable the strategic commissioning direction of Children and Young People Services to be set out. In addition, by offering more co-ordinated, cost-effective timely and tailored support for children, young people and families, we will ensure a more joined up, evidence-based approach to

service provision. Which should result in reduced demand for specialist and acute services, resulting in improved outcomes and life chances for families through their needs being met earlier and more efficiently.

**Implementation of Decision:**

The decision will be implemented after the three day call in period.

**Consultation:**

The 90 day public consultation will consist of paper and on-line surveys. In addition, officers will attend various groups and forums around the county borough to reach as many stakeholders, including citizens, carers, providers (private and third sector) and partner organisations as possible. The Consultation Document can be found at Appendix 2 of this report.

To ensure effective communication during the consultation period will be the dissemination of consultation and information materials including feedback questionnaires to key stakeholders. The consultation responses will be used to inform any proposed amendment to the draft plan, and the outcomes will be reported back to Committee for final approval.

6. **FORWARD WORK PROGRAMME 18/19**

**Decision:**

Noted by Committee.

**CHAIRPERSON**



## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL SOCIAL CARE HEALTH & WELL-BEING CABINET BOARD

13<sup>th</sup> September 2018

Report of the Director of Social Services, Health & Housing –  
Andrew Jarrett

### SECTION B – MATTER FOR INFORMATION

WARDS AFFECTED: ALL

### DIRECTOR'S ANNUAL REPORT 2017-18

#### Purpose of Report

The purpose of this report is for Members to note the Director's Annual Report 2017-18.

#### Background

The purpose of the annual report is to set out the local authority's improvement journey in providing services to people in their areas, those who access information, advice and assistance, and those individuals and carers in receipt of care and support. Under the new requirements of the Social Services and Well-being (SSWB) Act, the report needs to demonstrate how local authorities have promoted well-being and accounted for the delivery of well-being standards.

The former reporting requirements for Directors of Social Services in part 6 of the "Statutory Guidance on the Role and Accountabilities of the Director of Social Services" (Welsh Government June 2009) have been replaced as a consequence of both the SSWB and Regulation and Inspection of Social Care (Wales) Act 2016.

The requirements are that every local authority must produce an annual report on the discharge of its social services functions and the report must include:

- an evaluation of the performance in delivering social services functions for the past year including lessons learned (Part 8 Code on the role of the director);

- how the local authority has achieved the six quality standards for well-being outcomes (in a code about measuring social services performance made under s145 of the SSWB Act 2014);
- qualitative and quantitative data relating to the achievement of well-being outcomes (also set out in the code on measuring performance);
- the extent to which the local authority has met requirements under Parts 3 and 4 of the SSWB Act as set out in separate codes covering assessing needs and meeting needs;
- objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under section 14 of the SSWB Act;
- assurances concerning:
  - structural arrangements enabling good governance and strong accountability
  - effective partnership working via Partnership Boards
  - safeguarding arrangements
- the local authority's performance in handling and investigating complaints
- responses to any inspections of its social services functions an update on Welsh language provision;
- how the local authority has engaged people (including children) in the production of the report.

### **Financial Impact**

Not applicable.

### **Equality Impact Assessment**

Not applicable.

### **Workforce Impacts**

Not applicable.

### **Legal Impacts**

None.

## **Risk Management**

Not applicable.

## **Consultation**

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

## **Recommendation**

Not applicable.

## **Reason For Proposed Decision**

Not applicable.

## **Implementation of Decision**

Not applicable.

## **Appendices**

Director's Annual Report 2017-18 – Appendix 1

## **List of Background Papers**

No additional papers required.

## **Officer Contract**

Andrew Jarrett, Director of Social Services, Health & Housing, Neath Civic Centre, Neath, SA11 3QZ tel: 01639 763279 E-mail: [a.jarrett@npt.gov.uk](mailto:a.jarrett@npt.gov.uk)



2017 - 2018

# Director's Annual Report



## Social Services, Health & Housing

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## Introduction

I am pleased to present my first annual report as Director of Social Services.

This report provides an overview of the work undertaken by Neath Port Talbot County Borough Council (NPTCBC) during 2017/18 to promote and improve the well-being of its citizens and sets out what we plan to do over the coming year.

It is aimed at a wide audience, including those who use our services, their families and carers, the staff and organisations that provide those services, as well as the general public who have an interest in what their Council is doing.

We have all heard about the financial challenges that the public sector faces, and we continue to manage our resources as effectively as possible so that we can provide equitable care and support for our most vulnerable citizens.

Everything we do is underpinned by the *Social Services and Wellbeing (Wales) Act (2014)*, and the *Wellbeing of Future Generations (Wales) Act 2015*. Combined, this legislation ensures people who use services have choice and control, and places the wellbeing of individuals and communities at the centre of health and social care.

We have achieved much but are not complacent and there is more that we want to accomplish over the coming year and beyond. We will be working more closely with those who use our services, their carers and the wider public, as well as the private and third sector organisations that provide those services. This way we will ensure that social care provision is the best it can be.

Together we can meet the Council's vision to create a Neath Port Talbot where everyone has an equal opportunity to be healthier, happier, safer and prosperous.

**Andrew Jarrett**  
Director of Social Services, Health & Housing  
Neath Port Talbot County Borough Council



## Director's Summary of Performance

Social Services continue to focus on promoting people's well-being and independence. We supported more than 2,900 adults and saw an overall reduction in the number of people aged 65+ supported in the community during the period. By better identifying at an early stage what they need, a greater number of people are receiving help and support from third sector and other community based organisations, without the need for managed care and support from Social Services.

We have reduced the rate of people delayed from leaving hospital because they were waiting for a social care package, and increased the number of Local Area Coordinators to help reduce social isolation.

We believe that children's needs are best met by their own families if this can be safely supported, and I am pleased to report that the percentage of children supported to remain living with their family reached more than 67% last year. Furthermore, the number of Looked After Children continues to fall, standing at 327 at the end of the year.

2017/18 was again a challenging year financially, and the Directorate was required to find efficiencies of £2.6m (and has achieved £28m of savings since 2011/12). Through careful planning and financial discipline we delivered the saving together with an underspend of £200k. This gives Social Services the flexibility to respond to unpredicted demands without overspending and contribute to the Council's Forward Financial Plan. The support we receive from the Director of Finance and his teams is invaluable.

In January 2018 Elected Members endorsed our Strategic Business Plan, setting out our priorities for improving people's independence and well-being, as well as closer working arrangements to improve our effectiveness and efficiency. Those priorities are laid out throughout this document.

Meanwhile, under the banner of *"Building Safe and Resilient Communities"* we will be consulting with all stakeholders on the medium term future delivery of social care in Neath Port Talbot, focusing on early intervention and prevention.

## How are People Shaping our Services?

*This is about how we find out what people think about our services so we can build on good practice.*

The views of the children and adults who access our services, as well as their parents, families and carers, are important to us. Last year we used a number of ways of gaining feedback to see what people think about how effective our services are and what we can do to further improve.

In May 2017 Children & Young People Services (CYPS) established the Looked After Children's Youth Council, known as **YOVO – YOur VOice Matters**, which was formed to empower young people aged 11-18 years to influence and inform the decisions that affect their lives. CYPS support young people to get involved in their communities, making a difference as volunteers, campaigners, decision-makers and leaders. There are currently 15 members who meet monthly.

The NPTCBC **Young Carers Strategy** aims to improve the lives of young carers and their families in NPT. Consultation with young carers was undertaken so that they could give their opinions and share their experiences to help shape the strategy.

The **Public Service Board's Citizens Engagement Scheme** allows all partners to collaborate more effectively, focus resources and avoid duplication. The CYPS Engagement & Participation Officer ensured the voice of the child was a key part of the scheme, and consulted the public on the Welsh Government's well-being objectives, producing a children and young people friendly questionnaire to gather their views on 'The Well-being of Future Generations Act'.

Young people in secondary schools across NPT were approached to support the development of a **Child Sex Exploitation website**. Young people and parent/carers were consulted on the design and content of the website. In addition, a Community Resource Group was formed and vulnerable young people attended a half day workshop for 5 weeks to educate them on a range of safeguarding issues.

The **Older Persons' Council (OPC)** consists of up to 12 people aged over 50 years, with existing networks of contacts in their own community, who carry out two-way engagement bringing matters that are relevant to older people to



their attention, and gather opinions about changes or innovations to services which support older people. In the last year the OPC has been involved with around 30 engagement opportunities for organisations including NPTCBC, Abertawe Bro Morgannwg University (ABMU) Health Board and Welsh Government. As such, they support the Council in the implementation of the Strategy for Older People, along with monitoring and scrutinising the Ageing Well in Wales Programme.

*"[I was] impressed with the range of skills and knowledge shown in the individual profiles for each of the Members of the OPC, who are a 'Powerhouse' of knowledge....Neath Port Talbot CBC should consider themselves very lucky to have such expertise to support them."*

**The Commissioner for Older People in Wales**

A **'Citizen Survey'** was completed at the end of February 2018, where we asked those children over the age of 7, adults, parents and carers who we help, to provide us with feedback on the service they receive and whether it makes a positive difference to them.

#### Children's Responses – Children and Young People Services

In respect of Children's Services, 415 questionnaires were sent out to children with 123 returned, making a response rate of 30%.

#### Parents Responses – Children and Young People Services

385 questionnaires were sent out to parents to ask their views on their involvement in decisions about how their child's care and support was provided. There was a low response rate with only 41 respondents returning their questionnaire, giving a response rate of 11%.

#### Adult Responses – Adult Services

In respect of Adult Services, 1,331 surveys were sent out to adults aged 18 and over with 523 received, equating to a response rate of 39%.

#### Carers Responses – Adult Services

Questionnaires were sent to 672 carers with a total of 227 returned, giving a 34% response rate.

Results and feedback obtained through that survey are contained throughout this report.

### Priorities for 2017-18 - What we said we would do and what we achieved

- **Strategic intention of Adult Services – Building Communities**

- ✓ The Community Connecting Team (CCT) is a pan-disability service that works with vulnerable people aged 16+ to build increased confidence and independence by ensuring all people are given the best possible chances and opportunities to achieve their personal goals. CCT currently supports 50 individuals, the majority of whom have a learning disability – the youngest is 19 and the oldest is 98 – through a mix of community groups throughout the borough.
- ✓ Our Local Area Coordinators have helped more than 300 people in the last year to feel less isolated and more a part of their local communities

- **Improvements to performance management to ensure data and feedback from service users helps shape CRT service developments**

- ✓ The quality of the service provided by the Reablement Team is monitored by means of a questionnaire given to all individuals on discharge from the service. The survey is designed to seek opinions on the service and offer opportunities for improvement suggestions. 85% of respondents agreed that Reablement improved their independence/confidence/quality of life, whilst following feedback alterations to staff schedules were implemented immediately in the case of four individuals to improve the service they received.

### Priorities for 2018/19 – What we want to achieve this year

- To put in place a Participation & Engagement Strategy for Children, and an Engagement & Consultation Strategy for Adults
- All teams within CRT to utilise ‘friends & family’ survey for service feedback/improvement when patient case is closed

## Promoting and Improving the Well-being of Those We Help

This section of the report measures both the quantitative and qualitative performance of Neath Port Talbot Social Services against each of the six quality standards, as laid out within the Social Services & Well-being Act.

Performance against these quality standards is shown below, outlining:

- What we achieved in 2017/18 and what difference did we make; and
- What are our priorities for 2018/19

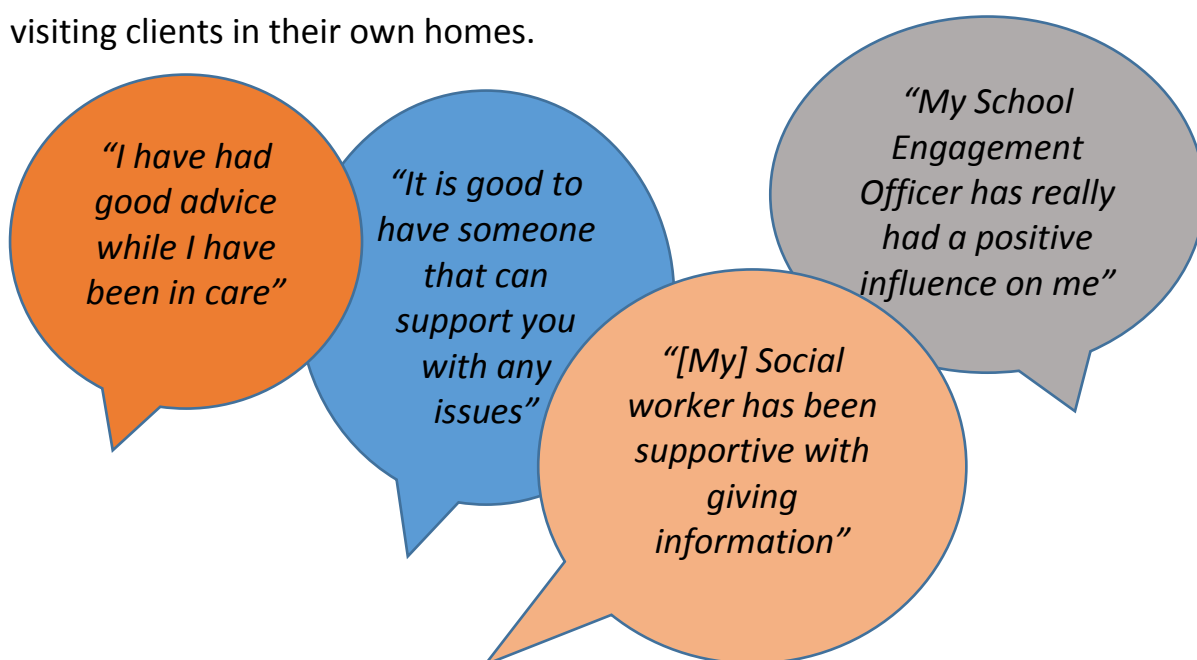
Key Performance Indicators (KPIs) relating to the quality standards can be found within ***Accessing Further Information and Key Documents*** at the back of this report.

### Quality Standard 1 - Working with people to define and co-produce personal well-being outcomes that people wish to achieve

*This is about how we work in partnership to help people achieve positive outcomes.*

#### Information, Advice and Assistance (IAA)

Nearly 2,600 adults received advice or assistance from our IAA service in 2017/18, up 11% on the previous year. Our ***Community Directory***, which lists various care and support services in and around NPT, is available across many venues including libraries and GP surgeries. In addition, a dedicated mobile phone app allows social workers the ability to access information online while visiting clients in their own homes.



## Assistive Technology

The Assistive Technology Service has supported over 2,500 residents and their carers during 2017/18 and has continued to grow and improve the service we provide, helping clients to remain as safe and as independent as possible in their own homes whilst giving peace of mind to families and carers.

During 2017/18 a programme of training, '*Understanding Assistive Technology*', has been provided to Social Services and Health staff in order to raise awareness of the service. This has seen an increase in the number of new referrals the team has received. In addition to this, a new front-end referral system has been incorporated into the Social Services Oracle database system, which has simplified the process for professionals wanting to make a request for the service.

The team has been able to continue the assessment and monitoring of clients' needs across Adult Social Services to support care planning and placement decisions with the use of the **Just Checking** systems. We saw a significant increase in the number of requests for the service in 2017/2018, giving us useful information to enhance assessments and reviews. This has helped us to better understand people's needs to make sure they get the right support at the right time.

## Acute Clinical Team (ACT)

The Acute Clinical Team is an Advanced Nurse Practitioner led service with a specific remit for provision of nursing and medical interventions in people's homes including care homes. Supported by Consultant Physicians, the team successfully manage conditions that traditionally would have been viewed as hospital based treatments. This enables better care in the community, thereby preventing unnecessary hospital admission.

In 2017/2018 ACT received an Innovation in Practice Award, a Patients Choice Award and in July 2018 was shortlisted for ABMUHB Chairman's Awards. The team present locally, nationally and internationally and is held as a Bevan Exemplar for the work it has achieved with the Welsh Ambulance Service.

## Supporting Carers

NPT Carers Service continues to work in partnership as an integrated service with health and social care. Based at Cimla Health & Social Care Centre, it

provides information, advice and assistance for carers on a wide range of issues including benefits advice. A support worker is co-located with the Community Mental Health Teams (CMHTs) to ensure carers of someone with mental ill health have appropriate support. In addition, a Carers Health Liaison Worker is based in the multi-disciplinary ***Transfer of Care Liaison Service***, where they are able to share knowledge and experience with both health and social care workers, to ensure the best support and advice is provided to carers whilst the person they care for is in hospital and when they return home. All carers identified through this project are offered a Carers Assessment.

Last year, NPT Carers Service conducted 225 Carers Assessments on behalf of the Council, while a quarterly newsletter was sent to 3,224 carers known to the service across NPT.

*“Any changes in my wife’s condition were assessed right away”*

### Priorities for 2017-18 - What we said we would do and what we achieved

Greater integration of working between Children and Young People’s Services (CYPS) and Adult Services, which will include:

- **A shared “front-door” provision to screen Contacts into the directorate (to include the development of IAA processes and Young Carer provision)**
  - ✓ Over the past several months considerable work has been undertaken in aligning processes between Adults and Children’s front-door services, such as a standardised Referral Form across services. To further build on our work we are progressing co-location of the teams.
- **The development of a pilot ‘Transition Team’ to jointly work complex cases and facilitate their smooth transfer between CYPS and Adult Services**
  - ✓ We have successfully recruited staff to develop a dedicated team and it is intended that the pilot will commence in 2018/19.
- **Developing co-produced and integrated CRT service improvements and design**

- ✓ Stronger links have been made between the Assistive Technology (AT) Service and Reablement Team. “GSM” units are now offered as standard as part of a free trial for individuals receiving reablement care and support. This gives people the opportunity to try lifeline equipment, and for the AT Service to converse with potentially vulnerable people about other technological solutions to problems they may be experiencing.
- **Further roll out of Local Area Coordinators across NPT and a continued focus on co-production and empowerment of local citizens/communities (CRT)**
  - ✓ We have increased the number of Local Area Coordinators (LACs) from three to five and they worked with 316 people in 2017/18. The team also continue to work closely with GPs to facilitate community engagement and reduce GP visits. Our LACs work closely with social work teams to share best practice in relation to asset based and outcome focused working. By connecting people and initially supporting relationships to develop, people now feel more confident and in control of their lives, whilst knowing that they can call on the help and support of each other.

### Supportive performance data for this quality standard

#### Qualitative

Citizens Survey Responses	Yes	Sometimes	No	Don't know
I have had the right information or advice when I needed it (adults)	78%	15%	4%	3%
I have had the right information or advice when I needed it (children)	85%	11%	3%	2%
I have had the right information or advice when I needed it (carers)	65%	26%	6%	4%
I was treated with dignity and respect (adults)	93%	4%	1%	1%
I was treated with respect (children)	87%	10%	2%	2%
I was treated with dignity and respect (carers)	89%	9%	1%	1%
I know who to contact about my care and support (adults)	84%	8%	6%	2%
I know who to speak to about my care and support (children)	89%	6%	3%	2%
I know who to contact about my support	68%	20%	10%	3%

(carers)				
I have been actively involved in decisions about how my care and support was provided (adults)	77%	16%	4%	3%
My views about my care and support have been listened to (children)	84%	13%	3%	0%
I have been actively involved in decisions about how my support was provided (carers)	63%	26%	6%	5%
I have been involved in all decisions about how the care and support was provided for the person I care for	70%	21%	5%	3%
I am happy with the care and support I have had (adults)	88%	10%	2%	0%
I am happy with the care and support I have had (children)	79%	13%	5%	3%
I am happy with the support I have had (carers)	70%	22%	5%	2%

## Quantitative

Performance Measure / Indicator	2017/18	2016/17
The percentage of adults who have received support from the information, advice and assistance service and have not contacted the service for 6 months	Systems being developed to capture this data	
The percentage of assessments completed for children within 42 days from point of referral	97.9%	97.6%

## **Priorities for 2018/19 – What we want to achieve this year**

- Continue to progress the development of a shared “front door”
- Review the way carers assessments are promoted and undertaken to ensure those carers with an assessed need receive the support they need
- In conjunction with stakeholders, review our short breaks ‘respite’ policy and provision to ensure it continues to meet the needs of clients and carers
- Complete a review of advocacy services setting out clear recommendations to respond to demand for advocacy support
- Further increase the number of Local Area Coordinators
- Lay out our medium term plans Children & Young People Services and Adult Social Care

## Quality Standard 2 - Working with people and partners to protect and promote people's physical and mental health and emotional well-being

*This is about how we help people to look after their physical, mental and emotional health.*

### Direct Payments

Over the last 12 months, the **Direct Payments Support Service** has worked hard to develop a holistic approach that supports both the recipients of direct payments and Personal Assistants (PA). The focus of this work has been to support recipients to be confident in how they use their direct payments, whether as employers or 'micro-commissioners' of services. The number of people in receipt of direct payments increased to 415, up from 354 the previous year.

We extended our PA pastoral support service, training programme, and introduced a PA forum enabling networking and information sharing opportunities. The development of the PA register has resulted in a more efficient system for matching employers to potential PAs, helping to reduce the time to set up packages of support.

In addition, the introduction of the specific role of the Direct Payments Social Worker has enabled our health and social care colleagues to access 1:1 guidance to develop their practice. This has resulted in a growth of confidence in staff when providing information to potential direct payment recipients.

### Mental Health

During 2017 a supportive review was undertaken of the Community Mental Health Team (CMHT) services within NPT. Improvements in efficiency and working practice have already been made, for example staff working in an outcomes focused approach and improved patient flow. Working in partnership with the NPT Carers Service the Council has provided funding to employ a mental health carer support worker, with activities provided to help carers with their emotional well-being. All CMHT health and social care staff have undertaken outcome focused training to help clients set goals and outcomes that supports their recovery and rehabilitation. The Council successfully bid for funding to appoint an Outcome Focused Assessor for individuals who might benefit from a period of intensive re-enablement. In addition, there are client peer support groups in both CMHTs, while multi-



agency Local Planning Board (LPB) meetings enable clients and carers to share their views and experiences.

### Supporting Carers

In early 2017 we conducted a 90 day consultation on a new **Young Carers Strategy**, the purpose of which is to improve the lives of young carers and their families in Neath Port Talbot. The Council aims to identify and reduce the numbers of children and young people who are undertaking inappropriate caring roles and the numbers of families who rely on the care of a young person for their unmet care needs because this impacts negatively on a young person's emotional and physical well-being. The Council and key partners are using the strategy to ensure every young carer in NPT has the resources, services and support necessary to achieve their full potential and lead a life away from their caring role.

### Domiciliary Care

During the year our Common Commissioning Unit went live with a '**Dynamic Purchasing System**' – an online tool that helps match people with domiciliary care providers. It has reduced the average time people wait before their care packages start and improved efficiency, for example by aiding safe and timely hospital discharges.

### Learning Disability Services

In March 2018 Members approved our Learning Disability Services Strategic Delivery Plan, which focuses on working with all stakeholders to help improve the independence of people with learning disabilities, including by embedding the **progression model** of care.

### Priorities for 2017-18 - What we said we would do and what we achieved

Greater integration of working between Children & Young People's Services (CYPS) and Adult Services, which will include:

- **Developing a consistent approach to measuring the quality of social work practice throughout the directorate**
  - ✓ A quality assurance process is fully embedded within CYPS and is being embedded within Adult Services. A feedback mechanism has been

developed for disseminating and acting on lessons learned across the workforce

- **Safely reduce the numbers of Looked After Children**

- ✓ This figure has again shown a year-on-year fall, standing at 327 on 31<sup>st</sup> March 2018 compared with 347 the year before, a near 6% reduction

- **Roll out fully the collection and use of personal outcomes across CYPS, utilising acquired information to support individuals achieve what matters to them**

- ✓ We have made good progress with approximately 70% of cases within CYPS having one or more personal outcome present but we are not complacent and there is more work to do. This will continue to be a priority in the current year

**Supportive performance data for this quality standard**

**Qualitative**

No specified data requirements under this quality standard.

**Quantitative**

<b>Performance Measure / Indicator</b>	<b>2017/18</b>	<b>2016/17</b>
PAM/025 - The rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	3.08	3.88
Measure 20a - The percentage of adults who completed a period of Reablement and have a reduced package of care and support 6 months later	14.6%	Systems were being developed to capture this data
Measure 20b - The percentage of adults who completed a period of Reablement and have a no package of support 6 months later	24.4%	
Measure 21 – The average length of time in calendar days, adults (aged 65+) are supported in residential care homes	766	819
Measure 22 – Average age of adults entering residential care homes	83	83
PI 30 – The percentage of children seen by a dentist within 3 months of becoming looked after	43.1%	New definition
PI 31 – The percentage of looked after children registered with a GP within 10 working days of the start of their placement	98.3%	99.5%

**Priorities for 2018/19 – What we want to achieve this year**

- Complete the roll out of the collection and use of personal outcomes across CYPS, and roll out across Adults Services
- Develop a commissioning framework for Learning Disability Services
- Produce a Mental Health Service Delivery Plan
- Develop commissioning plans for Adults and Children's Services
- Develop crisis accommodation

### **Quality Standard 3 - Protecting and safeguarding people from abuse, neglect or harm**

*This is about helping to protect people who might be at risk of abuse, neglect, harm or exploitation.*

#### **Safeguarding**

We have aligned safeguarding so that Adults and Children's teams take a common approach, including standardised documentation and procedures across the directorate. A review of safeguarding training was undertaken to develop a consistent approach, and a Principal Officer appointed to oversee the work of all teams concerned. Furthermore, Neath Port Talbot is the lead partner responsible for establishing effective regional safeguarding boards for the Western Bay area.

#### **Advocacy Arrangements**

During 2017/18 in conjunction with the Welsh Government's **Golden Thread Advocacy Project** we undertook a review of local advocacy provision for older people and other groups. This involved mapping existing services and identifying gaps. The findings will be used to develop a business case for procuring services across the county.

The Council commission advocacy services for individuals to support and represent the views of adults with learning disabilities, mental health needs,

physical/sensory impairments and/or older people living in Neath Port Talbot with the intention of giving them a voice.

We also procured independent advocacy services for children and young people in response to the Welsh Government’s standardised approach for advocacy. This service is important for those times when children have a problem, concern or want to make a complaint, but is not limited to these situations and referrals can be made whenever it will assist the child to take part or express their views, wishes or feelings on decisions about their lives. As a result of this service we have seen a twelvefold increase in advocacy referrals.

### Priorities for 2017-18 - What we said we would do and what we achieved

- **Greater integration of working between CYPS and Adult Services which will include a shared safeguarding provision**
  - ✓ A Principal Officer has been appointed to oversee Safeguarding across Adult and Children’s Services, and a review of Safeguarding training undertaken to develop and ensure a consistent approach across the directorate.

### Supportive performance data for this quality standard

#### Qualitative

Citizens Survey Responses	Yes	Sometimes	No	Don’t know
I feel safe (adults)	84%	10%	5%	1%
I feel safe (children)	94%	5%	2%	0%
I feel safe (carers)	82%	13%	4%	1%

#### Quantitative

Performance Measure / Indicator	2017/18	2016/17
Measure 18 - The percentage of adult protection enquiries completed within statutory timescales (7 days)	86.3%	Systems were being developed
PI 27 - The percentage of re-registrations of children on the local authority Child Protection Register	5.6%	7.8%
PI 28 – The average length of time (in days) for all children who were on the Child Protection Register during the year	276.6	233.1

### **Priorities for 2018/19 – What we want to achieve this year**

- To achieve consistent and quality safeguarding practice across Adult and Children's
- Develop local quality frameworks across all commissioned service areas
- Strengthen the provision of advocacy services across the county borough

### **Quality Standard 4 - Encouraging and Supporting People to Learn, Develop and Participate in Society**

*This looks at how we help people to learn and interact with other people so they can be part of their communities.*

#### **Community Independence Service (CIS)**

The Community Independence Service (CIS) is a pan-disability service that delivers high quality 'tenancy related support' to vulnerable people aged 16+ living in NPT. CIS strives to build confidence and independence in all the people it supports, through giving people the skillsets they need to live as independently as possible, including budgeting, shopping and basic cookery. It supported 145 people in 2017/18.

#### **Case Study**

"Doug" was referred to the CIS by the Housing Options Team. He was previously homeless which had an impact on his mental health and well-being. CIS supported "Doug" to maintain his tenancy and his well-being by helping him set up utilities, register with a GP, attend medical appointments and create a cleaning rota and healthy eating plan. With support from CIS, "Doug's" life is now what he wants. He lives in an area he likes, is taking his medication as prescribed and attends appointments.

### Local Area Coordination

We have increased the number of **Local Area Coordinators** who provide a local, accessible single point of contact for people of all ages who may be vulnerable due to age, disability, mental illness or social isolation, so that they can build a good life as members of their communities.

*“Local Area Coordination is absolutely vital in helping people get together who would otherwise be isolated. I was unable to get out and about, feeling very depressed and lonely, until Emma my Local Area Coordinator came to see me and persuaded me with her encouraging spirit to come out and meet other people in the community. I haven’t looked back since. I now have a great bunch of friends who I see regularly through the week and look forward to*

### Employment & Training

This service, which provides support for people to engage in productive and meaningful work related activity, operates from two bases – **Bspoked Enterprises** in Neath Abbey and **Fresh Start** in Cymmer. Bspoked is a local authority funded project which has evolved from a conventional social services day centre for people with learning disabilities. It is now a thriving hub of work and training opportunities for people with disabilities, mental health problems or those who are socially disadvantaged. The work and training comes from engagement and manufacturing of high quality products by recycling and repurposing waste materials, including wood, glass, textiles and bicycles. Fresh Start is a small outreach service. Its main activity is personalised soft furnishings and all things craft related. It supports the running of the Croeserw Community Centre with some people involved in the kitchens and at reception. All monies raised by the sale of goods across these projects are reinvested into the service, which supported 112 people last year.

### Supportive performance data for this quality standard

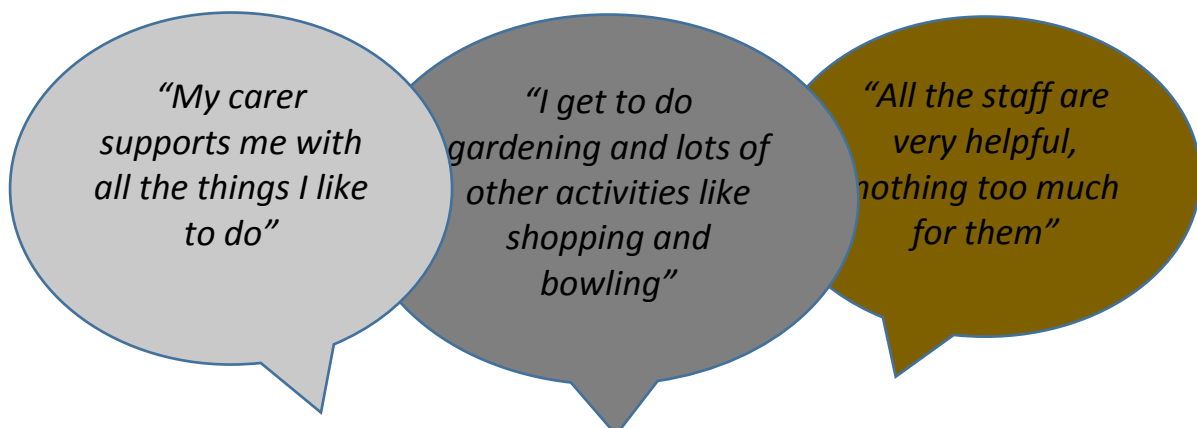
#### Qualitative

Citizens Survey Responses	Yes	Sometimes	No	Don't know
I can do the things that are important to me	54%	29%	17%	1%

(adults)				
I can do the things I like to do (children)	79%	18%	2%	2%
I can do the things that are important to me (carers)	51%	38%	11%	0%
I am happy with the support from my family, friends and neighbours (adults)	86%	10%	3%	0%
I am happy with my family, friends and neighbours (children)	91%	6%	2%	2%
I am happy with the support from my family, friends and neighbours (carers)	88%	10%	2%	0%

## Quantitative

Performance Measure / Indicator	2017/18	2016/17
PI 29a - The percentage of children achieving the core subject indicators at Key Stage 2	59.2%	59.2%
PI 29b - The percentage of children achieving the core subject indicators at Key Stage 4	11.1%	17.5%
PI 32 – The percentage of looked after children who, during the year to 31 <sup>st</sup> March, have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements	9.8%	9.4%



## Quality Standard 5 - Supporting people to develop safely and to maintain healthy domestic, family and personal relationships

*This is about helping people to achieve healthy relationships at home and with the people they are close to.*

The **Llamau Family Mediation Service** supports young people who have or likely to become homeless because they are experiencing violence, abuse or threatening behaviour at home. Many of the young people supported by the service became homeless because they could no longer stay in the family home – sometimes because of difficulties with relationships and sometimes because it isn't safe for them to stay at home anymore. The Family Mediation Service is very successful at helping to resolve issues between young people and their families, and can support them to continue living at home.

During the year 79 young people were referred to the service. This included 68 aged 14 - 17 years, of whom 51 were able to remain/return home or stay with a family member. A further 15 stayed with friends, including 6 receiving ongoing family support. Of the 11 people aged 18+, five were able to remain at home, return home or stay with a family member, while the remaining 6 stayed with friends including 3 who were receiving ongoing support from family members.

The **Positive Steps Service** was set up to support women who have had one or more children removed from their care and who are at risk of having further children removed to take positive control of their lives and assist them in resolving their difficulties to build a more positive future. The Positive Steps Worker, in partnership with other agencies, is able to offer a variety of different support networks according to individual need, helping increase their resilience and enabling them to make informed life choices in the future. Last year the programme provided 13 women with the tools to help them break the cycle of having repeat removals of children from their care; improving their self-confidence, self-esteem and control over their lives.

*"Sian has helped me lots after my son got taken for adoption. I feel as though I am ready to move on and get myself sorted now. I am doing my GCSEs and want to better myself. I know I can call on Sian for anything I need."*



The ***Family Action Support Team (FAST)*** is a unique project combining a full range of preventative and intensive community-based family support services for children and families on behalf of the local authority. The aim is to promote the well-being, safety and development of children as they grow up, and to develop the positive self-esteem of their parents by providing a range of outreach family support services and coordinated interventions for children, young people and their families. In addition it seeks to reduce the Looked After Children population and maintain children within their families where possible by working with parents and young people to resolve issues.

During 2017-18 the FAST team helped support 381 families, 308 of which were new to the service from the previous year. In total, FAST worked with 937 individual children and family members last year.

### [Medicines Management Team for Domiciliary Care](#)

In partnership with health and social care professionals, the Medicines Management Team for Domiciliary Care (MMTDC) continues to improve medicines safety, promoting safe practices and high quality medicines management for residents of NPT who have care worker support, and/or are housebound and struggling to manage their medicines.

There are currently around 300 service users in NPT who have their medicines administered by care workers or Health Care Support Workers (HCSW) using a Community Pharmacy Medicines Administration Record (MAR) Chart.

Benefits of the Service include: promotes independence and improved health literacy; reduces medicines risks for patients and care staff; can reduce the level of support required to remain living at home; prevents hospital admission and facilitates timely, safer discharges; and offers peace of mind to the patient, carers and family/friends.

### [Priorities for 2017-18 - What we said we would do and what we achieved](#)

- **Further develop our commissioning and delivery of Family Support Services**

- ✓ We fully integrated the Family Action Support Team (FAST), the Intensive Family Support Service (IFSS) and the Hidden Harm Service into a continuum of support to families who are at risk of breakdown. These three services have been brought together under the management of the Principal Officer for Family Support Services. During the year the support services have improved communication through regular joint team meetings, a referral process has been created and monitoring reports are produced on a regular basis to show outcomes of the services involved. The number of families receiving edge of care family support services has been consistently maintained with over 30 referrals per month to the three services.

### Supportive performance data for this quality standard

#### Qualitative

Citizens Survey Responses	Yes	Sometimes	No	Don't know
I feel I am part of my community (adults)	85%	7%	5%	3%
I feel I belong in the area where I live (children)	84%	10%	6%	0%
I feel I am part of my community (carers)	83%	11%	4%	3%
I have been actively involved in all decisions about how my child's/children's care and support was provided (parents)	70%	14%	14%	2%
I feel supported to continue in my caring role (carers)	69%	19%	9%	3%
I have been involved in all decisions about how the care and support was provided for the person I care for (carers)	70%	21%	5%	3%

#### Quantitative

Performance Measure / Indicator	2017/18	2016/17
PI 25 – The percentage of children supported to remain living with their family	67.2%	60.9%
PI 26 – The percentage of Looked After Children returned home from care during the year	Reported annually by	14.8%

PI 33 – The percentage of children looked after on 31 <sup>st</sup> March who have had three or more placements during the year	Welsh Govt.	4.4%
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### **Priorities for 2018/19 – What we want to achieve this year**

- Residents will have access to information and advice about community based support provided by voluntary and statutory services
- Further integrate Edge of Care Services to meet increasing demand

### **Quality Standard 6 - Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

*This is about helping people to improve their income, benefit from a social life and have a suitable place to live.*

#### **Welfare Rights**

The **Welfare Rights Unit** helps residents of NPT by giving them advice on their benefits entitlements via the Welfare Benefits system. That system is complex and changing so having access to expert advice and assistance is vital in helping maintain people’s income. This ranges from advice, including via a public advice helpline, to form filling, complex casework and appeal representation at both first tier and upper tier appeals tribunals. Funding from Communities for Work and Macmillan means we have **Macmillan benefit advisors** based mainly in hospital clinics throughout the ABMU area. Clients either self-refer or can be referred by a social worker/support worker. During the year, we helped almost 2,600 people and increased the benefit incomes of residents by £8.3 million.

#### **Homelessness**

Following a tender process in early 2017, the Supporting People (SP) Team commissioned The Wallich, a homelessness charity, to deliver an all-inclusive, multi-specialist support service to assist vulnerable people aged 16 years and over, regardless of their age or housing situation. The new peripatetic service,

known as the ***Prevention and Wellbeing Service (PAWS)*** covers the county borough from four bases as well as accessible locations including libraries, providing a minimum of 340 units of floating support at any one time. A total of 317 vulnerable people received support in 2017/18 to maintain independence within their home, including help with complying with the terms of their tenancy/mortgage, budgeting, and managing the safety and security of the home. As a result NPT was nominated for the 'Excellent Commissioning' Award at Cymorth Cymru's 'Promoting Independence Awards 2017'.

### **Housing Renewal and Adaptation Service**

The Disabled Facilities Grants (DFG) team work very closely with Health partners in reducing delayed transfers from hospital by providing adaptation work to patients' homes to allow them to be discharged more quickly. Last year the team helped 258 people, including grants for 11 children. The Rapid Adaptation Grants (RAG) Scheme continues to be very successful in delivering minor adaptation works to clients very quickly. Split between RAG (93 grants) and hospital discharge grants (32), it delivered support through access works, shower conversions, stair lifts, and hoists. This activity contributes to prevention of slips, trips and falls, as well as potential admissions to hospitals and care homes.

### **Welsh Language**

Social Services has consolidated its position since last year. Officers from the Directorate have worked with Corporate colleagues to promote and support the implementation of the Welsh Language Standards, along with the development of a Welsh Language Promotion Strategy and Action Plan which will strengthen Welsh language arrangements across the services.

In addition, a new Welsh in Education Strategic Plan has been signed off by the Council and will provide for increased opportunities for children and young people to access Welsh and bi-lingual pre-school and education services.

### **Priorities for 2017-18 - What we said we would do and what we achieved**

- **Through further development in participation and engagement, we will enable the full involvement of children and young people in the decisions and processes that affect them; for example, by better facilitating**

**them to play a more active part in the creation and review of their care and support plans**

- ✓ We established the Looked After Children’s Youth Council, known as YOVO (YOur VOice Matters) to empower young people aged 11-18 to influence and inform decisions that affect their lives

**Supportive performance data for this quality standard**

Qualitative

Citizens Survey Responses	Yes	Sometimes	No	Don't know
I live in a home that best supports my well-being (adults)	84%	13%	2%	1%
I live in a home where I am happy (children)	87%	8%	5%	2%
I live in a home that best supports my well-being (carers)	77%	17%	5%	1%
I am happy with the people that I live with (children)	91%	6%	2%	2%
It was my choice to live in a residential care home (adults)	57%	32%	10%	1%
I was able to communicate in my preferred language (adults)	95%	3%	2%	0%
I have been able to use my everyday language (children)	94%	3%	3%	0%
I was able to communicate in my preferred language (carers)	97%	2%	1%	0%

Quantitative

Performance Measure / Indicator	2017/18	2016/17
PI 34a – The percentage of all care leavers who are in education, training or employment continuously for 12 months after leaving care	38.5%	63.0%
PI 34b – The percentage of all care leavers who are in education,	56.5%	44.8%

training or employment continuously for 24 months after leaving care		
PI 35 – The percentage of care leavers who have experienced homelessness during the year	0%	1.1%

### **Priorities for 2018/19 – What we want to achieve this year**

- Publish a Homelessness Strategy that maximises multi-agency effort to prevent and relieve homelessness
- Make optimal use of Welsh Government Housing Capital Grant to increase the supply of affordable housing whilst contributing to wider social care and community regeneration agendas.
- Commission Young People accommodation services

### **How We Do What We Do**

#### **Our Workforce and How We Support Their Professional Roles**

We have continued to support social care staff engaged in duties delivered under the Social Services and Well-being (Wales) Act 2014 to have the knowledge, skills and competencies to operate in the legal and cultural expectations of the Act. Systematic ‘outcome focused conversations’ training and development has been rolled out to the whole of Children’s Services. This has focused on co-production and goal setting with families and young people. Staff have been developed to meet the duties on us in relation to providing Information, Advice and Assistance (IAA), as set out in the Code of Practice for Part 2 of the Act. A Workforce Training Plan is in place which addresses the workforce implications and staff have received training in the key areas of Deafblind; Advocacy; Safeguarding and Assessment. In addition, staff qualifications have been mapped against the assessment requirements within the Code of Practice for Part 3 of the Act, and additional provision put in place for those who do not currently meet the requirements.

### **Priorities for 2017-18 - What we said we would do and what we achieved**

- **Ensuring staff development and wellbeing remains at the forefront of our CRT service model**
  - ✓ We recognise that promoting and improving staff psychological health and well-being benefits individuals, resulting in higher quality delivery of care to the service user, reduces sickness absence and increases productivity. To that end, a well-being committee was formed – run by the staff for the staff – holding team events, and recognising and sharing positive experiences and compliments. Staff have signed up to the “No bystanders” pledge to not tolerate bullying, participated in positive psychology in the workplace learning and a laughter therapy session.

#### **Priorities for 2018/19 – What we want to achieve this year**

- Supporting the social care workforce to achieve the qualification, training and development requirements for registration, ensuring the sustainability, service quality and improvement of care and support across NPTCBC
- Social care workforce to complete outcome focused training

#### **Our Financial Resources and How We Plan For the Future**

Continued public sector funding pressures mean that financial planning remains a challenge for the Council set against increased demand from a growing population.

Monthly reports are produced for senior officers and quarterly reports for Elected Members. These reports monitor expenditure forecasts against the Social Services budget. Regular monitoring and reporting helps to identify trends and highlight cost pressures and savings opportunities.

The monitoring process supports the budget setting for the following year and the Council's Forward Financial Plan (FFP).

The FFP sets out the Council's approach to managing the overall financial position over the following three financial years, and includes strategic financial projections, an assessment of key risks and our medium term approach to achieving the Council's key financial and service priorities.

The focus and direction of the FFP remains heavily influenced by the financial climate and public sector funding cuts, set against a background of increasing demand for more complex services. This has necessitated emphasis on increasing income, as well as delivering further savings and reviewing the Council's service priorities, to help fund and sustain the services we know people value.

### **Our Partnership Working, Political and Corporate Leadership, Governance and Accountability**

Following the introduction of the new administration in May 2017, a number of priorities were laid out from the Political Leadership. The Governance structure changed via a realignment of Scrutiny Committees and the introduction of the Social Care, Health and Wellbeing Scrutiny Committee and Cabinet Board that now sees all Social Services issues reported to one committee.

The Council continues to work closely with partners including the third sector as joint working is seen as a potential solution due to the increasing demographic and funding pressures.

#### **Governance**

A Corporate Governance Group, whose membership is comprised of senior officers, keeps the Council's governance arrangements under review. The systems of governance comply with the Chartered Institute of Public Finance and Accounts (CIPFA) framework. The Group prepares the Annual Governance Statement, identifying any areas that require improvement. This work is then reviewed by corporate directors, the Audit Committee and is finally signed off



as part of the Council's final accounts. The Governance Group reviews progress in delivering any identified improvement activities and these are formally reported during the year to the Council's Cabinet.

### Complaints

The complaints procedure provides people with the opportunity to voice concerns or dissatisfaction over the care or support they or their family has received.

We continue to improve on service delivery and resolve any issues at an early stage. A total of 44 complaints were received last year, a 26% reduction on the 60 made in the previous year. We also received 79 compliments across the Directorate, up 65% from the 48 recorded in the previous year.

### Priorities for 2017-18 - What we said we would do and what we achieved

- **Complete the joint health and social services review that is looking at the following themes:**
  - Patient flow & capacity management
  - Staff management & clinical supervision arrangements
  - Integrated working between health and social services
  - Multi-disciplinary working
  - Making best use of admin resources
  - Safeguarding and quality assurance
  - Quality assure the above
- ✓ The Community Mental Health Teams (CMHT) underwent a supportive review conducted jointly between the Council and ABMU Health Board. An action plan identifying areas for further improving practice and efficiency was developed and implemented during the year. Improvements in efficiency and working practice have already been made, for example the full integration of administrative support functions and a new operational policy to ensure clear acceptance, allocation and discharge planning processes.

## **Priorities for 2018/19 – What we want to achieve this year**

- We will ensure we are compliant with the General Data Protection Regulations (GDPR) in our use and handling of personal data

## **Supportive performance data for this quality standard**

### Qualitative

<b>Citizens Survey Responses</b>	<b>Yes</b>	<b>Sometimes</b>	<b>No</b>	<b>Don't know</b>
I have had advice, help and support that will prepare me for adulthood (children aged 16 or 17 only)	60%	20%	13%	7%
I have had advice, help and support that will prepare me for adulthood (only answered by carers respondents aged 18-24 years old)	80%	10%	10%	0%

## **Accessing Further Information and Key Documents**

Housing (Wales) Act 2014

<http://gov.wales/topics/housing-and-regeneration/legislation/housing-act/?lang=en>

Learning Disability Services Strategic Delivery Plan 2018 – 2019

<https://democracy.npt.gov.uk/documents/s35665/Learning%20Disability%20Service%20Delivery%20Plan%202018-19%20v1.5%2027%20Feb%202018.pdf>

Mental Health Services Strategic Delivery Plan 2018 – 2019

<https://democracy.npt.gov.uk/documents/s36084/Mental%20Health%20Service%20Delivery%20Plan%202018-19%20v1.2.pdf>

National Dementia Action Plan for Wales 2018 - 2022

<https://gov.wales/topics/health/nhswales/mental-health-services/policy/dementia/?lang=en>

Neath Port Talbot CBC Corporate Plan 2017-2022

<https://www.npt.gov.uk/15847>

NPT Key Performance Indicators (KPIs)

<http://moderngov.neath-porttalbot.gov.uk/documents/s40290/V4%20Quarter%204%202017-18.pdf>

Neath Port Talbot CBC Strategic Business Plan for Adult and Children's Services  
<https://democracy.npt.gov.uk/documents/s34372/People%20Directorate%20Strategic%20Business%20Plan%202018-2019%203.pdf>

Regulation and Inspection of Social Care (Wales) Act 2016  
<http://gov.wales/topics/health/socialcare/regulation/?lang=en>

The Strategy for Older People in Wales 2013-2023  
<https://gov.wales/docs/dhss/publications/130521olderpeoplestrategyen.pdf>

Sustainable Social Services for Wales: A Framework for Action 2011  
<http://gov.wales/topics/health/publications/socialcare/guidance1/services/?lang=en>

The Social Services and Wellbeing (Wales) Act 2014  
<http://gov.wales/topics/health/socialcare/act/?lang=en>

Together for Mental Health (2012)  
<http://gov.wales/topics/health/nhswales/plans/mental-health/?lang=en>

Wellbeing of Future Generations (Wales) Act 2015  
<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

Western Bay Population Needs Assessment 2016 - 2017  
<http://www.westernbaypopulationassessment.org/en/home/>

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL SOCIAL CARE HEALTH & WELL-BEING CABINET BOARD

13<sup>th</sup> September 2018

Report of the Director of Social Services, Health & Housing –  
Andrew Jarrett

### SECTION A – FOR DECISION

WARD(S) AFFECTED: ALL

### Western Bay Youth Justice and Early Intervention Annual Plan 2018-2019

#### 1. Purpose of the Report

- 1.1 The report presents the background and summary of the content of the Western Bay Youth Justice and Early Intervention Service (WBYJ and EIS) draft Annual Youth Justice Plan 2018-2019 (Appendix 1).
- 1.2 The report is seeking Member approval for the Western Bay Youth Justice and Early Intervention draft annual Youth Justice Plan 2018-2019 to be commended to Council. After approval the Western Bay Youth Justice & Early Intervention Service Management Board will submit the final version to the Youth Justice Board.

#### 2. Executive Summary

##### Background

- 2.1 Youth offending services/teams (YOS/Ts) are statutory multi-agency partnerships that 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 (WG) and the statutory partners. (ie the local authority, police, probation and health).

2.2 The production of a Youth Justice Plan is a statutory duty of the Local Authority under Part 3, Section 40 of the Crime and Disorder Act 1998.

The plan sets out:

- a) how youth justice services are to be provided and funded, and
- b) how the youth offending service established by the local authority is to be composed and funded, how it will operate and what function it is to carry out.

2.3 The Crime and Disorder Act 1998, Section 39(1) placed a duty on each local authority, acting with its statutory partners (police, probation and health) to establish youth offending teams in their local area to deliver youth justice services. Section 38(3) of the Act placed a duty on the local authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services. The purpose of the WBYJ and EIS is to ensure that youth justice services are available across the Western Bay area (Bridgend, Swansea and Neath Port Talbot).

2.4 Bridgend, Neath Port Talbot and Swansea youth offending teams have been merged service since 29 May 2014 when the first WBYJ and EIS Management Board was held and all local management boards ceased to exist. The Management Board is chaired by Neath Port Talbot County Borough Council's 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.

2.5 The Youth Justice Plan contains information relating to: a summary of achievements; structure and governance; resources and value for money; partnership arrangements and; risks to future delivery against the youth justice outcome measures.

### **3. Summary of the content of the plan**

The summary of achievements includes:

3.1 Efforts have been concentrated on bringing consistent good practice across the region from early intervention, prevention work and diversion through bureau to resettlement and reintegration. This has not been without difficulty; it has taken staff

time to move from one established way of working to another especially during a time of local and national uncertainty. However, Youth Justice Board (YJB) key performance indicators continue to show a reduction in first time entrants and a reduction in the use of custody. Re-offending rates remain high but the actual number of young people re-offending continues to fall.

- 3.2 Focusing on the three England and Wales key performance indicators (KPI) during 2016-2017, the service saw 72 children and young people enter the youth justice system for the first time (recorded as first-time entrants by the YJB). In the Western Bay region there are 45,817 children aged 10-17 years. Of those, only 67 children and young people entered the youth justice system during the financial year 2017-2018 (this number does not include those already within the system from previous years). In addition to this, over 400 children and young people were diverted away from having any criminal record through early intervention by the service and diversion through the bureau.
- 3.3 The use of custody has reduced from 15 young people receiving custodial sentences in 2014-2015 to 13 custodial sentences in 2015-2016 and 12 custodial sentences being given in 2016-2017 and 9 in 2017-2018.
- 3.4 The re-offending cohort being reported for 2017-2018 is taken from 2015-2016 to allow the potential offending behaviour to be tracked. Western Bay has 245 children and young people in the cohort compared to 295 the year before. 119 children and young people (48.6%) re-offended during the tracked period compared to 153 (51.9%) the year before.
- 3.5 If the bureau (pre-court diversion scheme) young people are included in the calculation of reoffending, the figure is reduced to a rate of approximately 27%.
- 3.6 There have been a variety of developments over the past year which evidences the benefits of regional working such as an increasing number of staff working across the region. There are 19 shared posts in 2018-2019 compared to 11 in 2017-2018. This is allowing effective vacancy management as well as the sharing of skills. There has been no 'big bang' effect of the regional working; progress continues to be a pragmatic approach to adapting to change. This approach is fortunate as it allows for any

disaggregation of the service to be more manageable than had the service been taken through a whole region wide restructure.

### **Structure and governance**

- 3.7 The primary purpose of the Western Bay Youth Justice and Early Intervention Service is to ensure that youth justice services are available across the Western Bay area. A YOS is the main vehicle through which youth justice services are coordinated and delivered working to reduce anti-social behavior, offending and reoffending amongst children and young people.
- 3.8 The activity of the YOS across the Western Bay region is overseen and monitored by a management board. As indicated this is chaired by the Director from Neath and Port Talbot and is made up of senior representatives from each of the statutory partners who closely monitor and challenge the operation of the service including the functions it undertakes and the funding arrangements. There is a cabinet member from each local authority on this governance board.

### **Resources and value for money**

- 3.9 The development of regional working came at a time of significant financial challenge for all partners. As the service joined in 2014-2015 each local authority realised a 20% saving against core funding as a result of the amalgamated approach to the delivery of services. The Western Bay service is continuously undergoing redesign across the three local authority areas responding to opportunities and changes in demand. The following years have shown year on year reduction in staffing levels from 107 full time equivalent in 2015-2016 to 84.5 in 2017-2018. The service income has reduced from £4,230,124.00 in 2015-2016 to £3,686,411.00 in 2017-2018. There has been no negative impact on performance and no compulsory redundancies to date.

### **Risks to future delivery against the youth justice outcome measures**

- 3.10 The desired outcomes contained in the plan contribute directly to meeting local authority priorities held within corporate plans across the three local authorities. The priorities and outcomes mirror those of the YJB and WG joint strategy "Children and Young People First" July 2014. These are:



- Reduction in first time entrants through early intervention, prevention and diversion;
- Reduction in youth reoffending through appropriate interventions of the right level at the right time;
- Reduction in the use of youth custody confident that custody is a last resort and for crimes so serious no community sentence is an appropriate response;
- Access to devolved services for children and young people at risk of entering or having entered the youth justice system;
- Effective safeguarding through recognising vulnerability and improving the safety and wellbeing needs of children and young people;
- Effective public protection through risk recognition, assessment and management;
- Ensuring the voice of the victim is heard;
- Successful reintegration and resettlement at the end of an intervention;
- A well supported professional workforce;
- True participation by all involved.

3.11 Improving the key performance indicator (KPI) regarding increasing access to education, training and employment for children and young people known to the service continues to be a challenge. The service has an intervention centre where the staff are able to deliver, e.g. trade tasters and additional tutoring for those young people who have missed significant periods of school. The future development of the intervention centre is central to improving this KPI. The hours offered by education providers increased last year but attendance did not improve at the same rate, this will be a focus for staff along with evidencing outcomes more effectively.

3.12 The approach is informed by the WBYJ and EIS service young people's group who felt strongly that more vocational training should be available through schools. There was a range of experiences within the group but one-to-one learning support in particular was viewed positively. This can be provided through the intervention centre working in partnership with schools and training providers.

- 3.13 While the plan contains realistic and achievable actions and targets for service delivery over the next twelve months, the risks that come with grant-funded posts are always present. The pre-court work relies heavily on WG grant funding which in Bridgend has been included in the flexible funding pathway pilot. It is unclear how this may impact on youth justice services in the years to come.
- 3.14 The decision for Bridgend to leave the Abertawe Bro Morgannwg (ABMU) health region to join the Cwm Taf health region brings with it challenges for WBYJ and EIS as there are joint funded posts and one Western Bay database. Any disaggregation of the service brings risks to delivery as there will be gaps in service for Bridgend as a result of the efficiencies made over the last 4 years from the sharing of posts when managing vacancies and the single database.

#### **4. Financial Impact**

- 4.1 There is no financial impact on the local authority resulting from this year's plan. However, there may be some efficiencies that can be realised through the year. It was recognised that the remand costs to NPT were high last financial year and as a result of this peak the remand strategy is being reviewed to guard against any possibility of unnecessary remands to the secure estate from the courts.
- 4.2 The levels of grant funding available to YOT's, like many other grant funded services are uncertain for the coming years.

#### **5. Equality Impact Assessment**

- 5.1 The youth justice plan should have a positive impact on wider services provided by the Council by bringing down the number of children and young people in trouble with the police. This will in turn reduce the need for other services involvement as a result of their behaviors escalating. Whilst the plan contains areas of service development it can be viewed as business as usual. The equality impact screening has been completed with the conclusion that a full assessment is not required.
- 5.2 Acknowledging children and young people as a priority group in their own right, the service focuses on diverting children and young

people away from the youth justice system as much as possible. In line with the YJB and WG Youth Offending Strategy, the children and young people we engage with are seen as children and young people first and offenders second. Service delivery prioritises helping children and young people avoid criminal records that can hinder them reaching their potential in future years.

## **6. Workforce Impacts**

6.1 There are no workforce impacts associated with this report.

## **7. Legal Impacts**

7.1 There are no legal impacts associated with this report.

7.2 The production of a youth justice plan is a statutory duty of the local authority under Part 3, Section 40 of the Crime and Disorder Act 1998.

## **8. Risk Management**

8.1 There are no risk management issues associated with this report.

8.2 The risk to delivery repeatedly referenced through the plan is that of the uncertainty regarding Bridgend leaving ABMU Health Board and reducing resources.

8.3 The Council has a legal duty under Section 17 of the Crime and Disorder Act 1998 to carry out all its various functions with “due regard to the need to prevent Crime and Disorder in its area”. The planned actions contained in the Youth Justice Plan aim to have a positive impact on preventing and reducing crime.

8.4 Section 26 of the Counter Terrorism and Security Act 2015 places a duty on specified authorities in the exercise of their functions to have “due regard to the need to prevent people from being drawn into terrorism”. The multi-agency youth justice team through the intensive work undertaken with highly vulnerable young people within the youth justice system and at risk of offending aims to have a positive impact to prevent them being drawn into terrorism.

## **9. Consultation**

- 9.1 There is no requirement for public consultation on the youth justice plan, however the plan has been circulated to partners through the management board and the community safety partnerships in all three local authorities for comment. In January 2018 a young person's sub group of the management board was formed. It is only made up of four young people at present but between them they represent the whole area of delivery i.e. each local authority, pre-court, post court and exit planning. They meet two weeks before each management board and go through the intended agenda and raise any issues or observations they may have. They receive the minutes and actions taken following on from any suggestions they make for change are fed back. The group is new and still developing but they were actively involved in the development of the plan.
- 9.2 Feedback is routinely sought from victims and parents and this feedback has also been used to influence planned service delivery.

## **10. Recommendations**

- 10.1 Members are asked to commend the Western Bay Youth Justice and Early Intervention Youth Justice Plan 2018-2019 to Council for approval.

## **11. Reasons for Proposed Decision**

- 11.1 To enable the Western Bay Youth Justice and Early Intervention Service on behalf of Neath Port Talbot County Borough Council to undertake its duties to deliver youth justice services in line with the Crime and Disorder Act 1998. Services include preventing children and young people from entering the youth justice system, supervising young people in the community, the secure estate, supporting families and victims in partnership with other agencies.

## **Implementation of Decision**

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

## **Appendices**

Draft Youth Justice and Early Intervention Plan 2018-2019

## **List of Background Papers**

None.

## **Officer Contact**

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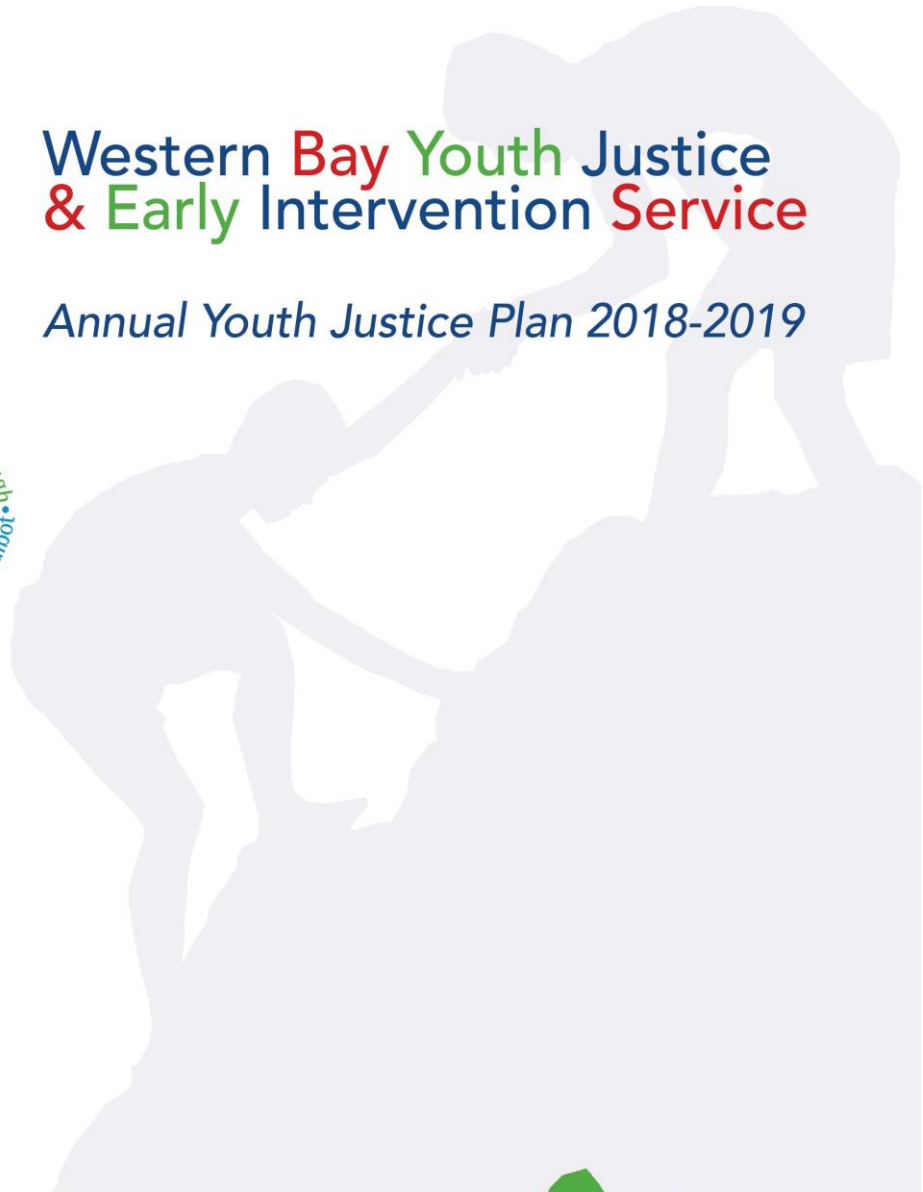
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# Western Bay Youth Justice & Early Intervention Service

*Annual Youth Justice Plan 2018-2019*



## INTRODUCTION

Youth Offending Services/Teams (YOTs) 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 (WG) and the statutory partners. (ie local authorities, Police, HM Prison and Probation and Health).

Bridgend, Neath Port Talbot and Swansea Youth Offending Teams have been a merged service since 29 May 2014 when the first Western Bay Youth Justice and Early Intervention Service (the Western Bay Service) 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 1998 including Cabinet Members from all three local authorities and the Police and Crime Commissioner.

The amalgamation came at a time of financial challenge. The service has managed to continue to deliver services sustaining performance whilst making savings year on year. The service has been flexible and able to work differently with less staff to achieve these savings. No compulsory redundancies have been made to date.

Efforts have been concentrated on bringing consistent good practice across the region from early intervention and prevention work through to resettlement and reintegration. The plan contains the detail of how the service has monitored performance and the planned actions for improving outcomes.

In order to drive forward the quality of work as well as the volume of work the service has developed a management sub group, the 'performance and audit' group. This group ensures that any action plans are monitored, lessons from inspections are transferred into our own approaches, relevant audits are completed and overall performance is internally monitored. This group has been a positive development and is continuing to develop its own programme of work. The work plan is attached for information.

The variety of developments over the past year cannot all be covered but the service is seeing the benefits of the amalgamation as an increasing number of staff work right across the region. This is allowing vacancy management as well as the sharing of skills. However, over the last twelve months the staff group have felt the strain of covering vacancies and sickness as the service has been preparing for reduced budgets. This is one of the difficulties when working in such uncertain times. There has been no 'big bang' effect of the amalgamation, progress continues to be a pragmatic approach to adapting to change. This approach has been largely due to an uncertain political and financial environment and this continues to be the case.



Delivering effective services during a time of change is challenging. The financial pressures and uncertainty felt by youth justice services can on the one hand result in creative solutions but on the other hand it can hinder the development of innovative practice, staff development and partnership working. The Western Bay service has experienced continued difficulties relating to health partner contribution and the Welsh Government grant that contributes significantly to the reduction in first time entrants into the youth justice system by funding diversion and prevention activity is now part of a flexible funding approach which can impact on its current level and it coming to YOTs at all in future years. There are ongoing reviews of youth justice delivery and specifically in Wales, WG are developing a new “blue print” for the delivery of youth justice services. The first draft of this is due for completion by July 2018 but will not be available to inform this plan.

The development of the use of the reoffending toolkit live tracker, developing performance information that meets the needs of the three local authorities and that captures outcomes for funders has been a focus for the information officers and continues to be a challenge as the information system does not necessarily have the reporting functions needed. General Data Protection Regulations (GDPR) has brought with it the need to be sure that our processes are in line with requirements. This and the active offer to provide a service in Welsh has been one of the main focus’ of the business support section of the service.

Despite the uncertainty and pressures on the service the strengths, weaknesses, opportunities and threats (SWOT) analysis completed by the young people’s management group and staff groups have remained relatively positive. The first table below was completed by young people and the second is the version completed by staff.

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## Young person's sub group SWOT analysis on the Western Bay Service

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<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>- Worker stays with you throughout</li> <li>- YOT worker wants what's best for you</li> <li>- YOT worker is in regular contact with you – doesn't give up on you</li> <li>- Education support</li> <li>- Enjoy it</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>- Intensive Supervision &amp; Surveillance (ISS) is too early in the morning</li> <li>- Pre Sentence Report (PSR) author is not always involved at bail point</li> <li>- Better planning meetings (role responsibility needs explaining better) can be confusion</li> <li>- Staff to raise issue if there is confusion</li> <li>- ISS need more things to do</li> <li>- Time restraints (going through reports before court)</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>- Moving Forward Programme</li> <li>- Agored Cymru Qualifications</li> <li>- GCSE resits the chance to sit them</li> <li>- Opportunity to keep in touch if you want to</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>- May not achieve the change we need to in the time allowed</li> <li>- Being out of school for too long due to e.g. bail conditions</li> <li>- Expectations of national standards /Youth Justice Board (YJB) vs maturity (being a child/yp)</li> <li>- Finances/money</li> </ul>

## Staff

### Strengths

- Regional business support/ Information Officers – one system
- Good at engaging with young people
- Team professionalism
- Advocating for young people – access to services/rights
- Number of interventions available
- Staff 'want and desire' to make a difference
- Families see us as a source of support and not a threat
- Diversity and experience within the team
- One system
- Multi-agency retained approach
- Adaptable / open to change
- Tailor interventions
- Boost timetable /qualifications /re-engagement

### Weaknesses

- Evidencing and recording – know where to find it
- Demands on service – loss of staff
- Capturing softer outcomes
- The recording system itself
- Some are still “trying to get our heads around Western Bay” – why? – political environment
- Maintaining consistency for any length of time with uncertainty
- Still some lack of consistency across localities
- Planning process – need to prioritise the young person's planning meeting
- Enhanced Case Management (ECM) can be in conflict with management of high risk – National Standards (NS)
- Recording mental health referrals – hiding unmet needs
- Communication– many layers need to have the same message

**Opportunities**

- Plan to move the Intervention Centre to a more central location (Neath Port Talbot)
- Release On Temporary Licence (ROTL)/mobility developments
- Build on prevention base
- Opportunities for joint approaches e.g. schools
- Meet Education Training & Employment (ETE) Key Performance Indicator (KPI) – work effectively with school to meet 25 hours
- Accessibility and outreach
- Accreditations
- Creative use of interventions/ orders
- Participation – young person's board sub group
- Music project growth
- Building skills growth
- Staff development – progress/ grow
- Change

**Threats**

- Political environment – impact on team/morale/staffing
- Budget
- Difficult to get volunteers
- Other services saturating our services
- Type of young person – complexity/time/ scratching the surface, not dealing with root cause
- Accessing services – Mental Health/Housing
- Reluctance to apply for temporary contracts
- Victims of own success – statutory caseloads reducing/prevention demand could exceed supply
- Quality impacted on by staff vacancies
- Change

**The young people's version is far more to the point!**

## Structure and governance

The production of a Youth Justice Plan is a statutory duty of the local authority under Part 3, section 40 of the Crime and Disorder Act 1998.

The plan sets out:

- how youth justice services are to be provided and funded; and
- how the Youth Offending Service established by the local authority is to be composed and funded;
- how it will operate; and
- what function it is to carry out.

The Crime and Disorder Act 1998, section 39(1) places a duty on each local authority, acting with its statutory partners to establish youth offending teams in their local area to deliver youth justice services. Section 38(3) of the Act places a duty on the local authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services. The plan incorporates all elements required and adheres to the terms and conditions of Youth Justice Grant for financial year 2018 - 2019

Membership of a YOT is prescribed by the legislation. It must include a probation officer, social worker, police officer, health representative and education representative. Health representation has been a challenge and escalated to the YJB Wales team. The inspection of Cwm Taf Youth Offending Service published in July 2017 is of particular interest for the development of our management board as Cwm Taf amalgamated at a similar time to Western Bay. There are specific lessons to be learnt from the inspection findings relating to governance but specific reference is also made in the report to lack of health provision.

The purpose of the Western Bay Service is to ensure that youth justice services are available across the Western Bay area. A YOT is the main vehicle through which youth justice services are coordinated and delivered working to reduce anti-social behaviour (ASB), offending and reoffending amongst children and young people.

The Western Bay Service management board, made up of senior representatives from each of the statutory partners as outlined above, oversees the operation of the service including the functions it undertakes and the funding arrangements. Regular reports are provided to all three local authority Cabinets and appropriate scrutiny committees as required. The strategic priorities are reflected in the planning and delivery of youth justice services.

Bridgend's vision is "one council working together to improve lives" with three strategic priorities being supporting a successful economy, helping people to become more self-reliant and smarter use of resources.

Neath Port Talbot's vision is to help the borough become a better place for people to live learn and work, bring up families and enjoy their leisure activities. A place where everyone has an equal chance to get on in life.

Swansea has five priorities in the corporate plan to deliver a "successful and sustainable Swansea" which are Safeguarding people from harm, Improving Education and Skills, Transforming our Economy and Infrastructure, Tackling Poverty, Transformation and Future Council.

The staff group across Western Bay have been through a challenging journey but have been committed to being the best service they can be. They produced the following vision;

*Page 6*  
*‘Youth Offending Teams aim to prevent and reduce offending, reoffending and anti-social behaviour amongst children and young people.’*

*6*  
*We strive to achieve this aim through the delivery of the right high-quality services provided at the right time for and informed by children, young people, parents and carers, victims and the wider community and partners. These services will be provided cost effectively by a diverse, competent and well supported staff group.’*

Last year a small group of children and young people came up with their version of what a successful YOS looks like from a mechanic point of view ie if they were cars.

*‘If they get a good service the car won't break down and they won't be back in the garage!’.*

This year as part of consulting them on the plan we asked them about the management board and they summarised their view as "the board need to be on it". What they meant by this was the board need to be well-informed and actively assisting the service. When asked to come up with a short vision statement they thought it was a unnecessary, that conversation ended there.

The Management Board is pro-active. Accessing quality education training and employment (ETE) has been a focus with reports being produced on the use of reduced timetables. The management board has recently had a new chairperson. The first board being chaired by him in May 2018 included a review of the board terms of reference and membership. The quality and performance sub group were

tasked with adding dates for the reporting of audits into the board and there was a drive from members to have evidence of what difference audits are making to quality.

The service is represented on all three Community Safety Partnership Boards, the Western Bay Safeguarding Children Board and the Western Bay Area Planning Board, and Supporting People Boards. The service manager has strategic links with the South Wales Criminal Justice and Integrated Offender Management Board, Multi Agency Public Protection Arrangements (MAPPA) , the Youth Justice Advisory Panel and having recently stepped down as chair of YOT Managers Cymru remains involved in areas of practice development across Wales. In each locality it has been important to ensure local relationships are retained which is achieved by linking key members of senior staff to local meetings, the strategic manager maintains links through the Family Support Continuum Steering Group in Swansea, Think Family Executive Group in Neath Port Talbot and the Senior Management Group of Education and Family Support in Bridgend. These meetings are prioritised and provide additional communication links with Public Service Boards.

Now that the Community Safeguarding & Public Protection Incidents (CSPPi) reporting requirements and the learning process that follows have changed, these incidents are now reported to the Western Bay service management board in addition to any other relevant forum, Safeguarding Childrens Board (SCB), MAPPA, Community Safety Partnerships (CSP) as appropriate.

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The region has two secure establishments situated within it with clear links in place with the service through shared posts, specific meetings attended and through the Safeguarding Board. Both establishments report into the Quality and Performance sub group of the board chaired by the service manager.

The service itself has a small internal management team made up of the two operational managers, who have taken on pre and post court themed areas of work across the region, the seniors from each locality and the service manager, thus breaking down silos of activity. Having the management team has added considerable value and strength. In addition there is an extended management team which involves any member of staff who has responsibility for others. These meetings along with quarterly staff meetings are the main form of communication across such a wide regional service. The line management of staff is attached.

## RESOURCES AND VALUE FOR MONEY

The service works out of three locality team bases, one in each local authority and has an intervention centre currently based in Swansea. Due to the nature of centre and the need to improve accessibility the centre is moving

	<b>Financial Year 2018-2019 Actual members of Staff – Hours can vary. The staffing structure is constantly under review and subject to change.</b>
Service manager	1
Operational managers	
Pre-court	1
Post- court	1
Senior practitioners Covering themed delivery in prevention and diversion, quality and staff development, high risk, custody,	5
Social workers	10
Probation officers seconded	2 part time
Police officers seconded	4
Education workers	4
Substance misuse workers commissioned	3
Parenting officer	1
Intensive Supervision and Support (ISS) project workers now taking on additional areas of work reflecting reduction in ISS cases Bail and remand,	4



Resettlement/transition High risk pre-court cases Weekend cover	
Referral order coordinators – including court duties and volunteers	3
Business support	7
Development worker	1
Youth worker	1
'CAIS' seconded	2
Information officers	2
Victim workers	3
Reparation coordinator	1
Prevention coordinators	2
Prevention and early intervention workers (not social work case managers)	4
Intervention centre manager	
Emotional health and wellbeing	1
Music project	1
Part time tutors	2
Agored Cymru project worker	1
Volunteer co-ordinator	1
Referral order support workers (flexible duties including reparation)	3
Child & Adolescent Mental Health Service (CAMHS) tier 3	Access to 1 day per week
HMPYOI Parc Prison workers jointly supervised	2
Hillside Secure Childrens Home Resettlement worker jointly supervised	1

Two posts that were previously in the service have now been deleted. The manager post of the junior attendance centre (JAC) and the restorative approaches (RA) coordinator posts are currently being absorbed into an existing posts. There is agreement for two days per week dedicated CAMHS band 7 time in the Western Bay service and negotiation for a half day dedicated sexual health nurse time per week.

Whilst posts are in many cases reliant on grant funding the post holders have been employed for such periods that they are entitled to the same employment rights as those posts funded by eg the local authorities. The Western Bay service is continuously undergoing a

redesign across the three local authority areas responding to opportunities and changes in demand. The staffing levels have reduced from 106.9 full time equivalent in 2015/2016 to 84.5 in 2017/18. All performance and financial reporting is provided on a financial year basis.

The service income has reduced from £4,230,124.00 in 2015/2016 to £3,686,411.00 in 2017/2018.

The service runs from four bases. There are three locality bases and a resource centre utilised by all three locality teams. Staff whilst still employed by their respective local authorities work regionally cutting down duplication and making best use of the teams skills.

## FINANCE

	BCBC	SCBC	NPTCBC	TOTAL
	£	£	£	£
Youth Justice Grant	(193,357)	(383,200)	(217,000)	-793,557
Welsh Government Promoting Positive Engagement(PPE)	(263,911)	(326,800)	(127,500)	-718,211
Other Income *	(254,882)	(139,924)	(122,110)	-516,916
<b>Total Income</b>	<b>(712,150)</b>	<b>(849,924)</b>	<b>(466,610)</b>	<b>(2,028,684)</b>
<b>Net Budget (LA Contributions)</b>	<b>384,060</b>	<b>695,644</b>	<b>431,250</b>	<b>1,510,954</b>
<b>Budget as % total</b>	<b>25.42%</b>	<b>46.04%</b>	<b>28.54%</b>	<b>100.00%</b>

<b>* Other income made up:</b>	<b>BCBC</b>	<b>SCBC</b>	<b>NPT</b>	<b>WB TOTAL</b>	
Police & Crime Commissioner (PCC)	31,500	63,000	35,800	130,300	*confirmed for 2018/2019
Remands (included in YOS budget)	17,478	21,000	12,530	51,008	tbc
Junior Attendance Centres	-	18,700		18,700	*confirmed for 2018/2019
Parc Prison	91,152			91,152	tbc
Other - contributions health police etc	16,520	20,000	9,970	46,490	tbc
Contributions from partners due to shared posts	98,232	17,224	63,810	179,266	*subject to review
	254,882	139,924	122,110	516,916	

### Delivery specific to grant allocation

Grant	Service delivery	WB Allocation
Police and crime commissioner	Substance misuse services, diversionary activities and increasing access to education training and employment with specific reference to achievements in Duke of Edinburgh and Adventure Service Challenge	130,800
Welsh Government (Promoting Positive Engagement of children and young people at risk of offending)	Pre-court and early intervention covering prevention and diversion activity including bureau. Working in partnership responding to adverse childhood experiences (ACEs) restorative practises within the school setting, residential settings and the wider community. Contribution to transition, resettlement and reintegration services.	718,211
Youth Justice Good Practise Grant	Delivery of the YJB and WG priorities. This involves the ongoing redesign of the service, sharing good practice and developing new ways of working. Development of the regional Intervention Centre to improve partnership working and access to service. Continue to embed Asset Plus, youth to adult transition, develop the use of data including the use of the reoffending toolkit and listening to the views of service users more effectively, improve the quality and range of alternatives to custody and remand, increase release on temporary licence (ROTL) linked to HMPYOI Parc and Hillside Local Authority Secure Childrens Home (LASCH), concentrate staff practice on desistance, resilience and trauma informed practice eg the enhanced case management model and early recognition of ACEs. Through the senior management team deliver robust management oversight and quality assurance (QA).	793,597

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**The desired outcomes** contribute directly to meeting local authority priorities held within corporate plans across the three local authorities. The priorities and outcomes contribute to the priorities under the police and crime commissioners plan and mirror those of the YJB and WG joint strategy 'Children and Young People First' (July 2014) and in line with the YJB strategic and delivery plans.

1. A well-designed partnership approach giving value for money achieving the following:
2. Reduction in first time entrants through early intervention, prevention and diversion.

3. Reduction in youth reoffending through appropriate interventions of the right level at the right time.
4. Reduction in the use of youth custody confident that custody is a last resort and for crimes so serious no community sentence is an appropriate response.
5. Access to devolved services for children and young people at risk of entering or having entered the youth justice system.
6. Effective safeguarding through recognising vulnerability and improving the safety and wellbeing needs of children and young people.
7. Effective public protection through risk recognition, assessment and management.
8. The voice of the victim is heard.
9. Successful reintegration and resettlement at the end of an intervention.
10. A well supported professional workforce.
11. True participation by all involved.

### Partnership arrangements and risks to future delivery against the youth justice outcome measures

<p><b>Who is better off and what does success look like?</b></p>	<p>Reduction in first time entrants</p> <p>By reducing first time entrants into the youth justice system we:</p> <ul style="list-style-type: none"> <li>- Increase opportunities for young people to reach their potential</li> <li>- Reduce the number of victims of crime in the longer term</li> <li>- We achieve a safer community for all</li> <li>- There will be reduced pressure on higher tier services</li> </ul> <p>The measurement of success will be:</p> <ul style="list-style-type: none"> <li>- Fewer children and young people entering the youth justice system with increased diversion and increased prevention numbers.</li> <li>- Reduced levels of youth crime.</li> <li>- Early access to services based on early identification of need</li> <li>- Increased parental responsibilities</li> <li>- Increased restorative practises</li> <li>- Increased community reassurance</li> </ul>
<p><b>What are the Funding/</b></p>	<p>A significant amount of this work is funded by Welsh Government grant money across the region for the last six years. However this work is not delivered in isolation of the wider service provision including that funded by the</p>

<b>Financial Implications?</b>	Police and Crime Commissioner (PCC), local authority and cross-cutting posts funded through all key partner contributions and YJB. Young people screened/assessed by the pre-court staff in the service access the same multi-agency team as those young people subject to statutory orders. Early intervention and diversion needs to be seen in the context of the impact it has on reducing the court cohort and escalation of need. This has a positive financial impact.
<b>Who are our partners?</b>	<p>The bureau is a pre-court disposal process developed and implemented in collaboration between Police and the Western Bay Service. The wider early intervention and prevention work relies heavily on partnership working. Whilst partners may vary according to local arrangements the desire to provide an integrated approach to meeting the needs of children and young people is the same. Partners include EVOLVE (Targeted intervention in Swansea), Youth Engagement Progression Framework (YEPF), Team around the Family (TAF) and early help services and wider youth services and third sector providers.</p> <p>Through the increased focus on ACEs by the Police and Crime Commissioner and YJB there is the opportunity to further develop effective partnership arrangements eg through the ‘Early Action Together’ national programme of work. The systems review in Swansea focusing on the “what matters” conversations has highlighted areas of joint approaches that can be tested and rolled out regionally to meet local need.</p>
<b>What risks are there to delivery?</b>	<p>The risks that come with grant funded posts are always present. As stated above the pre-court work relies heavily on WG grant funding amongst others. The local authorities are not in a position to absorb the costs of services should grant funding be stopped or transferred elsewhere under the flexible funding pilot scheme and within the five year planning process required of the local authorities in relation to the use of the grant funding across several areas of front line delivery. The risk that comes with this is that First Time Entrants (FTE's) will slowly increase.</p> <p>Bridgend moving away from collaborating on the Western Bay footprint as they move to the Cwm Taf health board region from the ABMU region.</p> <p>There is an additional risk in relation to maintaining a reduction in FTE's for the Bureau in that to keep bringing down numbers is difficult when such a successful reduction has already been achieved.</p>

What will we do?	by when	Performance Measures	2015-2016	2016-2017	2017-2018	Target for 2018-2019
<p>The service will continue to develop working practices with our partners on the Western Bay footprint under the flexible funding business case submitted to Welsh government. Bridgend is the host authority for the service and the PPE came to the Western Bay service for this test year as NPT and Swansea were not within the flexible funding pathfinders.</p> <p>The bureau will continue to be delivered in partnership with the police. A screening tool has been piloted in line with the Social Services and Wellbeing Act so that children and young people are not over assessed bringing proportionality. Asset Plus is used for those children and young people identified as needing a full assessment or not suitable for a non-criminal disposal (youth restorative disposal).</p> <p>The introduction of screening for ACEs when a child or young person comes to the service attention for a second behaviour/offence. This will be monitored through the use of the YJB</p>	<p>Swansea University evaluation of the service prevention and diversion services to be presented to the management board and Las by the end of the 2018</p> <p>The live tracker will be populated from</p>	<p><b>First-time entrants to the youth justice system aged 10-17</b></p> <p>The number of first-time entrants to the youth justice system, defined as young people aged 10-17 who receive their first substantive outcome, per 100,000 young people aged 10-17.</p> <p>The YJB KPI based on percentage reduction. The key performance indicator (KPI) captures numbers entering the system but not the number actually diverted away. This is captured locally.</p> <p>2015-2016 – the service engaged</p>	108	72	<p>65</p> <p>This is our local measure calculation as the YJB figure from PNC will not be published until July 18</p>	

<p>live tracker to track children and young people for the first month of our involvement – this will include pre-court cases as well as statutory caseloads.</p> <p>Restorative approaches continues to be delivered through the Western Bay service through the offer of staff and peer training. The joint protocol for reducing offending and the criminalisation of children in the looked after system has been agreed across Western Bay having been tested in Hillside SCH. Training has been delivered however early indications are that the number of incidents are not reducing. The way they are responded to is but the problem remains and is being possibly negatively impacted upon as the profile of the children changes eg a number of the children being arrested in the Swansea area are not from Swansea but placed by other authorities in privately run establishments.</p> <p>The young persons group supported focus on schools by identifying those young people most at risk of entering the youth justice system through pro-actively identifying those carrying knives into school and those involved in fighting after school. This will be done by awareness raising sessions with schools and other partners to promote early intervention.</p>	<p>October 2017 but will be effectively used as a tool by September 2018</p> <p>Further analysis and evaluation of the protocol to be reported to the Management board by the end of the year.</p> <p>Awareness raising to be complete by October 2018</p>	<p>with 520 young people pre-court. 2016-2017 – the service engaged again with 520 young people pre-court. There is a reduction in the number of children going through the bureau, but an increase in those children and young people worked with pre bureau.</p>				
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<p>Girls within the youth justice system are not reducing at the same rate as boys and this will be further explored.</p> <p>The young people identified the role of social media as a key factor for girls entering the youth justice system. They felt strongly that people get attention for the wrong things and that eg facebook escalates the behaviours. This is a difficult task and the young peoples group have been challenged to find some solutions. This key area is already on the agenda with partners due to links with eg sexual exploitation.</p>						
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<p><b>Who is better off and what does success look like?</b></p>	<p><b>Reduction in reoffending</b></p> <p>By reducing reoffending there will be</p> <ul style="list-style-type: none"> <li>-Increased opportunities for young people to meet their potential</li> <li>-Safer communities</li> <li>-Reduced pressure on partner agencies and services</li> <li>-Victim satisfaction and increased confidence in justice services.</li> </ul> <p>The measurement of success will be</p> <ul style="list-style-type: none"> <li>-Young people within the youth justice system have aspirations and achieve</li> <li>-Transition and exit strategies are in place for all young people leaving YOS involvement identified as needing ongoing support.</li> <li>-Reduction in repeat offences and seriousness of offending</li> <li>-Continued reduced numbers before the court</li> <li>-Increased successful completion of orders</li> <li>-Reduced looked after children (LAC) population</li> </ul>
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		-Reduction in young adult offending (18-25)
<b>What are the Funding/ Financial Implications?</b>		The Youth Justice Good Practice Grant in particular is used for this area of delivery but all other areas of funding are drawn upon taking into account the nature and complexity of the interventions that need to be in place for these children and young. These interventions can be resource heavy and additional funds are available for the pilot of the trauma informed approach which includes the enhanced case management (ECM) approach. This started in October 2017 and will continue through this year. Reducing reoffending can have an impact on the use of remand and custody a costly course of action. The service has invested money in training as we try to find effective ways to address certain offences such as sexualised offending and violence. trauma, Aim 2, Structured Assessment of Violence Risk in Youth (SAVRY), desistance, resilience, working with gang cultures and County Lines are priorities.
<b>Who are our partners?</b>		The Police and Crime Commissioner, YJB, community safety partnerships, probation, police, local authority colleagues, education, housing, Integrated Offender Management, all partners are key when working to reduce reoffending of the complex group of young people we have within the court cohort. Families and victims are central partners if reoffending is to be addressed.
<b>What are the risks to delivery?</b>		The ECM pilot has limited capacity, a recent psychologist post vacancy resulted in a delay in referrals. Some young people that the process would suit are unable to access this as they do not meet the criteria of the pilot or do not have staff capacity to extend the pilot. The KPI measure has recently been changed and seems to be having negative impact on achieving the measure. The risk on the horizon whilst writing this is the ongoing review of youth justice services which is aimed at allowing local authorities more flexibility in how they deliver youth justice services may have a negative impact on YOT resources as efficiencies need to be found and resources can be redirected. Alongside this is the financial situation where all services are having to make savings and the knock on effect to access to services. Added to this is the possible impact of the collaboration of Western Bay losing a partner/splitting three ways.

What will we do to achieve this?	by when	Performance Measures	2015-2016	2016-2017	2017-2018	Target for 2018 - 2019
<p>The service is trying to use the live tracker to predict offending and reoffending. This is at the beginning of the developments. Using the previously completed "deep dive" case analysis of those who reoffended completed in partnership with the YJB key indicators being monitored are Age, LAC, ACEs and level of assessed risk. Monthly meetings are in place to identify those children and young people to be tracked and targeted.</p> <p>All staff employed across the Western Bay service are now trained in trauma informed practice. The Enhanced Case Management pilot introduced in October 2017 has been utilised but the outcomes of this are yet to be realised. The South Wales pilot cohort has a high percentage of LAC which was not the case during the original test cohort. Work will continue under the pilot. Case formulation meetings have been positively received so far however there have been differences in assessment of level of risk between the service, FACTS and ECM.</p>	<p>To be reviewed in September 2018</p> <p>In place referrals to continue</p>	<p><b>Rate of proven reoffending by young people in the youth justice system</b></p> <p>The number of further proven offences committed by young people within 12 months of the initial substantive outcome.</p> <p>The Ministry of Justice has recently changed the counting rule from a 12 month cohort to a 3 month cohort. The 12 month tracking period however remains. For the purpose of the plan we have changed the previous year's figures to reflect this change and enable the reader to measure like with like.</p> <p>Whilst the figures may be slightly higher the same trend is found following the changes.</p>	<p>45.4% of 328 children and young people (April 2013/March 2014)</p>	<p>51.9% of 295 children and young people (April 2014-March 2015)</p>	<p>48.6% of 245 children and young people (April 2015 - March 2016)</p> <p>The average for wales is 49.0%</p>	<p>Better than the Wales average</p>

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<p>Through Hwb Doeth (group established by the YJB to promote the development and dissemination of effective practice in youth justice in Wales) YOT's who have managed to bring down the reoffending rates may have effective practice to share. The WB service is grouped with other similar YOTs one of which has reduced the reoffending rate. Wigan has been seen as an innovative LA in relation to its integrated approach to service delivery and there may be lessons to be learnt. Contact will be made by the management team and if appropriate a visit arranged.</p> <p>Successful transition of young people into adulthood continues to be a key area if young adults are to not be over represented in crime statistics. Through the live tracker those in need of transition support will also be identified and with their agreement monitored regarding progress</p> <p>The young peoples group felt that it was important to have something to aim for clearly within the young persons plan to keep them focused on achieving. This fits with desistance as to keep on about their offending is not the most appropriate way to achieve change.</p> <p>The debate about should we scare children out of offending was discussed eg taking them into a prison. The young people's group</p>	<p>TBC</p> <p>Review in September 2018</p> <p>To be introduced at the next team day – September 2018</p>					
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<p>agreed on an exercise that challenges a young person to stay within the confines of a cell. Nothing to do and only what they would have in prison for two hours – how many would cope? They felt this would provide a reality check without scare tactics.</p>						
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<p><b>Who is better off and what does success look like?</b></p>	<p><b>Reduction in the use of custody</b></p> <p>By reducing the use of custody</p> <ul style="list-style-type: none"> <li>-Children and young people will not lose their liberty.</li> <li>-Families will remain together.</li> <li>-Young people will reach their potential in their communities.</li> <li>-Costs of incarceration will be reduced.</li> </ul> <p>The measure of success using an outcome based approach (OBA) would be:</p> <ul style="list-style-type: none"> <li>-No young people are sentenced to custody.</li> <li>-No offences are committed by young people are so serious that they warrant custody.</li> <li>-Alternative approaches to the use of custody are viewed positively by all reducing reoffending, protecting the public and reintegrating children and young people into their communities.</li> </ul>
<p><b>What are the Funding/ Financial Implications?</b></p>	<p>Custody, be it remand or sentence carries with it huge cost implications.</p> <p>Local authorities are now responsible for the costs incurred for secure remands. While there is a contribution from the YJB, this is limited and can incur possible financial implications for local authorities should there be a lengthy or multiple remands. Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) brings looked after status to any remanded child or young person and the associated costs to the LA. The Social Services and Wellbeing (Wales) Act brings responsibilities to local authorities with secure establishments in their area. The Western Bay has both Hillside Secure Childrens Home and HMPYOI Parc within its delivery area. Costs of remands have been</p>

		Swansea	Bridgend	NPT
	2015/2016	nil	31,860	3,975
	2016/2017	27,331	9,903	56,826
	2017/2018	64,018	nil	98,602
<b>Who are our partners?</b>	<p>Police and courts services, magistrates, local authority, secure estate, YJB, resettlement partners. Community Safety Partnerships, MAPPA, Safeguarding Childrens Board.</p> <p>Changes are underway. YJB Wales are no longer responsible for the secure estate contracts with HMPYOI Parc and Hillside Secure Childrens Home. This has moved centrally and there is understandably a period of transtition.</p> <p>There is a specific custody work stream. The Western Bay service manager represents YOT Managers Cymru on this group where the arrangements for admission, planning and transition to the adult estate are being reviewed</p>			
<b>What are the risks to delivery</b>	<p>The service is working within two court areas and consistency for delivery can be challenging.</p> <p>There are developments underway to develop secure school provision in England, with custody being managed centrally this may at some point be problematic in Wales as education is devolved to WG.</p> <p>County Lines, knife crime and increased violent offending presents a risk of remands and custodial sentences increasing. Costs aside, the increase in remands last year reflects the change in seriousness of children’s offending. Being sentenced whilst on remand to custody can increase the likelihood of a custodial remand.</p>			

What will we do to achieve this?	by when	Performance Measures	2015-2016	2016-2017	2017-2018	Target for 2018-2019
<p>Continued pro-active involvement with the courts. There are regular engagement meetings with both Cardiff and Swansea Courts where the Western Bay service often provides presentations of areas of delivery/development. The Swansea Court is also interested in developing problem solving courts with Justice Innovation, the pilot sites for this project have not yet been agreed.</p> <p>The cases subject to remand last year will be reviewed by the Performance &amp; Audit Group (PAG) and reported to the management board. The Resettlement and Reintegration panels with its focus on accessing services reviewed its terms of reference to respond to the falling numbers needing to be discussed. It maintained a focus on those at risk of custody/leaving custody but needs to look at how remand cases feed into this process.</p> <p>The Social Services and Wellbeing Act (Wales) is a vehicle for ensuring that young people in custody have their care and support needs met. This is particularly relevant to the Western Bay Service as we have Hillside Secure Unit and HMPYOI Parc in our region. The use of ROTL and mobility is a priority for the WB service this year as the Intervention Centre</p>	<p>TBC by Justice Innovation</p> <p>September 2018</p> <p>Review progress December 2018</p>	<p><b>Young people receiving a conviction in court who are sentenced to custody</b></p> <p>The number of custodial sentences issued to young people per 1000 of the 10-17 population. This rate per head of population is so small that we have given the numbers actual number of custodial sentences as we have in excess of 46,000 10-17 population.</p>	13	12	9	8

<p>moves forward. The plans to extend the services available from the centre may allow the service to raise revenue by providing services to other YOTs on an agency basis.</p> <p>The young peoples group thought that to address the risk of custody the service and partners need get it right at the beginning. The bureau process needs to be official in its approach. This repeated what young people said in the Bridgend locality in 2011. The young people need to take it seriously. There is a push for increased reparation from bureau which fits this approach.</p> <p>The young peoples group felt that responses to non-compliance need to be reviewed. There was a mix of views from punitive to a more creative approach to enforcement with the recognition that trauma informed practice can sometimes be at odds with national standards etc. The group will look at this area with staff during the year.</p>	<p>Staff team day September 2018</p>					
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	<b>Access to education, training and employment, substance misuse services, emotional and mental health services and suitable accommodation.</b>
<b>Who is better off and what does success look like?</b>	<p>WG has adopted “due regard” to the United Nations convention on the rights of the child (UNCRC). The right to access education to a full 25 hours for those of compulsory school age is inherent in the UNCRC . The Western Bay service will act as an advocate for young people to access education entitlements, safe accommodation and health provision including substance misuse and CAMHS treatment.</p> <p>By accessing the right level of services at the right time</p> <ul style="list-style-type: none"> <li>– Children, young people and families in need will receive services appropriate services to meet need without duplication.</li> <li>– Partner providers will have appropriate well informed referrals/brokerage arrangements.</li> <li>– Communities will benefit from a reduction in crime and ASB caused by children and young people who have not received services in the past and eg experienced ACEs</li> </ul> <p>The measure of success will be</p> <ul style="list-style-type: none"> <li>– All children and young people known to the service are in receipt of education training and employment ETE</li> <li>– Live in suitable accommodation</li> <li>– Have their health needs assessed and receive interventions appropriate to need without delay or stigma</li> </ul>
<b>What are the Funding/ Financial Implications?</b>	Funding through, WG grant, mainstream provision, partner contribution, Police and Crime Commissioner and the Youth Justice Good Practise Grant. Wider partnership funding provided to Communities First, TAF, YEPF has a positive impact upon access to services. Not all funding comes through the service but relies on how we engage and work with partners to avoid duplication and waste of resources.
<b>Who are our partners?</b>	Schools, colleges, secure estate, training providers, Third sector providers including, WCADA Llamau, Gwalia, local authorities, Abertawe Bro Morgannwg University Health Board (ABMU), Supporting People, youth support services, Area Planning Board.
<b>What risk does this link to, if any?</b>	Bridgend is moving from ABMU health board to Cwm Taff Health Board. This changes the health footprint for collaboration but more immediately service provision. It is unknown how this will impact on Substance misuse service delivery as the Area Planning Board is currently WB, as is Supporting People in relation to accommodation and access to wider health provision including speech and language as ABMU is currently providing the services across the Western Bay region (even though some are actually commissioned from Cwm Taff).

What will we do to achieve this?	by when	Performance Measures	2015-2016	2016-2017	2017-2018	Targets for 2018-2019
<p><b>Education</b> The development of a partnership approach responding to schools with high exclusion/ASB etc has been successfully introduced in the Bridgend locality areas. NPT and Swansea are developing their own localised approaches.</p> <p>Children and young people subject to reduced timetables have been the focus of education training and employment ETE workers reporting to the Management Board. The problem having been highlighted through the board has resulted in steps being taken in the three locality areas to support the Western Bay service to meet the KPI and improve outcomes for children and young people. Concentration to date has been on reduced timetables but there needs to more emphasis for the board now on what is the “offer” and what is “attended” to ensure we are addressing the right barrier on an individual and thematic basis.</p> <p>It is important to note that despite the concentration of the board on this very important area, the KPI has not improved. However, the information officers have looked at this and there is a gap between what is</p>		<p><b>Engagement in education, training and employment for young people in the youth justice system</b> The percentage change in the average number of hours of suitable education, training or employment received while within the youth justice system by young people of statutory school age, and those above statutory school age.</p>	<p>Average hours ETE.</p> <p>For school age the average hours were 20.4 at the start and 21.4 at the end. (43 young people with closed statutory orders)</p> <p>For above school age the service reported a total of 9.5 hours at the start, and 16.1 at the end. (87 young people with</p>	<p>Positive % change.</p> <p>For school age the average hours accessed were 18 at the start and 20 at the end of the order (27 closed statutory orders)</p> <p>Post school age the average number of hours accessed was 9.9 and at the end 15.3</p>	<p>For school age the average hours offered were 19.9 at the start and 19.4 at the end. The hours accessed at the start were 12.9 at the start and 15.1 at the end of the order (29 closed statutory orders)</p> <p>Post school age the average number of hours offered at</p>	

<p>being offered and being attended, the number of hours offered is always higher than the number of hours attended. This is true at the start, review and end of the interventions, and has consistently been so for the last three years. Figures also show that Western Bay are offering above what the South Wales average every year at every stage. The Childview system has not allowed any hours above 25 to be recorded and this can skew results compared to those services using an alternative system provider. This is now changing and may impact positively on the measure.</p> <p>The development of the intervention centre needs to more focused on the improvement of we capture the outcomes.</p> <p>The Terms of Reference and membership of the Board was reviewed in May 2018 resulting in Careers Wales now being a member to improve outcomes for those of school leaving age.</p> <p>Young peoples group felt strongly that more vocational training should be available through schools. A more flexible approach to education as within the group there was a range of experience from seeing the positive of one-to-one learning support to explaining the need for gradual reintegration into school following exclusion due to eg bail conditions.</p>			closed statutory orders)	(55 closed statutory orders)	the start were 11.2 and 13.6 at the end. The hours accessed at the start were was 10.6 and at the end 12.2 (54 closed statutory orders)	
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The young people felt it was important to help to take responsibility for their own life. Do things for themselves

**Accommodation**

The main area of concern arising from last year was the increased use of remand. In light of this the remand strategy is being reviewed (see reduction in the use of custody). Relationships with our LA partners being central.

**Access to suitable accommodation for young people in the youth justice system**

The percentage change in the proportion of young people with suitable accommodation at the end of their court order compared with before the start of their court order, and upon their release from custody compared with before the start of their custodial sentence.

93.2% were in suitable accommodation at the start and 93.9% at the end.

95% of children and young people were in suitable accommodation at the beginning of their statutory order and 95 % were in suitable

91% of children and young people were in suitable accommodation at the beginning of their statutory order and 93 % were in suitable accommodation at the end –

<p><b>Substance misuse and emotional and mental health services</b></p> <p>Meetings have been taking place with partner agencies to develop a holistic health package for children and young people within or at risk of entering the youth justice system.</p> <p>The following actions have been agreed as priorities to take forward this year</p> <ul style="list-style-type: none"> <li>-Dedicated CAMHS Nurse – Cwm Taf have agreed that a band 7 nurse will be advertised shortly, and that two days per week will be dedicated to the Western Bay Service.</li> <li>-Dedicated sexual health clinics to be provided at the intervention centre. Further work is to be completed to scope need and resource</li> <li>-The Western Bay Service have already</li> </ul>		<p><b>Access to substance misuse services for young people in the youth justice system</b></p> <p>The percentage of young people identified as requiring a substance misuse assessment that commence the assessment within five working days of the referral date, and if the young person has been identified as requiring substance misuse treatment, this is received within 10 working days of assessment.</p> <p><b>Access to mental health services for young people in the youth justice system</b></p> <p>The percentage of young people identified as requiring a mental health assessment that received a mental health assessment within 28 days of referral date, and if the young person has been identified as requiring mental health treatment, this is received within 28 days of</p>	<p>100% of those needing a substance misuse service received one within 10 days assessment.</p>	<p>accommodation at the end – <i>the individuals changed status but not the figure.</i></p> <p>100% of those assessed as needing a substance misuse service received this within 10 days of referral.</p>	<p>100% of those needing a substance misuse service received one within 10 days assessment</p>	
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<p>commissioned Speech &amp; Language therapy time which has worked well however this falls down once service users leave the Western Bay service as the pathways are not in place to continue with therapy. A mapping exercise is to be completed to inform next steps by Health.</p> <p>-The availability of professional advice and support at times of crisis to Western Bay Service case managers needs to be considered as part of the wider review of access to CAMHS.</p>		<p>assessment.</p>				
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## RISK MANAGEMENT

Whilst there are three key agencies forming the “responsible authority” for MAPPA (ie police, prisons and probation), the Western Bay Service has a duty to cooperate. Over the past 12 months this has been an area where efforts have been concentrated through the pilot of the ECM approach. However, there is still a need to concentrate on this area and the recognition that some of our high risk cases are not subject to statutory orders but within the cohort subject to out of court disposals. The thematic inspection on out of court disposals (2017) is within the internal PAG group work plan to ensure that learning has been cascaded and relevant audits completed.

County Lines, violence and knife crime are becoming more prevalent and this needs to be responded to appropriately on a multi-agency basis. Through the Police and Crime Commissioners office there is a proposed strategic review focusing on the threat of violence this aimed to develop a consistent approach to how eg county lines are understood and tackled. Through CSP and IOM approaches there is a growing understanding and keenness to work together. The most common re-offence amongst those open to our service is that of violence and in response the senior practitioners have accessed specific SAVRY training.

As already highlighted we need to address reoffending. The reoffending toolkit has been developed from the findings of the deep dive audit completed in 2016. The approach lends itself to the implementation of trauma informed practice and all staff have been trained

during 2017 in this approach. This will continue to be a focus amongst the staff group. The service hold regular whole service days these are used for communication of key developments and the sharing of practice. The last team event in May 2018 cascaded training attended by staff members (desistance and SAVRY) and further development of regional delivery for Referral Orders and Intensive Supervision and Surveillance.

Staff development this year will focus on how we use the SAVRY assessment tool, address knife crime prevention, utilise AIM 2 and how it complements the Taith service level agreement. There may be lessons to be learnt over the next 12 months from a colleague in North Wales following their work around resilience.

In response to potential violent offending and the risks of knife crime the service has developed an awareness raising package for schools.

## **VULNERABILITY MANAGEMENT SAFETY AND WELLBEING**

As with risk management safeguarding relies on robust and accurate assessment and listening to what the child or young person is saying. This is an area that we as with the section above we cannot allow to come off the agenda. The service needs to address the gap in evidencing wellbeing outcomes. The work currently being completed with health colleagues will hopefully assist this.

The systems review being completed in Swansea will not only highlight areas of duplication etc but inform the service if there are gaps in relation to practice relating to the safeguarding of our children and young people. This is not complete at the time of preparing this plan.

The chairperson of the Western Bay Service Management Board is the chairperson of the Western Bay Safeguarding Children Board (WBSCB) giving a robust strategic link to the safeguarding needs of children and young people known to the service. There are lessons to be learnt from child practice reviews and serious incidents within the community where the service has been supervising the child or young person who has become a victim or harmed themselves. A member of the management team is on the child practice review sub group of the safeguarding children board as well as the quality and performance sub group. The relationship between the service and safeguarding teams is good across the region and the “step up, step down” approach to meeting the needs of children and young people has improved over the last year as services are increasingly joining up to provide seamless services avoiding duplication. The current political environment regarding Western Bay collaborations brings with it the risks of de-stabilising the current youth justice working practices with the Safeguarding Board as Bridgend prepares to leave ABMU health partners.

Safety and wellbeing cannot be seen in isolation of the services we provide to victims and their need to feel safe

## **VICTIM ENGAGEMENT AND RESTORATIVE INTERVENTIONS**

Positive victim involvement is always a priority for the service and with the opportunity to redesign the service on a regional footprint came the opportunity to review the role of the victim workers improving links with reparation and a more visible outcomes for victims. An overarching Western Bay coordinator for reparation is now in post bringing consistency to this area of work. Whilst we have lost the RA coordinator this function has been absorbed into an existing senior role, our prevention working group and direct links to the reparation coordinator, it is hoped that this will increase the number of victims accepting direct reparation.

Our restorative approaches training course developed with Agored Cymru continues to be available especially for schools, early intervention services and residential settings.

The service has expressed an interest in enhancing problem-solving practice in youth courts with Centre for Justice Innovation, however whilst we have been kept informed of progress being made, the courts to be involved have not yet been identified.

Age 88

## **WORKFORCE DEVELOPMENT**

In addition to areas of training and management oversight already covered the drive this year is to ensure everyone has a clear role, good supervision and quality appraisals. Following an audit of supervision arrangements this was found to be lacking. This can have an impact on staff well-being and a knock-on effect on direct delivery. Taking into account the amount of change and uncertainty experienced by staff we need to concentrate on the health and well-being of our staff so a small practitioner group has been formed to ensure that this area is kept a priority and feeds into the management team.

## **PARTICIPATION**



Engaging young people in decision making and accepting responsibilities for their actions and future is critical to developing skills as constructive members of their community; Article 12 of the UNCRC establishes the right of young people to participate where decisions are being made that affect their future.

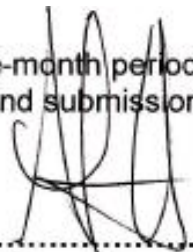
In January 2018 a young persons sub group of the management board was formed. It is only made up of four young people at present but between them they represent the whole area of delivery ie each local authority, pre-court, post court and exit planning. They meet two weeks before each management board and go through the intended agenda and raise any issues or observations they may have. They receive the minutes and actions taken following on from any suggestions they make for change are fed back. The group is new and still developing. They have no specific title or written terms of reference at this point.

As with last year victim feedback gathered by volunteers over the phone evidenced an overall satisfaction with the service and a growing positive view of restorative approaches however the numbers giving feedback has not increased to the level we had anticipated. Those who were not unhappy with our service felt disappointed in the wider justice system.

As there are two parenting groups currently running a SWOT analysis was carried out with the parents in the groups. There was hugely positive feedback about the Non Violence Resistance (NVR) parenting course. The key messages other than that were around the need for consistency of messages given by the parenting worker, case manager, childcare social workers and schools. A fair comment. There will always be some inconsistency because of individual views however with improved planning and communication between workers and agencies we can reduce the mixed messages parents receive.

This plan covers a twelve-month period only and is written to meet the needs of many audiences in addition to the official bodies requiring its completion and submission.

Signed:

  
.....  
**Chair YOS Management Board**

Date:

28.7.18

*Plan prepared by Caroline Dyer*

Embedded Documents

Staffing Chart



WBYJEIS staff  
proposed reorganis

PAG Work Plan



PAG Work Plan July  
2018.docx

Glossary of Terms



Glossary of  
Terms.docx

## **SOCIAL CARE, HEALTH AND WELL BEING CABINET BOARD**

### **REPORT OF THE HEAD OF COMMISSIONING AND SUPPORT SERVICES**

**– A. THOMAS**

**13<sup>th</sup> September 2018**

#### **SECTION C – MATTER FOR MONITORING**

**WARD(S) AFFECTED: ALL**

#### **TITLE OF REPORT**

**CHILDREN AND YOUNG PEOPLE SERVICES – 1<sup>ST</sup> QUARTER (2018-19) PERFORMANCE REPORT**

#### **Purpose of Report**

The purpose of the attached documentation is to advise Members of Performance Management Information within Children and Young People Services (CYPS) for the 1<sup>st</sup> Quarter Period (April 2018 – June 2018); the Complaints and Compliments Data for the 1<sup>st</sup> Quarter Period (April 2018 – June 2018) and the Monthly Key Priority Performance Indicator Data for July 2018.

#### **Executive Summary**

A new set of statutory Welsh Government Indicators for CYPS were introduced for 2016-17, although only those that can be reported on a quarterly basis are contained in this report. The remainder will be included in the Quarter 4 Report (2018-19). In addition, this report contains the CYPS Monthly Key Priority Performance Indicators, which were previously agreed by Members at the Children, Young People and Education (CYPE) Committee on 28<sup>th</sup> July 2016.

## **Background**

1. Following agreement by Members at CYPE on 28<sup>th</sup> July 2016, the Quarterly Performance Monitoring Report has been revised, enabling Members to monitor and challenge more specific areas of performance within CYPs. The report also takes into account a change in reporting obligations to Welsh Government in terms of the statutory performance indicators.

## **Financial Impact**

2. Not applicable.

## **Equality Impact Assessment**

3. None Required

## **Workforce Impacts**

4. Not applicable

## **Legal Impacts**

5. This progress report is prepared under:
  - i) Local Government (Wales) Measure 2009 and discharges the Council's duties to "make arrangements to secure continuous improvement in the exercise of its functions".
  - ii) Neath Port Talbot County Borough Council Constitution requires each cabinet committee to monitor quarterly budgets and performance in securing continuous improvement of all the functions within its purview.

## **Risk Management**

6. Not applicable

## **Consultation**

7. No requirement to consult

## **Recommendations**

8. Members monitor performance contained within this report

## **Reasons for Proposed Decision**

9. Matter for monitoring. No decision required

## **Implementation of Decision**

10. Not Applicable

## **List of Appendices**

- 11.

**Appendix 1** – CYPS 1<sup>st</sup> Quarter Performance Report (April 2018– June 2018).

**Appendix 2** – CYPS 1<sup>st</sup> Quarter Complaints and Compliments Report (April 2018 – June 2018)

**Appendix 3** – Monthly Key Priority Performance Indicator Report (July 2018)

**Appendix 4** – Quality Assurance Overview Report (April 2018 – June 2018)

## **List of Background Papers**

None

## **Officer Contact**

David Harding - Performance Management Team  
Telephone: 01639 685942  
Email: [d.harding@npt.gov.uk](mailto:d.harding@npt.gov.uk)







# Performance Indicators

Neath Port Talbot Council

Appendix 1 - Children & Young People's Services – Quarterly Performance Report

**How will we know we are making a difference (01/04/2018 to 30/06/2018)?**

PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
<b>CHILDREN AND YOUNG PEOPLE SERVICES</b>					
CP/011 - PAM/028 - Measure 24 - Percentage of child assessments completed on time	99.18	92.31	90.70	98.00	 Red
252 of 273 in Quarter 1 2017-18 compared to 478 of 527 in Quarter 1 2018-19. Although performance has decreased when compared to the same period 2017/18 (96.9%), it still remains very much in line with the All Wales Average (90.8%). Work is currently underway by the Service to determine the reason/s why performance has decreased with a view to implementing steps to ensure future performance is more in line with what is expected.					
PI/239 - % of children supported to live with their family.	65.03	61.42	67.99	69.20	 Amber
PI/241 - % of re-registrations of children on the local authority child protection register	13.46	4.23	0.00	6.30	 Green
PI/242 - Average length of time (in days) for all children who were on the child protection register during the year.	222.20	318.20	276.10	245.10	 Red
This PI is subject to regular fluctuation, as all children will remain on the Child Protection Register for as long as is deemed necessary by a Multi-Agency Panel.					





# Performance Indicators

Neath Port Talbot Council

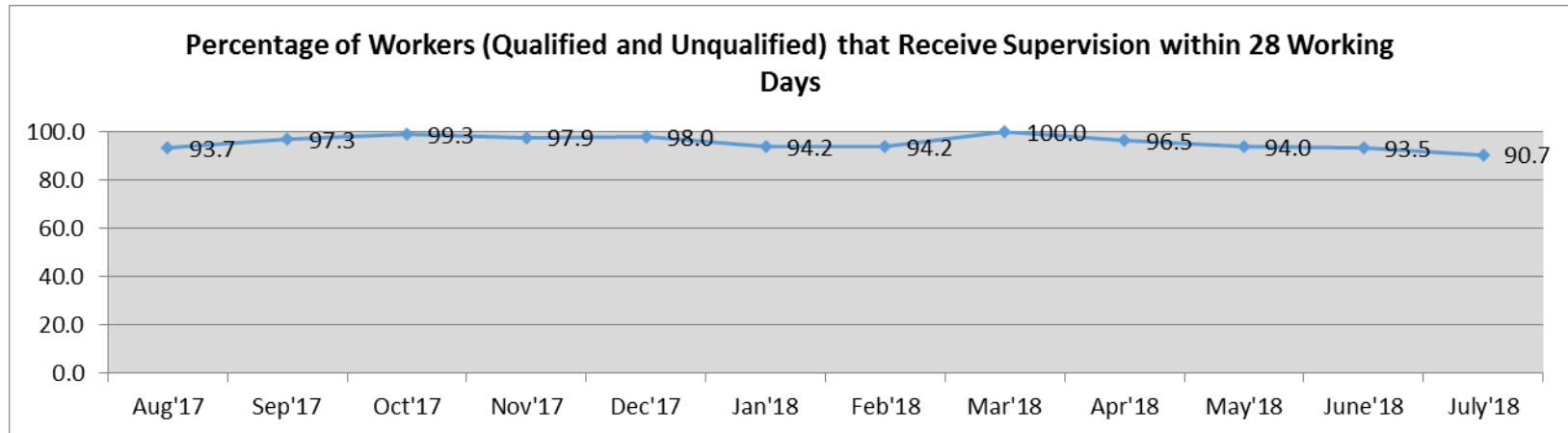
Appendix 2 - Children & Young People Services - Compliments and Complaints

**How will we know we are making a difference (01/04/2018 to 30/06/2018)?**

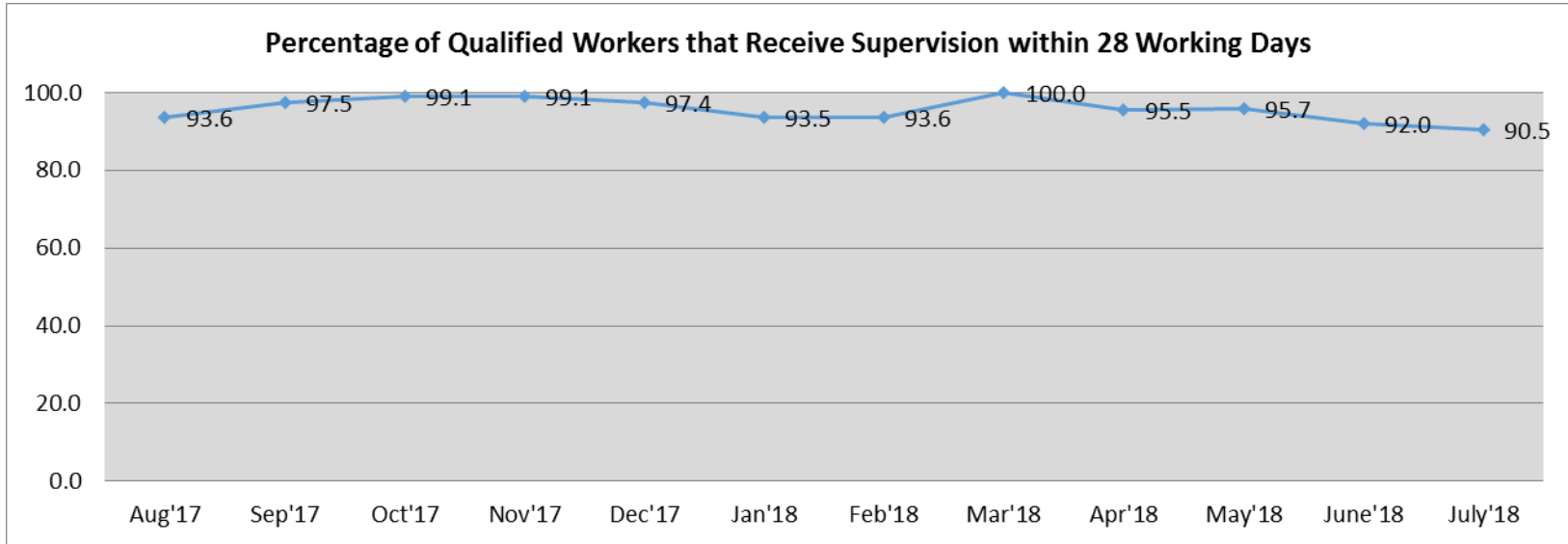
PI Title	Actual 16/17	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
<b>CHILDREN AND YOUNG PEOPLE SERVICES</b>					
PI/260 - Children & Young Peoples Services - % of complaints at Stage 1 that were upheld/partially upheld	33.33	25.00	12.50		
1 of 4 in Quarter 1 2017-18 compared to 1 of 8 in Quarter 1 2018-19. Despite an increase in the number of complaints received during the 1st quarter 2018/19 (when compared to 2017/18) from 4 to 8, numbers still remain relatively low. The Complaints Team continue to work closely with front line teams to manage complaints appropriately.					
PI/261 - Children & Young Peoples Services - % of complaints at Stage 2 that were upheld	0.00	0.00	0.00		
0 of 1 in Quarter 1 2017-18 compared to 0 of 2 in Quarter 1 2018-19. There has been an increase on the previous to 2 (from 1) during the 1st quarter; despite this there continues to be a stronger emphasis on a speedier resolution at 'local' and 'Stage 1' levels.					
PI/262 -Children & Young People Services - % of complaints dealt with by the Public Services Ombudsman that were upheld	0.00	0.00	0.00		
PI/263 - Children & Young People Services- Number of compliments received from the public	4.00	4.00	13.00		
The number of compliments has increased when compared to the same period 2017/18; this can be attributed to an improvement in reporting from services receiving praise & thanks. The Complaints Team will continue to raise the profile for the need to report such incidences.					

## Key Priority Performance Indicators – July 2018

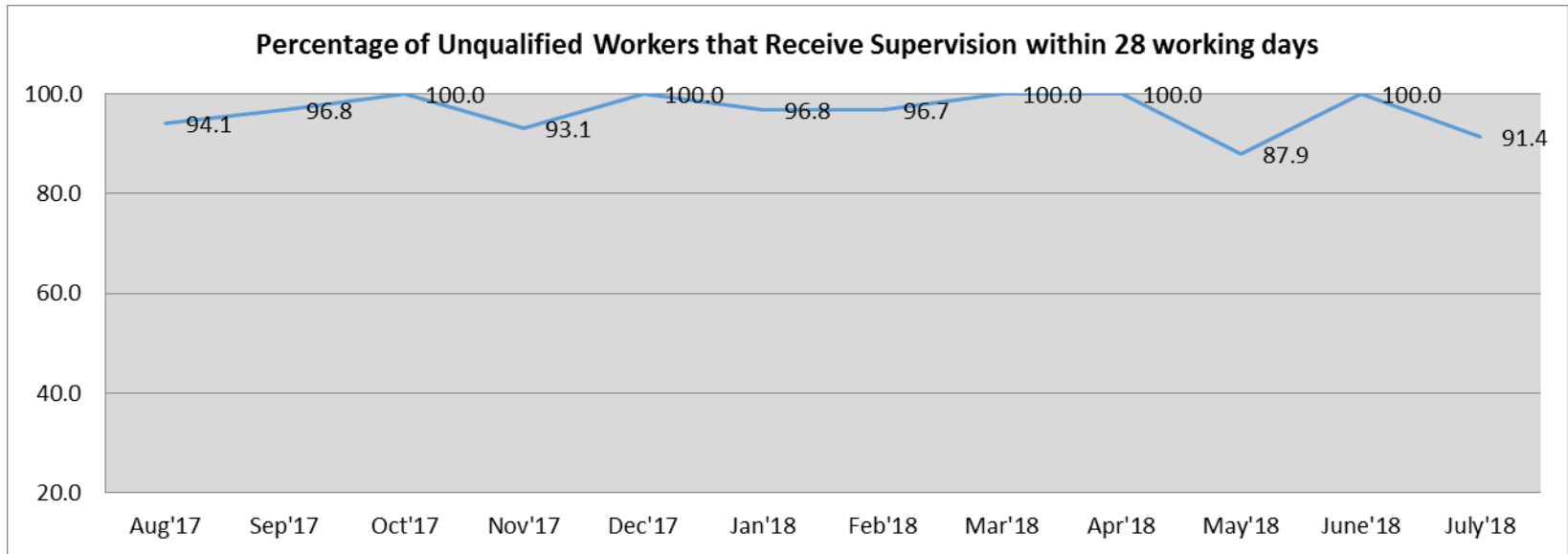
- **Priority Indicator 1 – Staff Supervision Rates**



	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
<b>Performance Indicator/Measure</b>	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
The % of Qualified Workers that receive Supervision within 28 working days	93.7	97.3	99.3	97.9	98.0	94.2	94.2	100.0	96.5	94.0	93.5	90.7
Number of workers due Supervision	144	152	147	142	148	138	139	142	143	150	154	151
Of which, were undertaken in 28 working days	133	135	148	146	145	130	131	142	138	141	144	137



	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
<b>Performance Indicator/Measure</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
The % of Qualified Workers that receive Supervision within 28 working days	93.6	97.5	99.1	99.1	97.4	93.5	93.6	100.0	95.5	95.7	92.0	89.2
Number of workers due Supervision	110	121	116	113	117	107	109	112	112	117	125	120
Of which, were undertaken in 28 working days	103	118	115	112	114	100	102	112	107	112	115	107



	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
<b>Performance Indicator/Measure</b>	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
The % of Unqualified Workers that receive Supervision within 28 working days	94.1	96.8	100.0	93.1	100.0	96.8	96.7	100.0	100.0	87.9	100.0	96.8
Number of workers due Supervision	34	31	31	29	31	31	30	30	31	33	29	31
Of which, were undertaken in 28 working days	32	30	31	27	31	30	29	30	31	29	29	30

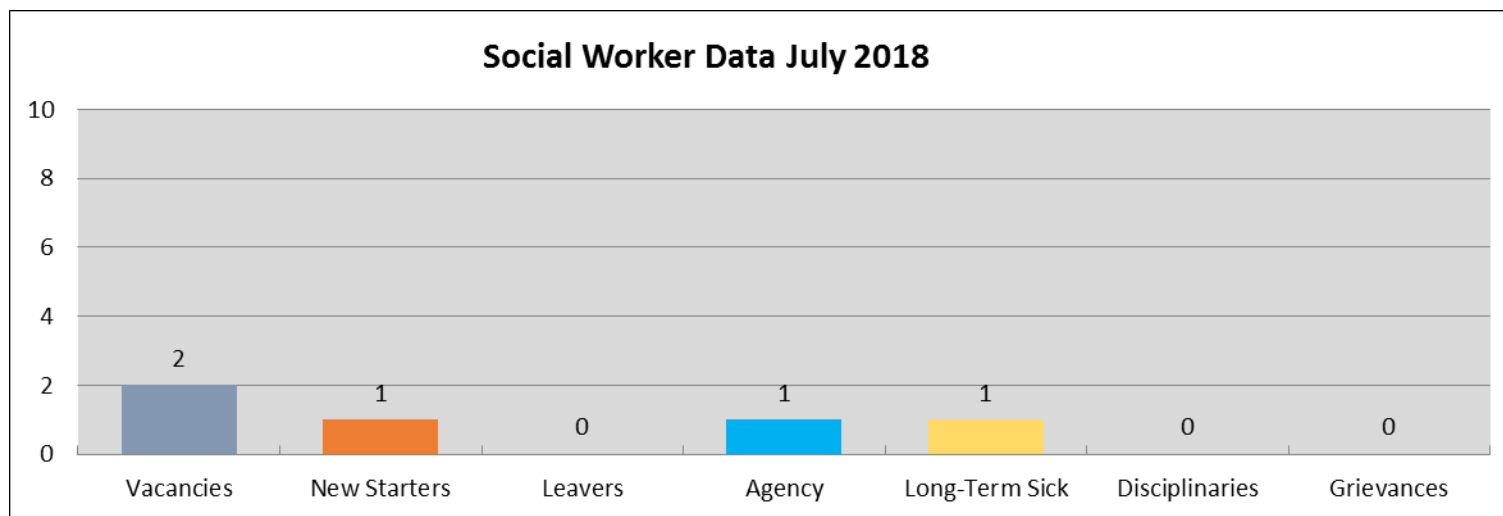
- **Priority Indicator 2 – Average Number of Cases held by Qualified Workers across the Service**

As at 31st July 2018	<b>Caseload Information - Qualified Workers, including Deputy Team Managers</b>					
Team	Available Hours	FTE Equivalent	Team Caseload	Highest Worker Caseload	Lowest Worker Caseload	Average Caseload per Worker
Cwrt Sart	407.0	11.0	143.0	19	9	13.0
Disability Team	495.5	13.4	192.0	25	3	14.3
LAC Team	463.5	12.5	165.0	19	5	13.2
Llangatwg	407.0	11.0	170.0	19	1	15.5
Sandfields	363.0	9.8	85.0	12	8	8.7
Route 16	271.0	7.3	41.0	7	5	5.6
Dyffryn	395.0	10.7	102.0	18	2	9.6
Intake	454.0	12.3	109.0	19	4	8.9
<b>Totals</b>	<b>3,256.00</b>	<b>88.0</b>	<b>1,007.00</b>			
<b>Average Caseload - CYPS</b>				<b>17.3</b>	<b>4.6</b>	<b>11.4</b>

**Please Note:**

1. The above figures include cases held by Deputy Team Managers and Part-Time Workers
2. The 'Available Hours' do not include staff absences e.g. sickness, maternity leave, placement, etc, unless cover for the post is being provided.

- **Priority Indicator 3 – The Number of Social Worker Vacancies (includes number of starters/leavers/agency staff/long-term sickness), Disciplinarys and Grievances across the Service.**

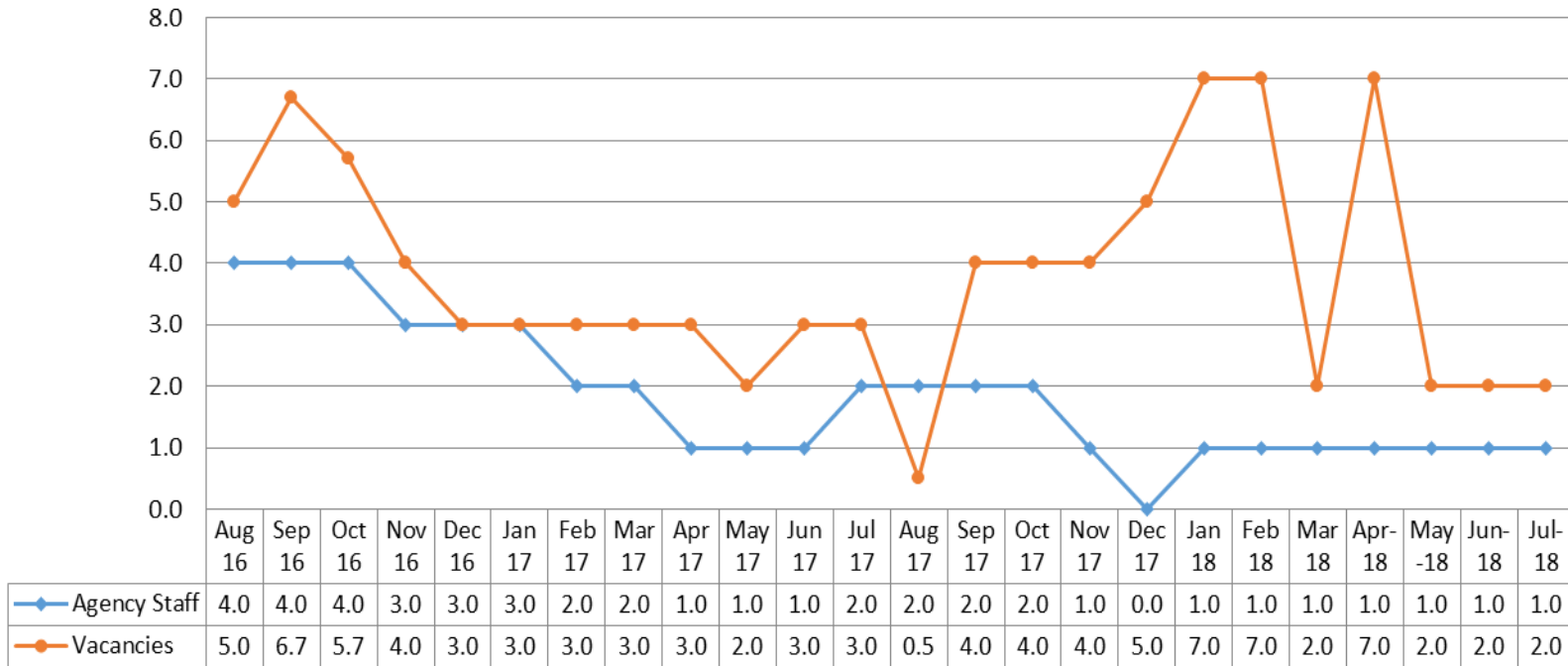


	Team Manager	Deputy Manager	Social Worker	Peripatetic Social Worker	IRO	Consultant Social Worker	Support Worker	Total
<b>Vacancies</b>			2					2
<b>New Starters</b>			1 (temp)					1
<b>Leavers</b>			0					0
<b>Agency</b>			1					1
<b>Long-Term Sick</b>			1					1
<b>Disciplinarys</b>			0					0
<b>Grievances</b>			0					0

**Please Note:** Agency staff member in the Conference and Review Service is providing cover for Maternity Leave

**Summary of Agency Staff and Vacancies across the Service**

**Summary of Agency Staff and Vacancies Across the Service  
(August 2016 - July 2018)**

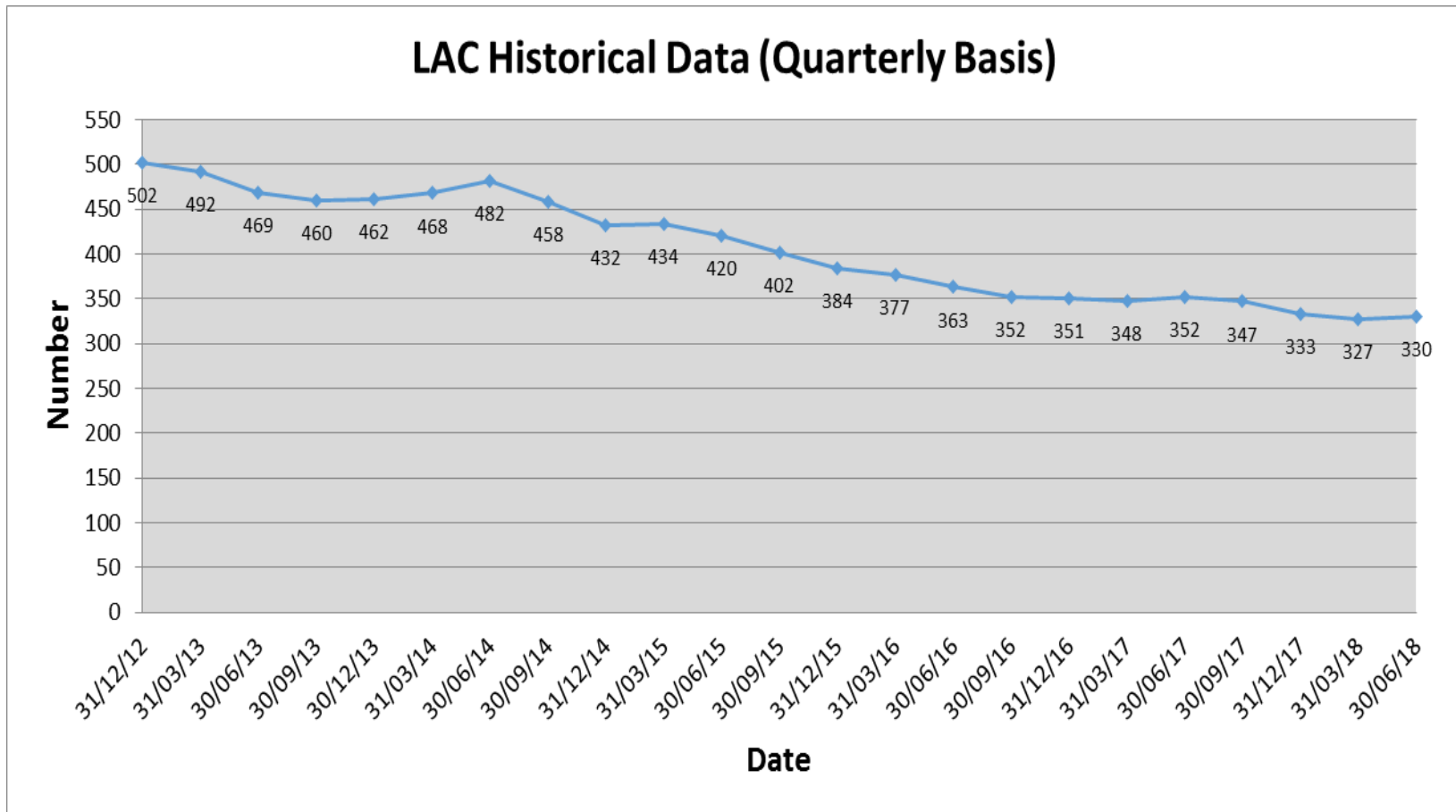




- **Priority Indicator 4 – Thematic Report on the findings of Case File Audits (reported quarterly)**

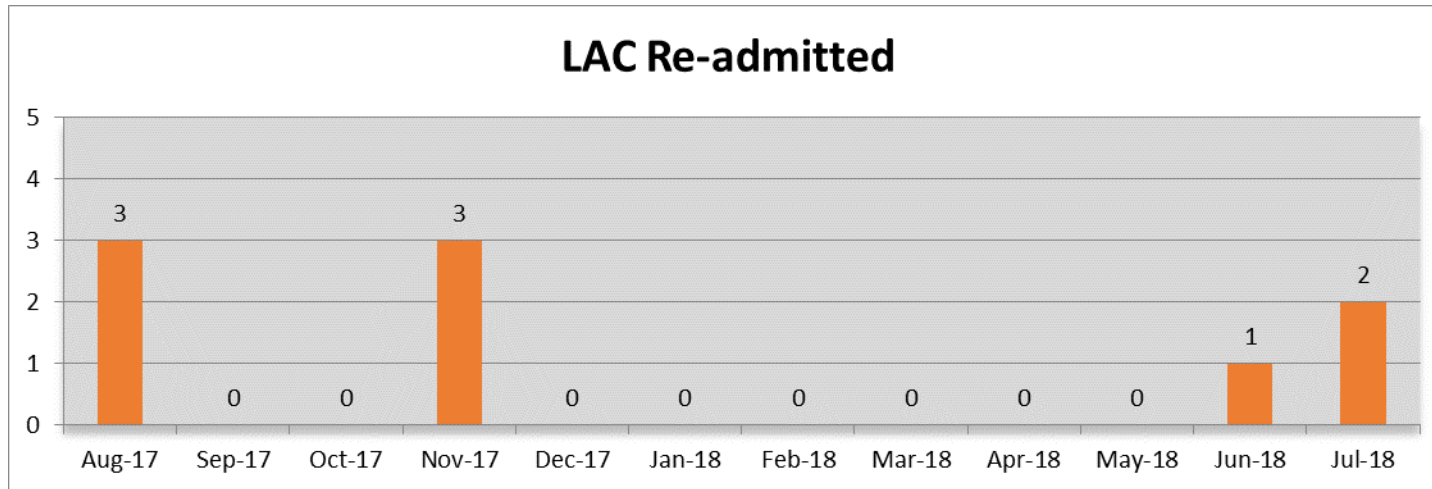
There is an audit programme in place which facilitates the scrutiny of various aspects of activity within Children & Young People Services. A summary of the Audit activity undertaken during the 1<sup>st</sup> Quarter Period (Apr 18 – Jun 18) is provided in **Appendix 4** of this report.

- **Priority Indicator 5 – Number of Looked After Children (Quarterly)**



**Please Note:** The number of Looked After Children as at 30/07/18 = **336**

- **Priority Indicator 6 – The Number of Children who have been discharged from care and subsequently re-admitted within a 12-month period.**



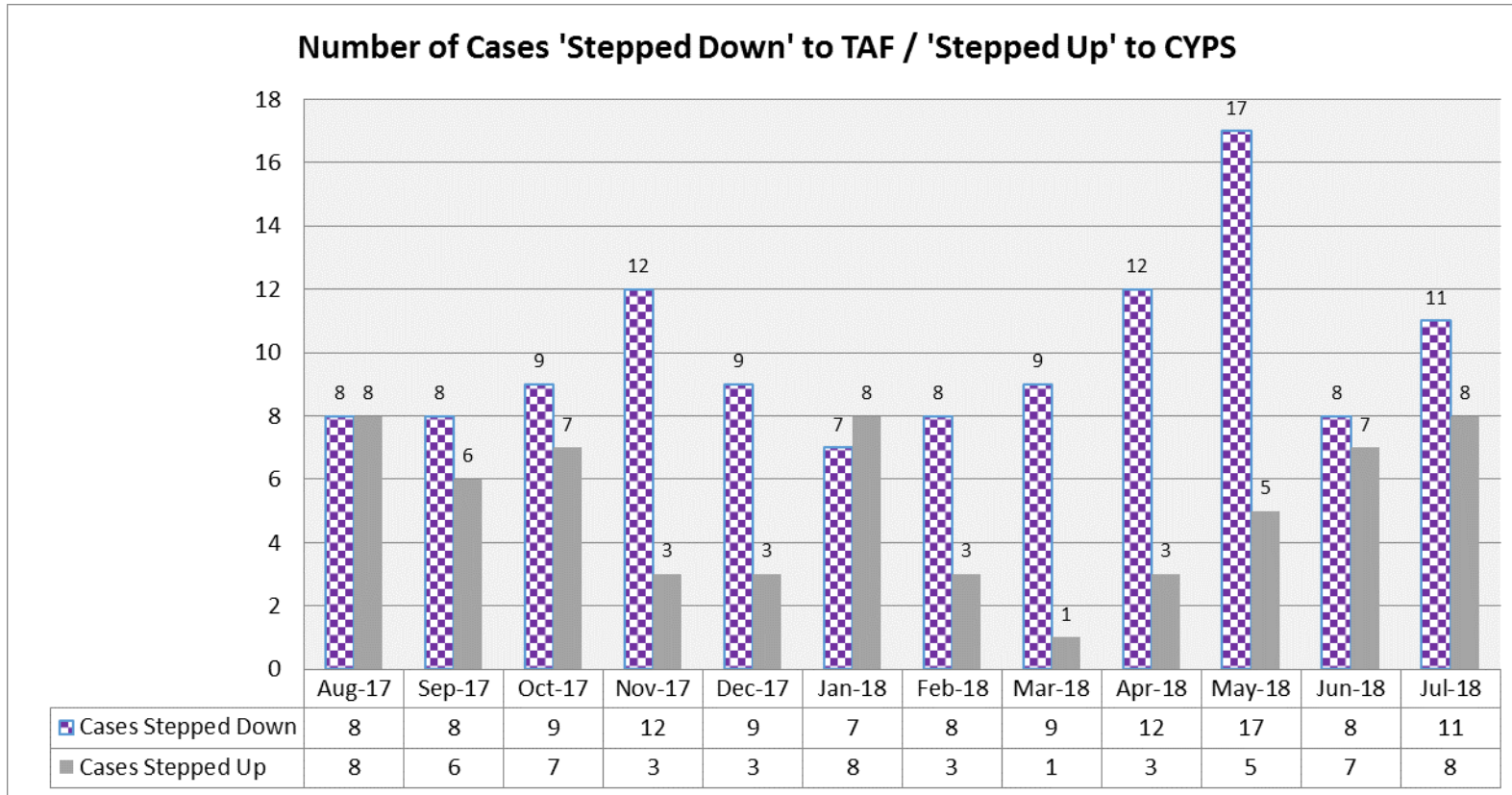
Date	Number Re-Admitted
Aug 17	3
Sep 17	0
Oct 17	0
Nov 17	3
Dec 17	0
Jan 18	0
Feb 18	0
Mar 18	0
Apr 18	0
May 18	0
Jun 18	1
Jul 18	2

**\*Reasons for July 2018 re-admissions into care within 12 months of being discharged: -**

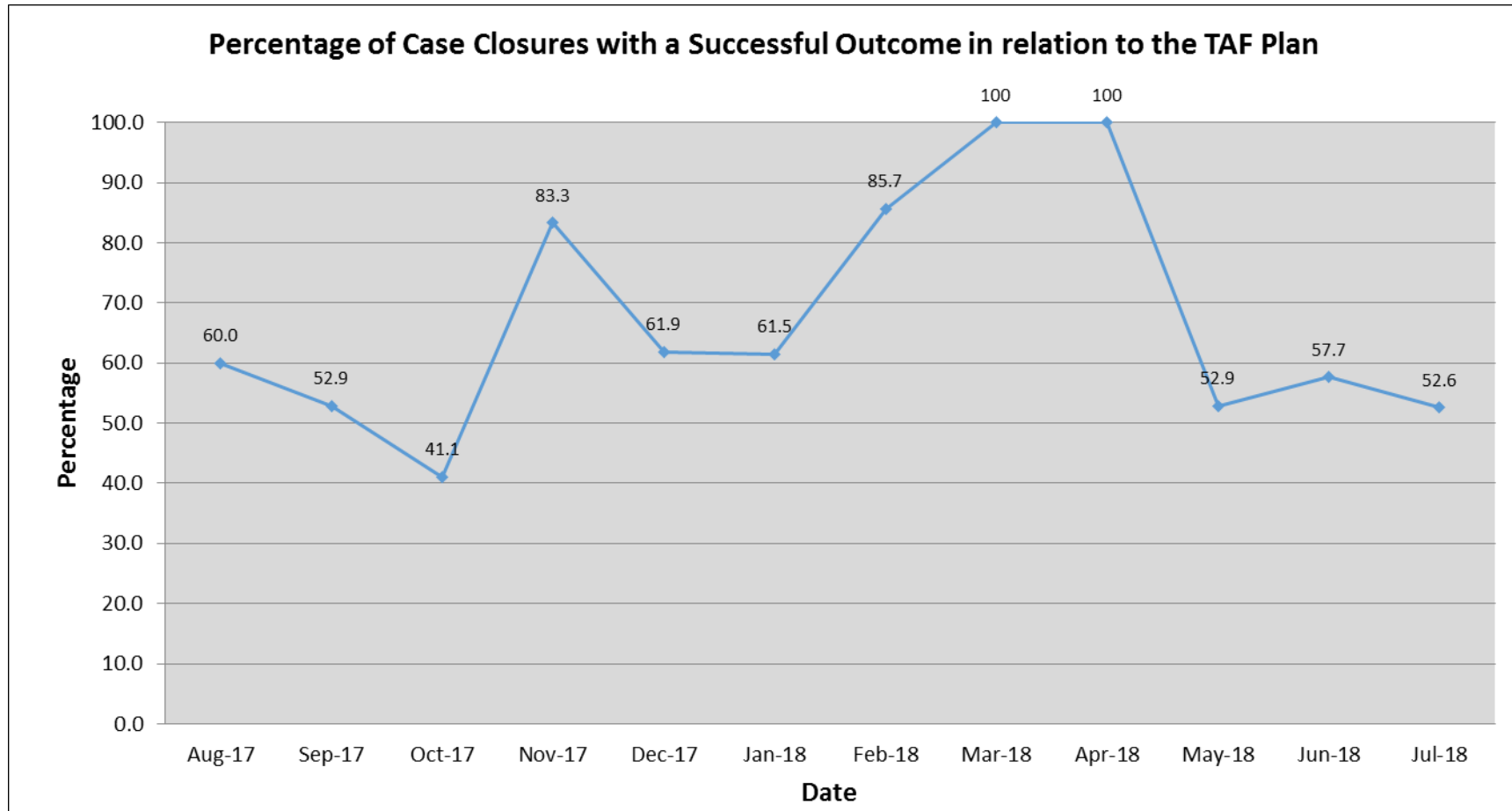
Child 'A' regularly went missing from foster placement to return to live with the father. It was agreed to accept Child 'A's' wishes to return to live with the father to reduce the amount of time there was risk of harm while missing. Whilst with the father, Child 'A' continued to go missing, resulting in the father stating he could no longer cope. As a result, Child 'A' was returned to care.

Child 'B' originally came into care for respite as the family were in acute stress. Upon the cessation of the respite period, the child returned home. However, Child 'B' subsequently returned to care, due to the parent's inability to manage the child's behaviour.

- **Priority Indicator 7 – The Number of Cases ‘Stepped Down / Stepped Up’ between Team Around the Family (TAF) and CYPS**



- **Priority Indicator 8 – The Percentage of Team Around the Family (TAF) cases that were closed due to the achievement of a successful outcomes in relation to the Plan.**



## **Appendix 4: Quality Assurance Audit Overview Report (1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018)**

### *Quality Assurance Audits*

Quality Assurance Audits take place on a monthly basis within Children and Young People Services. This report gives an overview of the thematic audits undertaken in quarter 1, what is working well, what we will improve and by what methods.

An audit sub group meets regularly to monitor progress and create thematic audit tools for use each month. Each tool devised is circulated and ratified at the Children's Services Managers Group prior to audits being completed. Audit days take place once a month in the Quays IT room with team managers collectively auditing and analysing the themes arising.

### *Audits Completed*

During this quarter there have been two thematic audits completed:

<b>Audit Theme</b>	<b>Cases Audited</b>
<b>Review Child Protection Conferences</b>	28
<b>Child Protection Core Groups</b>	19

### *What are we doing well?*

We've identified through the audit process what is working well and have highlighted many good working practices evident across the Social Services IT System.

#### **In the Review Child Protection Conferences Audit we found that:**

- Invites are being sent out well within timescales allowing adequate timing for other professionals to attend
- Conferences are routinely being held within statutory requirements
- Appropriate professionals are being invited to the review conferences with auditors indicating that they felt there had been no omissions from the invite lists
- Police are consistently submitting Police Notification Check (PNC) reports at least two days prior to conference
- The professional reports discussed at conference were all evidenced in the scanned document area of the child/young person's case file
- The minutes of the meetings contained clear reasons for the child protection conference, a summary of the reports by each agency and a succinct summary of the meeting by the Independent Reviewing Officer
- Outcomes, priority risks and strengths discussed at conference were generally reflected in the child protection plan
- Parent/carer views were heard throughout the conference and documented within the minutes
- In most of the cases the child/young person was not present at the meeting, however, their views were clearly expressed in the conference through the social worker, independent reviewing officer or other professional involved with them

## **In the Core Group Audit we found that:**

- The purpose of the core group is now being more clearly explained and recorded at the start of the meeting, this ensures that all core group members including parents/carers understand the reason for the meeting
- Auditors feel that professional attendance at core group meetings has improved since the previous audit
- Positive improvements are being recorded in the minutes with strengths and priority risks clearly evidenced
- Each core group reviewed and amended the child protection plan, and the plan was utilised as a working agenda for the core group meetings
- The information contained within the minutes was child centred and was jargon free/easy to read for the intended recipients
- Any new needs identified within the core groups were SMARTER (Specific, Measurable, Achievable, Realistic, Timely, Evaluated and Reviewed)
- There was no evidence of professional dissent, this indicates that all agencies agree to the plan

### *What will we improve?*

1. We will evidence more clearly on the system when parents/carers have received the plans and minutes following on from child protection conferences and core groups
2. We will highlight to all agencies the necessity of receiving reports at least two days prior to the child protection conference
3. We will provide a mechanism for recording on the child protection conference minutes the pre-conference meeting that takes place between the independent reviewing officer and the parent/carer/child/young person
4. We will ensure that where possible contact is made between the independent reviewing officer and the child/young person in the weeks leading up to the child protection conference
5. We will reinforce to the teams the necessity of requesting a fire safety check from the Fire Service for all child protection neglect cases and clearly document this within the plan
6. Auditors feel that good enough outcomes for families should be discussed in more detail within child protection conferences
7. We will ensure that invites to core groups are sent out routinely and within an adequate timeframe prior to the meeting and that the meetings are also regularly within timescales
8. Auditors feel that consideration of the child/young person's wishes and feelings could be more clearly recorded in the core group meetings

### *How will we do this?*

- Through developing the IT system to reflect and record the information we want to evidence
- By changing, communicating and reinforcing to staff processes and procedures to follow
- By holding training sessions for staff on specific areas of the system where new processes have been introduced
- By direct feedback on individual cases to the responsible team manager and case worker
- By looking at the way we encourage engagement and participation of children, young people and their parents/carers
- Through circulation of audit tools to all practitioners to enable them to have an understanding of the areas auditors are looking at which will become evident in future audits on the same topic



- By discussing and ratifying proposed changes and improvements through the Outcome Focussed, Quality Assurance and the Practice Improvement Groups
- By circulating the thematic audit reports to all staff for their information
- By having a transparent quality assurance audit process in place which is responsive to suggestion and change

#### *What have we learnt?*

In this last quarter we have identified clear areas in each of the audit themes that we will improve, work is being undertaken to achieve this and will be guided by the Quality Assurance Group. The Quality Assurance Group is responsible for allocating lead officers to complete actions and for reviewing the progress of these actions. We have evidenced in the two completed audits on individual cases good working practices and embedded principles throughout the service.

Overall in the Review Child Protection Conference audit we are pleased with the evidence obtained of the quality of the minutes and the consistent approach in the majority of the processes that take place prior to and following the meeting. However we do need to focus on ensuring that we record appropriately when parents/carers have received the plans and minutes, and if a case is registered under the category of neglect we need to ensure the necessary fire checks have been requested and recorded on the child/young person's plan.

In the Child Protection Core Group audit we have evidenced significant improvements since the previous audit held in June 2017. As a result of the initial audit we made significant improvements to the core group template and this audit was the opportunity to review those changes and confirm that the quality of the meetings had improved. We have highlighted many areas that we are doing well, although we also have highlighted a very small number of areas we would like to improve.

To promote reflective learning within the service, the good practice and areas for improvement identified within each audit and the individual case file audit forms will be shared with the appropriate Team Managers and the workers involved in the case, this is done either on a 1:1 basis or through group sessions.

#### *Next Steps?*

Our effective auditing process is identifying key themes on good practice and areas we will improve, post audit we have mechanisms in place for following through on actions identified. Actions identified from each audit are transferred to an audit action register whereby individual actions are discussed and agreed at each Quality Assurance Group, this allows us to monitor desired outcomes and progress. This gives a transparent view on the service, what we recognise is working well, what we will improve, how we will do it and when it will be in place. All audit tools and reports are disseminated to the teams within Children and Young People Services, this provides staff with information on good practice and areas for improvement and it also provides a visual tool for staff that can be referenced in the everyday tasks completed. There is a Team Manager and Performance Management Group that meets bi-weekly, part of this group's remit is to focus on audit actions that are ratified in the Quality Assurance Group, this is a succinct process which is currently working well to proactively drive forward changes. As the audit process is well established across Children and Young People Services, the Quality Assurance Group will also be taking forward lessons learned from other sources such as the citizen survey, staff survey and complaints/compliments received.

Quality Assurance Audits are now regularly completed in Adult Services as well as Children and Young People Services. There are opportunities for auditors to come together from both service areas and audit jointly. From Quarter 2 onwards the Children and Adult Services Reports will be combined within the Quarterly Quality Assurance Report to give members a complete overview of audit activity across Children and Adult Services.

**Quality and Audit Coordinator – Mel Weaver**

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Social Care, Health & Wellbeing Cabinet Board

13<sup>th</sup> September 2018

## REPORT OF THE HEAD OF COMMISSIONING AND SUPPORT SERVICES – A. Thomas

### Matter for Monitoring

**Wards Affected: ALL**

### Report Title

Quarterly Performance Management Data 2018/19 - Quarter 1 Performance (1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018).

### Purpose of the Report

To report performance management data for Quarter 1 (1<sup>st</sup> April 2018 to 30<sup>th</sup> June 2018) for Social Services, Health & Housing Directorate. This will enable the Social Care, Health and Wellbeing Cabinet Board and Scrutiny Members to discharge their functions in relation to performance management.

### Background

Failure to produce a compliant report within the timescales can lead to non-compliance with our Constitution. Also failure to have robust performance monitoring arrangements could result in poor performance going undetected.

### Financial Impact

No financial impact.

## **Equality Impact Assessment**

This report is not subject to an Equality Impact Assessment.

## **Workforce Impacts**

No workforce impact.

## **Legal Impacts**

This Report is prepared under Section 15(3) of the Local Government (Wales) Measure 2009 and discharges the Council's duties under sections 2(1), 3(2), 8(7) and 13(1).

This progress report is prepared under:

The Local Government (Wales) Measure 2009 and discharges the Council's duties to "make arrangements to secure continuous improvement in the exercise of its functions".

The Neath Port Talbot County Borough Council Constitution requires each cabinet committee to monitor quarterly budgets and performance in securing continuous improvement of all the functions within its purview.

## **Risk Management**

Failure to produce this report could result in undetected poor performance throughout Adult Social Care, Health and Housing.

## **Consultation**

No requirement to consult.

## **Recommendations**

Members monitor performance contained within this report.

## **Reasons for Proposed Decision**

Matter for monitoring. No decision required.

## **Implementation of Decision**

No decision required.

## **Appendices**

Appendix 1 - Quarterly Performance Management Data 2018/19 Quarter 1 Performance (1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018).

Appendix 2 – Adult Services High Level Measures – HLM Quarter 1 Performance (1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018).

Appendix 3 – Adult Services HR Measures Quarter 1 Performance (1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018).

Appendix 4 - Direct Payments End to End Times Quarter 1 Performance (1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018).

## **Officer Contact**

Angela Thomas, Head of Commissioning & Support Services

Telephone: 01639 684731

E-Mail: [a.j.thomas@npt.gov.uk](mailto:a.j.thomas@npt.gov.uk)

Sara Jenkins, Management Information Officer

Telephone: 01639 684770

Email: [s.l.jenkins@npt.gov.uk](mailto:s.l.jenkins@npt.gov.uk)



**Quarterly Performance Management Data 2018/19**

**Quarter 1 Performance (1<sup>st</sup> April 2018– 30<sup>th</sup> June 2018)**

**Report Contents:**

**Section 1 - Key Points**

**Section 2 - Quarterly Performance Management Data Report**

## **Section 1**

### **Adult Services:**

During quarter one performance in Adult Services has improved in a number of areas. This includes an improvement in the number of Care and Support Plans and Support Plans that have been reviewed, a reduction in the number of adults with a support plan who received adult social care, as well as the percentage of adults who have had a period of reablement and six months later either have a reduced or no package of care and support. Unfortunately during this quarter there have been areas where there has been a reduction in performance. For example we have had difficulty sourcing domiciliary care in certain areas, as well as sourcing care home placements for some individuals and this has had an impact on people staying in hospital. Our Commissioning team are actively working with providers and organisations to increase capacity and to find solutions. There was an increase in the number of assessments that have led to a care and support plans during the first quarter, however the work that is taking place to support individuals within communities will support Adult Services performance in this area going forward.

### **Homelessness:**

The Housing Options Service continues to work closely with support agencies to assist the authority in preventing homelessness by providing the level of tenancy related support required to individuals. This enables them to develop the skills to maintain tenancies by managing their money, their health and other factors that affect the sustainability of their tenancy. We also continue to work closely with local RSL's to house individuals where prevention is not possible for a variety of reasons, and also with landlords in the private rented sector.




**Section 2**












# Adult Services Performance Indicator Report 1<sup>st</sup> April 2018 to 30<sup>th</sup> June 2018












**How will we know we are making a difference (01/04/2018 to 30/06/2018)?**






PI Title	Actual 17/18	Actual 18/19	Target 18/19	Perf. RAG
<b>SOCIAL SERVICES HEALTH &amp; HOUSING</b>				
CP/031 - PAM/012 - Percentage of households successfully prevented from becoming homeless	-	61.02	41.00	 Green
Successful prevention has increased to 61%. This is due to increasing involvement from third sector agencies who can support the clients to try and prevent the homelessness. One example of this would be budgeting support if there are arrears which are likely to result in action and potentially eviction. Support would be provided to liaise with the landlord with regard to a payment plan, possibly attend court in relation to the possession order. Also working intensively with the client on their budget to improve their knowledge and skills relating to income and expenditure, priority and non-priority bills which will enable them to maintain the tenancy.				
CP/048 - PAM/025 - Measure 19 - Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	0.32	0.87	0.63	 Red
The increase in the number of people waiting in hospital for social care reasons is linked in part to the difficulties the department is experiencing sourcing domiciliary care packages for some people. The commissioning team are working closely with independent domiciliary care providers and the Local Authority Homecare service to find solutions to address the demand for domiciliary care in certain parts of the county.				
CP/049 - Number of carers assessments completed	78.00	72.00	n/a	n/a
Carers assessments are undertaken by the social work teams as well as Neath Port Talbot Carers Service on behalf of the Local Authority. Carers are offered an assessment and those who accept the offer do receive an assessment. For those carers who opt not to have an assessment they do still have access to information, advice and assistance as well as services provided by Neath Port Talbot Carers service.				
CP/050 - Percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later	5.88	11.49	28.00	 Red
Even though Performance is below target, it has increased in comparison to the same period last year (1 of 17 in 2017-18 compared to 10 of 87 in Quarter 1 2018-19).				
PI/264 - Social Services, Health and Housing (excluding CYPS) - % of complaints at Stage 1 that were upheld/partially upheld	33.33	14.29	n/a	n/a




Despite an increase in the number of complaints received during the 1st quarter 2018/19 (when compared to 2017/18) from 3 to 7, the Complaints Team continue to work closely with front line teams to manage complaints appropriately. No stage 1 complaints were upheld and one stage 1 complaint was partially upheld.				
PI/265 - Social Services, Health and Housing (excluding CYPS) - % of complaints at Stage 2 that were upheld/partially upheld	100.00	0.00	n/a	n/a
There was 1 complaint at Stage 2 during this period which was 'on-going'. However, there continues to be a stronger emphasis on a speedier resolution at 'local' and 'Stage 1' levels.				
PI/266 - Social Services, Health and Housing (excluding CYPS) - % of complaints dealt with by the Public Services Ombudsman that were upheld	0.00	0.00	n/a	n/a
There were no Ombudsman investigations during this period.				
PI/267 - Social Services, Health and Housing (excluding CYPS) - Number of compliments received from the public	13.00	17.00	n/a	n/a
The number of compliments has increased; this can be attributed to an improvement in reporting from services receiving praise and thanks. The Complaints Team will continue to raise the profile for the need to report such incidences.				
PI/284 - PI/1 - Number of adults who received advice or assistance from the information, advice and assistance service during the year	727.00	539.00	n/a	 Green
Performance has seen an improvement since Q1 last year. This can be attributed to an increased number of enquiries being signposted to 3rd party/voluntary organisations via the Local Area Co-ordinators etc.				
PI/285 - PI/2 - Number of assessments of need for care and support undertaken during the year	207.00	233.00	n/a	 Red
Of those referrals that have entered the system, there has been an increase in assessment activity throughout teams.				
PI286 - PI/2(i) - Of which; the number of assessments that led to a care and support plan	169.00	204.00	n/a	 Red
Due to an increase in the number of new assessments completed in this quarter it has also resulted in an increased number of care and support plans being undertaken.				

PI287 - PI/3 - Number of assessments of need for support for carers undertaken during the year	78.00	72.00	n/a	 Green
Carers assessments are currently undertaken by the social work teams as well as Neath Port Talbot Carers Service on behalf of the Local Authority. Carers are offered an assessment and those who accept the offer do receive an assessment. For those carers who opt not to have an assessment they do still have access to information, advice and assistance as well as services provided by Neath Port Talbot Carers service.				
PI288 - PI/3(i) - Of which; the number of carers assessments that led to a support plan	2.00	0.00	n/a	 Green
There has been a reduction in the number of support plans for carers which can be attributed to services/support for carer's being met by 3rd party organisations.				
PI289 - PI4 - Number of carer assessments that were refused by carers during the year	15.00	21.00	n/a	 Red
Those carers who opt not to have an assessment still have access to information, advice and assistance as well as services provided by Neath Port Talbot Carers service.				
PI290 - PI/5 - Number of assessments of need for care and support for adults undertaken during the year whilst in the secure estate	-	0.00	n/a	 Green
We currently have no service users within a secure estate environment.				
PI291 - PI/5(i) - Of which; the number of assessments in the secure estate that led to a care and support plan	-	0.00	n/a	 Green
We currently have no service users within a secure estate environment.				
PI292 - PI/6(a) - Number of requests for re-assessment of need for care and support and need for support and need for support made by an adult during the year in the secure estate	-	0.00	n/a	 Green
We currently have no service users within a secure estate environment.				
PI293 - PI/6(b) - Number of requests for re-assessment of need for care and support and need for support and need for support made by an adult during the year (All other adults and carers)	-	0.00	n/a	n/a

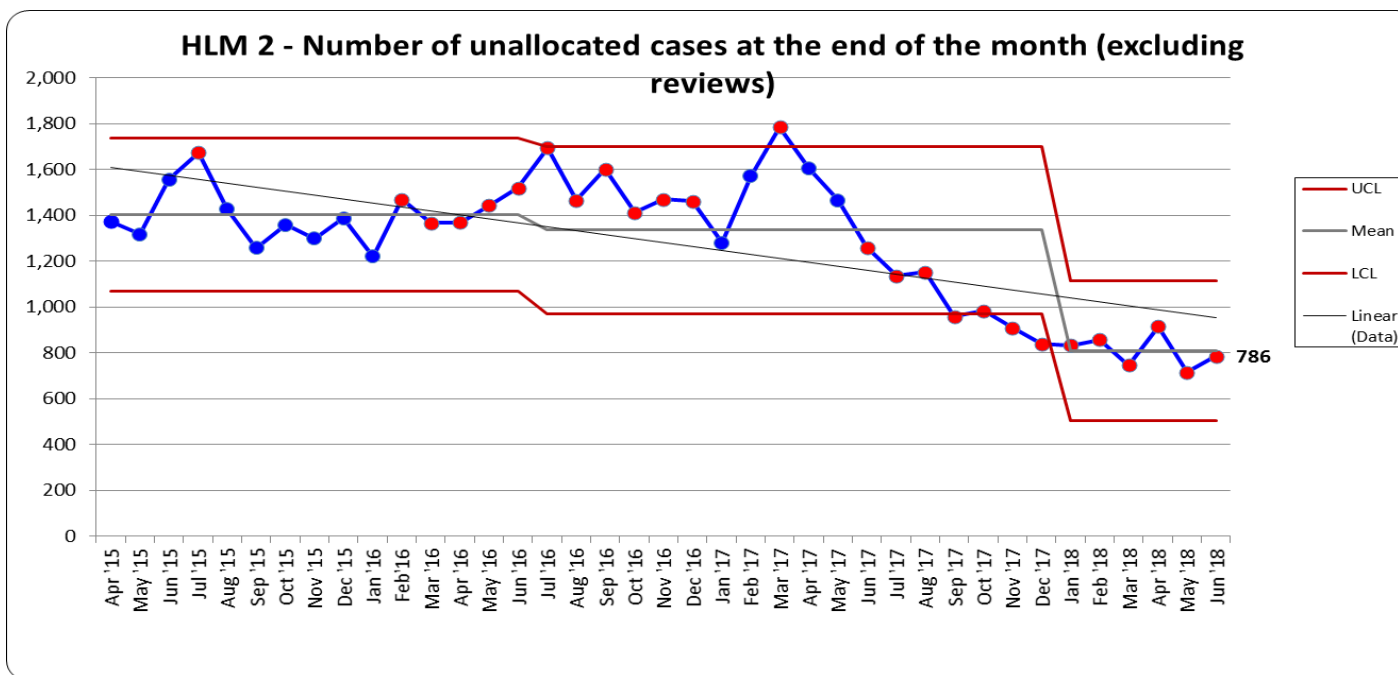
There were no requests for re-assessment received within this quarter. This can be seen as a positive as we can assume that all current care and support plans are meeting the needs of the individual.				
PI294 - PI/6(i)(a) - Of which; the number of re-assessments undertaken in the secure estate	-	0.00	n/a	n/a
We currently have no service users within a secure estate environment.				
PI295 - PI/6(i)(b) - Of which; the number of re-assessments undertaken (All other adults and carers)	-	0.00	n/a	n/a
There were no requests for re-assessment received within this quarter.				
PI296 - PI/6(ii)(a) - Of which; the number of re-assessments that led to a care and support plan in the secure estate	-	0.00	n/a	n/a
We currently have no service users within a secure estate environment.				
PI297 - PI/6(ii)(b) - Of which; the number of re-assessments that led to a care and support plan (All other adults and carers)	-	0.00	n/a	 Green
There were no requests for re-assessment received within this quarter.				
PI298 - PI/7 - Number of care and support plans and support plans that were reviewed during the year	245.00	286.00	n/a	 Green
Plans are in the process of being developed throughout teams to ensure this improved performance continues.				
PI299 - PI/7(i) - Of which, the number of plans that were reviewed within timescale	139.00	142.00	n/a	n/a
Plans are in the process of being developed throughout teams to ensure this improved performance continues.				
PI299 - PI/8 - Number of requests for review of care and support plans and support plans for carers before agreed timescales made by an adult during the year	0.00	1.00	n/a	 Red
Although performance is showing as declined, there was only one case whereby a review was requested early compared to 0 during Q1 last year.				

PI300 - PI/8(i) - Of which; the number of reviews undertaken	0.00	1.00	n/a	 Green
There was only one case during this period whereby a review was requested early and subsequently reviewed.				
PI301 - PI/9 - Number of adults who received a service provided through a social enterprise, co-operative user led or third sector organisation during the year	0.00	0.00	n/a	 Green
Guidance states that we can only include those receiving services from these sectors if they are in receipt of a care and support plan. To date, there are no service users on record of this nature.				
PI302 - PI/10 - Number of adults who received care and support who were in employment during the year	2.00	0.00	n/a	 Green
This PI cannot be related to performance as it simply states whether service users are in employment or not during the year.				
PI303 - PI/11 - Number of adults with a care and support plan who received adult social care during the year e.g. homecare, day care, respite, reablement, adaptations, adult care homes, telecare etc.	2501.00	2134.00	n/a	 Green
The number of service users in receipt of adult services has fallen, with more people being diverted to alternative services, this therefore shows an improvement in performance.				
PI304 - PI/12 - Number of adults who paid the maximum weekly charge towards the cost of care and support or support for carers during the year	40.00	45.00	n/a	 Green
Although the figure reported shows an increase, it must be noted that financial data is reliant on when they invoice our service users which can be on an ad-hoc basis so is likely to fluctuate through the year.				
PI305 - PI/13 Number of adults who paid a flat rate charge for care and support or support for carers during the year	1810.00	2011.00	n/a	 Green
Although the figure reported shows an increase, it must be noted that financial data is reliant on when they invoice our service users which can be on an ad-hoc basis so is likely to fluctuate through the year.				

PI306 - PI/14 - Number of adults who were charged for care and support or support for carers during the year	2162.00	1834.00	n/a	 Green
There are less adults reported to be receiving care and support in this quarter, which has resulted in a fall in the number of people being charged.				
PI307 - Measure 18 - The percentage of Adult at Risk enquiries completed within 7 days	-	84.47	n/a	n/a
There is no comparable data as systems were being developed to capture this data during the same period last year.				
PI308 - Measure 19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	-	0.87	n/a	 Red
The department is experiencing sourcing domiciliary care packages for some people. The commissioning team are working closely with independent domiciliary care providers and the Local Authority Homecare service to find solutions to address the demand for domiciliary care in certain parts of the County.				
PI310 - Measure 20b - The percentage of adults who completed a period of reablement and have no package of support 6 months later	41.18	71.26	n/a	 Green
Performance has improved in comparison to last year's Q1, highlighting a higher number of successfully completed packages.				
PI311 - Measure 21 - The average length of time, in calendar days, adults (aged 65 or over) are supported in residential care homes	760.82	769.53	n/a	 Red
This figure will fluctuate depending on the number of people which have been discharged/deceased within the timescale reported, therefore performance is difficult to monitor.				
PI312 - Measure 22 - Average age of adults entering residential care homes	82.58	87.68	n/a	 Green
This figure will fluctuate depending on the number of people which have been discharged/deceased within the timescale reported, therefore performance is difficult to monitor.				
PI313 - Measure 23 - The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	-	-	n/a	n/a

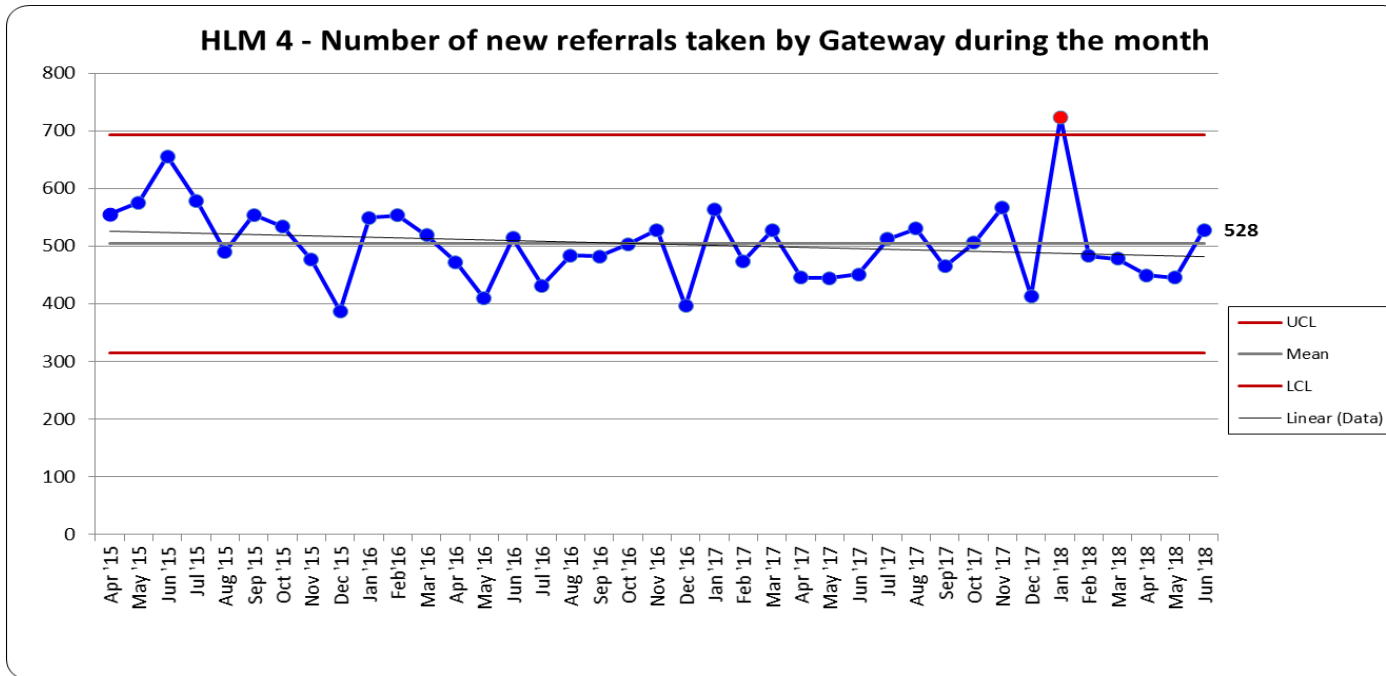
We are currently unable to report this measure due to IT systems not being able to capture the required data accurately. The alternative would be a manual data exercise looking through 1,000's of records each quarter which we do not have the capacity to undertake.				
PI317 - HOS/003 (Local) - The percentage of households for which homelessness was successfully relieved	-	33.71	n/a	 Green
Anyone presenting at this stage is already homeless and it cannot be prevented. The successful outcomes at this stage are dependent on rehousing in private sector stock or RSL stock, both of which are becoming increasingly difficult. Private sector landlords now ask for working guarantors which many clients are unable to provide.				
PI318 - HOS/004 (Local) - The percentage of those households for which a final duty was successfully discharged	-	100.00	n/a	 Green
Clients at this stage have a higher preference in terms of RSL allocations than when on a prevention and relief duty, hence the successful outcomes being 100%.				
PI319 - HOS/005 (Local) - The overall percentage of successful outcomes for assisted households	-	49.07	n/a	 Green
Would be a combination of the above as applies to all duties.				

### Adult Services High Level Measures

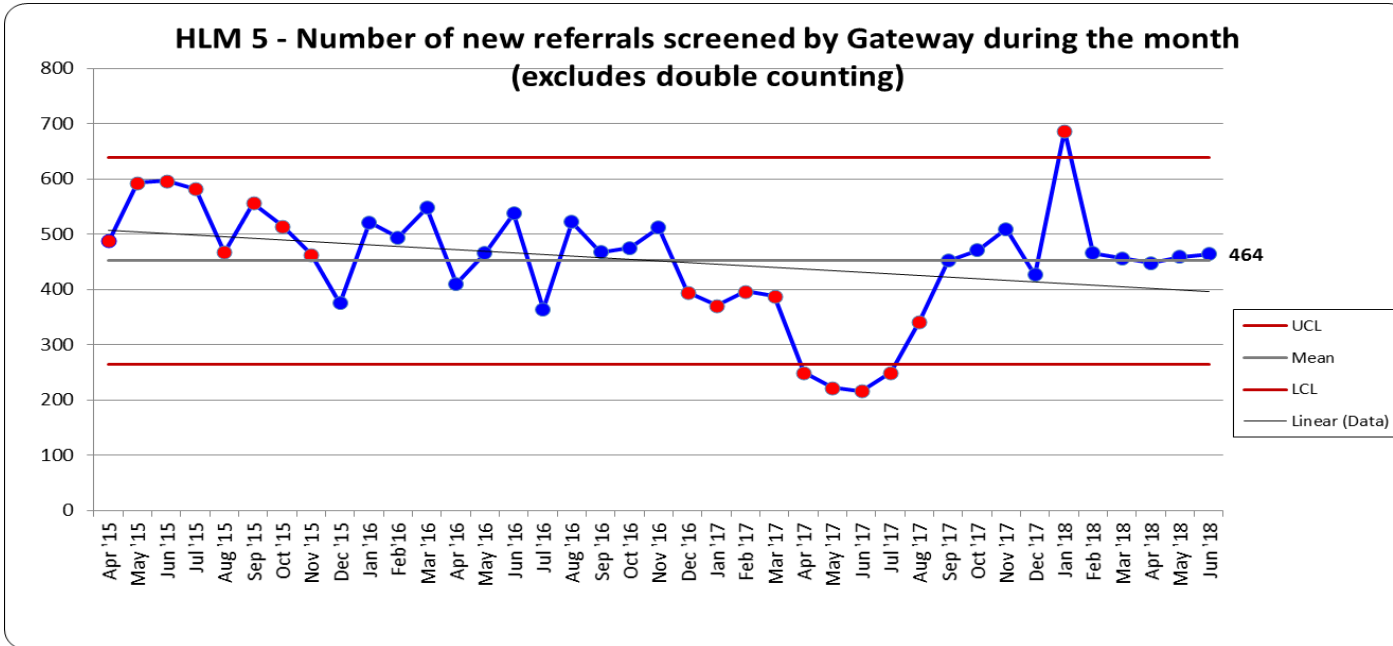


**HLM 2** – Numbers on waiting lists/unallocated for all teams at the end of each month excluding reviews. Please note that clients can be showing as unallocated for more than one team. Of the 786 unallocated cases for June 2018, 245 of these are currently receiving social work support/open to a team.

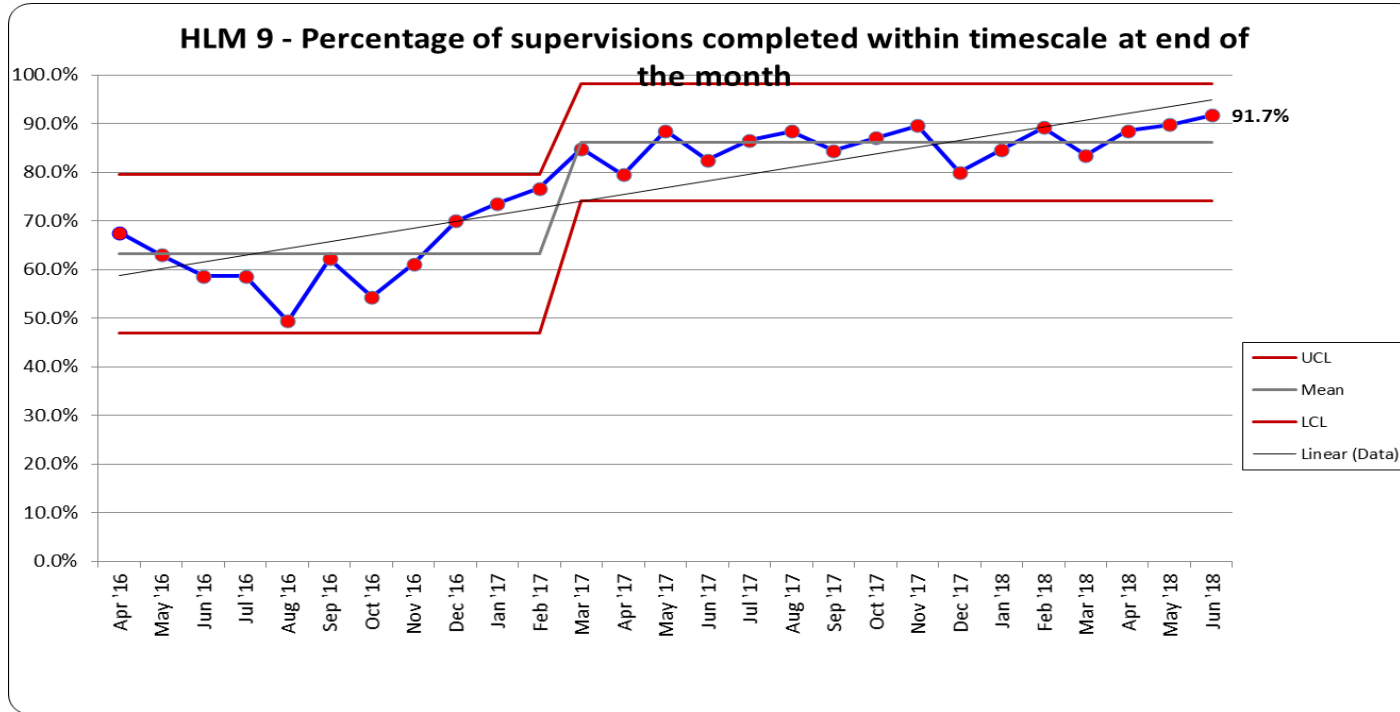




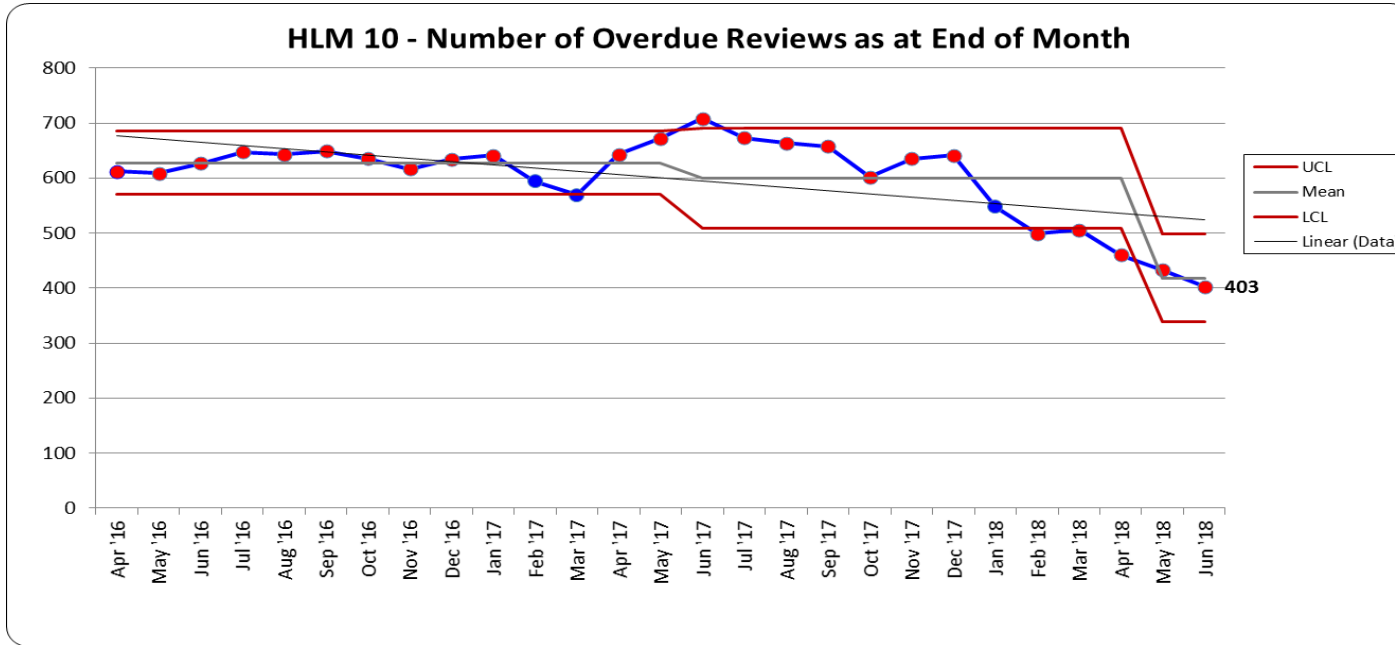
**HLM 4 – New referrals taken by Gateway during the month. These are clients which are not open to us at the time of referral.**



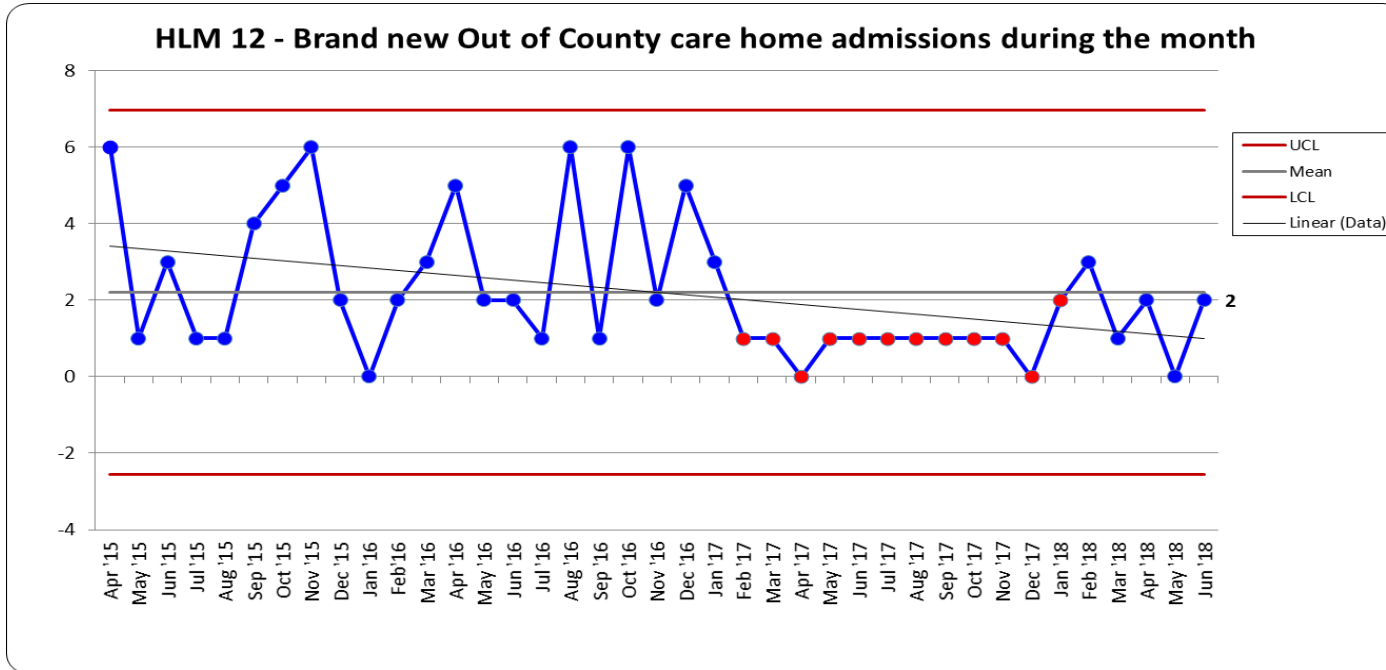
**HLM 5 –** New referrals screened to Adult Services teams (excluding double counting) by Gateway during the month. These are clients which are not open to us at the time of referral/screening. NB\* the decrease between April 2017 and July 2017 can be attributed to an IT fault which unfortunately cannot be rectified by running retrospective reports.



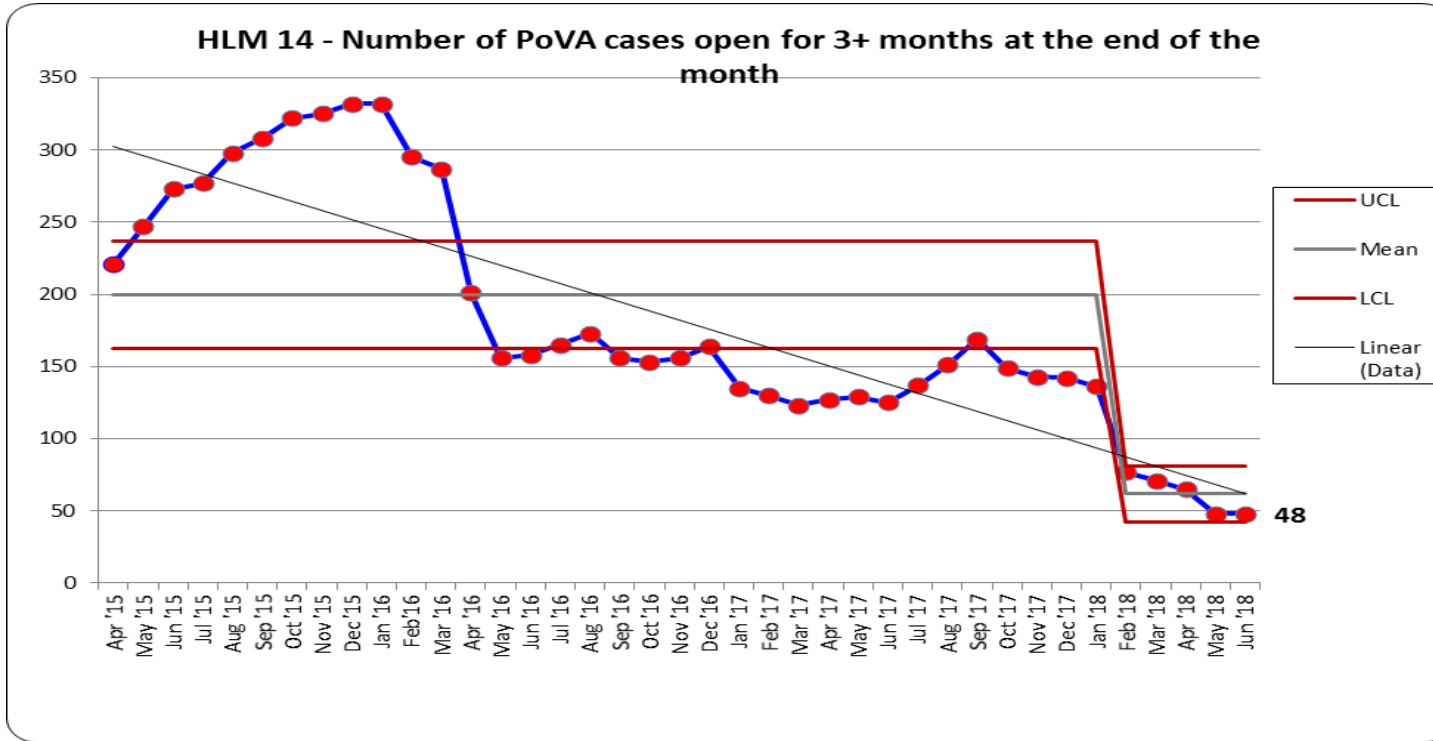
**HLM 9 – Percentage of completed supervisions of caseload holding staff within 28 working days at the end of each month.**



**HLM 10** – All reviews which are overdue / in the red at the end of each month. The data shows all reviews that are overdue as at a date and not just overdue for that particular month. (There is a statutory requirement to review service users care plans within a 12 month period).



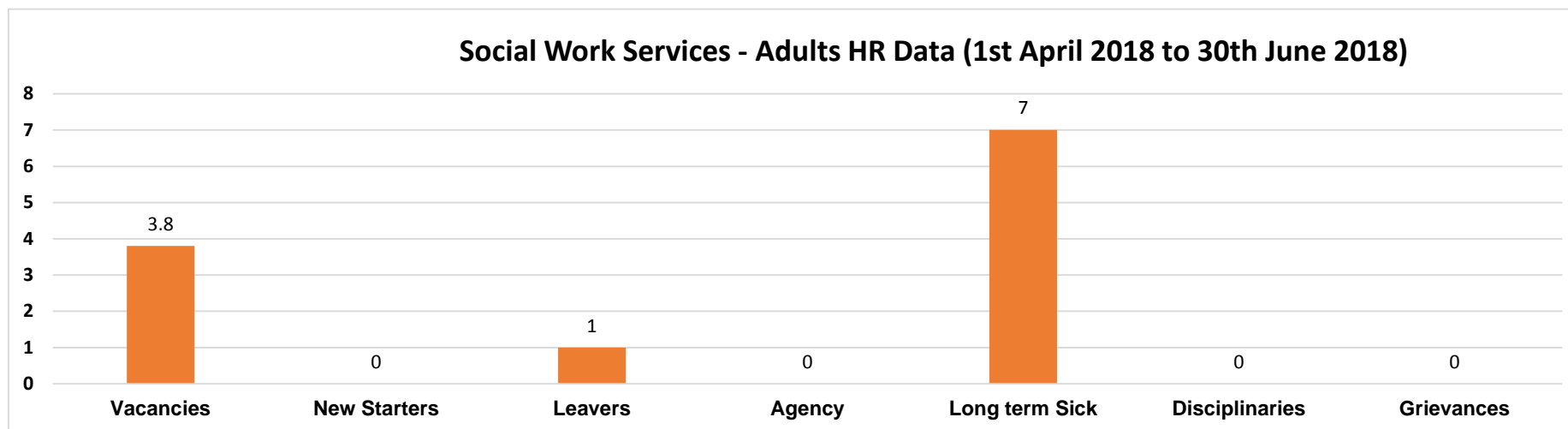
**HLM 12 – Brand new residential and nursing care home **Out of County** admissions aged 18yrs+ during each month (Excludes Respite, Supported Living, Residential Reablement, in county and border homes).**



**HLM 14** – Number of Protection of Vulnerable Adults (PoVA) cases open for 3+ months at the end of each month. This figure will decrease to 0 and cease to be a High Level Measure as a new Adults at Risk process has been in place from 1<sup>st</sup> September 2017 which replaces and is different to the ‘old’ PoVA process.

## Adult Services HR Measures

**HR1 - Priority Indicator – The Number of Vacancies (including number of starters/leavers/agency staff/long-term sickness), Disciplinarys and Grievances across the Service**

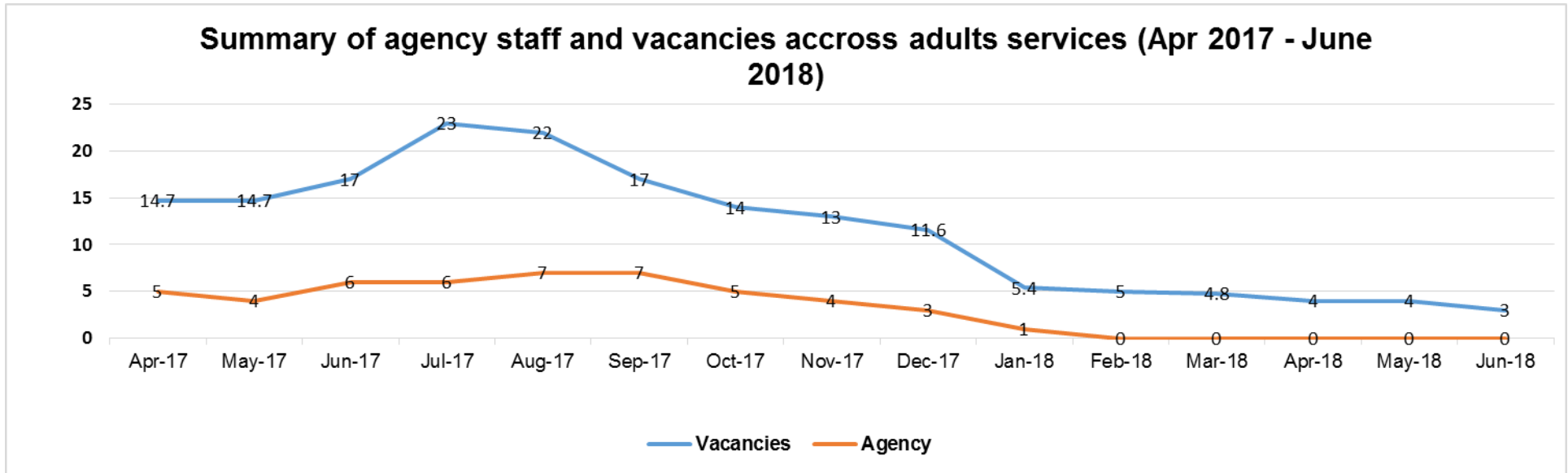


	Team Manager	Deputy Team Manager	Consultant Social Worker	Community Social Worker	Community Wellbeing Officer	Safeguarding Coordinator/Best Interest Assessor	Occupational Therapists/OT Assistant	Community Reablement Support Worker	Reablement Coordinators	Local Area Coordinators	Total
<b>Vacancies</b>	0	0	0	2	0	1.8	0	0	0	0	<b>3.8</b>
<b>New Starters</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Leavers</b>	0	0	0	1	0	0	0	0	0	0	<b>1</b>
<b>Agency</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Long term Sick</b>	0	0	0	2	1	0	2	2	0	0	<b>7</b>
<b>Disciplinaries</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grievances</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>

Sickness levels reduced significantly in the Reablement service at this time. However, there still remains to be two ongoing cases of long term sickness cases, which include terminal illness. The predominant reason for long term absence within Adult Services at this time was “Muscular Skeletal” conditions.



**HR2 – Priority Indicator – Summary of Agency Staff and Vacancies across the service from April 2017– June 2018**



NB\* A significant increase in vacancies in 2017 was linked to additional 6 x peripatetic Social Workers being created and additional posts following the re-structure of the Safeguarding Team.

The vacancies also include the Reablement Service from Apr 17 onwards and they weren't included in the initial measures.

There continues to be a steady number of vacancies during this period, the majority of which are in the Social Work Teams and Safeguarding. These vacancies have arisen due to leavers in the previous quarter and additional funding.

**Direct Payments End to End Times**  
**(1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018)**

Number of new starters	Timescales (Working days)	SW completed assessment to DP request	DP request to receipt of DP (DP start date)
<b>30</b> <i>(28 Adults/2 Children)</i>	<b>Shortest</b>	5 days	1 days
	<b>Longest</b>	200 days	133 days
	<b>Average</b>	56.80 days	53.27 days

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL SOCIAL CARE HEALTH & WELL-BEING CABINET BOARD

13<sup>th</sup> September 2018

Report of the Head of Commissioning, Support & Direct Services –  
Angela Thomas

### SECTION A – MATTER FOR DECISION

WARDS AFFECTED: ALL

### COMMISSIONING OF LEARNING DISABILITY SERVICES

#### Purpose of the Report

1. To obtain Member approval to undertake a procurement exercise for a range of learning disability services.

#### Executive Summary

2. This report sets out a proposal to establish a framework for the provision of supported living schemes and specialist domiciliary care services for people with a learning disability. The intention is for Neath Port Talbot County Borough Council ("the Council") and Abertawe Bro Morgannwg University Health Board ("ABMU HB") to use this framework, where appropriate, to purchase new services and to re-procure existing services.
3. The Council's current arrangements have been in place for a number of years and advice from the Council's Legal Services section is that there is a need to re-procure our existing services. Re-procuring these services also provides an opportunity for the Council to review and strengthen our current arrangements in order to further promote high quality and value for money.
4. Once the framework has been established, it is proposed that this framework is used to take forward a mini-competition (see paragraph 18) for the re-procurement of existing supported living schemes and specialist domiciliary care services.

5. Engagement will take place with all relevant stakeholders, including service users and their families, with regards to the establishment of the framework and the re-procurement of supported living schemes and specialist domiciliary care services for people with a learning disability. If it is identified that this proposal requires a change to the nature or level of service then officers will undertake a consultation exercise.
6. The Council will lead on the development and management of the joint framework. As such, there is a need for the Council to enter into an arrangement with ABMU HB regarding the establishing and hosting of the framework.

## **Background**

### **Current Position**

7. The Council have arrangements in place with 6 providers to deliver care and support and housing related support to 108 individuals in 38 supported living schemes. AMBU HB jointly fund 5 of these placements due to the individuals having both social care and health needs (information correct as at 24.08.18). In addition ABMU HB have a number of placements in these schemes to support people with a learning disability that have Continuing Health Care (CHC) needs.
8. Arrangements are also in place with 6 providers to deliver 650 hours of specialist domiciliary care to people with a learning disability across the unitary authority area of Neath Port Talbot.
9. Historically, there has been an incremental approach to the commissioning these services. This is due to the steady increase in the use of supported living and domiciliary care as an alternative to traditional residential care over the past 10 years.
10. There is now an opportunity to take stock of our current commissioning arrangements and to take forward a more strategic approach to how we develop and purchase these services.
11. Our current contractual arrangements have been in place for a number of years and there is a need to review these contracts. This will help us to strengthen quality, ensure the contracts reflect current best practice and legislation as well as setting out clear expectations on both parties.

12. Under the Public Contract Regulations 2015 the Council is obliged to act in an open fair and transparent manner, ensuring that contract opportunities for social care and health services in excess of £615,278 is advertised to reach a wide market in order to encourage as much competition as is possible. The value of these services mean that they are caught by the aforementioned procurement rules.
13. On March 8th 2018 (Background Paper 1), Members granted permission for the Head of Commissioning, Support and Direct Services to enter into a competitive procurement exercise to re-commission learning disability services funded through the Supporting People Programme Grant (SPPG). Members also approved that following the procurement process and an assessment of the bidder(s) quality and cost, for the Head of Commissioning, Support and Direct Services to be granted delegated authority to enter into new contracts for with the bidder(s) evaluated as offering the most economically advantageous tender. This framework and the proposed re-procurement of supported living and specialist domiciliary care will include housing related support services funded through SPPG.

#### **Proposed Framework Arrangement**

14. It is proposed that the Council establish a framework of experienced providers who are able to deliver high quality, financially sustainable and modern services. In order for a provider to be successful in obtaining a place on the framework, the Council will assess the providers experience and quality as part of the framework tender process. All providers that are able to meet the Council's experience and quality expectations will be awarded a place on the framework.
15. The framework does not guarantee that the Council or ABMU HB will use any of the providers for the provision of services. Instead it will guarantee that all providers on the framework are able to bid for services that the Council or ABMU HB purchase through the framework. The Council and ABMU HB will also have the right to not use the framework.
16. Existing providers that are awarded a place on the framework will have their current contracts for supported living and specialist domiciliary care services superseded by the new framework agreement. This ensures that all our current placements are strengthened by having in place new contracts with enhanced quality standards as well as clear obligations for

providers. These contracts will also reflect the most recent legislation in regards to social care and housing related support.

17. The length of this framework agreement will be for a period of two years, with an option to extend this contract for a period of up to 24 months.
18. The Council intends to use this framework, where appropriate, to purchase new supported living and specialist domiciliary care services and re-procure existing supported living and specialist domiciliary care services. This is known as a 'call off' or 'mini-competition'.
19. The framework will not be used to purchase new individual placements in supported living schemes. This is to help ensure that people have maximum choice and control by separating their choice of accommodation from the care and housing related support they receive.
20. Although this framework will not generally be used for new specialist domiciliary care placements, a number of existing domiciliary care placements will be re-commissioned through this framework (please see paragraphs 23-28 for more detail).
21. The evaluation process for each mini-competition will include an assessment of the bidder's quality and cost, with the bidder demonstrating the most economical advantageous tender winning the mini-competition and being awarded the individual service agreement for the delivery of care and/or housing related support and/or CHC services.
22. The Council will host the framework and lead on its development; both the Council and ABMU HB will have an ability to use this framework.

### **Proposal for Re-commissioning Existing Schemes**

23. As explained in paragraphs 2-3, there is a requirement for the Council to re-procure its existing supported living schemes and specialist domiciliary care.
24. Rigorous engagement with key stakeholders including those that use services, their families/carers and providers will be undertaken to ensure a co-produced approach to commissioning these services.

25. It is proposed that the Council re-procures these services by undertaking a mini-competition through the framework for a number of 'lots'. These lots will be geographically based and consist of a number of supported living and specialist domiciliary care services within a specific geographical area. The provider that is successful in winning the mini-competition for that lot will be required to deliver all existing services in that geographical area.
26. It is proposed that the existing 'Closer to Home' schemes are re-procured as a separate lot to the geographical lots. This is due to the highly specialist nature of the schemes. The 'Closer to Home' schemes are part of a Western Bay project to support people that currently reside in out of county residential placements to return to their local communities through the development of highly specialist supported living schemes.
27. There are a number of benefits to geographical based lots, for example providers will be able to make closer links with their local community in order to support the Council's vision of building safer and resilient communities. In addition, it will allow more flexibility for providers to staff the schemes.
28. Providers wishing to bid for these lots will submit a bid via the framework, which will be evaluated based on their quality and cost in order to identify which bidder(s) will offer the most economically advantageous tender. The bidder offering the most economical advantageous tender will be awarded the contract for that lot.

### **Arrangements with ABMU HB**

29. The Council will lead on the development and also host the framework. Either party will be able to use this framework to commission individual services (e.g. a supported living scheme that is fully commissioned by ABMU HB or the Council) as well as to jointly commission schemes (e.g. a supported living scheme that is jointly funded between ABMU HB and the Council).
30. In light of the above, there is a need for the Council to enter into an arrangement with ABMU HB in regards to the obligations and governance of establishing and hosting the framework.

### **Financial Impact**

31. The net social services budget for learning disability services in 2018/19 is £9,887,790. This figure includes some residential placements, which will not be included in the framework.
32. In addition £1,337,307 of SPPG funding is allocated to learning disability providers for the delivery of housing related support.
33. It is not possible to indicate the financial impact of this proposal until the services have been tendered and the Council has evaluated the bids. The procurement process will ensure that the Council contracts with providers that are able to offer best value for money, taking into account both the quality and cost of the bidder's submissions.

### **Equality Impact Assessment**

34. An EIA is not required for this report.
35. Equality considerations will be addressed through the procurement process to ensure providers are compliant with equality legislation and support the Council in meeting its public sector duties.

### **Workforce Impacts**

36. The contents of this report do not have any impact on the Council's workforce.
37. Although the contents of this report will not have any impact on the Council's workforce, the workforce of external providers that the Council contract with to deliver the existing services may be subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as part of the exercise to re-procure existing services. Any TUPE will be between the current and new provider(s) and will not impact on the Council workforce.

### **Legal Impacts**

38. The cost of these services exceeds the OJEU threshold of £615,278 for undertaking a competitive tender.
39. As such, the Council is required to undertake a procurement exercise for these services in accordance with the Public Contract Regulations 2015.



## **Risk Management**

40. There are no risk management issues associated with this report.

## **Consultation**

41. There is no requirement under the Constitution for external consultation on this item.
42. There may be a requirement to undertake public consultation if it is identified that the procurement exercise represents a change to the nature or level of service. However at this stage it is not believed that the procurement exercise will result in a change to the nature or level of service as the services are based on the service users care plan.
43. In light of paragraph 42, it is proposed that Cabinet approve officers to undertake a public consultation exercise, if there is an identified need to do so.
44. In order to ensure co-production in the commissioning of services, officers will undertake engagement with all key stakeholders, including those that use services and their families/carers. Feedback from this engagement will support both the establishment of the framework and the purchasing of services through the framework.

## **Recommendations**

45. That agreement is given for:
  - a) The Head of Commissioning, Support and Direct Services to take the lead in commencing a procurement exercise in order to establish a framework for the provision of supported living schemes and specialist domiciliary care services for people with a learning disability, which can be capable of being used by Neath Port Talbot County Borough Council and Abertawe Bro Morgannwg University Health Board;
  - b) Following the procurement process, for the Head Commissioning, Support and Direct Services to be granted delegated authority to enter into a framework agreement with the bidder(s) evaluated as offering the most economically advantageous tender (taking into account the quality and cost of the bids), for the provision of

supported living and specialist domiciliary care service for people with a learning disability;

- c) Once the framework has been established, for the Head of Commissioning, Support and Direct Services to use this framework, where appropriate, to purchase supported living and specialist domiciliary care services;
- d) Subsequent to the establishment of the framework, for the Head of Commissioning, Support and Direct Services to use this framework to commence a mini-competition for the re-procurement of existing supported living schemes and specialist domiciliary care services for people with a learning disability;
- e) If identified as a requirement, officers to commence any necessary public consultation to implement this proposal;
- f) For the Head of Commissioning, Support and Direct Services to enter into an arrangement with Abertawe Bro Morgannwg University Health Board to lead and host the framework.

### **Reasons for Proposed Decision**

- 46. Undertaking a procurement exercise to establish a framework for supported living schemes and specialist domiciliary care services for people with a learning disability will ensure that the Council is legally compliant when purchasing these services. In addition, this will ensure that the Council is best placed to continue meeting the needs and demands of those that require these services through the purchasing of high quality and financially sustainable services.
- 47. Re-procuring supported living schemes and specialist domiciliary care services for people with a learning disability provides an opportunity to review current services and ensure that they are best placed to meet current and future needs. In addition, the re-procurement exercise will ensure that the Council is compliant with the Public Contract Regulations 2015 and the Council's Contract Procedure Rules.
- 48. If this proposal results in a change to the type or level of service, entering into a public consultation will ensure that the views and opinions of the public inform the Council's decision making.

49. Entering into an arrangement with ABMU HB in regards to the development and hosting of the framework will offer protection to the Council in the event of a dispute between partner authorities.

### **Implementation of Decision**

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

### **Appendices**

51. None

### **List of Background Papers**

52. 2018/19 Contractual Arrangements for the Supporting People Programme Grant (restricted)- Item 11 of the Social Care, Health and Wellbeing Cabinet Board 8th March 2018.

<http://moderngov.neath-porttalbot.gov.uk/ieListDocuments.aspx?CId=322&MId=7624>

### **Officer Contact**

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Social Care, Health and Wellbeing Cabinet Committee

**2018/2019 FORWARD WORK PLAN (DRAFT)**

**SOCIAL CARE, HEALTH AND WELLBEING CABINET BOARD**

<b>DATE</b>	<b>Agenda Items</b>	<b>Type (Decision, Monitoring or Information)</b>	<b>Rotation (Topical, ,Annual, Biannual, Quarterly, Monthly)</b>	<b>CDG/ CMB</b>	<b>Contact Officer/ Head of Service</b>
<b>11 Oct</b>	Hillside Managers Report	Monitoring	Quarterly		Alison Davies/ Keri Warren
	Hillside (The Children Home Wales)	Monitoring	Quaraterly		Alison Davies/ Keri Warren

**Social Care, Health and Wellbeing Cabinet Committee**

<b>DATE</b>	<b>Agenda Items</b>	<b>Type (Decision, Monitoring or Information)</b>	<b>Rotation (Topical, ,Annual, Biannual, Quarterly, Monthly)</b>	<b>CDG/ CMB</b>	<b>Contact Officer/ Head of Service</b>
<b>8 Nov</b>	Complaints & Representations Annual Report 2016 - 17	Monitoring	Annual		Leighton Jones/ Angela Thomas
	Homelessness Strategy	Decision	Topical		Angela Thomas/ Chele Howard

**Social Care, Health and Wellbeing Cabinet Committee**

DATE	Agenda Items	Type (Decision, Monitoring or Information)	Rotation (Topical, ,Annual, Biannual, Quarterly, Monthly)	CDG/ CMB	Contact Officer/ Head of Service
6 Dec 18	Quarterly Performance Indicators	Monitoring	Quarterly		Ian Finnermore/ Angela Thomas

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