

|                                 |  |
|---------------------------------|--|
| <b>Notice of:</b>               | DEPUTY LEADER (CHILDREN)                         |
| <b>Decision Number:</b>         | PH41/2019  |
| <b>Relevant Officer:</b>        | Diane Booth, Director of Children's Services     |
| <b>Relevant Cabinet Member:</b> | Councillor Graham Cain, Deputy Leader (Children) |
| <b>Date of Decision:</b>        | 31 July 2019                                     |

## **TEMPORARY CLOSURE OF 331 BISPHAM ROAD AND REVIEW OF RESIDENTIAL SERVICES**

### **1.0 Purpose of the report:**

1.1 To consider the temporary closure of 331 Bispham Road pending a review of the Council's Children's residential provision.

### **2.0 Recommendation(s):**

2.1 To agree to the temporary closure of 331 Bispham Rd with effect from 6 August 2019 until 31 October 2019 while the outcome of the residential review which will inform future need/provision is awaited.

2.2 To agree the interim temporary deployment of the staff group at 331 Bispham Road into other social care areas until 31 October 2019, pending the outcome of the above review.

2.3 As part of the review to consult with staff and Unions as to whether the present use of 331 Bispham Road is appropriate and if not alternative options as to the future use of the site, the results to form part of the future report to the Executive.

### **3.0 Reasons for recommendation(s):**

3.1 A residential review is taking place to inform the Council of the future need and shape of residential provision within Blackpool. This review has been commissioned independently to look at:

- Present and future projected demand/need.
- Configuration of services to meet projected demand/need based on our model of practice and principles in respect to care for children and young people.
- Future delivery of services, including reviewing both in-house and external provision in respect to the meeting of demand/need and value for money in

line with present and future framework costs.

- The residential review will be fully considered and full report brought to October Executive for decision to be made.

3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

**4.0** Other alternative options to be considered:

4.1 The residential review will inform the Council of the range of options and the merits and risks in respect to each of these.

The Council could choose not to temporarily redeploy staff but there are currently no children placed at 331 Bispham Road and unlikely to be any placed in the near future.

**5.0 Council priority:**

5.1 The relevant Council priority is: "Communities: Creating stronger communities and increasing resilience".

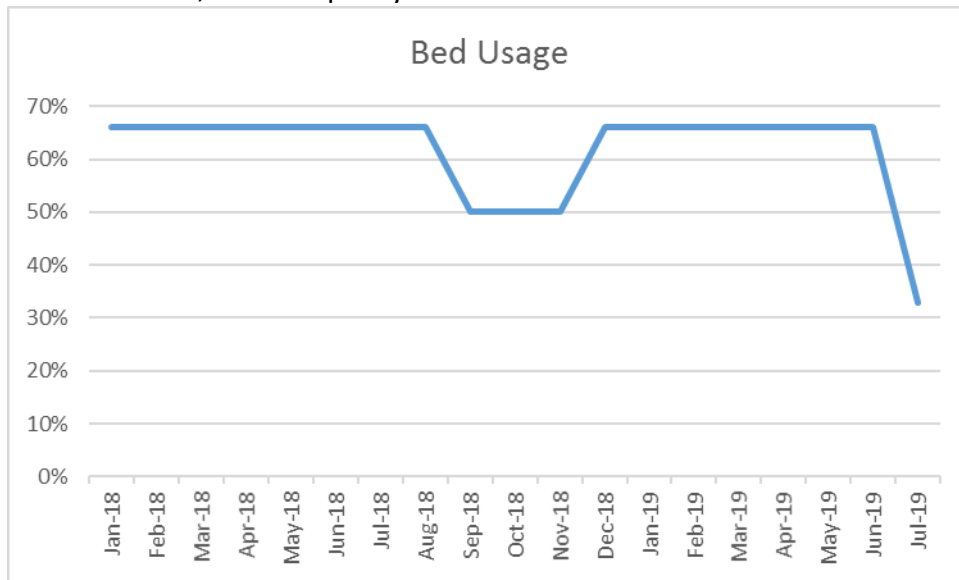
**6.0 Background information**

6.1 Blackpool Council has three residential homes for children registered with Ofsted. Hornby Road is a provision which supports families with children with disabilities with respite. The Link is a provision designed to support families where there are children and young people on the edge of care to develop strategies that help them to stay together. 331 Bispham Road is the only long term residential home which is designed to provide residential accommodation for six young people that is stable, secure and long lasting.

6.2 As a local authority, the Council is increasingly seeking to ensure that it supports children and young people in a home that helps them achieve as close to normal family life as possible.

6.3 Locally, there are a number of residential homes in Blackpool and across the Fylde Coast. While the beds in these homes are not fully in use by Blackpool, they are actively marketed to other local authorities. When a residential placement is sought that could be met at 331 Bispham Road, it is usually the case that one can be found in the area and within agreed framework costs. As a result, over the past 18 months and longer, the home has not been operating at full capacity. For 78% of the time, the home has been operating at 66% capacity, for 15% of the time at 50% capacity and for

5% of the time, a 33% capacity.



- 6.4 The market has developed significantly in recent years, and the provision of support within a family setting with enhanced interventions mean that children who would traditionally have struggled to settle in a foster placement can often be supported in specialist placements. These placements are provided at a cost of between £1,000 and £1,200 per week, and, when they work well, offer stable family homes for children who have experienced and continue to experience the effects of neglect and trauma.
- 6.5 There is a need to make a decision about the future of our residential provision and the commissioned review will inform this. An Ofsted inspection found 331 Bispham Road to be inadequate in June 2019 following an unannounced visit which found a number of key concerns. These concerns have in the main been addressed, but one which has not been is the appointment of a new registered manager for the service, a requirement that if not addressed would see the home remain inadequate irrespective of any other improvements.
- 6.6 The recommendation is to temporarily close 331 Bispham Road now that the current young people, who have been supported to find more suitable accommodation, have left and await the outcome of the commissioned review. Both young people were moved on the 26 July 2019. There are 13 staff at the home, these staff can be deployed across children's social care and targeted intervention services whilst the review is undertaken.
- 6.7 Does the information submitted include any exempt information? No

**7.0 List of Appendices:**

7.1 None.

**8.0 Legal considerations:**

8.1 None.

**9.0 Human resources considerations:**

9.1 There are presently 13 members of staff employed at 331 Bispham Road. Temporary deployment of these staff is recommended for approval while there are no children or young people residing within 331 Bispham Road and the present residential review is taking place.

9.2 Consultation will take place with the staff and Trade Unions regarding future use of 331 Bispham Road to inform the recommendations of the review and following Executive in October 2019.

**10.0 Equalities considerations:**

10.1 Officers have reflected on the Equality impacts of this temporary closure in terms of service user and staffing matters. The wider policy review will explore the detailed potential impacts across these services on protected characteristics. At this stage, officers are confident there will be no detrimental impacts on service users - and they will explore the equality impacts on staff, as part of the formal consultations with them.

**11.0 Financial considerations:**

11.1 Any financial long term implications will be considered in the service review and developing alternative delivery model. Cost will be minimised and kept within current allocated budget, unless specifically approved. Best value and quality will drive decision-making. There is an initial potential cost implication of between £14,000 and £107,000 which the Council anticipates will be offset by temporary deployment of the Bispham Road staff to current vacancies and discharge / step down of other placements.

11.2 The Council will continue to incur premises costs for the building whilst empty and the review takes place.

**12.0 Risk management considerations:**

12.1 331 Bispham Road has recently received an inadequate judgement following an Ofsted inspection in June 2019.

12.2 331 Bispham Road has been managed via an interim manager for the last 4 months due to not being able to secure a suitable appointment to this post. Ofsted have been clear that if there is not a permanent manager in post then this would result in Ofsted giving a further inadequate judgement and likely notice that the home should close.

**13.0 Ethical considerations:**

13.1 None.

**14.0 Internal/external consultation undertaken:**

14.1 As outlined above a commissioned review of residential service/provision is taking place and will inform the Council of future need and options on how best to meet this need which will inform the commissioning of future placements.

**15.0 Background papers:**

15.1 None.

**16.0 Key decision information:**

16.1 Is this a key decision? No

16.2 If so, Forward Plan reference number:

16.3 If a key decision, is the decision required in less than five days? No

16.4 If **yes**, please describe the reason for urgency:

**17.0 Call-in information:**

17.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

17.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**18.0 Scrutiny Committee Chairman (where appropriate):**

Date informed:

Date approved:

**19.0 Declarations of interest (if applicable):**

19.1 None.

**20.0 Executive decision:**

20.1 The Deputy Leader agreed the recommendations as outlined above namely:

1. To agree to the temporary closure of 331 Bispham Rd with effect from 6 August 2019 until 31 October 2019 while the outcome of the residential review which will inform future need/provision is awaited.
2. To agree the interim temporary deployment of the staff group at 331 Bispham Road into other social care areas until 31 October 2019, pending the outcome of the above review.
3. As part of the review to consult with staff and Unions as to whether the present use of 331 Bispham Road is appropriate and if not alternative options as to the future use of the site, the results to form part of the future report to the Executive.

**21.0 Date of Decision:**

21.1 31 July 2019

**22.0 Reason(s) for decision:**

22.1 A residential review is taking place to inform the Council of the future need and shape of residential provision within Blackpool. This review has been commissioned independently to look at:

- Present and future projected demand/need.
- Configuration of services to meet projected demand/need based on our model of practice and principles in respect to care for children and young people.
- Future delivery of services, including reviewing both in-house and external

provision in respect to the meeting of demand/need and value for money in line with present and future framework costs.

- The residential review will be fully considered and full report brought to October Executive for decision to be made.

**23.0 Date Decision published:**

23.1 31 July 2019

**24.0 Executive Members in attendance:**

24.1

**25.0 Call-in:**

25.1

**26.0 Notes:**

26.1