

Report to: EXECUTIVE CABINET

Date: 26 October 2022

Executive Member: Cllr Bill Fairfoull – Deputy Executive Leader
Cllr Jacqueline North - First Deputy (Finance, Resources & Transformation)

Reporting Officer: Ali Stathers-Tracey - Director of Children's Services

Subject: **REPLACEMENT OF BOYDS WALK (CHILDREN WITH DISABILITIES PROVISION)**

Report Summary: This report details the current configuration of the six bed Boyds Walk home for short and long term stay for children with disabilities and the risk posed to its closure. The report also details the options for a replacement home that is not only fit for purpose but will put at its heart the best outcomes for children with disabilities in childhood and as they prepare for adulthood.

Do nothing is not considered an option as Boyds Walk is the current permanent home for four children on care orders and five children assessed as requiring overnight residential respite. Do nothing is highly likely to culminate in an inadequate Ofsted judgement and potentially a notice to cease to operate.

Recommendations: That Executive Cabinet be recommended to:

- 1) APPROVE option 1 to replace Boyds Walk with a new build for nine units of accommodation on the Flowery Fields site.
- 2) APPROVE the use of the former Flowery Field, Old Road site to locate the new building.
- 3) ACCEPT the terms and conditions set out in the DFE Children's Home Capital Programme 2022-25 Grant Offer Letter (£1,632,500 of match capital funding currently required) subject to legal advice that there are no additional liabilities to those outlined in this report and the capital programme.
- 4) RECOMMEND to Council to include the £1,632,500 of Council match capital funding in the Council's Medium Term Financial Plan.
- 5) APPROVE the procurement of the scheme through the Local Education Partnership.
- 6) APPROVE the virement of £622,399 revenue budget from the Children's Services external agency placement budget to the Children's Services in-house residential services budget to operate the premises.
- 7) DECOMMISSION Boyds Walk immediately on the opening of the replacement together with meeting any reasonable ancillary costs relating of the surrender of the premises to Jigsaw.

If the Council is unsuccessful in its bid to the DFE Children's Home Capital Programme 2022-25, then the Council agrees to change recommendation 4 above to:

RECOMMEND to Council include the full £3,265,000 of Council capital funding required to replace Boyds Walk in the Council's Medium Term Financial Plan and the capital programme.

Agree that this capital allocation will need to be kept under scrutiny and the necessary due diligence to ensure it is subject to any required uplifts to manage inflationary pressures in the current financial markets in order that it can both be delivered and continues to be an vfm invest to save project, over an appropriate return period given the increasing rates of interest in the unusual volatile markets. Any such financial sensitivity information will be provided at the next stage to progress this project.

Corporate Plan:

The content of this report is integral to the delivery of the following priorities within the Corporate Plan:

Starting well:

1. Very best start in life
2. Aspiration and hope through learning and moving with confidence from childhood to adulthood
3. Resilient families and supportive networks to protect and grow our young people
4. Opportunities for people to fulfil their potential through work, skills and enterprise

Enablers and ways of working:

1. A stronger prioritisation of well-being, prevention and early intervention
2. An evidence led understanding of risk and impact to ensure the right intervention at the right time
3. An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations

Policy Implications:

There are no policy implications to this report.

Financial Implications:

(Authorised by the statutory Section 151 Officer)

The request is to replace the existing six bed Boyds Walk home with a new build home and increase the capacity to provide nine beds. Boyds Walk currently caters for both short breaks overnight respite and long term cared for placements for children with disabilities.

A bid has been submitted to the DfE Children's Home Capital Programme 2022-25 for £1.633m capital funding; which if accepted must be matched with council capital funding of £1.663m. If the DfE Capital bid is not successful, the Council would need to identify capital funding of £3.265m for the new build home. The Council has limited resources available to fund capital expenditure and the current capital programme is fully allocated to Council priorities. Therefore the Council's would need to borrow to fund the capital works which will incur additional revenue costs. The annual revenue costs of borrowing £3.265m would be approximately £150K (but very much dependent on rising interest rates), for which there is no budget. If this request is approved it will add to the council's medium term financial gap. It is worth noting that the DfE Capital grant has strict conditions regarding when the capital works must be completed. If the works are not completed then the funding could be recovered.

The request to increase the number of beds from six to nine will result in additional recurrent operating revenue costs. It is estimated

that the additional revenue costs (excluding the cost of any capital borrowing) will be in the region of £473K which is subject to discussions with Ofsted and finalisation of bed usage. There is no budget available for the additional revenue resources, therefore if this request is approved it will add to the council's medium term financial gap.

At present the service would wish to use the additional three beds flexibility between short breaks overnight respite and long term placements for children with disabilities. Any additional bed that is earmarked for long term residential care, could be used to bring back in-house children from more expensive external residential placements and should lead to cost savings in the region of £328K per annum. Given the existing pressure on the external placement budget and existing savings already built into the MTPF for 2023/24 it is not recommended to vire budget from external placements to cover the additional revenue cost.

The additional beds that will be used for short breaks respite will allow children time away from their family in order to maintain family resilience and prevent escalation of need. These beds will therefore not deliver cost savings although it could lead to cost avoidance. It is recommended that the budget is only allocated once the full operating details are finalised.

The current Boyds Walk Unit is leased from Jigsaw Housing. If the decision is made to hand back the property to Jigsaw Housing the Council would need to remove the additional pod of accommodation put in place in recent years and make good damages. The report doesn't specify this cost; however this cost is likely to be significant and would need to be funded from revenue for which there is currently no budget for it.

**Legal Implications:
(Authorised by the
Borough Solicitor)**

The provisions of short and long term accommodation for children and young people with disabilities is a statutory duty of the council by virtue of the Children Act 1989.

At this stage the project is making the application for the funding. If the application is successful, the Council will be required to sign a grant agreement that is likely to include clawback provisions. It would be advisable for advice to be sought from legal services before entering into the grant agreement.

As the preferred site has been used as a school within the last 10 an application under Section 77 of the School Standards and Framework Act 1988 to permit the change of use of the site will be required.

The project is proposing to utilise the LEP contract to deliver this project. This provides a compliant route to market and should provide clear costings for the delivery of the project that is critical given the current economic climate.

Risk Management:

A risk register will be maintained to ensure the key risks to delivering a successful project to time, cost and quality are identified and managed or mitigated.

Background Information:

The background papers relating to this report can be inspected by contacting:



e-mail: dave.leadbetter@tameside.gov.uk

1. INTRODUCTION

- 1.1 Boyds Walk is a six bed Children's Home for children with disabilities requiring long and short stay residential accommodation and currently situated in Dukinfield. The residential Children's Home is formed of two semi-detached generic residential houses knocked into one. The freehold for the property is owned by Jigsaw (Registered Provider of Housing) and Tameside have utilised the property for children with disability provision since approximately 1983, prior to the housing stock transfer. There isn't a signed lease with Jigsaw for the property but the parties have acted if there is, with the Council paying rent and Jigsaw maintaining the structure of the property.
- 1.2 The requirement to source a replacement property for Boyds Walk is a high priority and urgent in terms of timescale due to the following drivers:
- Permanent home for four children with disabilities who are cared for by the Local Authority under Care Orders
 - Currently providing two beds for overnight short stays for children with disabilities who are assessed as requiring time away from family in order to maintain family resilience and prevent escalation of need
 - The best outcomes for children with disabilities is a high priority for the Council and for those cared for children our Corporate Parenting responsibilities are of paramount importance.
 - The last full Ofsted inspection of Boyds Walk in December 2021 detailed one recommendation:

The registered person should ensure that the environment meets the needs of the children living at the home or accessing short breaks in the home. This is with reference to the provider implementing the proposed plans for the redesign and reallocation of the service to a more suitable premises. ('Guide to the children's home regulations including the quality standards', page 15, paragraph 3.9).

Ofsted have been very clear with the Registered Manager of Boyds Walk that if a firm plan to respond to the above recommendation is not in motion by Autumn 2022 then the home will be rated inadequate and potentially ordered to cease operating.

The Children's Services Wider Leadership Team, Responsible Officer for Tameside in-house residential services and the Registered Manager of Boyds Walk agree with Ofsted's evaluation of the Boyds Walk property.

- The physical layout of the building present risks to the health and safety of the children and staff at Boyds Walk owing to ie narrow hallways and corridors. The emergency services have raised concerns about accessibility across the home when required to utilise medical equipment, such as a stretcher, and the most recent Fire Service inspection has raised concerns about the speed and effectiveness of fire evacuation.
- In order to manage the above concerns the Registered Manager has had to apply a significant amount of additional staffing expenditure to mitigate the health and safety concerns. The number of short stay bed nights available is also restricted by the property not being fit for purpose. This position does not provide for the best use of resources.
- Ofsted have also commented that the layout of the property is not suitable for long term and short-term provision operating together. Boyds Walk is the current permanent home for four cared for children with disabilities. Boyds Walk should feel like their home but it doesn't due to the throughput of children and their families accessing short term overnights.
- Some families who require preventative short stay respite cannot access or don't want to access due to the poor physical environment and are therefore heading quickly towards crisis and ultimately high cost out of borough placements.

- i) There are specific examples of children with disabilities with requirements for 2:1 staffing being unable to access our in-house service due to the in-effective functioning of the property and inability to cater for additional intensive staff numbers. This has led to children having to access high cost out of borough external agency placements. The cared for children with disabilities that are accommodated out of borough are on average 42 miles away from their Tameside local community, with the longest distance being 120 miles. This runs contrary to our Sufficiency Strategies' vision for our cared for children to "have access to good quality homes, families and services close to their home communities" and that "our children are prepared for adult life by the families and homes that care for them". Many of our children with disabilities will transition to local adult social care provision and the effectiveness of this transition is supported when children are cared for locally.

1.3 Children's Services propose to replace Boyds Walk with an innovative new build home registered for nine children yielding a net gain of three placements. The nine beds will all be Ofsted registered and will be offered creatively as:

- long term care
- transition accommodation for preparation for adulthood
- short term care
- step down support

Our intention is that this is an innovative and flexible offer that works with both children in care and children on the edge of care with capacity shifting around the needs of our children. We aim to create an outstanding children with disabilities hub that operates on the nationally recognised best practice principles of the No Wrong Door model of delivery.

1.4 Boyds Walk currently accommodates four cared for children with disabilities (aged between 11 and 17) and their needs include autism, severe learning and communication difficulties, challenging and distressing behaviour, epilepsy and some children have deprivation of liberty orders. Five children with disabilities access regular overnight respite following a Child in Need assessment under Section 17 of the Children Act 1989. Three children with disabilities have been assessed as requiring residential overnight respite but they remain on a wait list due to the inappropriateness of the Boyds Walk building and compatibility with their age, level of need and therefore ability to access respite alongside the current cohort of cared for children and their complexities. Eleven children with disabilities that would benefit from residential respite due to their complexity of need and affect on parents capacity / overall family functioning, are known to Children's Services and are at various levels of assessment.

1.5 The 14 children with disabilities identified above as requiring residential respite but not able to access it due to Boyds Walk not being fit for purpose are being offered short breaks in the community as a temporary measure to provide the family with a degree of respite. This lower level of support can lead to escalating needs across the family, especially as children grow older, and puts at risk the best outcomes for children and their family and potential requirement for high cost external agency provision that is out of borough.

1.6 There are also six cared for children with disabilities that access high cost external agency placements at distance from their Tameside community, which may well have accessed in-house provision if it had been suitable for their needs.

2. OPTIONS FOR RELOCATION

2.1 The current property utilised for delivery of Boyds Walk Children's Home is not sustainable as a Children's Home.

2.2 An accommodation schedule for the proposed new home has been developed with the Boyds Walk management team and has identified that ideally a gross internal floor area of an

estimated 630 m² will be required plus external play space and parking. Due to the size and room requirements, it is felt that a new build option will be more cost effective in the long term and provide more suitable accommodation.

- 2.3 The proposed building will have nine bedrooms in total and have kitchen / dining rooms for both residential and respite care, staff accommodation, bath rooms, reception and office space, therapy and sensory rooms and utility rooms.
- 2.4 An option to convert Wilshaw House has been considered but discounted on the basis that the current condition of the building is poor, the current occupants would need to be decanted out of the building, which will take additional time and the condition and remodelling costs are estimated at £3 million, which would not provide value for money.
- 2.5 A purpose designed new build on the former Flowery Field Infant School site on Old Road, Hyde, is considered to be the best option which will provide the best outcomes for the children accommodated and supported there.
- 2.6 The site has been vacant since 2015 when a new school was built for Flowery Field Primary School on the site of the former Junior School building. The former infants block was demolished and the site vacated by the school. The school has since converted to Academy status as part of the Enquire Learning Trust. The land did not transfer to the Trust and is not used by the school. It is in the Council's ownership and has sufficient land available for the new building, external play and car parking.
- 2.7 It is important to note that the proposed site is very close (1.2 miles) to Cromwell and Oakdale schools, which is where most of the children with disabilities that currently access Boyds Walk attend school. This has significant benefits for children with disabilities in terms of short journey times, long journeys can have a detrimental impact on the start of the school day and stability of school place and increase the revenue cost of transport.
- 2.8 A copy of the site plan is included at **Appendix 1**. There is a small area along the eastern boundary, which is allocated as Protected Open Space within the Tameside Unitary Development Plan (2004). The allocation is reflective of the sites former use as playing fields prior to the redevelopment of Flowery Field Primary School.
- 2.9 Policy OL4 (Protected Green Space) of the UDP applies to areas of protected green space. It seeks to retain such area, exceptions to the policy will only be permitted where one of the following criteria is satisfied;
 - a) the proposed development is ancillary to the principal use of a playing field/green space for recreation or amenity and does not adversely affect its use;
 - b) redevelopment of part of the playing field or green space provides the only means of upgrading the to the required standard and local recreation/greenspace function will continue to be met
 - c) The playing field / Green space which will be lost as a result of the proposed development would be replaced by a playing field /green space of equivalent or better quality/quantity
 - d) The retention of the site is not necessary and the site has no special significance to the interests of sport and recreation.
- 2.10 Discussions with the Local Planning Authority have confirmed that the site serves no strategic or functional recreation purpose. The space has never been publically accessible, with space being exclusive to the school, the land has not been maintained and it serves no amenity or recreation function of public interest. The Local Planning Authority has previously accepted the principle for the loss of the Open space when the site was considered for residential development. It is considered that landscaping associated with the sites redevelopment would more than adequately compensate for the associated loss and meet the policy test of OL4.

2.11 A range of alternative vacant sites / existing properties have been considered as options for the replacement of Boyds Walk as follows:

Site Location	New Build / Remodelling	Description	Site Area	Reason for rejection
Land at Lime Street, Dukinfield	New Build	Site of former residential properties 61-67 Church Street – now cleared.	0.044 acres	Site too small
Land at Lower Bennett Street, / Arnside Drive, Hyde	New Build	Large vacant site and part of the site could be developed in isolation. Site topography – part undulating, part sloping.	2.20 acres	Potential Second Option
Site of former Flowery Fields Infant School, Old Road, Hyde	New Build	Site is adjoining Flowery Fields Children’s Centre.	1.26 acres	Preferred option
Jubilee Gardens Child & Family Centre, Droylsden	New Build	Site is an operational Children’s Centre, adjacent to Active Medlock leisure facility.	0.65 acres	Site too small for new build
Wilshaw House, Wilshaw Lane, Ashton	Remodelling	Operational asset – occupied by Adult Services and home to Dementia Day Care	0.80 acres	Rejected on grounds of cost, time and value for money

2.12 The re-purposing of Boyds Walk for other service use has been considered by Children’s Services. However, due to the reasons below a decision has been made to hand back the property to Jigsaw Housing. With no formal lease in place a negotiated position would have to be taken in terms of the dilapidation / condition on hand back, the only formal agreement in place is for Tameside MBC to remove the additional pod of accommodation put in place in recent years and make good (estimated cost £10,000).

2.13 For DfE funding purposes a long lease of over 60 years is required (there is currently no formal lease in place). Moreover, Boyds Walk is near the end of its asset life and to refurbish the property in order to utilise for a sustainable Children’s residential offer then an estimated £470,000 capital investment would be required and this is not value for money.

3 PROCUREMENT

3.1 It is proposed that, subject to approval, the construction of the new building will be delivered through a design and build contract with inspiredspaces Tameside Limited (Local Education Partnership (LEP)) based on the standard terms and conditions agreed on previous contracts procured through the LEP. These are standard DfE draft contracts and therefore there will be no issue with the DfE who are providing funding. The LEP has a good track record of delivering major Council capital schemes to cost, time and quality. A value for money assessment will be undertaken by an independent qualified quantity surveyor and an independent certifier will be employed to certificate payments. It is proposed that the project will be sub contracted to Robertson Construction Group Limited, who will tender the various packaged of work required to complete the scheme.

3.2 The Local Education Partnership (LEP) General Manager has been instrumental in bringing site / property options and working on draft cost plans and a programme from concept to the

home becoming ready to open, subject to Ofsted registration.

- 3.3 The following reports and statements are attached to this report to provide an indicative delivery plan and estimate of cost:
- Current Old Road, Hyde site plan and Robertson Construction Group Limited Cost Plan **Appendix 1**
 - Draft programme **Appendix 2**
 - Draft risk register **Appendix 3**
- 3.4 The replacement of Boyds Walk is a high priority in terms of the best outcomes for children with disabilities and time critical due to the condition / configuration of the current home and the continuity of care for children. The project will be managed through a Project Board that will provide effective governance and reporting of progress and risks. Progress of the project will be reported to the Council's Strategic Capital Panel as part of the normal reporting process.
- 3.5 A monthly dashboard (see **Appendix 4**) will ensure the Council's Strategic Planning and Capital Monitoring Panel, Children's Leadership Team, the Corporate Parenting Board and Children's Improvement Board are updated in a timely manner.
- 3.6 The project timeline attached to this report at **Appendix 2** has a start date of 31 October 2022 for pre-construction site investigations (based on the timing of DFE capital bid outcome and Cabinet decisions) and practical completion of the new build in August 2024. It should be noted that the outcome of the bid is expected soon although it has been delayed.
- 3.7 The operational work to focus on staffing and Ofsted registration will start in parallel towards the end of the construction phase with recruitment and training of staffing taking place between April 2024 and September 2024. It is estimated that Ofsted registration and planning to move into the building will take about 8 weeks and the residents will move into their new home in October 2024 (see **Appendix 5** for a high-level timeline).

4 EXTERNAL FUNDING OPPORTUNITIES

- 4.1 The Department for Education (DfE) ran a capital funding programme during summer 2022 (see **Appendix 6** for DFE Capital Grant guidance / conditions). This was a competitive bidding process for local authorities against a fixed envelope of investment that will provide 50% capital funding for children's homes. The funding is designed to support local authorities individually or in a partnership / consortium to establish new children's homes provision via expansion, refurbishment, or new building work.
- 4.2 The funding will be available to local authorities to help create provision to:
- establish innovative local and/or regional approaches to reduce the number of children needing care over time,
 - ensure sufficient provision for children with more complex needs, and
 - address current shortfalls, including in geographic areas with fewer children's homes.
- 4.3 A task and finish group consisting of, Children's Services Project Manager, Head of Children's Commissioning, Head of Asset Strategy, General Manager LEP, Head of Payments, Systems and Registrars and Children's In- House Residential Service leads, has worked together to evaluate the current position and assess options to replace Boyds Walk.
- 4.4 Tameside has submitted a bid for this funding to support the capital cost of replacing and expanding Boyds Walk (bid requested £1,632,500 of DFE funding). Notice of whether the bid is successful will be provided week beginning 24 October 2022.
- 4.5 Early conversations have taken place with health transforming care leads for the region to

ensure there is a joined up strategy / delivery and to identify access to NHSE funding opportunities. There are emerging models of children with disability residential and wrap around provision in pockets of the North West and it is important that any Tameside development is aligned to the regional vision.

5 FINANCIAL IMPLICATIONS

5.1 Capital :

The table below details the anticipated costs of delivering the new building:

Cost	£
High Level Cost Plan for 630 m2 building	2,773,000
Remedial site works not included in cost plan	250,000
Value for Money Assessment	2,500
Contingency on build costs	120,000
Legal fees	7,000
Construction All Risks Insurance and Excess Public Liability Insurance	25,000
Independent Certifier's Fee	27,500
LEP Project management Fee @ 2% on build and remedial costs	60,000
Total	3,265,000

5.2 The site options detailed in the body of this report have been assessed on the basis of options to refurbish existing properties or build new, land ownership, site size and known condition, service requirements to meet Children's Home Regulations, best outcomes for children with disabilities and future proofing to meet aspirations for a hub of excellence.

5.3 The option that provides the best value for money is to build a new home with nine units of accommodation on the former Flowery Field, Old Road site. The additional units of accommodation this brings allows for a compliant capital bid to be submitted to the DFE Children's Home Capital Programme 2022-25 for 50% (£1,632,500) of the estimated capital funding required. If the bid is unsuccessful then the full £3,265,000 will be required to be funded from the Council via Prudential Borrowing. The revenue cost of capital financing (£54,000 per £1m funded) are included within the revenue business case for the project.

5.4 Revenue :

5.5 The table below summarises the revenue cost of operating the current Boyds Walk home (6 bed for long and short stay) and the estimated cost of operating a new build replacement with 9 units of accommodation for long term care, transition accommodation for preparation for adulthood and short term care:

Type of Expenditure	Current Boyds Walk (£)	New build replacement (£)
Employee costs increased to	895,517	1,345,517
Premises (unchanged)	33,474	33,474
Supplies and Services	37,875	60,558
Income	-4,494	-4,494
Revenue cost of borrowing	0	149,716
Total	962,372	1,584,771

Note: the revenue cost of borrowing could reduce by half if the DFE capital bid is successful.

5.6 The replacement of Boyds Walk with a new state of the art children's home that is configured

to maximise occupancy will create significant savings from the external agency placement budget. Every child that returns from an out of borough external agency placement will save an average of £6,300 per week and £327,600 per annum. This is an invest to save model and also one that puts early intervention at its heart for those families that require residential respite to prevent escalation of need and entry to high cost cared for children placements. The flexible model of delivery proposed for the new Boyds Walk will also have a positive revenue benefit for adult social care as good quality, in-house provision enables a natural transition to the cost effective models of supported living / residential utilised by adult social care.

- 5.7 If Boyds Walk is not available for children with disability accommodation, a conservative estimate of the alternative cost of external agency provision would be £900 per night.
- 5.8 Boyds Walk currently operates at £578 per bed night (average bed nights provided currently is 1664 per annum). Compared to utilising the external market the current use of Boyds Walk is saving £535,808 per annum.
- 5.9 A new build of nine units of accommodation to replace Boyds Walk is estimated to cost £560 (based on bed nights of 2560 (nine units at 80% occupancy) and includes £149,716 pa to repay the revenue cost of Prudential Borrowing at a rate of X%). Compared to utilising the external market the new build Boyds Walk is estimated to save £720,400 per annum.

6 LEGAL BACKGROUND

- 6.1 Section 22G Children Act 1989 requires local authorities to do more than simply ensure that accommodation be 'sufficient' in terms of the number of beds provided. They must also have a regard to the benefits of securing a number of providers and a range of services. Fundamentally, the accommodation available must meet the needs of children.
- 6.2 At every appropriate stage of this project Public Contract Regulations and Tameside's Contract Procedure Rules will be followed.
- 6.3 The legal framework, in terms of change of use of land and any associated DFE regulations, has been checked. The proposed site has been used by a school within the last 10 years and legal advice is that an application under Section 77 of the School Standards and Framework Act 1988, will be required for the proposed change of use. A S77 application has previously been submitted to the DFE to dispose of the site and has not progressed due to the school, which formerly occupied the site, not previously supporting its disposal. Contact has been made with the Chief Executive of the Enquire Learning Trust, who has confirmed that the school do not use the site and the Trust will complete a letter of support for the change of use being proposed.

7. CONCLUSION

- 7.1 It is vital that a planned replacement for Boyds Walk is agreed in order to satisfy Ofsted's recommendation and to ensure a children with disability home remains in place to provide continuity of home for three cared for children and that the requirement for alternative external agency placements, out of borough and at high cost, are reduced. As Corporate Parents we have a clear focus on the best outcomes for our cared for children.
- 7.2 It is a priority for the Council that our children in need, through their disability, have the best start in life, their family network is resilient and preparation for adulthood is timely and effective. The ability to access a good residential short break facility close to home is a priority for our parents and carers. Following our SEND Inspection a consultation and engagement exercise has been undertaken to reach out to families where a child has SEND.

Two areas that our parent and carers said would make the biggest difference were facilitating a range of respite support for families (including siblings) and early transition planning.

- 7.3 This report sets a firm plan to deliver an outstanding children with disabilities residential provision by August 2024. Our vision is for this to be the first phase of a centre of excellence for children with a disability, providing access to a flexible residential offer, wrap around therapeutic support services and support (including through our strong third sector partners).

8. **RECOMMENDATIONS**

- 8.1 These are at the front of the report.