



**Bridgend County Borough Council**  
**Social Services and Wellbeing Directorate, Children’s Social Care Service**  
**Think Family – A 3-year Plan to Improve Outcomes for Children and Families in Bridgend**  
**Action Plan – Year 1 – 2023-24 (including immediate actions by December 2023)**

RAYG STATUS	
<b>RED</b>	<b>Unsatisfactory</b>
<b>AMBER</b>	<b>Adequate</b>
<b>YELLOW</b>	<b>Good</b>
<b>GREEN</b>	<b>Excellent</b>
<b>GREY</b>	<b>Completed</b>

IMMEDIATE PRIORITIES TO DECEMBER 2023			
THEME 1: Hearing and acting on the voice of children and families			
ACTION	RESPONSIBLE	PROGRESS	RAYG
Develop an engagement and involvement framework by December 2023.	Corporate Parenting Officer /GM Case Management & Transition	A young people forum has been established run by Tros Gynol Plant (TGP) which meets on a regular basis to ensure Care Experienced Children (CEC) have opportunities to have their voices heard, express their wishes and feelings on matters important to them and be involved in shaping and service delivery. Group Manager and Corporate Parenting Officer to further develop opportunities for engagement and involvement of CEC. The strategic framework is in place, and the forum and work continue to run.	<b>Completed</b>

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<p>Revise the children's services QA framework by December 2023.</p>	<p>QA Officer/ Policy Officer</p>	<p>Work to embed the current Quality Assurance (QA) Framework continues with regular quarterly reports submitted to Childrens Social Care (CSC) and Senior Management Team (SMT). Practice guide and exemplars are available for managers where reports, audits, and practice aids, can be located. This will improve qualitative and quantitative data from audits and increase reference to Signs of Safety (S of S) implementation and the meaningful measures agenda. This will underpin the imminent review of the Directorate QA Framework.</p>	<p style="background-color: yellow;"></p>
<p><b>THEME 2: Securing a stable, well-supported, motivated and permanent workforce</b></p>			<p><b>RAYG</b></p>
<p>Implement new structures in children's social care by September 2023.</p>	<p>Deputy HoS</p>	<p>A review has been completed on operational and management arrangements of CSC. Following budget confirmation of sustainable investment, a restructure report has been submitted and once agreed will progress to implementation.</p>	<p style="background-color: lightgreen;"></p>
<p>Develop a workforce plan including a revised business case for the Bridgend 'Grow our own Social Work Programme' by December 2023.</p>	<p>HoS/Workforce Development Manager SCDWP</p>	<p>There have been several specific workforce related activities such as international recruitment, use of agency staff, review of job descriptions, introduction of market supplement, introduction of a new social worker career progression framework, marketing, and recruitment initiatives – all workforce initiatives that would come under the umbrella of a workforce plan.</p> <p>Growing our own Social Workers. - Proposal presented to Adult Social Care (ASC) Continuous Improvement Group (CIG) and CSC Planning on 12<sup>th</sup> January 24. For academic programme entry September 24. Number and qualifying routes agreed:</p> <ul style="list-style-type: none"> <li>• 2 trainees</li> <li>• 4 secondees</li> </ul> <p>Application process to commence in April 2024.</p>	<p><b>Completed</b></p>
<p><b>THEME 3: Improving Practice</b></p>			<p></p>

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<p>Complete stage 1 of the 'Signs of Safety' Programme - implementation by December 2023.</p>	<p>Principal Officer Transformation</p>	<p>The majority of staff have completed 2-day and 5-day training for Signs of Safety. Partner agency briefings completed. Work to embed framework in IT system and into staff supervision is ongoing.</p> <p>An ongoing training plan for future years is under development.</p>	<p style="background-color: yellow;"></p>
<p>Implement an evidence-based re-unification framework by September 2023.</p>	<p>GM Case Management &amp; Transition/Principal Officer Placements</p>	<p>This work will be taken forward, but the target timeline will be delayed and will need to be dove tailed with other policies and processes within the service eg Signs of Safety.</p> <p>Framework to go live from 1<sup>st</sup> April 2024. And will be subject to review in terms of effectiveness in year 2 of the 3-year plan.</p>	<p><b>Completed</b></p>
<p>Complete stage 1 of the bespoke management and leadership development Programme by September 2023.</p>	<p>Workforce Development Manager SCDWP</p>	<p>The programme, which was co-produced with Institute of Public Care (IPC) and BCBC commenced with an opening workshop followed by 4 x 4 focused workshops:</p> <ul style="list-style-type: none"> <li>• From Compliance to Excellence</li> <li>• Quality and Performance</li> <li>• Leadership excellence.</li> <li>• Partnership working.</li> </ul> <p>All managers, Deputy Team Managers and Team Leaders could access coaching as part of the Programme.</p> <p>The programme is currently being evaluated with next steps under consideration.</p>	<p><b>Completed</b></p>
<p><b>THEME 4: Maximising the impact of services and interventions</b></p>			<p></p>
<p>Develop an updated commissioning strategy for family support services focused on supporting families with complex needs to remain independent and resilient by December 2023.</p>	<p>GM Commissioning/Deputy H o S</p>	<p>IPC are supporting the development of this strategy; current position is at mapping stage which will then be profiled to what is required based on priority areas defined in the Population Needs Assessment and Market Stability reports.</p>	<p style="background-color: yellow;"></p>

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Develop a commissioning strategy for the provision of accommodation, care and support services for children with disabilities by December 2023	GM Commissioning/Contract Management Officer	Commissioning Strategies have been developed for Children, Young people and Transition Services which have these areas identified as priority areas. The Commissioning strategies cover a 5-year period setting out commissioning intentions for these services during this time.	Completed
Develop a commissioning strategy with key partners to meet the accommodation, care and support needs of care experienced children and young people and care leavers by December 2023.	GM Commissioning/Contract Management Officer	Commissioning Strategies have been developed for Children, Young People and Transition Services which have these areas identified as priority areas. The Commissioning strategies cover a 5-year period setting out commissioning intentions for these services during this time.	Completed
Complete the establishment of the children's assessment hub at Brynmenyn and commence provision from September 2023.	HoS	Completed	Completed
<b>THEME 5: A more effective response to families with complex needs</b>			
Introduce new arrangements for an integrated IAA, early help, locality social work, locality early intervention and edge of care teams service.	HoS/Dep HoS	IPC completed a review of the current Early Help model, recommendations accepted by Corporate Management Board (CMB). Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	
Develop a single point of access for all children and family services and a single no wrong door process for families and professionals including schools from January 2024.	Dep HoS	IPC completed a review of the current Early Help model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	
Review population needs, planning and commissioning external services and managing grants to support the effective delivery of grant funded services	GM Commissioning/ Dep H o S	This will be included in the work supported by IPC above Theme 3, point no. 1. It will include key partners in Finance/Central Grants and Education and Family Support.	

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to complement Council provision by January 2024.			
Agree a single set of measures and monitoring framework by November 2023.	HoS/Dep HoS	There is a current agreed dataset in place for Early Help and Children’s Social Care. Once the consultation in respect of Early Help and Edge of Care is concluded further work will be undertaken in respect of measures and monitoring	<b>Completed</b>
<b>THEME 6: Seamless working with partners</b>			
Agree a new set of arrangements with partners for working together to support children by November 2023	Dep HoS	Work has commenced on the development of multi-agency threshold guidance. Plans to finalise this document in April 2024. This is intended to assist professionals identify where support for children and families is best placed and refer appropriately to these services. Meeting planned with partners to implement and go live in quarter 1 2024	
<b>THEME 7: Better intelligence and information systems</b>			
Work with partners regionally and nationally to ensure that children’s social care teams have an effective management IT system which enables integrated working and supports strength-based practice and the Safeguarding and protection of children.	Director/HoS	The GOSS ICT system in the Multi Agency Safeguarding Hub (MASH) went live 10.10.23. The system is reported to be dependable and easy to navigate and use. The relevant partners are now live with the new system and the Teams channel has been set up to mirror that in Rhondda Cynon Taf/Merthyr Tydfil MASH. This will improve and streamline information sharing. Implementation of Teams channel is due in the next weeks.  Work has commenced to identify a replacement Social Care System as WCCIS is coming to the end of its life, a project group to oversee this development and implementation will be put in place as part of the Programme Planning. This work is ongoing	<b>Completed</b>
Introduce live performance dashboards for each team from October 2023	GM Perf and Business		<b>Completed</b>

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**THEME 1: Hearing and acting on the voice of children and families**

**OBJECTIVES:**

- **Work with children and families in a co-productive way based on mutual respect and an emphasis on strengths.**
- **Have better arrangements in place which enable all staff to work in this way.**
- **Ensure that all staff can take account of the experience and perspective of children and families they work with.**

**YEAR 1: 2023 - 24**

ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Develop an advocacy, engagement and involvement framework so children and young people have an opportunity to become meaningfully involved in all aspects of the work of children's social care in Bridgend.	March 24	GM Case Man & Transition/Corp Parenting Officer	A young people's forum has been established run by TGP which meets on a regular basis to ensure CEC have opportunities to have their voices heard, express their wishes and feelings on matters important to them and be involved in shaping and service delivery. GM and CPO to further develop opportunities for engagement and involvement of CEC. The strategic framework is in place, and the forum and work continue to run.	<b>Completed</b>
Revise children's services QA framework so that QA practice enables the quality and effectiveness of practice to be evaluated through the lens of the experience of the children and families who we work with and for.	March 24	QA Officer/Policy Officer	Work to embed the current Q and A Framework continues with regular quarterly reports submitted to CSC SMT. Practice guide and exemplars are available for managers where reports, audits, and practice aids, can be located This will improve qualitative and quantitative data from audits and increase reference to S of S implementation and the meaningful measures agenda. This will underpin the imminent review of the Directorate QA Framework.	

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Celebrate the achievements of our children and families with an annual celebration event.		March 24	GM Case Man & Transition/Corp Parenting Officer	A celebration event was held in September 2023 and an education achievement event is planned for the spring of 2024. Annual celebration events will be held and is a key role of the CPO responsibilities.			<b>Completed</b>
Launch the co-produced Corporate Parenting Strategy, develop and implement an action plan on Priority 1 'having a voice'		March 24	GM Case Man & Transition/Corp Parenting Officer	Launched with a celebration event in April 2023			<b>Completed</b>
Reference	Metric Description	2022/23 Actual		Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	2023/24 Actual
SSWB55	The percentage of eligible carers offered a carers assessment (to exceed 80%).	100%		100%	100%	100%	
CH/042	The percentage of visits to children experiencing care which are timely (to exceed 80%).	81.13%		81.51%	83.01%	82.70% Accumulative	
CH/030	The percentage of visits to children on the child protection register which are timely (to exceed 80%).	82.14%		82.67%	84.84%	85.17% Accumulative	
CH/056	The total number of children during the year who received the Active Offer of advocacy.	78		11	16	17	
CH/057	The total number where an Independent Advocate was provided.	70		9	12	12	
CH/057 (repetition)	The number of children and young people who access independent advocacy to support their rights (to exceed 185).	70		9	12	12	

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CA/011	The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year.	119	27	23	25	
CA/014	The total number of young carers needs assessments undertaken during the year.	111	24	28	18	
CA/017	The number of young carers with a support plan	0	0	0	0	

**THEME 2: Securing a stable well-supported, motivated, and permanent workforce**

**OBJECTIVES:**

- **Improve staff terms and conditions so they are competitive with other Welsh local authorities.**
- **Get the right balance of skills and experience in our teams.**
- **Attract and recruit the most able staff to our service.**

**YEAR 1: 2023-24**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>RESPONSIBLE</b>	<b>PROGRESS</b>	<b>RAYG</b>
Implement new structures for grade 1, 2 & 3 social workers in children's social care and continue market supplement to address vacancies for children's social workers.	Completed	HoS	Completed	<b>Completed</b>
Review skill mix in children's social care and develop a workforce plan for the optimal numbers of social workers, consultant social workers, social work support officers, social work assistants,	April 24	Dep HoS/HoS	A review has been completed on operational and management arrangements of CSC. A restructure report has been submitted and once agreed will progress to implementation.	



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social services practitioners, support officers, business support, other professionals such as mental health specialist workers, behaviour analysts.				
Develop a revised business case for the Bridgend 'Grow our own Social Work Programme' which sets out the resource requirements for Bridgend to achieve a sustainable permanent recruitment by supporting workforce to develop their careers to become qualified social workers through secondment and traineeship.	March 24	Workforce Development Manager SCDWP	Proposal presented to ASC CIG and CSC Planning on 12 <sup>th</sup> January 24. For academic programme entry September 24. Number and qualifying routes agreed: <ul style="list-style-type: none"> <li>• 2 trainees</li> <li>• 4 secondees</li> </ul> Application process to commence in April 2024.	<b>Completed</b>
Ensure timely and effective trauma-informed support to workforce including through effective line management support, appropriate caseloads, time to reflect, peer support and timely access to specialist support.	March 24	Workforce Development Manager SCDWP/Corporate HR	Staff have access to specialist support through the Corporate Human Resources (HR) Programme. The Social Care Workforce Development Team (SCDWP) have provided bespoke wellbeing workshops for teams, facilitated by staff experienced in trauma informed practice.	<b>Completed</b>
Continuously improve our recruitment processes, drawing on marketing expertise to enhance campaigns and ensure the most efficient selection processes.	March 24	Workforce Project Board	The directorate has appointed a dedicated Marketing and Communications Officer to drive forward recruitment campaigns over the next two years. During 2023 several recruitment campaigns, focusing on recruiting Children's Social Care Workers has taken place. Investment in promotion via media outlets and social media platforms, has taken place together with improvements to BCBC website recruitment pages, increasing our online presence, raising awareness. This has resulted in gaining further reach to suitable candidates. There has been close working with HR to ensure candidates are directed to the correct routes to apply for roles. Work is on going	<b>Completed</b>

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Reference	Metric Description	2022/23 Actual	Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	2023/24 Actual
	Reduce the proportion of social work staff on temporary or agency contracts (to below 20%).		38%	36%	30%	
	A reduction in the proportion of posts which are unfilled or vacant at any one time	Metric being developed with HR colleagues				
	The percentage of staff completing safeguarding awareness training (100%).	78.49%	81.13%	80.43%	83.55%	
	Increase in the level of positive staff feedback about working in Bridgend.	Waiting for results of Staff Survey				
	Reduction in the level of stress-related absences	Metric being developed with HR colleagues				
	Increase in the proportion of staff able to speak Welsh.	Metric being developed with HR colleagues				
	An increasingly equal opportunity, diverse and inclusive workforce as measured by annual HR survey	Metric being developed with HR colleagues				

**THEME 3: Improving Practice**

**OBJECTIVES:**

- **Ensure that staff and partners are all working within a common ‘Signs of Safety and Wellbeing’ framework and that this is seen as a valuable approach.**
- **Successfully develop and disseminate clear guidance for managers and workers on key areas of practice including re-unification, learning from practice reviews and family group conferencing, strength-based reflective practice and supervision.**

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- **Successfully develop and implement a framework for practice quality assurance.**

**YEAR 1: 2023-24**

ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Delivery of the 'Signs of Safety' Programme as planned across the service (in line with the principles and standards of any national model).	March 24	Principal Officer Transformation	<p>The majority of staff have completed 2-day and 5-day training for Signs of Safety. Partner agency briefings completed. Work to embed framework in IT system and into staff supervision is ongoing.</p> <p>An ongoing training plan for future years is under development.</p> <p>Work is ongoing within system alignment in order to incorporate Signs of Safety to ensure practitioners are able to reflect the framework within their assessments and plans. Forms are being systematically developed and tested prior to going live. The first few forms are now live on the system, the assessment is being built and tested and Care Plans are at the early stage of being developed.</p> <p>This will be carried forward to Year 2 of the Plan.</p>	
Delivery of a comprehensive ongoing training and development programme to ensure effective and consistent implementation of the preferred strength-based model of social work practice	March 24	Workforce Development Manager SCDWP	<p>Childrens Social Care continues to offer 'Back to Basics' training providing a foundation for strength-based practice within safeguarding.</p> <p>Following the launch of the Signs of Safety strength-based model of practice in March 23.</p> <ul style="list-style-type: none"> <li>• Multi-agency briefing workshops have taken place.</li> <li>• A Signs of Safety on-line padlet resource has been developed.</li> <li>• Signs of Safety Learning &amp; Development Group established.</li> </ul>	

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			<ul style="list-style-type: none"> <li>Signs of Safety Training Strategy for 2024/25 is being finalised</li> </ul> <p>This will be carried forward to Year 2 of the Plan.</p>	
Implement our care experienced children reduction strategy by safely reducing admissions and introducing an evidence-based framework to enable practitioners to make good judgment about the potential for safe reunifications and alternative orders / permanency arrangements.	March 24	GM Case Man & Transition	<p>There are a number of activities which support the CEC reduction agenda. All activities are to be embedded into a framework which will ensure a coordinated response from all parts of the system.</p> <p>There are a number of activities which support the agenda for the safe reduction of CEC, and a number of targets are in place these are monitored in terms of progress by the Social Services Improvement Board and also Social Care Senior Management Team.</p> <p>Framework to go live from 1<sup>st</sup> April 2024. And will be subject to review in terms of effectiveness in year 2 of the 3-Year plan.</p>	Completed
Ensure that learning from CPRs and other in-depth analysis is systematically embedded through learning, training and development and follow up quality assurance and review with partners.	March 24	Workforce Development Manager SCDWP	<ul style="list-style-type: none"> <li>7-minute briefings on published Child Practice Reviews (CPR's) together with the reports are circulated to teams.</li> <li>Workshops on learning from Bridgend CPR's have taken place.</li> <li>CTM Regional Safeguarding Board held workshops during Safeguarding week (November 23) on recently published CPR's..</li> <li>Reviews are referenced to in core safeguarding training.</li> <li>Childrens Social Care Group Manager Safeguarding and the Directorate Quality Assurance Officer are members of the CTM Regional Safeguarding Board, Childrens Quality Assurance and Performance Group.</li> </ul>	Completed

## Appendix 1

<p>Ensure the effective implementation of the agreed quality assurance framework across the service.</p>	<p>March 24</p>	<p>Workforce Development Manager SCDWP</p>	<p>The Directorate has recruited to the Quality Assurance officer position who commenced in Oct 23.</p> <ul style="list-style-type: none"> <li>• Quality Assurance Framework (QAF) Qtr 1 &amp; 2 report for April – September 23 completed.</li> <li>• QAF intranet site developed.</li> <li>• QA officer working with Team Managers to improve consistency of approach when undertaking QA case file audits.</li> <li>• QA officer working with specialist service areas on the development of bespoke audit forms.</li> </ul>	
<p>Commission a bespoke management and leadership development Programme to support all managers in children's social care to develop their skills in leading teams and services.</p>	<p>March 24</p>	<p>Workforce Development Manager SCDWP</p>	<ul style="list-style-type: none"> <li>• The IPC/BCBC bespoke Leadership and Management Programme has concluded. IPC will be undertaking an analysis of the programme.</li> <li>• The Directorate is supporting Team Managers to access the National Team Manager Development Programme delivered by Oxford Brookes University.</li> <li>• ILM Level 3 and 5 Awards in Leadership and Management are available.</li> </ul>	<p><b>Completed</b></p>
<p>Ensure that reflective practice is embedded in across the service and supported in supervision and peer support.</p>	<p>March 24</p>	<p>Workforce Development Manager SCDWP</p>	<p>The Directorate has reviewed and revised the BCBC Supervision policy. A second policy has been created specifically for direct care services. Supervision training for supervisors, and supervisees to support the introduction and use of the supervision policies has run on 6 occasions this year. This training has been offered to both Supervisors and Supervisees.</p>	<p><b>Completed</b></p>

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Ensure the recommendations from the PLO working group reforms are embedded in our operating models	March 24	GM Locality Teams	Training has been delivered and cascaded all relevant parts of the organisation and the guidance and principles are now followed in the operating models.  Work to ensure consistency across the LFJB judicial region is also complete.				<b>Completed</b>
Integrate the priorities and elements of the Corporate Parenting Strategy that children services have responsibility for into all other strategic plans and policies across the directorate.	March 24	GM Case Management and Transition	The mechanism is established for the CPO to feed into and embed into current and future strategic plans across the Directorate and this is therefore ongoing.				<b>Completed</b>
Establish a Children's Services dataset for the Corporate Parenting Board that relates to KPIs and Strategy Priorities	March 24	GM Case Man and Transition/Corporate Parenting Officer/Performance Team Manager	A rolling programme of multi-agency reporting, and key PI's is established, this will continue in line with the work plan.				<b>Completed</b>
<b>Reference</b>	<b>Metric Description</b>		<b>2022/23 Actual</b>	<b>Qtr 1 2023/24</b>	<b>Qtr 2 2023/24</b>	<b>Qtr 3 2023/24</b>	<b>2023/24 Actual</b>
	Overall compliance with the QA Framework will exceed 80%		Metric being developed				
	Metrics listed in section 4.6 concerned with numbers of contacts, referrals, interventions and court proceedings for children and young people.		As below	As below	As below	As below	As below
	Positive evaluation of the impact of the Signs of Safety approach through staff feedback and formal evaluation.		Metric being developed				

**THEME 4: Maximising the impact of services and interventions**

**OBJECTIVES:**

- Review needs and services in key internal and commissioned service delivery areas to ensure they are operating cost effectively and drawing on latest evidence of impact.
- Ensure that where there are gaps in provision or emerging needs they are addressed.
- Ensure that we work closely and effectively with key partners to deliver these services.

**YEAR 1: 2023-24**

ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Review family support and early help needs and trends and develop a development and delivery plan for these services.	March 24	HoS/Dep HoS	IPC completed a review of the current EH model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	
Develop an updated commissioning strategy for family support services	March 24	GM Commissioning/ Dep H o S	IPC are leading the development of this strategy. A report for Cabinet approval will be provided by the end of 2023/24, for implementation in early 2024/2025.	
Develop a commissioning strategy for the provision of accommodation, care and support services for children with disabilities, working closely with education.	March 24	GM Commissioning/Contract Monitoring Officer	Commissioning Strategies have been developed for Children, Young people and Transition Services which have these areas identified as priority areas. The Commissioning strategies cover a 5-year period setting out commissioning intentions for these services during this time	<b>Completed</b>

**Appendix 1**

Develop a commissioning strategy with key partners to meet the accommodation, care and support needs of care experienced children and young people and care leavers	March 24	GM Commissioning/Contract Monitoring Officer	Commissioning Strategies have been developed for Children, Young people and Transition Services which have these areas identified as priority areas. The Commissioning strategies cover a 5-year period setting out commissioning intentions for these services during this time	<b>Completed</b>
Complete the establishment of the children's assessment hub at Brynmenyn and commence provision.	March 24	HoS	Completed	<b>Completed</b>
Continue to work with Foster Wales to recruit enough carers to provide foster placements within the local authority.	March 24	Team Manager Fostering	<p>Dedicated recruitment officer in place to coordinate recruitment activities. A Placement commissioning strategy is in place but will be subject to ongoing review.</p> <p>In January 2024 and through to the Spring, a national campaign was launched, supported by PR, television, radio, digital and physical activation. This was supported in Bridgend by a Town Centre mural which was officially launched and widely promoted via social media campaigns.</p> <p>The recruitment manager and liaison foster carers have been engaging with schools and businesses with teachers and pupils supporting fostering.</p> <p>Pop-up events have been scheduled in the County 3-4 times a month to enable members of the public to access meet and greet sessions.</p>	
Commission and implement a placement support service to ensure the right multi-agency therapeutic input for children, young people, and their carers.	March 24	Principal Officer Placements/ Contract Monitoring Officer	<p>Unable to secure an organisation to create the Placement support service, therefore an in-house service is being developed.</p> <p>A board is in place to oversee the project plan</p>	



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Reference	Metric Description	2022/23 Actual	Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	2023/24 Actual
CH/001	The number of contacts for children received by statutory social services during the year	8334	2945	2843	2998	
CH/005a	The number of contacts and referrals where physical punishment by a parent or carer was a factor.	69	11	6	14	
CH/003	The percentage of children safeguarding referrals immediate response within 24 hours (to reach 100%)	99.53%	99.86%	99.64%	99.65%	
SSWB62	The percentage of child protection investigations in statutory timescales.	Establishing Baseline	Annual	Annual	Annual	
CH/007a	The total number of new assessments completed for children during the year where needs were only able to be met with a care and support plan, and where needs were able to be met by any other means.	Care & Support Plan – 679 Any other Means - 1229	C&S-187 AOM -198	C&S-132 AOM -264	C&S-155 AOM -286	
CH/019c	The number of reviews of care and support plans or support plans that were completed in time.	88.13%	90.95%	92.67%	92.14%	
CH/015	The total number of children with a care and support plan.	1202	1480	1430	1384	
CH/022	The total number of Section 47 Enquiries completed during the year that progressed to Initial Child Protection Conference.	406	94	87	72	

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CH/023	The total number of children that were placed on the Child Protection Register by category.	<table border="1"> <thead> <tr> <th colspan="5">The total number of children that were placed on the Child Protection Register during the year under the category of:</th> </tr> <tr> <th>Category of Abuse</th> <th>2022/23</th> <th>Q1 2023/24</th> <th>Q2 2023/24</th> <th>Q3 2023/24</th> </tr> </thead> <tbody> <tr> <td>a) Neglect</td> <td>92</td> <td>24</td> <td>22</td> <td>13</td> </tr> <tr> <td>b) Physical abuse</td> <td>101</td> <td>36</td> <td>19</td> <td>23</td> </tr> <tr> <td>c) Sexual abuse</td> <td>19</td> <td>3</td> <td>3</td> <td>10</td> </tr> <tr> <td>d) Emotional abuse</td> <td>111</td> <td>15</td> <td>23</td> <td>17</td> </tr> <tr> <td>e) Financial abuse</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>f) Neglect and physical abuse</td> <td>41</td> <td>2</td> <td>16</td> <td>17</td> </tr> <tr> <td>g) Physical and sexual abuse</td> <td>5</td> <td>0</td> <td>3</td> <td>2</td> </tr> <tr> <td>h) Neglect and sexual abuse</td> <td>5</td> <td>1</td> <td>2</td> <td>1</td> </tr> <tr> <td>i) Neglect, physical and sexual Abuse</td> <td>5</td> <td>0</td> <td>2</td> <td>0</td> </tr> <tr> <td><b>Total Additions</b></td> <td><b>379</b></td> <td><b>81</b></td> <td><b>90</b></td> <td><b>83</b></td> </tr> </tbody> </table>					The total number of children that were placed on the Child Protection Register during the year under the category of:					Category of Abuse	2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	a) Neglect	92	24	22	13	b) Physical abuse	101	36	19	23	c) Sexual abuse	19	3	3	10	d) Emotional abuse	111	15	23	17	e) Financial abuse	0	0	0	0	f) Neglect and physical abuse	41	2	16	17	g) Physical and sexual abuse	5	0	3	2	h) Neglect and sexual abuse	5	1	2	1	i) Neglect, physical and sexual Abuse	5	0	2	0	<b>Total Additions</b>	<b>379</b>	<b>81</b>	<b>90</b>	<b>83</b>
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CH/030	The total number of visits to children placed on the child protection register that were due during the year that were completed within approved timescales.	82.14%	82.67%	84.84%	85.17%	Accumulative																																																												
Local	The percentage of children on the CPR for more than 12 months (to be less than 14%)	14.44%	14.34%	18.43%	14.29%																																																													
CH/037a	The number of children becoming looked after during the year.	109	35	19	19																																																													
CH/040	The number of children receiving (S76) short breaks.	0	0	2	2																																																													
CH/037b	The number of new episodes of children becoming looked after during the year.	109	35	19	19																																																													
CH/047	The total number of children looked after who are placed within Wales, but outside of Bridgend.	88	90	90	85																																																													

Appendix 1

CH/046	The total number of children looked after who are not placed with parents, family or friends.	195	205	194	193	
CH/054b	The percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in 24 months since leaving care (to be above 65%).	62.07%	62.50%	54.55%	60% Accumulative	
CH/052	The percentage care leavers who have experienced homelessness during the year (to be less than 10%)	10.27%	0%	4.13%	4.48% Accumulative	
CH/051	The total number of young people that required allocated a personal advisor during the year.	29	8	7	3	
CH/031	The total number of reports of children who go missing during the year.	339	121	247	368 Accumulative	
CH/034	The total number of reports of child exploitation received during the year by categories.	72 CSE -56 CCE- 20 Trafficking -0	30 CSE -23 CCE- 14 Trafficking -1	45 CSE -30 CCE- 14 Trafficking -1	19 CSE -12 CCE- 8 Trafficking -3	
CH/055	The number of young people leaving care who move into a 'When I am Ready' placement.	9	3	0	0	

**THEME 5: A more effective response to families with complex needs**

- OBJECTIVES:**
- Reduce the proportion of children who experience safeguarding and care interventions and keep more children safely with their families.
  - Respond more effectively to families who require support, particularly those with more complex or long-term problems.
  - Improve the systems and processes which ensure that families get the right response at the right time.

**YEAR 1: 2023-24**

ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Propose and engage on management arrangements for IAA, early help, locality social work, locality early intervention and edge of care teams experience an integrated management approach.	March 24	HoS/Dep HoS	IPC completed a review of the current EH model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	
Review how whole system partners work most effectively together to improve outcomes for children and families, across the tiers of need, from universal to highly specialised. This will be based on best practice in Wales and ensure there is integrated working of all partners on a locality/ cluster footprint.	March 24	HoS/Dep HoS	IPC completed a review of the current EH model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	
Develop a single point of access for all children and family services and a single no wrong door process for families and professionals including schools.	March 24	Dep HoS	IPC completed a review of the current EH model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	

**Appendix 1**

Review population needs, planning and commissioning external services and managing grants to support the effective delivery of grant funded services to complement Council provision.	March 24	GM Commissioning/Dep H o S	This will be included in the work supported by IPC above Theme 3 no. 1. And will include key partners in Finance/Central Grants and Education and Family Support.			
Agree a single set of measures and a single monitoring framework to use as the basis of maintaining a close handle on demand, activity and performance.	March 24	GM Performance and Business	A monthly PI Report is established with narrative provided by GM's.	<b>Completed</b>		
Work with regional partners in Cwm Taf Morgannwg ensure there is sufficient quantity and quality of flexible provision for children whose needs cannot be met in standard residential or fostering provision.	March 24	HoS	The regional children's board have agreed an ambition to develop a regional residential accommodation facility for children and young people with complex emotional wellbeing needs. To support this, three Project Managers are being sought to work with partners to develop facilities across CTM; one will focus on children's residential accommodation, and the other two will be available to support the findings in the 10-year Regional Capital Strategy. Carry forward to year 2			
Implement the Direct Payments Policy	March 24	GM Case Man & Transition	The policy is in place, and the project group meets every fortnight to progress implementation of the operational guidance, Carry forward to year 2	<b>Completed</b>		
<b>Reference</b>	<b>Metric Description</b>	<b>2022/23 Actual</b>	<b>Qtr 1 2023/24</b>	<b>Qtr 2 2023/24</b>	<b>Qtr 3 2023/24</b>	<b>2023/24 Actual</b>
CH/039	A safe reduction of the number of care experienced children to below 374	397	394	387	383	

**Appendix 1**

CH/026	A safe reduction of the number of the number of children on the child protection register to below 270.	270	244	217	203	
	Improvements in the attendance and attainment rates of children supported by early help and social care.	Metric being developed				
	Proportion of our expenditure spent on supporting families through early help, safeguarding, residential and fostering care experiences respectively.	Metric being developed				

**THEME 6: Seamless working with partners**

**OBJECTIVES:**

- **To work more effectively with partners at operational service and strategic levels to agree shared priorities for service improvement and implement them.**
- **Ensure there is no wrong door for access to help and support in Bridgend**

**YEAR 1: 2023-24**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>RESPONSIBLE</b>	<b>PROGRESS</b>	<b>RAYG</b>
Put arrangements in place to ensure that senior health, education, housing, NHS and partners work with children’s social care services strategically and operationally to deliver the priorities in this plan.	March 24	HoS/Dep HoS	IPC completed a review of the current EH model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	

## Appendix 1

Review existing Bridgend children's partnerships to ensure the most effective set of arrangements for joint and integrated working.	March 24	HoS/Dep HoS	The Joint Operational Group continues to meet monthly to review working practices between partner agencies. This has been identified as good practice within recent inspections and provides a forum for discussion on best practice related to safeguarding between partner agencies. This forum also reviews the development of the joint action plan that was created following the Joint Inspection for Child Protection Arrangements (JICPA) in June 2023.	<b>Completed</b>
Implement our multi-agency exploitation strategy.	March 24	GM Locality Teams	Exploitation panel in place consisting of 15 key agencies meetings monthly hearing 10-15 cases at panel each month. The regional approach is currently being agreed, and a pan Wales exploitation exchange and best practice forum is being developed to support the work around exploitation.  Carry the regional and pan Wales implementation forward to year 2.	<b>Completed</b>
Provide representation and commitment to the Corporate Parenting Board	March 24	GM Case Man & Transition/ Corporate Parenting Officer	There is representation on the board and sub-groups by Directorate officers.	<b>Completed</b>
Agree Corporate Parenting Strategy action plan that shares ownership of aims, objectives, performance indicators and intended outcomes	March 24	GM Case Man & Transition/ Corporate Parenting Officer	Work is underway with partners to ensure shared ownership of the Corporate Parenting Strategy.	<b>Completed</b>

THEME 7: Better intelligence and information systems				
OBJECTIVES:				
<ul style="list-style-type: none"> <li>• Ensure that the information that operational staff and managers are using is of the highest possible quality.</li> <li>• Ensure that information can be shared appropriately more often and more usefully with partners</li> </ul>				
YEAR 1: 2023-24				
ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Work with partners regionally and nationally to ensure that children’s social care teams have an effective case management IT system which enables integrated working and supports strength-based practice and the safeguarding and protection of children.	March 24	Director/HoS	<p>GOSS system in MASH went live 10.10.23. The system is reported to be dependable and easy to navigate and use. The relevant partners are now live with the new system and the Teams channel has been set up to mirror that in RCT/MT. This will improve and streamline information sharing. Implementation of Teams channel is due in the next weeks.</p> <p>Work has commenced to identify a replacement social Care System as WCCIS is coming to the end of its life, a project group to oversee this development and implementation will be put in place as part of the Programme Planning. This work is ongoing</p>	<b>Completed</b>
Enhance the use of business intelligence within children’s social care teams, through live performance dashboards which support safe and effective practice and management oversight and decision making.	March 24	GM Perf and Business	Dashboards have been established broken down to team level to provide oversight and monitoring of services, these are reviewed to ensure they meet the needs of the service	<b>Completed</b>



**Appendix 1**

Reference	Metric Description	2022/23 Actual	Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	2023/24 Actual
	Improved satisfaction with information systems and infrastructure shown in staff surveys.	Metric being developed				
	Improved confidence of senior officers in the data, dashboards and reports from information systems as shown in annual evaluation and review	Metric being developed				