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Bridgend County Borough Council



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Dyddiad/Date: Tuesday, 4 July 2023

Dear Councillor,

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

A meeting of the Subject Overview and Scrutiny Committee 2 will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB / remotely via Microsoft Teams on **Monday, 10 July 2023 at 10:00.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and Further Integration with BAVO Invitees 3 - 14

Councillor Jane Gebbie - Deputy Leader of Council and Cabinet Member for Social Services and Health

Councillor Neelo Farr - Cabinet Member for Community Safety and Wellbeing

Claire Marchant - Corporate Director - Social Services and Wellbeing

Andrew Thomas - Group Manager - Sports and Physical Activity

Sophie Moore - Wellbeing Manager - Healthy Living

Sarah Rossington Harris - Wellbeing Manager - Connected Communities

Karen Winch - Wellbeing Manager - Active Young People

Halo Leisure

Scott Rolfe - Chief Executive

Simon Gwynne - Partnership Manager

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Awen

Richard Hughes - Chief Executive

BAVO

Kay Baker - Operations and Partnership Manager

4. 3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend Invitees 15 - 56

Councillor Jane Gebbie - Deputy Leader of Council and Cabinet Member for Social Services and Health

Claire Marchant - Corporate Director - Social Services and Wellbeing

Laura Kinsey - Head of Children's Social Care

David Wright – Deputy Head of Children's Social Care

5. Conclusion and Recommendations

6. Corporate Parenting Champion Nomination Report 57 - 60

7. Cabinet Response to Committee's Recommendations Made on the Call In of the Cabinet Decision in Relation to Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay 61 - 66

8. Forward Work Programme Update 67 - 112

9. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Note: This will be a Hybrid meeting and Members and Officers will be attending in the Council Chamber, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you have any queries regarding this, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643148 / 643694 / 643513 / 643696.

Yours faithfully

K Watson

Chief Officer, Legal and Regulatory Services, HR and Corporate Policy

Councillors:

S Aspey

F D Bletsoe

E L P Caparros

P Davies

Councillors

P Ford

D T Harrison

D M Hughes

M Lewis

Councillors

J Llewellyn-Hopkins

RL Penhale-Thomas

A Wathan

R Williams

Agenda Item 3

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	10 JULY 2023
Report Title:	PREVENTION AND WELLBEING, LEISURE (HALO) AND CULTURAL (AWEN) TRUSTS AND FURTHER INTEGRATION OF WORK WITH BRIDGEND ASSOCIATION OF VOLUNTARY ORGANISATIONS (BAVO)
Report Owner / Corporate Director:	CORPORATE DIRECTOR SOCIAL SERVICES AND WELLBEING
Responsible Officer:	ANDREW THOMAS GROUP MANAGER, PREVENTION AND WELLBEING
Policy Framework and Procedure Rules:	There is no effect upon the Policy Framework and Procedure Rules
Executive Summary:	<p>This report provides the Committee with information on a range of prevention and wellbeing services including the Council's own service area within the Social Services and Wellbeing Directorate. It also provides details of the progress being made in regard to the Healthy Living Partnership with Halo Leisure and the cultural partnership with Awen. The Council has recognised the potential for cross sector working to support delivery of community-based wellbeing outcomes and the report includes detail of continued partnership working with BAVO. This report builds upon the previous report presented to the Committee 2 in February 2022 when pandemic restrictions were beginning to ease and services were facing the challenge of rebuilding.</p> <p>The report describes how the levels of engagement and participation at venues and services is progressing and how this is supporting the wellbeing of residents and communities. The pandemic has been seen to be significantly challenging for many of our more vulnerable people and the report describes many of the collaborative approaches being taken to offer support. It also highlights the importance and opportunities to work with people with lived experience to help shape, develop and improve services and opportunities that meet needs. Fundamentally, the report provides information as to how a commitment to develop prevention focused support can de-escalate needs for statutory provision and better connect people within communities. The Council has developed innovative ways of working with key partnerships including leisure, culture and third sector.</p>

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with information on how services and opportunities that are being delivered in partnership with Halo Leisure and Awen are supporting individual and community wellbeing and contributing to the Council's wellbeing objectives.
- 1.2 In addition, to provide information on the partnership working being developed with BAVO and the broader third sector to support people within their communities and to develop healthy and happy communities.

2. Background

- 2.1 This report builds on the previous report that was presented to the Committee 2 on 2nd February 2022. The Prevention and Wellbeing Service was established within the Social Services and Wellbeing Directorate in 2017 in response to the focus on both prevention and well-being as identified within the Social Services and Well-being (Wales) Act 2014.
- 2.2 The subsequent Well-being of Future Generations (Wales) Act 2015 has provided focus for the related services and an aim of promoting independence and developing community resilience.
- 2.3 The Healthy Living Partnership with Halo Leisure was established for a 15 year period in 2012 and is co-ordinated by the Prevention and Wellbeing Service including eight leisure venues. This partnership has a framework based on developing healthier communities, children and young people, stronger communities, sustainable facilities and cost-effective delivery.
- 2.4 The development of an in-house trust approach to operate the Council's library service, theatres, community buildings, Bryngarw Country Park and B-Leaf/Wood B training services was progressed leading to the establishment of the Awen Cultural Trust in 2015. Awen Cultural Trust are a registered charity. Since 2018, partnership working with Awen has also been co-ordinated by the Prevention and Wellbeing Service creating an oversight of both larger scale place-based partnerships. The partnership agreement with Awen is long term and runs until 2035.
- 2.5 The Building Resilient and Coordinated Communities programme has been founded on cross sector working with Bridgend Association of Voluntary Organisations (BAVO) and the broader third sector to support individual and community well-being. This partnership approach has secured regional programme board investment to address areas such as loneliness and isolation, connecting people to non-statutory support within communities, developing carer well-being and building community networks of common purpose (e.g., disability, older adults).
- 2.6 The Healthy Living and Active Young People service areas have been supporting children, young people and their households to live active and healthy lives. This involves extensive working with partners, co-producing resources and providing training to support sustainability. The services operate partnership working with

schools and community groups including focused support for children and young people such as young carers, children and young people with additional needs or disabilities and care experienced children. There is specific support for children and young people to build physical and emotional well-being and skills and confidence.

- 2.7 The Connected Communities programmes support the development of an 'age friendly' Bridgend and are connected to the ageing well priorities for Wales. Areas of focus include falls prevention, dementia supportive communities, community opportunities, community walking programmes and supporting the volunteer management arrangements at community centres. More recently the Council has been engaging with the World Health Organisation's Age Friendly Community Network.
- 2.8 The Council's play development service is based within the Prevention and Wellbeing Service with a range of responsibilities that include the statutory play sufficiency assessment and action planning, targeted support for children and young people with additional needs, engaging with children and young people to support planning and also the development of holiday opportunities.
- 2.9 More recently, the Prevention and Wellbeing Service has taken additional responsibility for carer well-being support and including carers, young adult carers and adult carers. This includes the use of commissioned partners, investment of external funding into community resilience approaches and engagement with carers and community groups who are closely connected to them.
- 2.10 The Social Services and Wellbeing Directorate is in a unique position whereby the most vulnerable individuals or groups can be considered in relation to increasing their usage of community venues that are also connected to the responsibilities and priorities of the Directorate. In this sense, the Council is able to help develop place-based opportunities that are supportive and relevant to the more vulnerable.

3. Current situation / proposal

- 3.1 The report provides information on how the related areas of service and partnership working have been rebuilding and developing preventative support within our communities.
- 3.2 The Healthy Living Partnership with Halo Leisure has seen 1,109,134 visits to the 8 related venues of which 987,764 visits were for physical activity purposes. There is a growth in usage for broader group activity relating to mental wellbeing or social connections.
- 3.3 There have been a number of investments at leisure sites during 2022-2023 to increase accessibility and attract more visits. In particular there have been larger scale improvement schemes at Pyle Swimming Pool and also at Maesteg Sports Centre to rebuild usage following its repurposing as a Covid-19 vaccination centre.
- 3.4 There have been 323,433 more visits than the previous year including 42,815 visits to swimming pools, 48,022 at fitness suites and 65,079 relating to activity courses.

- 3.5 Halo have also invested £200,000 into energy management systems at 7 sites during this period to help manage consumption.
- 3.6 Halo have connected a range of national healthy living campaigns into their approach to engage participants. These have included World Autism Week, National Carers Week, Stress Awareness Week and more. The 10 year celebration of the Healthy Living Partnership was reached and related offers supported 1,294 new local people to make use of facilities.
- 3.7 The Feel Good for Life programme supporting people living with dementia or cognitive impairment has seen growth and also offered support to unpaid carers. A 5-year National Lottery award of £381,000 has been secured and will support activity at three locations in addition to weekly streamed support sessions.
- 3.8 A new Carer Wellbeing Support programme has been developed as a six-week course including physical activity, nutrition, mental wellbeing and information sharing. Feedback has indicated that 100% of participants have felt more confident in managing their wellbeing.
- 3.9 Halo have been developing a range of opportunities for young people with additional needs and supporting programmes that have also been led by the Council. A dedicated autism friendly swimming offer was run 4 times during the year and 200 young people have now received support. This is a high demand area.
- 3.10 The Free-Swimming programme has supported 20 weekly over 60 sessions in addition to a range of universal and targeted support for children and young people. There have been 32,681 'free swims' equating to 14.7% of all swims at local pools. There have been 4,311 children supported to learn to swim within the swimming lesson programme.
- 3.11 Halo have also supported the Welsh Government's swimming scheme for armed forces personnel and veterans with 1,434 visits recorded.
- 3.12 The National Exercise Referral Scheme received 1,519 referrals from local surgeries. This scheme is also high demand and resulted in 19,130 visits. The programme has continued to offer 3 streamed sessions per week for lung conditions and also a general circuits class. A new joint care programme has been supported by Cwm Taf Morgannwg University Health Board (CTMUHB and pulmonary rehabilitation programmes have been supported.
- 3.13 The Healthy Living Partnership has maintained controls over a number of pricing categories to support access for our more vulnerable and also the Access to Leisure Scheme for society's more disadvantaged which had 1,746 members.
- 3.14 The partnership with Awen Cultural Trust has also served to support prevention and wellbeing approaches particularly via the library service which is a statutory provision delivered on behalf of the Council.
- 3.15 During 2022-23 local libraries issued 347,613 resources including 55,543 digitally accessed resources and this is a trend that has continued to see growth post pandemic. The libraries also host events to bring groups and communities together

and support national literacy campaigns such as the Summer Reading Challenge. The Summer Reading Challenge issued 35,500 children's resources in 2022.

- 3.16 Awen Libraries supported the Council's Warm Welcome scheme with an additional 71 library-based activities that attracted 744 adults and 501 children. This boosted library attendances during quarter 4 which were 80% higher than the previous year demonstrating a bounce back from pandemic related operations.
- 3.17 Awen also operate the 'Books on Wheels' mobile library service that ensures the housebound or more vulnerable can access services. The Books on Wheels service issued 48,840 resources in 2022-23.
- 3.18 The libraries also offer Council information point support for local people and digital connectivity. As an example, during quarter 4 the libraries supported over 300 people including 121 with housing benefit queries, 95 relating to bus passes and 48 applying for blue badges.
- 3.19 Awen also operate the B-leaf and Wood-B supported training programmes for adults with learning disabilities. This has supported 47 trainees during the year with 11 undertaking accredited training and 8 undertaking work placements. Attendance numbers have increased by 33% and 41% respectively as the pandemic has eased with 789 attendances recorded.
- 3.20 During the year Awen secured over £200,000 of investment to enhance Pencoed Library by improving the internal space and also improving the sustainability of the venue with energy efficiency investments. A new children's area and a meeting space was created to enhance community use.
- 3.21 The Council and Awen were also successful in securing larger scale investment via the UK Government Levelling Up Fund to secure a long term future for the Grand Pavilion, Porthcawl. This will preserve the heritage and provide new fit-for-purpose cultural facilities making the venue a regional arts centre of significance. This was founded on the extensive feasibility work that had taken place to support the application.
- 3.22 During quarter 4, the Grand Pavilion saw a 34% increase in overall attendances linked to a series of successful community events and the warm welcome programme. Similar developments have been progressed at Blaengarw Workmen's Hall including 'Free Music Friday' opportunities and Warm Welcome Cinema.
- 3.23 The use of National access support programmes such as HYNT (providing free access for unpaid carers) and 'Gig Buddies' that pairs volunteers with adults with learning disabilities is supported. Awen are growing their use of volunteer support and report 106 volunteers who are generally supporting their activities with 340 volunteer hours recorded.
- 3.24 Awen have continued to progress a range of creative wellbeing programmes in partnership with the Council. These have included connections to care homes including the successful 'Inside Outside' virtual reality project that transports residents to a time or place that brings them joy or comfort. There have been over 600 beneficiaries of the creative wellbeing programmes during the year.

- 3.25 The current approach to partnership working with BAVO commenced at the beginning of the pandemic with collaborative work to develop more resilient and coordinated communities. This supported almost 5,000 people to be connected to community-based support and local organisations helping to reduce the need for formal service provision.
- 3.26 This approach has recognised that the third sector can effectively meet the needs of many people closer to home and as a more sustainable way of maintaining or developing independence.
- 3.27 The partnership has continued to secure external investment via the regional investment fund that has supported a team of community navigators and additional roles to help coordinate preventative approaches, build community networks and connect the social services common access point to the third sector.
- 3.28 During the year the community navigation team dealt with an additional 1,959 information, advice and assistance queries.
- 3.29 They also supported 677 new referrals in regard to preventative working including 482 new clients.
- 3.30 The approach taken has seen 89% of referred people being able to be supported and have a broad range of their needs met within the community. Only 6% of those supported have required statutory support. Overall, BAVO have recorded 5,579 occasions where people have been referred and signposted to support.
- 3.31 BAVO were also able to support Winter pressures via work conducted in partnership with Warm Wales Citizens Advice, Foodbank and Baobab Bach pantries.
- 3.32 There have been 213 organisations worked with to develop or deliver preventative opportunities and 28 prevention and wellbeing network meetings held.
- 3.33 The evaluations conducted with beneficiaries have identified people feeling improved social connections, improvements in mental health and wellbeing and increased knowledge of support available to them.
- 3.34 The Council has continued to support BAVO to provide services and support to the third sector via a service level agreement as the County Voluntary Council (CVC). There were 423 organisations who were members of BAVO during 2022-23.
- 3.35 BAVO have recorded direct advice and support provided to 262 third sector organisations and over £365,000 of investment distributed or secured by third sector groups following support.
- 3.36 BAVO have also helped to train and deploy 176 volunteers during this period to support community resilience.
- 3.37 The Prevention and Wellbeing service area contains a broad range of services that support children, young people and adults to manage and improve their wellbeing. The Carers Wellbeing service supported 561 referrals and conducted 410 “what matters” conversations as the lower-level end of our carer assessment pathway. Of this number there were 194 carers that were passed to the Common Access Point

for full assessment. Many people were able to be connected within communities and 294 external referrals were made.

- 3.38 The service has also worked with 'Cwmpas' (formerly Wales Co-operative Centre) to support carers within the Connecting Carers Programme. This has included developing digital approaches to supporting wellbeing including online exercise opportunities, anxiety management and more. 154 carers have been supported with 63 people signposted to additional / relevant services. *"I will definitely be thinking about the breathing aspects and other tips received"* (Online carers anxiety management participant).
- 3.39 The dementia wellbeing service saw 18 opportunities supported for people living with dementia or cognitive impairment. These include our partnership working with Halo, Awen and BAVO. There were 25 people supported to become 'dementia friends' and 5 organisations supported. There have been 126 people supported via group opportunities with participants expressing improved wellbeing and social networks.
- 3.40 The Super Agers activity programme has provided targeted weekly support to 120 adults. Of these, 38% had one or more healthy conditions, 10% identified as clinically vulnerable and 10% had caring responsibilities. The programme has been a Bevan Exemplar project and identifies as delivering a social return of £3.80 for every pound invested. Participants have particularly valued building community bonds and peer led support. *"It has helped me getting out of the house since Covid. Also helped with my depression. Staff are excellent"* (Super-Agers participant).
- 3.41 The service has supported 3 local community coordinator roles who are professionally qualified and able to support vulnerable people to build confidence, connect to community and improve lives. Generally, these roles have supported 150 people at any given time. Social Services and Wellbeing will shortly be adding 3 more roles to provide broader support in more locations utilising core social care budgets to support reductions in demand and preventing needs from escalating.
- 3.42 The service has recently appointed an Age Friendly Communities Coordinator to develop a partnership approach to Bridgend becoming a member of the World Health Organisation's Global Network of Age Friendly Communities. This approach aims to bring communities together and includes inter-generational approaches.
- 3.43 The service also leads the 'Love to Walk' programme including 'led' walks by community volunteers and the annual Walking Festival which has seen 1,552 participants in 2022-2023.
- 3.44 The Active Young People and Healthy Living areas of the service have been supporting young people and families to live healthier and more active lives. The National School Sport Survey found 44.6% of Bridgend's school-age population to be active on 3 or more occasions per week compared to a Wales average of 39.5%. The service has worked in partnership with Sport Wales, Disability Sport Wales, the Urdd, Menter Bro Ogwr and schools and community organisations.
- 3.45 There is a 'Sport and Physical Activity Young Leaders' pathway that has supported 126 young people with an additional 36 leaders on a new wellbeing leadership pathway. A specific leadership "plus" pathway has supported 16 vulnerable young people to complete year one of the programme.

- 3.46 There have been specific programmes to support early years and families including 5 weeks 'Active Together for Mothers and Babies', termly parent and baby sessions attracted 181 families and a 'Made for Mams' programme has offered getting active after birth opportunities.
- 3.47 The Ascent programme providing targeted support with Schools and has seen 6 programmes support 53 young people and 25 specifically with primary schools. New resources and a training package have been developed and piloted in 2 secondary schools and 24 teachers have been upskilled to deliver sessions. This has been delivered to 448 pupils completing three modules during curriculum.
- 3.48 The service directly delivers the National Standards School Cycling programme to support road safety and encourage active travel. During the year 625 pupils completed level 1 at primary school sites whilst a further 291 completed the level 2 'on road' module.
- 3.49 The Family Active Zone (FAZ) programme has supported 200 households with equipment to support family activity with a range of 'FAZ at home' videos and QR codes to update ideas for households to consider. This is helping to build fundamental skills and encouraging families to be more active together.
- 3.50 The service has also been working with vulnerable children, young people and their households to live active and healthy lives whilst gaining the skills and confidence to manage their wellbeing. This targeted work aims to engage with families and households who are known to children services and early help and family support which are referred into prevention and wellbeing. They may be isolated or 'at risk' and have challenging circumstances which may impact on their health and wellbeing. The service is currently working with 53 children and their families from a range of core services with the Council.
- 3.51 713 individual HALO Leisure memberships for vulnerable individuals have been supported utilising a range of funding across vulnerable families, providing respite to carers and health and wellbeing opportunities for 'cared for'.
- 3.52 The Young Carers network has also been created and provides a platform for young carers and young adult carers to have their voice heard and acted on. The network has helped young carers to have a collective voice and to make decisions, in particular regarding having a life beyond their caring responsibilities. The network has also been supportive of whole household opportunities including broader families and those cared for and siblings. There are 11 young carers ambassadors who drive the network evidencing a sustainable approach is being progressed whereby people with 'lived experience' are helping to shape their support and wellbeing needs. The last 12 months has seen 239 young carers visits to network and 'we are valued' events and 302 Young Carers ID Cards have been distributed across Bridgend County. *"I am particularly looking forward to going to the gym as this is something I haven't been able to do for some time"* (Young Carer Ambassador).
- 3.53 The service area has led the play sufficiency assessment and action plan production on behalf of the broader Council and has also supported children and young people with additional needs. The after school and holiday-based discovery programmes

support circa 30 households with more complex needs to have access to opportunities and offer short breaks and respite.

- 3.54 The Healthy Living service has helped develop and worked closely with Bridgend Inclusive Network Group (BING) to develop opportunities for children and young people with diverse needs and their families. This has included provision of inclusive activities, delivering training and community networking. Over the last 12 months, BING have supported 31 charities and worked with 80 families.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act, Socio-Economic Duty and the impact on the use of the Welsh Language has been considered in the preparation of the report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact Assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.
- 4.2 Within both the leisure and cultural partnership agreements there is a focus on delivering social outcomes, including people with a protected characteristic and also reducing price as a barrier to accessing services and opportunities.
- 4.3 The prevention and wellbeing service works in partnership with both the Urdd and Menter Bro Ogwr to develop local opportunities.
- 4.4 Equalities Impact Assessments were conducted when the leisure and cultural partnerships were being established.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 The well-being goals identified within the Well-being of Future Generations Wales Act 2015 have been considered in the preparation of this report in addition to the Councils own wellbeing objectives.

Long Term	The report recognises the issues that people and communities may encounter and how preventative approaches can contribute to improved population wellbeing in the longer term.
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Prevention	The report identifies a range of population groups who may be vulnerable and whose needs may escalate over time without appropriate support or intervention. This supports the Council's wellbeing objective to become a County Borough where we support our most vulnerable.
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Integration	The report recognises the importance of a 'One Council' approach working across directorates to support community resilience.
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Collaboration	The report identifies the value of partnership working including with health and public health and recognises the importance of a more collaborative working approach with the third sector. This supports the Council's wellbeing objective to be a County Borough where we support people to be healthy and happy.
Involvement	The report identifies the importance of engaging people to support the design and co-production of services and opportunities and making best use of the lived experience and knowledge of local people. This supports the Council's wellbeing objective to be a County Borough where people feel valued, heard and part of their community.

6. Climate Change Implications

- 6.1 In regard to use of utilities both Halo Leisure and Awen access the Council's procured energy supply services and consumption and carbon data is captured by Council.
- 6.2 The partners have invested in energy reducing measures across the related facilities including LED lighting, energy efficient boilers, solar array and building energy management systems (BEMS).
- 6.3 Both partners work with the Council regarding the solutions to improve baseline positions in regard to utilities.
- 6.4 In regard to the third sector, BAVO are able to connect local organisations to national and regional opportunities and information to support the climate change agenda.

7. Safeguarding and Corporate Parent Implications

- 7.1 The core prevention and wellbeing service is a part of the social services and wellbeing directorate and subject to related safeguarding procedures.
- 7.2 The prevention and wellbeing service is part of the corporate parenting steering group and related staff are part of the workstreams that respond to the priorities established by care experienced children and young people.
- 7.3 Both Halo Leisure and Awen support the corporate parenting strategy and have safeguarding procedures in place within the respective organisations.
- 7.4 BAVO have their own organisational safeguarding policies and procedures but also support their member organisations to operate appropriately and effectively.

8. Financial Implications

- 8.1 The prevention and wellbeing services referenced in this report are supported by a combination of core funding, use of external investments, grant funding and income generations.

- 8.2 Halo Leisure are provided with an annual management fee and inflationary support for utilities by the Council. They also receive funding to operate the National Exercise Referral Scheme and the National Free-Swimming Initiative. As part of the healthy living partnership agreement a full repairing lease for buildings is in place. Due to budget pressures and the curtailment of Welsh Government's hardship fund, a payment of £190,000 was made to Halo Leisure to contribute to the impact of running the leisure facilities and services in 2022-23 due to Covid 19. This was funded from the Council wide Covid 19 budget that was approved for 2022-23 specifically to meet ongoing budget pressures as a result of the Covid 19 pandemic.
- 8.3 Awen Cultural Trust are provided with an annual management fee and this is aligned to the operation of our library service, cultural venues, community venues and Bryngarw Park. The charity generates additional income to support re-investment and attraction of external funding.
- 8.4 The Council has a service level agreement with BAVO to support its role as the County Voluntary Council (CVC) providing assistance to member organisations and broader third sector. In addition, Regional Investment Fund support has been used to develop resilient communities and to support a team of community navigators.
- 8.5 The Council's Prevention and Wellbeing Service area has some core funding to support leadership roles and has been successful in securing prevention focused external investment, examples of which would include Age Friendly Communities (£50,000), Loneliness and Isolation (£23,000), Connected Communities (£180,000), Connecting Carers (£33,000), Volunteer Development (£40,000), and Dementia Wellbeing (£40,000).

9. Recommendation

- 9.1 It is recommended that the Committee note the content of the report and provide feedback.

Background documents

None

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Agenda Item 4

Meeting of:	SUBJECT OVERVIEW SCRUTINY COMMITTEE 2
Date of Meeting:	10 JULY 2023
Report Title:	A 3 YEAR SUSTAINABILITY PLAN TO IMPROVE OUTCOMES FOR CHILDREN AND FAMILY SERVICES IN BRIDGEND
Report Owner / Corporate Director:	CORPORATE DIRECTOR OF SOCIAL SERVICES AND WELLBEING
Responsible Officer:	JOE BOYLE POLICY OFFICER
Policy Framework and Procedure Rules:	There is no effect upon the Policy Framework and Procedure Rules
Executive Summary:	<p>The 3-year plan is necessary to improve the way that children and families are supported in Bridgend.</p> <p>The plan would replace the current 3-year strategic improvement plan for children services in Bridgend if approved by Cabinet in the Autumn following consultation.</p> <p>When Care Inspectorate Wales (CIW) expressed their ‘serious concerns’ regarding Bridgend children’s services in May 2022 they stated they needed to see ‘sustainable improvement at pace’. In their improvement check carried out in November 2022 they noted improvements, a number of them significant, however these had been achieved in a way which was not sustainable in the medium to long term – by investing significant short-term resource into a service which is operating above the agreed workforce establishment in order to support an unprecedentedly high number of contacts and children and families who require statutory intervention to keep them safe and supported.</p> <p>The Corporate Management Board commissioned the Institute of Public Care (IPC), experts in supporting evidence-based improvements in the way children and families are supported, to analyse arrangements in Bridgend and make recommendations on a sustainable operating model which improves outcomes for children and families in accordance with Welsh Government and Council policy. This report draws on the analysis from which is the evidence base for the actions in the 3-year plan.</p>

	Scrutiny views are sought on the 3 year plan prior to engagement with key stakeholders over the summer period and consideration by Cabinet in Autumn 2023.
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1. Purpose of Report

- 1.1 The purpose of this report is for the Committee to consider a 3-year plan (**Appendix 1**) to improve outcomes for children and families in Bridgend. It is intended that this plan is subject to consultation and engagement over the summer period prior to submission to Cabinet in the Autumn for approval.
- 1.2 The development of this plan, and the evidence base underpinning it, has been strongly informed by a detailed expert review undertaken by the Institute of Public Care (IPC) commissioned by the Corporate Management Board (CMB). The analysis from that review is summarised in this report and is the underpinning evidence to support the system changes in the plan. The changes set out aim to significantly improve the experience of children and families in Bridgend and reduce the need for statutory intervention in their lives.

2. Background

- 2.1 In February 2022 Cabinet approved a 3-year strategic plan for children's services in Bridgend. The plan is based on 5 themes:
 - A stable, well-supported, motivated permanent workforce
 - Strength based, social work practice which supports children and families to stay together (wherever possible) and safeguards children from harm
 - Evidence based services and interventions
 - Seamless partnership working at an operational and strategic level
 - Listening to and acting on the voice of children and families
- 2.2 The context for the February 2022 plan was the need for significant improvement in Bridgend children's services. The combined impact of tragic child deaths and the impact of the Covid-19 pandemic lockdowns on the complexity of challenges faced by vulnerable children and families, was highly significant. As demand on the service increased, and workforce was depleted, pressures became acute and a critical incident was called in February/ March 2022 as the Council struggled to meet statutory responsibilities. Delivery of the priority actions in the plan approved by Cabinet in February 2022 has enabled improvements to be made and statutory duties to be met in a timely way with comparative quantitative performance good in very challenging circumstances.
- 2.3 However, whilst the most urgent issues the Council faced in safeguarding and protecting children and families which resulted in a judgement of 'serious concerns' by Care Inspectorate Wales (CIW) following a performance evaluation inspection in May 2022, had been addressed to the extent that in the follow up improvement check in November 2022 progress was recognised, it is clear that services continue to require improvement to be sustainable and improve outcomes for children and families. CIW and IPC are clear that the way improvement has been achieved is not sustainable or optimal given the level of statutory intervention in the lives of children

and families that is the outcome of current operating models. A sustainability plan was needed to sustainably address workforce capacity on a permanent basis and to ensure that there is an integrated set of arrangements for working with children and families with complex needs in which more are supported in highly targeted preventative services. Partners need to continue to implement signs of safety as the model of safeguarding practice and the voice of children and families' needs to be effectively heard and acted upon. Therefore, the refreshed 3-year plan sets out a sustainable future operating model which is based on:

- A realistic assessment of the staffing capacity and associated financial investment required to meet demand to the required standards.
- Lessons learnt from a strong evidence base, experience and best practice elsewhere in terms of the Council-wide service, workforce and financial strategy to best improve outcomes for children and families in a way which reduces the need for statutory intervention.

2.4 The analysis which underpins the 3-year service plan is included in the report from the IPC. This evidence-based analysis is that a number of things need to change for sustainable improvement including:

- Sufficiency of workforce.
- A changed operating model between prevention (early help) and statutory services which provides an integrated service in which more children and families with complexity of need are supported preventatively where families are motivated and consent to change.
- Continued focus on implementing the Signs of Safety and Wellbeing model of practice.
- Commissioning the right quantum and quality of service.
- Enhanced working in partnership with professionals and partners and co-productively with children and families.

3. Current situation / proposal

3.1 IPC's analysis is that Bridgend appears to have had a starting point of a relatively low level of staff in its children's social care services compared to staffing levels in other Welsh local authorities. Bridgend ranks 16th out of 22 Welsh local authorities, a relatively low proportion overall. Similarly, overall spend on children's services in Bridgend has been comparatively low. There are difficulties in making comparisons between local authorities about activity and spending reflecting different contexts, differences in how services are organised and differences in what is counted whether staff or spending.

3.2 While during and post-Covid all services have been challenged, the social care services appear to have experienced the brunt of an imbalance between demand and capacity in the last two years. The level of demand for children's statutory social care services over the last 18 months, particularly in Information, Advice and Assistance (IAA) and hub-based locality services has increased substantially. The headlines are that:

- 8,334 contacts to children's social care in 2022/23 compared to 5,667 (47.1% increase compared to 2021/22)
- 3,114 assessments in 2022/23 (89.4% increase compared to 2021/22)

- 1,202 children with care and support plans as at 31.03.23 (9.3% increase compared to 31.03.22)
- 2,154 initial strategy meetings in 2022/23 (98.3% increase compared to 2021/22)
- 1,557 completed S47 safeguarding investigations in 2022/23 (80% increase compared to 2021/22)
- 270 children on the child protection register as at 31.03.23 (54% increase compared to 31.03.22)

3.3 It should be noted that quantitative performance is remarkable given the challenges of volume and complexity being faced by the children's services workforce. At the meeting of the Improvement Board chaired by the Chief Executive on 7th June 2023, the Independent Advisor to the Council commented: "Performance within Bridgend Childrens Social Care is good given the volume and context of the increased activity, and the staffing and workforce pressures. This performance reflects well on managers and practitioners across the whole of the Bridgend Childrens Social Care Services, who are doing an amazing job in very difficult circumstances". This has been fed back to staff. It is however important to note that the quality of practice is more variable – it is very difficult to achieve consistently high-quality practice which is dependent on time spent developing relationships with children and families, when caseloads are higher than optimal (in safeguarding localities) and there is a high level of agency workforce.

3.4 A key driver of demand has been the response in the community and in partner agencies to the particular context in Bridgend. There has been an understandable caution about managing risk and an increase in expectations of children's social care to assess concerns and intervene where there are concerns for the safety and welfare of a child. This change in practice across professionals is not a simple short-term change in referral practice. On the basis of experience of high-profile tragic child deaths elsewhere IPC analysis is that they would expect this profound change in professional practice to have a lasting impact. At the same time, the Council is dealing with very significant workforce shortages and the impact on families of both the post-Covid experience and of the cost-of-living crisis which is further stressing many families with complex challenges and limited resources. The direct impact on the numbers requiring support is likely to continue for years rather than months and this continued to be the case in Quarter 1 of 2023/24.

3.5 IPC analysis strongly suggests that whilst demand for service is being generated across the system, it is currently being channelled in particular to statutory children's services delivered in the IAA/ Multi-Agency Safeguarding Hub (MASH) and locality teams. Their report also advises that whilst other local authorities have found that although demand can remain high, responses can be geared to responding through more effective early help provision for families with more complex needs and thus reducing the proportion who need statutory intervention.

3.6 Independent analysis is that the Council has worked hard and in general successfully over the last year to deal with the unprecedented demand rises. It has involved significant short-term funding to deal with a real capacity crisis. This response is evident in the current workforce position summarised below:

- Permanent establishment in children's social care: 122.91 full time equivalents
- The service is currently operating at 29% above establishment to meet all statutory duties in a timely way. This additional establishment is funded through a

combination of earmarked reserves and specific grants but is also contributing to a significantly overspent position

- There are 20% vacancies in the permanent workforce. There are usually around 5% absentees from work at any time.
- All vacant posts (and more) are covered to ensure the safety of safeguarding and child protection arrangements.
- 38% of the current children's social care workforce is therefore filled by agency staff

3.7 A considerable workforce plan is being implemented between the Social Services and Wellbeing Directorate and Human Resources. This includes an expanded 'grow your own' social worker programme, recruiting secondees and trainees, international recruitment (4 recruits have started in Bridgend to date), implementation of a support officer model and investment in supervision, training and development and improved marketing and business process. Whilst there is some short-term improvement, and the Memorandum of Cooperation led by the Association of Directors of Social Services to stabilise the agency market is having some impact, the main gains will take 2-3 years to be realised due to the timescales of social work training.

3.8 The capacity and resources required to maintain a sustainable service in the longer term, and how services are configured and managed to have the greatest impact and be most efficient, has been carefully considered. This consideration includes the arrangements of services across early help, edge of care, IAA and the locality social care teams, how they are working and what they need to look like in the future, particularly in terms of supporting families with complex needs who are at risk of becoming involved with safeguarding and care services have been reviewed. The most striking first feature that IPC found about Bridgend is that early help and social care are separate systems with their own routes for accepting and screening referrals and assessing subsequent needs. On a day-to-day basis there is good working practice between colleagues which mitigates the limitations of the arrangements, but overall, the interactions between the systems are limited with relatively few children and families stepped up or down between the systems.

3.9 IPC's analysis is that the current systems are too complex, and colleagues across the system work hard on a day-to-day basis to ensure that they are managed effectively, and that decision-making is consistent. However, IPC's review of specific case files, and interviews with managers indicated they are well aware of the difficulties the system creates particularly in terms of:

- Complicated family situations where careful judgements are needed to identify primary concerns from background issues.
- Dealing with different arrangements for assessment across different teams.
- Judgements about the support services which are most appropriate for a particular family.
- When, and for how long different services should be involved.
- Securing a shared plan of intervention that all partners are clear about.

3.10 For families or other professionals other more basic arrangements are potentially confusing. Currently on the website there are number of different telephone numbers which could be used regarding children's services which can build in potential confusion particularly with the separation between early help and social care contact

arrangements. IPC interviewed operational leaders of the services involved, and they reviewed a small selection of ten illustrative case files, selected as examples of more and of less effective practice. IPC state that it was clear to them, from this element of the work, that colleagues work hard together to co-ordinate responses to families and to make sure that gaps in provision are minimised. IPC have identified the following areas for further practice and system improvement:

- A professional, external to the Council, would experience the pathways into the Council's children and educational services, within which early help services are located, as fragmented and not part of a joined-up children's service.
- A family would experience the pathways into the Council's services as fragmented and they would have to repeat their story more than once before decisions are made about which service can support them or offer them advice and information.
- There appears to be no single arrangement for the ownership of family's pathways from the point of enquiry to the point of the delivery of IAA, assessment of need (by social care services) or provision of services and support by early help services - either in terms of an accountable senior officer, or a joint collaborative ownership across the services as they operate as aligned services.
- There is no shared approach to the assurance of practice quality across the different pathways and services – this is done within services. A theoretical risk exists that families can be passed between different services' front doors if both services determine that their threshold is not met, and their needs and or risks are not assessed and addressed. This is a theoretical system risk to children and an organisational risk for the Council. Multi-disciplinary response and allocation arrangements could be developed to address this, and to promote stronger shared ownership, better co-ordination of responses and improved understanding of capacity and skills across the system – for example along the lines of the SPACE Wellbeing Panels currently used across Gwent.
- The new practice framework of Signs of Safety implementation is following the best practice model in terms of the 'Signs of Safety' model across social work teams and 'Signs of Wellbeing' across the early help teams. Attention and energy will be needed to ensure the implementation of the practice model does not perpetuate splits and create additional thresholds for families between the two services.
- Management, governance and commissioning arrangements for services to meet the needs of families, particularly those with more complex needs, currently are not integrated, and despite the best efforts of staff and managers on a day-to-day basis this undermines the ability of the Council to secure and maintain effective and efficient services which meet the different needs of these families.
- Much of the money underpinning early help services at the current time is based on annual Welsh Government grants which have specific requirements attached and do not form part of a secure base budget. This has made long-term needs-based planning and investment difficult and may well have undermined population needs based planning of these services. Grant funding to local voluntary organisations is not managed by the services involved in delivering this agenda, so that these resources are not best used to focus on the areas which would likely offer greatest impact. They are managed by a Central Grants Team which is based in the Finance, Performance and Change Directorate. Research studies from across the UK in this area have shown the importance of the integration of grant funding to the voluntary sector with the totality of services available to support early help and children and families getting the right help at the right time.

- 3.11 In the light of the current challenges and the need to build a comprehensive and effective integrated service, IPC recommend a more integrated service is developed which is designed for Bridgend but draws on best practice from other local authorities in Wales who have achieved significant improvement. As part of the whole system review, information on how other local authorities in Wales organise their services was gathered. It was clear that Bridgend is different to other Welsh local authorities in terms of its organisational and management arrangements for early help, edge of care and social care services. Information is provided from 6 comparator local authorities as to how these services are managed and provided as a single service in the full IPC report.
- 3.12 As part of the project to inform their report, IPC undertook a review of recent literature and emerging UK policy in this area. There is a clear and growing evidence base which recognises that early help services for children and families with more complex issues need to be designed and delivered differently to those which are needed to meet the needs of families with less complex or less long-term issues. There is also a clear and fast-developing evidence base which can be used to help specify the particular services most likely to be able to support children and families with more complex needs.
- 3.13 In terms of Welsh policy, while Welsh Government has not produced specific policy on leadership and governance as yet, it committed itself to seven priorities in its Children and Young People's Plan published in March 2022 including:
- All children and young people should be supported to have a fair chance in life
 - All children and young people should have a good and secure home to live in.
 - All children and young people should receive the support they need to stay together or come back together with their family, if possible
- 3.14 To help deliver these ambitions it is currently working on a National Transformation Programme for Children's Services which, is intended to build on UK-wide evidence and deliver:
- Through the Regional Partnership Boards funding to 'Support families to stay together safely' along with therapeutic support for care experienced children.
 - Specialist accommodation for children with complex needs, especially for those at risk of going into a secure welfare or mental health placement, or who are stepping down from secure provision.
 - Promoting trauma-informed models of care and ensuring that there are appropriate joint commissioning arrangements in place between health, social services and education, so the needs of these children are met, and they do not fall between different types of provision.
- 3.15 The 3-year strategic plan is the Council's response to the expert analysis on how Bridgend achieves sustainable improvement in outcomes for children and families and moves, within agreed timescales, with outcome. Each of the 7 themes is described in a section. For each theme, the plan describes why it is important, how we have been working to date, and what national policy and guidance we need to take account of in the next period. We then commit ourselves to specific objectives, measures and the key actions we will need to take to deliver them in the next 3 years. The appendices include a three-year action plan and a list of immediate priorities we

will focus on in the next year. This is important as it is anticipated given that Bridgend is an authority that requires improvement in respect of support for children and families, that there is likely to continue to be close regulatory monitoring no later than 6 months after the June 2023 Joint Inspection of Child Protection Arrangements.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1

Involvement	In undertaking the review, IPC have worked with a steering group from Education and Family Support and Children's Social Care (CSC) and provided regular updates to the Corporate Management Board.
Long term	The report sets out to identify the long-term structures and plans for children and families.
Prevention	To prevent challenges and issues that have arisen in CSC over recent years and provide greater safeguarding and support to children and young people across Bridgend County Borough.
Integration	This report looks to set out and provide advice towards a more integrated support arrangements for children and families.
Collaboration	IPC have worked in consultation with CSC in order to provide this analysis and report to BCBC.

6. Climate Change Implications

6.1 There is no impact or link to Bridgend County Borough Council's climate change aspirations as a result of this report.

7. Safeguarding and Corporate Parent Implications

7.1 This report outlines and proposes changes, reflecting expert advice, as being required towards our statutory safeguarding accountabilities. Implementation of the plan will ensure effective safeguarding arrangements and support the wellbeing of care experienced children for whom the Council is corporate parent. The elements of the plan are based on a robust evidence base of what works in safeguarding, protecting, and improving outcomes for vulnerable children and families.

8. Financial Implications

- 8.1 The revenue outturn report considered by Cabinet and Council in June 2023 detailed the financial pressures across the Authority during 2022/2023 and these have continued into the current financial year.
- 8.2 The report highlighted the significant financial pressures in the Social Services and Wellbeing Directorate in the year to March 2023. This was considered as part of the budget setting process for 2023/2024 and growth was awarded to the service to address those pressures.
- 8.3 The Service Sustainability Plan detailed in this report will have further financial implications for the Council. Details of these pressures, how they will be met and the implications for the Council as a whole will be reported to Cabinet following this engagement

9. Recommendation

- 9.1 The Committee is recommended to consider the report and comment on the draft 3-year sustainability plan for children and families in Bridgend which will be subject to engagement and consultation prior to submission to Cabinet for approval.

Background documents

Institute of Public Care, Bridgend County Borough Council, Sustainable Children's Services Analysis Report, May 2023'

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Think Family- Improving Outcomes for Children and Families in Bridgend

A 3- year plan to achieve sustainable improvement

Introduction

This plan has been developed by the Bridgend County Borough Council Social Services and Wellbeing Directorate on behalf of the Council to set out a clear set of strategic objectives and actions that will deliver sustainable and effective support for children, young people and families in the County Borough in the next 3 years.

The plan sets the direction for the work needed over the next 3 years to transform our services in line with national policy and best practice. We aim to embed a culture and practice of, continuous improvement in the way we work with children and families which builds on the strengths in families and communities and places safety, wellbeing and improving outcomes for children and their families at the heart of everything we do.

The plan is located within a wider programme of development being undertaken by the Council in partnership with the people and communities of Bridgend, statutory and non-statutory partners which include:

- Progressing the priorities in the Council's Corporate Plans for 2023-34 onwards.
- The Cwm Taf Morgannwg Regional Partnership Board (RPB) Population Needs Assessment and Area Plan which set out an assessment of the needs of the populations of Bridgend, Rhondda Cynon Taff and Merthyr Tydfil and is also an assessment of the range of health, social care and wellbeing services needed to meet those needs.
- The priorities of the Cwm Taf Morgannwg Regional Safeguarding Board (RSB) which provides strategic leadership for safeguarding children and adults at risk across the region and supports learning through the undertaking and publishing Child Practice Reviews (CPRs) and monitor implementation of recommendations.
- Contributing to the Council's medium-term financial strategy (MTFS).
- Legislation set out in the Social Services and Wellbeing (Wales) Act (2014), the Regulation and Inspection of Care Act (2016), the Wellbeing of Future Generations Act (2015) and other statute and guidance.
- The Bridgend Social Services and Well-being Recovery Plan which was developed to support people, workforce and providers of service to recover from the short, medium and long-term impact of the Covid-19 global pandemic.

Context

Children, young people and families continue to face a number of challenges. The economic conditions mean that many people need state or community help, some for the first time. Others with existing long-term challenges will be looking for additional support. The medium to longer term

impact of Covid-19 lockdowns on children and families are only just starting to be understood. Post-pandemic increases in the need for support are evident. Resource and staffing challenges and close Care Inspectorate Wales monitoring will continue to be a feature. There has been a major impact on the community, local authority workforce and partner services from the terrible murder of a young child in July 2021. Following their inspection in 2022, Care Inspectorate Wales (CIW) reported that:

‘Many of the pressures experienced by the local authority’s children’s services reflect the national pandemic recovery context including high levels of demand and increased complexity of people’s needs. Critical workforce deficits in relation to social work recruitment, retention, and staff absence, had resulted in the loss of experienced staff and a competitive market for and an over reliance on newly qualified and agency social workers. The culmination of these pressures coupled with deficits in some systems and processes, including managerial oversight arrangements, has had a significant adverse impact on the delivery of some children’s services in Bridgend County Borough. Concerns were identified in relation to the timeliness of the local authority’s Information Advice and Assistance (IAA) service and the ability to meet its statutory responsibilities to promote and protect the well-being of vulnerable children and families.’

We fully accept and agree with the report findings. We also agree with the Chief Inspector who said at that time that: *‘I am pleased to acknowledge there has been some improvement since our assurance check in April 2021. However, further urgent action must be taken to secure and sustain improvement in the care and support for children and families in Bridgend. This work must be prioritised to ensure the best possible outcomes for children.’*

The focus of this plan is to set the strategy for sustainable improvement in the way Bridgend supports children and families so, over the period of the plan, we move from being an authority that ‘requires improvement’ to one that achieves consistently good outcomes.

We are not complacent about the work we need to do. We think that all services for children and families will continue to experience unprecedented calls on their resources and capacity for the next two to three years, and our priority is to improve our work with children and young people and their families, and to do so in a way that is meaningful, cost-effective and sustainable. This plan sets out where we will focus our improvement efforts.

Purpose, approach and priorities

Our purpose in supporting children and families as a Council is to exercise our legal and professional duties to help those who need care and support in Bridgend to have the best possible outcomes and experiences in life. Across the Council we are all committed to the following working principles:

Promoting choice and control for the people we work with by actively listening, and acting on what people tell us matters to them.

Treating people with respect for them, their culture, their characteristics and beliefs, and their language.

Being outcomes focused and strengths-based in understanding and acting upon what matters to the people we support.

Working in a constructive and creative professional partnership with our colleagues.

Respecting people's privacy and dignity.

Safeguarding and protecting people whenever needed.

Seeking greater equality and inclusion for people who need care and support.

Taking relationship-based approaches with people, helping them to have autonomy and reach their full potential

We expect our staff and colleagues to:

Be respectful of each other's contributions to the lives of children and families and those of our partners.

Work as a team, and as part of other Council and partnership teams, working to each other's strengths and to improve outcomes for children and families.

Listen and have open and honest styles of communication.

Commit to reflection, understanding and acting on our individual and collective learning.

Work with others to improve systems, practice and process where this will improve outcomes for children and families.

Be passionate and motivated about the work we do and the difference we can make.

Be mindful of our own and our colleagues wellbeing.

Work equitably and fairly, creatively, and innovatively.

Observe cultural considerations, including language.

Between 2023 and 2026, we will focus our improvement efforts on the following 7 areas:

The voice of children and families

Our workforce

Our practice

The impact of our services and interventions

Our response to families with complex needs

Our work with partners

Our intelligence and information systems

This will enable us to address the following key challenges:

Reducing the number and proportion of children and young people who need to experience care and support and require safeguarding in Bridgend.

Helping more families in Bridgend live well together and bring their children up to be resilient and live the lives that they want to live as adults.

Working with our partners to make sure families get the right help at the right time.

Re-focusing our resources on more cost-effective support for families with complex needs rather than expensive substitute care experiences.

We will closely monitor our progress, and adjust our priorities annually if needed, and we will have the governance arrangements described below to ensure that we make good progress.

Governance arrangements

Improving outcomes for children's and families is a high priority for the Council. To ensure that the strategic plan is effectively led and has the right level of resources assigned to support delivery, Improving Outcomes for Children Board (the Board) has been established, chaired by the Chief Executive of the Council.

The Board provides regular reports on progress to the Cabinet/Corporate Management Board, the Cabinet/Corporate Parenting Committee and the Corporate Overview and Scrutiny Committee. The Board also provides effective oversight, challenge and direction and ensures that resources are recommended to enable delivery of this plan.

This Board is in addition to safeguarding as a standard agenda item at each Cabinet/Corporate Management Board meeting in accordance with the Council's Corporate Safeguarding Policy (2021). Improving outcomes for children and families is also a partnership priority and it is critical that senior partners from the NHS, police, housing, education and third sector are fully involved in the delivery of this plan. The Board will involve partners as appropriate and reports through the Bridgend Joint Operational Group for Safeguarding to the Cwm Taf Morgannwg Regional Safeguarding Board and the Bridgend Public Services Board.

The Board is currently exploring how it can better develop from a Council body to incorporate the Local Health Board and other partners in a shared and joint programme of action.

Seven strategic themes

There are seven key strategic themes which underpin this plan.

1. Hearing and acting on the voice of children and families
2. Securing a stable, well-supported, motivated and permanent workforce
3. Improving practice
4. Maximising the impact of our services and interventions
5. A more effective response to families with complex needs
6. Seamless working with partners
7. Better intelligence and information systems

Each theme is described in a section below. For each theme we have described why it is important, how we have been working to date, and what national policy and guidance we need to take account of in the next period. We then commit ourselves to specific objectives, measures and the key actions we will need to take to deliver them in the next 3 years. The appendices include a summary of our combined objectives, a three-year action plan and a list of immediate priorities we will focus on in the next six months.

1 Theme 1: Hearing and acting on the voice of children and families

1.1 Context

This theme is a building block for more effective and better accepted services, and better outcomes for children and families in Bridgend. We know that that we can do more to work co-productively with children, young people and their families, and there is emerging evidence of good practice we can draw on to help us improve.

1.2 Policy and guidance

There is a clear and strong emphasis in national policy and guidance about the importance of acting on the voice of children and families in both policy and practice including:

The Wellbeing of Future Generations (Wales) Act (Welsh Government, 2015).

Emotional health and wellbeing: best practice in schools and early years settings (Welsh Government, 2010).

Social Services and Wellbeing (Wales) Act 2014.

A Healthier Wales (Welsh Government, 2018).

No Wrong Door (Children's Commissioner for Wales, 2020).

These have informed our objectives in this theme.

1.3 Key objectives

Our **key objectives** in this area are:

To work with children and families in a co-productive way based on mutual respect, strong relationships and an emphasis on strengths.

To have better arrangements in place which enable all staff to work in this way.

To ensure that all staff are able to take account of the experience and perspective of children and families they work with.

1.4 Key actions

The **key strategic actions** we will undertake over the 3-year period from April 2023 – April 2026 will include:

Build on the work to enhance the voice of care experienced children and young people in corporate parenting, to develop and implement an 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.

Ensure that quality assurance (QA) of 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.

Ensure care experienced children and young people lead the monitoring and evaluation of the delivery of the Corporate Parenting Strategy, ensuring all parts of the Council and partner agencies understand and act on what matters to care experienced children and young people.

Develop a parent's participation charter so the experience of the families who work with children's social care is understood and used enhanced practices and interventions.

Adopt and implement the standards within a Care Leavers Parent Charter

Celebrate the achievements of our children and families with an annual celebration event.

1.5 Measures

The **key measures** we will use to tell us how we are doing will include:

The extent to which the involvement of children and young people is clearly evident in strategies and service development proposals.

The extent to which quality assurance processes meaningful embed the experience of children and to drive improvements.

The implementation of the Cabinet-approved corporate parenting strategy which clearly responds to what matters to care experienced children and young people in all aspects of their lives.

Whether parents are able to give their view on our work with them and we take their views seriously.

How well care leavers who become parents feel supported by their corporate parents

The extent to which we are able to support vulnerable children and families with complex needs to safely maintain their independence.

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

2.1 Context

The effectiveness of our services relies fundamentally on a good team of skilled, well supported and appropriately motivated people who are able to support children, young people and families, often at the most difficult and challenging times of their lives. To develop the relationships needed with children and families workforce need the time and level of caseloads to enable quality work.

Recruitment and retention of staff working with children and families has never been easy, and since the pandemic has become significantly more difficult. We have not been able to fill all vacancies, particularly for qualified social workers, despite all efforts, and we have had to rely very heavily on agency staff. Children's social care have also had to operate above their funded establishment that we are funded for in order to safely comply with all statutory safeguarding and child protection standards.

We recognised this problem as we came out of the Covid-19 pandemic and over the last year we have been working on a comprehensive programme to address this.

2.2 Key objectives

Our **key objectives** in this area are:

To improve the experience of our workforce so they feel consistently well supported and valued.

To get the right balance of skills and experience in our teams to achieve best outcomes for children and families.

To retain and recruit the most able staff to our service and in so-doing reduce reliance on agency workforce.

2.3 Key actions

The **key strategic actions** we will undertake over the 3-year period from April 2023 – April 2026 will include:

Implement new structures, enhancing management oversight within teams, for all levels of social workers in children's social care and continue market supplement to address vacancies for children's social workers in teams that experience particular difficulties.

Focus on support and well-being for the workforce through systematically implementing the standards in the Social Worker Charter which include best practice standards for case-loads, high levels of management support through excellent supervision, promoting flexible working practices such as compressed hours and protecting time for research and reflection.

Review skill mix in children's social care and develop a workforce plan for the optimal numbers of different level of qualified social workers, social work support officers, social work assistants, 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 Worker 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.

Continue to internationally recruit children's social workers.

Ensuring that the benefits of living and working in Bridgend are effectively promoted and success is celebrated so the reputation of the Council as valuing children's social work is enhanced

Ensure timely and effective trauma-informed well-being support to our workforce including through effective line management support, peer support and timely access to specialist support.

Working with other local authorities in Wales to strategically manage the relationship with agency workforce and promoting the benefits of working with the Council to our highly valued agency workers

Continuously improve our recruitment processes, drawing on marketing expertise to enhance campaigns and ensure the most efficient selection processes.

2.4 Key measures

The **key measures** we will use to tell us how we are doing will include:

The proportion of permanent social workers in children’s social work teams.

Vacancy rates in children’s social work teams.

The level of turnover in children’s social work teams and average length of employment.

The proportion of ‘home grown’ social workers who develop careers in Bridgend.

Levels of sickness and absence by teams.

Workforce morale as evidenced through regular staff surveys and other feedback mechanisms

Numbers of applicants, offers and acceptances for children’s social care roles.

3 Theme 3: Improving practice

3.1 Context

We will move forward swiftly with improving the way we work with children and families and achieving greater consistency and reliability from our services. In particular we want to build upon our existing approaches to strength-based practice, and to use the well-established ‘Signs of Safety’ approach to help us all improve the way we work together. We are very clear that there is more to be done in terms of clear and helpful guidance on practice and improving the way in which we assure ourselves of the quality of our work.

3.2 Policy and guidance

This theme responds to a national emphasis on innovation and practice improvement to support children, young people and families including:

The Wellbeing of Future Generations (Wales) Act (Welsh Government, 2015).

Emotional health and wellbeing: best practice in schools and early years settings (Welsh Government, 2010).

Social Services and Wellbeing (Wales) Act 2014.

A Healthier Wales Plan (Welsh Government, 2018) and the national Transformation Programme (2018-21).

Regional Integration Fund (Welsh Government 2022-27).

No Wrong Door (Children’s Commissioner for Wales, 2020).

National Transformation Programme for Childrens Services (Welsh Government 2023).

These have informed the objectives below.

3.3 Current position

We have laid the foundations for future improvement in this area in the last year – we have commenced the ‘Signs of Safety’ approach and worked hard to establish service-wide guidelines for staff and managers in areas such as supervision, quality assurance and working with families. We need to continue to move forward at pace.

3.4 Key objectives

Our **key objectives** in this area are:

To ensure that staff and partners are all working within a common 'Signs of Safety' framework and that this is seen as a valuable approach.

To 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.

To successfully develop and implement a framework for practice quality assurance which evidences how effective our practice is.

To evidence improved outcomes and experience for children and families through improved practice through qualitative feedback from children and families.

3.5 Key strategic actions

The **key strategic actions** we will undertake over the 3-year period from April 2023 – April 2026 will include:

Delivery of the 'Signs of Safety' programme as planned across the service.

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.

Implementation of an evidence based framework to enable practitioners judge the potential for safe reunifications with families for children who become care experienced.

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.

Review the implementation of the agreed supervision policy and whether it promotes strength based reflective supervision and focus on quality.

Ensure the effective implementation of the agreed quality assurance framework across the service.

Effectively engage with children and families to understand and act on their experience of children's social care

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.

Ensure that reflective practice is embedded across the service and supported in supervision and peer support.

Undertake a detailed review of integrated family support service and family group conferencing, arrangements within Bridgend with a view to determining if this whole family approach can be expanded for working with more families.

3.6 Key measures

The **key measures** we will use to tell us how we are doing are:

The extent to which the 'Signs of Safety' approach has been understood and applied. The quality and impact of new practice guidance in key areas.

Feedback from children and families about the impact of the 'Signs of Safety' programme on them. The extent to which new guidance for managers and workers is understood and successfully applied in practice.

The extent to which staff understand and apply the framework for practice quality management.

The extent to which we are able to reduce statutory interventions and support vulnerable children and families with complex needs to safely maintain their independence.

The level of timely and high-quality supervision experienced by workers as evidenced through regular quality assurance audits.

The extent to which staff, children and families see the service as having a positive, constructive and supportive culture.

4 Theme 4: Maximising the impact of our services and interventions

4.1 Context

The evidence base which underpins support for children, young people and families is improving all the time. Our services need to constantly renew and improve and draw on this evolving evidence base to ensure they help secure the best possible outcomes for children and families.

A recent review of evidence undertaken for the Council by Oxford Brookes University identified a number of areas where we should explore improved practices and this will inform our work in this theme in the next period.

4.2 Policy and guidance

Evidence in this area is drawn from a range of sources including: The cost

of late intervention (Early Intervention Foundation 2016).

The costs and benefits of early interventions for vulnerable children and families to promote social and emotional wellbeing (London School of Economics and Political Science (?) LSE,, 2011).

What works to improve the lives of England's most vulnerable children (The Early Intervention Foundation, May 2022).

Emotional health and wellbeing: best practice in schools and early years settings (Welsh Government, 2010).

Social Services and Wellbeing (Wales) Act 2014.

A Healthier Wales (Welsh Government, 2018) and the national Transformation Programme (2018-21).

No Wrong Door (Children's Commissioner for Wales, 2020).

National Transformation Programme for Children's Services (Welsh Government 2023).

These will guide the delivery of the objectives below.

4.3 Current position

Because of the challenges we have faced in responding to increasing demand in the last 18 months we have not been able to test, challenge and improve our existing directly delivered and commissioned services to the extent we think is needed. This is our priority in this theme going forward.

4.4 Key objectives

Our **key objectives** in this area are:

To 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.

To ensure that where there are gaps in provision or emerging needs they are addressed.

To ensure that we work closely and effectively with key partners to deliver these services.

To ensure that all reviews are conducted co-productively so that children and families are central to service development.

4.5 Key strategic actions

The **key strategic actions** we will undertake over the 3-year period from April 2023 – April 2026 will include:

Undertake a rapid needs assessment, building on existing analysis, for preventative family support and early help needs and trends and develop a development and delivery plan for these services.

Develop and implement a Council-wide and partnership commissioning strategy for family support services from universal to highly targeted edge of care services to drive grant and core investment in an evidence-based way that will maximise the impact of prevention.

Develop and implement a commissioning strategy for the provision of accommodation, care and support services for children with disabilities, working closely with education.

Develop and implement a commissioning strategy with key partners to meet the accommodation, care and support needs of care experienced children and young people and care leavers.

Complete the establishment of the children's assessment hub at Brynmenyn and commence provision.

Work with national and regional partners through the National Fostering Framework to increase the numbers of Bridgend foster families, including carers who have additional skills and experience in caring for children who would otherwise require residential care, or are transitioning from such provision.

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.

Explore innovative and creative solutions including the use of direct payments and family help services as part of care and support arrangements in children's services teams.

4.6 Key measures

The **key measures** we will use to tell us how we are doing are:

Commissioning plans approved by Cabinet in key areas including family support, children with disabilities, care-experienced children and young people in foster care.

Proportion of care-experienced children and young people supported through effective residential care in their local area.

Number and proportion of foster carers.

Number and proportion of families using innovative support arrangements including direct payments and family help.

The range and effectiveness of early help and edge of care provision and the proportion of these resources used to support families with more complex needs.

Positive outcomes for children and families accessing the range of support services.

The extent to which we are able to reduce statutory interventions and support vulnerable children and families with complex needs to safely maintain their independence.

5 Theme 5: A more effective response to families with complex needs

5.1 Context

The Council has a wide range of services across Education and Family Support and Social Services and Wellbeing Directorates concerned with supporting families. A review of these services in 2022-23 concluded that while many of the services were very effective and met their brief very successfully, more could be done to respond to the needs of families with more complex or entrenched problems, particularly those families with children who might otherwise end up experiencing the need for safeguarding or care.

5.2 Policy and Guidance

National policy and guidance is clear about the importance of ensuring that resources are sufficient to address the needs of families with more complex needs, and that by doing so early, many needs can be met without recourse to care experience or safeguarding interventions. This guidance is embedded in all key children's policy and guidance including:

Families First Programme Guidance (Welsh Government 2017). The Children and Young People's Plan (Welsh Government 2022).

Improving Outcomes for Children Programme Legacy Report (Welsh Government 2021). Social Services and Wellbeing (Wales) Act 2014.

A Healthier Wales (Welsh Government, 2018) and the national Transformation Programme (2018-21).

No Wrong Door (Children's Commissioner for Wales, 2020).

National Transformation Programme for Children's Services (Welsh Government 2023).

The costs and benefits of early interventions for vulnerable children and families to promote social and emotional wellbeing (LSE, 2011).

Emotional health and wellbeing: best practice in schools and early years settings (Welsh Government, 2010).

This policy guidance will inform the delivery of the objectives below.

5.3 Current position

Demand for social care services to address the needs of families with more complex or long-term problems continues to rise. The Council has decided that to address these challenges a more integrated approach is needed, and that early help, edge of care, IAA and locality social work services need to be part of the same function, with common frameworks, referral and support arrangements to support them. It has also agreed that further investment is needed in these services to deal with the significant increase in demand from these families since the Covid-19 pandemic and the current economic challenges facing the UK.

5.4 Key objectives

Our **key objectives** in this area are:

To reduce the proportion of children who experience safeguarding and care interventions and keep more children safely with their families.

To respond more effectively to families who require support, particularly those with more complex or long-term problems.

To improve the systems and processes which ensure that families get the right response at the right time.

5.5 Key strategic actions

The **key strategic actions** we will undertake over the 3 year period from April 2023 – April 2026 will include:

Introduce integrated management arrangements for IAA, early help, locality social work, locality early intervention and edge of care teams with direct responsibility to the Director of Social Services and Wellbeing.

Agree a joined up locality approach between key partners in the Council, third sector partners and other statutory partners in locality clusters, supporting schools, so there is a 'no wrong door approach', to any child or family who needs to access any tier of preventative services. This design will be informed by good practice in other parts of Wales.

Develop a single point of access for all children and family services.

Develop a single no wrong door process for families and professionals including schools based on cluster arrangements.

Redesign the websites and telephone routing systems.

Offer a more extensive range of responses at level 3 of the continuum of need.

Review population needs, planning and commissioning external services and managing grants to support the effective delivery of grant funded services to complement Council provision.

Explore the potential for partnerships with the voluntary sector to manage and deliver services for families with complex needs.

Develop more flexible and effective use of national grants to address the needs of children and families with more complex needs.

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.

5.6 Key measures

The **key measures** we will use to tell us how we are doing are:

The number and proportion of children and young people who need safeguarding or care experience.

The extent to which we are able to reduce statutory interventions and support vulnerable children and families with complex needs to safely maintain their independence.

The overall cost of external provision of fostering and residential care. The satisfaction of families with the support they receive from the Council. Pupil attendance rates.

The proportion of interventions closing with a positive outcome.

Satisfaction of children and families with the quality of the contact and communication arrangements for early help and social care.

6 Theme 6: Seamless working with partners

6.1 Context

Meeting the needs of children, young people and families across Bridgend is the shared responsibility of a network of agencies, professionals and citizens. A strong, constructive approach to partnership will help us to be more effective and more efficient together and ensure that no one slips through our safety nets.

6.2 Policy and guidance

Greater integration of services and agencies is a clear national priority emphasised in guidance and legislation such as:

Families First Programme Guidance (Welsh Government 2017). The Children and Young People's Plan (Welsh Government 2022). Social Services and Wellbeing (Wales) Act 2014.

A Healthier Wales (Welsh Government, 2018) and the national Transformation Programme (2018-21).

No Wrong Door (Children's Commissioner for Wales, 2020).

National Transformation Programme for Children's Services (Welsh Government 2023).

Emotional health and wellbeing: best practice in schools and early years settings (Welsh Government, 2010).

6.3 Current position

Recent inspections have identified that there are instances of good partnership working at both a practice level and at policy and strategy levels. However, there is more that we need to do.

6.4 Key objectives

Our **key objectives** in this area are:

To work more effectively with partners at operational service and strategic levels to agree shared priorities for service improvement and implement them.

To ensure there is no wrong door for access to help and support in Bridgend. To ensure common culture and practice across Bridgend partners.

6.5 Key strategic actions

The **key strategic actions** we will undertake over the 3-year period from April 2023 – April 2026 will include:

We will 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.

Existing Bridgend children's partnerships will be reviewed to ensure the most effective set of arrangements for joint and integrated working.

Building on the Multi-Agency Safeguarding Hub (MASH) partnership model, develop business cases for integrated multi-professional locality teams to meet the needs of children and families with care and support needs, children with disabilities and child protection needs including the integration of mental health professionals, substance misuse workers and specialist therapists.

6.6 Key measures

The **key measures** we will use to tell us how we are doing are:

Level of commitment with key partners to address key areas for joint improvement.

The extent to which we are able to reduce statutory interventions and support vulnerable children and families with complex needs to safely maintain their independence.

Extent to which information is shared safely and effectively between professionals.

Commitment of partners to the 'Signs of Safety' approach which is evidenced in multi-agency practice.

7 Theme 7: Better intelligence and information systems

7.1 Context

Bridgend was a pioneer authority in the implementation of the Welsh Government sponsored Welsh Community Care Information System (WCCIS). This is now embedded in the local authority and is a key information system supporting effective practice. We need to do more to utilise the system most effectively and to share information with our partners, and we also need to continue to improve our capacity to analyse individual and population data to inform our plans and practices.

7.2 Key objectives

Our **key objectives** in this area are:

To ensure that the information that operational staff and managers are using is of the highest possible quality.

That our information can be shared appropriately more often and more usefully with partners.

7.3 Key strategic actions

The key strategic actions we will undertake over the 3-year period from April 2023 – April 2026 will include:

Work with partners regionally and nationally 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.

Continue to 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.

7.4 Key measures

The **key measures** we will use to tell us how we are doing are

The extent to which all teams have a 'fit-for-purpose' system which improves work quality, enables information sharing supports better outcomes for children and families.

The extent to which each team has effective business intelligence systems allowing them to monitor demand, supply, service quality and impact.

Appendix 1: Summary of key objectives

The objectives specified in the plan under the 7 themes are summarised in the table below:

Hearing and acting on the voice of children and families	<p>Work with children and families in a co-productive way based on mutual respect and an emphasis on strengths.</p> <p>Have better arrangements in place which enable all staff to work in this way.</p> <p>Ensure that all staff are able to take account of the experience and perspective of children and families they work with</p>
Securing a stable, well-supported, motivated and permanent workforce	<p>Improve staff terms and conditions so they are competitive with other Welsh local authorities.</p> <p>Get the right balance of skills and experience in our teams.</p> <p>Attract and recruit the most able staff to our service.</p>
Improving practice	<p>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.</p> <p>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.</p> <p>Successfully develop and implement a framework for practice quality assurance.</p>
Maximising the impact of services and interventions	<p>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.</p> <p>Ensure that where there are gaps in provision or emerging needs they are addressed.</p> <p>Ensure that we work closely and effectively with key partners to deliver these services.</p>
A more effective response to families with complex needs	<p>Reduce the proportion of children who experience safeguarding and care interventions and keep more children safely with their families.</p> <p>Respond more effectively to families who require support, particularly those with more complex or long term problems.</p> <p>Improve the systems and processes which ensure that families get the right response at the right time.</p>
Seamless working with partners	<p>To work more effectively with partners at operational service and strategic levels to agree shared priorities for service improvement and implement them.</p>

	Ensure there is no wrong door for access to help and support in Bridgend
Better intelligence and information systems	Ensure that the information that operational staff and managers are using is of the highest possible quality. Ensure that information can be shared appropriately more often and more usefully with partners.

Appendix 2: Three-year key actions by year

The following table details the key strategic actions that will be undertaken each year through to 2026 to enable us to meet our aims and objectives.

Theme	2023-24	2024-25	2025-26
1 Hearing and acting on the voice of children and families.	<ol style="list-style-type: none"> 1. Develop an 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. 2. 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. 3. Celebrate the achievements of our children and families with an annual celebration event. 4. Launch the co-produced Corporate Parenting Strategy, develop and implement an action plan on Priority 1 ‘having a voice’. 	<ol style="list-style-type: none"> 1. Implement the engagement and involvement framework. 2. Apply the revised QA framework. 3. Develop a Corporate Parenting Strategy which is led by the children and young people for whom the Council is their corporate parent, ensuring all parts of the Council and partner agencies understand what matters to care experienced children and young people. 4. Develop a parent’s participation charter so the experience of the families who work with children’s social care is understood and used enhanced practices and interventions. 5. Celebrate the achievements of our children and families with an annual celebration event. 	<ol style="list-style-type: none"> 1. Review the implementation of the engagement and involvement framework with children and families. 2. Review the QA framework and its impact on practice. 3. Implement the Corporate Parenting Strategy and parent’s participation charter. 4. Celebrate the achievements of our children and families with an annual celebration event. 5. Engage with all stakeholders to review Priority 1 of the Corporate Parenting Strategy

Theme	2023-24	2024-25	2025-26
		6. Monitor Corporate Parenting Action Plan in relation to Priority 1 'having a voice'.	

Theme	2023-24	2024-25	2025-26
Page 11 2. Securing a stable, well-supported, motivated and permanent workforce.	<ol style="list-style-type: none"> 1. Implement new structures for grade 3 social workers in children's social care and continue market supplement to address vacancies for children's social workers. 2. Review skill mix in children's social care and develop a workforce plan for the optimal numbers of social workers, social work support officers, social work assistants, social services practitioners, support officers, business support, other professionals such as mental health specialist workers, behavior analysts. 3. 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. 	<ol style="list-style-type: none"> 1. Review impact of new structures skills mix and market supplements. 2. Implement workforce plan. Review impact of 'Grow Our Own Social Work Programme'. 3. Ensure timely and effective trauma-informed support to workforce including through effective line management support, peer support and timely access to specialist support. 4. Continuously improve our recruitment processes, drawing on marketing expertise to enhance campaigns and ensure the most efficient selection processes. 	<ol style="list-style-type: none"> 1. Review impact of structures skill mix and market supplements. 2. Implement workforce plan. Ensure timely and effective trauma-informed support to workforce including through effective line management support, peer support and timely access to specialist support. 3. Continuously improve our recruitment processes, drawing on marketing expertise to enhance campaigns and ensure the most efficient selection processes.

Theme	2023-24	2024-25	2025-26
	<p>4. Ensure timely and effective trauma-informed support to workforce including through effective line management support, peer support and timely access to specialist support.</p> <p>5. Continuously improve our recruitment processes, drawing on marketing expertise to enhance campaigns and ensure the most efficient selection processes.</p>		

Theme	2023-24	2024-25	2025-26
<p>Improving Practice</p>	<ol style="list-style-type: none"> 1. Delivery of the 'Signs of Safety' programme as planned across the service. 2. 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. 3. Implement our care experienced children reduction strategy by safely reducing admissions and introducing an evidence-based framework to enable practitioners to make good judgement about the potential for safe reunifications and alternative orders / permanency arrangements. 4. 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. 	<ol style="list-style-type: none"> 1. Delivery of the 'Signs of Safety' programme as planned across the service. 2. 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. 3. Review the effectiveness of the framework to enable practitioners to make good judgement about the potential for safe reunifications with families for children who become care experienced. 4. 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. 5. Review the implementation of the agreed quality assurance framework across the service. 	<ol style="list-style-type: none"> 1. Review the effectiveness of the framework to enable practitioners to make good judgement about the potential for safe reunifications with families for children who become care experienced. 2. 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. 3. Review the implementation of the agreed quality assurance framework across the service. 4. Ensure that reflective practice is embedded in across the service and supported in supervision and peer support. 5. Review all Children Services contributions and responsibilities to the Corporate Parenting action plan.

Theme	2023-24	2024-25	2025-26
	<ul style="list-style-type: none"> 6. Ensure the effective implementation of the agreed quality assurance framework across the service. 7. 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. 8. Ensure that reflective practice is embedded in across the service and supported in supervision and peer support. 9. Ensure the recommendations from the PLO working group reforms are embedded in our operating models. 10. 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. 11. Establish a Children’s Services dataset for the Corporate Parenting Board that relates to KPIs and Strategy Priorities 	<ul style="list-style-type: none"> 6. Review the implementation of the agreed supervision policy and whether it promotes strength based reflective supervision and focus on quality. 7. Undertake a review of integrated family support service and family group conferencing, arrangements within Bridgend with a view to determining if this whole family approach can be expanded for working with more families. 8. Monitor all Children Services contributions and responsibilities to the Corporate Parenting action plan. 9. Provide quarterly reports to the Corporate Parenting Board. 	

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Theme	2023-24	2024-25	2025-26
<p>Maximising the impact of services and interventions</p>	<ol style="list-style-type: none"> 1. Review family support and early help needs and trends and develop a development and delivery plan for these services. 2. Develop an updated commissioning strategy for family support services. 3. Develop a commissioning strategy for the provision of accommodation, care and support services for children with disabilities, working closely with education. 4. 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. 5. Complete the establishment of the children’s assessment hub at Brynmenyn and commence provision. 	<ol style="list-style-type: none"> 1. Implement the commissioning strategy for family support services and for children with disabilities. 2. Work with national and regional partners through the National Fostering Framework to increase the numbers of Bridgend foster families, including Carers who have additional skills and experience in caring for children who would otherwise require residential care, or are transitioning from such provision. 3. Continue work with regional partners in Cwm Taf Morgannwg ensure there is sufficient quantity and quality of flexible provision for children who’s needs cannot be 	<ol style="list-style-type: none"> 1. Implement the commissioning strategy for family support services and for children with disabilities. 2. Continue work with national and regional partners through the National Fostering Framework to increase the numbers of Bridgend foster families. 3. Continue work with regional partners in Cwm Taf Morgannwg ensure there is sufficient quantity and quality of flexible provision for children who’s needs cannot be met in standard residential or fostering provision. 4. Implement the family support and early help development and delivery plan.

Theme	2023-24	2024-25	2025-26
	<p>6. Continue to work with Foster Wales to recruit a sufficient number of carers to provide foster placements within the local authority.</p> <p>7. Commission and implement a placement support service to ensure the right multi-agency therapeutic input for children, young people and their carers.</p>		

Theme	2023-24	2024-25	2025-26
<p>5 A more effective response to families with complex needs</p>	<ol style="list-style-type: none"> 1. 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 ultimately responsible to the Director of Social Services and Wellbeing. 2. 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. 3. 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. 	<ol style="list-style-type: none"> 1. Implement revised management arrangements. 2. Redesign the websites and telephone routing systems. 3. Implement arrangements for a single point of access for all children and family services and a single no wrong door process for families and professionals including schools. 4. Offer a more extensive range of responses at level 3 of the continuum of need. 5. Explore the potential for partnerships with the voluntary sector to manage and deliver services for families with complex needs. 6. Develop more flexible and effective use of national grants to address the needs of children and families with more complex needs. 	<ol style="list-style-type: none"> 1. Implement the redesigned websites and telephone routing systems. 2. Implement arrangements for a single point of access for all children and family services and a single no wrong door process for families and professionals including schools. 3. Continue to build a more extensive range of responses at level 3 of the continuum of need. 4. Ensure that every child and family receive the right services they need at the right time. 5. Continue to build better partnerships with the voluntary sector to manage and deliver services for families with complex needs.

Theme	2023-24	2024-25	2025-26
	<ul style="list-style-type: none"> 4. Review population needs, planning and commissioning external services and managing grants to support the effective delivery of grant funded services to complement Council provision. 5. 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. 6. Work with regional partners in Cwm Taf Morgannwg ensure there is sufficient quantity and quality of flexible provision for children who's needs cannot be met in standard residential or fostering provision. 7. Implement the Direct Payments Policy. 	<ul style="list-style-type: none"> 7. Apply a single set of measures and a single monitoring framework as the basis of maintaining a close handle on demand, activity and performance. 	<ul style="list-style-type: none"> 6. Continue to use 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

Theme	2023-24	2024-25	2025-26
Seamless working with partners	<ol style="list-style-type: none"> 1. 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. 2. Review existing Bridgend children's partnerships to ensure the most effective set of arrangements for joint and integrated working. 3. Implement our multi-agency exploitation strategy. 4. Provide representation and commitment to the Corporate Parenting Board 5. Agree Corporate Parenting Strategy action plan that shares ownership of aims, objectives, performance indicators and intended outcomes 	<ol style="list-style-type: none"> 1. Agree and implement a single programme of shared priorities with partners for children in the County Borough. 2. Building on the MASH partnership model, develop business cases for integrated multi-professional locality teams to meet the needs of children and families with care and support needs, children with disabilities and child protection needs including the integration of mental health professionals, substance misuse workers and specialist therapists. 3. Provide representation and resources to work collaboratively on multiagency workstreams to implement the Corporate Parenting action plan 	<ol style="list-style-type: none"> 1. Implement and review the shared single programme with partners. 2. Implement integrated multi-professional teams in locality hubs across the County Borough. 3. Review the Corporate Parenting Strategy alongside partners

Theme	2023-24	2024-25	2025-26
<p>7 Better intelligence and information systems</p>	<ol style="list-style-type: none"> 1. 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. 2. 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. 	<ol style="list-style-type: none"> 1. Agree strategy for longer-term use of information systems in Bridgend. 2. Continue to implement and improve live performance dashboards. 	<ol style="list-style-type: none"> 1. Implement longer-term strategy for use of information systems. 2. Continue to implement and improve live performance dashboards.

Appendix 3: Immediate action priorities to December 2023

Within the overall programme of change for the period 2023 – 26 described above, there are some immediate priority actions that the Council will focus on in the period June 2023 – December 2023. These are described below:

Theme	Immediate priorities
Hearing and acting on the voice of children and families	Develop an engagement and involvement framework by December 2023. Revise the children's services QA framework by December 2023.
Securing a stable, well-supported, motivated and permanent workforce	Implement new structures in children's social care by September 2023. Develop a workforce plan including a revised business case for the Bridgend 'Grow our own Social Work Programme' by December 2023.
Improving practice	Complete stage 1 of the 'Signs of Safety' programme implementation by December 2023. Implement an evidence-based re-unification framework by September 2023. Complete stage 1 of the bespoke management and leadership development programme by September 2023.
Maximising the impact of services and interventions	Develop an updated commissioning strategy for family support services focused on supporting families with complex needs to remain independent and resilient by December 2023. Develop a commissioning strategy for the provision of accommodation, care and support services for children with disabilities by December 2023. 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. Complete the establishment of the children's assessment hub at Brynmenyn and commence provision from September 2023.
A more effective response to families with complex needs	Introduce new management arrangements for an integrated IAA, early help, locality social work, locality early intervention and edge of care teams service responsible to the Director of Social Services and Wellbeing by December 2023. Develop a single point of access for all children and family services and a single no wrong

Theme	Immediate priorities
	<p>door process for families and professionals including schools from January 2024.</p> <p>Review population needs, planning and commissioning external services and managing grants to support the effective delivery of grant funded services to complement Council provision by January 2024.</p> <p>Agree a single set of measures and monitoring framework by November 2023.</p>
Seamless working with partners	Agree a new set of arrangements with partners for working together to support children by November 2023.
Better intelligence and information systems	<p>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.</p> <p>Introduce live performance dashboards for each team from October 2023.</p>

Agenda Item 6

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	10 JULY 2023
Report Title:	CORPORATE PARENTING CHAMPION NOMINATION
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY
Policy Framework and Procedure Rules:	<p>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</p>
Executive Summary:	<p>Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004.</p> <p>The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the ‘Corporate Parent’ therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.</p> <p>In order to further develop and enhance the Council’s Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.</p> <p>The Committee is being asked to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.</p>

1. Purpose of Report

- 1.1 The purpose of this report is to request the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

2. Background

- 2.1 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent' therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.
- 2.2 In order to further develop and enhance the Council's Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.
- 2.3 The inaugural meeting of the Cabinet Committee was held on 27 November 2008 where it was agreed that the Cabinet Committee will meet quarterly. The terms of reference for the Cabinet Committee Corporate Parenting are:
- to ensure that care experienced children and young people are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership;
 - to seek the views of children and young people in shaping and influencing the parenting they receive;
 - to ensure that appropriate policies, opportunities and procedures are in place;
 - to monitor and evaluate the effectiveness of the Authority in its role as Corporate Parent against Welsh Government guidance.
- 2.4 At its inaugural meeting, the Cabinet Committee requested that a Corporate Parenting "Champion" be nominated from each of the Overview and Scrutiny Committees to become permanent invitees to the Cabinet Committee.

3. Current situation / proposal

- 3.1 The Committee is requested to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.
- 3.2 The role of the Corporate Parenting Champion is to represent their Overview and Scrutiny Committee, partaking in discussions with Cabinet over items relating to care experienced children and young people.
- 3.3 It is also suggested that in this role each Champion considers how all services within the remit of Scrutiny affect care experienced children and young people and encourage their own Committee to bear their Corporate Parenting role in mind when participating in Scrutiny.

3.4 Scrutiny Champions can greatly support the Committee by advising them of the ongoing work of the Cabinet Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 The Protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long Term – The establishment of the Corporate Parenting Cabinet Committee demonstrates the Authority’s long-term commitment to improving and strengthening their role as Corporate Parents to care experienced children and young people.
- Prevention – The Corporate Parenting Cabinet Committee are preventative in their nature and ensure that appropriate policies, opportunities and procedures are in place for all care experienced children and young people.
- Integration – This report supports all the Well-being Objectives.
- Collaboration – All Members are Corporate Parents and this report supports collaborative working with Cabinet and Members of Scrutiny and emphasises the role of Corporate Parents for all Elected Members.
- Involvement – Corporate Parent Champions provide practical support and guidance to care experienced children and young people to ensure they achieve their well-being goals.

5.2 Nomination of a Corporate Parenting Champion assists in the achievement of the following of the Council’s 7 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015:-**

1. A County Borough here we protect our most vulnerable

Seeking for children in public care, the outcomes every good parent would want for their own children. All Members have a level of responsibility for care experienced children and young people in Bridgend.

4. A County Borough where we help people meet their potential

Being ambitious for care experienced children and young people and encouraging and supporting their learning and development to fulfill their potential, whether through education, training or employment and ensuring that care experienced children and young people are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership.

6. A County Borough where people feel valued, heard and part of their community

Seeking the views of children and young people in shaping and influencing the parenting they receive, supporting voice, choice and control in all aspects of Corporate Parenting through a children's rights approach.

7. A County Borough where we support people to live healthy and happy lives

Taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.

6. Climate Change Implications

6.1 There are no Climate Change Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 The Cabinet Committee Corporate Parenting addresses any impact on children or young people within the care of the Authority, under the Council's responsibility as a Corporate Parent. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is asked to nominate one Member of the Committee as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

Background documents

None.

Agenda Item 7

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	10 JULY 2023
Report Title:	CABINET RESPONSE TO COMMITTEE'S RECOMMENDATIONS MADE ON THE CALL IN OF THE CABINET DECISION IN RELATION TO PORTHCAWL WATERFRONT REGENERATION: APPROPRIATION OF LAND AT GRIFFIN PARK AND SANDY BAY
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY
Policy Framework and Procedure Rules:	The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.
Executive Summary:	On 3 November 2022, the Committee considered the Call in of a Cabinet decision made on 18 October 2022 in relation to the report on Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay. Following its examination of the decision, the Committee concluded that the Decision would not be referred back to Cabinet for reconsideration but made a Recommendation to Cabinet. The Committee's Recommendations were formally reported to Cabinet on 17 January 2023. The Cabinet Response is attached to this report as Appendix A, for the Committee's information.

1. Purpose of Report

- 1.1 The purpose of this report is to present the Committee with the Cabinet response to the Recommendations made by the Committee on the Call-In of the Decision of

Cabinet of 18 October 2022, in relation to the report on Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay, submitted to Cabinet on 17 January 2023. The Cabinet response is attached as **Appendix A**.

2. Background

- 2.1 In accordance with the Council's Constitution, 5 Members of the Overview and Scrutiny Committees, and 2 Scrutiny Chairs, requested that the Executive decision made by Cabinet on 18 October 2022 be Called-In.
- 2.2 The Committee considered the proposed decision by Cabinet including the reasons for the decision, taking into account whether the decision is in line with corporate priorities and policies.
- 2.3 The role of Councillors exercising Overview and Scrutiny is, amongst other things, to ensure that the development of the Council's policies and the way they are being implemented reflect the needs and priorities of local Communities in the County Borough. As such, in holding the Cabinet to account for the efficient exercise of the executive function, the Overview & Scrutiny process aims to strengthen accountability for the decisions and performance of Bridgend County Borough Council.

3. Current situation / proposal

- 3.1 The Committee considered the Call In on 3 November 2022 and, following its examination of the decision, and detailed discussions with the Leader, Cabinet Member for Regeneration and Officers invited, the Committee concluded that the Decision would not be referred back to Cabinet for reconsideration but made the following Recommendation to Cabinet:
 - a) That having regard to concerns expressed to Members by Porthcawl residents, views shared by public speakers and questions from Members, that Cabinet be requested that going forward for the next stages in the process that they involve Porthcawl Town Council, all stakeholders and the public in further consultation and engagement.
- 3.2 The Committee's Recommendation was formally reported to Cabinet on 17 January 2023.
- 3.3 The Cabinet Response to the Committee's Recommendations is formally presented in **Appendix A** to this report, for the Committee's information.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 An assessment under the Wellbeing of Future Generations (Wales) Act 2015 has been made and is outlined in Section 7 of the Cabinet report dated 18 October 2022.

6. Climate Change Implications

6.1 There are no Climate Change Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no Safeguarding and Corporate Parent Implications arising from this report.

8. Financial Implications

8.1 The financial implications are outlined in Section 8 of the Cabinet report dated 18 October 2022.

9. Recommendation

9.1 The Committee is recommended to note the Cabinet response to the Recommendation made by the Committee on the Call-In of the of the Decision of Cabinet on 18 October 2022 in relation to the report on Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay, submitted to Cabinet on 17 January 2023, which is attached as **Appendix A** to this report.

Background documents: None.

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Date of Cabinet	Report Title	Cabinet Decision	Recommendation/Decision Request	Written Response
17 Jan 2023	Call In of Cabinet Decision: Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay	That Cabinet considered the Recommendation of the Subject Overview and Scrutiny Committee 2 as outlined in paragraph 4.1 of the report and agreed to provide a written response to the Committee.	<p>SOSC 2 on 3 November 2022 made the following recommendation: The Committee concluded that the Decision would not be referred back to Cabinet but made the following Recommendation to Cabinet:</p> <p>a) That having regard to concerns expressed to Members by Porthcawl residents, views shared by public speakers and questions from Members, that Cabinet be requested that going forward for the next stages in the process that they involve Porthcawl Town Council, all stakeholders and the public in further consultation and engagement.</p>	A) This recommendation is accepted, and a commitment given to include a wide range of stakeholders in any further consultation and engagement. Since this Call in from the 17 th of January 2023, a series of workshops were held with key stakeholder groups to discuss the infrastructure and public realm design in Porthcawl. This culminated in a two-day public exhibition in the Grand Pavilion in early March, so already demonstrating that this commitment is taking place.

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Agenda Item 8

Meeting of:	SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
Date of Meeting:	10 JULY 2023
Report Title:	FORWARD WORK PROGRAMME UPDATE
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY
Policy Framework and Procedure Rules:	The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.
Executive Summary:	<p>The Council’s Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</p> <p>The Council’s Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council’s Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.</p> <p>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, consider the Recommendations Monitoring Action Sheet and note that the proposed draft Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of COSC.</p> <p>The Committee is also asked to note the content of the Dashboard for Quarter 3 Performance against the Corporate Plan 2022-23 for Social Services and Wellbeing.</p>

1. Purpose of Report

1.1 The purpose of this report is to:

- a) Present the Committee with the proposed draft outline Forward Work Programme (**Appendix A**) for discussion and consideration;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report;
- d) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track responses to the Committee's recommendations made at previous meetings;
- e) Note that the proposed draft Forward Work Programme, any feedback from the Committee and the Recommendations Monitoring Action Sheet will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC), with the comments from each respective Subject Overview and Scrutiny Committee (SOSC), following consideration in this cycle of Committee meetings.
- f) To present, for information, the Dashboard for Quarter 3 Performance against the Corporate Plan 2022-23 for the Social Services and Wellbeing Directorate (**Appendix C**).

2. Background

- 2.1 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 2.2 The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.

Best Practice / Guidance

- 2.3 The Centre for Governance and Scrutiny's (CfGS) Good Scrutiny Guide recognises the importance of the Forward Work Programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

- 2.4 Forward Work Programmes need to be manageable to maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 2.5 The CfGS's guide to effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'

3. Current situation / proposal

Draft Outline Forward Work Programmes

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 17 May 2023, the standing statutory reports to this Scrutiny Committee of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a draft Forward Work Programme.
- 3.2 The draft outline Forward Work Programme for each Scrutiny Committee have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
 - Directorate Business Plans;
 - Previous Scrutiny Committee Forward Work Programme report topics / minutes;
 - Committee / Member proposed topics;
 - Policy Framework;
 - Cabinet Work Programme;
 - Discussions with Corporate Directors;
 - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals scheduled for consideration in December 2023 and January 2024, following which COSC will coordinate the conclusions and recommendations from each of the Subject Overview and Scrutiny Committees in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2024.
- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain

flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee reported and any updated information gathered from Forward Work Programme meetings with Corporate Directors.

- 3.5 The Subject Overview and Scrutiny Committee Draft Forward Work Programmes will be reported to the next meeting of COSC, with the comments from each respective Subject Overview and Scrutiny Committee for coordination and oversight of the overall Forward Work Programme. The SOSC Forward Work Programmes will be included in the standing Forward Work Programme Update report from then on with any feedback from each SOSC meeting included.

Identification of Further Items

- 3.6 The Committee are reminded of the Criteria Form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to maximise the impact scrutiny can have on a topic and the outcomes for people. Criteria which can help the Committee come to a decision on whether to include a referred topic, are set out below:

Recommended Criteria for Selecting Scrutiny Topics:

PUBLIC INTEREST:	The concerns of local people should influence the issues chosen for scrutiny;
ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and add value to;
PERFORMANCE:	Priority should be given to the areas in which the Council is not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough, or a large number of the Authority's service users or its population;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Reasons to Reject Scrutiny Topics:

- The issue is already being addressed / being examined elsewhere and change is imminent.
- The topic would be better addressed elsewhere (and can be referred there).
- Scrutiny involvement would have limited / no impact upon outcomes.
- The topic may be sub-judice or prejudicial.
- The topic is too broad to make a review realistic and needs refining / scoping.
- New legislation or guidance relating to the topic is expected within the next year.
- The topic area is currently subject to inspection or has recently undergone substantial change / reconfiguration.

Corporate Parenting

- 3.7 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent', therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.
- 3.8 In this role, it is suggested that Members consider how each item they consider affects care experienced children and young people, and in what way can the Committee assist in these areas.
- 3.9 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet Committee Corporate Parenting and particularly any decisions or changes which they should be aware of as Corporate Parents.
- 3.10 The draft outline Forward Work Programme for the Committee is attached as **Appendix A** for the Committee's consideration.
- 3.11 The Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.
- 3.12 The Dashboard for Quarter 3 Performance against the Corporate Plan 2022-23 for the Social Services and Wellbeing Directorate are attached for information as **Appendix C**.
- 4. Equality implications (including Socio-economic Duty and Welsh Language)**
- 4.1 The Protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.
- 5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**
- 5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:
- Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.

- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
- Integration - The report supports all the wellbeing objectives.
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service and Elected Members.
- Involvement - Advanced publication of the Forward Work Programme ensures that stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

5.2 When setting its Forward Work Programme, the Committee should consider how each item they propose to scrutinise assists in the achievement of the Council's 7 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015** as follows :-

1. A County Borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard and part of their community
7. A County Borough where we support people to live healthy and happy lives

6. Climate Change Implications

6.1 The Committee should consider how each item they scrutinise affects climate change, the Council's Net Zero Carbon 2030 target and how it meets the Council's commitments to protect and sustain the environment over the long term. There are no Climate Change Implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 The Committee should consider how each item they scrutinise affects care experienced children and young people, and in what way the Committee can assist in these areas. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. There are no Safeguarding and Corporate Parent Implications arising from this report.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is recommended to:

- a) Consider the proposed draft outline Forward Work Programme for the Committee in **Appendix A**, make any amendments and agree the Forward Work Programme.
- b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report.
- d) Consider the Recommendations Monitoring Action Sheet in **Appendix B** to track responses to the Committee's recommendations made at previous meetings;
- e) Note that the proposed draft Forward Work Programme, any feedback from the Committee and the Recommendations Monitoring Action Sheet will be reported to the next meeting of Corporate Overview and Scrutiny Committee (COSC), with the comments from each respective Subject Overview and Scrutiny Committee (SOSC), following consideration in this cycle of Committee meetings.
- f) Note the content of the Dashboard for Quarter 3 Performance against the Corporate Plan 2022-23 for the Social Services and Wellbeing Directorate in **Appendix C**.

Background documents

None.

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Draft Outline Forward Work Programme
Subject Overview and Scrutiny Committee 2

Monday 10 July 2023 at 10.00am		
Report Topic	Information Required / Committee's Role	Invitees
Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and Further Integration with BAVO		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Community Safety and Wellbeing;</p> <p><u>Officers</u> Corporate Director – SSWB; Group Manager - Sports and Physical Activity;</p> <p><u>External</u> Chief Executive, Halo Leisure; Partnership Manager, Halo Leisure; Chief Executive, Awen; and Operations and Partnership Manager, BAVO.</p>
3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend	Early Intervention to Reduce Care Experienced Children and Key Pressures including Information, Advice and Assistance (IAA), Early Help and Edge of Care	<p><u>Cabinet Member</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Children's Social Care; and Deputy Head of Children's Social Care.</p>
Corporate Parenting Champion Nomination report	To nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting in addition to the Chairperson of SOSC 2 who is automatically appointed.	NA
Cabinet Response to Committee's Recommendations Made on the Call In of the Cabinet Decision in Relation to Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay		
Draft Outline Forward Work Programme		NA

Monday 18 September 2023 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Adult Mental Health		<p><u>Cabinet Member</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p>

APPENDIX A

		<p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Group Manager – Learning Disability, Mental Health & Substance Misuse; Community Mental Health Services Manager;</p> <p><u>External</u> Service Group Manager, Mental Health Services – CTMUHB; and</p> <p>Service Users</p>
Strategic Commissioning Plans	Placement sufficiency.	<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Head of Children’s Social Care; and Group Manager – Commissioning.</p>

Thursday 23 November 2023 at 10.00am		
Report Topics	Information Required / Committee’s Role	Invitees
Annual Report – Safeguarding of Children and Adults	<ul style="list-style-type: none"> • Update on child exploitation. • Placement sufficiency and unregulated placements. 	<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Head of Children’s Social Care; Group Manager, IAA & Safeguarding; Team Manager – Older People - Mental Health; and</p> <p>Education colleagues.</p>
Learning Disabilities Strategic Plan	<ul style="list-style-type: none"> • Outcome of external expert review. • Practice. • Service Provision. • Transition Management. • Day Opportunities. 	<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Group Manager – Learning Disability; and Group Manager – Case Management & Transition.</p>
Care Inspectorate Wales – Joint Inspection of Child Protection Arrangements		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Children’s Social Care; and</p>

APPENDIX A

		External Police and Health colleagues.
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Friday 19 January 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals		<p><u>Cabinet Members</u> Leader of Council; Deputy Leader of Council and Cabinet Member for Social Services Health; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing;</p> <p><u>Officers</u> Corporate Director – SSWB; Chief Officer Finance, Performance and Change; Chief Executive; Deputy Head of Finance; and Finance Manager – Social Services & Wellbeing / Chief Executive's Directorate.</p>
Summary of Adult Services Inspections		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Adult Social Care; Provider Service Manager - Support at Home/Accommodation Services; and Group Manager – Direct Care Provider Services.</p>

Monday 15 April 2024 at 10.00am		
Report Topics	Information Required / Committee's Role	Invitees
Update on Child Exploitation		<p><u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services and Health;</p> <p><u>Officers</u> Corporate Director – SSWB; Head of Children's Social Care; Group Manager, IAA & Safeguarding.</p> <p><u>External</u></p>
Annual Report - Corporate Parenting		<p><u>Cabinet Members</u></p> <p><u>Officers</u></p> <p><u>External</u></p>

APPENDIX A

Reports to be Scheduled		
Report Topics	Information Required / Committee's Role	Invitees
Draft Adults Strategic Plan		<u>Cabinet Members</u> <u>Officers</u> <u>External</u>
Direct Payments		<u>Cabinet Members</u> <u>Officers</u> <u>External</u>
Post 18 Housing and Financial Support for Care Experienced Children (Post Basic Income Pilot)		<u>Cabinet Members</u> <u>Officers</u> <u>External</u>

Subject Overview and Scrutiny Committee 2

RECOMMENDATIONS MONITORING ACTION SHEET

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
11 July 2022	Corporate Parenting Champion Nomination	Councillor Alan Wathan was nominated to represent Subject Overview and Scrutiny Committee 2 as an invitee to meetings of the Cabinet Committee Corporate Parenting.	Scrutiny / Chief Officer – Legal and Regulatory Services, HR and Corporate Policy	ACTIONED – Membership of Corporate Parenting Cabinet Committee updated and formally reported to Cabinet 19 July 2022.
11 July 2022	Nomination to the Public Service Board Scrutiny Panel	Councillor Paula Ford was nominated to sit on the Public Service Board Scrutiny Panel.	Scrutiny	ACTIONED – Membership of Public Service Board Scrutiny Panel updated and initial Briefing session arrangements underway.
11 July 2022	Forward Work Programme Update	The Chairperson proposed that a glossary of acronyms would assist Members.	Scrutiny	ACTIONED - response and information circulated to Members.
3 November 2022	Care Inspectorate Wales (CIW)	The Committee proposed That the Chair of the Subject Overview and	Scrutiny / Chair of SOSC 2	ONGOING

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
	Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	Scrutiny Committee 2 liaise with the Deputy Leader and Cabinet Member for Social Services and Early Help to identify: <ul style="list-style-type: none"> a) What Members can do to support the Council’s promotion of recruitment into Bridgend Social Services; and b) What support the Committee can provide to the Deputy Leader and Cabinet Member for Social Services and Early Help in her discussions with Welsh Local Government Association regarding employment terms and conditions and pay. 		
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested a briefing note setting out the process of calls made to the Information, Advice and Assistance (IAA) Service to include detail as to how or if these are being recorded and the	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 8 February 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		responsibility of schools when making safeguarding referrals.		
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested Detail of Social Worker current caseloads including the highest caseload attributed to any one Social Worker.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 8 February 2023.
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested how many Direct Payments have been applied for in the past 12 months and how many were made.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested the current waiting list for children awaiting help from the Youth Emotional Mental Health Team.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 8 February 2023.
3 November 2022	Call in of Cabinet Decision: Porthcawl	The Committee concluded that the Decision would not be	Scrutiny/Chair of Committee	ACTIONED - Recommendation formally reported to Cabinet 17

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
	Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay	referred back to Cabinet but made the following Recommendation to Cabinet: a) That having regard to concerns expressed to Members by Porthcawl residents, views shared by public speakers and questions from Members, that Cabinet be requested that going forward for the next stages in the process that they involve Porthcawl Town Council, all stakeholders and the public in further consultation and engagement.		January 2023 for consideration and response formally reported to SOSC 2 10 July 2023.
8 December 2022	Update on the Care Inspectorate Wales Inspections of Bridgend County Borough Council's Regulated Services in Adult Social Care for 2022	The Committee requested that priority be given to rolling out Member Development Training in the New Year and work to pair up Members be expedited to allow Rota visits to children and adult residential provisions to recommence as soon as possible.	Scrutiny / Corporate Director of Social Services and Wellbeing / Head of Adult Social Care	ACTIONED – response and information circulated 4 July 2023.
8 December 2022	Annual Report – Safeguarding of Children and Adults	The Committee welcomed the up-to-date information presented in the Annual Report – Safeguarding of Children and Adults and indicated their preference that future	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 4 July 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		presentations of this report similarly cover the period October to September rather than April to March (financial year)		
8 December 2022	Annual Report – Safeguarding of Children and Adults	The Committee requested a list of Warm Hubs where Members can refer those in need.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 22 December 2022.
8 December 2022	Annual Report – Safeguarding of Children and Adults	The Committee requested whether the weather stations positioned around the County could be used to deploy other services, particularly including services to assist the homeless.	Scrutiny / Chief Officer for Finance, Performance and Change	ACTIONED - response and information circulated to Members on 10 February 2023.
8 December 2022	Annual Report – Safeguarding of Children and Adults	The Committee requested An update on the rollout of the Welsh Government funding to support Warm Hubs.	Scrutiny / Chief Officer for Finance, Performance and Change	ACTIONED - response and information circulated to Members on 10 February 2023.
8 December 2022	Annual Report – Safeguarding of Children and Adults	<p>The Committee requested, In relation to the Deprivation of Liberty Safeguards:</p> <ul style="list-style-type: none"> a. How many standard referrals were received and how many were authorised; b. How many urgent referrals were received and how many were authorised: 	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 8 February 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		c. How many referrals were withdrawn and the reasons why.		
8 December 2022	Annual Report – Safeguarding of Children and Adults	The Committee requested a link to the website setting out the purpose of the Regional Safeguarding Board and its policies and procedures.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 8 February 2023.
8 December 2022	Annual Report – Safeguarding of Children and Adults	The Committee requested confirmation that a reminder of how to report safeguarding concerns has been circulated to staff and Members.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 4 July 2023.
20 January 2023	Medium Term Financial Strategy 2023-24 to 2026-27	The Committee recognised the physical and emotional demand on social care workers and recommended that Cabinet review the wages for social care workers, in light of external pressures and consider how to ensure that these staff feel appropriately supported and valued.	Scrutiny / Chair of COSC	ACTIONED - Recommendation formally reported to Cabinet 7 February 2023 for consideration and response to be provided to COSC.
20 January 2023	Medium Term Financial Strategy 2023-24 to 2026-27	The Committee noted that the majority of the budget pressures were within the Social Services and Wellbeing Directorate and, following detailed consideration and discussions with Officers and Cabinet Members, the Committee	Scrutiny / Chair of COSC	ACTIONED - Recommendation formally reported to Cabinet 7 February 2023 for consideration and response to be provided to COSC.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		were content that they are sufficient and necessary.		
16 February 2023	Adult Social Care Pressures	The Committee recommended that consideration be given to whether there is adequate promotion/awareness of the benefits available to support care staff with their fuel or other travel expenses incurred during their shifts and the recent funding obtained to support staff who wish to take driving lessons.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 17 May 2023.
16 February 2023	Adult Social Care Pressures	Having heard that exit interviews routinely take place in Children's Social Care, the Committee recommended that consideration be given to how this can also take place in Adult Social Care, as soon as possible, in order to capture the data and reasons why staff and social workers in particular, are leaving the local authority.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 17 May 2023.
16 February 2023	Adult Social Care Pressures	Having heard that the Health Board had been recruiting staff into domiciliary care under the more favourable NHS Terms and Conditions, and those staff then worked for the local authority under a Section 33 arrangement,	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 17 May 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		the Committee recommended that consideration be given to how there could be a rebalancing of staff terms and conditions in order that being employed directly by the Local Authority is equitable		
16 February 2023	Adult Social Care Pressures	The Committee requested a copy of the response to the Cabinet's letter to the Welsh Government Minister regarding the cost and funding arrangements for care staff in Parc Prison, when received.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 21 March 2023.
16 February 2023	Adult Social Care Pressures	The Committee requested the number of occasions a BLACK level/Business Continuity Stage has been called in the Princess of Wales Hospital in the last 3, 6 and 12 months.	Scrutiny / Deputy Director of Planning and Partnerships - Cwm Taf Morgannwg	ACTIONED - response and information circulated to Members on 17 March 2023.
16 February 2023	Development of Learning Disabilities Services	The Committee recommended that consideration be given to how staff lateness and short notice of staff sickness can be managed to avoid delaying or postponing a day out that Service Users described as having a disruptive and unsettling impact upon them.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 17 May 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
16 February 2023	The Development of Learning Disability Services	The Committee expressed concern about the impact that the WG Policy modal shift from use of cars to public transport could have, by disenfranchising people with learning disabilities and neurodiverse conditions, who can face fear and distress when accessing and using public transport, and recommended that the Deputy Leader and Cabinet Member for Social Services and Wellbeing write to the Welsh Government to highlight this as a potential area of concern	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED - response and information circulated to Members on 17 May 2023.
27 March 2023	Support for Young Carers and Adult Carers	An overview of the support available to young carers in school and college and the support available to allow them to continue with their education alongside caring.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.
27 March 2023	Support for Young Carers and Adult Carers	The DigiStory and case study referred to by Halo Leisure, which describes some of the challenges and experiences of unpaid carers	Scrutiny / Active Communities Manager, Halo Leisure	ACTIONED – response and information circulated 4 July 2023.
27 March 2023	Support for Young Carers and Adult Carers	A breakdown (represented in numbers rather than percentages) of the actions taken/results of the 362 contacts	Scrutiny / Corporate Director of Social	ACTIONED – response and information circulated 4 July 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		made to adult social care services on behalf of carers in 2021-22.	Services and Wellbeing	
27 March 2023	Support for Young Carers and Adult Carers	Of the 96 young carers assessments conducted since April 2022, a breakdown demonstrating how many were assessments of new carers and how many of the cases were already known to the service.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.
27 March 2023	Care Inspectorate Wales Improvement Check Visit to Children's Social Care Services 21-24 November 2022	Concern was expressed regarding the sustainability of the budget to support the budget pressures in the Social Services Directorate and the Committee recommended that the budget setting process be started at an earlier stage to enable cross party input to assist Cabinet in what could be a potentially challenging Medium Term Financial Strategy.	Scrutiny / Chief Officer – Finance, Performance and Change	ACTIONED – response and information circulated 4 July 2023.
27 March 2023	Care Inspectorate Wales Improvement Check Visit to Children's Social Care Services 21-24 November 2022	That advice be issued to all Directorates regarding a standardisation of the BRAG Status' used in Reports and Action Plans to ensure a consistent approach and meaning.	Scrutiny / Chief Officer – Finance, Performance and Change	ACTIONED – response and information circulated 4 July 2023.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
27 March 2023	Care Inspectorate Wales Improvement Check Visit to Children’s Social Care Services 21-24 November 2022	In relation to the 32% increase in contacts/referrals during the period of April to August 2022, the number of contacts to which it refers.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.
27 March 2023	Care Inspectorate Wales Improvement Check Visit to Children’s Social Care Services 21-24 November 2022	A copy of the Exploitation Screening Tool being trialled in the Multi-Agency Safeguarding Hub, a copy of the presentation that was provided to headteachers regarding exploitation and any update from the Cwm Taf Task and Finish Group relating to best practice in the approach to exploitation.	Scrutiny / Corporate Director of Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.
27 March 2023	Care Inspectorate Wales Improvement Check Visit to Children’s Social Care Services 21-24 November 2022	A summary of the recommendations and the short-term mechanisms which were initiated following the rapid review of supervised contact.	Scrutiny / Corporate Director of Social Services and Wellbeing	ACTIONED – response and information circulated 4 July 2023.

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SOCIAL SERVICES & WELL-BEING DASHBOARD – PERFORMANCE Q3

The Social Services and Well-being Directorate has focussed on working to ensure that there is a clear focus across the Directorate on continuous improvement of quality and performance against a context of significantly increasing need and demand in children's social care, unprecedented challenges in the health and social care system and a fragile workforce position in adult and children's social care. There have been challenges in meeting care and support needs in a timely way in adult services. There has been excellent progress in the recovery of the leisure and culture sector. Whilst there is significant operational challenge, progress is being made in delivering the strategic priorities in relation to practice improvement, workforce, provision of services, hearing and acting on the voice of people and effective partnership. In quarter 3 CIW undertook an improvement check of children's social care which noted - 9 areas identified 'Improvements made, further action is required' and 2 areas identified 'Significant improvements made and must be sustained'. This represents clear progress, however, the challenge of sustaining progress at the required pace is clear given the fragility of the children's social care workforce, changes at a senior level with the departure of the deputy head of service and a longstanding group manager and, in common with most other Local Authorities in Wales, challenges in meeting children's assessed care needs in regulated settings.

In November 2022 a child practice review was published following the murder of Logan Mwangi. The Regional Safeguarding Board has close oversight of progress with the review's recommendations. BCBC, with safeguarding partners, is focusing on ensuring learning is embedded and impacts on outcomes. The Improving Outcomes for Children Board, chaired by the Chief Executive and informed by an independent advisor, continues to provide assurance on the delivery of the actions in the 3-year strategic plan approved by Cabinet in February 2022 which align with the actions in the Care Inspectorate Wales (CIW) Performance Evaluation Inspection.

Children's Services is delivering timely and focussed improvement plans with 6 week and 6 month plans for all parts of children's social care and continued with gold, silver and bronze governance structures in view of the significant operational pressures which include continued high levels of contacts to MASH and IAA, high numbers of assessments and very high numbers of children on the child protection register (300 as at December 2022) and high numbers of care experienced children (399 as at December 2022).

Retention and recruitment of the social care workforce continues to have the highest priority in adults and children's social care. A continued key focus is workforce wellbeing and there is close working with colleagues in human resources to ensure that in addition to the wellbeing support available to all parts of the Council, that where needed, specialist support is available in a timely way. This support has made a significant difference for those members of the workforce who have accessed it. There are challenges in workforce retention and recruitment across the whole of the directorate, but the most acute challenges are experienced in the care worker workforce (care and support at home and children's residential) and children's social work. Workforce plans are being progressed to ensure there are short-, medium- and long-term actions to sustainably improve the workforce position. In children's social work, the short-term actions have included long term strategic engagement of the agency workforce to ensure that statutory duties are being met. Social worker support officer roles have been implemented in case management teams. Market supplements have been applied in the teams where the criteria has been met. A social worker charter has been developed for all Bridgend social workers and will be formally launched on World Social Workday. In the medium-term international recruitment is being progressed. In the longer term, social worker trainees and secondees are being supported and will be key to the Council securing a professional social worker workforce. A dedicated marketing resource is being recruited for social care to promote the opportunities in all social care roles. The '12 jobs of Christmas' recruitment campaign has had some success in attracting more applications for care and support roles. In addition, a number of actions are being progressed to address the challenges in care worker recruitment. A trial group has been identified for implementation of electric vehicles and new rota arrangements. Joint recruitment processes with the Cwm Taf Morgannwg Health Board are being progressed. In the short term an agency provider is continuing to provide up to 450hrs support, although there remain delays in people having their care and support needs met in a timely way due to the ongoing challenges. Independent domiciliary care providers continue to be offered support and one provider has progressed international recruitment.

Strategic improvements continue to progress in adult services. Deep dives are being undertaken in every adult social work team and a new operating model will be approved in 2023. Where changes have been required more quickly, the common access point and the hospital social work team, these have been progressed. There is a major transformation project to transfer the Council's telecare service from analogue to digital and opportunities are being progressed to enable even better use of assistive technology to improve outcomes for people. A significant review of the operating model in learning disability direct services is being progressed to ensure there is a sustainable day opportunities and supported living model in the county borough. There continues to be a focus on strength based social work practice and quality assurance and management oversight is being strengthened. The whole system pressures in meeting the needs of older people in the County Borough is a high priority at a local, regional and national level. 'Discharge to Recover and Assess' pathways are being implemented to improve hospital discharge processes, although capacity in community care services remains a very significant challenge.

Prevention and wellbeing services continue to perform well as they recover from the pandemic with a focus on supporting the most vulnerable and preventing escalation of need. There has been significant engagement with carers – adult carers and young carers – as identification and services for carers have been reviewed. The implementation of the carers ID card, and the review of the adult carer's wellbeing service have been significant priorities. There has also been extensive engagement with children and young people in the development of the play sufficiency assessment. There is steady recovery in participation in leisure and cultural activities post pandemic. In common with other services with high energy consumption, leisure venues are experiencing significant cost pressures.

Budgets in the Social Services and Wellbeing directorate are driven by the statutory requirements to meet the assessed care needs of individuals in a way which supports people to be safe and achieve the outcomes that matter to them. Social work practice is strength based, and significant savings have been made since the introduction of the Social Services and Wellbeing (Wales) Act 2014 as practice focuses on the resources of individuals and family networks with services commissioned or provided by the Council only forming part of the care plan if people's needs cannot be met in any other way. Local community co-ordinators prevent people's needs escalating at the edge of care and support in part of the County Borough. Despite all the prevention and wellbeing service, the needs of children and families and adults with care and support needs has increased following the pandemic. As at quarter 3 there were significant and growing budget pressures evident in children's and adult's services as a consequence of the cost and quantum of services and workforce pressures including the costs and number of agency workers engaged to meet statutory services. Sustainable service and financial plans will be critical to the confidence of regulators and the Council that the right resourcing and operating models are in place. Sustainability requires a rebalancing of the model of care to prevent escalation of need and to achieve best outcomes for people. This requires a whole Council and partnership leadership to meet the needs of the most vulnerable in the most effective and cost-effective way.

Commitments 2022-23	BRAG – progress against commitment				
	Total	Blue	Red	Amber	Green
Q3 Directorate Commitments to delivering Wellbeing objectives					
Wellbeing Objective One – Supporting a successful sustainable economy	0				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	5			5	
Wellbeing Objective Three – Smarter use of resources	2			1	1

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All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
Performance vs Target	Trend vs Q3 2021-22	Performance vs Target	Trend vs Q3 2021-22 (Excluding finance)

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2022-23 is **£85.076m**.
- The current year-end projected outturn is £94.497m with a projected overspend of £9.421 million.

Capital Budget

- At Q3 the capital budget for the Directorate for 2022-23 is **£4.109m** with total expenditure of **£1.615m** and no foreseen under or overspend to planned budget.

Efficiency Savings

Savings (£000)	2022-23	% 2022-23
Savings Target	£365	100%
Likely to be achieved	£284	78%
Variance	£81	22%

Additional financial information is provided in the Budget Monitoring 2022-23– Quarter 3 Revenue Forecast report presented to Cabinet on 17 January 2023.

High Corporate Risks

Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix F and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.

Directorate Risks

As noted, in the introductory remarks the Directorate continues to manage a number of inter-related risks. In children’s social care there has been a significant increase in demand across all parts of the service. and it is noted that without adequate budgets and sufficient experienced workforce there is a risk that the Council’s safeguarding arrangements will not be effective, and that children and adults at risk will not be kept safe. The numbers of children on the child protection register is at a higher level that at any time in the history of the Council. There are also unprecedented numbers of adults waiting for social work assessments and to have their assessed needs for care and support at home met.

The Council has carried out a number of actions to mitigate this risk, instigating gold, silver and bronze critical incident arrangements to address operational risks and issues and an Improving Outcomes for Children Improvement Board to progress strategic actions. In adult services, a fortnightly pressures meeting, equivalent to the silver command in children’s social care, is chaired by the Corporate Director. Staff teams have been strengthened in some areas to meet demand and includes the use of agency staff (in both social work and home care staff). However, there is a further risk that with the worsening financial position not all of the investment required will be available on a sustainable basis and therefore significant budget pressures have been identified for consideration through the Council’s Medium Term Financial Strategy.

Workforce is a highly significant risk. There is an overreliance on agency workforce in children’s social work and increasing agency hours in in-house care and support services for adults. Agency is used to mitigate the risk of not meeting statutory duties.

Social services case management requires a case management IT system which supports effective practice. The WCCIS case management system requires development for it to be utilised optimally in Bridgend. There is learning from other local authorities. A WCCIS development group has been established chaired by the corporate director to ensure there is a resourced and prioritised plan to improve functionality of the case management system.

Provider failure is a corporate risk that all directorates are managing. In Social Services and Wellbeing there has been a need to work with individual providers experiencing financial difficulty, within statutory safeguarding frameworks and Council governance, to ensure that the Council meets statutory duties in respect of sufficiency and quality of care services. There has also been additional capacity in the care market through the registration of specialist care beds which is mitigating the risk of individual provider failure.

There are also significant issues in respect of the adequacy of budget to meet need for social care services in Bridgend. There are significant overspends linked to the service and workforce required to meet statutory requirements to safeguard, protect

and improve outcomes for the most vulnerable. The Council faces an exponential challenge in meeting the statutory social services requirements and setting and delivering a balanced budget.

Consultation, Engagement & Involvement

Across the Directorate consultation and engagement is facilitated through a number of mediums.

Within Adult Social Care, as part of the learning disability service development plan the group introduced an app called 'Insight' into Bridgend. This app provides a protected social media platform enabling people with a learning disability to contact and exchange messages with each other. A new group has also been formed in Bridgend for people who have had experience of substance misuse services. The group has met twice and is supported by the regional substance misuse service development team.

During quarter 3, the main focus on engagement within Children's Social Care, has been on the establishment of a Care experienced Youth Forum aged 11 – 16 and a Care Leaver Forum aged 16 – 25. This involved new members getting to know one another and deciding upon how they wish future meetings to be operated. Other consultation and engagement activities include:

- Consultations on behalf of the Brynmenyn Hub Project Board to name the new Residential Children's Home. After a series of interactive exercises, the young people chose for the home to be called 'Meadows View / Golygfa'r Ddôl'
- One of our care leavers has been commissioned to design a brand for the Bridgend Corporate Parenting Board and they have been working in consultation with the Youth Forums on the designs, this work will be completed in quarter 4.
- Two of our young people represent Bridgend CEC Forum as Ambassadors for Voices from Care Cymru. They have been involved in a summit meeting with other care experienced young people and Ministers to discuss the radical reform of the care system in Wales.

Finally, a mapping exercise commenced into understanding how care experienced children, young people and care leavers strengthen their voice in matters that affect them, it is hoped that this work will be concluded in quarter 4 with the Youth Forums' input in readiness to develop plans in the new financial year.

Implications of Financial Reductions on Service Performance and other Key Issues/challenges

Implications of financial reductions on Service Performance

The Directorate's net budget for 2022-23 is £82.422 million . Current projections indicate an over- spend of £9.421 million at year end. This is a significant shift compared to the 2021-22 Outturn position of a £5.931 million under spend. The underspend from 2021/22 enabled the creation of ear marked reserves in a number of key areas and it is clear that the directorate overspend would be even higher if it were not for the investment of this reserve funding much of which will no longer be available in 2022/23.

The reason for the 2021/22 underspend was the significant grant income received in 2021-22, including one-off grants such as the Social Care Recovery Fund (£2.916 million). There are significant risks across many parts of the social services budget. The budget has been dependent for many years on short term grant funding to meet statutory duties with underlying deficits and these has been highlighted in financial monitoring reports. The reliance on grants over many years mean the base budgets for social care in Bridgend are comparatively low when benchmarked with other local authorities and there is disproportionate impact when the grants are no longer available.

A contributory factor for the projected overspend in 2022-23 is due to challenges in recruiting to permanent vacancies in some key teams. In order to meet the Authority's statutory safeguarding responsibilities– in children's social care where the numbers of workers engaged to meet statutory duties and keep caseloads at safe levels due to increased levels of need are above the agreed establishment. Independent experts are supporting the development of a business case to set out what is needed going forward for there to be sustainable ability to meet need within budget.

A further area of pressure is due to the volume and complexity of need for statutory social care services from the vulnerable population of the county borough. Bridgend has a growing population and there are more people with statutory care and support needs post Covid pandemic. Practice continues to be strength based and eligibility criteria rigorously applied. The most cost overspends are evident in learning disability services, mental health services and services for older people. There are increasing numbers of children who require residential accommodation, care and support which is resulting in a significant budget pressure in that area.

Finally, the escalating costs for commissioned care providers (domiciliary, residential and nursing) linked to inflation (food and fuel are particularly impactful) and the need to increase the pay of staff to compete with retail and hospitality and the increased reliance on agency staff (particularly registrant nurses) have meant that some councils have reported having to look at applying across the board increases in their fees during the past year. However, providers are continuing to get into financial difficulty and there is market exit probability in both adult and children's services which will place more pressure on Council budgets as the Council will always be a safety net provider in such circumstances.

The position in Bridgend is not unique; the Welsh Local Government Association has written to Welsh Ministers to advise that there is an estimated total cumulative pressure for social services of £407.8m for 2023-24 and 2024-25 across Wales. Within this overall Social Services total the estimated total commissioning cost and demand pressures are £288.4m. Pay inflation pressure totals £75.8m for the two years. The position in Bridgend is particularly acute as increases in demand in children's social care have been particularly acute due to the particular circumstances of the current operating context. Independent analysis advises these increased pressures will remain for at least a 2-year period.

Sustainable and aligned service and financial plans, which maximise the impact of all services – statutory and non-statutory – to preventing escalation of care needs is critical and a whole Council approach to systematically progressing service reviews and understanding in detail the budgets required is essential.

Workforce issues impacting on Service Performance

The Directorate continues to focus on the retention and recruitment of the social care workforce and provide interventions that support workforce recovery, promote and enhance self-care and compassion, and putting wellbeing as a priority for staff.

During the reporting period, overall the Directorate has seen an approximate 6.4% increase in days lost to sickness per FTE when compared to the same period last year and a 14% increase in cumulative days lost per FTE. The breakdown in days lost to sickness per FTE when compared to the same time last year is approximately as follows:

- 2.3% decrease in Adult Social Care
- 35% increase in Children's Social Care
- 108% increase in Business Support
- 83.5% decrease in Prevention and Wellbeing

Although the highest increase was in Business Support the number of absences when compared to the same period last year only increased by 1. Within Children's Social Care the total number of absences rose by 20 and in Adult Social Care Adult Social Care, although days lost decreased by 2.3% there was an increase in the number of absences of 77. As reflected at quarter 2, this again suggests that absences in Children's Social Care and Business Support are long term whereas in Adult Social Care they are more short term, reflecting the particular nature of the workforce indicating the need for bespoke solutions.

Failure to attract, develop and retain workforce remains the highest risk and issue for the Directorate. The Directorate continues to mitigate this risk via 'workforce' projects particularly focussing on children's social work and care workers as set out in the director's introduction and through a Corporately led gold, silver and bronze command structure.

The Directorate has also used agency staff across a number of services within Adult and Children's Social Care and Business Support and has progressed development of social work support officer roles to reduce the 'non social worker' tasks that professional social workers are required to undertake.

Recruitment of international social workers is progressing and is anticipated to be a medium-long term plan to reduce vacancy levels in Children's social work teams. Following the procurement of an international social work provider, recruitment processes have begun and successful applicants are due to commence employment in 2023. A project group has been set up to identify and address areas of work that are required to support the arrival and induction of the recruited international workers. This includes colleagues from Children's Services, HR, Housing and Education and Family support.

In the long term, for the last 2 years there has been a significant increase in the number of social work degree places supported by BCBC through the 'grow our own' social worker programme. There were 7 secondees who commenced the degree course in 2021/22 and 8 trainees and secondees who commenced the degree in 2022/23. The continued support to the grow our own scheme is crucial over the longer term to addressing social worker recruitment issues. A paper is being prepared for the Corporate Management Board to set out options for 2024/25.

Procurement issues impacting on Service Performance

Close and regular provider engagement and contract monitoring activity, and additional financial support has been provided. The recommissioning of services provides the basis for providers to grow their businesses and for BCBC to respond to increasing needs and demands. Throughout the year to date, we have continued to progress a number of key actions put in place to build resilience. The Directorate has:

- Established an Improving Outcomes for Children Board to strategically address the improvements identified in the Council's own 3-year improvement plan and the CIW Performance Evaluation Inspection (May 2022).
- Established a corporate transformation programme – Improving Outcomes for the Joneses – to lead the remodelling of social care in Bridgend.
- Operated gold, silver and bronze management arrangements to oversee the operational focussed improvements required in children's social care and a pressures (silver) group to address the challenges in meeting statutory duties in adults social care.
- Reviewed the directorates performance framework, quality assurance framework and supervision policy to strengthen performance, quality and management oversight.
- Developed an implementation plan for a strength-based model of practice in children's social care (signs of safety) and undertaken deep dive reviews in adult social care with a view to implementing a new operating model in 2023.
- Developed a homecare strategic plan to grow services to ensure that reablement services are at pre-pandemic levels of activity.
- Published Market Stability Reports for regulated services in-line with Welsh Government Requirements
- Developed service planning groups for key population areas, with a view to developing strategic commissioning plans based on identified population needs and priority areas.

Asset Management implications on Service Performance (not for all directorates)

All assets are managed by the Corporate landlord or via partners through management fees

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Regulatory Tracker

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
May 2022	CIW, Report of Performance Evaluation Inspection of Children's Services	PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened	Dep HoS/GM Case Management and Transition/Corporate Parenting Officer Principal Officer Training	March 23	<ul style="list-style-type: none"> Number of Consultation and engagement activities and events have taken place with Care Experienced Children and Care Leavers including what makes a good parent, what it is like to be 'in care' or 'a care leaver,' and identifying the most important issues for care experienced children, young people and care leavers when being supported by statutory agencies and partners. The outcome is to inform the priorities of the Bridgend Corporate Parenting Board Young People Interview Panels supporting recruitment Our young people volunteering to be Young Ambassadors with Voices from Care to discuss the future of the Care System in Wales at the Senedd with Ministers and the Children Commissioner for Wales Commissioned a new Specialist Participation Service contracted to run a Care Experienced Forum and a Care Leavers Forum that will both meet monthly from November 22 Outcome focused case recording policy and guidance is at final revision stage. Aim to launch by December 2022. <p>Audit activity will take place 3 months after launch.</p>	GREEN	Open
		PE2 - Limited Evidence of Direct Work	HoS/Principal Officer Training	Dec 22	Practice guidance has been reviewed. There is guidance on listening to and recording the voice of the child, and tools for practitioners to use when undertaking direct work with children and young people available on the children's social care web pages. This area will strengthen further by the development of 'lived experience of the child' practice guidance.	BLUE	Closed
		PE3 - Inconsistent use of chronologies and genograms	n/a	n/a	Completed	BLUE	Closed
		PE4 - Strengthen business support for practitioners	GM Bus Support/Bus Change Prog Manager	March 23	<ul style="list-style-type: none"> New SWSO implemented 1st December 2022 Training plan completed February 2023 Implementation and completion of MoU with Team Managers March 2023 <p>Proposed changes to the fostering service business support team -consultation to complete mid Feb 2023 and then advertisement of posts</p>	GREEN	Open
		PE5 - Variable evidence of management oversight/Quality of supervision	Director/HoS/Principal Officer Training	May 23	<ul style="list-style-type: none"> Review completed and revised policy is with SSWB SMT for approval w/c 21/11/22 An external provider has been commissioned who will deliver a programme of training for supervisors and supervisees from Jan 23 onwards Programme is underway 	GREEN	Closed

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					<ul style="list-style-type: none"> The new Q A framework makes clear roles and responsibilities in Q A and the role of QA in driving change and improvement through reflective action learning, training and development and practice guidance. <p>Training on facilitating action learning sets is available and teams are encouraged to use action learning sets to share and reflect on practice.</p> <p>Training programme commenced Jan – May 23</p>		
		PE6 - Practice model – implementation of Signs of Safety	n/a	n/a	Completed	BLUE	Closed
		PE7 - Review of direct payments scheme	Dep HoS/GM Commissioning	March 23	<ul style="list-style-type: none"> Draft policy and strategy document is out for engagement with staff and key stakeholders. A face-to-face engagement event with those individuals/carers in receipt of Direct Payments is due to be held on 12th December 22 	GREEN	Open
		PE8 - Consistent offer of a carers assessment	Dep HoS/ GM Case Management and Transition/Cares Development Officer	March 23	<p>Following conclusion of the Direct Payments engagement, further engagement with carers will take place before the end of the financial year with a view to co-producing a carers strategy.</p> <p>As an interim measure the managers of the Disabled children team has reviewed paperwork to ensure that the meaningful offer of a carers assessment at the point of contact is captured and recorded within our systems</p>	GREEN	Open
		PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges	HoS Education & Family Support/GM Family Support	March 23	<p>Edge of Care / IFSS</p> <ul style="list-style-type: none"> Increase of 4.5 posts to support increased demand and prevent escalation Further work has been undertaken to understand specific needs within BCBC, including one programme offering emotional regulation and distress tolerance for parents who are struggling to manage the demands of parenting, another called Family Connections which focuses on conflict resolution skills for whole families A case tracker has been developed within edge of care services / IFSS to monitor timescales and length of support offered to a family to ensure there is no drift in support offered, this is used as a tool in supervision to support staff in developing appropriate exit strategies to alternative services. Commissioning further staff to be trained in 'train the trainer' evidence-based parenting programmes so numerous groups can run simultaneously to offer support to parents. <p>Family Group Conferencing</p> <ul style="list-style-type: none"> Since October 2022 the LA has committed to funding FGC's for all families who are open to statutory services for at least 3 months The development of a conflict resolution programme for families who have gone through the FGC process and will require a whole family approach plan to embedded for the longer term. 	AMBER	Open


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Page 97					<p>The terms of reference for the children and young people area planning groups have been finalised and meetings have been set up starting December. A priority focus of the planning group is family support services and intervention</p> <p>Growing our own Social Work Programme - 4 staff have been seconded on the BSc Social Work Cardiff Met/Bridgend college programme commenced academic year 2022/23. 4 social work trainees have been recruited and have commenced the BSc social work programme (as above). Trainees are supernumery staff, each trainee has an individual programme of learning and development alongside their academic study and practice learning placements they will gain practical experience across Adults and Children's teams</p> <p>A project group has been set up to oversee international recruitment and to date 8 social workers have been offered posts with prospective start dates in January 2023.</p> <p>The social work charter is in draft and workshops have taken place with practitioners and managers to finalise a draft for launch on world social work day 2023.</p>		
		PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity	n/a	n/a	Completed	BLUE	Closed
		PR3 - Placement sufficiency and support	HoS/GM Placements and Provider Services	March 23	<ul style="list-style-type: none"> Prior to opening a root and branch review of the existing service delivery model will be completed to ensure the operating model in the new home is fit for purpose Building work has commenced on the new Home based in Brynmenyn. A Bid has been submitted to Welsh Government to support the review and development of the right multi-agency therapeutic model which will include access to psychological assessments where required and we are currently awaiting the outcome to find out if we have been successful. Hillsboro Residential Home for Children and Young People looked after and in crisis has been registered and provides a solo placement to a young Person. Regional Development of Accommodation Options for UASC in Treforest. Foster Wales Bridgend Recruitment and Retention Strategy has been completed and is awaiting sign off from CSC SMT. Meeting arranged in November 2022 for Regional Leads to discuss Regional Fostering arrangements in respect of Parent and Child Placements, Family Link Placements and Supported Lodgings Providers Bid submitted to Welsh Government to support the development of the MYST approach in BCBC. In the interim scoping has begun in readiness to take the work forward. 	AMBER	Open
		PR4 - Accessibility of information, advice and assistance	Dep HoS/GM Safeguarding	March 23	<ul style="list-style-type: none"> Draft review document produced for consideration and presented to CMB. Final report to be produced on options and resource implications by Feb 23. 	GREEN	Open

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					<ul style="list-style-type: none"> IPC are progressing with this review draft report due February 2023. IAA focused improvement plan is in place and is updated 6 weekly and reviewed regularly in silver meetings. Workforce project being progressed by CSC workforce project. 		
		PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	Director/HoS/Principal Officer Training	March 23	<ul style="list-style-type: none"> Further independent audits have been carried out in relation to case management and supervision and findings/recommendations reported to the Improvement Board Review completed and new framework is on agenda for Directorate management team sign off w/c 21/11/22. It will then be launched with teams in December 22 – Jan 23 Q and A activity will be reported to the monthly Directorate performance meeting chaired by the statutory Director Team based facilitated briefing sessions have been rolled out across the Directorate. An implementation group has been established. Teams are testing out the new audit tools within WCCIS. A formal launch of the framework will take place in March 23. A Quality Assurance officer post is being recruited to in order lead this work. <p>Internal audit and review of the framework and its impact will be carried out 12 months after implementation.</p>	GREEN	Open
		PI1 - Inconsistent thresholds and standards of practice	n/a	n/a	Completed	BLUE	Closed
		PI2 - The local authority will need to ensure its communication strategy is sufficiently robust to effectively communicate to staff and partners the vision for children's services and the many developments taking place/planned to take place	Director/HoS	Ongoing	Partnership working has been strengthened through the Regional Safeguarding Board Executive Steering Group and the Bridgend Joint Operational Group. A summit is being held to explore a vision and priorities for integrated working for children and families in Bridgend. Consideration will be given to partner involvement in the improving outcomes for children board.	GREEN	Open
		PI3 - Share learning from audits and reviews with staff and partners	GM Safeguarding &IAA/ Principal Officer Training	Ongoing	<p>Learning from Child Practice Reviews is incorporated into relevant training courses. Bespoke briefing sessions for staff to take place in relation to the Bridgend Child Practice Reviews when reviews the reviews are completed, and reports published.</p> <p>Three practice learning events in relation to Child T are arranged for Dec 22</p>	GREEN	Open
		W1 - Further work is required to improve the timeliness of meeting statutory responsibilities	GM Business Support	March 23	A performance management framework has been implemented across the Directorate which provides management oversight of key performance management data. The Children's Social Care monthly performance management report includes key national metrics as well as local operational information, such as assessments and reviews. The report follows a child / young person's pathway. To further strengthen these arrangements the dashboard presented to silver meeting has been further developed and	GREEN	Open

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					<p>provides management oversight of key performance information on a weekly basis. Operational service area dashboards continue to be developed to provide management oversight at weekly bronze meetings. Next steps are to prioritise the list of statutory requirements and work with the WCCIS team to build on the suite of data/performance reports to enhance automated reporting and streamline data validation arrangements.</p> <p>Performance management mechanisms have been improved and routine meetings in place with the Director to review progress against plans.</p>		
		W2 - Facilitation of supervised contact	GM Case Management & Transition/GM Locality Hubs/Contract Monitoring Officer	March 23	<p>A review will be undertaken by our improvement partner as part of their work to review the operating model, this review will be completed by March 23.</p> <p>In the interim there is has been a rapid review of the current arrangements that are in place, and a report on the findings and interim recommendations will be presented to CMB in Nov 22</p>	GREEN	Open
		W3 - Consistent high quality written records	Policy Officer	March 23	<ul style="list-style-type: none"> The guidance on the use of chronologies has been included in the revised recording policy. Review of foster carer handbook which includes guidance in relation to recording for foster carers, and further training will be undertaken to support the guidance. <p>Policy Officer appointed and has commenced a review of policies / guidance across Children's Social Care.</p>	AMBER	Open
		W4 - CSE and CCE – strengthen interventions and mapping	GM Locality Hbs/GM Safeguarding	Ongoing	<ul style="list-style-type: none"> The regional subgroup is established, and the Group Manager for Practice and Improvement is engaged in this area of work. <p>The pathway document and underpinning toolkit is finalised, and a phased implementation plan is under development. This has been presented to CSC EMT on 16/11/22.</p>	AMBER	Open
		W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	n/a	n/a	Completed	BLUE	Closed
June 2023	Ty Cwm Ogwr Residential Home Priority Action Notices	Regulation 80 - The responsible individual must prepare a report to the service provider including and assessment of the standards of care and support and recommendations for improvement at the service.	n/a	n/a	<p>Q1 - A position statement has been completed on all areas of improvement to meet Reg 80</p> <p>Q2 - A new Group Manager and Responsible Individual position for Direct Care Provider Services has been created and the person appointed commenced in post on 14/11/22.</p>	BLUE	Closed
		Regulation 60 - The Service Provider must notify CIW of events specified under Part 1 Schedule 3	n/a	n/a	Q2 - Management team submitting Regulation 60 notifications in line with regulatory standards	BLUE	Closed

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Page 100		Regulation 12 - The Service Provider must ensure appropriate policies and procedures are in place and that these are kept up to date.	Group Manager, Provider Services & Policy Officer	31/03/23	Q3 - A new policy officer position has been created, a policies and procedures programme is in place to update and meet compliance.	GREEN	Open
		Regulation 19 - The service Provider must ensure the written guide is dated, reviewed and updated as needed. It also needs to include information about how to make a complaint and availability of advocacy support.	n/a	n/a	Q2 – The written guide has been reviewed, updated and is available in English and Welsh format.	BLUE	Closed
June 2022	Maple Tree House Children Residential Home Priority Action Notices	Regulation 69 - The service provider has made arrangements for the manager to manage a second service without discussing or agreeing this with CIW	n/a	n/a	The MTH Residential Manager will not be responsible for a second service (Hillsboro) as a Residential Manager is being recruited specifically for that home.	BLUE	Closed
		Regulation 18 - The service has not ensured the provider assessments are routinely reviewed and updated.	n/a	n/a	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
		Regulation 80 - The responsible individual has not put suitable arrangements in place to monitor, review and improve the quality of care of care provided in the home.	Group Manager, Placements & Provider Services	31/03/23	The Quality Assurance Framework has been reviewed throughout the services and a new system implemented.	BLUE	Closed
		Regulation 8 - The responsible individual has not established and maintained suitable performance and quality assurance systems, completed a review of the quality of care at the required intervals and has not consulted with individuals as part of the quality-of-care arrangements.	n/a	n/a	The Quality-of-Care Report has been completed. The Quality Assurance Framework across children's residential care homes to be reviewed and updated.	BLUE	Closed
		Regulation 36 - The service provider has not ensured care staff receive adequate training to be able to provide care and support for children.	Group Manager, Placements & Provider Services	31/03/23	The induction for care staff is in the process of being reviewed with SCDWP and will be implemented in time for the new service opening in the spring.	BLUE	Closed
		Regulation 35 - The service provider has not conducted a safe or robust recruitment process	Group Manager, Placements & Provider Services	31/03/23	The introduction of an independent Responsible Individual (RI) will ensure there is oversight into the recruitment process.	BLUE	Closed
		Regulation 34 - The service has not provided a sufficient or suitably qualified team of care staff to meet the assessed care and support needs of children.	Group Manager, Placements & Provider Services	31/03/23	Due to the issues highlighted under this regulation the service was placed into dormancy and will not re-open in its current environment.	BLUE	Closed

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Page 101		Regulation 43 - The service provider does not ensure the premises and facilities are safe, suitable and well maintained.	Group Manager, Placements & Provider Services	31/03/23	Work was immediately undertaken while children were still residing at the premises. Further work was completed while dormant.	BLUE	Closed
		Regulation 21 - The service provider does not ensure care and support is provided to promote and maintain the safety and wellbeing of children.	Group Manager, Placements & Provider Services	31/03/23	The RI is conducting monthly QA audits across all children's residential services to ensure that a high quality of care is being provided.	BLUE	Closed
		Regulation 6 - The service does not have clear arrangements for the oversight and governance of the service.	n/a	n/a	Additional Management Capacity has been established with the implementation of a new Responsible Individual role. The Post Holder will have direct line management of all Residential Managers and have the capacity to provide robust oversight and governance.	BLUE	Closed
		Regulation 7 - The service provider does not ensure a service is provided in accordance with their statement of Purpose.	Group Manager, Placements & Provider Services	31/03/23	Service is now in dormancy and will not be reopening under the auspices of the statement of purpose referred to.	BLUE	Closed
		Regulation 26 - The service provider has failed to ensure children living in the home have been safeguarded from harm.	Group Manager, Placements & Provider Services	31/03/23	The QA framework enables the RI to have systems in place to ensure oversight across all residential services.	BLUE	Closed
		Regulation 14 - The service has not ensured provider assessments are regularly updated and reviewed and risks to others suitably mitigated.	n/a	n/a	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
		Regulation 15 - The service has not created personal plans that promote positive outcomes, capture all necessary information and do not consult with children about their views, wishes and feelings.	Group Manager, Placements & Provider Services	31/03/23	Children and Young People's personal plans are being reviewed and we are working with the young person's panel to redesign feedback and complaints forms to ensure they are child centered.	BLUE	Closed
August 2022	Integrated Leadership Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board	R1 Strategic planning and applying the sustainable development principle Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by: A) taking a longer-term approach to its planning beyond five years, b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and	Head of Regional Commissioning Unit	2023/24	The Health and Social Care Regional Integration Fund (the RIF) is a 5-year fund to deliver a programme of change from April 2022 to March 2027. The RIF builds on the learning and progress made under the previous Integrated Care Fund (ICF) and Transformation Fund (TF) and seeks to create sustainable system change through the integration of health and social care services. Key features and values of the Fund include; <ul style="list-style-type: none"> A strong focus on prevention and early intervention Developing and embedding national models of integrated care Actively sharing learning across Wales through communities of practice 	AMBER	Open

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		c)improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally.			<ul style="list-style-type: none"> Sustainable long-term resourcing to embed and mainstream new models of care Creation of long-term pooled fund arrangements Consistent investment in regional planning and partnership infrastructure <p>The RIF is a key lever to drive change and transformation across the health and social care system and in doing so will directly support implementation of several key pieces of policy and legislation over the longer term.</p>		
		R2 Governance Arrangements The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB	Head of Regional Commissioning Unit	2023/24	In response to 'Further, Faster' – building an Integrated Community Care Service for Wales Implementation the RPB governance has been refreshed. A Partnership Leadership Board has been established of Directors from Across LA and Health board to drive integration at pace and under the Adult board an Integrated Community Care Group established aligning a number of programmes; <ul style="list-style-type: none"> 6 goals for urgent and emergency care Work under the 1000 bed days Accelerated Cluster developments 	AMBER	Open
		R3 Performance Management The outcomes and performance framework was still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact	Head of Regional Commissioning Unit	n/a	Framework completed and endorsed by RPB. Framework being used to shape national RIF performance framework.  CTM outcomes and performance framework	BLUE	Closed
		R4 Risk Management Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.	Head of Regional Commissioning Unit	Ongoing	Further Faster will establish a comprehensive community care model ensuring a full range of preventative and early intervention services are available locally. This will involve new delivery structures, moving the workforce and creating new roles so that, for example, community first responder services, more therapy and rehabilitation workers, enhanced domiciliary care roles, community nursing and allied health professionals are the priorities for service and workforce development. Building on successful models service specifications will be developed nationally upon which to benchmark and model regional delivery. Risk registers are maintained centrally and reported to Leadership Board.	AMBER	Open
		R5 Regional Commissioning Unit Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work	Head of Regional Commissioning Unit	2023/24	Additional Infrastructure for Capital had been agreed regionally and scope for further programme management linked to IRCF funding to support business case development and Community hub infrastructure.	AMBER	Open





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		of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team			Partnership Leadership Team tasked with developing robust model for community services within which Programme management requirements to be identified.		
		R6 Use of Resources Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population	Head of Regional Commissioning Unit	2023/24	Welsh Government officials are currently working to review Part 2 and Part 9 Codes of Practice (Social Services and Wellbeing Act 2014) which will further strengthen partnership arrangement and collaborative service delivery (Consultation planned Autumn 2023). As part of the amendments to codes of practice the duty to co-operate will be established as lying equally on Local Authorities and Health Boards and the role of the RPB as a key vehicle through which that duty should be exercised. Furthermore within chapter 5, pooled funds positioned more clearly within joint commissioning context and greater flexibility given in relation to pooling resources at Regional, sub-regional pan cluster, cluster and individual levels. Section 33 agreement in Bridgend.	AMBER	Open
		R7 Regional workforce planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TLPB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.	Head of Regional Commissioning Unit	Ongoing	One of the four quadruple aims outlined in the document, 'A Healthier Wales: Our Plan for Health and Social Care', is to have a motivated and sustainable health and social care workforce that delivers a truly seamless system of health and care, and calls for a fundamental shift in our understanding of who constitutes the workforce, and how we support the contribution that each individual makes. Requiring not only 'greater parity of esteem' between health and social care professionals, but also recognising and supporting the vital role played by the informal workforce of unpaid carers and of volunteers. To support new models of care, health and social care services must strengthen the support, training, development and services available to the workforce, with a focus on building skills across a whole career and supporting their health and wellbeing. New seamless models of health and care that emerge, require a clear and coherent approach to developing and planning the whole workforce. To meet this need, WG commissioned Health Education and Improvement Wales (HEIW) and Social Care Wales (SCW) to develop a long-term workforce strategy, in partnership with NHS and Local Government, the voluntary and independent sectors, as well as regulators, professional bodies, and education providers. The workforce strategy aims to address the Parliamentary Review's call for joint regional workforce planning. The workforce strategy also identifies dynamic leadership will be needed to instigate change, empower others and lead by example, as well as create conditions for continuous innovation and improvement, to drive up the quality and value of services.	AMBER	Open

KEY:

Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

Performance indicators	
Status	Definition
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more

Commitments		
Status	Meaning	Descriptor
BLUE	Complete	Project (or task within a project/plan) is completed and is no longer a priority.
GREEN	Progressing as planned and according to designated time, budget and desired outcomes.	Actions completed within timescales, on budget and evidence of achieving desired outcomes
AMBER	Issues that could delay progress	Task/action looks liable to go over budget Task/action agreed deadlines show slippage Task/action within 2 weeks of deadline - not started Risk or issue score increases (review required)
RED	Significant issues	Task/action over budget Task/action agreed deadline breached Risk or issue score increases to critical or catastrophic

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	CP	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

WBO2: Helping people and communities to be more healthy and resilient

Commitment

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Code	Commitment	Status	Comments	Next Steps
WBO2.1.1	Develop a sustainable operating model for social care services, as we understand the short, medium and long term impact of the covid-19 pandemic, ensuring that the Local Authority is able to meet needs for care and support through effective assessment, care planning, commissioning and service development. (SSWB)	Amber	<p>The Practice model for Adult Services is in it's final stage of development and we are currently working with Social Care Wales, who are seeking to review this at a National level.</p> <p>Within Children's Services a review of the operating model has been completed by IPC. As a result of the review a business case has been developed in relation to the recommendation into the future operating model which will be presented to CMB in quarter 4. Implementation of signs of safety is underway and the principal officer who will lead on this commences in post on the 30th January. The formal signs of safety launch will take place on the 15th March.</p>	<p>Within Adult Social Care work will progress on the social work review. A detailed service review of learning disability services is also underway which will report in Q1 of 2023/24 which will set out a service and financial recovery plan for this service area.</p> <p>In quarter 4 the leadership team in Children's Social Care will be finalising the signs of safety implementation goals. The commitment statement and workforce pledge will be finalised and Signs of safety launched at a whole service event</p>

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) Higher Preferred	1,981	1,981	1,023	1,485	1,512	1,469	↑	Quarterly Indicator Target Setting: Based on 2021/22 Improved Performance Performance: On target, despite the current difficult situation regarding social care capacity, this may be due to the high numbers of therapy only referrals.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support Higher Preferred	16.81%	33%	9.13%	33%	8.58%	9.47%	↙	Quarterly Indicator Target Setting: Maintaining Performance Performance: AD/011c is overperforming, therefore, this metric will underperform.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support Higher Preferred	4.68%	11%	15.87%	11%	17.82%	18.05%	↙	Quarterly Indicator Target Setting: Maintaining Performance Performance: This target has overachieved due to the high numbers of therapy only referrals accepted, as access to social care is difficult.
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support Higher Preferred	70.94%	48%	68.75%	48%	67.33%	65.38%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This target has overachieved due to the high numbers of therapy only referrals accepted, as access to social care is difficult.
SSWB38d CP WBO2	Percentage of reablement packages completed that increased need for support Lower Preferred	7.88%	8%	6.25%	8%	6.27%	7.1%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This is on target due to the service accepting more therapy only referrals than is normal due to the difficulty accessing social care.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.1.3	Ensure a sufficiency and high standards of all social care services. (SSWB)	Amber	The latest improvement check by CIW has noted improvements in performance management arrangements in children's services and there are now also dashboards for adult services to monitor performance and put in place any actions to address issues.	Continue to embed new performance and quality assurance frameworks and progress within set timescales the actions in the inspection improvement plans.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.1	Continue the safe reduction of care experienced children, and support care experienced children to achieve the best possible outcomes by • Ensuring care experienced children are supported to live with their families and where this is not possible identify alternative permanence options at the earliest opportunity • Ensuring care experienced children enjoy the same life chances as other children (SSWB)	Amber	The number of care experienced children is increasing. There is a combination of factors for this, which include the increase in number of referrals received and children becoming looked after. In order for us to be able to further understand the reasons for the increase we have commissioned an independent Social Worker to audit a sample of the cases of children who have become care experienced. In terms of children's ceasing to be care experienced high turnover of staff and changes of workers has resulted in drift and delay with moving children onto alternative orders or revocation of orders. There are also staffing challenges within the legal department which has led to delays in filling court order discharge applications to court.	These cases and our overarching reduction strategy continue to be monitored to ensure they are progressed in as timely a way as possible.

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Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
PM24 (PAM/028) SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales Higher Preferred	67.46%	85%	70.92%	85%	74.06%	71.87%	↑	Quarterly Indicator Target Setting: Revised Guidance for 2022-23- Establish Baseline Performance: IAA April to December: 76.79% IAA Agency April to December: 64.22% All Other Teams April to December: 82.84% Performance is still not at the levels that we would want them to be however the figures are improving. Significant levels of investment have been put into providing additional staffing capacity within the IAA service. There continues to be a focused improvement action plan in place in relation to IAA that is overseen by the Group Manager IAA & Safeguarding. Performance has improved within the Local Authority run IAA team to 77% but there has been a dip in performance in respect of the managed IAA team at 64%. There was a change in management team with the managed IAA team and a period of time when there were challenges with recruiting, this impacted on performance within the managed team. The managed team is now in a much more stable position and performance is improving.
PM33 (PAM/029) SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. Lower Preferred	12.03%	12%	4.77%	9%	6.77%	9.50%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: Additional measures continue to be in place to support placement stability.
SSWB39 (CH/039) CP, SSWBPM WBO2	The number of children and young people looked after Lower Preferred	374	374	377	374	399	380	↓	Quarterly Indicator Target Setting: Improved performance on 21/22 actual outturn Performance: The number of care experienced children is increasing. There is a combination of factors for this, which include the increase in number of referrals received and children becoming looked after. In order for us to be able to further understand the reasons for the increase we have commissioned an independent Social Worker to audit a sample of the cases of children who have become care experienced. In terms of children's ceasing to be care experienced high turnover of staff and changes of workers has resulted in drift and delay with moving children onto alternative orders or revocation of orders. There are also staffing challenges within the legal department which has led to delays in filling court order discharge applications to court. These cases and our overarching reduction strategy continue to be monitored to ensure they are progressed in as timely a way as possible.

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
SSWB48a CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 12 months since leaving care Higher Preferred	64.52%	65%	55.56%	65%	61.11%	68%	↓	Quarterly Indicator Target Setting: Maintaining Performance Performance: The Team Manager has undertaken a piece of work analysing the information for all YP who have turned 18 in the past year and their current education/employment and training status. The information evidence that the YP turning 18 prior to the Basic Income Pilot Scheme are on the whole engaged however, there has been a significant decrease in those engaged in education, employment and training who are in receipt of Basic Income Pilot. The team continue to ensure that education/training and employment are key elements of pathway planning. In light of this information the Team Manager plans to undertake a piece of work with the PA's to further consider how we should work with the YP to encourage engagement and support with access to opportunities.
SSWB48b CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 13-24 months since leaving care Higher Preferred	54.55%	55%	63.64%	55%	69.57%	57.14%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: The Team Manager has undertaken a piece of work analysing the information for all YP who have turned 18 in the past year and their current education/employment and training status. The information evidences that the YP turning 18 prior to the Basic Income Pilot Scheme are on the whole engaged however, there has been a significant decrease in those engaged in education, employment and training who are in receipt of Basic Income Pilot. The team continue to ensure that education/training and employment are key elements of pathway planning. In light of this information the Team Manager plans to undertake a piece of work with the PA's to further consider how we should work with the YP to encourage engagement and support with access to opportunities.
SSWB49 CP WBO2	Percentage of care leavers who experience homelessness during the year (as defined by the Housing (Wales) Act 2014) within 12 months of leaving care Lower Preferred	20.69%	17%	9.09%	17%	5%	26.09%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation, so this is not necessarily indicative of their actual current situation.
CH/052 Local WBO2	Percentage of care leavers who have experienced Homelessness during the year Lower Preferred	8.23%	Establish Baseline	5.26%	Establish Baseline	7.79%	N/A	N/A	Quarterly Indicator Target Setting: Revised Guidance- Establishing Baseline Performance: This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation so this is not necessarily indicative of their actual current situation.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.1	Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place. (SSWB)	Amber	Multi-disciplinary meetings are held weekly within the Integrated Network Teams to provide a timely and effective response to those complex individuals and families at most need in our community. The meeting is attended by the nine professional groups within the Integrated Teams and invitations are also extended to our GP partners and other surgery staff. Integrated staff also attend the Multi-disciplinary meetings at surgeries and we have link workers attached to many practices. Some integrated staff are co-located at surgeries to support communication. The Integrated Teams are working to identify people in need of assessment and support earlier, through preventative approaches, utilising population segmentation data in partnership with Public Health Wales.	Work with the Health Board and the Cwm Tat Morgannwg region on progressing this model as part of the Accelerated Cluster Development Programme.

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Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
SSWB43 CP WBO2	Proportion (%) of individuals in managed care supported in the community Higher Preferred	73.40%	75%	74.56%	75%	74.35%	76.13%	↘	Quarterly Indicator Target Setting: Improved performance on 2021/22 actual outturn Performance: The market for care and support at home remains volatile. It has been impacted by the limitations on the community offer, which has created significant pressure for people and their carers living at home. The impact of the pandemic on our future commissioning projections will have to be considered when projecting all future needs.
SSWB44 CP WBO2	Proportion (%) of individuals in managed care supported in a care home setting Lower Preferred	26.6%	25%	25.44%	25%	25.65%	23.87%	↘	Quarterly Indicator Target Setting: Improved performance on 2021/22 actual outturn Performance: It is inevitable, lockdown and Covid 19 restrictions have impacted on the flow of people into regulated care home settings. More people have stayed home for longer and others have been placed in care who would have stayed home for longer at an earlier date had care at home been available. The impact of this on our care home bed capacity will need to be carefully monitored going forward.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.2	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and supporting individual wellbeing and community Covid recovery. (SSWB)	Amber	Quarter 3: The leisure and cultural sector nationally has recovered to circa 85% of pre pandemic levels and this has been the case locally also. Externally funded programmes have continued to enable covid and cost of living pressure activities and low cost offers to be targeted. Some positive longer-term investment secured e.g. over 60 active leisure, feel good for life programme	Complete capital works and begin developing new opportunities and participation, including from more vulnerable groups. Identify how venues can function as community hubs via schemes such as warm welcome.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
SSWB53 CP WBO2	Total library issues, including physical issues, digital issues and books on wheels service to people's homes Higher Preferred	New 22.23	Establish Baseline	221,361	Establish Baseline	337,859	N/A	N/A	Quarterly Indicator Target Setting: New Indicator- Establish Baseline Performance: Total library issues were 116,498 including 88308 for general issues of books, DVD and audio books, 16255 digital downloads and 11395 for the books on wheels service. Continue to operate library services including the warm welcome programme to support residents.
SSWB54 CP WBO2	Total visits to leisure centres operated by Halo Leisure for all purposes Higher Preferred	New 22.23	Establish Baseline	597,600	Establish Baseline	867,689	N/A	N/A	Quarterly Indicator Target Setting: New Indicator- Establish Baseline Performance: Halo operated venues supported 270,089 visits during quarter 3 of which 223,526 were for physical activity based purposes. Continue to rebuild participation at centres and develop responses to the cost of living crisis in addition to covid related rebuilding of services.

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFs, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (SSWB)	Amber	Quarter 3: The current MTFs requires further remodelling in the learning disability day services in order to fully achieve the savings identified. Given the overspend in the learning disability budgets an independent review has been commissioned to review the operating model and understand the most cost-effective way of delivering daytime support for people in Bridgend.	Receive and consider the recommendations from the independent review.

Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q3						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12) CP feeder WBO3	Value of planned budget reductions achieved (SS & Wellbeing)	£365	£0	0%	£115	32%	£250	68%	See comment on 'Implications of Financial Reductions on Service Performance'

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (SSWB)	Green	Hybrid arrangements have been implemented.	The benefits from investment in technology will continue to be evaluated to improve the efficiency and effectiveness of operational delivery.

Other Performance Indicators

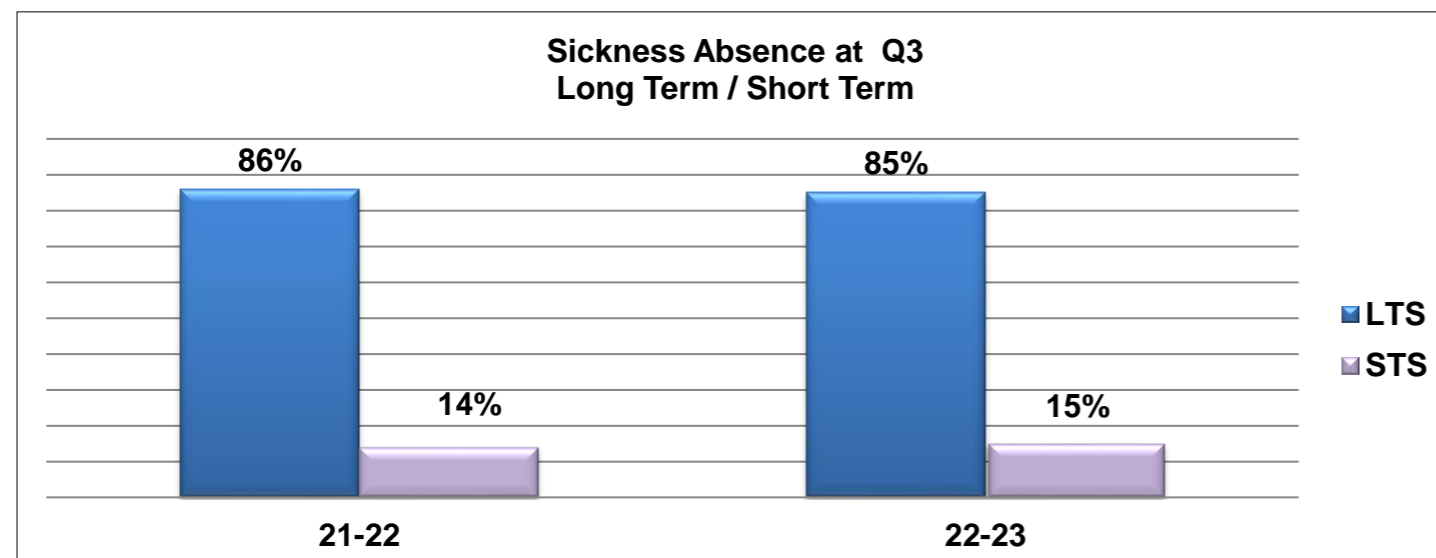
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21- 22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
CHR002iii (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) Lower Preferred	20 days	No target	11.02 days	No target	16.98 days	14.85 days	↓	Quarterly Indicator Target Setting: Improved Performance on 2021/22 outturn Performance: Deep dives into areas of high sickness in the directorate will be prioritised. Significant wellbeing support is in place and access to physiotherapy or other interventions will be considered if it will support early return to work. Proactive stress risk assessments are promoted and encouraged for all staff and general and bespoke support is available for all staff who are impacted by the harrowing and contested nature of the work they do.
CORPB1a Local Other priority	Percentage of safeguarding e- learning (including workbook) completions (SSWB) Higher Preferred	77.08%	100%	No data	100%	75.31%	76.01%	↙	Quarterly Indicator Target Setting: Aspirational target Performance: The Directorate has appointed a Corporate Safeguarding Officer who will promote the importance of undertaking this training. The Directorate also included an article in our most recent newsletter informing all managers and staff of the importance of undertaking the mandatory e-learning modules as outlined in the Corporate Induction Framework.

Sickness broken down by Service Area

Unit	FTE 31.12.2022	QTR3 2021-22			QTR3 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Adult Social Care	588.87	3676.83	305	6.27	3593.65	382	6.10	16.65	17.74
Business Support - SS&W	54.31	52.50	9	1.28	109.50	10	2.02	8.73	6.64
Children's Social Care	185.95	1003.91	60	5.36	1353.87	80	7.28	12.09	19.39
Prevention and Wellbeing	20.16	21.35	2	1.08	3.57	3	0.18	1.68	0.56
Social Services and Wellbeing Directorate Total	849.29	4754.59	376	5.69	5060.59	475	5.96	14.86	16.98

Sickness broken down by absence reason

Absence Reason	Social Services & Wellbeing Directorate				
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	251.88	432.71	404.65	1089.24	7.57%
Cancer	335.25	403.33	261.83	1000.40	6.95%
Chest & Respiratory	292.05	133.45	262.05	687.55	4.78%
Coronavirus COVID - 19	220.10	132.11	202.98	555.19	3.86%
Eye/Ear/Throat/Nose/Mouth/Dental	59.52	61.15	126.91	247.57	1.72%
Genitourinary / Gynaecological	141.98	184.06	47.69	373.73	2.60%
Heart / Blood Pressure / Circulation	40.46	100.64	133.03	274.13	1.90%
Infections	210.80	234.52	277.10	722.42	5.02%
MSD including Back & Neck	712.20	706.89	671.09	2090.18	14.52%
Neurological	157.62	93.08	67.38	318.08	2.21%
Other / Medical Certificate	113.21	43.62	213.13	369.96	2.57%
Pregnancy related	51.85	18.59	31.68	102.12	0.71%
Stomach / Liver / Kidney / Digestion	231.76	180.56	156.19	568.51	3.95%
Other Mental illness	15.00	109.57	129.37	253.94	1.76%
Stress/Anxiety/Depression not work related	1136.30	1146.42	1114.81	3397.53	23.61%
Stress/Anxiety/Depression work related	538.41	843.32	960.72	2342.44	16.27%
Tests / Treatment / Operation				0.00	0.00%
TOTALS	4508.39	4824.03	5060.59	14393.01	1.00



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