

Children's Social Care
May 2022 – Care Inspectorate Wales - Performance Evaluation Inspection

ACTION PLAN

PRINCIPLE 1 PEOPLE (Pe)

| REF | AREA FOR IMPROVEMENT | ACTION | RESPONSIBLE | TIMESCALE | BRAG |
|------|---|---|--|-----------|------|
| Pe1 | Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened | 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 | Deputy Head of Children's Social Care/Group Manager Case Management and Transition/Corporate Parenting Officer | March 23 | |
| | | Finalise and launch recording policy for social workers and managers | Principal Training Officer | Dec 22 | |
| | | Audit implementation and impact of recording guidance for social workers | Head of Children's Social Care/Principal Training Officer | March 23 | |
| Pe 2 | Limited Evidence of Direct Work | Practice guidance to reflect the need for practitioners when undertaking assessments to focus on the quality of the child's lived experiences | Principal Training Officer | Dec 22 | |

APPENDIX 2

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|------|--|--|---|---|------|
| | | Implementation of Signs of Safety as model of social work practice with focus on direct work with children and families | Head of Children's Social Care/Principal Training Officer/ Principal Officer Social Work Transformation | Dec 22 Onwards | |
| Pe 3 | Inconsistent use of chronologies and genograms | <p>Guidance to teams regarding genogram and chronology software</p> <p>Refresher training to teams on the software and report</p> <p>Review chronology format and underpinning guidance</p> <p>Deliver ongoing programme of training to all new staff</p> <p>Monitor use of chronologies through supervision and audit</p> | <p>Operational Business Support Manager</p> <p>Operational Business Support Manager/Group Manager Locality hubs</p> <p>Operational Business Support Manager/Group Manager Locality Hubs</p> <p>Operational Business Support Manager /Principal Training Officer</p> <p>Operational Business Support Manager /Principal Training Officer</p> | <p>April 22</p> <p>April/May 22</p> <p>May 22</p> <p>Continuous</p> <p>Continuous</p> | |
| Pe 4 | Strengthen business support for practitioners | Implement the Social Work Support Officer Model and significantly increase capacity for practitioners to concentrate on practice rather than administrative functions | Group Manager, Business Strategy, Performance and Improvement/Business Change Programme Manager | Dec 22 | |

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| Pe 5 | Variable evidence of management oversight/Quality of supervision | Supervision policy and accompanying appendices to be reviewed | Principal Training Officer | Dec 22 | |
| | | Draft supervision policy to be consulted on and finalised | Principal Training Officer | Dec 22 | |
| | | New Supervision Policy Framework to be launched | Corporate Director, Social Services and Wellbeing | Dec 22 | |
| | | Supervision training for supervisors and supervisees | Principal Training Officer | Dec 22 Onwards | |
| | | Improvement partner to deliver bespoke management and leadership development programme to support all managers to develop their skills in leadership and management including the development of team culture and practice, performance management and quality assurance and coaching and mentoring | Corporate Director, Social Services and Wellbeing/Head of Children's Social Care /Principal Training Officer | March 23 | |
| | | Implement evidence-based mechanisms to ensure that reflective practice is embedded including communities of practice and action learning sets | Head of Children's Social Care /Principal Training Officer | March 23 | |
| | | Focus on well-being through implementing a tiered approach to ensure timely and effective trauma informed support to workforce including through | Corporate Director, Social Services and Wellbeing/Human Resources | March 23 | |

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| Pe 6 | Practice model – implementation of Signs of Safety | Launch and set out a detailed implementation plan encompassing for a model of strength-based practice which will have at its core a deep understanding of the dangers and harms to children and effective safety planning to address issues and strongly mitigate risks | Head of Children's Social Care / Principal Training Officer | Dec 22 | |
| | | Principal Officer to be appointed to lead on the project | Head of Children's Social Care | Dec 22 | |
| | | Actions in implementation plan to be progressed | Principal Officer Social Work Transformation | Dec 22 Onwards | |
| Pe7 | Review of direct payments scheme | 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 | Deputy Head of Children's Social Care/Group Manager Commissioning | March 23 | |
| Pe8 | Consistent offer of a carers assessment | Undertake engagement exercise with carers to explore how carers assessments can be offered effectively within Bridgend, and address any barriers to participation | Deputy Head of Children's Social Care/Group Manager Case Management and Transition/Carers Development Officer | March 23 | |

PRINCIPLE 2 – PREVENTION (Pr)

| REF | AREA FOR IMPROVEMENT | ACTION | RESPONSIBLE | TIMESCALE | BRAG |
|------|--|---|--|---|------|
| Pr 1 | 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 | <p>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</p> <p>Develop an updated commissioning strategy for family support services and interventions to ensure the optimal range of commissioned and Council provided services to meet the needs and interventions set out in care and support and child protection plans</p> <p>A Workforce Plan has been developed for Children’s Social Care (CSC) areas of development includes:</p> <ul style="list-style-type: none"> • Review of skill mix in CSC to develop workforce plan enhancing roles such as support officers • A revised business case for the Bridgend ‘Grow our own Social Work Programme’ • International recruitment • Social Work Charter • Enhanced marketing support • Promotion of flexible working and the benefits of local government employment | <p>Head of Service Education & Family Support/Group Manager Family Support</p> <p>Group Manager Commissioning/Contract Monitoring Officer</p> <p>Corporate Director, Social Services and Wellbeing</p> | <p>March 23</p> <p>March 23</p> <p>March 23</p> | |

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| Pr 2 | Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity | <p>Raise awareness of the need for practitioners to exercise professional curiosity in their practice, applying critical evaluation to any information they receive and maintaining an open mind:</p> <ul style="list-style-type: none"> • Back to Basics Training • Mandatory Professional curiosity training • Signs of Safety Training • Quality Assurance to evidence the impact of training | Principal Training Officer | March 23 | |
| Pr 3 | Placement sufficiency and support | Complete the establishment of the children's assessment hub at Brynmenyn, reviewing the model to ensure the right multiagency therapeutic input including access to psychological assessments where required | Head of Children's Social Care/Group Manager Placement and Provider Services | June 23 | |
| | | Working with regional partners ensure there is sufficient quantity and quality of flexible provision for children who's needs cannot be met in standard residential or fostering provision | Head of Children's Social Care/Group Manager Placement and Provider Services | March 23 | |
| | | Develop a commissioning strategy for the provision of accommodation, care and support services for children with disabilities, working closely with education and health partners to ensure integrated models for short and long-term care provision | Deputy Head of Children's Social Care/Group Manager Placement & Provider Services/Group Manager Commissioning/Contract Monitoring Officer | June 23 | |

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| | | <p>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</p> <p>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. The work to increase the numbers of Bridgend foster carers should consider the most effective recruitment and retention strategies as well as the range of support for foster carers from the Council.</p> <p>Await outcome of therapeutic fostering and residential care bids to Welsh Government.</p> | <p>Group Manager Placement & Provider Services/Group Manager Commissioning/Contract Monitoring Officer</p> <p>Head of Children's Social Care/Group Manager Placements and Provider Services</p> <p>Head of Children's Social Care/Group Manager Placements and Provider Services</p> | <p>March 23</p> <p>March 23</p> <p>Continuous</p> | |
| Pr 4 | Accessibility of information, advice and assistance | Undertake a review of the MASH /IAA team structure, duties and responsibilities and consideration of the resources required to strengthen these arrangements to ensure that the safest decisions are being made in response to concerns shared with the department and that staff are working in an environment which enables them to be the best practitioners they can be: | | | |

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| | | <ul style="list-style-type: none"> • Review operating model and resource implications • Implement IAA focussed improvement plan | <p style="text-align: center;">Deputy Head of Children’s Social Care/Group Manager Safeguarding & IAA</p> <p style="text-align: center;">Deputy Head of Children’s Social Care/Group Manager Safeguarding</p> | <p style="text-align: center;">Dec 22</p> <p style="text-align: center;">Ongoing</p> | |
| Pr 5 | Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems | <p>Commission a programme of independent detailed Quality Assurance to provide a thorough assessment of the strengths and areas for development in Bridgend Children’s Social Care services to inform the practice development programme, and the Council, and partnership quality assurance programmes</p> <p>Directorate QA framework to be reviewed and revised</p> <p>QA framework to be consulted on and finalised and launched</p> | <p style="text-align: center;">Head of Children’s Social Care /Principal Training Officer</p> <p style="text-align: center;">Principal Training Officer</p> <p style="text-align: center;">Corporate Director, Social Services and Wellbeing/Principal Training Officer/Director</p> | <p style="text-align: center;">Dec 22</p> <p style="text-align: center;">Dec 22</p> <p style="text-align: center;">Dec 22</p> | |

PRINCIPLE 3 – PARTNERSHIP AND INTEGRATION (Pi)

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| Pi 1 | Inconsistent thresholds and standards of practice | <p>Rolling programme of Back to Basics training sessions to be delivered with the intention of building a strong foundation on which we can further develop, enhance, and reflect on Social Work practice within the safeguarding arena.</p> <p>In addition to the Back to Basics Training an overarching training programme will include the following Appreciative Inquiry</p> <ul style="list-style-type: none"> • Analysis of risk • Professional curiosity • Working with uncooperative and hostile families • Disguised compliance • Relationship Based Practice / Collaborative Communications (Focus on Safety) <ul style="list-style-type: none"> ○ Facilitating Strategy and Core Group Meetings ○ Practice of helping Children and Young People – Promoting Participation in Assessment & Planning ○ Child Protection Case Conferences ○ Working with challenge and recognising the impact of high stress on our responses ○ Neglect | <p>Principal Training Officer</p> <p>Principal Training Officer</p> | <p>Ongoing</p> <p>March 23</p> | |

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| | | <ul style="list-style-type: none"> ○ Coercive Control ○ Understanding children and young people's experiences of living within environment where there is domestic violence ○ Domestic violence (ref VAWDASV) <p>Develop a series of practice development plans, where appropriate with partners, for key service areas. The practice development plans will include priorities for policy development, decision making processes, training, and development.</p> | Head of Children's Social Care/Deputy Head of Children's Social Care/Principal Training Officer | March 23 | |
| Pi 2 | 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 | Work through Regional Safeguarding Board structures to ensure most effective partnership arrangements, and ownership of improvements required within Bridgend Social Care services | Corporate Director, Social Services and Wellbeing/Head of Children's Social Care | Continuous | |
| Pi 3 | Share learning from audits and reviews with staff and partners | <p>Ensure that learning from Child Practice Reviews and other in-depth analysis is systematically embedded through learning, training and development and follow up quality assurance and review</p> <p>This will be undertaken through the work of the Regional Safeguarding Board subgroups and development of the operational ways of working within Bridgend Children's Social Care</p> | <p>Group Manager IAA & Safeguarding/Principal Training Officer</p> <p>Group Manager IAA & Safeguarding/Principal Training Officer</p> | <p>Continuous</p> <p>Continuous</p> | |

PRINCIPLE 4 – WELLBEING (W)

| REF | AREA FOR IMPROVEMENT | ACTION | RESPONSIBLE | TIMESCALE | BRAG |
|-----|--|--|--|------------|------|
| W1 | Further work is required to improve the timeliness of meeting statutory responsibilities | 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 | Group Manager, Business Strategy, Performance and Improvement | March 23 | |
| W2 | Facilitation of supervised contact | A review of the current supervised contact arrangements to be undertaken to ensure that it meets the needs of those who require this provision | Group Manager Case Management & Transition/Group Manager Locality Hubs/Contract Monitoring Officer | March 23 | |
| W3 | Consistent high quality written records | Review of the recording policy, and the chronology functionality within WCCIS to ensure every child has an up-to-date version on their record | Policy Officer/ Group Manager, Business Strategy, Performance and Improvement | March 23 | |
| | | Foster carer recording guidance and associated training to be reviewed | Group Manager Placements and Provider Services | Dec 22 | |
| | | Audit implementation and impact of recording guidance for social care staff | Quality Assurance Officer | Continuous | |

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| W4 | CSE and CCE – strengthen interventions and mapping | Regional Safeguarding Board subgroup to develop the CSE and CCE tools | Corporate Director, Social Services and Wellbeing/Head of Children’s Social Care | March 23 | |
| | | Interim local tool, together with practice guidance notes has been developed | Group Manager Locality Hubs/Group Manager Safeguarding and IAA | Dec 22 | |
| W5 | First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight | Review and re-launch the Newly Qualified Social Worker ‘Supporting your First Three Years in Practice’ framework, to ensure that all Newly Qualified Social Workers are supported through transition from graduate to Newly Qualified Social Worker. | Head of Children’s Social Care/Principal Training Officer | Dec 22 | |

| BRAG STATUS - KEY | |
|-------------------|--|
| | Action Complete |
| | Action On Track |
| | Action Mainly On Track With Some Minor Issues |
| | Action Not On Track, Not Yet Meeting Performance Targets |