

Name of Audit / regulator	Report issued	Oversight and Date	Recommendation / proposal for improvement	Responsible Officer	Delivery Date	Action Update Q4 2023-24	RAG Q4	Open/Closed
CIW Inspection Report on Foster Wales Bridgend	Jan-24	SOSC2 TBC	R3 Safeguarding procedures are not consistently followed. Information sharing between teams, consideration of risks and decision making is not robust.	Group Manager Placement and Provider Services	Mar-24	Mandatory training on Part 5's (professional concerns referrals) took place in February 2024 with the fostering team, a Significant events form has now been introduced to record issues and decision making. Workshops to be held across children's services to support the Part 5 process. New delivery date 30/09/2024	AMBER	Open
			R7 Some children have experienced high numbers of moves, which impacts their stability and outcomes	Group Manager Placement and Provider Services	Mar-25	Placement stability support to be expanded via restructure report – awaiting sign off. Unable to secure an organisation to create the Placement support service, therefore an in-house service is being developed, however there are recruitment issues. A board is in place to oversee the project plan	AMBER	Open
			R9 As part of the matching process key information is shared during planning meetings, however, these meetings are not completed consistently.	Group Manager Placement and Provider Services	Quarterly, next due April 24.	Placement planning meetings are now a form on WCCIS to measure compliance. Need for children's teams to understand and comply with process.	AMBER	Open
			R10 Children who need long term care, are matched with carers, without a thorough assessment of their long-term needs, how these change over time, carers commitment and understanding of these needs.	Group Manager Placement and Provider Services	Mar-24	The Fostering Service will seek to collaboratively produce a local authority process for agreeing long term matches for care experienced children. New delivery date 30/09/2024	RED	Open
			R12 Feedback from foster carers has been mixed regarding the foster carer charter implementation, information sharing and decision-making needing to be improved.	Group Manager Placement and Provider Services	Jun-24	Whole service approach needed with engagement and commitment from children's teams. Liaison carer and fostering team members to attend team meetings.	AMBER	Open
			R16 Evidence of updated DBS checks for staff needs strengthening.	Group Manager Placement and Provider Services	Mar-24	There is a robust system for ensuring that DBS are current which is monitored via Corporate Safeguarding Group. In addition, DBS compliance is monitored via Supervision. New delivery date 30/09/2024	AMBER	Open
			R17 Quality assurance and learning framework has not been implemented consistently.	Group Manager Placement and Provider Services	Apr-24	Further work needed to fully embed QA Meeting to take place with QA officer re implementation in Q4 to support progress.	AMBER	Open
			R20 Additional guides for children reflecting different ages and needs to be developed.	Group Manager Placement and Provider Services	Nov-24	Will be updated following National Handbook exp. Sept 24	AMBER	Open
CIW Improvement Check Children's Social Care Services	Nov-22	SOSC2 27 March 2023	Pe9 - Continue to work towards ensuring a sufficient and sustainable workforce, with the capacity and capability to consistently meet statutory responsibilities	Director and Workforce Board	Continuous	Monthly workforce planning meetings take place to closely monitor the workstreams and their impact. There is an improving picture with a reduction in agency workforce from 73 to 41 children's social workers in the last year, with further reductions planned as the 'managed team' supporting the IAA service has been given notice. A number of actions have been critical in the progress made: Growing our own Social Work Programme continues with preparations for cohort graduating in June 2024 to join the permanent workforce, and advertising for further candidates for 2024-2025 academic year due to roll out. A project group continues to oversee international recruitment and to date 13 social workers have been offered posts with 11 having started in post. 8 have passed their probation period successfully with the remaining who are in post still in their probation period. Currently awaiting confirmation of 2024 team establishment to determine whether continuation of project, strong applications continue to be received. Continuous effort to reach the wider workforce market through targeted campaigns, including an online session attended by over 40 people, re-writing of adverts, promotion of vacancies and working in the borough, improvements to online website, and improving the application/ new starter experience. Steady increase of applications and appointed candidates indicates positive impact of the above.	AMBER	Open
			Pr6 - Continue to closely monitor the position of children's social services and early help services to ensure any indicators of risks to achieving and sustaining improvement and compliance with statutory responsibilities, and pressure/ gaps in service provision are quickly identified and the required action is taken	Director/HoS/Deputy HoS	Jun-23	Bronze and silver meetings are taking place as indicated where comprehensive data/dashboards are presented by every part of the service. In addition, monitoring and analysis of cross directorate activity and performance is monitored by the shared dataset that is presented at every Early Help and Safeguarding Board meeting. With the change of directorates the Social Services Improvement Board will monitor early help performance from Q1 of 2024/25 onwards. New delivery date 31/03/2025	AMBER	Open

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			PR8 - Ensure children are not placed in unregistered services and must continue its efforts to identify suitable, registered placements	GM Commissioning	Continuous	<p>A Children and Young People Commissioning Strategy has been developed and approved by Cabinet in April 2024. Children are only placed in unregistered services in exceptional circumstances and when this does happen the arrangements are closely monitored and reported to CIW for consideration by their enforcement panel.</p> <p>Meadow's View children's home is open and in-house provision is being used optimally to meet needs.</p> <p>Children are only placed in unregistered services in exceptional circumstances and when this does happen the arrangements are closely monitored and reported to CIW.</p> <p>A priority in the commissioning strategy are the developing sufficient residential provision in the County Borough to meet needs and ensure the Council is well placed to meet the requirements of the eliminating profit legislation being progressed by Welsh Government. Business Cases are being progressed for consideration by the Regional Partnership Board.</p> <p>A second priority is development of sufficient foster carers to meet needs of care experienced children and prevent escalation of needs to residential care. There has been a net loss of foster carers in the last year but significant efforts through Foster Wales Bridgend in the areas of marketing, recruitment and support to foster carers to support an improved position.</p> <p>A key element of the Commissioning Strategies has been the updating of the Placement Sufficiency Strategy – which is a standalone document with the key findings included in the above strategies – as required</p>	AMBER	Open
Audit Wales, Springing Forward – Strategic Workforce Management	Oct-22	COSC	R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Kelly Watson	Sep-23	The current budget position has meant that all services have had to review how they deliver in the future, it is envisaged that this will be the immediate workforce priority. Whilst we have developed some revised data, we are continuing to grow this to support directorate requirements. Revised delivery date September 2024.	AMBER	Open
Transformational Leadership Programme Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board	Aug-22	SOSC2	<p>R4 Risk Management</p> <p>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.</p>	Head of Regional Commissioning Unit	ongoing	There remains uncertainty over any additional resource to implement further faster (noting Allied Health Professional funding being received) and recognition that there exists an ever-increasing financial challenge the need to accelerate the rebalancing of the health and care system, ensuring that existing resources are utilised most effectively and stive towards the Further Faster ambitions remains. Effective transformation of our existing model of care including engagement, understanding resistance to change, create a learning environment that studies each change and is flexible to respond to new knowledge and data is needed.	AMBER	Open
			<p>R5 Regional Commissioning Unit</p> <p>Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work 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.</p>	Head of Regional Commissioning Unit	2023-24	<p>Additional Capacity Secured - Director for Integration post commenced Nov 2023</p> <p>Capital planning officer post commenced October 2023.</p> <p>NEST Co-ordinator / Children and young people Commenced March 2024.</p> <p>3x Capital Project manager roles (Funded through Integrated Care Capital Resource for 2 year fixed term), Currently being shortlisted expected in post by June 2024 (Note one post to focus on digital/assistive tech development).</p> <p>New delivery date 31/12/2024</p>	AMBER	Open
			<p>R6 Use of Resources</p> <p>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</p>	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. Exploring both the maximum potential of a Section 33 structure and the practicalities of a formal public sector Joint Venture agreed as the best options for further exploration as part of the enablers within the Integrated Pathways implementation Programme. New delivery date 31/03/2025	AMBER	Open

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			<p>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.</p>	Head of Regional Commissioning Unit	ongoing	<p>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. 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.</p> <p>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.</p>	AMBER	Open
CIW, Performance Evaluation Inspection of Children's Services	May-22	SOSC2 Nov 2022	PR3 - Placement sufficiency and support	HoS/GM Placeme	Mar-23	<p>Meadows View (assessment and emergency residential provision) has been registered and opened.</p> <p>Radical reform funding from WG has also been granted for us to establish a Placement Support team for fostering and residential care and this project is underway. This funding is short term so it is anticipated there will be challenges in recruiting to short term contracts.</p> <p>In house fostering numbers have reduced during the year as numbers leaving have exceeded new recruits which is a cause for concern. Foster carer retention.</p> <p>The regional children's programme board has an accommodation workstream which is driving the development and bids for associated funding for specialist provision. Business justification case has been developed for additional in-house residential provision which will be submitted to the Regional Capital Board for consideration.</p> <p>New delivery date 31/03/2025 - Welsh Government have now introduced their Eliminating Profit Bill. There are significant risks for the Local Authority in identifying suitable placements for children currently accommodated in for-profit providers. Should these providers exit the market, there would be a significant shortage of placements for these children in Bridgend and across Wales.</p>	RED	Open
Audit Wales, Review of Arrangements to Become a 'Digital Council'	Jun-21	COSC	P1 The Council could improve its digital strategy	Martin Morgans	Dec-23	The new digital strategy is currently being developed and will be completed by December 2024. Audit Wales have recently conducted a separate Digital Strategy Review which was published in April 2024, and these findings and recommendations will be used to support the development of the new strategy.	AMBER	Open
			P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change	Martin Morgans	Dec-23	A Peer assessment of our communications and marketing function was carried out during 2022-23, a part of which relates to improving communication with staff and members. Following on from the review, work is now ongoing to improve internal comms. This is being informed by feedback from the recent staff survey and from staff focus groups which should take place over the summer. This work will be complete by October 2024	AMBER	Open