

Bridgend County Borough Council
Social Services and Wellbeing Directorate, Children’s Social Care Service
Think Family – A 3-year Plan to Improve Outcomes for Children and Families in Bridgend
Action Plan – Year 2 2024-25 (with metrics) Updated November 24

RAYG STATUS	
RED	Unsatisfactory
AMBER	Adequate
YELLOW	Good
GREEN	Excellent
GREY	Completed

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

OBJECTIVES:

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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
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Y2/1/01	Implement the advocacy, engagement, and involvement framework.	March 24	GM Case Man & Transition/Corporate Parenting Officer (CPO)	Young people forum established, meets regularly. Care Experienced Children (CEC) have opportunity to have their voices heard and express wishes and feelings and to be involved in shaping service delivery. Further opportunities for engagement will be developed by CPO and GM. Strategic framework in place and continues to run.	Completed
Y2/1/02 (CPA Ref:1.1.5.1 & 1.1.6.2)	Apply the revised Quality Assurance (QA) framework	Dec 24	QA Officer/Policy Officer	An internal audit of our Quality Assurance Framework and its effectiveness was undertaken in July 2024. The auditors were reasonably assured, identifying some key strengths and areas for improvement. Internal audit outcome action plan will be implemented; a wider review of the QA framework will commence and particularly focus on wider activity that is needed in addition to case file audits.	
Y2/1/03	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.	March 24	GM Case Man & Transition/Corp Parenting Officer	Corporate Parenting Strategy was launched in April 2023	Completed

Y2/1/04 (CPA Ref:4.9.2.2)	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	March 25	GM Case Man & Transition/Corp Parenting Officer	Work to develop the charter will commence by the corporate parenting officer. A draft version has been produced. Further work will be undertaken in partnership with TGP Cymru to develop a final version in March 25.	
Y2/1/05	Celebrate the achievements of our children and families with an annual celebration event.	March 24	GM Case Man & Transition/Corp orate Parenting Officer	First achievement event was held in Sept 2023. An education achievement event due to be held in the Spring of 24. Annual celebration events to be held thereafter.	Completed
Y2/1/06 (CPA Ref:4.9.2.1)	Monitor Corporate Parenting Action Plan in relation to Priority 1 'having a voice'.	March 25	GM Case Man & Transition/Corp orate Parenting Officer	The action plan is monitored by the Corporate Parenting board which ongoing. The Corporate parenting officer is collating action plans for other partner agencies and as part of this work will ensure the voice of the child is included in the plans. Further discussion to take place at board in relation to action plans and data sets to inform the Annual report. Voice of child to be consistently captured as part of ongoing engagement.	

Reference	Metric Description	2023/24 Actual	Qtr 1 2024/25	Qtr 2 2024/25	Qtr 3 2024/25	2024/25 Actual
SSWB55	The percentage of eligible carers offered a carers assessment (to exceed 80%).	100%	100%	100%		
CH/042	The percentage of visits to children experiencing care which are timely (to exceed 80%).	85.31%	88.95%	86.80%		

CH/030	The percentage of visits to children on the child protection register which are timely (to exceed 80%).	86.77%	91.46%	86.39%		
CH/056	The total number of children during the year who received the Active Offer of advocacy.	71	18	TBC		
CH/057	The total number where an Independent Advocate was provided.	64	12	TBC		
CH/057 (repetition)	The number of children and young people who access independent advocacy to support their rights (to exceed 185).	64	12	TBC		
CA/011	The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year.	113	61	26		
CA/014	The total number of young carers needs assessments undertaken during the year.	94	31	31		
CA/017	The number of young carers with a support plan	0	0	0		

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

OBJECTIVES:

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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
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Y2/2/01	Review skill mix in children's social care and develop a workforce plan for the optimal numbers of social workers, consultant social workers, social work support officers, social work assistants, social services practitioners, support officers, business support, other professionals such as mental health specialist workers, behaviour analysts.	April 24	Dep HoS/HoS	A review has been completed on operational and management arrangements of CSC. A restructure report has been submitted and once agreed will progress to implementation.	Completed
Y2/2/02 (CPA Ref:1.1.4.1)	Review impact of new structures skills mix and market supplements.	March 25	Dep HoS/HoS	<p>The Directorate wide workforce board has been established and will meet monthly to Monitor and oversee workforce performance data and analysis - understanding trends and themes with a focus on what is working well and areas for improvement in key areas including:</p> <ul style="list-style-type: none"> o Retention and recruitment o Agency usage o Workforce wellbeing including sickness rates o Disciplinary and resolutions o Workforce morale and wellbeing. <p>This will in turn enable the Board to oversee workforce planning for the social care and social worker workforce in Bridgend, through the development of comprehensive workforce plans which plan for future requirements through analysis of workforce data and evidence including age profile of the workforce,</p>	

				workforce turnover, workforce requirements, and career pathways.	
Y2/2/03 (CPA Ref:1.1.4.1)	Implement workforce plan. Review impact of 'Grow Our Own Social Work Programme'.	March 25	Workforce Development Manager SCDWP	Funding agreed for continuation of the 'Grow our own social worker' programme for the academic year 2024/25. 7 staff will be undertaking a social work degree through a combination of routes, which include traineeships and secondments. 6 staff seconded on to the BSc Social Work who qualified in June 2024 were appointed to social work posts, 4 within Childrens Social Care.	
Y2/2/04	Ensure timely and effective trauma-informed support to workforce including through effective line management support, peer support and timely access to specialist support.	March24	Corporate Human Resources	Support for staff is available and accessible when required, including access to specialist support.	Completed
Y2/2/05 (CPA Ref:1.1.4.1)	Continuously improve our recruitment processes, drawing on marketing expertise to enhance campaigns and ensure the most efficient selection processes.	March 25	Corporate Human Resources/Corporate Communications teams	The Directorate wide workforce board has been established and will meet monthly to Monitor and oversee workforce performance data and analysis - understanding trends and themes with a focus on what is working well and areas for improvement in key areas including: o Retention and recruitment o Agency usage o Workforce wellbeing including sickness rates o Disciplinary and resolutions o Workforce morale and wellbeing.	

				This will in turn enable the Board to oversee workforce planning for the social care and social worker workforce in Bridgend, through the development of comprehensive workforce plans which plan for future requirements through analysis of workforce data and evidence including age profile of the workforce, workforce turnover, workforce requirements, and career pathways.			
Reference	Metric Description	2023/24 Actual	Qtr 1 2024/25	Qtr 2 2024/25	Qtr 3 2024/25	2024/25 Actual	
	Reduce the proportion of social work staff on temporary or agency contracts (to below 20%).	27%	23%				
	A reduction in the proportion of posts which are unfilled or vacant at any one time	Childrens SW Trend Analysis Establishment Current Occupancy FTE Agency FTW	<u>21.6.24.</u> 175.10 136.80/78% 41/23%	<u>20.8.24</u> 175.10 136.13/78% 26/16%			
	The percentage of staff completing safeguarding awareness training (100%).	84.01%	85.63%				
	Increase in the level of positive staff feedback about working in Bridgend.	Waiting for results of Staff Survey					
	Reduction in the level of stress-related absences	Metric being developed with HR colleagues					

	Increase in the proportion of staff able to speak Welsh.	Metric being developed with HR colleagues				
	An increasingly equal opportunity, diverse and inclusive workforce as measured by annual HR survey	Metric being developed with HR colleagues				

THEME 3: Improving Practice

OBJECTIVES:

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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Y2/3/01 (CPA Ref:1.1.4.4, &1.1.6.3 & 1.1.6.4)	Delivery of the ‘Signs of Safety’ (SoS) Programme as planned across the service (in line with the principles and standards of any national model).	March 25	Principal Officer Transformation	Childrens Social Care continues to offer ‘Back to Basics’ training providing a foundation for strength-based practice within safeguarding. To date 178 Childrens Social Care staff have also attended two-day SofS Risk Assessment training and 141 have attended five-day SofS	

				<p>working with Families to develop safety plan training.</p> <p>In addition to this following the launch of the Signs of Safety strength-based model of practice in March 23.</p> <ul style="list-style-type: none"> • Multi-agency briefing workshops have taken place. • A Signs of Safety on-line padlet resource has been developed. • Signs of Safety Learning & Development Group established. • Signs of Safety Training Strategy and plan for 2024/25 is agreed • Signs of Safety Learning & Development Group meets monthly. <ul style="list-style-type: none"> • Several forms have been built, tested and are now live on WCCIS. • Consultant Social Worker has started in post. • Appreciative Inquiries have begun taking place with families. • Child Protection Case Conferences have returned face to face using SofS methodology. Parent/Carer surveys being completed following conferences. • Partner agency surveys being added to conference minutes when distributed. <p>Next Steps:</p> <ul style="list-style-type: none"> • Signs of Safety to continue to be discussed as part of Childrens Social 	
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				<p>Care Continuous Improvement Group (CIG) to ensure Team Managers are aware of interim arrangements.</p> <ul style="list-style-type: none"> • Champions to attend CIG to share their good practice initiatives. • Weekly reflective sessions introduced to develop practice further and focus on depth of practice. • Quarterly Multi agency partner briefings to continue. • Consultant Social Worker to develop metrics to measure the good impact of the post. • Audit of Care and Support Assessments to be completed. 	
Y2/3/02	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.	Sept 24	Workforce Development Manager SCDWP	<p>Childrens Social Care continues to offer 'Back to Basics' training providing a foundation for strength-based practice within safeguarding. Following the launch of the Signs of Safety strength-based model of practice in March 23.</p> <ul style="list-style-type: none"> • Multi-agency briefing workshops have taken place. • A Signs of Safety on-line padlet resource has been developed. • Signs of Safety Learning & Development Group established. • Signs of Safety Training Strategy and plan for 2024/25 is agreed • Signs of Safety Learning & Development Group meets monthly. <p>Programme for 2024/25 includes:</p>	Completed

				<ul style="list-style-type: none"> • Introduction to the Practice model – Adult Social Care and Childrens Social Care for newly qualified social workers and international workers. • 2-day introductory training • 5-day advanced training / 4-day condensed • Partnership workshops • Senior Management Team workshops. • Practice intensive workshops – specific teams • Development of e-learning (awareness level) package 	
Y2/3/03	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.	March 25	GM Case Management & Transition/GM Placement & Provider Services	The Framework has been agreed and distributed and is part of discussions within the continuous improvement with Group with Team Managers to embed into practice across the local authority teams.	Completed
Y2/3/03	Ensure that learning from CPRs and other in-depth analysis is systematically embedded through learning, training and development and follow up quality assurance and review with partners.	March 24	Workforce Development Manager SCDWP		Completed
Y2/3/04 (CPA Ref:1.1.5.1, &1.1.6.2)	Ensure the effective implementation of the agreed quality assurance framework across the service.	March 25	Workforce Development Manager SCDWP/QA Officer	An internal audit of our Quality Assurance Framework and its effectiveness was undertaken in July 2024. The auditors were reasonably assured, identifying some key strengths and areas for improvement.	

				Internal audit outcome action plan will be implemented; a wider review of the QA framework will commence and particularly focus on wider activity that is needed in addition to case file audits.	
Y2/3/05	Review the implementation of the agreed quality assurance framework across the service.	March 25	Workforce Development Manager SCDWP/QA Officer	The internal audit between April – July 24 identified areas for improvement that are already underway through its “Reasonable Assurance” audit outcome, and this will underpin the imminent review of the QA Framework	
Y2/3/06	Review the implementation of the agreed supervision policy and whether it promotes strength based reflective supervision and focus on quality.	March 25	Workforce Development Manager SCDWP/QA Officer	Policy is scheduled for review February 2025. Business process for supervision and related quality assurance activities are to be included in the WCCIS replacement system.	
Y2/3/07	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.	Sept 2024	GM Locality Hubs	Integrated family support service and family group conferencing in place	Completed
Y2/3/08	Monitor all Children Services contributions and responsibilities to the Corporate Parenting action plan.	Ongoing	GM Case Management and Transition	The mechanism is established for the CPO to feed into and embed into current and future strategic plans across the Directorate and this is therefore ongoing.	Completed
Y2/3/09	Provide quarterly reports to the Corporate Parenting Board	Ongoing	GM Case Man and Transition/Corporate Parenting	A rolling programme of multi-agency reporting, and key performance indicators is established, this will continue in line with the work plan.	Completed

		Officer/Performance Team Manager					
Reference	Metric Description	2023/24 Actual	Qtr 1 2024/25	Qtr 2 2024/25	Qtr 3 2024/25	2024/25 Actual	
	Overall compliance with the QA Framework will exceed 80%	Metric being developed					
	Metrics listed in section 4.6 concerned with numbers of contacts, referrals, interventions and court proceedings for children and young people.	As below	As below	As below	As below	As below	
	Positive evaluation of the impact of the Signs of Safety approach through staff feedback and formal evaluation.	Metric being developed					

THEME 4: Maximising the impact of services and interventions

OBJECTIVES:

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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
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Y2/4/01	Implement the commissioning strategy for family support services and for children with disabilities.	March 25	Children's Commissioning and Sufficiency Lead	Commissioning Strategies have been developed for Children, Young people and Transition Services with priority areas identified. The Commissioning strategies cover a 5-year period setting out commissioning intentions for these services during this time	Completed
Y2/4/02 (CPA Ref:1.1.3.2)	Develop an updated commissioning strategy for family support services.	March 25	Dep H o S/ Children's Commissioning and Sufficiency Lead	The commissioning strategy is in development supported by IPC. Review and associated Commissioning strategy to be finalised.	
Y2/4/03 (CPA Ref:1.1.1.4)	Review family support and early help needs and trends and develop a development and delivery plan for these services.	Dec 24 and ongoing	HoS/Dep HoS	A new family support services manager has been appointed who will work with others to finalise the operating model. A commissioning strategy is being developed supported by IPC which will analyse needs for early help and edge of care services and set out commissioning priorities. Operating model review and associated commissioning strategy to be finalised	
Y2/4/04 (CPA Ref:1.1.7.3)	Work with national and regional partners through the National Fostering Framework to increase the	March 25	GM Placement and Provider Services	A dedicated recruitment officer in place to coordinate recruitment activities that are scheduled throughout the year with support from Foster Wales. Whilst there are increases in the numbers of assessments, we are not recruiting sufficient carers for a net gain of placements. A Fostering Board is being developed in order to enhance recruitment and retention of foster carers	

	<p>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.</p>			<p>within BCBC alongside the ongoing work of foster Wales.</p> <p>A Regional Approach to the recruitment and support of parent and child carers has been drafted alongside 'Support Care', which aims to provide fostering support to children in the care of their family in order to prevent them from becoming care experienced. Both drafts will be subject to foster carer consultation prior to presentation to Cabinet for consideration. Additionally, we are seeking to enhance peer support to foster carers by adopting the Pioneer Carer scheme. This will increase the support available to carers by having a more targeted approach that utilises the skill sets of specific carers.</p>	
<p>Y2/4/05 (CPA Ref:1.1.7.10)</p>	<p>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</p>	<p>March 25</p>	<p>Childrens Commissioning and Sufficiency lead</p>	<p>A Business Justification Case has been developed and approved by the relevant boards in respect of increasing capacity of provision in this area.</p> <p>Property has been identified for a multi-occupancy residential and offer accepted pending minister approval and planning. Search continues for the second property.</p>	

	residential or fostering provision.							
Y2/4/06 (CPA Ref:1.1.7.7)	Commission and implement a placement support service to ensure the right multi-agency therapeutic input for children, young people, and their carers.	March 25	GM Placements and Provider Services/ Childrens Commissioning and Sufficiency lead	Unable to secure an organisation to create the Placement support service, therefore an in-house service is being developed, however recruitment issues attached to funding limitations prevented the team from being progressed. An alternative local provider has been commissioned to deliver the services to families and a meeting is in placement with a clinical psychologist to discuss how they may support the local authority with placement stability.				
Reference	Metric Description	2023/24 Actual		Qtr 1 2024/25	Qtr 2 2024/25	Qtr 3 2024/25	2024/25 Actual	
CH/001	The number of contacts for children received by statutory social services during the year	11940		3168	3654			
CH/005a	The number of contacts and referrals where physical punishment by a parent or carer was a factor.	157		80	45			
CH/003	The percentage of children safeguarding referrals	99.69%		99.94%	99.92%			

	immediate response within 24 hours (to reach 100%)																																																		
SSWB62	The percentage of child protection investigations in statutory timescales.	Establishing Baseline	Annual	Annual	Annual																																														
CH/007a	The total number of new assessments completed for children during the year where needs were only able to be met with a care and support plan, and where needs were able to be met by any other means.	Care & Support Plan – 614 Any other Means - 1018	C&S- 147 AOM -278	C&S- 80 AOM- 202	C&S- AOM -																																														
CH/019c	The number of reviews of care and support plans or support plans that were completed in time.	92.87%	94.38%	95.58%																																															
CH/015	The total number of children with a care and support plan.	1353	1422	1293																																															
CH/022	The total number of Section 47 Enquiries completed during the year that progressed to Initial Child Protection Conference.	376	87	40																																															
CH/023	The total number of children that were placed on the Child Protection Register by category.	<table border="1"> <thead> <tr> <th>Category of Abuse</th> <th>2023/24</th> <th>Qtr1 2024/25</th> <th>Qtr2 2024/25</th> </tr> </thead> <tbody> <tr> <td>a) Neglect</td> <td>72</td> <td>15</td> <td>3</td> </tr> <tr> <td>b) Physical abuse</td> <td>100</td> <td>33</td> <td>12</td> </tr> <tr> <td>c) Sexual abuse</td> <td>20</td> <td>1</td> <td>0</td> </tr> <tr> <td>d) Emotional abuse</td> <td>65</td> <td>9</td> <td>4</td> </tr> <tr> <td>e) Financial abuse</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>f) Neglect and physical abuse</td> <td>41</td> <td>20</td> <td>13</td> </tr> <tr> <td>g) Physical and sexual abuse</td> <td>10</td> <td>0</td> <td>0</td> </tr> <tr> <td>h) Neglect and sexual abuse</td> <td>20</td> <td>0</td> <td>0</td> </tr> <tr> <td>i) Neglect, physical and sexual Abuse</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>328</td> <td>78</td> <td>32</td> </tr> </tbody> </table>				Category of Abuse	2023/24	Qtr1 2024/25	Qtr2 2024/25	a) Neglect	72	15	3	b) Physical abuse	100	33	12	c) Sexual abuse	20	1	0	d) Emotional abuse	65	9	4	e) Financial abuse	0	0	0	f) Neglect and physical abuse	41	20	13	g) Physical and sexual abuse	10	0	0	h) Neglect and sexual abuse	20	0	0	i) Neglect, physical and sexual Abuse	0	0	0	Total	328	78	32		
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CH/030	The total number of visits to children placed on the child protection register that were due during the year that were completed within approved timescales.	86.77%	86.57%	89.32%		
Local	The percentage of children on the CPR for more than 12 months (to be less than 14%)	8.47%	8.88%	N/A		
CH/037a	The number of children becoming looked after during the year.	84	20	15		
CH/040	The number of children receiving (S76) short breaks.	2	4	0		
CH/037b	The number of new episodes of children becoming looked after during the year.	86	20	15		
CH/047	The total number of children looked after who are placed within Wales, but outside of Bridgend.	78	76	73		
CH/046	The total number of children looked after who are not placed with parents, family or friends.	190	186	188		

CH/054b	The percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in 24 months since leaving care (to be above 65%).	57.69%	70%	75%																						
CH/052	The percentage care leavers who have experienced homelessness during the year (to be less than 10%)	7.17%	1.80%	4%																						
CH/051	The total number of young people that required allocated a personal advisor during the year.	28	7	TBC																						
CH/031	The total number of reports of children who go missing during the year.	472	119	199																						
CH/034	The total number of reports of child exploitation received during the year by categories.	<table border="1"> <thead> <tr> <th></th> <th>2023/24</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>The total number of reports of child exploitation received during the year that were:</td> <td>118</td> <td>22</td> <td>17</td> </tr> <tr> <td>a) Child sexual exploitation</td> <td>76</td> <td>7</td> <td>3</td> </tr> <tr> <td>b) Child criminal exploitation</td> <td>48</td> <td>13</td> <td>14</td> </tr> <tr> <td>c) Child trafficking</td> <td>6</td> <td>2</td> <td>0</td> </tr> </tbody> </table>						2023/24	Q1	Q2	The total number of reports of child exploitation received during the year that were:	118	22	17	a) Child sexual exploitation	76	7	3	b) Child criminal exploitation	48	13	14	c) Child trafficking	6	2	0
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a) Child sexual exploitation	76	7	3																							
b) Child criminal exploitation	48	13	14																							
c) Child trafficking	6	2	0																							
CH/055	The number of young people leaving care who	7	2	0																						

	move into a 'When I am Ready' placement.					
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THEME 5: A more effective response to families with complex needs

OBJECTIVES:

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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Y2/5/01	Implement revised integrated management arrangements.	April 24	HoS/Dep HoS	IPC completed a review of the current Early Help model, recommendations accepted by Corporate Management Board (CMB). Consultation has concluded followed by implementation in April 2024	Completed
Y2/5/02 (CPA Ref:1.1.1.2)	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	Dec 24 and ongoing into 25/26	HoS/DepHoS	Ongoing review continues to be undertaken of Early Help following restructure and new referral pathways being developed and agreed with partners. This will inform how the front door operates through into statutory and non-statutory support. Investment into Early Help and Edge of Care has been completed.	

				IPC to complete review of front door arrangements. SPACE panel to be introduced.	
Y2/5/03	Redesign the websites and telephone routing systems	March 25	GM Safeguarding	New call system implemented and data capture system in place to inform us of demand and where calls are moving through the organisation.	Completed
Y2/5/04 (CPA Ref:1.1.1.3)	Develop and 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.	Oct 24	Dep HoS	Staff are now collocated following restructure. Operating models and underpinning processes/panels to be finalised.	
Y2/5/05 (CPA Ref:1.1.8.2)	Offer a more extensive range of responses at level 3 of the continuum of need.	March 25 and ongoing into 25/26	Dep HoS	EH and Edge of Care became a part of SSWB 1 April 2024. Since this time, ongoing review of current referral process and practice has been undertaken. New referral processes have been agreed. A new model will be proposed in November 2024 with the aim of going live in March 25. This model will improve support for children and families on the cusp of becoming known to statutory services.	
Y2/5/06	Work with regional partners in Cwm Taf Morgannwg to ensure there is sufficient quantity and quality of flexible provision for children whose needs cannot be met in standard residential or fostering provision.		HoS	The regional children's board have agreed an ambition to develop a regional residential accommodation facility for children and young people with complex emotional wellbeing needs. To support this, three Project Managers are being sought to work with partners to develop facilities across CTM; one will focus on children's residential accommodation, and	

	Explore the potential for partnerships with the voluntary sector to manage and deliver services for families with complex needs.			the other two will be available to support the findings in the 10-year Regional Capital Strategy.				
				As above				
Y2/5/07 (CPA Ref:1.1.2.6)	Develop more flexible and effective use of national grants to address the needs of children and families with more complex needs.	March 25	Childrens commissioning and sufficiency lead / Dep H o S	Ongoing work to review grants and eligibility continues to be undertaken in partnership with the Central Grants Team To review spend on additional services to determine whether grant would have been eligible elsewhere within the system				
Y2/5/08	Implement the Direct payments operational guidance	March 25	GM Case Man & Transition	The policy is in place, and the project group meets every fortnight to progress implementation of the operational guidance. The operational guidance is now developed. There will be some final reviews by staff to consider the document before communicating to parents and carers some changes to the process. The intention is for the guidance to go live in November 2025.				
Reference		Metric Description		2023/24 Actual	Qtr 1 2024/25	Qtr 2 2024/25	Qtr 3 2024/25	2024/25 Actual
CH/039		A safe reduction of the number of care experienced children to below 374		370	368	359		
CH/026		A safe reduction of the number of the number of children on the child protection register to below 270.		189	169	125		

	Improvements in the attendance and attainment rates of children supported by early help and social care.	Metric being developed				
	Proportion of our expenditure spent on supporting families through early help, safeguarding, residential and fostering care experiences respectively.	Metric being developed				

THEME 6: Seamless working with partners

OBJECTIVES:

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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Y2/6/01	Agree and implement a single Programme of shared priorities with partners for children in the County Borough.	March 2025	Dep HoS	Work has commenced on the development of multi-agency threshold guidance. This is intended to assist professionals identify where support for children and families is best placed and refer appropriately to these services. The timeline for go live is now March 2025, but this work will be ongoing and aligned to regional priorities, in particular, around placement sufficiency and reducing the number of children in care.	

Y2/6/02	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.	April 2024	HoS/Dep HoS	IPC completed a review of the current EH model, recommendations accepted by CMB. Consultation has concluded with senior managers and phase 2 of the consultation is underway followed by implementation in April 2024	Completed
Y2/6/03	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	March 25	HoS/Dep Hos	Significant work will be required to achieve this milestone. The pressures in all partner agencies will make this challenging, however, the local authority is committed to developing integrated responses to reduce the level of statutory support being generated.	
Y2/6/04	Provide representation and resources to work collaboratively on multiagency workstreams to implement the Corporate Parenting action plan.	March 2024	GM Case Man & Transition/ Corporate Parenting Officer	There is representation on the corporate parenting board and sub-groups by Directorate officers. Work is underway with partners to ensure shard ownership of the Corporate Parenting Strategy.	Completed
Y2/6/05	Implement multi-agency exploitation strategy both regionally and pan Wales.	March 24	GM Locality Teams	The regional approach is currently being agreed, and a pan Wales exploitation exchange and best practice forum is being developed to support the work around exploitation.	Completed

THEME 7: Better intelligence and information systems

OBJECTIVES:

- 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

YEAR 2: 2024-25

REF.	ACTION	TIMESCALE	RESPONSIBLE	PROGRESS	RAYG
Y2/7/01	Agree strategy for longer-term use of information systems in Bridgend.	March 2025	Director/HoS/GM Business & Performance	<p>The Connecting Care Project is now moving at pace, with the Council working in a collaborative procurement arrangement with the Cwm Taf region, the Vale Of Glamorgan Council and 6 authorities from North Wales. The procurement phase commenced August 2024 and it is anticipated that contracts will be awarded to the preferred supplier(s) by 5th November 2024. Work to prepare for migration to the new system is ongoing with a focus on data validation and business process mapping. A paper is to be presented to Cabinet on 24th September to provide an update on the project and request authority be delegated to the Corporate Director of Social Services and Wellbeing in consultation with the Chief Officer, Finance, Housing and Change and the Chief Officer Legal and Regulatory Services to accept the most economically advantageous tender received and to enter into a contract to mitigate the risks of failing to award a contract in line with the procurement timescales.</p> <p>The risk to being able to deliver social care services safely if a replacement system is not identified and fully implemented in time is high</p>	

				and this is now identified as a high corporate risk on the Authority's risk register.			
Y2/7/02	Continue to implement and improve live performance dashboards.	Ongoing	HoS/GM Business & Performance	Dashboards have been established broken down to team level to provide oversight and monitoring of services, these are reviewed to ensure they meet the needs of the service	Completed		
Reference	Metric Description	2023/24 Actual	Qtr 1 2024/25	Qtr 2 2024/25	Qtr 3 2024/25	2024/25 Actual	
	Improved satisfaction with information systems and infrastructure shown in staff surveys.	Metric developed being					
	Improved confidence of senior officers in the data, dashboards and reports from information systems as shown in annual evaluation and review	Metric developed being					