

CSSIW inspection of Children's Services, Bridgend County Borough Council

Recommendations – Action Plan Updated January 2018

[Grey Box] = Action Completed

	RECOMMENDATION	ACTIONS REQUIRED	LEAD RESPONSIBLE OFFICER	TIMESCALE	UPDATE
Access					
1.	A range of user-friendly information should be developed and made easily accessible for families, children and young people not only with respect to signposting to preventative services but also how children's services and early help carries out its work.	MASH Communication Plan to be finalised and implemented	GM Assessment-Case Management /PO/GM Integrated Working & Family Support	Jul- Sep 17	The communication plan has been finalised, and will be fully implemented once the future MASH accommodation has been finalised. Managers and teams affected are being provided with regular updates
		Public Information Plan to be finalised and launched	GM Assessment-Case Management /PO/GM Integrated Working & Family Support	Oct 17	See Above
		Dewis to be launched in line with the Corporate Digital transformation programme	Policy & Information Manager/Head of Children's Social Care	Dec 17	The Bridgend implementation of Dewis continues and will be co-ordinated within the Corporate Digital transformation programme. The plan is to launch Dewis in line with the Corporate launch of the BCBC website in the spring of 2018
2.	Effective, multi-agency training and quality assurance arrangements should be established to ensure that the thresholds and referral expectations of both early help and statutory children's services are understood by staff and partners and are consistently applied	Children's Social Care Workforce Development/ Training Plan to be finalised and delivered.	Training Manager	Aug 17	Complete - The Social Care Workforce Development Programme provides single and multi-agency training
		SS&WB Directorate Quality Assurance Framework to be finalised and launched	GM Safeguarding/ PO Service Development	Sep 17	Complete - Corporate QA Framework has been completed and disseminated in July 2017.
		Joint audit tools to be finalised and implemented	Principal Officer/GM Safeguarding	Oct 17	Audit tools have been developed for Adults Services and Children's Services both of which include questions around the principles of the Act and are common in terms of gathering themes & findings to inform better practice and training.

3.	The Council should continue to develop information systems that include scrutiny of service demand but also support an analysis of the difference that early help, care and support and/or protection is making for children and families.	Data reports to be routinely scrutinised by the Early Help and Safeguarding Board	Corporate Director Social Services & Wellbeing/ Corporate Director Education & Family Support	Jul 17 onwards	Complete – reports are a standing agenda item
		Joint data set to be further developed to incorporate qualitative information in addition to quantitative data	Principal Officer / GM Integrated Working & Family Support	Nov 17	Complete - Early Help and Safeguarding development day was held on 05.12.17, where qualitative data was analysed. The outcomes will be reported to the next Early Help and Safeguarding Board
4.	Caseload and quality assurance reports should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.	Early Help and Permanence Strategy to be revised in response to independent review by IPC.	GM Safeguarding/GM Integrated Working & Family Support/ Principal Officer	Dec 17	The strategy will be revised following the conclusion of the IPC review (2018).
		IPC to complete review of Children's Social Care Remodelling Programme and associated projects	Head of Children's Social Care	Dec 17	<p>Complete - Following the inspection and its preliminary results, IPC was asked to undertake a short exercise to help with revising the remodelling programme in May 2017. This involved a series of interviews with managers and review of materials. The findings were as follow:</p> <ul style="list-style-type: none"> • The current vision and direction of travel in the remodelling programme is appropriate and relevant • The pace of change in the projects has been slower than needed due to lack of capacity within the service. The service has subsequently re-focussed resources and is now back on track and project plans with targets and timescales have now all been approved • In order to support the remodelling work a leadership and development programme has been established. • A piece of work has also been commissioned

					to review the pathways between early help and safeguarding which has also concentrated on the decision making process. This work is due to report to CMB at the end of January 2018.
		Caseload data to be a routine item at weekly Team Managers meetings	GM Assessment – Case Management/ GM Disability Transition & Case Management	Jul 17	Complete - This is taking place.
		Supervision Policy to be revised to ensure caseload data is a routine agenda item in supervision	Training Manager	Jul 17	Complete
		Reports on QA activity to be routinely monitored and collated into an annual report	GM Safeguarding	Oct 17 onwards	QA activity is underway and is due to report in in July 2018 (2017/18 activity).
5.	The quality and consistency of record keeping and the use of chronologies and genograms should be improved.	WCCIS chronology and genogram functions to be further developed	Policy & Information Manager/Senior Administration Officer	Dec 17	Complete - Careworks are working with another provider to develop the genogram function in WCCIS nationally, this will be developed with the national Chronology information in the system so that needs are met. Whilst undertaking supervision and case file audits, managers monitor whether chronologies are present for individual cases
		Recording-skills training to be included in workforce development/training plan	Training Manager	Aug 17	Complete - Recording practice is included in relevant training, for example risk assessment, analysis and decision making.
		Audit tools to include reference to quality of recording.	PO Service Development/ GM Safeguarding	Sep 17	Complete.
6.	Effective arrangements should be put in place to ensure that the needs of children and young people are assessed if contacts and	Include this in the Terms of Reference for audit activity in the MASH.	PO/GM Integrated Working & Family Support/GM Safeguarding/PO	Oct 17	Complete - The re referral rate has been agreed as part of the Performance Management Framework for MASH.

	referrals about their well-being are repeated.		Service Development		
7.	The council should review its Emergency duty team (EDT) arrangements to ensure that EDT referrals are effectively captured on the electronic system and that communication with the daytime service supports timely hand over and action.	A review of business processes between EDT, IAA team and Safeguarding hubs to be undertaken	GM Business Support/ GM Assessment & Case Management/ PO	Dec 17	A review of processes has been completed and improvements in communication are evident. Any operational issues that emerge on a day to day basis are now responded to straight away between the relevant managers
		EDT Manager to be located in Bridgend MASH one day per week to improve communication/resolution of issues	PO	Nov 17	This has been delayed due to uncertainty of MASH premises however everything is in place for implementation once premises are confirmed and up and running. Expected April 2018
Safeguarding and Assessment					
8.	The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.	Delivering Outcomes Focused Practice Programme to be delivered for social workers and social care workers. Core components of the programme are: <ul style="list-style-type: none"> Engaging well – in order to measure outcomes in a person centred model of practice. Collaborative communications Inspirational conversations for social workers. 	Corporate Director Social Services & Wellbeing /Head of Children’s Social Care LK requested Principal Training Officer provide update	Mar 18	Complete - Outcome focussed 3 phase training programme commenced in October 2017 with dates running to May 2018.
		The QA framework to include a programme to ensure that all managers take responsibility for the audit of cases in their areas	GM Safeguarding/ PO Service Development/ all GMs		Nov 17
9.	A service model of risk assessment and risk management should be	Review and relaunch the risk assessment framework and	GM Safeguarding /Training Manager	Jul 17	Complete – existing framework and tools have been relaunched.

	developed and shared with staff and also partner agencies. This should be accompanied by a programme of training and assurance mechanisms to ensure compliance, quality and impact.	tools			
		Begin implementation of the Training programme	Training Manager	Jul 17	Complete. A programme of risk assessment training is in the process of being delivered.
10.	Expectations in relation to the timeliness and quality of partner's contributions to assessments and care plans should be established. An assurance mechanism should be implemented to ensure compliance and quality.	Early Help and Permanence strategy and associated plans/documents to be revisited with partner agencies.	IPC to provide independent review but to work with operational managers /Group Managers	Sep 17	Complete
		Approaches to joint assessments to be covered in the training described in 8 & 9	Training Manager	Oct 17	See above
		QA Audit tools will facilitate monitoring of multi-agency working	Principal Officer Service Development/ GM Safeguarding	Nov 17	Complete - The monitoring of multi-agency working is included.
11.	Effective, management oversight and challenge systems should be established at the point of transfer between teams to ensure a clear understanding of the needs and risks associated with the case.	Review the Transfer policy to ensure that the structure and content of transfer meetings capture the recommendation and are chaired by a GM	GM Assessment – Case Management/ GM Disability Transition Case Management	Jun-Aug 17	Case transfer policy under constant review. Case transfer meetings, held weekly as part of the Team Managers' meetings, is chaired by a Group Manager
Leadership Management and Governance					
12.	The council should actively evaluate the effectiveness of its inter directorate working in supporting the Statutory Director Social Services in delivering against the statutory requirements of the Social Services & Well-being Act and in particular Information Advice and Assistance.	Internal Audit to undertake a programme of reviews, provide advice and support in this area	CMB	Qtrs 1 2 17/18	These are scheduled to take place in quarter 4 2018/19
		Areas for improvement identified by the audit activity described above to be addressed	CMB	17/18	See above Safeguarding is a standing agenda item on Cabinet/CMB meetings and CMB meetings.
13.	The council should progress its	Analysis of final BCBC	GM Commissioning	Jul 17	Complete - This has been completed and a

	commitment to developing an evidence based commissioning plan in relation to both statutory and early intervention services for children and families.	Population Assessments			summary document has been produced, which is to form the basis of the commissioning plan.
		Engagement & consultation with stakeholders	GM Commissioning	Dec 17	Complete - Work is underway on the development of Local Area Plans (to be done on a regional basis, currently progressing with Western Bay), which will inform BCBCs commissioning plan, but the final product is dependent on the health boundary consultation, and discussions continue to take place with regions and WAG in respect of timescales.
		Finalise & publish Commissioning Plan	GM Commissioning	Apr 18	In progress.
14.	The council should consider how it can increase the voices of children and families in shaping service planning to provide a better understanding of the difference that help, care and support and/or protection is making for children and families.	In line with the QA framework, co-ordinate the approach to gaining, recording and using feedback	GM Safeguarding/ PO Service Development	Sep 17	QA meetings are set up on a monthly basis to consider the findings/themes from audits carried out across the authority and the group will be developing further consultation mechanisms.
		Establish engagement and consultation plans for all remodelling projects in Children's Social Care	Head of Children's Social Care	Dec 17	<p>The MASH communication plan has been finalised, there is a delay in its implementation due to the issues around the MASH premises not being finalised.</p> <p>For Residential remodelling, initial stakeholder engagement has taken place with young people previously and currently looked after, partner agencies, staff and foster carers. Final stakeholder engagement was distributed on the 1st December to close on the 29th December to feed into a final proposal. Once a proposal is agreed a communication plan will be established.</p> <p>Opportunities to engage with young people and seek feedback are taken at every stage. It is an expectation that children and young people are seen (alone where appropriate), observed and communicated with throughout the assessment, planning and review processes and this is</p>

					routinely monitored through supervision and QA activity
15.	The council should consider how it can provide opportunities for staff and partners to be further engaged in the development and transformation of services; the identification of lessons learnt from its implementation of IAA should be used to inform the planned transition to a multi-agency safeguarding hub.	A review will be carried out to extend staff and partner participation in the Children's Social Care Remodelling Programme and projects that underpin this	Corporate Director Social Services & Wellbeing / Head of Children's Social Care/ IPC	Commenced in Jun 17 but ongoing throughout the year	<p>Complete - All project boards have both internal and external partner representation.</p> <p>Children With Disabilities: 52 Week: Built Environment including Health and Safety, Commissioning, Communication team Education, Finance, HR, ICT, Project Management, Property Adult Day Centre, BT, Catholic church, CSSIW, Heronsbridge School and governors, Provision staff, site users, Stafford Construction, Welsh Water</p> <p>Transition: Commissioning, Finance, HR, ICT, Knowledge management, Project Management Careers Development Officer, ABMU</p> <p>Early Help and Permanence: Early Help, Education (including schools), Finance, Knowledge Management, Project Management, Training, ABMU, SWP</p> <p>Remodelling LACs Residential Placement /Remodelling Fostering: Commissioning, Education, Finance, Housing (including Supported People), HR, Marketing, Project Management, Residential Staff , Trade Unions, Training, AMBU, SWP.</p> <p>MASH: Early Help, Education, Finance, Housing, HR, ICT, Legal, Project Management, Property, ABMU, Community Rehabilitation Company, National Probation Service, Police Crime Commissioner, SWP.</p>

		The statutory Director and HoS will continue to meet with staff regularly to update on the transformation programme and invite staff to participate in projects	Corporate Director Social Services & Wellbeing /Head of Children's Social Care	ongoing	Corporate Director Social Services & Wellbeing and Head of Children's Social Care have met with new social workers in a series of meetings during May-December 2017. Regular service visits are undertaken. The Director writes out to staff 2/3 times per year.
		MASH Communication Plan to be implemented	GM Assessment – Case Management/ PO/GM Integrated Working & Family Support	Sep 17	See above.
16.	The quality assurance framework should be developed and implemented as a priority.	As per recommendation 2	GM Safeguarding/ PO Service Development	Sep 17	See above
17.	The workforce strategy should continue to focus on maximising staff retention and actions to promote the timely recruitment of experienced staff.	Strategy to be finalised and implemented	GM Assessment – Case management/ Principal Training Officer	Aug 17	The Recruitment and Retention strategy has been finalised. The subsequent action plan is in draft.
18.	Staff must have the capacity to complete the training which has been identified to support their professional development.	Workforce Development Training plan to be launched to facilitate forward planning of training through individual supervision	Training Manager and all managers	Sep 17	The Training programme is available on the intranet. Staff are supported and encouraged to attend relevant training. Training Needs Analysis for 2018/19 is underway.
19.	Senior managers should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.	Supervision Policy to be re-launched	HoS GMs Training Manager	Jul 17	The Supervision policy has been marketed as being available on the intranet (social Services and Wellbeing pages). A formal re-launch of the policy will take place in the new year (2018) when the revised policy has been formally accepted.
		Audit tool to be relaunched and incorporated in annual audit work plan under auspices of QA framework	GM Safeguarding /PO Service Development	Jul 17	Complete

		Regular reports to be taken to weekly Team Manager meetings	GM Assessment – Case Management/ GM Disability Transition Case Management	Jul 17	This is ongoing - reports from WCCIS are being developed.
20.	Arrangements for group managers, team/deputy managers and senior practitioners should be kept under review as part of the remodelling of services to ensure their capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; access to a leadership and development programme should be progressed for managers to build resilience.	<p>Training needs analysis to be undertaken to inform a coordinated programme for managers which will include:</p> <ul style="list-style-type: none"> • Corporate and whole sector social care leadership and management development training programme (all managers). • Post Graduate Diploma in Managing Practice Quality in Social Care (team managers) • Postgraduate Certificate in Strategic and Operational Leadership in Social Care (MMDP) (group managers) • Coaching / Mentoring (all managers). 	Corporate Director Social Services & Wellbeing / Head of Children’s Social Care	Oct 17	A sector wide training needs analysis is taking place in line with the Social Care Wales Workforce Development Programme grant application schedule.
		IPC to deliver a leadership Development programme	Head of Children’s Social Care	Dec 17	Programme is underway.