

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

**Recommendations – Action Plan**

	<b>RECOMMENDATION</b>	<b>ACTIONS REQUIRED</b>	<b>LEAD RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>
	<b>Access</b>			
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.	<ul style="list-style-type: none"> <li>• MASH Communication Plan to be finalised and implemented</li> <li>• Public Information Plan to be finalised and launched</li> <li>• Dewis to be launched in line with the Corporate Digital transformation programme</li> </ul>	<ul style="list-style-type: none"> <li>• GM Assessment-Case Management /Principal Officer/GM Integrated Working –Family Support</li> <li>• As above</li> <li>• Policy &amp; Information Manager/Head of Children's Social Care</li> </ul>	<p>July- Sept 2017</p> <p>October 2017</p> <p>December 2017</p>
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;	<ul style="list-style-type: none"> <li>• Children's Social Care Workforce Development/Training Plan to be finalised and delivered.</li> <li>• SS&amp;WB Directorate Quality Assurance Framework to be finalised and launched</li> <li>• Joint audit tools to be finalised and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Training Manager</li> <li>• GM Safeguarding/ P.O. Service Development</li> <li>• Principal Officer/GM Safeguarding</li> </ul>	<p>August 2017</p> <p>Sept 2017</p> <p>October 2017</p>

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.	<ul style="list-style-type: none"> <li>• Data reports to be routinely scrutinised by the Early Help and Safeguarding Board</li> <li>• Joint data set to be further developed to incorporate qualitative information in addition to quantitative data</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Director Social Services &amp; Wellbeing/Corporate Director Education &amp; Family Support</li> <li>• Principal Officer / GM Integrated Working – Family Support</li> </ul>	<p>July 2017 onwards</p> <p>November 2017</p>
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.	<ul style="list-style-type: none"> <li>• Early Help and Permanence Strategy to be revised in response to IPC review</li> <li>• IPC to complete review of Children’s Social Care Remodelling Programme and associated projects</li> <li>• Caseload data to be a routine item at weekly Team Managers meetings</li> <li>• Supervision Policy to be revised to ensure caseload data is a routine agenda item in supervision</li> <li>• Reports on QA Activity to be routinely monitored and collated into an annual report</li> </ul>	<ul style="list-style-type: none"> <li>• GM Safeguarding/GM Integrated Working – Family Support/ Principal Officer</li> <li>• Head of Children’s Social Care</li> <li>• GM Assessment – Case Management/GM Disability Transition &amp; Case Management</li> <li>• Training Manager</li> <li>• GM Safeguarding</li> </ul>	<p>December 2017</p> <p>December 2017</p> <p>July 2017</p> <p>July 2017</p> <p>October 2017 onwards</p>

5.	The quality and consistency of record keeping and the use of chronologies and genograms should be improved.	<ul style="list-style-type: none"> <li>• WCCIS chronology and genogram functions to be further developed</li> <li>• Recording-skills training to be included in workforce development/training plan</li> <li>• Audit tools to include reference to quality of recording</li> </ul>	<ul style="list-style-type: none"> <li>• Policy &amp; Information Manager/Senior Administration Officer</li> <li>• Training Manager</li> <li>• Principal Officer Service Development/GM Safeguarding</li> </ul>	<p>December 2017</p> <p>August 2017</p> <p>Sept 2017</p>
6.	Effective arrangements should be put in place to ensure that the needs of children and young people are assessed if contacts and referrals about their well-being are repeated.	<ul style="list-style-type: none"> <li>• Include this in the Terms of Reference for audit activity in the MASH</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Officer/GM Integrated Working &amp; Family Support/GM Safeguarding/Principal Officer Service Development</li> </ul>	<p>October 2017</p>
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.	<ul style="list-style-type: none"> <li>• A review of business processes between EDT, IAA team and Safeguarding hubs to be undertaken</li> <li>• EDT Manager to be located in Bridgend MASH one day per week to improve communication/resolution of issues</li> </ul>	<ul style="list-style-type: none"> <li>• GM Business Support/ GM Assessment &amp; Case Management/ Principal Officer</li> <li>• Principal Officer</li> </ul>	<p>Dec 2017</p> <p>Nov 2017</p>

	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.	<ul style="list-style-type: none"> <li>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"> <li>Engaging well – in order to measure outcomes in a person centred model of practice.</li> <li>Collaborative communications</li> <li>Inspirational conversations for social workers.</li> </ul> </li> <li>The QA framework to include a programme to ensure that all managers take responsibility for the audit of cases in their areas</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Director Social Services &amp; Wellbeing /Head of Children’s Social Care</li> <li>GM Safeguarding/ Principal Officer Service Development/ all GMS</li> </ul>	<p>March 2018</p> <p>Nov 2017</p>
9.	A service model of risk assessment and risk management should be 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.	<ul style="list-style-type: none"> <li>Review and relaunch the risk assessment framework and tools</li> <li>Begin implementation of the Training programme</li> </ul>	<ul style="list-style-type: none"> <li>GM Safeguarding /Training Manager</li> <li>Training Manager</li> </ul>	<p>July 2017</p> <p>July 2017</p>
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.	<ul style="list-style-type: none"> <li>Early Help and Permanence strategy and associated plans/documents to be revisited with partner agencies.</li> <li>Approaches to joint assessments to be covered in the training described in 8 &amp; 9</li> <li>QA Audit tools will facilitate monitoring of multi-agency working</li> </ul>	<ul style="list-style-type: none"> <li>IPC</li> <li>Training Manager</li> <li>Principal Officer Service Development/ GM Safeguarding</li> </ul>	<p>Sept 2017</p> <p>Oct 2017</p> <p>Nov 2017</p>

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.	<ul style="list-style-type: none"> <li>Review the Transfer policy to ensure that the structure and content of transfer meetings capture the recommendation and are chaired by a GM</li> </ul>	<ul style="list-style-type: none"> <li>GM Assessment – Case Management/GM Disability Transition Case Management</li> </ul>	June- August 2017
<b>Leadership Management and Governance</b>				
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.	<ul style="list-style-type: none"> <li>Internal Audit to undertake a programme of reviews, provide advice and support in this area</li> <li>Areas for improvement identified by the audit activity described above to be addressed</li> </ul>	<ul style="list-style-type: none"> <li>CMB</li> <li>CMB</li> </ul>	Qtrs 1 2 2017/18  2017/18
13.	The council should progress its commitment to developing an evidence based commissioning plan in relation to both statutory and early intervention services for children and families.	<ul style="list-style-type: none"> <li>Analysis of final BCBC Population Assessments</li> <li>Engagement &amp; consultation with stakeholders</li> <li>Finalise &amp; publish Commissioning Plan</li> </ul>	<ul style="list-style-type: none"> <li>GM Commissioning</li> <li>GM Commissioning</li> <li>GM Commissioning</li> </ul>	July 2017  Dec 2017  Apr 2018
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.	<ul style="list-style-type: none"> <li>In line with the QA framework, co-ordinate the approach to gaining, recording and using feedback</li> <li>Establish engagement and consultation plans for all remodelling projects in Children’s Social Care</li> </ul>	<ul style="list-style-type: none"> <li>GM Safeguarding/ Principal Officer Service Development</li> <li>Head of Children’s Social Care</li> </ul>	Sept 2017  Dec 2017
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	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Director Social Services &amp; Wellbeing /Head of Children’s Social Care/ IPC</li> </ul>	Commenced in June 2017 but ongoing throughout the year

	inform the planned transition to a multi-agency safeguarding hub.	<ul style="list-style-type: none"> <li>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</li> <li>MASH Communication Plan to be implemented</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Director Social Services &amp; Wellbeing /Head of Children's Social Care</li> <li>GM Assessment – Case Management/Principal Officer/GM Integrated Working &amp; Family Support</li> </ul>	Ongoing  Sept 2017
16.	The quality assurance framework should be developed and implemented as a priority.	<ul style="list-style-type: none"> <li>As per recommendation 2</li> </ul>	<ul style="list-style-type: none"> <li>GM Safeguarding/ Principal Officer Service Development</li> </ul>	Sept 2017
17.	The workforce strategy should continue to focus on maximising staff retention and actions to promote the timely recruitment of experienced staff.	<ul style="list-style-type: none"> <li>Strategy to be finalised and implemented</li> </ul>	<ul style="list-style-type: none"> <li>GM Assessment – Case management/Principal Training Officer</li> </ul>	August 2017
18.	Staff must have the capacity to complete the training which has been identified to support their professional development.	<ul style="list-style-type: none"> <li>Workforce Development Training plan to be launched to facilitate forward planning of training through individual supervision</li> </ul>	<ul style="list-style-type: none"> <li>Training Manager and all managers</li> </ul>	Sept 2017
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.	<ul style="list-style-type: none"> <li>Supervision Policy to be re-launched</li> <li>Audit tool to be relaunched and incorporated in annual audit work Plan under auspices of QA framework</li> <li>Regular reports to be taken to weekly Team Manager meetings</li> </ul>	<ul style="list-style-type: none"> <li>Training Manager</li> <li>GM Safeguarding /Principal Officer Service Development</li> <li>GM Assessment – Case Management/GM Disability Transition Case Management</li> </ul>	July 2017  July 2017  July 2017

20.	<p>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>	<p>Training needs analysis to be undertaken to inform a coordinated programme for managers which will include:</p> <ul style="list-style-type: none"> <li>• Corporate and whole sector social care leadership and management development training programme (all managers).</li> <li>• Post Graduate Diploma in Managing Practice Quality in Social Care (team managers)</li> <li>• Postgraduate Certificate in Strategic and Operational Leadership in Social Care (MMDP) (group managers)</li> <li>• Coaching / Mentoring (all managers).</li> </ul> <ul style="list-style-type: none"> <li>• IPC to deliver a leadership Development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Director Social Services &amp; Wellbeing /Head of Children’s Social Care</li> </ul> <ul style="list-style-type: none"> <li>• Head of Children’s Social Care</li> </ul>	<p>October 2017</p> <p>December 2017</p>
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