

Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



Bridgend Children's Social Care

Vision into Action: 2016 - 2017

'Together enabling better outcomes for children, young people and their families via responsive and timely services which support them to live together, work on difficulties and be safe'

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This 'Vision into Action' document is the work resulting from workshops undertaken with both the Senior Management Team and the Extended Managers Group during the summer of 2016.

The wider strategic context for change

'Vision into Action' is located within a wider programme of change and organisational/service development being undertaken by Bridgend County Borough Council and takes into account the following:

- progressing the objectives of the directorate business plan;
- contributing to the new corporate priorities for 2016-17;
- contributing to the medium term financial strategy (MTFS);
- implementing the new Social Services and Wellbeing (Wales) Act 2014;
- implementing the new all Wales Community Care Information System (WCCIS) which is a system which will enable health and social care practitioners to work together in a more integrated way to support people.

What is 'Vision into Action' wanting to achieve?

- Having a clear vision in place, supported by values/principles/standards which help to guide how the service delivers the change agenda;
- Locating the work of Children's Social Care in terms of how it relates with the citizens of Bridgend as well as colleagues internally and externally;
- Putting Children's Social Care Services in the best place to be able to respond to the requirements of the Act;
- Ensuring all work and decisions taken include the voices of children and young people;
- Building a different kind of culture for Children's Social Care Service which is inclusive and encourages everyone to take ownership ('Family Firm');
- Creating a way of working which is 'proactive' rather than 'reactive' and is outcomes focussed;
- Taking a 'whole system' approach with all staff being able to recognise their own unique contribution to the service and how the different business priorities fit together creating opportunities for innovation and creativity.

Vision

‘Bridgend Children’s Social Care – together enabling better outcomes for children, young people and their families via responsive and timely services which support them to live together, work through difficulties and be safe’

The vision is driven by our ambitions for the service:

A ‘whole service’ underpinned by one vision with all staff supporting and complementing one another to achieve the best outcomes for children and young people;

A management culture which is enabling, supportive and rooted in good communication;

- A practice culture where procedures are followed in a consistent and timely way for the best outcomes;
- A happy, stable, motivated and effective workforce which consistently delivers the best outcomes for children and young people;
- A quality assurance process which encompasses all of the Directorate;
- A service which encourages development and innovation;
- Teams which feel supported and enabled to fulfil their purpose and responsibilities;
- To help more families earlier to prevent their children becoming At Risk/Looked After enabling them to reach their full potential.

From vision and ambition into action

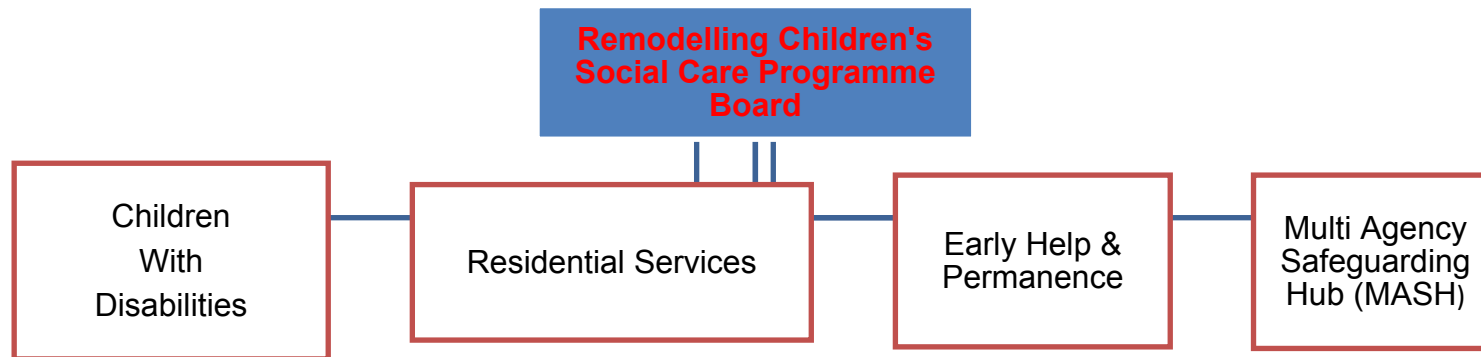
Children's Social Care recognises that 'vision' and 'ambition' can feel like 'empty words' without action and, therefore, gives commitment to the following behaviours:

- We commit to promoting a shared vision/ownership – one service;
- We give each other permission to challenge practice and process;
- We will lead, manage and undertake front line practice with a focus on improving outcomes;
- We will be respectful of each other's unique contributions to the service;
- We will work as a team, to each other's strengths and in the spirit of collaboration;
- We will listen and have open and honest styles of communication;
- We all share a commitment to our individual and collective learning and development needs.

The governance structure for change

Children's Social Care have established a 'Remodelling Board' to drive forward the change. The Board oversees the planning of the new models of service delivery into the implementation phase'

The governance structure and four work streams are depicted below:



From vision into 'whole service' action

The service recognises that while it is structured into different work streams organised around needs and risk, all staff need to feel, think and experience the work of the service as a single system, each part of which complements and supports the other.

The following Integrated Action Plan (see Appendix 1) looks to support a 'whole service' approach to our transformation and day to day work. Its purpose is to collectively, via the Senior Management Team and the Extended Managers Group, reflect on individual projects and their progress, assessing any barriers/challenges and to come up with solutions which utilise the combined knowledge/experience and skills of Children's Social Care to deliver improved outcomes.

APPENDIX 1

Bridgend Children's Social Care - Vision into Action

Integrated Action Plan: 2016 - 2017

'Together - delivering better outcomes for children/young people & their families'

Introduction

This Integrated Action Plan is underpinned by our 'Vision into Action' document December 2016. The action plan is premised on our vision:

'Bridgend Children's Social Care – together enabling better outcomes for children, young people and their families via responsive and timely services which support them to live together, work on difficulties and be safe'

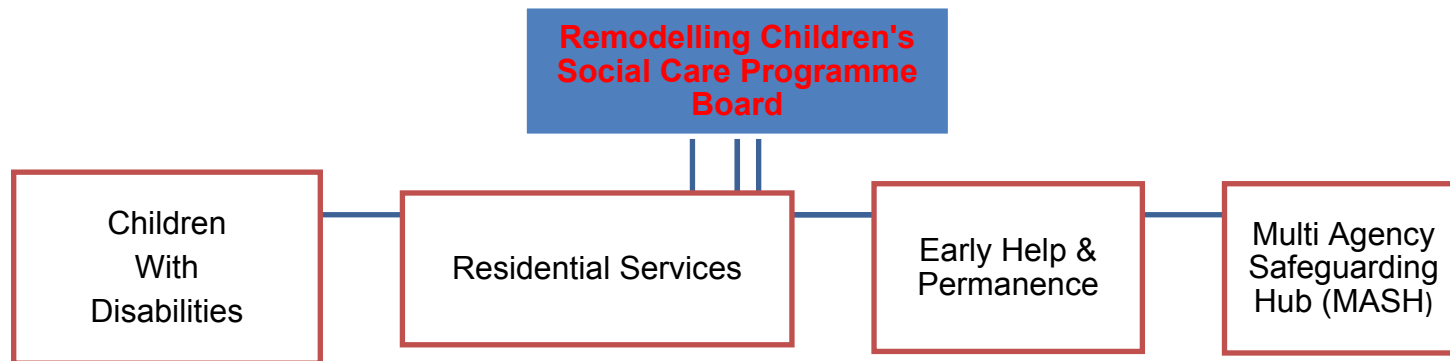
and driven by our ambitions for the service:

- A 'whole service' underpinned by one vision with all staff supporting and complementing one another to achieve the best outcomes for children and young people;
- A management culture which is enabling, both supportive and questioning but always rooted in good communication;
- A practice culture where procedures are followed in a consistent and timely way for the best outcomes;

- A happy, stable, motivated and effective workforce which consistently delivers the best outcomes for children and young people;
- A quality assurance process which encompasses all of the Directorate;
- A service which encourages development and innovation;
- Teams which feel supported and enabled to fulfil their purpose and responsibilities;
- To help more families earlier to prevent their children becoming Looked After/At Risk enabling them to reach their full potential.

Performance Monitoring Arrangements

- The Integrated Action Plan is built on our 4 key priorities for change and will be overseen by the Remodelling Children's Social Care Programme Board as indicated below:



The service recognises that while it is structured into different work areas organised around needs and risk that all staff need to feel, think and experience the work of the service as a single system, each part of which complements and supports the other.

The following Action Plan supports this 'whole service' approach to transformation and our day to day work and will be set up as a monthly reporting tracker of progress being made.

Children with Disabilities Programme	Outcomes to be achieved	Lead Officer	Month	Other work stream and service contributions
Activity 1	<ul style="list-style-type: none"> ■ Transition - Project Board to be established 	Wendy Wilcox	November 2016	Early Help and Permanence
Activity 2	<ul style="list-style-type: none"> ■ Transition – Wider consultation with stakeholders and families to be undertaken 	Wendy Wilcox	January 2017	
Activity 3	<ul style="list-style-type: none"> ■ Implementation of revised service provision from Bakers Way 	Natalie Silcox	March 2017	
Activity 4	<ul style="list-style-type: none"> ■ Renovation of buildings at Heronsbridge 	Natalie Silcox	July 2017	
Activity 5	<ul style="list-style-type: none"> ■ Statement of Purpose finalised for 52 week provision (Heronsbridge) 	Natalie Silcox	June 2017	
Activity 6	<ul style="list-style-type: none"> ■ Referral pathways finalised for 52 week provision (Heronsbridge) 	Natalie Silcox	May 2017	
Activity 7	<ul style="list-style-type: none"> ■ Identification of children and young people that can be placed in new 52 week provision 	Natalie Silcox/ Wendy Wilcox	March 2017	

Residential Services	Outcomes to be achieved	Lead Officer	Month	Other work stream and service contributions
Activity 1	<ul style="list-style-type: none"> ▪ Gap analysis completed (in-house residential) 	Natalie Silcox	December 2016	Early help and permanence
Activity 2	<ul style="list-style-type: none"> ▪ Data analysis of expenditure on therapy across children's services 	Natalie Silcox	November 2016	
Activity 3	<ul style="list-style-type: none"> ▪ Options appraisal identifying residential profile/need 	Natalie Silcox	December 2016	
Activity 4	<ul style="list-style-type: none"> ▪ Staff skills/resource analysis 	Natalie Silcox	November 2016	Early help and permanence
Activity 5	<ul style="list-style-type: none"> ▪ Report to Cabinet identifying residential profile, need and remodelling proposal 	Natalie Silcox	February 2017	

Early Help & Permanence	Outcomes to be achieved	Lead Officer	Month	Other work stream and service contributions
Activity 1	<ul style="list-style-type: none"> ▪ Establish database of Looked After Children (LAC) cases per Safeguarding Team to enable oversight of the LAC population 	Elizabeth Walton-James / PO	December 2016	
Activity 2	<ul style="list-style-type: none"> ▪ Establish monthly Performance/ Permanence meeting to monitor the status of the LAC population and identify cases where alternative orders can be considered to prevent drift and secure permanence. 	Elizabeth Walton-James / PO	December 2016	
Activity 3	<ul style="list-style-type: none"> ▪ Review of Connecting Families Service to assess its fit for purpose with regards to the focus on front door/ preventative services. 	Mark Lewis	February 2017	
Activity 4	<ul style="list-style-type: none"> ▪ Identify services to work with parents between pregnancies where their children have been removed from their care through SSD involvement 	Mark Lewis/ PO– Partnerships and Strategy	2017	
Activity 5	<ul style="list-style-type: none"> ▪ Review of Bridgend IFSS to offer support to a broader range of families open to Safeguarding Teams 	Mark Lewis/David Wright	2017	
Activity 6	<ul style="list-style-type: none"> ▪ Provide training for the Chairs of Strategy meetings to ensure thresholds are consistent and consideration is given to support services as a safety preventative measure 	Claire Holt/Elizabeth Walton-James	January 2017	
Activity 7	<ul style="list-style-type: none"> ▪ Review care pathways to ensure timely referrals to step-up and step-down triggers/processes 	Elizabeth Walton-James	December 2016	

Multi-Agency Safeguarding Hub (MASH)	Outcomes to be achieved	Lead Officer	Month	Other work stream and service contributions
Activity 1	<ul style="list-style-type: none"> Co-location of staff from agencies in scope for the MASH 	Jane Cullen	January 2017	Early Help and Permanence
Activity 2	<ul style="list-style-type: none"> Agree Information Sharing Protocol (ISP) so that all agencies within the MASH are able to share information in a timely way 	Judith Brooks	January 2017	
Activity 3	<ul style="list-style-type: none"> Identify suitable accommodation to provide a suitable and secure environment to host the MASH 	Elizabeth Jones	December 2017	
Activity 4	<ul style="list-style-type: none"> Develop and Implement IT system to enable agencies to share information within one system to improve decision making where there are safeguarding concerns 	Tracey Bell	January 2017	
Activity 5	<ul style="list-style-type: none"> Policies and procedures agreed between all agencies to ensure that service users receive the most appropriate intervention in a timely way 	Jane Cullen	January 2017	P&P work stream/ Safeguarding Teams