

**BRIDGEND COUNTY BOROUGH COUNCIL****REPORT TO CHILDEN & YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE****25 NOVEMBER 2014****REPORT OF THE CORPORATE DIRECTOR – CHILDREN****CHILDRENS DIRECTORATE CHANGE PROGRAMME****1 Purpose of Report**

- 1.1 The purpose of this report is to update Committee on the Childrens Directorate Change Programme.

**2 Connection to Corporate Improvement Objectives/Other Corporate Priorities**

- 2.1 This report links to the following corporate improvement priorities:
- Working together to raise ambitions and drive up educational achievement.
  - Working with children and families to tackle problems early.
  - Working together to make the best use of our resources.

**3 Background**

- 3.1 In April 2014 the Children's Directorate moved to a new senior leadership staffing structure. The key feature of the changes was to realign functions to drive efficiencies and to ensure that we can support a whole system approach for the delivery of children's services. This will also ensure that we can provide greater opportunities for us to work closer with partners across the public, voluntary and private sectors to work together in a fully integrated way.

The new structure for the Directorate focuses on the priorities that we have identified that cannot be compromised. We have considered the best way to ensure that these priorities are protected in light of the impact of the wider public sector financial cuts which will clearly impact on services for children, young people and their families. We are therefore making some difficult decisions about what we can maintain, reduce or stop delivering in line with the budget reductions. Where we can, we are committed to protecting front line children's services, especially those that support early intervention and the safeguarding of children, protecting them from harm. What is important is the quality of outcomes for our families. Value for money is our key measure, not who provides the service.

As the public sector recession bites the Directorate and other partners need to work together to address both the threats and explore the opportunities. We are facing unprecedented financial constraints, yet in some areas increased customer demand. Traditional budget mechanisms will not be enough to meet the challenge. We are therefore embracing a fundamentally different approach.

Amongst these enormous challenges and uncertainty we have to move away from traditional activities and structures, to consider innovative, lower cost and in some cases radical solutions.

In many respects, in order to survive and prosper we need to quickly become very different. We need to be clearer about our core purpose and stop delivering, or secure alternative ways of providing non-core services that do not directly support this.

We need to openly explore different delivery options such as shared services, arm's length organisations, and collaborative contracts with the third sector. Income generation and traded services need to be exploited as allowed for within legislation.

The renewed focus of the Childrens Directorate as set out in our business plan is on the transformation of children's services, with a strong focus on early intervention and prevention and the development of a whole system approach to ensure that the needs of all our children and young people will be met at the earliest opportunity. We are mindful that as a Directorate we should celebrate the business process of change, constantly reviewing our priorities, and changing what we do to meet the needs, aspirations and choices of our children, young people and their families.

#### **4 Current situation/proposal**

- 4.1 The Childrens Change Programme Board was established in April 2014. This Board replaced a number of other boards that were in existence and included the Inclusion Programme Board and the Early Action Programme Board.
- 4.2 The purpose of the Childrens Change Programme Board is to bring together a programme of systemic change to improve outcomes for every child, and reflects wide agreement about what those outcomes should be, as set out in the priorities in Childrens Directorate business plan.

The board is chaired by the Corporate Director, Childrens Services. Both Heads of Service and the 9 Group Managers in the Directorate are members of the Board. A number of Change Champions are also members of the Board.

Change Champions are staff volunteers who communicate clear consistent messages and may look at themes such as performance management, communication, and value for money to identify best practice and recommend what this should look like at BCBC. This work then feeds into the overall Childrens Change Programme Board. The role of the change champion is to inspire those around them to embrace the change. They are members of staff who understand the need for change and who want the change implementation to succeed, and can see that the change will be beneficial to the council.

The change champions are the natural marketers for organisational change and act as catalysts for others. They will speak positively about the change, show that it can be done and support colleagues at an informal level. Change Champions are valuable in being able to illustrate how as a Directorate Management Team we are connecting the Childrens Change Programme to staff experience in a direct way.

The Childrens Change Programme Board is project managed with a number of programmes and within each programme is number of projects and work streams. It is these projects and work streams that are driving the transformation – the whole system approach.

The Childrens Change Programme Board is determined to drive whole-system change through clear leadership and effective change programmes. Strong leadership will secure genuinely joint outcome-focused vision, full engagement of all key partners, and clear lines of accountability.

The Childrens Change Programme Board will systematically monitor and evaluate results, challenge itself and others where progress is slow and be sensitive and responsive to the practicalities of front line delivery. In terms of governance, the Board reports into the Programme Management Board which is chaired by the Chief Executive and attended by all Corporate Directors.

- 4.3 Real progress has been made in implementing the structural and systemic changes needed to drive improved outcomes. In April 2014 Estyn wrote to the Chief Executive following the Estyn monitoring visit in March 2014. Estyn noted *'the pace of change is increasing under the leadership of the new director.'* This needs to be progressed with rigour and pace and the cultural changes needed to drive these changes through to demonstrable improvements in outcomes need to be sufficiently embedded.

## **5 Effect upon Policy Frameworks and Procedure Rules**

- 5.1 This has been considered but as there are no new or changed services policy / functions in this report, it is therefore not applicable at this time.

## **6 Equality Impact Assessment**

- 6.1 This has been considered but as the report is for information purposes, an assessment is not deemed necessary at this stage.

## **7 Financial Implications**

- 7.1 The change programmes and change projects are intrinsically linked to the Medium Term Financial Strategy for example the education transport review and the ALN review for provision for vulnerable learners. Some of these savings have already been achieved and others are in the MTFS for the next 3 years as identified savings.

## **8 Recommendations**

- 8.1 Cabinet Committee is recommended to note and consider the content of this report.

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Background documents: none