

## Appendix A



# Children's Services Transformation Plan Mandate

# Children's Services Vision and Values

## Our vision for young people and how we work in Children's Services

Children only get one childhood. In Children's Services we can all make a big difference to children's lives and their experience of childhood. We can help to keep them safe and inspire them to achieve. Everyone will champion children at every opportunity and everything is underpinned by our belief that

- everyone deserves respect
- everyone deserves to be heard
- everyone deserves to be safe and achieve.

## What we want for every young person in Central Bedfordshire

We want every child in Central Bedfordshire to enjoy their childhood and have the best possible start in life. We want every child to do well in education, make friends and build strong relationships with their family. As young adults, we want every young person to have the knowledge, skills and qualifications that will give them the best chance of success, so that they are prepared to take their full place in society as a healthy, happy, contributing and confident citizen.

### Which values underpin our work

- respect and empowerment – we will treat people as individuals who matter to us
- stewardship and efficiency – we will make the best use of the resources available to us
- results focused – we will focus on the outcomes that make a difference to people's lives; and
- collaborative – we will work closely with our colleagues, partners and customers to deliver on these outcomes.

## How we work with young people and as *one team* in Children's Services

- seeking out young people's views so that they shape the support and help they get
- giving the most vulnerable a strong voice and support
- putting young people first and championing their rights
- building resilience in young people and their families
- working with young people and partners to ensure they get a good quality education
- helping families early and quickly and recognising that working successfully with young people will mean working successfully with the family
- treating families with respect
- sharing young people's information with each other and partners to keep children safe and making sure that young people's information is stored, recorded and handled securely
- knowing whether we have made a positive difference

## Central Bedfordshire Children's Services

### Transformation Programme

- Providing an outstanding service,
- Reducing family breakdown and child abuse
- Delivering our Vision for Children

In Central Bedfordshire we recognise that we have created well performing services to support and protect children, intervening at the first point of need and supporting children to overcome any barriers to their learning and achievement. Providing targeted early help to support families improves children's health, education; wellbeing; their interactions with their community and their life chances, and it minimises the need for costly statutory interventions from a range of agencies and partners.

Therefore we are creating a flexible way of working that harnesses the **power of partnership** (children, families, agencies; staff; academics) to enrich the lives of the people we work with and by working together aim to deliver the goal of better early outcomes for children with increasingly greater efficiency.

We shall achieve this through a relentless focus on:

- developing effective and dynamic relationships and using these to co construct solutions
- understanding the impact and cost of everything we do
- assessment; challenge; research; analysis; reflection; decision making and risk management

Underpinned by empowerment, respect, passion for learning; listening to children

We know when we will have achieved this when:

- Our children's outcomes are amongst the best in the country.
- Statutory organisations in Central Bedfordshire consolidate a national reputation for the quality of our early help;
- People seek us out to work with because they know that doing so will enrich all parties

The Aims of the Transformation Programme are:

- Reduce levels of child abuse/family breakdown, managing demand effectively
- Deliver more for less, managing our resources effectively
- Ensure consistent high quality services which demonstrate positive impact on children

The Objectives of the Transformation Programme are:

- Remodel and develop the way we work
- Improve team integration and skill mix
- Co-production and multi-agency working with staff, internal and external partners
- Outstanding and consistent practice from Early Help through to Fostering and Adoption

### The Transformation Programme Mandate:

The mandate of the Transformation Programme is to review, develop and transform services and the way we work ensuring ***we use our resources (human and financial) wisely on those things that will work for children and families.***

The Transformation Programme will be aligned to delivering the priorities in the 5 year plan and meeting the efficiencies in the medium term financial plan.

**The Transformation Programme:**

This is a significant programme that presents an opportunity to re-engineer some of the structures, procedures and practice across Children's Services with emphasis on early intervention with children and young people at risk; and the prevention of those children and young people on the edge of care escalating to care proceedings.

The programme is an opportunity for forward thinking and preparedness for multi agency working and co-production specifically the way we work and plans we prepare for children and families. It also prepares the way for joint decision making and actions around key initiatives such as Locality Working, SEND and MASH developments.

The Transformation Programme is not limited to Operations but includes everyone working in Children's Services and as such will be identified as in scope of the programme with staff suitably engaged in helping to drive the programme forward.

For this reason, work-streams will be set up to lead on the coordinated activities necessary to achieve the outcomes of this programme. Work-stream leads have the special opportunity to bring people together from across the sub directorates to share responsibility of implementing the Transformation Programme.

The success of developing the way we work is underpinned by the ethos of more for less. The implementation of the Transformation Programme and ability to achieve its objectives over the next four years 2016-2020 is dependent on the success of each of the work-streams output. It is also dependent on pre-transformation activity, which needs to commence from November 2015.

**Planning:**

Implementing a successful programme and project starts with good planning and the role of the programme manager and project officer(s) is to work collaboratively with the various work-streams and other stakeholders to achieve the goals that have been set.

Each work-stream must include representatives that understand the organisation, the business processes (how work gets done), budgets and cost implications to how the organisation conducts its business and the technical expertise and skills needed to do the job. It also needs to understand the interaction and joint working needs with other professionals and providers.

To drive this change forward requires all to remove attachment to the way things are and requires open thinking to how things should be.

**Work-stream Scope/Objective:**

A scoping document and Plan will be produced to shape the programme with agreed overarching aims and objectives. Each work stream will also have its set of objectives.

A "high-level Implementation Diagram", which clearly set out the deliverable outputs for each work-stream will be produced. Work-stream leads will be required to use this document as a basis for setting out their detailed work plan for their area of responsibility and report on accordingly.

## Phase 1

### **Pre-Transformation**

The first phase of the programme is what we need to do now (Pre-Transformation). This is to ensure

- a. we are able to meet the financial efficiencies identified in the medium term financial plan (MTFP) year 2016/17 as at 1 April 2016
- b. to prepare and ensure the ability to meet efficiency targets 2017-2020
- c. that the transformation programme plans 2016-2020 are ready for implementation from April 2016 onwards.

## Phase 2

### **Transformation**

Phase 2 will be the implementation of the 4-year Transformation Plans and will be live from 1 April 2016.

The actions and activity identified and agreed will have realistic time lines throughout the life of the Transformation Programme. This will include research, consultation and engagement. It will also require clear understanding of the budget expectations, fully costed and able to deliver the transformation efficiencies in the MTFP as we enter the 2017/18 financial year and following years.

The Transformation Plan will consist of three work streams outlined below. The work streams below will consist of specific work packages each with their own delivery/action plans aligned to the aims and objectives of the overarching plan and MTFP.

### **Workstreams**

#### ○ **Remodelling**

This work stream will look at the structures **across the whole** directorate (**AS IS**) understanding the roles and service delivery models. It will look at best practice models and with our own visioning, put forward options for remodelled/enhanced teams/services (**TO BE**) that are efficient, effective and strong ensuring the right skills mix with opportunity to develop and evolve further. Remodelled services must be planned to have family centred approach that includes aspects of the directorate duties and embraces locality focused multi agency working. This work stream has the remit to ensure a range of and the appropriate facilities and services are in place and accessible to all our children and their families.

#### ○ **Delivering improved outcomes and driving efficiencies through integrated partnership working**

This work stream will be centred on working with our partners to understand where integrated working will drive improved outcomes and support for children and families and deliver efficiencies. Through this work stream we will drive forward projects that will develop and deliver partnership working through identified and new projects including a Multi Agency Safeguarding Hub (MASH) and locality hubs. Our work will be underpinned by the development of a pan Beds referral and assessment process and well understood thresholds.

#### ○ **Quality, Risk Management and Learning**

Strong leadership and the right culture will be key to delivering transformation. We need to be a learning organisation where staff take responsibility for driving improvement and innovation to improve outcomes. This work stream will look at practice and how we will deliver services using an approach of evidence based methodologies. It will focus on the systems and processes used including appropriate tools and technology as well as policies and procedures to support how we deliver services. It will be people focussed using the resources available to us ensuring a skilled workforce.

Demand and Financial Management will be influencing factors running through each of the work streams and any associated work packages including accommodation, human resource, IT and systems.

### **Partner Engagement:**

Strong engagement with partners will be part of the transformation programme. Partner agencies own transformation plans, for example the police MASH plan, and CCG's Transforming Mental Health plan, will be referenced in Children's Services Transformation Plan.

Co-production with partners with the development and delivery of our transformation plan will be essential to for realising our aim of multi agency work arrangements.

### **Deployment and implementation:**

The deployment and implementation of the Transformation Plan will be led by the Programme Manager.

- The work streams leads will be required to meet monthly and seek input from other work streams leads and an *independent* functions group (or change board)
- The *independent* functions (or change board) group will include a combination of officers including subject experts/technical, HR, finance, project officer, external partner and non CS staff member
- All work stream leads will be required to provide a 4-weekly highlight/decision report to CSMT who will be responsible for direction, approval and sign off.
- Progress on the transformation programme will be subject to reporting to the corporate programme management group and through that to CMT and PFMT.

We will review all current working groups to establish whether they are fit for purpose moving forwards and driving our work streams forwards. A detailed action plan will be put together by the work-stream leads.

### **Transformation Testing and Challenge:**

The baseline set by the Transformation Programme is that as a minimum, the future structure and functional abilities of Children's Services must be capable of delivering equal to the current status in terms of performance and outcomes.

Change must be carefully monitored and measured against the financial envelope and efficiencies as per the medium term financial plan.

Research into other good authorities must be undertaken and analysed with a view to following best practice and should be used for planning and implementing change.

As the programme is subject to long term delivery it will be necessary to test and challenge activity periodically ensuring milestones and targets are delivering as expected and contributing to the overall implementation success. The test plan will be based on timely delivery of actions, financial and performance monitoring, staff morale and partner engagement and buy in.

### **Time scales:**

It is important that the time scales set out for each work-stream deliverables are adhered to and therefore realistic. The programme by its nature consists of interrelated activities, some of which are dependant on outputs from other work-streams or joined-up working to achieve outputs/outcomes.

Any deviation from time scale or any identified risks or issues that will impact on delivering the work-stream or any other work-stream should be reported to the programme manager at the

earliest opportunity, which will be escalated to CSMT so that decision and action can be taken to mitigate them.

Pre-Transformation	November 2015 – April 2016
Year 1	April 2016-April 2017
Year 2	April 2017-April 2018
Year 3	April 2015-April 2019
Year 4	April 2019-April 2020

Other documents:

- The Project Initiation Document
- Programme Plan for developing the Transformation Plans
- Project Plans for each workstream