




Pembrokeshire County Council Creating Organisational Change

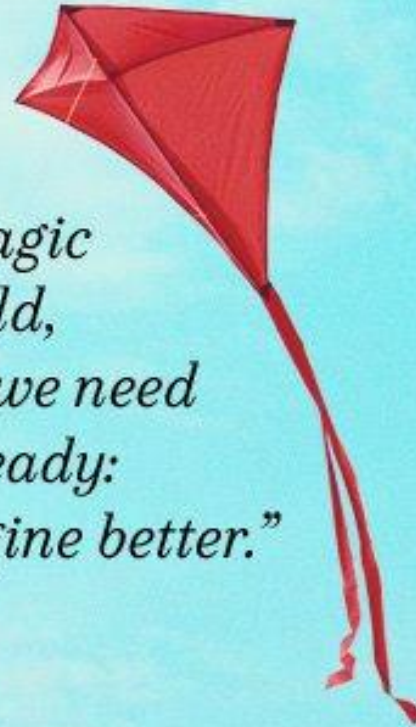
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Pembrokeshire Children's Services

In the beginning...



*"We do not need magic
to change the world,
we carry all the power we need
inside ourselves already:
we have the power to imagine better."*

 JK Rowling



Enabling Conditions



- Challenge
- Acknowledgment that change is needed
- Political backing
- Build on good practice that exists
- Value base
- Focus on children & families
- Key individuals
- Identifying an evaluated framework to guide practice

Change Management Programme



Since 2011, Children's Services have undertaken significant business changes through a whole service approach to service re-design driven by clear care pathways and a "one team" ethos.

What we did...

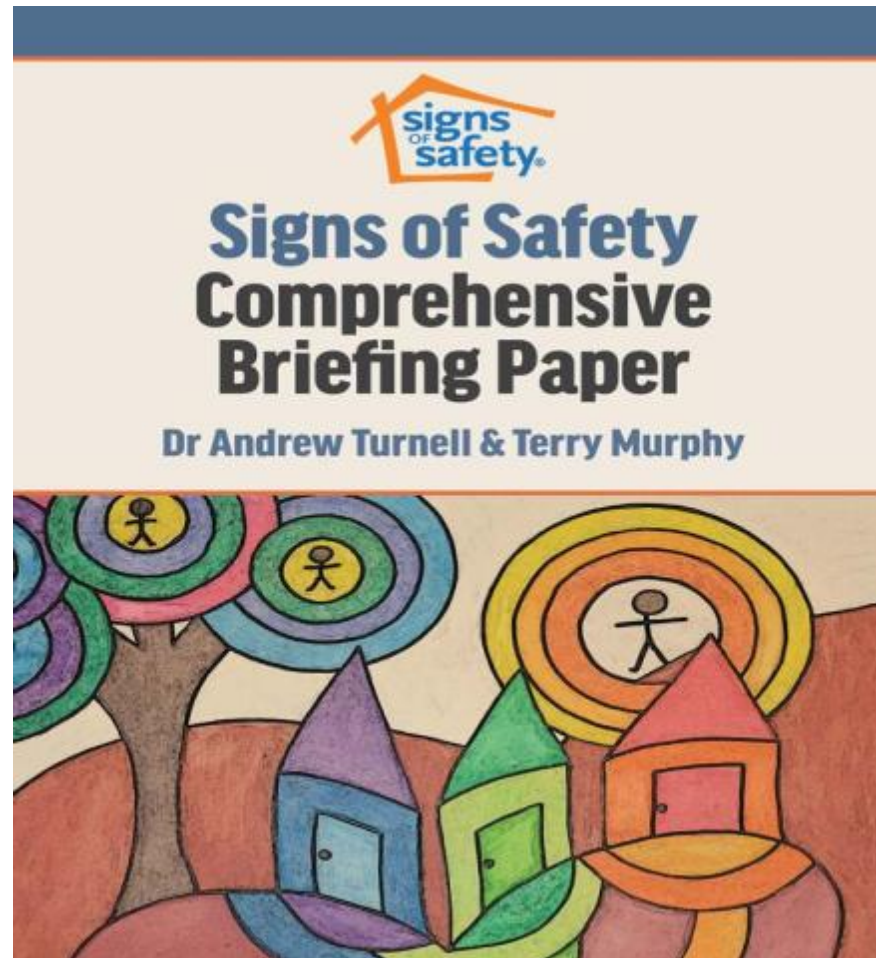


- Reviewed and evaluated structures and procedures
- Co-located teams to support a "one team" approach
- Restructured/strengthened safeguarding delivery - Integrated Adult and Children's Safeguarding Team
- Established an audit team, recreating practice standards to improve services
- Made significant efficiency savings with minimal impact on service delivery, whilst still achieving key performance indicators
- Introduced Signs of safety

Signs of Safety



Signs of Safety



The Conversation!

How do we know it made a difference



"Hi....all the child care team, I would like to say a big thank you, on behalf of and all my family, for your kindness... I can't thank you all enough, for all your hard work behind the scenes. It has been intense, but thank you".

"When I started the course I was terrified. I didn't want to do it but I'm so glad I did"

"To look at things positively has been a great help for myself and my family"

"I found STAR Club was really good, brilliant - it was helpful and the staff were really kind"

"Wonderful service - very professional and support offered to my family very quickly to help resolve our difficulties. A much needed and appreciated service - thank you".

Excellent feedback from CSSIW Inspection



Feedback noted;

- The creativity of staff
- Families are well-informed
- Strong emphasis on planning to maximise positive family relationships
- Voice of the child effectively communicated through assessments / planning process
- Evidence of positive children's rights ethos
- A consistent model to assess risks and develop safety plans

Award Winning Services



TAF awarded Investors in Carers Bronze Award, June 2016

TAF win BASW Team of the Year Award, October 2016



Award Winning Services



Lessons learned



- Mistakes are unavoidable
- Time to Change V Maintaining Pace
- Short Term Gains
- Bottom Line
- Stop & Change
- Resistant Staff
- Audit & Quality Assurance
- HR Support & Advice
- Strong Leadership Team

What would we do differently?



- Confidence to know what works for your area/workplace
- Celebrate a staged approach
- Identify a dedicated resource to lead SofS