Programme Initiation Document

Social Work Improvement Programme

18/03/2019

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Head of Innovation and Improvement

Approvals

Name	Signature	Role	Date
Tim Aldridge		Sponsor	
Robert South		SRO	

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1   Purpose of document

The purpose of this Programme Initiation Document is to define the programme and outline the projects, to give all interested parties a clear understanding of what the programme will deliver, when and how. It defines the programme, forming a basis for its management and measurement of its success.

2   Background

In June 2018 Havering children's social care, were inspected by Ofsted under the new ILACS framework. The outcome of this was an overall '**Good**' rating and this comprised of three category judgements;

- The impact of leaders on social work practice with children and families - **Good**
- The experiences and progress of children who need help and protection - **Requires improvement**
- The experiences and progress of children in care and care leavers - **Good**

The inspection report highlighted several areas for improvement in order to raise standards further, with a key factor being to ensure greater consistency and quality assurance across the service, and compliance with case recording.

The Children's Senior Management team have analysed the findings, and identified seven key themes within this programme of work. Senior managers are being allocated as Project Leads and each theme will form a team including practitioners, managers and partner representatives from across all social care services.

3   Programme Objectives

The programme will deliver a wide range of key outcomes, the achievement of which will determine the success of the objectives;

- Young people benefit from a more robust care planning process and engage with pathway planning, and also ensuring that Health Passport and Personal Education Plans becoming more integrated.

- Strategy meetings are more effective, allowing decisions concerning safety and risk to be made quickly and with greater context.

- All staff receive effective personal and practice supervisions, as part of a robust supervision model.

- All data and case recording are of the highest quality, enabling monitoring and quality assurance to be carried out effectively.

- Young people at the risk of Serious Youth Violence, exploitation and criminal activity, receive support to better life chances and be positively engaged in the community.

- An agreed framework for Quality Assurance is in place that ensures scrutiny and encourages practice development.

- The workforce are retained for longer periods, ensuring stability, through a strong Social Work Academy delivering a range of learning and development opportunities.

- A robust and effective model of practice is in place, so that there are better and more sustained outcomes for children and young people.

- Thorough evaluation of the programme, with learning, outcomes and financial sustainability considered and applied.

- Provision of a communications plan, so that all partners and stakeholders understand their role in the Programme and fully understand the scope, objectives, implementation and development of the programme.

- Interfaces with business-as-usual are made, where appropriate, in order to complement service delivery.

- Other social work projects form part of the programme, when fully scoped and agreed by the SRO and Board members.

4   Scope

In scope
- All social work services
- All Ofsted recommendations
- Model of Practice
- Performance indicators and outcomes

Out of scope
- Service design and delivery models
- Education Services
- Universal Plus
- Financial sustainability – although this is a linked area of activity

5 Approach

The programme will be delivered across 2 years and these are broken down into 7 distinct areas;

5.1 **Pathway Planning and Transitions to Adulthood.** This theme builds on progress made across the Leaving Care and Intervention and Support service. The aim is to further improve the quality of care planning. This includes the development of a Health Passport and the integration of Personal Education Plans into the care plan. This will involve partners across health and education. The work will further develop the co-production approach and include digital approaches such as Leaving Well and Digital Life Story Work. There is also a focus on how we manage and make decisions around key transitions phases for children who are in care or care experienced.

5.2 **SMART Planning (Including risk assessments and support for children returning home from care).** This theme relates to the approach to planning and recording across Children in Need, Child Protection, Strategy Discussions and risk assessments. The aim is to set out a consistent approach to ensuring plans are SMART and recorded in a clear, concise and consistent manner. The aim is to develop guidance and exemplars, deliver a range of training, and ensure effective quality assurance.

5.3 **Supervision** The aim is to clarify what 'good' supervision looks like, and set out clear guidance and principles. This also involves looking at new ways of delivering case supervision including group and peer supervision models. A menu or 'offer' of supervision will be developed and different methods piloted and tested. An approach to recording and quality assurance will also be developed.

5.4 **Case recording and data quality** Alongside the implementation of the new case management system, clear expectations of how practice should be recorded will be developed, and a rigorous quality assurance framework for data quality will be put in place. The aim is to ensure a more consistent approach to record keeping, whilst ensuring this is efficient and enables practitioners to spend significant time engaged in direct work with families.

5.5 **Adolescent Safeguarding.** The aim of this theme is to ensure there is a coherent approach to the range of risk issues that affect young people, including Serious Youth Violence, Child Sexual Exploitation, Missing, Criminal Exploitation, County Lines, and Radicalisation. A review of the governance structure, new strategy, model of practice, partnership working and intelligence will be developed as part of this work. The aim is to ensure we consider all contextual safeguarding issues together when reviewing risks and safety plans for young people.

5.6 **Quality Assurance.** This theme will consider the auditing and other quality assurance activities across the services to ensure there is a robust framework to which supports us to achieve a more consistent quality of practice. The current auditing activity will be reviewed to respond to feedback from OFSTED. Specific

attention will be given to the areas of activity covered by these improvement projects.

5.7 Workforce and Practice development. This theme will progress the work of the Social Care Academy and set out a route of professional development for all practitioners and managers within the service. This will include a review of career progression and fast-track options. The theme will consider the preparation of social workers for the national accreditation system, and link the professional development plan with the PDR process. The theme will also consider recruitment, retention, induction and recognition.

It is anticipated there will be a range of partners and stakeholders involved in order to meet the objectives. A stakeholder analysis exercise will determine who, why, how, priority and impact of all engagement.

6   Governance Model

The governance structure for the programme will consist of two layers;
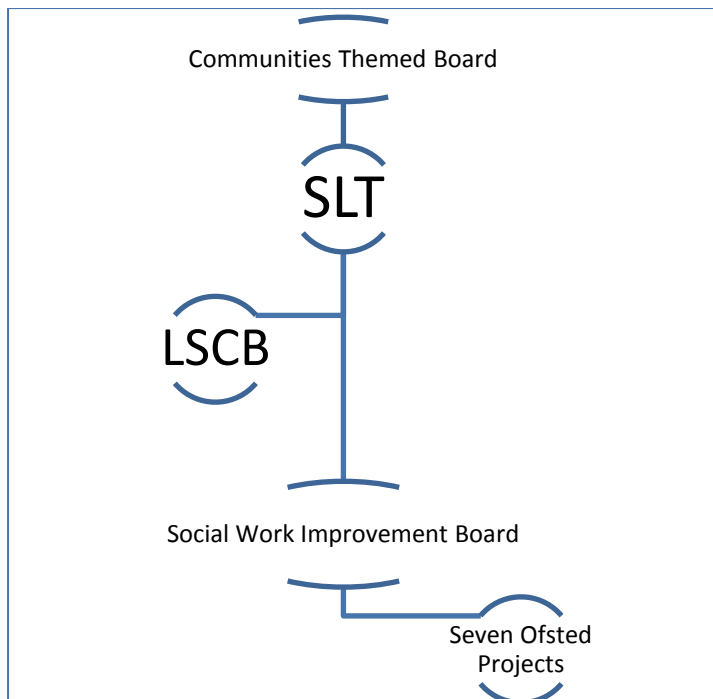
Social Work Improvement Board – This layer will decide on executive decisions, escalated risks and issues, including all, mitigated and/or resolved.

Project Boards – These boards will have a focus on operational activity and will be directly connected to the Improvement Board. This will involve staff being involved in decision-making and having the ability to drive forward the design and implementation of the programme.

All projects will have their own forums to manage the day-to-day activity. Each project will have a 'deep-dive' periodically through the year, which will allow the Improvement Board the opportunity to scrutinise progress, risks and issues.

The programme as a whole will report through to SLT and the Communities Themed Board.
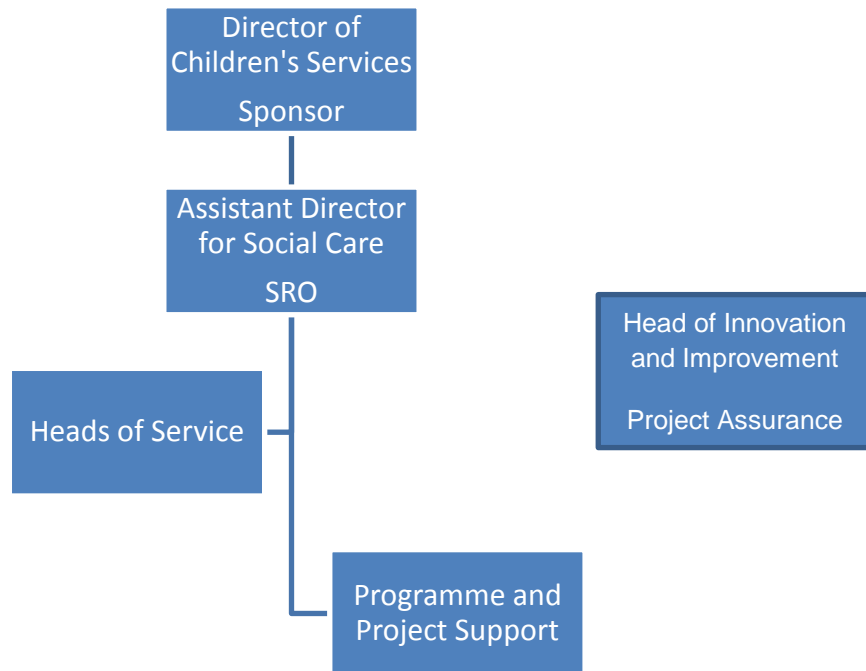
Governance Model

7   Deliverables/Dependencies

The programme has key milestones that need to be met, with a range of commitments, which need to be delivered, during the mobilisation period and throughout the programme.

Deliverable/ Product	Description	Owner	Date	Depends on
Ofsted self-evaluation	Report on progress made against previous Ofsted inspection.	Sophie Ambler	30/04/2019	Contributions from all senior stakeholders
Deep dive reports	All providers to understand brief, discuss and establish their role	Sophie Ambler	24/04/2019 (and six weekly – 2 rolling per board)	Project groups
Training packages	There will be training needs and options per project, which will need to developed and delivered for all themes.	Project leads	As defined by projects	Workshop with partners and service users.
Supervision	Model of	Dave Tapsell	01/09/2019	Agreement from SMT

Deliverable/ Product	Description	Owner	Date	Depends on
Model	delivery for supervision across social care services.	and Jane Carroll (Robert South)		
Workforce development strategy	Approach to workforce development	Kate Dempsey	01/06/2019	Getting required approvals.
Social Care Academy public website	Public facing website for the offer from the Social Care Academy	Ali Omar and Kate Dempsey.	01/09/2019	Business case.
Corporate Parenting Strategy	Our approach and offer to supporting children in care and those leaving care.	Tendai Dooley and Ali Omar	30/04/2019	Getting required approvals.
Programme and Project resources	Roles, governance framework and setup of meetings and boards	Ali Omar and Sophie Ambler	Ongoing	Job descriptions
Project Initiation Documents	All projects require specifications and plans in place in order to meet objectives	Project Leads	31/01/2019	Having workforce in place
Benefits Realisation Plan	Document specifying how we will track key benefits and improvements across the programme.	Sophie Ambler and Ali Omar	01/06/2019	Project initiation documents and KPI document.

8   Roles & Responsibilities

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        │    Director of      │
        │ Children's Services │
        │      Sponsor        │
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        ┌─────────────────────┐
        │ Assistant Director  │
        │  for Social Care    │            ┌──────────────────────┐
        │        SRO          │            │  Head of Innovation  │
        └─────────────────────┘            │   and Improvement    │
                  │                        │                      │
  ┌──────────────┐                         │  Project Assurance   │
  │ Heads of     │──┤                      └──────────────────────┘
  │ Service      │  │
  └──────────────┘  │
                    │  ┌──────────────────┐
                    └──│ Programme and    │
                       │ Project Support  │
                       └──────────────────┘
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9   Constraints

- Impact on budgets of rising costs and demand.
- Unknown date of next Ofsted inspection.
- Senior Management changes.
- Evaluation capacity – currently unknown and support could need resourcing.
- Service capacity.
- Recruitment of key personnel to deliver objectives.

10 Assumptions

- The set budget is sufficient to deliver.
- There are no additional resources to invest.
- No further changes to legislation
- Whilst there could be a limited availability of people or skills, expected to have people in post by May 2019.
- Any wider activity that has an impact on the programme will be addressed at Improvement Board.
- Additional resources from the wider services and programme support unit will be available through the life of the programme.
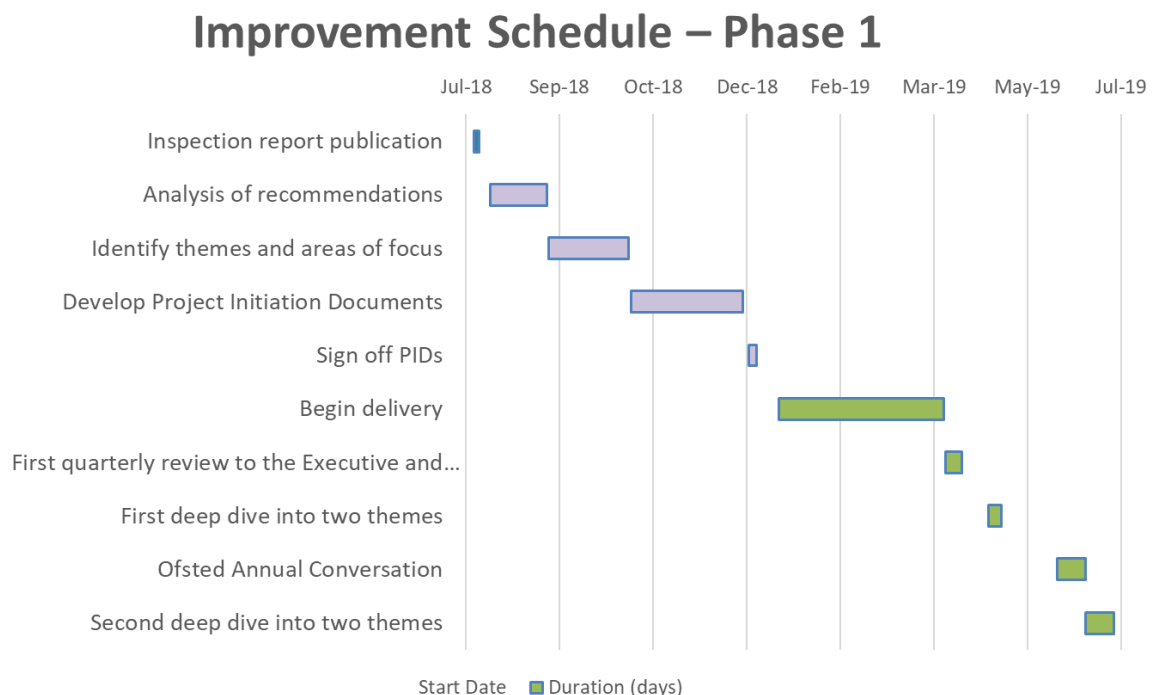
11 Risks

Risk Description	Likelihood H/M/L	Impact H/M/L	Owner	Mitigating Action (if known)
Recruitment of staff delays progress	L	H	Ali Omar	Develop robust comms plan and link with Recruitment Campaigns currently ongoing.
Resources are insufficient	L	H	Robert South (Tim Aldridge)	Manage budget effectively and report into Period financial cycle.
Staff cannot contribute due to competing demands with caseloads.	M	H	Robert South (Heads of Service)	Ensure there is sufficient time allocated to engage in service developments.
Demand of services increases, putting pressure on delivery	M	M	Robert South	Review capacity in service and raise exception to handle situation collaboratively.
Not showing enough progress	L	H	ALL	Ensure programme is governed in accordance with expectations and raise exceptions and issues as quickly as possible.
Practice developments are taking longer to implements	L	H	Robert South/Kate Dempsey	Test hypothesis through quality assurance framework and evaluation.

12 Issues

Issue Description	Severity H/M/L	Owner	Actions to Resolve (if known)
Programme and project resources are not in place	M	Kate Dempsey Ali Omar	Develop JDs, have roles evaluated and recruit.
Communications plan is not in place	H	Ali Omar	Develop, plan and arrange events and Board structure. Board sign-off required.
Stakeholder Map is not complete	H	Sophie Ambler	Conduct stakeholder analysis.
Benefits Realisation Plan (BRP) is not complete	H	Sophie Ambler	Complete BRP and have Board sign-off.

13 Project plan

The plan below shows the timeline to the Ofsted Annual Conversation. This will be updated monthly with new updates from the project boards.

Improvement Schedule – Phase 1

14 Quality

Objectives

- To systematically reflect and evaluate the programme and its projects during their different phases.
- To identify strengths and potential for improvement.
- To determine priority areas where improvement in the project is necessary.
- To set goals for quality and to define measures for improvement.

The Quality Assurance of the programme will take place through three specific areas;

- The Service Improvement Project Manager will track the deliverables and outcomes, against the requirements and ascertain if they satisfy expectations. Quality criteria will be agreed and overseen by the Programme and Project Managers.
- The Improvement Board will monitor and review the deliverables and outcomes.

Appendix 1 Version History

Revision date	Revision by	Summary of Changes
10/03/2019	Ali Omar	Draft 1
18/03/2019	Ali Omar	Draft 2
10/04/2019	Ali Omar	FINAL