

Monmouthshire County Council

Delivering Excellent Practice in Children's Services

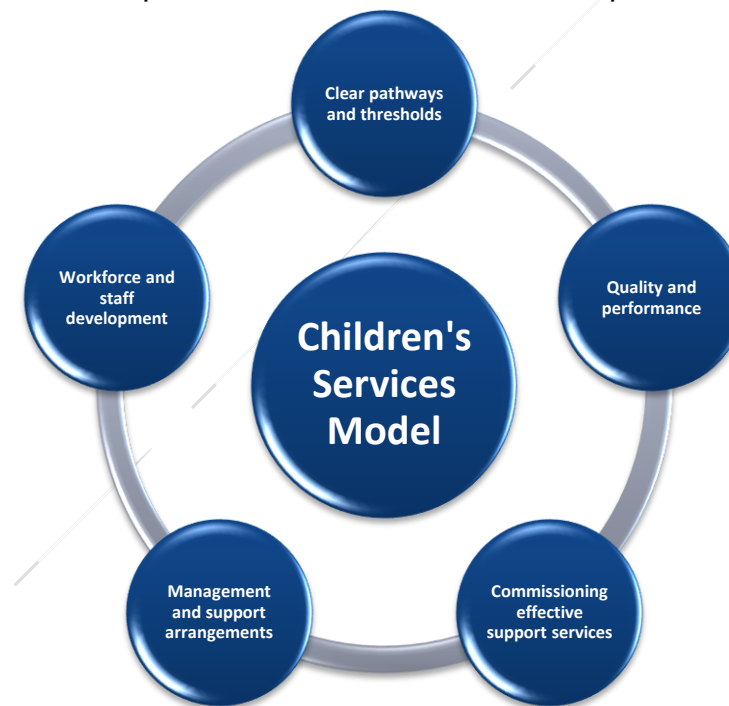
Implementation Plan 2nd Draft

20 June 2016

Monmouthshire County Council Delivering Excellent Practice in Children's Services Implementation Plan 2nd draft

1 Introduction

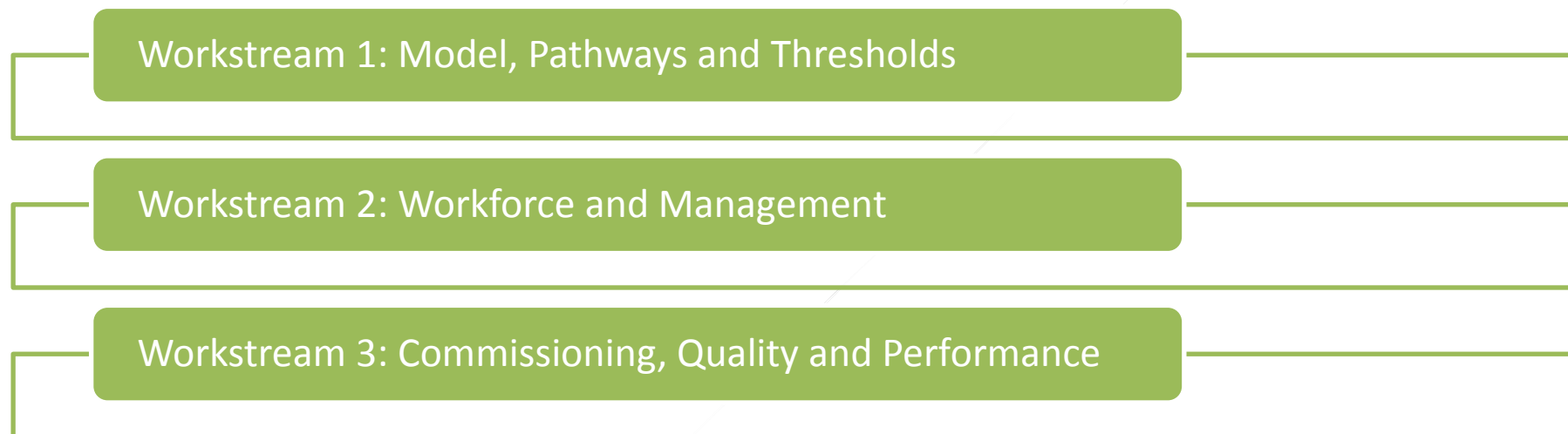
Following a recent review Monmouthshire County Council is working with the Institute of Public Care at Oxford Brookes University (IPC) to develop and implement a programme of change in Children's Services. This document is the first draft of the plan. It relates directly to findings from the review detailed in a report to the Children's Services Senior Leadership Team in June 2016. In that report an analysis of the 6 priority areas that the plan would need to address was presented as follows:



The key issues to address and activities needed in the implementation plan were proposed in the report and these are included for reference at appendix A.

2 Programme architecture

To deliver the overall programme including the areas above the following 3 workstreams are proposed, each comprising 2 related projects likely to require the engagement of similar staff and other stakeholders



Each project is considered in the sections below.

3 Workstream 1: Model, pathways and thresholds

The purpose of this workstream is to produce:

- A common shared evidence-based vision and service model for children's services including how all family support including for those with complex needs will be delivered.
- An operating model for the delivery of children's services and systems.
- Policies and procedures to support the model which address arrangements for dealing with contact and referrals, information gathering, assessment, eligibility and care and support planning, and use of JAFF/TAF.

The following projects will be delivered, in order of completion, with deliverables, key stakeholders and project resources required:

Project	Activities	Deliverables	Stakeholders	Project resources
Vision and model of service	Reference group to work up draft vision and model drawing on IPC evidence review	8-10 page statement of vision and service model	Children's Services staff and managers Colleagues in other local authority services, NHS, and other partner agencies Members and senior executives	<ul style="list-style-type: none"> ■ Reference Group input ■ Materials preparation, writing and workshop facilitation ■ Project management
	Workshops with staff and managers and other stakeholders to refine the vision and model			
	Formal adoption by Senior Leadership Team			
	Dissemination and engagement with other stakeholders			
Operating model	Reference group to work up operating model with HR advice including balance of demand and resources and staffing and skills sets	Summary operating model including plans for distribution of people and	Children's Services staff and managers	<ul style="list-style-type: none"> ■ Reference Group ■ HR ■ Senior Leadership Team

Project	Activities	Deliverables	Stakeholders	Project resources
	Operating model to be tested and revised following engagement with team managers	resources across teams		
Policies and procedures	Initial review of existing policy and procedures and specification of new requirements including contact and referrals, information gathering, assessment, eligibility and care and support planning, and use of JAFF/TAF, to include ensuring compliance with the SSWB Act	New procedures and policy in each of the identified areas which support the vision and model of service and include clear key pathways and business processes	Children's Services staff and managers Colleagues in other local authority services, NHS, and other partner agencies	<ul style="list-style-type: none"> ■ Writing team input including operational managers and senior practitioners ■ Materials preparation, writing and workshop facilitation ■ Project management
	SLT to review report and agree list of new policy and procedures required			
	Writing team produce draft materials, and test them with key staff and stakeholders			
	SLT sign off revised policy and procedures			

4 Workstream 2: Workforce and Management

The purpose of this workstream is to:

- Clarify the roles and case responsibilities of senior practitioners, team managers and service managers and support managers to operate management arrangements effectively
- Ensure business support arrangements are effective in supporting best social work practice

- Support social work staff to operate effectively within the requirements of the new vision and model and the Social Services and Wellbeing Act

The following projects will be delivered, with deliverables, key stakeholders and project resources required:

Project	Activities	Deliverables	Stakeholders	Project resources
Management and Leadership	HR led project team with key operational staff and managers clarify roles of business support, senior practitioners, team and service managers in light of revised vision and model and propose revised job descriptions	Revised profile of reporting arrangements and line management responsibilities of team managers	Children's Services managers	<ul style="list-style-type: none"> HR and project team to shape JDs, consult Management development specialists to design and deliver programme for managers
	Consultation, job evaluation and formal adoption of new job descriptions	New job descriptions for senior practitioners		
	Recruitment or deployment of new posts as necessary	Management development programme		
	Design and delivery management development for senior practitioners and team to support their management of quality and performance			
Business support	HR led project team with key operational and business support managers clarify roles of business support in light of new management arrangements above	New business support arrangements	Children's Services Teams Business support staff	<ul style="list-style-type: none"> HR and project team as above
	Project team specify the business support resources and staffing arrangements and			

Project	Activities	Deliverables	Stakeholders	Project resources
	undertake exercise to match staff to roles as required			
Staff development	Training and development team design a programme of training for social work teams to support skills development within the new vision and procedures, and the SSWB Act	Training programme delivered to all social work staff	Social workers and operational managers	<ul style="list-style-type: none"> ■ Training team including key operational staff to design and ensure delivery of the programme ■ Training unit to organise and deliver programme
	Delivery of the programme to social work teams			
	Review of impact on practice			
	Integration of the programme into annual training plans			

5 Workstream 3: Commissioning, quality and performance

The purpose of this workstream is to:

- Develop and implement a commissioning strategy and secure services to support families across all service tiers
- Design and implement improved performance and quality assurance systems which meet with the requirements of Welsh Government under the SSWB Act.

The following projects will be delivered, in order of completion, with deliverables, key stakeholders and project resources required:

Project	Activities	Deliverables	Stakeholders	Project resources
Commissioning	A project team will draw up a commissioning strategy for family support across all service tiers drawing on the new vision and policies.	A commissioning strategy and procurement plan for		<ul style="list-style-type: none"> ■ Commissioning strategy and procurement

Project	Activities	Deliverables	Stakeholders	Project resources
	It will include an outline procurement plan for services 2016-2019	families with complex needs	Existing and potential service providers	team including key operational managers
	SLT will test and sign off the plan and agree with partners the extent of their involvement and resource commitments involved	New contracts and services	Neighbouring authorities and Health Board including CAMHS	
	The strategy will be implemented by the commissioning team and SLT through contract renegotiation, new procurement and further internal service redesign		Social work teams	
Performance and quality assurance	A project team will arrange for a review of existing QA and performance review systems including the extent to which they are compliant with the requirements of the SSWB Act	A revised set of QA and performance review arrangements which are realistic and cost effective, and are implemented effectively	Teams, services and SLT	<ul style="list-style-type: none"> ■ SLT to scope and analyse review and plan, and test implementation ■ Project team to undertake the review and create plan
	A plan for improved systematic QA and performance review will be developed to incorporate practice review, case file analysis, IRO, service user and families feedback, national data collection and reporting arrangements and key management reports required by team managers, service managers and SLT			
	The plan will be implemented and reviewed			

6 Overview Programme Timetable and Dependencies

Each of the 6 projects within the 3 workstreams will need to develop a detailed programme of activities within the following overall timetable:

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Vision and model of service	Reference group to work up draft vision and model drawing on IPC evidence review	X								
	Workshops with staff and managers and other stakeholders to refine the vision and model	X								
	Formal adoption by Senior Leadership Team		X							
	Dissemination and engagement with other stakeholders			X	X	X	X	X		
Operating model	Reference group to work up operating model with HR advice including balance of demand and resources and staffing and skills sets			X	X					
	Operating model to be tested and revised following engagement with team managers				X	X				
	Initial review of existing policy and procedures and	X	X							

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Policies and procedures	specification of new requirements									
	SLT to review report and agree list of new policy and procedures required		X Start requires model completion							
	Writing team produce draft materials, and test them with key staff and stakeholders		X Start requires model completion	X	X					
	SLT sign off revised policy and procedures				X	X	X			
Management and leadership	HR led project team clarify roles of business support and managers and propose revised job descriptions			X Start requires model completion	X					
	Consultation, job evaluation and formal adoption of new job descriptions				X	X				
	Recruitment or deployment of new posts as necessary					X	X			

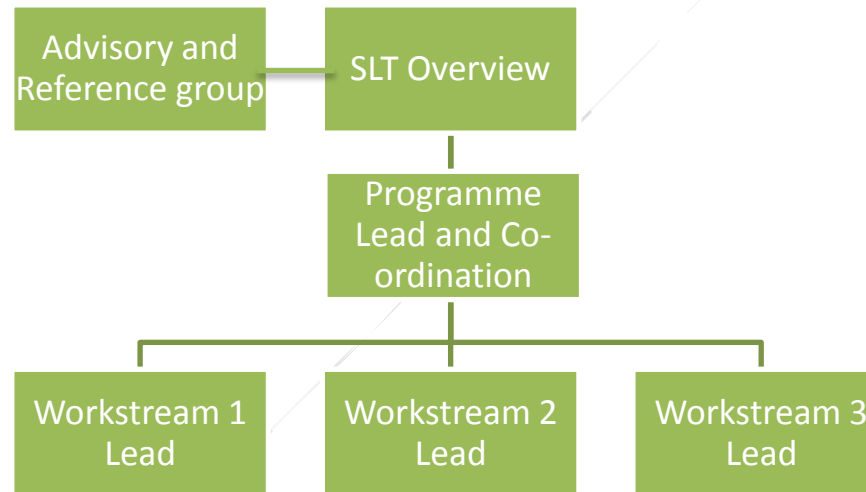
Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Design and delivery management development for senior practitioners and team to support their management of quality and performance			X Start requires model completed	X	X	X	X	X	
Business Support	HR led project team clarify roles of business support			X	X	X				
	Project team specify the business support resources and staffing arrangements and match staff to roles					X	X			
Staff development	Training and development team design a programme of training for social work teams				X	X	X			
	Delivery of the programme to social work teams						X Start requires policy and procedure complete	X	X	X Ongoing

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Review of impact on practice									X Ong oing
	Integration of the programme into annual training plans									X Ong oing
Commissioning	A project team will draw up a commissioning strategy to support families with complex problems and procurement plan		X	X	X	X	X			
	SLT will test and sign off the plan and agree with partners the extent of their involvement and resource commitments involved					X Start requires plan complete	X	X		
	The strategy will be implemented by the commissioning team and SLT							X	X	X Ong oing
Performance and quality assurance	A project team will arrange for a review of existing QA and performance review systems	X	X	X	X					
	A plan for improved systematic QA and performance review will be developed					X	X			

Project	Activities	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	The plan will be implemented and reviewed							X	X	X Ong oing

7 Programme management, governance and reporting

The following programme management and delivery arrangements are proposed to maximise resources and minimise overlaps in activity:



- The role of SLT will be to maintain a weekly or monthly overview of the progress of the overall programme, via reports from the programme lead, and to drive activities or allocate resources as necessary. SLT will report to the wider local authority and partners via the Advisory and Reference Group.
- The role of the Advisory and Reference group will be to advise SLT and members on the quality of the deliverables and any additional activities or resources that may be needed.

- The programme lead will be the Head of Children's Services. Her role will be to assure the quality of all products and maintain an overview of the progress of the project for SLT. She will be supported by a programme manager who will co-ordinate all activities across the 3 workstreams, review progress and prepare reports for the Lead, and ensure that all the projects have clear and detailed project plans which are updated. The programme manager will also ensure materials are properly stored and published, and that any external contributors work is properly contracted and managed
- The Programme Lead and programme managers will ensure effective co-ordination of the programme through regular inputs to the Operational Managers Group.
- Each workstream will be led by a two-person team comprising the programme manager and a key senior manager with relevant operational or strategic responsibility as follows:
 - Workstream 1: Models Pathways and Thresholds – a senior operational manager with specific responsibilities for front door and assessment
 - Workstream 2: Workforce and Management – a senior manager with responsibility for HR and Training
 - Workstream 3: Commissioning, Quality and Performance – a senior manager with responsibility for Commissioning and or quality
- The role of the key senior manager will be to work with the programme manager to ensure that the design of the projects is right, that the right stakeholders are engaged, and that appropriate resources are secured to deliver on the projects in their workstream.
- Each workstream will have a single project team comprising people undertaking key project activities which will meet on a regular basis as needed to share materials and plan activities. They will be supported as contracted by external specialist support.

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8 Appendix

The following summary of priorities, issues and activities was included in the analysis report from IPC in June 2016

Priority area	Key issues to address	Activities needed
Children's Services Model	<ul style="list-style-type: none"> ■ A common shared model covering the full services windscreen and the role of different partners in it ■ A statement of intent about the balance between internal and external delivery of intensive interventions support for families in need 	<ul style="list-style-type: none"> ■ Development of a statement of intent for children's social services and the model that it will use in service development, design and delivery for agreement at a multi-agency level. ■ Development of a model of social work practice for the service and details of what is expected of practitioners in terms of direct work with families.
Pathways and thresholds	<ul style="list-style-type: none"> ■ Protocols and arrangements for step-up and step-down to TAF ■ Clarifying understanding of the role of TAF, the extent to which it should work with families with more complex needs and the key processes needed to support it amongst all agencies ■ Arrangements for management of contacts and referrals ■ Pathways and protocols for all agencies on how Monmouthshire categorises and responds to contacts and referrals ■ Procedures for managing 'further information gathering' arrangements ■ Expectations about the quality of contacts and referrals Practice and protocols for applying eligibility to families in need 	<ul style="list-style-type: none"> ■ Redesign front door processes and decision making arrangements. ■ Policy and procedures development to incorporate SSWB Act requirements and give clear guidance for staff. ■ Deeper engagement of children's social services in the development of TAF. ■ Development of a clear and shared understanding of thresholds for different service responses. ■ Development of clear and shared expectations about the information to be provided when making a contact or referral to social services ■ Development of practice and protocols for undertaking parenting assessments.

Priority area	Key issues to address	Activities needed
	<ul style="list-style-type: none"> ■ Practice and protocols for undertaking parenting assessments ■ Practice and protocols on use of JAFF/TAF for social care services 	
Commissioning effective support services	<ul style="list-style-type: none"> ■ Range and capacity of intensive evidence-based support for families with significant problems, edge of care and rehabilitation from care ■ Range and capacity of parenting and attachment support for families with significant problems ■ Clarifying the role and criteria for Family First and Flying Start as part of an overall model, and having a joint approach to commissioning early intervention and prevention services, particularly to ensure the needs of families with complex problems are addressed ■ Access to regional IFSS 	<ul style="list-style-type: none"> ■ Review current distribution of resources in early help and intervention and explore rebalancing towards families with more complex needs and edge of care service. ■ Identify the key needs and service development priorities in terms of supporting families with complex needs. ■ Commission or develop these services including looking at potential partnerships with neighbouring services.
Quality and performance	<ul style="list-style-type: none"> ■ Range and consistency of quality assurance arrangements ■ Judiciary expectations of services 	<ul style="list-style-type: none"> ■ Redesign systems for managing performance and reviewing progress and engaging with children and families.
Management arrangements and systems	<ul style="list-style-type: none"> ■ Management and case management arrangements in teams ■ Effectiveness and usability of the in-house information system ■ Business support and capacity for social work duty 	<ul style="list-style-type: none"> ■ Review structure and responsibilities of operational managers in the service. ■ Ensure current information system can deliver requirements. ■ Management development programme to support senior practitioners and team leaders

Priority area	Key issues to address	Activities needed
Workforce and staff development	<ul style="list-style-type: none">■ Recruitment and retention of social workers and/or support staff	<ul style="list-style-type: none">■ Programme to support the implementation of the above developments through training for current staff■ Review of roles and responsibilities in the light of revised pathways■ Improving social work confidence and skills in leading and delivering change with children and families.■ A programme to develop social work confidence and skills in leading and delivering complex interventions.