# SHAPING THE FUTURE

**People Group
Professional Practice & Governance
Business Plan
2014 - 2018**

Warwickshire
County Council

Working for
Warwickshire

**Introduction**

The **Professional Practice and Governance (PPG) Business Unit** was formally established in September 2014 and aims to deliver improved practice, governance and services through being business like and passionate about high quality. This means we put customers at the forefront of all we do- constantly. For PPG customers are defined in this Business Plan as being both **external**- children, young people and adults requiring social care support along with partners **and internal** to People Group business units and the wider Council.

Our approach to customers and how we communicate and add value to People Group and the wider Council is critical. Our values reflect those of the wider Council- a new business unit that embraces change, values innovation and:

- Places its customers first
- Strengthens its practice, policy, systems and processes
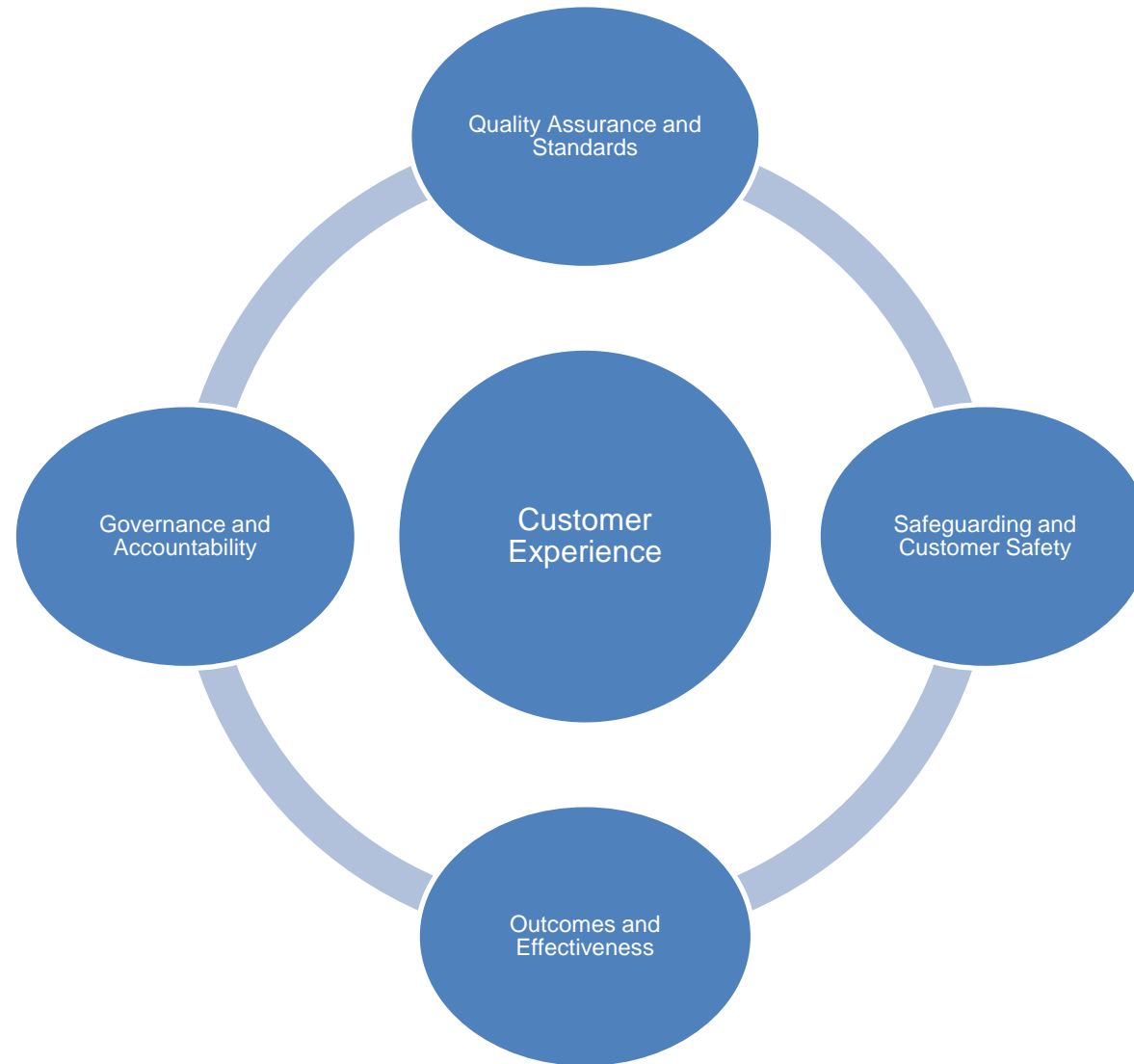- Adopts a 'can-do' approach in everything it does.

PPG reflects a strong quality service mentality, which thinks about the whole experience for our customers and how we can make it a good one. The People Group Transformation Programme is focusing on our customers' experience and how we can make it better.

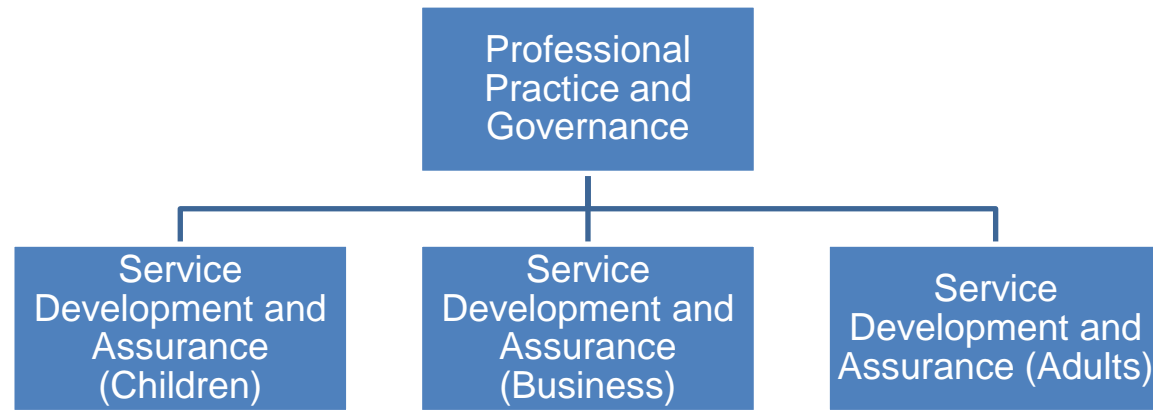**Five Themes- One Purpose- Improvement**

Our Business Plan sets out what together we will achieve between now and 2018 to tackle the significant challenges we face made more complex by:

- Varying requirements to improve services and access to them from customers, the Corporate Plan, and legislation;
- The development of work programmes to suit a range of stakeholders: Social Work Reform, Workforce development, PG staff engagement, quality assurance, information governance, Systems implementation , Health and Safety, Customer Services; business support, research governance, internal communications
- The pace and volume of transformational change: People Group Transformation Programme, One Organisational Plan savings, LEAN processes.

**The Core Elements of the Business Plan**

Quality Assurance and Standards

Governance and Accountability

Customer Experience

Safeguarding and Customer Safety

Outcomes and Effectiveness

V1 PPG Business Unit Plan 2014-18

**The PPG Business Unit at a Glance**

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                    │    Practice and     │
                    │    Governance       │
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│     Service       │ │     Service       │ │     Service      │
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│   Assurance       │ │   Assurance       │ │   Assurance      │
│   (Children)      │ │   (Business)      │ │   (Adults)       │
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PPGBU has a vital role in **Quality Assurance** as it is part of good governance practice. It is about customers, elected members, senior managers and regulators being provide with accurate and current information about the efficiency and effectiveness of its policies and operations, and the status of its compliance with statutory obligations in order for everyone to be confident that the desired level of quality is being delivered in the development and delivery of services. Quality Governance is defined as the combination of structures and processes across People Group that drive quality performance and improvements including:

- Ensuring accountability for quality and that required standards are achieved
- Investigating and taking action on sub-standard performance
- Identifying, sharing and ensuring delivery of best practice

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- Identifying and managing risks
- Ensuring the culture supports engaging effectively on quality to plan and drive continuous improvement

Fundamental to the development of a **quality service**:

- Customer and staff involvement
- Safety and effectiveness to include support for staff, including training and development to provide effective services
- Robust organisational structures and processes
- Quality of service provision through policies and procedures to enable continuous improvement.

Fundamental to **good governance**:

- a clear focus on the organisation's purpose and outcomes for customers
- clarity about roles and functions
- managing risk and transparent decision making
- engaging with key stakeholders
- ensuring accountability.

In addition the PPGBU facilitates:

- An environment in which practitioners continue to learn, grow and develop
- Streamline processes, procedures and systems to support best and consistent practice
- Authority that is devolved to ensure a timely response and efficient service
- Effective delivery of the combined supportive and enablement role with enforcement
- Collaborative working across all business units in the Group and across the Council.
- A culture of self-evaluation and continuous improvement.

What does excellent PPG activity look like? The following attributes constitute the basis of the **FIVE THEMES**

V1 PPG Business Unit Plan 2014-18

- **Customer Experience, safeguarding and safety**- PPG contributes to improvements of the customer experience through the designated roles of the Principal Social Worker (Head of PPG) and Caldicott Guardian with a key role to play, across both adult and children's services, in effecting change and improvement in social work practice and information governance. The roles and potential contribution is multifaceted, including such functions as:
  - o Taking a professional lead across an organisation, with responsibility for supporting and advising on the quality of practice, and for providing challenge and support to practitioners, managers and elected members.
  - o Providing professional leadership for high quality social work practice, continuing to engage and work directly with people who use services, carers, and with relevant other professionals.
  - o Influencing strategic decision making across the organisation, using their knowledge and skills to inform the wider functions of an organisation, beyond social work and 'social care' boundaries.
  - o Promoting and taking part in developing social work knowledge and research in and outside an organisation, promoting evidence based practice and working in partnership so that practice and organisational developments reflect the needs of front line practice
  - o Ensuring the Calidcott principles are embed across the organisation
  - o Supporting the work of the Local Safeguarding Children's board and Safeguarding Adults Board
  - o Supporting the work of the Independent Reviewing Service

- **Quality and Efficiency**- reliable, flexible, customer focused services. We will ensure the PG Quality Framework reflects the standards that we would all want from services and give value for money. We will regularly audit and drive continuous improvements across the organisation. Our customers must be the starting point and we will contribute to the work on the customer journey so that services are provided at the right time, by the right agency in the right place. We will unnecessary stages out of processes and streamline responsiveness through making best use of technology

- **Empowered and Effective Staff**- ensuring our workforce has appropriate skills, tools and authority to effectively deliver quality services. We will work with colleagues from across the Council to develop a Workforce Development Strategy fit through to 2018; support the PG Staff Forum; lead on social work reform; uphold and embed the Calidcott principles; support professional social work practice through the role of the Principal Social Worker

- **Mobilise the substantial People Group Transforms Programme**- to deliver transformational change, OOP savings through embedding a culture of local decision-making and accountability

- **Working with colleagues from across the Council**- to harness the skills and strengths where the whole is greater than the sum of the parts- Systems Implementation; Property Rationalisation and Local Centre development; Information Governance; Customer Journey; Programme Management, Workforce Development

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- Constructive challenge
- Coaching
- Critical reflection
- Learning and development

**Quality of Practice**

**Leadership**

- Vision, Values, Culture
- Outcomes
- Social work innovation/Munro

**Governance**

**Standards**

- Clarity
- Coordination
- Collaboration
- Consistency
- PGTP

- Customer Services
- Evidence base
- Assurance
- Information
- Systems

John Dixon
Interim Strategic Director
People Group

Marie Seaton
Interim Head of Service
Professional Practice & Governance, People Group

Cllr Jose Compton and Cllr Bob Stevens
Portfolio Holders

## People Group Outcomes Framework 2015/16

**Our mission is to support people, especially the most vulnerable and disadvantaged, to realise their full potential and access life enhancing opportunities**

| One Organisational Plan Outcomes | Our communities and individuals are safe and protected from harm and are able to remain independent for longer | The health and wellbeing of all in Warwickshire is protected | Our economy is vibrant, residents have access to jobs, training and skills development | Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership |

**People Group Key Business Outcomes**

Our priority outcomes are the core business of the People Group and are where we focus our resources.

Our *secondary outcomes* are those where we are a contributing partner but do not form part of our core business.

Note: There are five One Organisational Plan Outcomes. The People Group makes a significant contribution to four of these.

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**People are Safe:**

People are safe from physical and emotional abuse, maltreatment, violence, neglect and sexual exploitation.

People are safe from bullying, discrimination, harassment and exploitation.

*Everyone enjoys physical safety and feels secure.*

**People are Independent:**

People, including those who are vulnerable, are able to live independently within their own homes and families, without the need for critical services to support them.

Customers, families and communities are able to help themselves and each other.

When people develop care needs, they are then able to recover their health and independence quickly.

People can choose from a range of accommodation support which enables them to remain independent.

**People Contribute:**

People and their carers are in control of planning their own care and managing their own risks, wherever possible.

People engage in shaping and commissioning future services.

Vulnerable people are able to exercise their rights.

*People engage in decision-making to support and develop their own communities and environment.*

*People engage in law-abiding and positive behaviour.*

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**People are Cared For:**

People have security, stability and are cared for in a positive and safe environment which is appropriate to their individual needs.

People with care needs, including those at the end of life, are treated with dignity, respect and sensitivity to their individual circumstances.

People needing specialist support or care have access to a range of local support to meet their needs.

**People Enjoy Life:**

People avoid loneliness and isolation and enjoy an enhanced quality of life through opportunities and access to employment, recreation, family, social and community life.

People enjoy positive personal and social relationships.

Carers of vulnerable people can balance their caring roles and maintain their desired quality of life.

**People are Healthy:**

People are mentally and emotionally healthy and resilient.

*People enjoy physical health and remain healthy for longer.*

*People experience good health and well-being regardless of their circumstances or location (narrowing the outcome gaps for vulnerable groups).*

*People live healthy lifestyles and make healthy choices, including their sexual health.*

*People are free from preventable ill health and premature mortality.*

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**People Learn:**

Children arrive at school ready to learn.

Children and young people achieve high standards and realise their full potential regardless of their circumstances or location (narrowing the outcome gaps for vulnerable groups).

Young people engage in further education, employment and training on leaving school.

People learn throughout their lives, and are supported to be skilled and ready for appropriate employment.

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**People can access the right services...**

People know what choices are available to them locally and where to access the right information, support and advice if they need it.

Information, support and advice is accessible.

People have choice and control in the services they access, including financial control.

People have fair and equal access to the services they need, regardless of their circumstances or location.

**...delivered in the right way:**

Support builds on the skills and assets that people already have so that where appropriate they can live as independently as possible.

High quality services are commissioned strategically and in partnership, based on robust intelligence, research and evidence.

The local market meets people's changing needs and expectations.

Poor performance across services we manage, commission or support, is challenged and improved.

Systems and processes effectively support our priorities, principles and outcomes, and facilitate high quality services.

**...at the right time:**

Services respond in a timely manner to assess and support people to regain, retain and maintain independence as soon as possible.

People have the support they are entitled to, when they need it.

| One Organisational Plan Outcomes | Our communities and individuals are safe and protected from harm and are able to remain independent for longer | The health and wellbeing of all in Warwickshire is protected | Our economy is vibrant, residents have access to jobs, training and skills development | Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership |
|---|---|---|---|---|
| **People Group Key Business Measures**<br><br>People Group has identified 41 Key Business Measures. These are our primary measures of performance and help identify whether we are delivering our Key Business Outcomes.<br><br>Measures highlighted in **bold** are of particular relevance to the Professional Practice & Governance Business Unit | Number of Common Assessment Frameworks (CAFs) initiated per 10,000 of the 0-19 child population<br><br>Percentage of repeat adult safeguarding referrals<br><br>Number of adult safeguarding alerts per 100,000 adult population<br><br>Proportion of people who use services who feel safe *ASCOF 4A*<br><br>Children in Need (CiN) Rate per 10,000 Children & Young People population (including Children in Care and Child Protection Plans)<br><br>Number of children who are the subject of a child protection plan per 10,000 population<br><br>Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing<br><br>Number of Looked After Children per 10,000 population<br><br>Percentage of customers not needing on-going social care 91 days after leaving reablement<br><br>Proportion of people who have had a previous reablement referral in the previous 6 months<br><br>Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level *ASCOF 2D*<br><br>Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services *ASCOF 2Bi*<br><br>Proportion of adults with a learning disability who live in their own home or with their family *ASCOF 1G*<br><br>Proportion of adults in contact with secondary mental health services living independently, with or without support *ASCOF 1H (All)*<br><br>Proportion of adults in contact with secondary mental health services in employment *ASCOF 1F (All)*<br><br>Proportion of adults with a learning disability in paid employment *ASCOF 1E* | Proportion of customers who have received support for 12 months or more who have had a review in the last 12 months<br><br>Number of carers receiving a service in their own right<br><br>Percentage of Looked after Children (LAC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption<br><br>Social care-related quality of life *ASCOF 1A*<br><br>Carer-reported quality of life *ASCOF 1D*<br><br>Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved<br><br>Number of 13 – 17 year olds entering care per 10,000 | Percentage of young people who are not in education, employment or training (NEET) that have now got a positive destination following Targeted Support for Young People (TS4YP) intervention<br><br>Percentage of Looked after Children (LAC) aged 19,20 & 21 who were looked after at aged 16, who are in education, employment or training (EET)<br><br>Looked after Children (LAC) attainment: KS2 – percentage who achieved at least Level 4 in writing<br><br>Looked after Children (LAC) attainment: KS2 – percentage who achieved at least Level 4 in reading<br><br>Looked after Children (LAC) attainment: KS2 – percentage who achieved at least Level 4 in mathematics<br><br>Looked after Children (LAC) attainment: KS4 – 5+ GCSEs A* - C or equivalent including English and mathematics GCSEs<br><br>Percentage of Looked After Children whose attendance at school is above 90%<br><br>Children attending Children's Centres as a percentage of all those 0 – 5 year olds in Warwickshire | The proportion of people who use services & carers who find it easy to find information about support *ASCOF 3D*<br><br>Percentage of Children's Centres judged by Ofsted to be good or outstanding<br><br>Percentage of single assessment for disabled children completed within 45 working days<br><br>**Number of adverse Local Government Ombudsman decisions**<br><br>**Percentage of policies, procedures and guidance received by the Practice Development Group that are rated to be good or better**<br><br>**Percentage of case file audits undertaken where the standards are judged to be good or better**<br><br>Overall satisfaction of people who use services with their care and support *ASCOF 3A*<br><br>Permanent admissions of older people (aged 65+ to residential and nursing care homes, per 100,000 population *ASCOF 2Aii*<br><br>Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month)<br><br>Delayed transfers of care (All Delays) per 100,000 population *ASCOF 2Ci* |

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# Key Actions & Outcomes

| One Organisation Outcome | Our communities & individuals are safe and protected from harm and are able to remain independent for longer | | | | | | |
|---|---|---|---|---|---|---|---|
| | • Our vulnerable individuals are safe, protected from harm and independent for longer. <br> • Our children live in safe & supportive families. | | | | | | |
| Group Key Business Outcome(s) | • People are safe <br> • People are independent <br> • People contribute | | | | | | |
| Key Actions | Project Register Ref aligned to (if applicable) | Accountable Position | Start / End Dates | Review Dates | Measure(s) of Performance | 2015/16 Qx RAG Rating | 2015/16 Qx Commentary / Remedial Action |
| To ensure that the views of children are included in their looked after reviews | | Service Manager – Service Development and Assurance (Children's | April 2015-March 2018 | Annual | % of children 4+ years and have been looked after for more than 4 weeks at 31 March, who communicated their views for each of their statutory reviews in the year. | | |
| To ensure that the care plans for looked after children are appropriately progressed | | Service Manager – Service Development and Assurance (Children's) | April 2015-March 2018 | Annual | % of looked after reviews held in timescale | | |

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|---|---|---|---|---|---|---|---|
| To ensure that child protection conferences are held within timescales to ensure that children are safe and protected | | Service Manager – Service Development and Assurance (Children's) | April 2015-March 2018 | Quarterly | % of children whose initial child protection conferences were held within 15 working days of the initiation of the s.47 enquiries which led to the conference | | |
| To understand and improve the experience of young people who become looked after | | Service Manager – Service Development and Assurance (Children's ) | April 2015-March 2018 | Annually | Annual consultation with looked after children aged 5-24 | | |

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| One Organisation Outcome | Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership |
|---|---|
| | • The Council's budget remains balanced and resources are managed effectively.<br>• Risk & change is managed effectively.<br>• Customers access information through multiple channels and demand for council services is effectively managed. |
| Group Key Business Outcome(s) | • People can access the right services<br>• … delivered in the right way<br>• … delivered at the right time |

| Key Actions | Project Register Ref aligned to (if applicable) | Accountable Position | Start / End Dates | Review Dates | Measure(s) of Performance | 2015/16 Qx RAG Rating | 2015/16 Qx Commentary / Remedial Action |
|---|---|---|---|---|---|---|---|
| Deliver the Social Care System Review Project | People Group Transforms Ref: 35 | Service Manager – Service Development and Assurance (Business and Systems) | March 2014-December 2015 | May 2015<br><br>December 2015 | Education Procurement Completed<br><br>Mosaic live and teams migrated from Carefirst | | |
| Deliver the One Organisational Plan savings (2015-18) | OOP Refs:<br><br>OOP/STC-E<br>OOP/STC-F<br>OOP/STC-G<br>OOP/STC-H | Service Manager – Service Development and Assurance | April 2015-March 2016<br><br><br>April 2016- | March 2016<br><br><br><br>March 2017 | Savings of £397k achieved<br><br><br>Savings of £190k | | |

| | OOP/STC-I OOP/PPG-A OOP/PPG-B | (Business and Systems) | March 2017 | | achieved | | |
|---|---|---|---|---|---|---|---|
| | | | April 2017- March 2018 | March 2018 | Savings of £100k achieved | | |
| People Group Transforms Governance is embedded within the Group and aligned Corporately | | Service Manager – Service Development and Assurance (Business and Systems) | April 2015 – March 2018 | April 2015 | Revised People Group Transforms Programme Governance structure in place | | |
| | | | | June 2015 | Develop and agree a programme development plan | | |
| | | | | March 2016 | Coordinate the People Group migration to the Corporate Project tool ensuring business needs are met | | |
| | | | | | Ensure | | |

| | | | | March 2016 | appropriate resources are in place to support the business | | |
|---|---|---|---|---|---|---|---|
| | | | | March 2016 | Coordinate People Group OOP reporting cycle | | |
| To improve customer satisfaction and experience | | Service Manager-Service Development and Assurance (children and adults) | April 2015-March 2018 | Quarterly | Number of People Group Local Government Ombudsman decisions *[Key Business Measure]* | | |

| One Organisation Outcome | Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership |
|---|---|
| | • **Our staff are highly skilled and supported.**<br>• **Risk & change is managed effectively.** |
| **Group Key Business Outcome(s)** | • **People can access the right services**<br>• **…delivered in the right way**<br>• **… delivered at the right time** |

| Key Actions | Project Register Ref aligned to (if applicable) | Accountable Position | Start / End Dates | Review Dates | Measure(s) of Performance | 2015/16 Qx RAG Rating | 2015/16 Qx Commentary / Remedial Action |
|---|---|---|---|---|---|---|---|
| To review the retention of social workers in children's social care | | Social Work Reform Board<br><br>Service Manager – Service Development and Assurance (Children's) | April 2015-March 2018 | Annual | % of newly qualified social workers who remain in employment after 1 year | | |
| Delivery of the child protection information sharing programme (CP-IS) | | Service Manager – Service Development and Assurance (Children's) | April 2015 | July 2015 | Notifications being received from unscheduled health care settings. | | |

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|---|---|---|---|---|---|---|---|
| To ensure that customers and service users receive high quality services. | | Service Manager – Service Development and Assurance (Adults) | April 2015-March 2016 | September 2015 | % of policies, procedures and guidance reviewed by the Practice Development Group that are rated to be good or better *[Key Business Measure]* | | |
| To improve the standard of recording on adult case files | | Service Manager – Service Development and Assurance (Adults) | April 2015-March 2018 | Quarterly | % of adult case file audits undertaken where the standards are judged to be good or better *[Key Business Measure]* | | |
| To improve the standard of recording on children's case files | | Service Manager – Service Development and Assurance (Children's) | April 2015-March 2018 | Quarterly | % of children's case file audits undertaken where the standards are judged to be good or better [Key Business Measure] | | |
| To improve compliance on the undertaking of Subject Access Requests | | Service Manager-Service Development and Assurance (Adults and Children's) | April 2015-March 2018 | Quarterly | % compliance with Subject Access Requests | | |

# Financial Information

## Revenue Budget (2015/16)

| Service | Direct Cost A £'000 | External Income B £'000 | Internal Income C £'000 | Total Income D=B+C £'000 | 2015/16 Budget E=A+D £'000 |
|---|---|---|---|---|---|
| Professional Practice and Governance - Head of Service | 164 | 0 | 0 | 0 | 164 |
| Service Development and Assurance (Business and Systems) | 2,706 | (33) | (186) | (219) | 2,487 |
| Service Development and Assurance (Children's) | 1,758 | (255) | (116) | (371) | 1,387 |
| Service Development and Assurance (Adults) | 242 | (67) | (51) | (118) | 124 |
| **Net Service Spending** | **4,870** | **(355)** | **(353)** | **(708)** | **4,162** |
| Amount funded from the Dedicated Schools Grant | | | | | 124 |

## Capital Programme (2015/16 – 2017/18)

| Scheme | Earlier years £'000 | 2015/16 £'000 | 2016/17 £'000 | 2017/18 £'000 | Total £'000 |
|---|---|---|---|---|---|
| **Previously Approved Development** | | | | | |
| Client information systems review | 559 | 801 | 0 | 0 | 1,360 |
| **Previously Approved Development Total** | **559** | **801** | **0** | **0** | **1,360** |
| **Total Professional Practice and Governance Capital Programme** | **559** | **801** | **0** | **0** | **1,360** |

## Staffing Numbers prior to the implementation of the budget

| | 2015 | 2016 |
|---|---|---|
| **Number of People** | 24 | 15 |
| **Number of Full Time Equivalents** | 22.90 | 14.55 |

## Savings Plan (2014-18)

| Reference | Savings Proposal Title | Original, Replacement or New | Cumulative Cash Saving 2015/16 £'000 | Cumulative Cash Saving 2016/17 £'000 | Cumulative Cash Saving 2017/18 £'000 |
|---|---|---|---|---|---|
|  | Savings delivered in 2014/15 |  | 1,090 | 1,090 | 1,090 |
| OOP/STC-E | Changes to System Support Service achieved by a reduction in OLM (computer system) support contract costs and consultancy, a deletion of a vacant post and other staff reductions | Original | 100 | 200 | 200 |
| OOP/STC-F | Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme and the deletion of a management post | Original | 366 | 367 | 467 |
| OOP/STC-G | Reductions to the Learning, Development and Training budget | Original | 123 | 123 | 123 |
| OOP/STC-H | Reduction in support to the Heads of Service including staff reductions | Original | (5) | 69 | 69 |
| OOP/STC-I | Reduce the internal communications work programme and staff reductions | Original | 69 | 69 | 69 |
| OOP/PPG-A | Reversal of 2014/15 saving that was double counted, long term shortfall replaced by the increased savings from elsewhere within the Business Unit | New | (133) | (133) | (133) |
| OOP/PPG-B | Savings still to be identified | New | 0 | 15 | 15 |
| **Total** |  |  | **1,610** | **1,800** | **1,900** |

| Reserve | Forecast Balance as at 01/04/15 £000 | Planned Use In Year £000 | Forecast Balance as at 31/03/16 £000 | What risk or future expected spend is the reserve being held for? |
|---|---|---|---|---|
| PPG | 2,282 |  | 2,282 |  |

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## Workforce Planning

| Priority/Identified Needs What are the future workforce priorities based upon your supply and demand analysis? | Actions What specific actions that are needed to deliver each priority? | Anticipated Outcomes | Lead Officer Who is responsible for delivery? | Support What support do we need? Who else needs to be involved? | Timescale What are the timeframes for delivery? |
|---|---|---|---|---|---|
| Ensuring sufficient capacity to undertake child protection conferences and reviews and statutory reviews for looked after children | Review the role and function of the service and the resources required. Review recruitment strategies. | The service is able to undertake required reviews in accordance with statutory requirements whilst achieving appropriate outcomes | Service Manager Service Development and Assurance (Children's) | HR BP Team HR Service Centre | July 2015 |
| Ensuring sufficient capacity to fulfil the statutory responsibilities of the LADO | Review the role and function of the service and the resources required. Review recruitment strategies. | The service is able to undertake required responsibilities in accordance with national requirements whilst achieving appropriate outcomes | Service Manager Service Development and Assurance (Children's) | HRBP Team HR Service Centre | September 2015 |
| Ensuring sufficient capacity to support the development and review of policies and procedures across the People Group | Review recruitment strategies | That policies and procedures are supported to be developed and reviewed and are consistent with corporate requirements. | Service Manager Service Development and Assurance (Adults) | HRBP Team HR Service Centre | September 2015 |

| Lead | URN (Where relevant) | | Learning Intervention/Need | Learning Outcomes or summary | Proposed Delivery Method | Target Group | Funding Stream | (Value) Projected Cost 2015/2016 Financial Year | (Value) Projected Cost per head 2015/2016 Financial Year | Total Places to be offered 2015/2016 | Risk Management | | | Rationale | Committed/Actual Expenditure | Current status | Evaluation | Quality Assurance Plan | Comments |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | Gross Risk Score | Current Risk mitigation | Net Risk Score | | | | | | |
| | | | *Short Courses* | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| PM | PPG | DP036 | Resource/Time Management | | eLearning/Mind Tools | As agreed at APR | | £0 | £0 | 16 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | MR009 | Project management - one day intro | | Course | As agreed at APR | | £0 | £0 | 13 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | | Prince Foundation | | Course | As agreed at APR | | £0 | £0 | 10 | 16 | | 16 | | | | | | |
| PM | PPG | | Project Management Prince2 | | Course | As agreed at APR | | £0 | £0 | 1 | 16 | | 16 | Best Practice | | Available/Corporate | | | |
| PM | PPG | ST003 | Stress/ Resilience/Assertiveness | | Course | As agreed at APR | | £0 | £0 | 11 | 16 | Best Practice | 16 | Best Practice | | Availabale/Corporate | | | |
| PM/A | PPG | DP015 | Coaching /mentoring Qualification | | Blended | As agreed at APR | | £0 | £0 | 6 | 16 | Best Practice | 16 | Best Practice | | Available/Corporate | | | |
| | PPG | | NLP | | N/K | As agreed at APR | | ? | ? | 1 | 16 | Best Practice | 16 | Best Practice | | TBC | | | |
| PM | PPG | LD006 | Leadership | | Course | As agreed at APR | | £0 | £0 | 5 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | LD008 | Staff Supervision | | Course | As agreed at APR | | £0 | £0 | 5 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | | Report Writing Business Case production | | Blended eLearning/ Mind tools | As agreed at APR | | £0 | £0 | 5 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | DP006 | Training Skills | | Course | As agreed at APR | | £0 | £0 | 5 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | LD002 | Facilitation Skills | | Course | As agreed at APR | | £0 | £0 | 4 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | LD008 | Introduction to Managament (Delegation Skills) | | Course.Mindtools | As agreed at APR | | £0 | £0 | 10 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | | Captivate/Adapt | | eLearning | As agreed at APR | | £0 | £0 | 3 | 16 | Best Practice | 16 | Best Practice | | Available/ Corporate | | | |
| PM | PPG | | Business Analyst Skills (LEAN) | | To be Commissioned | As agreed at APR | | N/K | N/K | 2 | 2 | Best Practice | 16 | Best Practice | | To be Commissioned | | | |
| PM | PPG | DP 068 | Managing Difficult Conversations | | Course | As agreed at APR | | £0 | £0 | 6 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | MR013 | Performance Management | | Course | As agreed at APR | | £0 | £0 | 6 | 12 | Best Practice | 12 | Best Practice | | Available | | | |
| VM | PPG | | Core Logic | | Course | As agreed at APR | | £0 | £0 | 14 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | MR005 | Time management/planning/Prioritising | | Mind tools | As agreed at APR | | £0 | £0 | 6 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| FM | PPG | IN0012 | Health& Safety | | Course | As agreed at APR | | £0 | £0 | 10 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| FM | PPG | DP027 | Handling Difficult Conversations | | Course | As agreed at APR | | £0 | £0 | 8 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| FM | PPG | DP004 | Getting the most out of your appraisal | | course | As agreed at APR | | £0 | £0 | 8 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| FM | PPG | | Social Media looking at innovative ways of improving ICT skills | | internal group session | As agreed at APR | | £0 | £0 | 7 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| FM | PPG | DP008 | Giving and Receiving Feedback | | course | As agreed at APR | | £0 | £0 | 4 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| | | | Adapt authoring | | e- learning | As agreed at APR | | £0 | £0 | 3 | | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | | Delegation Skills- Mind tools | | Mind tools | As agreed at APR | | £0 | £0 | 6 | 16 | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | | Matrix management | | To be commissioned | As agreed at APR | | £0 | £0 | 6 | 6 | Best Practice | 16 | Best Practice | | To be Commissioned | | | |
| PM | PPG | | Managing work streams and interdependence | | To be commissioned | As agreed at APR | | £0 | £0 | 6 | 6 | Best Practice | 16 | Best Practice | | To be Commissioned | | | |
| PM | PPG | | Moving staff on positively | | To be commissioned | As agreed at APR | | £0 | £0 | 0 | 6 | Best Practice | 16 | Best Practice | | To be Commissioned | | | |
| PM | PPG | DP035 | Managing staff working remotely | | Course | As agreed at APR | | £0 | £0 | 0 | 6 | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | | Developing Self | | Internal /Mind tools | As agreed at APR | | £0 | £0 | 0 | 2 | Best Practice | 16 | Best Practice | | Available | | | |
| PM | PPG | DP072 | Influencing Skills/Negotiating, Persuading & Influencing | | Mind tools | As agreed at APR | | £0 | £0 | 0 | 1 | Best Practice | 9 | Best Practice | | Available | | | To be delivered by Corporate Menu |
| PM | PPG | SC016 | Business Continuity | | | As agreed at APR | | £0 | £0 | 0 | 1 | Best Practice | 9 | Best Practice | | Available | | | To be delivered by Corporate Menu |
| PM | PPG | | Google Skills | | ICT Course | As agreed at APR | | £0 | £0 | 0 | all | Best Practice | 9 | Best Practice | | Available | | | To be delivered by ICT Menu |
| PM | PPG | | Excel 2nd level | | ICT Course | As agreed at APR | | | | | all | Best Practice | 9 | Best Practice | | Available | | | To be delivered by ICT Menu |
| PM | PPG | MR008 | Powerful Presentations | | Course | As agreed at APR | | £0 | £0 | 0 | 1 | Best Practice | 9 | Best Practice | | Available | | | To be delivered by Corporate Menu |
| PM | PPG | MR016 | Minute taking | | Course | As agreed at APR | | £0 | £0 | 0 | 1 | Best Practice | 9 | Best Practice | | Available | | | To be delivered by Corporate Menu |
| PM | PPG | | Flexible and Modern Working | | Course | As agreed at APR | | £0 | £0 | 0 | all | Best Practice | 9 | Best Practice | | Available | | | To be delivered by Corporate Menu |
| | PPG | SCCcs229 | SIBS | | Half day course | As agreed at APR | | ? | ? | ? | | Best Practice | ? | Best Practice | | This can probably be obtained off Safeguarding main training programme | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | *Vocational Qualifications* | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| VM&P | PPG | | ITIL 3 day foundation course | | Course/ TBC | Managers | NEW | £6,000 | £600 | 10 | 16 | To support best practice | 16 | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | *CareFirst/Core Logic* | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| VM | PPG | New | Mosaic | How to use Mosaic recording system | Blended | All staff | NEW | 650 | | Unlimited | 16 | To support migration from CareFirst to Mosaic | 16 | To support migration from CareFirst to Mosaic | | To be developed | Level 1 and 4 | | RF to discuss with MH potential reduction |
| VM | PPG | New | Lunches to support Carefirst SLA | How to use Mosaic recording system | Blended | All staff | NEW | 36 | | Unlimited | 16 | To support migration from CareFirst to Mosaic | 16 | To support migration from CareFirst to Mosaic | | | | | |
| FM | PPG | Ongoing | Legal one day course to supprt IROs | | trraining | IROs | continuing | 800 | | | | | 16 | | | | | | |
| | PPG | | | | | | | | | | | Ensure | | The is module | Level 1 | On going | | | needs to happen |

## Business Unit Report Card

| Business Unit Outcome | Measures | Aim | Trend data | | 2014/15 | | Targets | | | Proposed Tolerance (if not 5%) |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | 2012/13 | 2013/14 | Target | Year End Forecast | 2015/16 | 2016/17 | 2017/18 | |
| People:

are safe
are independent
contribute | % of children  4+ years and have been looked after for more than 4 weeks at 31 March 2015, who communicated their views for each of their statutory reviews in the year | ↑ | 98.9 | 97.9 | 99 | 99 | 98 | - | - | |
| | % of looked after reviews held in timescale | ↑ | TBC | 92.6 | n/a | TBC | 92 | - | - | |
| | % of children's case file audits undertaken where the standards are judged to be good or better *[Key Business Measure]* | ↑ | n/a | n/a | n/a | n/a | TBA | TBA | - | |
| | % of adult case file audits undertaken where the standards are judged to be good or better *[Key Business Measure]* | ↑ | n/a | n/a | n/a | n/a | TBA | TBA | - | |
| | % of children whose initial child protection | | | | | | | | | |

V1 Final PPG Business Unit Plan 2014-18

| Business Unit Outcome | Measures | Aim | Trend data | | 2014/15 | | Targets | | | Proposed Tolerance (if not 5%) |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | 2012/13 | 2013/14 | Target | Year End Forecast | 2015/16 | 2016/17 | 2017/18 | |
| | conferences were held within 15 working days of the initiation of the s.47 enquiries which led to the conference | ↑ | 92.8 | 100 | n/a | TBA | 94 | - | - | |
| People can access the right services …delivered in the right way …at the right time | Number of People Group Local Government Ombudsman decisions *[Key Business Measure]* | ↓ | n/a | TBA | n/a | TBA | 5 | - | - | |
| | % of newly qualified social workers who remain in employment after 1 year | ↑ | n/a | n/a | n/a | n/a | 80 | - | - | |
| | % of policies, procedures and guidance reviewed by the Practice Development Group that are rated to be good or better *[Key Business Measure]* | ↑ | n/a | n/a | n/a | n/a | 62.5 | - | - | |
| | % compliance with Subject Access Requests | ↑ | n/a | n/a | n/a | n/a | 90 | - | - | |

V1 Final PPG Business Unit Plan 2014-18

Measures to be reported in order to create a baseline for 2016/17

| Business Unit Outcome | Measure | Q1 | Q2 | Q3 | Q4 | Comments |
|---|---|---|---|---|---|---|
| People can access the right services …delivered in the right way …at the right time | Notifications being received from unscheduled health care settings | | | | | |

V1 Final PPG Business Unit Plan 2014-18

# Risk

| Risk Category | Risk Description | Effect (Impact) | Net Risk Level |
|---|---|---|---|
| Management | People Group transformation is not delivered<br>• Increasing demand for change or supplier services at a time of reducing resources<br>• Suppliers fail to support People Group changes<br>• Further savings will continue to drive demand and reduction in resources<br>• Cultural change programme fails to embed | • The Group fails to meet its strategic change deliverables or statutory obligations<br>• The Group fails to make the savings required | Amber |
| Management | Authority is not compliant with national policy changes<br>• Recruitment to Policy Development Officer posts in Service Development and Assurance (Adults) is unsuccessful<br>• Increase in work resulting from Care Act and change.<br>• Applicants for post have not met the person specification at interview | • Failure to develop or adapt practice policy in response to statutory changes<br>• Some work is either not started or incomplete | Amber |

# Additional Information

[Professional Practice and Governance Intranet Page](#)

PROFESSIONAL PRACTICE & GOVERNANCE BUSINESS UNIT

**HEAD OF PROFESSIONAL PRACTICE & GOVERNANCE**

**PA Support** Imelda Cooke-Cannon

**Planning & Improvement Manager** — Jayne Barrow

**SERVICE MANAGER – Service Development & Assurance (Childrens)** — Jenny Butlin-Moran

**Secretary** Helen Starbuck

**Secretary** Anette Curtis

**SERVICE MANAGER Service Development & Assurance (Business & Systems)** — Marcus Herron

**Secretary** Roz Whitmore

**SERVICE MANAGER Service Development and Assurance (Adults)** — Michael Wood

**WSCB Development Manager** — Cornelia Heaney

**Local Authority Designated Officer (LADO)** — Celia East

**Operations Manager- Independent Reviewing Service** — Mary Eccleston

**Operations Manager – Children's Social Care Service Development & Quality Assurance** — Makbul Kasli

**Policy Development Officer** — Vacant

**Policy Development Officer** — Vacant

**WSAB Business Manager** — Stephen James

**WSCB Interagency Learning & Improvement Officer** — Rachael Boswell; **WSCB Administrator** — Pat Convery; **Administrator** — Mary Chubb

**Child Death Review Manager** — Dara Lloyd; **CDR Administrator** — Sophia Dougall

**Independent Reviewing Officers** — Jo Burrows, Jackie Davies, Emma Lightfoot, John Murphy, Judith Newell-Rollins, Jo Rees, Julie Smith, Steph Thornhill, Helen Lloyd, 1 Vacancy

**Team Administrators** — Lisa Hunt (LAC), Heidi Glenn (CP)

**Review Administrators** — Lynne Crozier (CP), Ranjit Rai (LAC), David Sherwood

**Case Conference Secretaries** — Emma Bennett-Diver, Amtul Bhukari, Kathryn Evans, Charlene Frost, Jodie Long, Hayley McKenna, Cheryl Roache

**Receptionist/Clerical Officer** — Amy Whitmore

**Participation Practice Leader** — Shinderpaul Bhangal; **Targetted Youth Participation Apprentice** — Ruth Lewitt

**Policy Development Officer** — Rita Luck

**Business Management Assistant/PA** — Imelda Cooke-Cannon

**PA's** — Emma Phelan, Christine Foster, Jennie Hudson, Sarah Morgan (Maternity Cover), PA Apprentice Georgie Taylor

**Business Manager** — Alison Williams

**Business Support Manager** — Sarah Young

**Admin Officer – Emergency Planning** — Rebecca Brown; **Staff Engagement Officer** — Emma Stokes; **Admin Officer** — Carol Fitzpatrick; **Admin Officer Warwickshire Directory** — Nikki Bailey; **Admin Assistant Warwickshire Directory** — Jon Vickers

**Business Improvement Officer** — Janine Jones

**Project & Programme Administrator** — Bernadette Bott

**Business Change & Configuration Manager** — Adam Long

**Business Configuration Analysts** — Heena Bihal, Emma Dempsey, Robert Rowe

**Interim Customer Change & Governance Manager** — Scott Griffiths

**Customer Support Analysts** — Satinder Deeley, Ann Grills, Anne Watson, Cheryl Harrison, Hannah Barfield, Helen Dyke

**Project Managers** — Mandeep Bassi, Morgan Howell, Sanjeev Kataria, Jas Bansal, Emma Curtis, Kate Rushall

**On-line Self Support Project Manager** — Ian Jennings