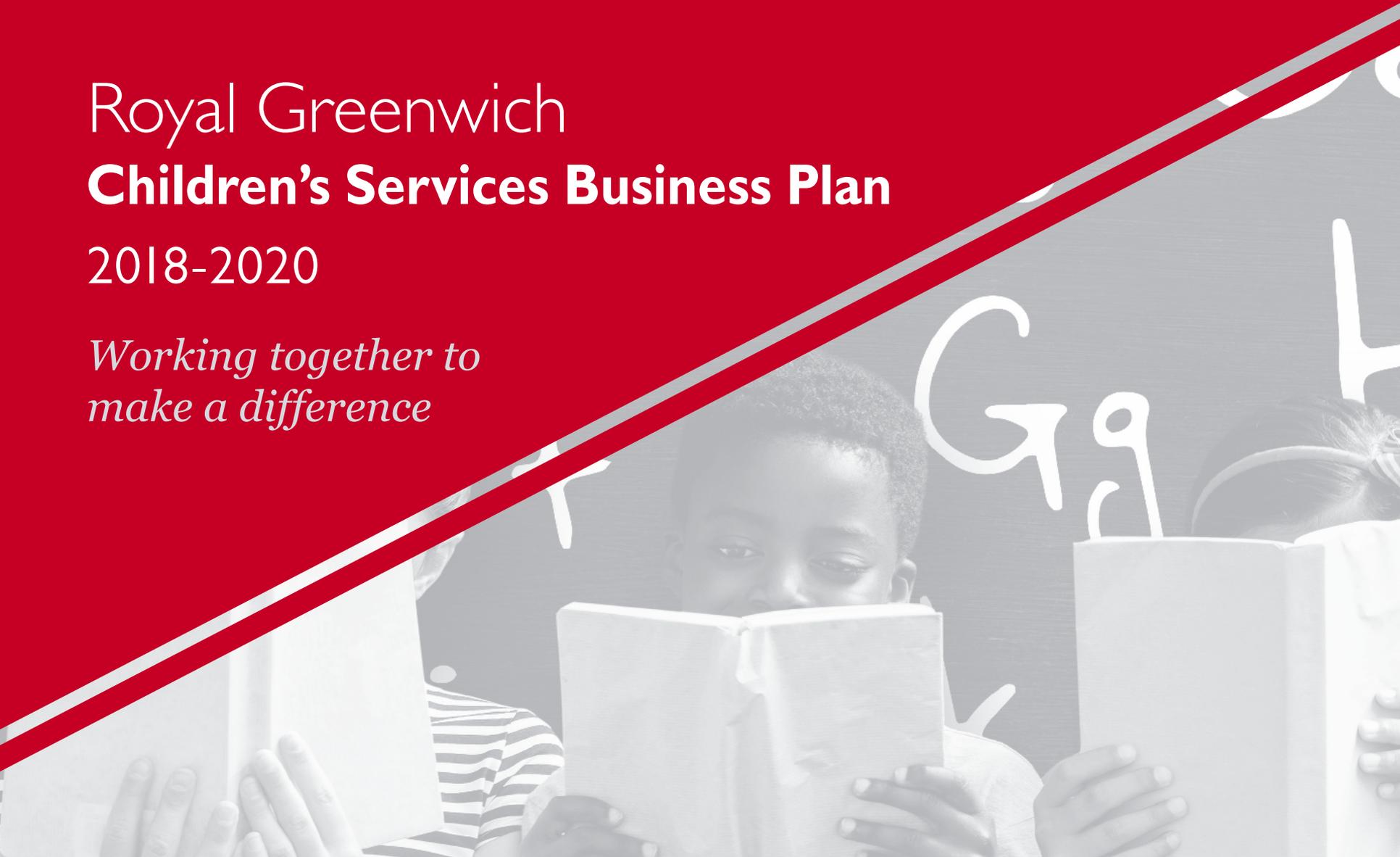


Royal Greenwich Children's Services Business Plan

2018-2020

*Working together to
make a difference*



The Royal Greenwich Children's Services Business Plan sets out the strategy, culture and values that support our business planning for 2018 - 2020

It is informed by:

- The Children and Young People Plan 2017-2020 which is a partnership plan owned across all partners working with children, young people and families in Royal Greenwich
- Contributions from staff briefings
- Performance data and quality assurance
- Evidence of what works and horizon scanning

The Business Plan is our internal facing document; it sits alongside partnership plans as well as internal division plans and development and transformation projects

The Business Plan sets out our overall strategy and focus areas.

The plan also informs service and division plans that underpin development and operational delivery



Children's Services Plans

Royal Greenwich Political Manifesto

Royal Greenwich Corporate Plans, strategies and corporate performance reporting

Partnership Children and Young People Plan
Partnership Fundamentals and Priorities

Children's Services Directorate Business Plan
Directorate Areas of Focus

Innovation
Plans

Performance
and
Quality
Assurance
Framework

Divisional
and
Service Area
Business Plans

Workforce
Development
and
Well Being
Strategy

Children's
Services
Practice Model

Children's
Services
Commissioning
Framework

Participation
Strategy

Emerging
Strategies

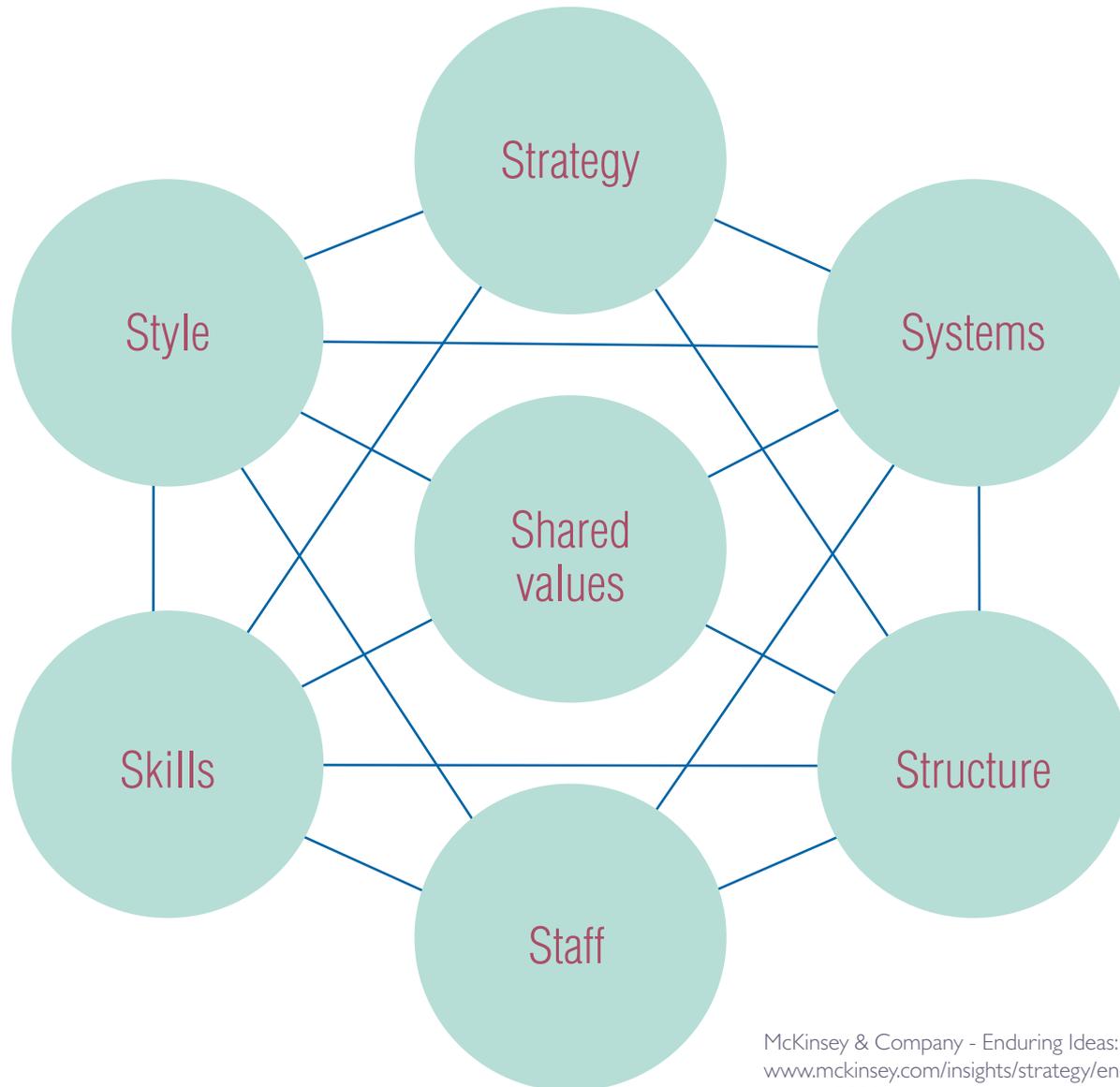
Our Business Plan

The full Business Plan sets out the way we do things to continuously achieve positive outcomes for children and young people, including information on:

- Plans and partnership
- Statutory, legal and regulatory duties
- Governance structure
- Directorate structure and divisions
- Projects, innovation and development
- Key innovation and research that influences our work
- The Seven S Model
- Directorate Business Planning Focus Areas
- Delivery Plan



The Seven S Model



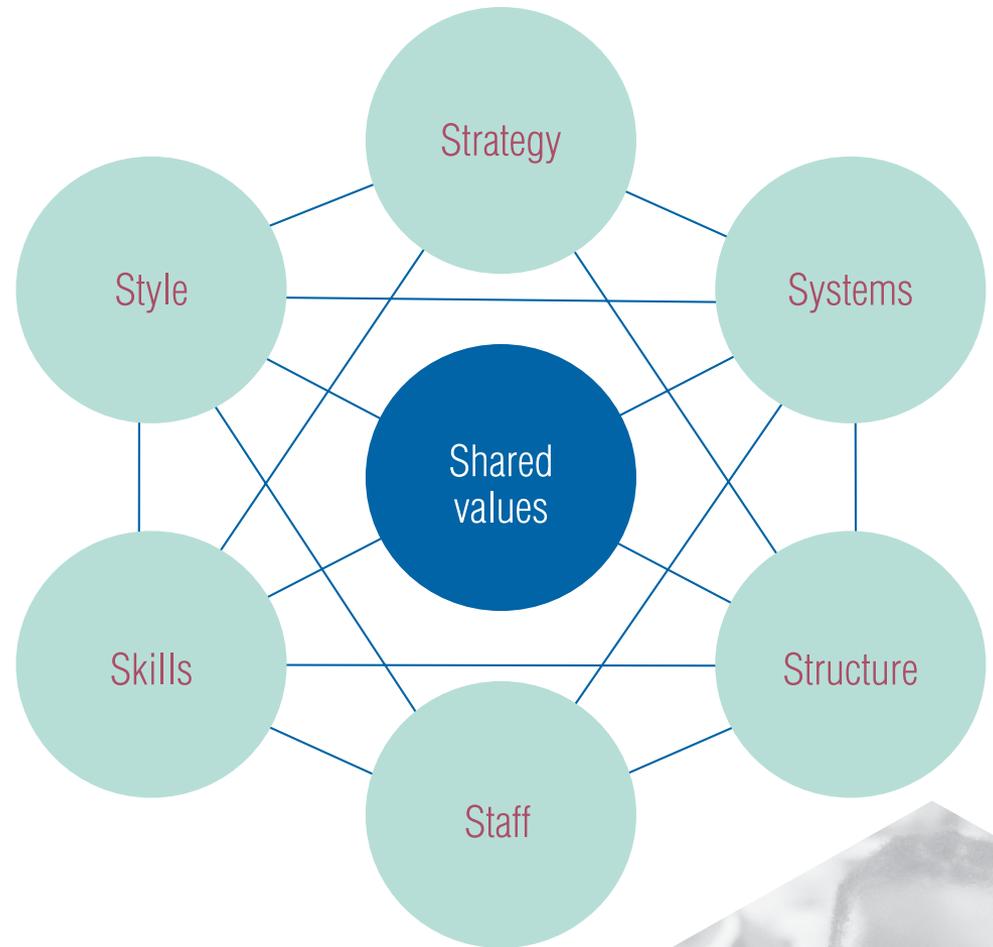
Shared Values

Beliefs and aspirations that drive our behaviours

We are an organisation that is **accountable**, understands its governance and responsibilities and is open and **transparent**

We respect each other, understand the importance of **compassion** and value our different skill sets and diversity

We make sound decisions based on **professional judgement** and **evidence**

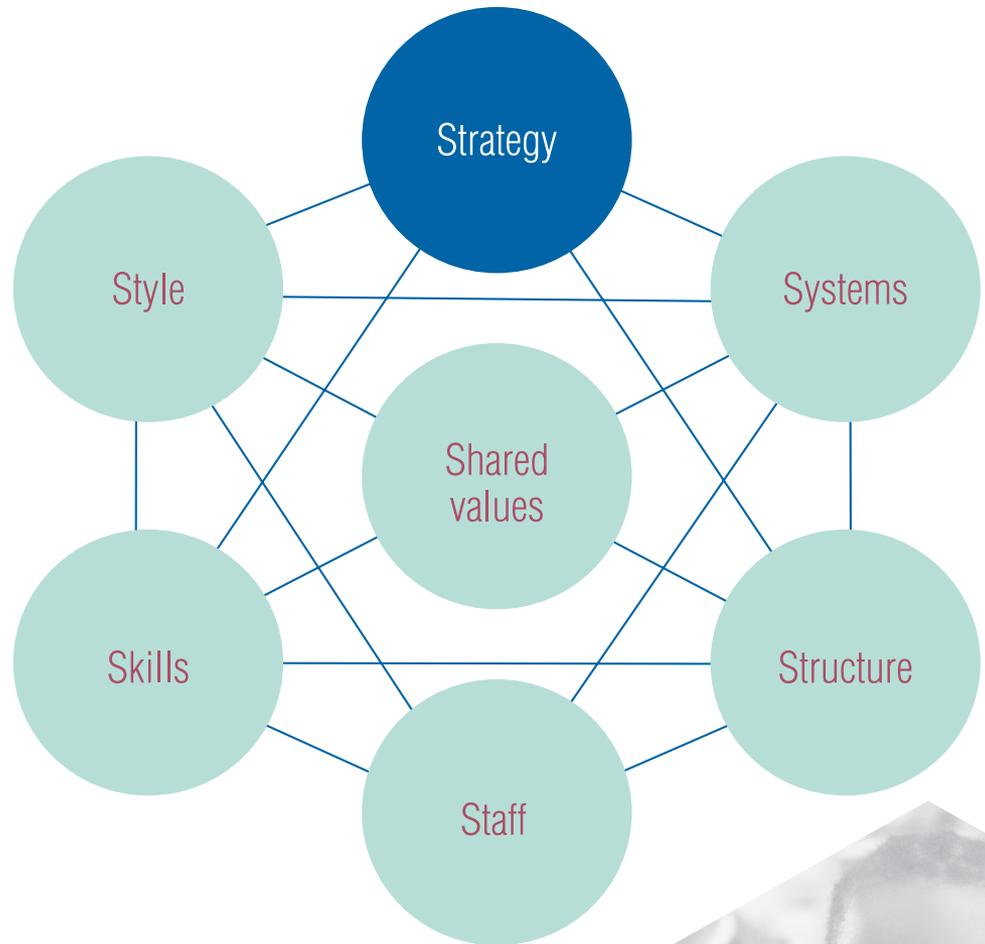


Strategy

The overall plan for achieving our goals

We work with children, young people and families to facilitate their personal, social and educational development

- Focus on **education**
- **Right support at the right time, for the right children**
- Support at the **earliest possible opportunity**
- **Relationship** is key; as few workers as possible working with one family
- Build **resilience**, not over dependency on services
- Focus on **outcomes** and quality of service



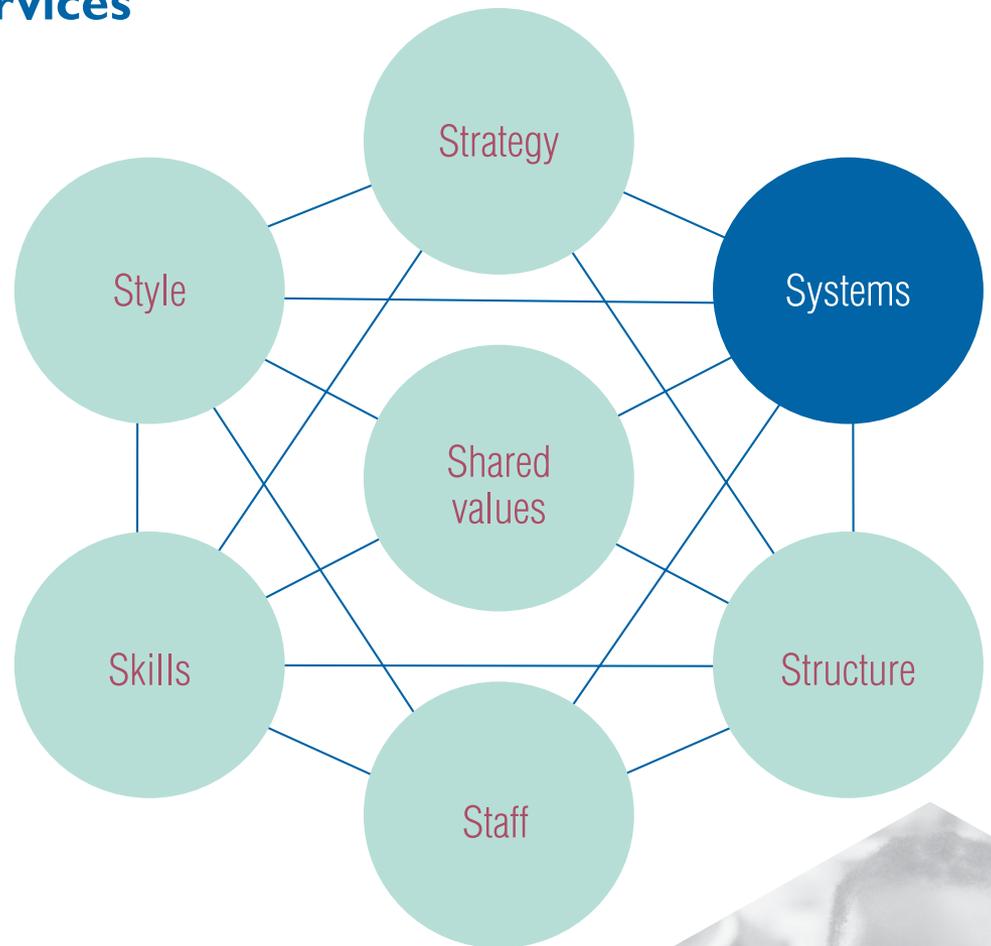
Systems

The daily activities, procedures, processes and routines that we use to deliver services

We will undertake **workflow analysis and consolidate knowledge and information** to facilitate analysis and learning

We strive to:

- Ensure **flexible systems** and processes that minimise waste
- Establish clear **communication**
- Take a '**whole systems**' approach



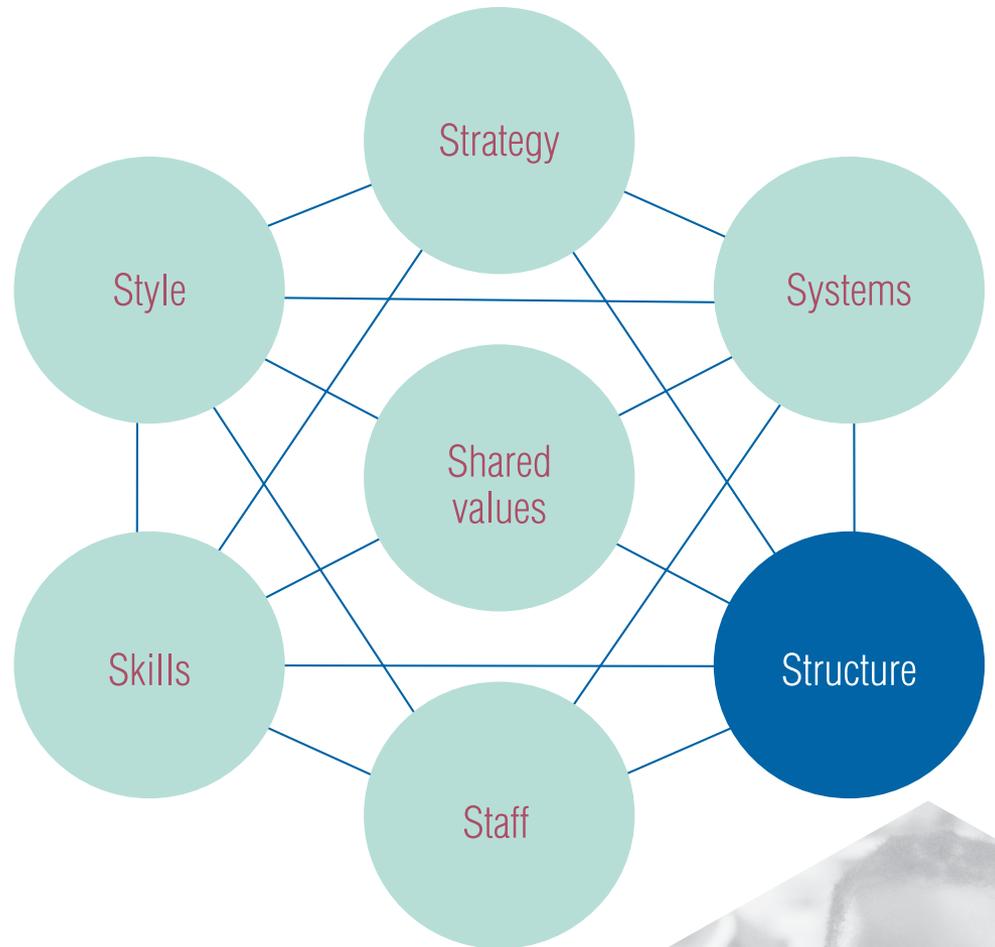
Structure

The way we are organised and relate to each other

We aim to be structured in a way that supports our delivery of outcomes and enables us to be a **continuous learning organisation**

Our organisation structure strives to:

- **Devolve** decision making
- Ensure **manageable** workloads
- Cascade **information**
- Provide opportunities for **learning**, development and progression



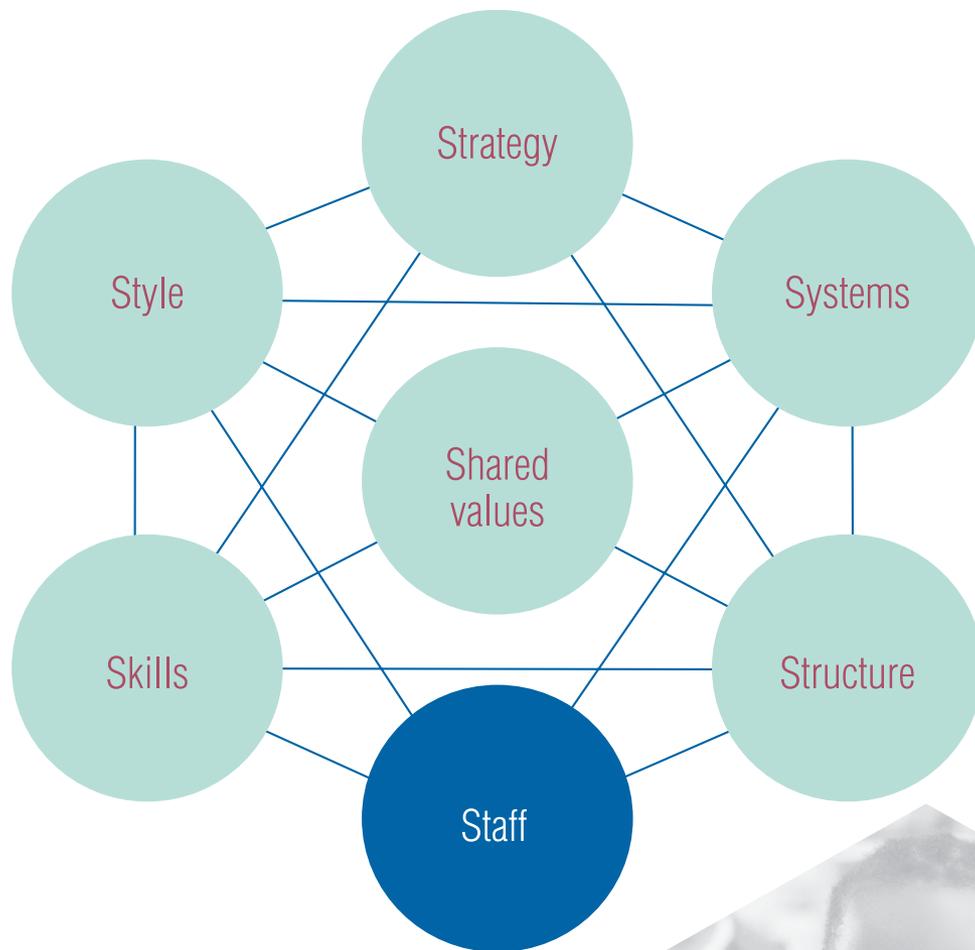
Staff

Valuing and supporting people

We value our workforce's **diversity** and the **skills** and experiences all staff bring

We work in **partnership** with others and ensure that there is collective response to challenges

We are **compassionate** and respectful and take the time to listen and communicate with each other



Skills

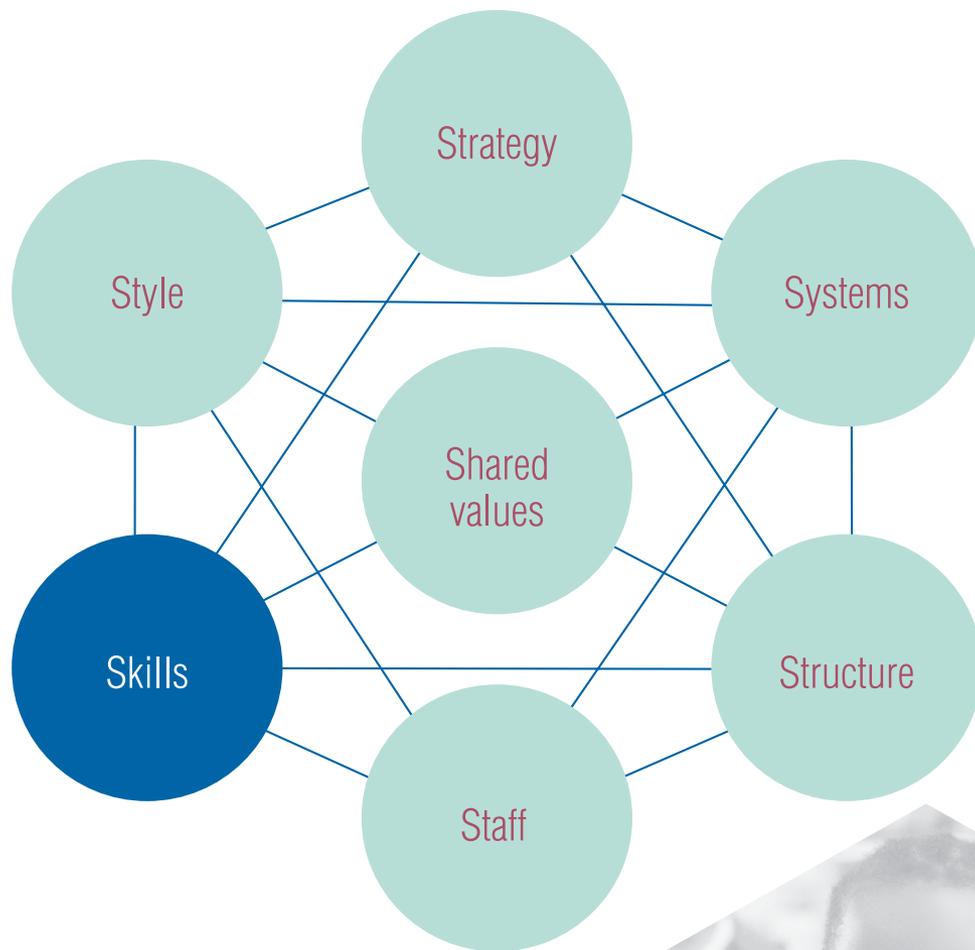
Our distinctive capabilities and competencies

Promote a **learning and skill sharing environment** where our work is informed by legislation, experience, theory, innovation, good practice and evidence and leads to purposeful actions with defined impact

70% of learning on the job

20% feedback, observation, 'coaching' by colleagues

10% formal training



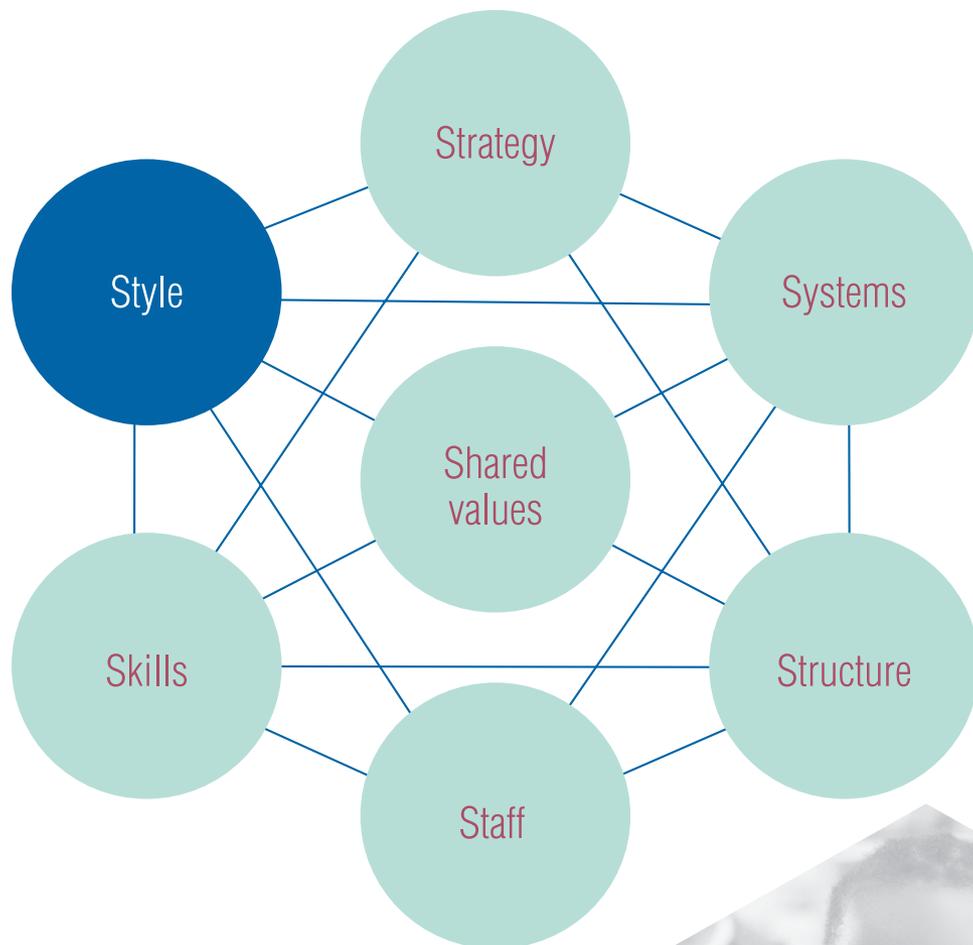
Style

How we behave and work with others to achieve our goals

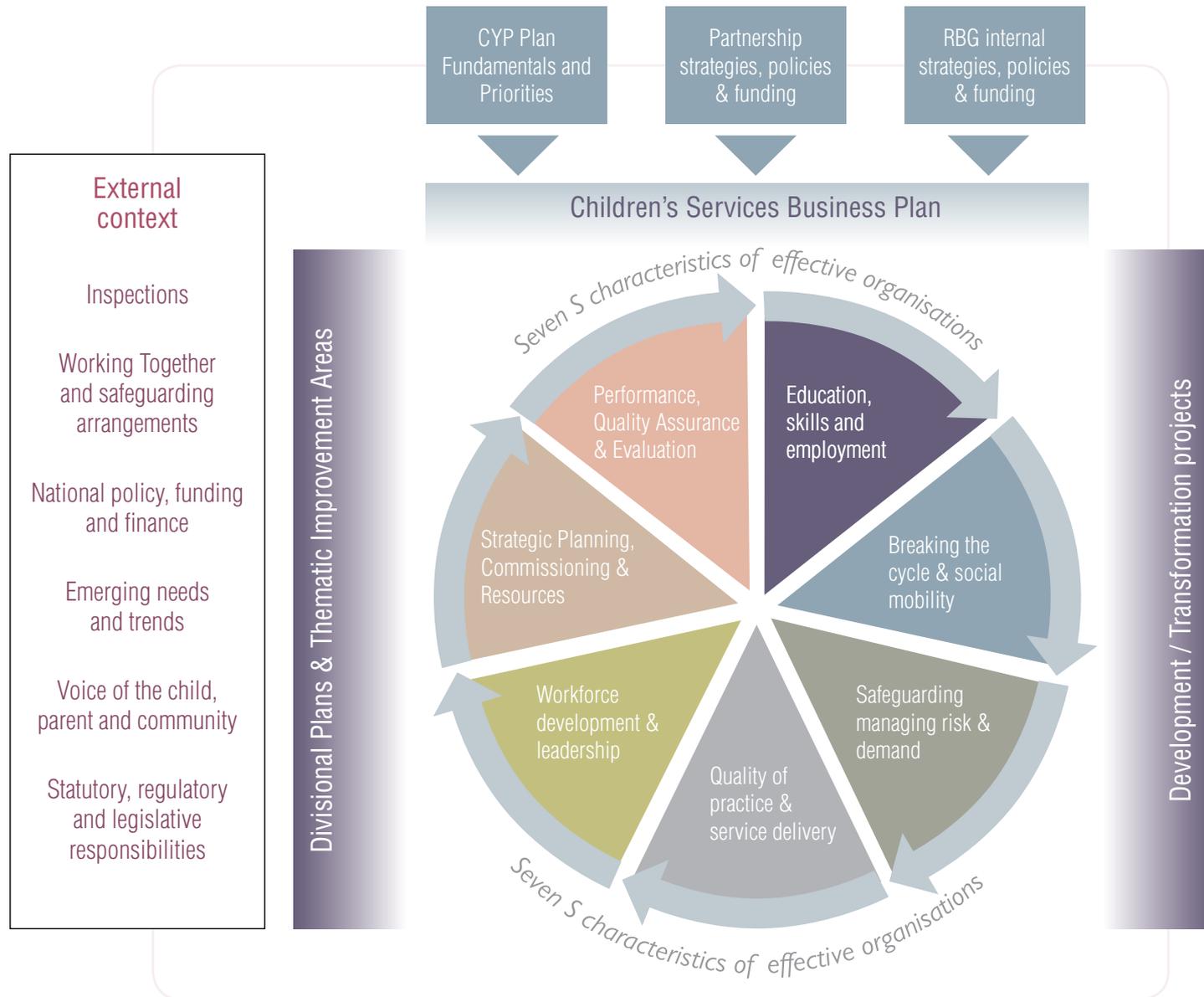
We are expected to work with **compassion** for all, and to develop an atmosphere of **professionalism** and **mutual support**

We strive to ensure **non-discriminatory work** at all times, we value **diversity** and differences and are able to **reflect** on our own behaviours and judgements

We **resolve conflict through conversations** with maturity and restorative approaches. We do not tolerate bullying or harassment of any nature



Directorate Business Planning Focus Areas



Education, skills and employment

Sustain and improve educational outcomes for all children

Develop strategy for **Education is everyone's business**

Map out and develop offer for all **post-16**

Develop information sharing and processes addressing risks around **exclusion** for vulnerable children and SEND



Breaking the cycle and social mobility

Children's wellbeing and education is at the heart of social mobility. We will promote a fair chance for all children and families in Greenwich

Contribute to **RBG Social Mobility Strategy**

Develop practice strategies to build resilience and **identify learning** from SafeCORE/ Early Help re-organisation

Consolidate and build on offer addressing **transition points**



Safeguarding, managing risk and demand

Across all service areas, ensure the right children get the right support at the right time

Evaluation and review of the two **front doors**

Further develop and promote information on step-down to **Early Help/ universal services**; and develop intelligence around early identification

Develop our response to **risk and exploitation** and ensure that all relevant education information is captured



Quality of practice and service delivery

Ensure we understand what works, promote effective practice and learn from others. Ensure that delivery achieves impact, is outcome focused and is evaluated

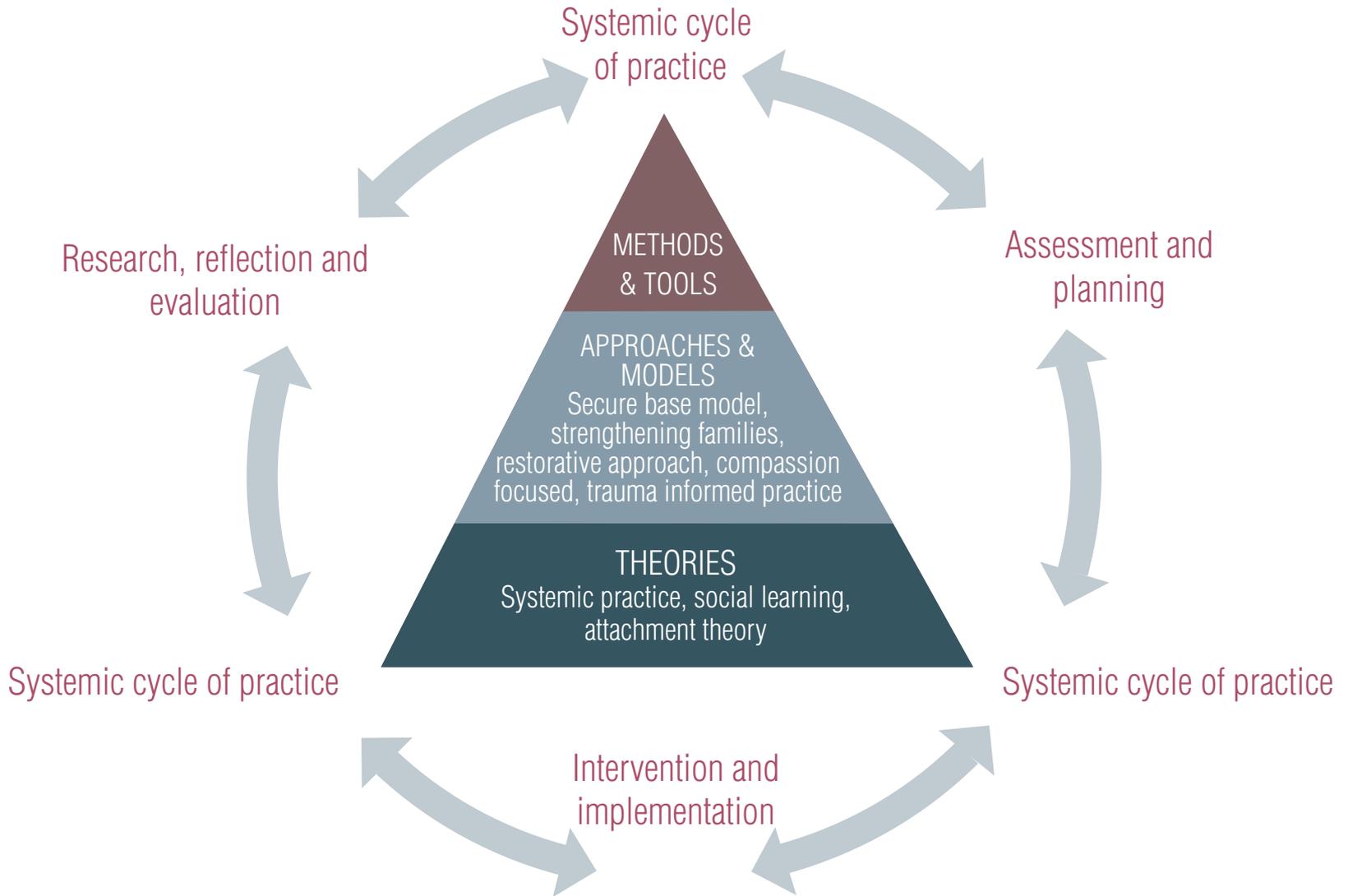
Embed Children's Services **practice model**

Develop further opportunities to learn about other teams and **share knowledge**

Embed learnings from **innovation**



Our Practice Model



Workforce development & leadership

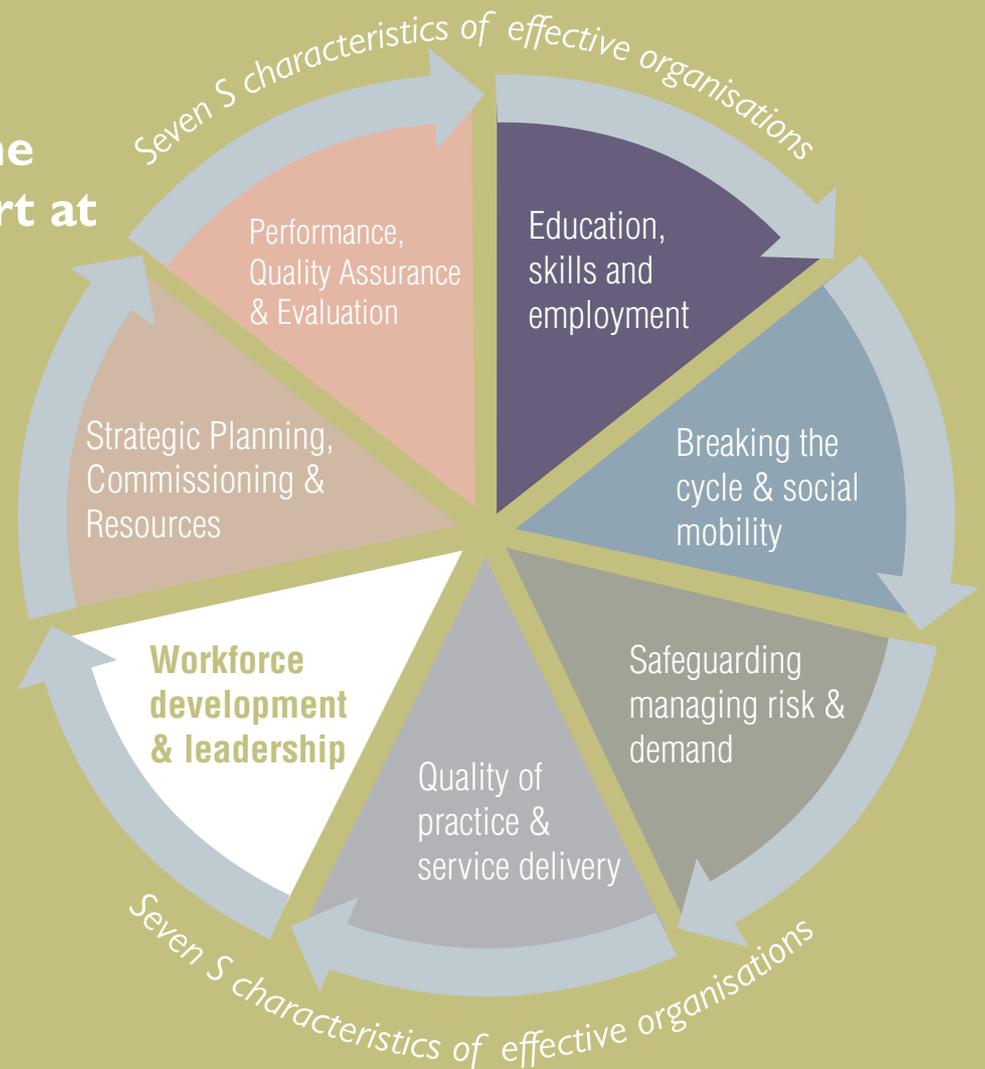
Across all service areas, ensure the right children get the right support at the right time

Implement the Children's Services **Workforce Development Strategy**

Review and develop our **communication**, including new staff bulletin

Implement **smarter working** and improve working environment

Embed **workforce wellbeing** resources



Strategic planning, commissioning & resources

Ensure that all service delivery, whether commissioned or delivered in house, is effective and efficient. Ensure that we make the greatest use of resources within budget to enable us to sustain funding to help all children to thrive

Build on our **commissioning framework** for children, including working with partners

Conduct **social** and **financial value analysis**

Develop our analysis of **financial budgets**; to inform decision making and build robust trading offer



Performance, quality assurance & evaluation

Ensure we know our services well and that development and delivery is informed by evidence and evaluation

Develop our **self-assessments**

Develop and conduct **whole system pathway** and **process mapping**

Use **participation strategy** and review collection processes for voice of the child

Consolidate information sources and disseminate information

Review of **management information systems (MIS)**



Delivery plan: 2018-19

Quarter 1&2 2018/19

- ✓ Communicated and discussed
- ✓ Focus areas embedded in plans or in standalone work
- ✓ Action planning
- ✓ Start delivery of actions

Quarter 3&4 2018/19

- ✓ Delivery of actions
- ✓ End of year review



Delivery plan: 2019-20

Quarter 1&2 2019/20

- ✓ Delivery of actions
- ✓ Actions reviewed at mid-year – where do we want to be at end of year?

Quarter 3&4 2019/20

- ✓ Completing actions
- ✓ Full evaluation end of year
- ✓ Results and emerging focus areas will feed into future business plan

