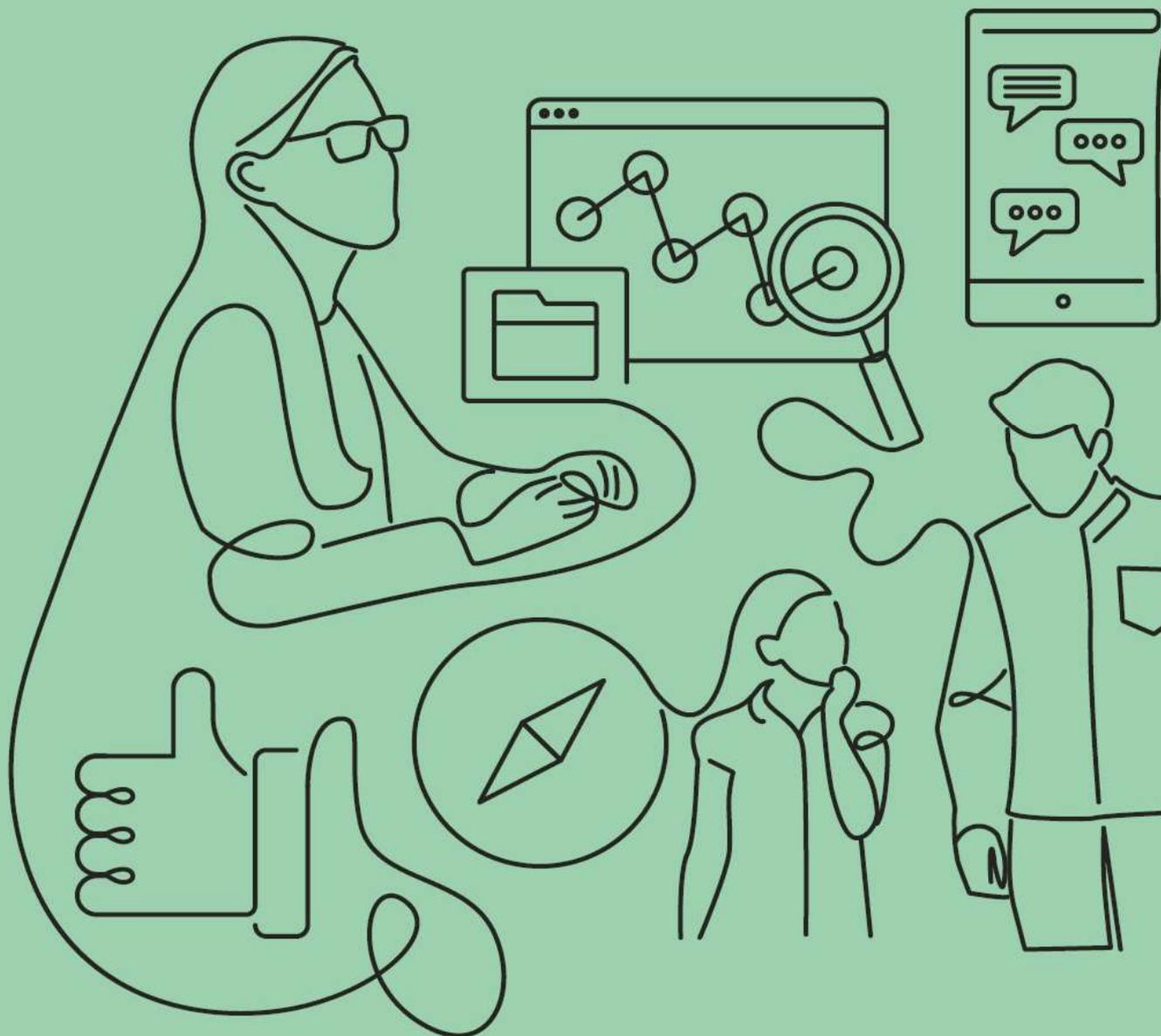


Business Plan

2018-19



Foreword

This business plan sets out our intentions for the remainder of the financial year ending March 2019. We will produce a full business plan for April 2019 to March 2020, covering the remainder of the set-up phase and the first part-year of operations as the regulator for the social work profession.

Every day, social workers are fulfilling complex and challenging roles and are using their skills and experience to ensure the protection of vulnerable children and adults. Social workers can, and do, transform lives for the better.

To create a new specialist regulator for social work in England is a unique and exciting opportunity. It presents an opportunity to improve public protection and at the same time, improve the profile of social work by raising the standards and quality of the social work profession.

Social Work England will be at the forefront of modern regulatory standards, working to a flexible model of professional regulation, intelligence-led and designed to secure public trust, foster professionalism and improve practice, while also being able to adapt swiftly to future developments.

Social Work England will be open and transparent, with a clear focus on engagement with service users and carers, social workers, education and training providers, employers, commissioners, other health and social care regulators, and all key stakeholders within the sector.

We do not underestimate the difficulty nor complexity of the task ahead; our first challenge and key objective is to set up the organisation and to work in collaboration with the Health and Care Professions Council (HCPC) to ensure a safe, effective and smooth transition of social work regulation from HCPC to Social Work England. This business plan outlines the key areas of activity that underpin progress on this objective through to March 2019.



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Professor The Lord Patel of Bradford OBE

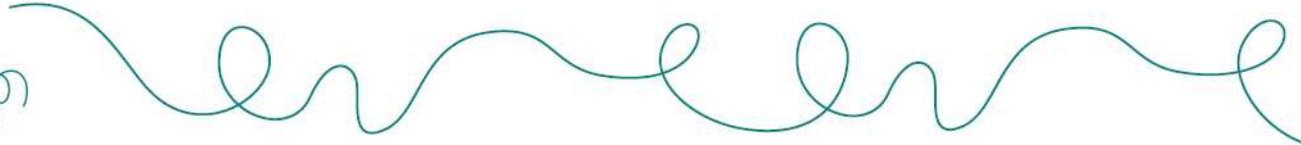
Chair of Social Work England



A handwritten signature in black ink, appearing to read 'Colum Conway'.

Colum Conway

Chief Executive of Social Work England

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About Social Work England

Social Work England was established under the Children and Social Work Act 2017 to be the new, specialist regulator for social workers in England. Social Work England is a separate legal entity in the form of a non-departmental public body and will operate at arm's length from government. This means that whilst Social Work England will work within a strategic framework set by ministers, Social Work England is independent from government.

Social Work England will regulate both child and family social workers and adult social workers. The Department for Education (DfE) has policy responsibility for the child and family social workers, and the Department of Health and Social Care (DHSC) has policy responsibility for adult social workers. Both Departments will fund Social Work England through the initial set up phase and will work in close partnership to oversee and support Social Work England in the delivery of its statutory responsibilities.

Our Objectives

Our primary objective is to protect the public.

We will ensure that we protect, promote and maintain the health, safety and well-being of the public. We will do this by setting professional, education and training standards for social workers, and by providing assurance that those registered meet the standards, are qualified and remain fit to practise.

We will promote public confidence in the social work profession. As a single-profession regulator, we will be able to develop an in-depth understanding of the sector and set profession-specific standards that clarify expectations about the knowledge, skills, values and behaviours required to become and remain registered as a social worker in England.

We will be a modern, proportionate and efficient regulator. Our regulatory framework enables us to operate systems and processes which adapt to emerging opportunities, challenges and best practice, ensuring professional regulation reflects the changing reality of delivering social work practice safely and effectively.

We will consult widely about our plans.

Comprehensive consultation will ensure that what we do reflects the needs of service users and carers. To be effective at protecting the public, it is fundamental that those individuals and families who receive social work support are always at the heart of what we do. We want to understand where there are issues developing in the sector and the risks to service users and carers, the public, and those whom we register, to see if we can prevent problems before they escalate.

Our ambition is for Social Work England to become a key component in the social care landscape by acting in the public interest to increase public confidence in the standards underpinning social work training and practice and by contributing data and experience to help identify opportunities to improve.

Our Priorities

In support of achieving our primary objective of protecting the public, we are responsible for delivery of six key regulatory functions:

- Setting profession-specific standards for, and approving, courses of initial education and training that enable registration as a social worker
- Setting professional standards, including proficiency, conduct and ethics
- Maintaining a register of over 95,000 qualified and practising social workers in England
- Running a proportionate and efficient fitness to practise system
- Auditing continuing professional development, which promotes continuing fitness to practise
- Approving post-qualifying courses and specialisms

The Journey So Far

The journey so far has focused on establishing Social Work England as an entity, and on designing and building the organisation. Some achievements so far:

- Social Work England became a legal entity
- Lord Patel, the Social Work England Chair, took up post
- The interim Social Work England website went live
- Recruitment campaign launched
- CEO and 25 staff started in post
- Executive directors appointed
- The Social Work England Board was appointed
- New offices in Sheffield identified and secured
- Working arrangements have been established with HCPC towards a safe, efficient and smooth transition of regulation functions
- Consultation launched on appointment rules for decisions makers
- Lord Patel led an ongoing process of engagement to establish good relationships with all key stakeholders including social workers, service users and carers, education and training providers, umbrella bodies, unions, networks and partnerships, to inform and be informed

The Next Steps

During our first year of operations, we will focus on establishing and developing Social Work England to ensure that we successfully deliver our regulatory functions. During subsequent years, our focus will shift from establishing the organisation, to continuing to improve the way we work, ensuring that we are an effective and proportionate regulator. Consulting with the people affected by our work will be at the heart of everything we do.

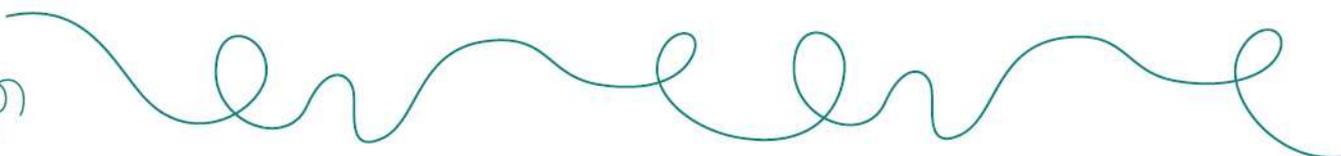
In the period ahead:

- We will continue to increase our staff numbers and overall capacity, have made significant progress on our digital services our transition arrangements and business processes
- We will be working from our own premises, enabling us to develop and test our operations and train our staff on site
- We will consult on and publish our professional standards, our standards for education and training and our rules for registration and fitness to practise
- We will continue to work closely with HCPC to ensure we are ready to become the regulator
- We will communicate with all our key stakeholders in a way that continues to build relationships and underpins meaningful engagement

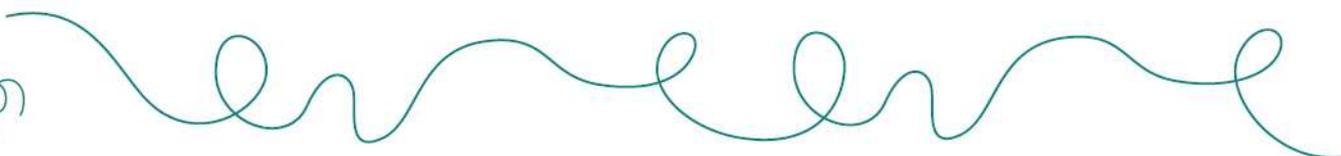
Our Plans for September 2018 - March 2019

During the remainder of the 2018/19 financial year, we will focus on developing strong foundations for Social Work England. In agreement with the DfE and DHSC, we have outlined the key areas of work that we will need to deliver between September 2018 and March 2019. In addition to these areas of work, our planning takes account of all that we need to achieve between now and becoming the social work regulator. We will develop a full business plan for the 2019/20 financial year as part of our ongoing planning process.

What we need to do		How we will do it
Develop our 18/19 business plan	Ensure that by November 2018 Social Work England has agreed with the DfE and published an interim business/corporate plan for 2018-19 financial year.	This business plan will be agreed with the DfE by December 2018
Conduct consultation and reviews	Through the business planning process, set out plans for consultations on: regulatory rules, professional and education and training standards, and fees.	<p>Complete the consultation on appointment rules by the end of January 2019 so that we can launch recruitment for decision makers shortly after, aiming to have people in post from April 2019 onwards.</p> <p>In early 2019, we will launch our consultation on professional standards and standards for education and training, along with the rules for registration and fitness to practice.</p>



<p>Develop our governance and organisational design</p>	<p>Ensure we are a well-managed and appropriately structured organisation that supports and develops its people to enable delivery of its objectives. Ensure that Social Work England has the right people, structure, culture and working practices to deliver its objectives.</p>	<p>We will continue to design and build the organisation structure. By March 2019, we are aiming to have up to 60 people in post. A learning and development programme will be in place to support developing business processes and working practices. A clear leadership and management structure will be in place, headed by an Executive Leadership Team and supported by a project management, planning and reporting process.</p>
	<p>Ensure we have the right governance structures/systems in place to support the CEO, Chair and Board in the discharge of their duties and delivery of Social Work England’s objectives. This includes establishing a Board compliant with the principles of good governance for non-departmental public bodies in line with Cabinet Office guidance, and ensuring that Social Work England has appropriate systems of risk management and audit in place</p>	<p>By March 2019, the governance structures and systems to support the CEO, Chair and Board as outlined in the Cabinet Office guidance will be in place</p>



<p>Develop our workforce</p>	<p>Build sufficient capacity in Social Work England to enable it to set up its regulatory functions, ensuring that key posts are filled across Social Work England function areas to enable it to work effectively with the Health and Care Professions Council (HCPC) during the ‘readiness for regulation’ phase</p>	<p>The Executive Leadership Team will be established in December 2018 and the recruitment of the Heads of Functions roles will be completed in early February 2019. A detailed project timeline is in place to ensure momentum is maintained towards the recruitment of people through 2019.</p> <p>Social Work England teams in each key functional area will be in place by early December 2018 to ensure effective working structures are established with HCPC to support a safe, efficient and smooth transition programme.</p>
	<p>Ensure that appropriate HR and recruitment policies are in place to support recruitment activity and our people (review to be undertaken early January 2019)</p>	<p>HR and recruitment policies will be in place for sign off by the executive in January 2019.</p> <p>By the end of December 2018, we will have completed the procurement of an automated recruitment system to help ensure our ongoing recruitment processes are efficient and effective, particularly as we start to recruit in greater numbers during 2019.</p> <p>We are continuing to build a learning and development catalogue and e-learning system, along with developing our occupational health offer, to ensure our people and panel members, are well-trained and well-supported.</p>

<p>Establish our IT infrastructure</p>	<p>Ensure that Social Work England has operational premises, with appropriate facilities management, IT infrastructure, equipment, telephony and support systems for staff in DfE offices (initially) and then in Social Work England’s headquarters building (from early 2019)</p>	<p>Social Work England will move into new headquarters in central Sheffield at the end of December 2018. All key office infrastructure to support ongoing day to day operational activities will be in place.</p> <p>Fit-out work on hearings facilities will continue through to May 2019.</p>
<p>Establish our digital services</p>	<p>Manage the preferred digital supplier, to deliver the suite of digital services required to enable Social Work England to carry out its regulatory role.</p>	<p>From November 2018, a detailed digital solution delivery plan will be in place to support the completion of the initial build phase by April 2019. This includes the completion of a series of detailed process planning workshops to ensure the digital build is underpinned by the needs of the organisation. Completion of the first phase by April 2019 allows for a significant period of testing and business process alignment.</p>
	<p>Ensure that by April 2019 Social Work England has a product that allows Social Work England staff to work on live or shadow data, and is on track to deliver an operationally ready digital service by the time it takes over responsibility for the register.</p>	<p>We will deliver an early functional test version of our digital service by April 2019. This will ensure we can start to shadow HCPC operations shortly after, leaving a sufficient handover period to resolve any issues.</p>

<p>Manage the transition from HCPC</p>	<p>Agree and deliver transition plans (plan in place by end-December 2018 to implement from January 2019) with HCPC to ensure a smooth, safe and seamless transfer of data and functions to Social Work England.</p>	<p>We have appointed a project board and members of staff to manage the transition plan, taking responsibility for timelines and all associated delivery requirements. The principles for the transition work between Social Work England and HCPC will be signed off in January 2019 including, detailed plans relating to each functional area.</p>
	<p>Ensure that issues relating to transition are escalated to the department as soon as possible, so that these can be addressed through DfE-HCPC grant management processes.</p>	<p>Work is ongoing with HCPC to ensure key milestones for the transfer and test of data is safely managed in line with the General Data Protection Regulation (GDPR) legislation.</p>
<p>Establish our communications approach</p>	<p>Engage widely and proactively with the sector to promote Social Work England’s vision and objectives, and to ensure the profession is clear on what the move from HCPC to Social Work England means for them.</p>	<p>The opening of our new headquarters, ongoing recruitment campaigns, the planned consultation on rules and standards and identifying key events that will allow Social Work England to talk with and listen to its stakeholders.</p>
	<p>Work in partnership with the DfE and DHSC, as appropriate, to co-ordinate and maximise the impact of communications activity.</p>	<p>A central part of our communications strategy focuses on the need to work closely with all of our external stakeholders. We will ensure that we identify and bridge any information gaps, using joint messages as needed.</p>

Our Performance

During the set-up phase, our focus will be on careful monitoring of delivery timescales. Our measures of success will be whether we have adhered to these timescales, within budget, whilst maintaining quality.

Our risk management approach will ensure that any deviation from planned timescales is identified at the earliest opportunity and that we implement controls to mitigate risks to delivery.

We will know we have been successful if:

- From our first day as the regulator, we deliver quality regulatory functions and communications.
- There is a seamless transition of data and accountabilities from HCPC.
- We establish respect from the profession, employers, educators, service users, carers and the public.
- We strengthen the connection between social workers and the professional standards to which they must adhere.
- We create better alignment between professional standards for social workers in England with the social work standards in the devolved administrations (our social work family).

Our activity during the remainder of the 18/19 financial year will be fully focused on building firm foundations of Social Work England so that we are ready to take over regulation in 2019 as planned.

Resources

Annual Resource Allocation – Social Work England 1 SEPTEMBER 2018 TO 31 MARCH 2019

For the Financial Year 2018-19, the agreed resource budget for Social Work England is £5.282m. Details are shown below:

<i>01.09.18 – 31.03.19</i>	<i>£million</i>
Administration	1.828
Depreciation (Admin)	0
Programme	1.518
Capital	1.936