



Children, Young People & Learning Department Workforce Development Plan 2022-24



Contents

Introduction 3

Children First and Family Safeguarding Model..... 3

Context 5

 West Sussex County Council People Framework 6

 Children, Young People & Learning Workforce Development Plan 7

Workforce Priorities - achieving our ambitions 7

 Theme 1. Leadership 7

 Theme 2: Wellbeing, Values and Ways of Working 8

 Theme 3: Performance and Development..... 11

 Theme 4: Resourcing and Talent 12

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Introduction

Our vision is to ensure that all our children achieve their full potential by putting the child first in everything we do. This involves rethinking how we see children in their family setting, how we really listen to and act upon what they are telling us, and how we keep children safe, respond to their needs and act with care and compassion. Key to our approach is to work with children and families using a strengths-based relationship model across the department, focussed on supporting children and families to achieve sustainable outcomes.

We recognise that without the support, drive, and commitment of our workforce this vision is not possible. Our workforce development plan sets out our approach to enabling the workforce to continue to improve the lives of the children and young people in West Sussex. To build on our improvement journey in Children's Services we must invest in and value the staff that work for us. We recognise that our staff cannot deliver great outcomes for children and families unless they work in an environment that enables them to thrive and to feel safe and secure in their practice. To achieve our vision for the children, young people, and their families, it is important that staff are at the centre of what we do too.

Our aim is to reflect the WSCC values through our work ensuring our workforce feel valued, supported, empowered. We will create the conditions for good social work practice to flourish and to create opportunities for our workforce to grow and develop. In line with the WSCC values, behaviours and expectations, our aspiration is for our workforce to experience:

- Stability in the workplace
- Developed skills and knowledge
- Empowerment and inspiration
- A reflective learning environment
- An inclusive and supportive culture of respect

Our Workforce Development Plan sets out our commitments to enable this. This is supported with the creation of action plans for the coming year, and swift intervention plans where particular challenges are anticipated or identified.

The Workforce Development Plan and supporting action plans are developed and implemented collaboratively between the Children Young People and Learning (CYP&L) Department and Human Resources and Organisational Development. Accountability for the plan is shared and implemented through joint governance arrangements.

Children First and Family Safeguarding Model

Following the 'inadequate' rating by Ofsted in its inspection of services in West Sussex for children in need of help and protection, children looked after and care leavers in May 2019, the Secretary of State for Education appointed a Commissioner, John

Coughlan, to oversee improvement in West Sussex Children's Services. The County Council made a public commitment to change. It not only recognised that significant improvements were required to deliver the kind of service that our children need and deserve, but also that there was an imperative to radically overhaul our model of service, to implement more effective and sustainable services to the most vulnerable children in our county.

The foundations have now been put in place to deliver the best service for our children and young people. This was acknowledged in recommendations from John Coughlan to the Department for Education recognising a steadier state of the continuing improvement journey. Key to continuing this improvement journey is the opportunity to reshape the service, around a unifying model of practice, to meet these overarching aims, and to enact the necessary changes.

We have developed and implemented our Children First Transformation programme, to improve the broader functioning of our department, including the implementation of the Family Safeguarding model to tackle the main causes of parental and family breakdown. We are excited to be implementing the Family Safeguarding model following success in its development at Hertfordshire County Council and application in other local authorities.

In West Sussex, the delivery of the Family Safeguarding Model (FSM) has commenced through a redesign of our Assessment and Intervention (A&I) teams and statutory Family Support and Protection (FSP) teams. Our approach is based on multi-disciplinary teams that build on the skills of current children's social work teams with the introduction of community mental health, domestic abuse, and substance misuse expertise. The offer will also be enhanced by co-locating the teams with early help teams.

Implementing the five key elements of the FSM means that our service will be built around:

- Multi-Disciplinary Teams - specialist adult workers with domestic abuse, substance misuse and mental health expertise working within social work teams.
- Motivational Interviewing - a strengths-based approach designed to better engage and structure conversations with families.
- Electronic workbook – a method of recording case notes that aims to improve information sharing and reduce the amount of time practitioners spend on bureaucracy and reporting.
- Group Case Supervision - monthly supervision meetings for each case, allowing practitioners to review progress, discuss outcomes and agree next steps.
- An eight-module Intervention Programme and Parenting Assessment providing a framework for practitioners' direct work with children and families through Family Safeguarding.

Our aim is to ensure that:

- Families will be offered the right support at the right time, to help them to reduce risks and enable children to stay at home where it's safe to do so.
- Schools and local community partners play a key role in identifying and supporting families who need early help.

- Increased engagement of families with professionals and strengthened information sharing between professionals.
- Improved health and education outcomes for children.
- Reduction in the number of children coming into care and being taken away from their families.

We are excited to have introduced the model in February 2022, not only in improving outcomes for children and families, but also for the benefits it will have for the working environment for our workforce. Once the model is embedded, it will free up social workers' time, enabling them to spend more time working directly with families and less time on administration. Family Safeguarding is the way our workforce will be able to keep families together and help children to stay safely at home.

Context

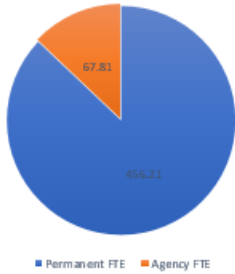
The national picture for Children's Social care is well understood with national challenges in relation to recruitment and retention. Most Local Authorities report difficulties recruiting and retaining Social Workers, and social workers report high workloads, stress, and job dissatisfaction.

In this context, we recognise the importance of stability in achieving the best outcomes for children and families, as well as for maintaining optimum working environments for staff in Children Young People and Learning. We therefore aim to keep uncovered vacancies to a minimum. In the context of recruitment challenges, this means that a level of agency reliance is expected and planned for. In the longer term the aspiration is to reduce the number of agency workers required to cover permanent vacancies including through investment in Apprenticeships, supporting Newly Qualified Social Workers, optimising all routes to employment with WSCC including through overseas recruitment.

Since 2019, the picture has improved. Following the implementation of the first stage of the Family Safeguarding Model, WSCC engages 67.81fte agency workers in qualified social worker roles. This volume of agency usage provides cover for permanent vacancies and temporary gaps arising from sickness and family leave. WSCC had a permanent vacancy gap of 10.81%. In total 6.02% of permanent or temporary vacancies were not filled either by permanent, temporary or agency workers.

We recognise that recruitment and retention will fluctuate, and specific teams, services areas, and locations can be differently impacted over time. WSCC therefore monitors staffing levels, absence, vacancy gaps, and turnover in each service area, location, and team and this information is considered in the context of average numbers of allocated children. This data is used to generate insight on problem areas and to inform action planning where pressures arise. These are addressed either through our annual action plans, or through swift intervention plans where urgent action is needed. Our workforce at the end of February 2022 is summarised as follows:

Permanent and Agency FTE

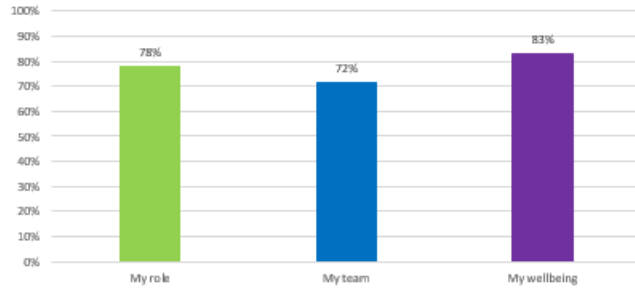


Percentage of Filled Posts



■ Covered vacancies % ■ Uncovered vacancy gap %

CYP&L Pulse Survey Positive Responses



ASYE Social Workers: 6.60%

Social Workers: 42.90%

Advanced Social Workers: 23.60%

Management & CRO grades: 26.60%

Voluntary
Turnover Rate
13.72%

West Sussex County Council People Framework

WSSC has developed a People Framework which sets out the interventions and actions required to support the delivery of Our Council Plan. The Framework identifies four key themes that will help shape our organisation, our leadership, and our workforce, and sets out an ambition for an inclusive culture where all colleagues are treated with dignity and respect and enabled to work in an empowered, collaborative, and innovative way. This will be achieved through the work we undertake in each of four key themes. Our Children’s Workforce Development Plan is set within the context of the WSSC People Framework and focusses on the same core themes and their implementation within CYP&L.



Children, Young People & Learning Workforce Development Plan

The purpose of our Children's Workforce Development Plan is to set out the actions required to ensure all colleagues work in an environment where good social work practice can flourish and that creates opportunities to grow and develop.

Our Children's First Transformation Programme is far reaching, and we ensured that our staff are engaged in, and support, the development of our plans. We hold regular engagement sessions, surveys and seek feedback from our staff. As a service we endeavour to listen to what our staff are telling us and to ensure this informs our plans.

Our children's workforce development plan identifies the specific interventions and actions that will be taken within the department in support of the WSCC People Framework and the Children First Improvement Plan.

The workforce development plan will evolve and develop as outcomes are delivered and milestones reached. We use the learning gained at each stage to refine and develop the plan and through our regular feedback, and engagement activities with staff. An annual action plan will set out the areas of focus for each aspect of the workforce development plan.

Workforce Priorities - achieving our ambitions

The following sections set out our ambitions, and current focus, for each of the core themes of the workforce development plan. The current action plan and timescales for each area is set out in Appendix A.

Theme 1. Leadership

Where we want to be

We will retain a strong and stable leadership team that sets and maintains our vision of strength-based relationship practice and an environment that enables a happy, effective, confident, and competent workforce that can deliver the right outcomes for children in West Sussex. This will be achieved through an integrated leadership approach across the department connecting education, learning, early help, and social care.

Leaders and managers will model effective leadership behaviours, setting clear expectations of staff, setting high standards, being visible and inspiring staff and empowering them to perform well, developing a supportive culture where people are enabled to be accountable. The focus will be on enabling a safe practice environment through a culture of learning in which innovation and creativity are encouraged so that practices can be developed and improved through feedback, reflection, evaluation, and shared learning.

Managers will apply a coaching and mentoring approach to children's case supervision, personal supervision, and group supervision. Line management will focus on listening, using a strengths-based child centred approach, providing support, guidance, direction, and reflective space as well as listening to staff concerns and valuing their ideas. Key

to the approach will be visible leadership supported by forums to ensure employee views are listened to and acted on.

Accountability will be understood and held at the right levels, all leaders and managers will be confident in operating within their accountabilities and responsibilities, and this will be simple, clear, and transparent to all. Leaders have clear understanding of practice and how well the service is meeting the needs of children and families, using data to establish a deep understanding of practice across the service; as well demonstrating effective and timely decision-making in complex cases using data to inform decisions.

Our principles are summarised as follows:

- We take accountability and adopt restorative approaches with our teams
- We are visible role models coaching our teams to reach their potential
- We enable innovation and continuous development
- We enable safe and supported practice
- We listen to our staff and act on their concerns
- We value each other and our teams, and celebrate achievements

Our current focus

Since January 2021 a leadership and management assessment and development programme has been delivered, focussing on equipping all managers in the department to manage their roles, responsibilities, and accountabilities, to embed the vision of children first in their staff groups, to focus on their individual development, and providing the basis for excellent people management practices.

We are building on these foundations with a plan to establish a management academy, peer mentoring support, between managers, and developing and maintaining a plan for management development.

A Renewal and Recovery Group has been established to steer our approach to flexible working and team working as part of our recovery from the Covid19 pandemic. The group will continuously review smarter ways of working and how these are supporting the requirements of children and families, staff, and teams. Our Family Safeguarding Board will also review the locality redesign and how changes work in practice. Staff engagement will remain key to this through focus groups and surveys to inform smarter ways of working in the future.

Theme 2: Wellbeing, Values and Ways of Working

Where we want to be

We recognise the importance of supporting wellbeing in a context of change and improvement. Investing in wellbeing can lead to increased resilience, better engagement, and reduced ill health. We need to ensure all staff work within a supportive working environment so they can maintain wellbeing and resilience.

Staff feedback indicates that while caseloads and allocations for social workers have reduced, workload challenges exist due to administration, complicated processes, and

data recording challenges. We recognise that job design and ways of working are key to creating the right working environment for all colleagues. The implementation of the Family Safeguarding Model will be an important enabler for establishing a resourcing model that will maximise the time social workers spend with children and families, which is anticipated to increase the level of job satisfaction.

We will provide a modern and well-equipped working environment, and support staff so that they can come to work and do their best in a culture of empowerment, trust and respect and achieve a healthy work-life balance.

We will champion the diversity of our workforce so that the contribution of every colleague is recognised and valued, and we are able to attract and retain a diverse range of talent now and into the future. We will champion anti-discriminatory and anti-racism approaches in our practice and with each other.

Our principles are summarised as follows:

- We promote anti-discriminatory behaviour and practice
- Mental and physical wellbeing is prioritised
- Workloads enable great outcomes and maintain wellbeing
- Our values are at the core of our behaviours, interactions, and decisions
- We encourage staff to speak out when things are going as expected
- Systems and processes enable focus on things that make most difference
- The right model of support is in place to ensure workloads are manageable

Our current focus

We regularly review staff survey responses, focus groups, and the social worker health check. A crucial part of the redesign is modelling of teams, and posts, around the demand and caseload in the area to be covered. This approach to design of services will be applied throughout the department as services are reviewed. For our Social Work Teams, we recognise the importance of manageable workloads. Our Family Safeguarding based redesign is modelled to ensure that for each team and individual has an appropriate number of allocated children and families.

The average number of allocated children and families per social work role is summarised below:

Family Safeguarding Teams	Average allocated children
Advanced Social Worker	13
Social Worker	17 reducing to 15 over time
NQSW	10

Assessment and Intervention Teams	Average allocated children
Advanced Social Worker	14
Social Worker	18
NQSW	10

Ways of working:

The Better use of Technology project is a four-part project. The current focus is on MOSAIC, our Social Care IT System and we have recruited to MOSAIC Champion roles

to create the “standards” for how MOSAIC is used. A review of IT kit and equipment to enable efficient and mobile working has taken place.

As part of the County Council’s Smarter Working Programme, we have established a Renewal and Recovery group to inform and steer our approach to new ways of working

as part of our recovery from the Covid19 pandemic. Staff engagement is key to this through focus groups and surveys to inform smarter ways of working in the future. This will be focussed around developing the physical work environment and arrangements that enable team working and promote efficient ways of working.

Wellbeing:

Actions are being taken to support wellbeing including Team Time and other group support sessions to enable emotional wellbeing and reflective practice, mindfulness, and mental health awareness training and mental health first aid training. We run team sessions and Schwartz Rounds to bring colleagues together to discuss the emotional aspects of their work context to increase support and provide time and space to reflect. The evidence shows that staff who attend feel less stressed and isolated and have increased insight and appreciation for each other’s roles.

We recognise the unique nature and challenges with some of the work undertaken in the department. Excellent line management practices and reflective supervision will continue to be a priority. In support of this, we will undertake a review of wellbeing support and interventions that are specific and tailored to the needs of our staff in key areas.

Values:

We promote and role model the WSCC values and promote forums and arrangements for staff to feedback and tell us about issues of concern. We recognise that staff will sometimes have difficult information to share, and we respond receptively and positively to challenging information, and feedback. We respond to feedback and challenges with openness and support. To reflect this, our Leadership and Management Development plans have been designed based on the WSCC published values, behaviours, and expectations document (West Sussex ViBE).

New Dignity and Respect at Work and Whistleblowing policies will set standards and provide clear mechanisms for all colleagues to understand how any concerns experienced or observed can be reported and addressed.

Within CYP&L we will promote anti-racist and anti-discriminatory behaviours and approaches both in our work with families, and with each other. The Principal Social Worker leads initiatives aimed at connecting, supporting, and listening to social workers across the service. We have recently created a new role of Equalities and Diversity Lead to support the development of our approach and to connect with Equalities, Diversity and Inclusion practices and initiatives across our organisation. A fortnightly “Social Work Space” is led by the Principal Social Worker who also leads initiatives aimed at driving anti-discriminatory behaviours across the service. These will include an Anti-Racist Practice Forum providing a supportive environment for discussion on practice improvement, and a BAME Circle to create space for individuals to connect with a network for support and to consider action plans.

Theme 3: Performance and Development

Where we want to be:

Key to achieving the improvements we aspire to, is ensuring that the workforce has the right knowledge and skills, that practitioners are competent, confident, and resilient with access to the right qualifications and opportunities for continuing professional development, training, and progression.

We will develop clear plans for recruiting to key roles with a particular emphasis on developing apprenticeships pathways to develop our own staff, as well as drawing experienced talent from outside the county council.

A Children's Social Care learning and development programme is in place that is geared towards improvement of practice and skills to equip all staff to meet the requirements of the role both in relation to areas that need to be improved, and in relation to the family safeguarding model as it is developed and implemented. This is set out in a Children's Social Care learning and development pathway (see appendix A).

There will be learning and development pathways for every role within the department. Where relevant, this will align to professional standards. Our approach will focus on supporting continuous professional development, and horizon scanning to ensure that there are clear plans in place to establish what is needed now, what new requirements and national changes are taking place, and to identify and learn from innovation. Learning and development is evaluated through initial feedback from delegates, and from follow on feedback from line managers and joint reviews between managers, the Principal Social Worker, colleagues, and learning and development professionals. This will be supported through all staff having regular meaningful performance and development conversations with their line managers, as well as personal, case, and group supervision where relevant.

Our principles are summarised as follows:

- All staff give and receive constructive and timely feedback
- We take a restorative approach to learning and reflection
- There are clear and accessible progression pathways
- All staff have a development plan aligned to their ambitions and professional standards
- Learning development is informed by performance measures and feedback from children and families

Our current focus

How our staff experience the first days, few weeks, and months of a new role, whether new to the organisation or an internal move can be daunting and exciting. Through seeking feedback from staff, we have reviewed and expanded the local induction information and resources for Children's Social Care, and this will be developed to apply across the department.

Theme 4: Resourcing and Talent

Where we want to be

We aspire to be an attractive employer ensuring we retain our current staff and attract new talent. We need to be agile and responsive to the changes in our communities, and the support that is needed. Many areas of the service operate in highly competitive market and our approach to recruitment and retention must reflect this.

We will manage the attraction, recruitment and retention of a high quality, skilled and competent workforce through:

- A clear induction programme for new starters
- Effective early identification and development of talent
- Effective pay and reward systems
- Emphasis on learning and development, support, and empowerment
- Emphasis on leadership and leaders as coaches
- Development of career pathways including professional pathways and progression into management and leadership roles
- Management of workloads and supervision

We will promote consistency and stability in our workforce by reducing our reliance on temporary and agency staff through effective workforce planning and through a compelling offer to current and future staff where skills are scarce regionally and nationally.

We will build a clear cross cutting brand and proposition across the department meaning that we retain our staff and attract new talent through a cohesive offer based on a safe practice environment, manageable workloads, and continuous development enabling all staff to fulfil their potential.

We will maintain clear plans for how we recruit to key roles focussing on investing in our own staff to meet needs in the future particularly through supporting apprenticeship routes into key professions and setting out clear development pathways. We will be clear on the routes into key professions and the support and development that is in place to support this.

We regularly monitor and review our pay and reward arrangements to ensure our offer is competitive in the region and reflects the operating context for the council. We ensure that progression is achievable within our services through regular review and maintenance of our career progression schemes.

We will develop succession planning arrangements for key management and leadership roles.

Our principles are summarised as follows:

- We value and recognise our staff and support fulfilment of potential and ambitions with WSCC
- We are clear on the routes and approaches for recruiting to key roles
- We promote and enable diversity and inclusion in our workforce

- We plan our resourcing to ensure capacity is available to meet demands now, and in the future
- We review regularly review and maintain our pay and reward offer
- We promote and enable progression of our staff into critical roles

Our current focus and the future

Resourcing and talent are a key part of ensuring we have the right people in the right place at the right time. We need to reach a position of having workforce plans and the ability to be agile with our workforce to move with the changing needs of our community. Reflecting this we have reviewed our pay and reward offer for Children's Social Workers and are continuously reviewing and updating our career progression schemes to complement this. We will also build recognisable campaigns for roles and professions that are difficult to recruit to.

We have reviewed our Career Progression Schemes for Social Workers and will review development pathways for differently qualified staff and children and family workers.

Appendix A – Action Plan Updated for 2022-23

Theme 1: Leadership & Management			
Action	Purpose	Owner	Progress
Permanent recruitment to leadership team	Strong and stable leadership team in place to lead the improvement plan		Complete
Management layering	Clear roles and responsibilities across the service that resonate with external stakeholders		Complete
Integration of leadership across the department	Realignment of functions within Department		Complete
Family Safeguarding Model Focussed Social Work Team Redesign	Unifying practice model and foundations for safe practice		Complete
Management Assessment process	Identification of Personal and Team Development Plans via assessment process run in partnership with x3 Associates.	Louise Warren/Lindsey Hannant	Phase 1 complete Phase 2 complete by July 2022 Ongoing for new managers
Management Development Programme	Development and maintenance on ongoing programme of interventions and development plans to improve and maintain high professional standards of line management across the department	Louise Warren/Lindsey Hannant	Phase 2 follows completion of phase 2 assessments in July 2022. Ongoing for new managers
Embedding problem solving and management development approach longer term	Knowledge transfer from x3 Associates to service representatives and organisational Development	Louise Warren/Lindsey Hannant	Ongoing through 2022/23
Establish peer mentoring with HCC and between WSCC managers	Embedding and maintaining professional people management practice and developing opportunities for reflective practice in relation to management and leadership	Louise Warren	April 2022 and ongoing through 2022/23

Theme 2: Wellbeing, Values and Ways of Working

Action	Purpose	Owner	Progress
Running wellbeing events including Team Time, Schwartz Rounds, and Mental Health First Aid	Supporting colleagues to manage mental and physical health and wellbeing	Principal Social Worker/Lindsey Hannant	Ongoing
Increasing quality and consistency of reflective, personal supervision	Ensuring all staff experience professional line management support focussed on wellbeing and reflection and ensuring concerns are listened to and acted upon	Principal Social Worker/Lindsey Hannant	Ongoing
Continuous review and improvement of administrative model	Ensuring administration is effective and supports the Social Work teams in ensuring the right people do the risk tasks, therefore enabling manageable workloads.	Stacey Godley	Ongoing
Review of IT Systems	Maximising simplicity, and clarity in process and systems to support manageable workloads	Principal Social Worker	Ongoing
Promotion of tools and events to support self-care	Providing tools to support wellbeing, resilience, and recovery for higher risk roles.	Principal Social Worker/Lindsey Hannant	Ongoing
Review of wellbeing provision for higher risk roles	Explore support for secondary fatigue and trauma.	Lucy F Stevens	August 2022
BAME Circle and Anti-Racism Network established and implemented	Provide support and networks for action planning and improvement	Principal Social Worker	Ongoing
Review of Social Worker Health Check findings	Generating actionable insight from Social Worker Health Check and Pulse Survey to ensure staff feedback informs interventions.	Principal Social Worker/Stacey Godley/Lucy F Stevens	May 2022
Review of provision of LFD testing following conclusion of free national provision	Ensure temporary provision of free LFD tests for a 3-month period following feedback from the workforce regarding the concerns for wellbeing of colleagues of children and families.	HRSLT/CYP&L DLT	April 2022

Theme 3: Performance and Development			
Action	Purpose	Owner	Completion Date
Launch of local induction	Ensuring effective onboarding arrangements for new starters	Complete	
Learning and Development pathways aligned to professional standards	Ensuring clarity on mandatory learning and pathway for professional development	Complete	
Alignment of supervision and performance and development framework	Ensuring simplicity, clarity and consistency in performance, development, and supervision discussions	Principal Social Worker/Lindsey Hannant	April 22
Motivational Interviewing Training	Equipping practitioners to work in a family focussed way	Louise Warren/Lindsey Hannant	Ongoing
Learning and Development provision review	Quarterly review of Learning and Development provision to inform future commissioning and design.	Principal Social Worker/Lindsey Hannant	Quarterly

Theme 4: Resourcing and Talent

Action	Purpose	Owner	Completion Date
Identify and monitor recruitment and retention for roles that are difficult to recruit	Monitoring capacity, recruitment, and turnover to inform future planning on growing our own specialist skills, agency requirements, and key role succession	Stacey Godley/Jamie McGarry	Ongoing
Development and launch of recruitment campaign pages	Launch of new campaign pages for recruitment in children's social workers	Lindsey Hannant	Complete
Review of recruitment website	Review of new website and exploration of further opportunities for improvement	Lindsey Hannant	
Development and implementation of planned recruitment and social media campaigns	Recruitment campaigns are developed for roles that are hard to recruit or where large numbers of vacancies exist due to organisational change	Lindsey Hannant	Ongoing
Recruitment of additional number of Newly Qualified Social Workers and Professional Practice	Increasing investment in qualifying Social Workers providing opportunity to work within the Family Safeguarding Model while ensuring sufficiency of support during the ASYE	Lindsey Hannant/Stacey Godley	September 2022
Pay benchmarking for specific roles	For roles that are difficult to recruit to ensuring that WSCC pay remains competitive with the region.	Colin Chadwick	Annually by April each year
Sign up to the regional Memorandum of Understanding on the use of agency social workers	Ensuring WSCC works effectively with Local Authorities in the region to manage quality, standards, and costs associated with agency social work	Lucy Butler	Complete
Review of refer a friend scheme	Ensuring optimisation recruitment through of word of mouth	Colin Chadwick	Complete
Review of career pathways and job descriptions for differently qualified roles jointly with Adults' Services	Ensuring job descriptions are up to date and that differently qualified roles remain attractive within a challenging recruitment context.	Joint HRSLT/ASDLT/CYP&LDLT	April 2023
Review of support resources for Social Work teams	Initial review of options on optimising support to Social Worker Teams from Child and Family Workers and administrative support	Stacey Godley	September 2022
Multi-disciplinary problem-solving session on recruitment and retention	Working with x3 Associates to undertake a problem-solving event jointly with CYP&L leaders and staff, and HR&OD, to collaboratively develop insight on recruitment and retention.	HRSLT/CYP&LDLT	Complete
Implementation action plan following problem-solving session	Target actions identified as potential options for improving recruitment and retention	Stacey Godley	April 2023
Introduce temporary increase to mileage rate	Recognition of the impact of rising costs through a temporary increase to the mileage rate to enable staff who travel regularly as part of their job to recover associated expenses.	HRSLT	July 2022

Appendix B: Key Indicators

Theme 1: Leadership and Management		
Indicator	Purpose	Progress
Leadership style	Percentage of positive responses to pulse survey question "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs"	Spring 2021: 85.1% (increased from 76.9%)
Developing excellent management practice	Management development assessment evaluation	In development

Theme 2: Wellbeing, Values and Ways of Working		
Indicator	Purpose	Progress
Values	Percentage of positive responses to pulse survey question "I am treated with dignity and respect by my work colleagues"	Spring 2021: 92.6% (increased from 86.2%)
Employee Wellbeing	Percentage of positive responses to pulse survey questions on wellbeing	Spring 2021: 84% (increased from 76%)
Sickness absence measure	Monitoring proportion of absence days that are due to mental health	April 2021: 37.38%
Workload measures in Social Care Teams	Monitoring workload of social worker teams against targeted allocated children	Monitoring dashboard and review by DLT weekly
Employee wellbeing	Personal Supervision reported as taking place	April 2021: 93.7% September 2021: 92.5%

Theme 3: Performance and Development		
Indicator	Purpose	Progress
Motivational Interviewing training completion	Evaluation of impact of training	Feedback from delegates and line managers
Local induction completion	Monitoring completion of induction	Spring 2021: 84% (increased from 76%)
Effective and engaging performance conversations taking place	Percentage of positive responses to pulse survey question "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"	Spring 2021: 83.9% (increased from 74.2%)
Development and improvement supported	Percentage of positive responses to pulse survey questions in relation to my role	Spring 2021: 80% (increased from 70%)

Theme 4: Resourcing and Talent

Resourcing and Talent	Purpose	Progress
Recruitment and retention of Social Workers	Monitoring impact of initiatives and campaigns on recruitment and retention of children's social workers	Percentage of roles filled on a permanent basis: April 2021: 84.3%
Recruitment and retention of Social Workers	Monitoring impact of initiatives, campaigns, and agency recruitment on social worker capacity	Percentage of roles that are not covered by either permanent social workers or agency workers: April 2021: 2.56%
Retention of social workers	Monitoring the impact of initiatives aimed at retaining social workers	Voluntary turnover: April 2021: 13%
Development and implementation of action plan for pressured areas	Develop and implement specific measures where there are identified recruitment, retention, and workload pressures	Ongoing