

Children's Social Care Improvement Plan 2017- 2018

(Progress ratings are based on a score of 1 to 4, 1 being best, i.e. complete)

Common values: SEND; Early Help; Voice of children and families; customer service

Priority 1	Ensure all children and families receive the right help at the right time from the right service				
Key areas	Demand Management / Continue to remodel services and front of house arrangements to further embed the early help offer and increase the proportion of referrals which result in an Early Help Assessment and Plan. (This is linked to the Early Help strategy).				
Overall lead	Dorothy Chambers/Mary Connor/Adele Wright				
Status	BF from SIF plan / Service Statement				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources req'd
1.1 Early Help locality managers to establish marketplace/networking events to ensure that partners at locality level including schools and GPs are familiar and understand the new arrangements and thresholds	Networking meetings established in each locality Multi-agency sign-up to attend and participate in the meetings	MC	Started July in SE locality and then incrementally in each other locality. Ideally to meet quarterly. North and West market place events have taken place.	3	Room in childrens centre plus refreshments, admin time for invites and ringing round and attendance of partners
1.2.Launch of the new Early Help Strategy which will include promotion of the new arrangements	New Early Help strategy launched and multi-agency partners are aware of the strategy Sign off by LSCB/HWBB	MC	Mch 2018	3	Input from chair of Early Help sub-committee and consultation on draft with multi agency

					partners.
1.3. Review of the Children's Support Team undertaken and clear recommendations made to ensure it has a tight focus on children at the 'edge of care'.	Implement the action plan in relation to changes to the Children's Support Team	MC	April 2018 for commencement of new service	2	Resource time from IS, HR, systems Support Team. Funding for additional training for staff
1.4. Commissioning of Family Group Conferencing and Safe Families for Children undertaken.	Establish the pilot of the Family Group Conferencing and establish ways to monitor its impact-Jan 2018 Establish ways to monitor the impact of Safe Families for Children	MC	Pilot Dec 2017 Report Sept 2018	3/2	Performance team time
1.5. Co-location of early help workers within First Contact to embed early intervention and improve use of early help offer for families who do not meet the criteria for children's social work intervention	Embed the early help offer at earliest point Increase in the number of Early Help Assessments completed and a reduction in referrals to Children's Social Work Regular supervision in place for EH workers by social care staff Performance data evidences that early help practice is embedded in First Contact	DC/MC	Commenced 30 October 2017	3	Performance Team time to cross track over a period of time the numbers of referrals to social work versus the number of EHAs
1.6. Develop a system to capture customer experience (including children) and ensure to be of good quality and in line with procedures.	Produce Service user/ agency feedback questionnaire. Service user/ agency feedback to be collated and analysed Understand the experience of children and young people in the process in order to inform service delivery - explore	DC/MC	31 March 2018	4	Design Team/ Communications Team/ children in care consultation Performance Team to provide analysis IT / participation

	collation of children and young people's views (including those with SEN)				team time - exploration of apps available
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What measurable impact is expected?

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More children will receive an early help service-increase in numbers to the EH locality hubs

Increased number of Early Help Assessments undertaken

Less families will receive a 'no further action'

Less re-referrals into social care

Reduction in number of referrals to Children's Social Care and C & F assessments being undertaken which are not required

Less children become Looked After

Less children aged 0-2 on a child protection plan where mother has mental health/substance misuse issues

Evidence of service user/ agency/ child or young person experiences influencing service delivery

Reduce the number of statutory social work assessments that lead to no statutory social care intervention

Priority 2	Improve and promote frontline social work practice in relation to key assessment processes and statutory safeguarding procedures				
Key areas	Quality of Assessments, strategy meetings, s47 enquiries and private fostering				
Overall Leads	Adele Wright/Angela Glenn/Patrick Boyle				
Status	BF from SIF Plan / Service Statement				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources req'd
2.1.Review and improve the form template for the strategy meeting and S47. Embed the improved practice of manager led strategy and comprehensive S47s in First contact through robust QA then roll out to locality teams.	Form created, piloted and live in ICS	AW	Feb 2018	3	ICS support Input from First Contact™
	Confident consistent practice in First contact.	AW	Feb 2018	3	First contact as training resource
	All locality staff aware and consistent in application	DC	May 2018	4	
2.2.Audit of current PF cases and review of the policy and procedures	Audit completed and learning circulated Policies reviewed as part of Tri-x review	FB	Feb 2018	3	Time for review
2.3.Develop good practice folder	Content information received and then shared to include assessments, chronologies, court reports, emergency planning, genograms, LAC, plans, SOS strategy meetings.	AW	Jan 2018	3	Admin capacity to review and update
2.4.Completion of all C&F's in First contact with robust quality assurance.	All C&F's completed for : Central SE Hexham Berwick NAS ? DCT?	AW/ DC	May 2018	3	Additional capacity in First contact
2.5.Develop an assessment briefing package	Compile resource and roll out	AW	March 2018	4	CC inform and staff

using resources from cc inform to support all staff for use in induction and thereafter.					to offer training
2.6. Review the model of practice and embed across whole service.	Consider current model of practice (SOS) Refresh training strategy and implement. Audit aspects of the service to assess use	AW	April 2018 Sept 2018	4 4	Training and management capacity; Performance team time

What measurable impact is expected?

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Increased percentage of strategy meetings appropriately resulting in S47
Increased percentage of S47 appropriately resulting in ICPC
Audit outcomes evidencing improved quality of strategy, S47 and assessments.
Court timescales reduced and LA plans supported in proceedings as assessments are robust and analytical
Audit indicates targeted effective plans based on good assessment
Increase in enquiries about Private Fostering (PF)
Audit demonstrates that PF is understood and procedures applied
PF champions in each locality
Service users feedback survey focusing on voice of the child (SEND identified)
Safely reduce number of inappropriate strategy meetings (eg should not need strategy meetings on ;LAC). Measured by data and audit.

Priority 3	To raise standards of practice around key areas of social work linked to planning for children and ensure timely progression of plans for children leading to assessed needs being met.				
Key areas	Raising standards of social work practice (SMARTness of plans produced following assessment, legal work, permanency, and fostering to adopt) and incorporating the learning from SCRs				
Overall leads	Adele Wright/Mary Connor/Patrick Boyle/Liz Spaven				
Status	BF from SIF Plan / Service Statement				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources req'd
3.1 Continue to promote training about court work and practice within the PLO. Improve offer with live court sessions and use of CC inform resources.	Staff have attended mock court live session Ensure that all staff have attended mandatory training. Good practice folder is live and in use	AW	March 2018 March 2018 Jan 2018	3 3 2	Training and operational staff to be involved in delivery. Potentially more cc inform licences
3.2 Embed use of new SMART plans in all areas.	Audits indicate use of new plans across children's services	MC ES	Apr 2018	4	Available within team resources
3.3 Embed understanding and use of LBP processes to ensure cases are well presented to court with thorough assessments. Facilitated through joint legal/social care meetings and quarterly workshops	Increased use of LBP, especially in relation to unborns Reduced timescales for care proceedings Improved feedback from court/cafcass Reduced delay for permanency planning for children	AW	June 2018	3	
3.4 Learning from SCR/DHR to be shared in a carousel format	Event has taken place and is attended by all staff . Carousel events planned for 2018.	AW	Mch 2018	4	Resources to plan and deliver the event in conjunction with LSCB
3.5 Review and refresh the ADM process for all permanence options	Procedure contained within new tri-x refresh of P&P	AW/L S	Mch 2018	4	
3.6 Establish a gateway process for permanency planning	Resource panel and TOR.	AW/ LS	Feb 2018	1	

What measurable impact is expected?

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Increased use of LBP prior to issuing pre proceedings work, especially around unborns and unborn parenting assessments

Reduced timescales for care proceedings

Increased number of care proceedings issued following period of LBP in 2017/18

Better use of the ADM process for adoption and fostering avoiding late requests that follow the prescribed procedure.

Increased evidence of care team meetings (permanency planning) between first and second LAC review

Compliance with court timetables

The voice of the child clearly evident in plans and assessments.

Positive feedback from CAF/CASS and Courts, increased positive reputation.

Reduce the number of complaints from the Courts.

Priority 4	Ensure effective leadership and management is available to support and promote good practice across all areas				
Key areas	Management oversight including development of procedures, budget management, and ensuring services meet need / Ensure learning from Serious Case Reviews, Ofsted inspections, peer reviews, service reviews and other opportunities are maximised and improve services.				
Overall lead	Cath McEvoy				
Status	BF from SIF Plan				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources req'd
4.1 With WFD service, further development of the management training programme at all levels to ensure managers understand and promote good quality services	<ul style="list-style-type: none"> - Management programme in place with bespoke modules to meet need - Full understanding of management capabilities and skills 	CMc	March 2018	3	WFD service External consultants
4.2 Review and update all existing social care procedures to ensure that processes and guidance are consistent and compliant with legislation and recent government guidance.	<ul style="list-style-type: none"> - Development and launch of Tri X procedures - Awareness raising for all children's services staff 	CMc/ AW	Mch 2018	3	<ul style="list-style-type: none"> - Purchase of Tri X - Senior Management working group
4.3 Ensure that system is in place for cascading and implementing learning from a variety of opportunities including SCR's, Peer Reviews and service reviews both internal and external to the organisation.	<ul style="list-style-type: none"> - Implement use of 7 minute briefings for all areas of potential learning - Introduce learning sessions with all teams to look at a more detailed learning where appropriate - Use team brief to highlight new research and practice - Utilise the peer review model and sector led learning in the region to identify improvements needed 	CMc/ AW All CSM All CMc	December 2017 Review Mch 2018 In place March 2018	1 3 1 3	<ul style="list-style-type: none"> - admin support

4.4 Ensure that Children's Services manages the budget effectively and understands pressures and identifies savings	- Regular budget monitoring meetings to take place with all managers	All managers	In place	3 / 4	<ul style="list-style-type: none"> - Access to support and advice form corporate finance - Additional funding
	- Pressures to be identified and discussed at the earliest opportunity			3 / 4	
	- Budget to be baselined to stop continued deficit model	DL	April 2018	3 / 4	
	- Potential savings to be explored by all managers but looking specifically at section 17 spend, taxis and placement costs	All CSM	March 2018	3 / 4	
	- Service reviews to be utilised to identify savings.	All relevant CSM	March 2018	3 / 4	
4.5 Service reviews to continue to take place in order to evaluate effectiveness of the service and value for money	- Recommendations from accommodation review to be implemented via an action plan	SP	January 2018	2	<ul style="list-style-type: none"> - HR and admin time - External consultants where appropriate
	- NAS service review to be completed	SP	January 2018	2	
	- Youth service review findings to be shared and action plan developed	SP/C Mc	March 2018	3	
	- Restructure to be progressed	CMc	April 2018	3	

What measurable impact is expected?

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Provision and delivery of high quality cost effective services which benefit all children, young people and their families reported by service users and other agencies, budget efficiencies, user surveys

Increased knowledge of procedures being available, used and followed, impacting on positive and timely outcomes for children.

Clear evidence in cases and CFA's of impact from learning on cases throughout the child's journey, good assessment and planning, less drift, greater multi-agency contribution, more positive and timely outcomes for children.

Greater use of more appropriate in house resources and placement matches, resulting in better outcome for children.

Greater financial awareness with Senior Practitioners, Team Managers and CSM's and a reduction in S17, transport costs, consistency around Reg 24, less IFA out of county placement requests.

All services reviewed to ensure value for money and clear rationale for service delivery

Reduction in overspend in budget that reflects identified need

Improved understanding of workforce development needs of managers

Priority 5	To ensure all care leavers are supported to participate in employment, education and training (EET)				
Key areas	Care leavers and supporting their participation in EET / Review and commission suitable accommodation for care leavers and other vulnerable young people				
Overall Leads	Sharron Pearson / Marion Moon/Jane Walker				
Status	BF from SIF Plan / Service Statement				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources req'd
5.1 Complete and roll out the Accommodation Review	Appoint Independent reviewer	SP/ LB	Complete	1	Time, management oversight and facilitation by NAS CSM, Commissioning & Procurement. (costs within current budget)
	Completed report presented to the SD & CSM team		Complete	1	Delivery of review
	Hold provider engagement event		Complete	1	Time, management oversight and facilitation by NAS CSM, Commissioning & Procurement. Partnership working - with commissioning
	Commissioning Service to complete tendering process		Jan 2018	3	
	Tender to be completed		March 2018	4	

	<p>Contract awarded</p> <p>Revisited current accommodation provision and terminate contracts</p> <p>Retrain NCC staff - develop a training program</p> <p>New service launch</p>		<p>April 2018</p> <p>March 2018</p> <p>April 2018</p> <p>April 2018</p>	<p>4</p> <p>4</p> <p>4</p> <p>4</p>	<p>Writing of report/commissioning time Commissioning time</p> <p>Reading of the reports and interviewing of potential tenders</p> <p>Negotiation time and migrate services. Training materials and trainer, venue Advertising materials, time venues</p>
<p>5.2 Identify needs and Improving accommodation options for young people</p>	<p>Service SW's to Identify care leavers requiring long term accommodation</p>	<p>SP</p>	<p>March 2018</p>	<p>3</p>	<p>Workforce management time to develop audit tool and complete audits Collation of information provided by the performance team</p>

	<p>Complete care leavers audit to obtain data to evidence need Review completed - (see 1)</p> <p>Survey of young people currently accessing accommodation provision</p> <p>Improved accommodation available through tendering process</p> <p>Developing the ethos and agreed accommodation standards expected, refocusing staff on standards through training program</p>	<p>SP</p> <p>SP</p> <p>SP/ LB</p> <p>SP</p>	<p>March 2018</p> <p>Done</p> <p>March 2018</p> <p>April 2018</p>	<p>1</p> <p>1</p> <p>4</p> <p>4</p>	<p>Managers/Accommodation Team</p> <p>Development of surveys, time of Reviewer and young people</p> <p>Successful providers</p> <p>Ongoing departmental training and development and supervision & appraisal of staff</p>
<p>5.3 Clarify and develop action plan to address those young people subject to EET and LAC including those young people with identified disability</p> <p>A clearer pathway for SEND young people</p>	<p>The appointment of IAG worker Provide a regular report on progress</p> <p>Development of the Dynamic Risk Register in partnership with key services</p>	<p>JW</p> <p>SP</p>	<p>Complete</p> <p>Complete</p>	<p>1</p> <p>1</p>	<p>IAG worker time, oversight and supervision of that post -Virtual Head Teacher</p> <p>Agreed term of reference and identified representatives from all key partners to</p>

					fortnightly meeting (health, education, CYPs, CCG etc)
	Identification of those young people with a disability through Operational Transitions forum meetings & Pathway Planning process	SP/ MM	March 2018	2	Partnership commitment to action plan
	Identify action plan to improve education outcomes in conjunction with Virtual head Teacher - development of pathway plan set performance indicators	JW	March 2018	3	Quarterly face to face meeting between CSM and VHT to review action plan and data and the current regular ESLAC meetings
	Development of Pathway Plan & EHCP to ensure all care leavers are in appropriate education, training or employment and for all involved to have improved aspirations for the outcomes of young people	SP/ JW/ MM	Review March 2018	3	Consistent and child focus care teams around young people Specialist leaving care workers A single point of access to IAG for NAS
	Maintain consistent and child focus care teams around young people	SP/ JW/ MM	Review March 2018	3	Regular meetings with partners in education Workforce development plan

	Recruit specialist leaving care workers to improve outcomes for the identified group group	SP	Complete	1	Recruitment Processes
<p>Improve case recording for both accommodation and ETE on information systems</p> <p>Ensure data reports evidence accurate information</p>	<p>Teams to continue with STC, Managers to provide regular supportive supervision</p> <p>Partnership working with performance team</p> <p>Restructure of the service to ensure consistency across the service</p> <p>Ensure that accommodation is integral to the Pathway/Transitions plan</p>	SP	March 2018	3 2	<p>Management training to be implemented</p> <p>Recording to be embedded within SW team via their induction, ICS training, support and supervision</p>
<p>5.4 All Care leavers in higher education receive financial advice & access to welfare rights</p>	<p>All Care Leavers to have a designated IAG Advisor</p> <p>All new staff to be trained in the completion of PEP's.</p> <p>Social care staff to contribute to the EHCP and for forms to be completed within statutory timescales.</p> <p>WR support allocated to each care leaver prior to their 18th</p>	<p>SP/ JW</p> <p>SP</p> <p>SP</p> <p>SP</p>	March 2018	3 4 3 2	<p>Training Program and delivery time</p> <p>Workshop lead by WR's to roll out NAS financial procedures</p> <p>Training Program and Trainer</p>

	<p>WR to support Access Deputyship where appropriate and ensure their benefits are maximised. birthday</p> <p>Workshop lead by WR's to roll out NAS financial procedures</p>	MM		3	<p>Social Care team attendance at EHCP meetings</p> <p>Performance team to provide data at request in advance</p> <p>Ensure all staff are trained by transitions and welfare rights</p> <p>Welfare Rights support officer time</p> <p>Training Program and Trainer time</p>
5.5 Review of the 14+ team and roll out across NAS	<p>Complete the review of the service</p> <p>Look at current structure and develop new structure</p>	SP	Complete	1	<p>Management time, consultation with key professionals, scoping exercise, meetings with performance team, Team Managers, budget lead & HR.</p> <p>Share Report with SD and receive feedback</p>
		SP	Complete	1	

	Completed report present to the Service Director	SP	Complete	1	Feedback regarding the reduction in management workforce
	Initial discussion with Union representatives share report and restructure	SP/ HR	Complete	1	Feedback regarding the reduction in management workforce - Ring fence those posts
	Initial discussions team managers that are affected by the review - share report and restructure	SP/ HR SP/ HR	Complete	1	Provide team managers with the current frontline team manager vacancies
	Identify Team manager vacancies within children's service	SP	Jan 2018 Dec 2017 March 2018	2	Interview and recruit to the NAS ring fenced posts
	Inform wider NAS team of the restructure	SP	April 2018	2	Provide current and new staff with NCC training, group supervision, appraisal, support mentoring opportunities within the team for current SW

	Streamline management, social work and SWSA role to ensure they work consistently across NAS. Recruit specialist leaving care workers, provide them with a robust induction program.	SP		4	Presentation outlining rational, overview, changes to structure (before and after)
	New service launch	SP		4	

What measurable impact is expected?

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- 5.1 Have tighter more efficient systems systems in place with accommodation providers. Able to monitor standard of accommodation provided to young people
- 5.2 There will be an increase the accommodation resources available to young people and more specialist support them being much more prepared for leaving care.
- 5.3 We will have a tighter process in place that targets those young people who fit this category, ensuring that they have given the best possible opportunities
- 5.4 Workforce trained so young people get better specialist support to meet their individual needs, Tighter partnership work with WR's and services delivered in a more efficient way.
- 5.5 Implementation of the completed review for the whole of NAS, this has identified service efficiencies and will ensure that going forward the service will be delivered at an appropriate level to young people ensuring a focus on better outcomes.

Overall lead Cath Mcevoy

Priority 6	Promote a positive culture to ensure that all staff work with the right environment, enabling them to flourish in the workplace				
Key areas	Customer service / Ensure the voice of the child and families are embedded in all forms of practice / Ensure the corporate values are reflected in the way the service's workforce undertakes its duties.				
Status	BF from Service Statement / new				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources Req'd
6.1 Introduce Practice week in order for senior managers to become familiar with frontline services and how these are delivered	<ul style="list-style-type: none"> - Practice week to take place January 2018 - Evaluation of practice week to be undertaken to inform the next PW - Identify audit template to ensure that voice of the child is considered in all areas of the service 	AW/C Mc AW/ CMc AW	January 2018 February 2018 Feb 2018	2 4 2	<ul style="list-style-type: none"> - Admin support - Governance team input
6.2 Introduce programme of learning that promotes and highlights corporate values/ customer focus and ensuring the workforce reflects and complies with the identified values	<ul style="list-style-type: none"> - Work with northumbria health to develop a programme of training/input to promote a healthy culture within NCC 	CMc	January 2018	2	<ul style="list-style-type: none"> - External consultants
6.3 Ensure learning from complaints is cascaded and embedded and that managers are able to deflect and prevent complaints prior to the need for formal investigation	<ul style="list-style-type: none"> - All managers to undertake training around answering complaints - Annual report to be shared with all staff - In all cases feedback from complaints to be discussed and shared with all staff and learning to be noted 	CMc	April 2018	3	<ul style="list-style-type: none"> - Input form client relations

6.4 Ensure the child's voice is embedded and central to the work undertaken both at an individual level and and strategic level	- Use case audit to evaluate the child's voice	All	In place	1	
	- Ensure that the participation teams are joined so that the views of children and young people can be incorporated into plans and proposals	SP	March 2018	3	

What measurable impact is expected?

DRAFT

Creation of an environment where early help workers and social workers can flourish and therefore improve services for children

- Reduction in complaints and those seeking redress with the LGO
- Reduction in staff turnover
- Reduction in sickness levels
- Increasing compliments received by staff

Overall lead Adele/Cath/Patrick

Priority	Improve QA processes so it is embedded in all services and is used to promote high quality practice from the start of the child's journey				
Key areas	Quality Assurance, ensuring fit for purpose audit cycle, high quality from start to end of child's journey				
Status	New				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources Req'd
7.1 Development of an audit schedule for 2018, including early help and residential, including audit register and quarterly audit updates on emerging themes	Audit register created Plan developed for 2018 Circulation of quarterly updates	AW	March 2018	3	Support from performance team
7.2 Practice week undertaken and feedback from information gathered. Applied to development of new processes/training	Practice week completed Feedback evaluated Amendments made to policies and practice Further audit of changes implemented	AW	Feb 2018	3	Support from governance team and senior management team
7.3 Comprehensive plan for peer review audit and key areas to be identified	Peer review undertaken Feedback evaluated Change and learning implemented	AW	April 2018	3	Collaborating with another LA
7.4 Develop customer experience survey	Survey developed Rolled out Evidence evaluated	SP AH KM	Feb 2018	3	Resources from performance and participation team

What measurable impact is expected?

DRAFT

Improved ratings contained within the audits and ensure learning and practice improvement takes place.
 Improved customer experience/journey with better outcomes, less complaints, more compliments, use the feedback to influence practice
 Confidence in the workforce and acceptance of learning culture
 Improved feedback from partner agencies and more shared consistency around thresholds

Overall lead Liz/Karen

Priority 8	Increase the sufficiency of high quality looked after placements to offer placements for children appropriately				
Key areas	Quality of fostering provision, residential provision and supported accommodation for care leavers, high quality corporate parenting.				
Status	BF from Service Statement / new				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources Req'd
8.1 Invest to save bid to increase the in house provision of children's homes	Increase from current 11 placement in house to a further 11 residential placements for children. This will include a 4 bed assessment Home.	CM	2020	4	Staff Team and resources Agreed Invest to save Funding Public interest Availability of land/dwellings Project team
8.2 Review of core offer to foster carers to improve recruitment & retention	Increase in house placement capacity by a target number based on current IFA use and increase placement choice to meet demand.	LS	2018/19	3	Resources Funding Staff Foster carers Feedback tools
8.3 Increase choice of appropriate accommodation for care leavers	Review of the current accommodation service. Improve partnership with other local providers	SP	2020	3	Staffing Agreed Invest to save funding
8.4 Consider information drawn from surveys and views on the quality of current placements and how we develop provision and choice	Project plans for the developments of service to include the Voice of the Child and partners views	CM	2018/19	3	Regular feedback from Questionnaires and surveys

What measurable impact is expected?

DRAFT

Increase the number of children placed within NCC's provision

Increase in number of foster care and residential placements

Improve placement stability

Reduce need for out of county placements where needs can be met within NCC provision

Reduce the need for bespoke packages of support for LAC

Reduction in placement breakdowns

Overall lead Adele/Su Kaur/Tracey Horseman

Priority 9	Recruit, retain and develop a professional, committed and stable workforce				
Key areas	Targeted recruitment to attract newly-qualified and experienced staff; embedding a co-ordinated and holistic training programme; developing a model to support and manage Assessed and Supported Year in Employment (ASYE) staff; developing a Continuous Professional Development (CPD) pathway for aspiring senior practitioners and managers.				
Status	BF from Service Statement / new				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources Req'd
9.1 Agree and roll out the workforce strategy across children and adults. Ensure the principles are implemented.	Strategy agreed and circulated Self assessment completed to measure implementation	AW TH	Dec 2017 July 2018	3 4	OD team and PSW
9.2 Develop a recruitment strategy to recruit mix of ASYE , experienced SW and managers	Continue to advertise and recruit on rolling basis for experienced SW Consideration given to compensation package	AW	Ongoing	3 3	ES support
9.3 Develop and implement ASYE academy, and continue to support the ASYE programme as part of the academy and ensure those on the programme complete within timescales	Plan agreed Managers recruited ASYE recruited Academy begins All current ASYE staff successfully complete and submit ASYE portfolio. ASYE staff register and successfully complete the university module	AW	Dec 2017 May 2018 August 2018 Dec 2018	3 2	New team manager and senior practitioner posts Support from PA's and OD
9.4 Review the progression pathways to incorporate senior practitioner and expert social worker roles	Revised progression pathways agreed Agreed pathways implemented Staff move into SP roles	AW CM SK	Feb 2018	1	HR support
9.5 Actively participate in national and regional networks that support social work practice and development (NESWA PSW networks)	Attend and participate in events to inform Northumberland practice.	AW SK TH	2018	3	tbc

What measurable impact is expected?

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Staff are attracted to NCC, successfully recruited and retained

Staff satisfaction increased using SW health check

Experienced staff retained in the organisation

Newly qualified well inducted and trained into NCC practice and promoted into more senior positions

Varied source of new entrants developed to increase diversity of ASYE

Experienced managers successfully complete the practice supervisors programme and are retained in the service

Improve staff turnover rate

Improve staff sickness levels

Overall lead Mary

Priority 10	Embed the work of the new early help locality model in each area				
Key areas	Training, service transformation, evidence from performance				
Status	BF from Service Statement / new				
Actions	Milestones	Lead	Timescales	Progress 1 - 4	Resources Req'd
10.1 Managers continue to support the development of the teams.	Teams established and clear links with all partners agencies formed. Senior management arrangements for early help locality managers reviewed and agreed	JBL/JH/ GP/VE CMC	Complete March 2018	1 4	Time and networking events as above
10.2 Ongoing training for workers in relation to use of the Early Help Module and the outcomes plan.	Additional training provided for some admin staff in each locality to provide ongoing support for use of the module.	BL	Feb 18	3	Time from systems support team, identified staff in each locality to be available
10.3 Development ongoing in relation to the establishment of clear performance dashboards and a caseload weighting tool for the teams.	Dashboards and caseload tools agreed Locality level 'through social care' dashboards developed to start to measure impact of early help locality	MC/ AH	Dec 2017 March 2018	2 4	Performance team time
10.4 Processes developed for 'step up/step down' arrangements with locality social work teams	Regular meeting in place between early help manager/senior practitioner and social work team manager in each locality to discuss cases	All locality mgers	Dec 2017	2	Time from staff involved

What measurable impact is expected?

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Caseloads of early help workers are at capacity

Reduction in numbers of child in need cases

Reduction in families who are re-referred to social work within a twelve month period

Increase in number of EHAs from early help family work teams

