



WORKFORCE STRATEGY

SEPTEMBER 2015 TO AUGUST 2018

Reviewed July 2017

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EXECUTIVE SUMMARY

This document sets out the priorities for Doncaster Children's Services Trust Workforce Development Strategy for 2015-18 and work already undertaken to achieve an integrated and developed workforce that delivers improved outcomes for children, young people, their families and carers.

This strategy is set within the context of a range of national and local drivers including the Children and Young People's Plan 2014-2016 and Doncaster Children's Services Trust vision and purpose.

It has been informed by the DMBC OFSTED reports of 2012 and 2015, the separate reviews of Carlisle 2012 and Le Grand 2013 into the DMBC Children's Services which ultimately led to the Trust being developed. Feedback from service users, staff, as well as responding to the Social Worker assessment carried out at the beginning of 2015. It also responds to the needs identified through the innovation funded projects that the Trust successfully achieved in 2015.

The Trust is now also strengthening its succession planning for future managers, heads of service and Directors. This is being undertaken by a combination of working collaboratively with South Yorkshire Teaching Partnership and also internally giving opportunity for job share or experience and exposure within the Trust services to broaden employees breadth of knowledge and experience. This also gives an opportunity to work with different senior leaders who can then provide additional perspective on future development for those who are keen and showing potential to obtain their next career move within the Trust or perhaps elsewhere within children's social care or within relevant professions.

As well as incorporating the Trust's values, we are committed to embedding the Signs of Safety methodology across our learning offer.

Workforce reform and development is a major element in improving outcomes for children, young people and families. The ability to improve is linked to:

- The quality and capacity of those who lead, manage, deliver and support our services
- Working together across the organisation ensuring the priorities are the same and we combine our expertise

Our workforce strategy will enable our staff to be outcome focussed and ensure the best delivery method of efficient and safe services.

The learning and development offer is being delivered across the whole organisation and will during the lifetime of this strategy develop a Centre for Excellence and explore the opportunity to develop a Social Worker Academy so supporting the Trust develop and build its own experienced social workers.

ABOUT DONCASTER CHILDRENS SERVICES TRUST

Our Purpose & Vision *(taken from the Trust Business Plan 2016)*

Our business plan defines our purpose, mission, objectives and priorities.

We are an independent company, working under the direction of the Secretary of State for Education providing children's social care services under a contract to Doncaster Metropolitan Borough Council.

Our mission is to make a positive impact on the lives of our children, young people and families by being an outstanding partner and provider of services which maximise life opportunities for all.

Our Aims:

- To transform our services so that they significantly improve the outcomes of the most vulnerable children and that they will be recognised in future Ofsted judgements (or peer review) as:
 - Good or better by October 2017
 - Outstanding by October 2019
- To focus on the potential and safety of children, young people and families by providing effective and value for money services.
- To listen to children, young people, their families and communities to ensure that their experience of our services is the best it can be, which meets their needs and reflects their views.

Our objectives mean:

1. We will identify the needs and risks to children, young people and families. We do this so we can help those who need our services to stay safe and improve their opportunities in life.
2. We will keep on improving the quality of our work.
3. We will make sure our staff have the skills they need and do the things which make a real difference.
4. We will work closely with partners so we can all provide the best possible service. For example we may work with school staff, doctors and police officers may need to support a family to end domestic abuse.
5. We will make sure how our organisation works and everyone who works in it is working well. This includes our board of directors, our managers and all of our staff. The overall things we want to achieve (our strategic priorities) are:
 1. Quality of practice - providing a good service to children, young people and families.
 2. Customer voice - listening and responding to what our customers say.
 3. Financial sustainability - using our money wisely to provide outstanding services

The things we will do to achieve this (our operational priorities) are:

1. Safeguarding the most vulnerable
2. Reducing domestic abuse
3. Supporting children in care and care leavers
4. Reducing child sexual exploitation
5. Making sure people get support when problems start, and before they become really serious. We call this Early Help.

We will continue to develop better ways of working with children, young people and families so that we can support them to make lasting, positive changes. We have decided to use key workers to get alongside families and support them to really get to the heart of their problems. This is working better than asking families to go to deal directly with several different organisations who are helping them with separate problems. Our innovation programme has been all about finding new, more effective ways of working and they have changed and improved the way we support people. We will submit bids to Department of Education for further innovation projects, which will help us make further improvements. These projects make it possible for us to try new things. If this works well we can make a massive difference to children and young people in the future. We know that changes are taking place in the way social care is provided for children, young people and families in the UK. Because of this, it is particularly important that we are prepared to make any changes that are needed for us to play a full part in this service.

Context –

National & Local Drivers

This strategy has been developed within the context of some national and local documents, drivers and strategic groups, including:

- The Children and Young People's Plan 2014-16
- The Munro Review of Child Protection: A Child Centred System (2011) and the government response published in July 2011
- Regional Adoption Agency
- The Children Act 2004
- The Children & Families Act 2014
- Doncaster Children's Safeguarding Board
- Signs of Safety
- Skills for Care
- The Trusts Quality Assurance Framework
- Serious Case Review Findings
- HCPC Capabilities Framework and Standards for Employers
- Children's Social Work Matters, Yorkshire & Humber
- Reviews concerning DMBC CYPS:- Ofsted 2012, Carlisle 2012 and Le Grand 2013
- Teaching Partnership,
- DfE funded Trust Initiatives,

- Chief Social Worker Accreditation & Assessment
- OFSTED 2015 and further monitoring during 2016-17; LGA Peer Review 2015
- DfE Wave 1-4 Evaluation
- Trail blazer apprenticeships

Our Vision & Values

As an organisation grounded and built on a core set of values it is important to hold on to those values that we live and breathe daily but also refresh them according to how we want the organisation to develop into the future.

Our vision and values define an organisation that is ambitious, cares, is creative, delivers and respects and enables people.

Doncaster Children's Services Trust

Our vision
 We want to help Doncaster children and young people to stay safe, well and reach their full potential.

Our values

Excellent
 We'll constantly strive to provide the best service for our children, young people and families, by ensuring their voices are at the heart of everything we do.

Respectful
 We'll always treat everyone as an equal, be reliable, fair, and honest. Above all we will take pride in our work and take ownership of our actions.

Make a difference
 We'll always be child focussed. We'll take the time to listen; it's a two way conversation. We'll support families to help their children and young people to have a good start in life. And above all we will help our children and young people to achieve their hopes and dreams.

Our Workforce Our Children and Young People Services are provided in 5 services areas. The following provides an overview of the staffing in each service area.

* Does not include relief and sessional workers	Qualified Social Workers (inc. Agency Workers) 2015	Qualified Social Workers (inc. Agency Workers) 2017	Other 2015	Other 2017
Area Child Protection Service	94	100	15	7
Looked after children (inc. CIC)	75	65	119*	161
Referral & Response	20	20	8	6
Youth Offending Service	10	8	119	58
Safeguarding & Standards	23	23	63	29

Ambition for our workforce

We want a workforce that has best practice knowledge and experience in developing outcome focused solutions for children, young people & families. A workforce that strives to continuously improve its practice, through research and innovation. Our ambition for our management and leadership of our workforce is to have people in those roles who are charismatic, approachable and can inspire and motivate with sound direction and encouragement. Our ambition for all of our staff is that they reflect the views of children and young people in their everyday work and that they function in teams that have the voice of the child at the centre in everything they do.

Aims of this Strategy

The aims of this strategy are to:

- Develop a 3 year plan to build on what has already been implemented and achieved since October 2014.
- Act upon the 2015 OFSTED inspection and monitoring
- Outline key strategic activities to enhance and develop the Trust's workforce which will deliver the Trust ambition for its workforce.
- To support the development and retention of a creative and solution focused children's social care workforce, and professional services that support our service teams supportive of one another and providing excellent service delivery and value for money.
- Less reliance on agency social worker assignments
- Improving the health and wellbeing of our workforce
- This will mean operational staff are supported by skilled support staff

- Practitioners are confident in their knowledge & skills and deliver evidence based practice.
- Raised levels and consistency of practice supervision and management skills bring decision making nearer the front line
- Respond to the national and local context
- Respond to **Children and young people's views.**

A group of young people identified these desired qualities for staff working with children and young people:

- Be funny on some occasions and understanding on all occasions
- Be easy to talk with: able to talk directly to the children and young people, not around them.
- Be fair, kind, caring and patient
- Want to do their best to support.
- Listen and provide useful help

Objectives of this strategy

- Development of our workforce – The Trust has good quality development that supports the delivery of excellent services and meets the requirement of professional development. Where necessary builds the expertise of its workforce to support research and innovation in continuously improving service delivery locally with the ambition of national recognition.
- Development of our managers – It is important that our managers understand what is required of them, what they are accountable for, and how the Trust wants each and every manager to execute their accountability.
- Development of leadership – To deliver a leadership programme that informs all its employees of what is required of them in their role, what we are each responsible for and how we contribute to the overall Trust contribution to Doncaster. That our workforce is motivated to deliver high quality services.
- Retention – with engagement from an engagement forum and leaders of the Trust a retention programme will be developed which will consider the whole spectrum of motivation, development, recognition and reward.
- Equality & Diversity – The Trust and its employees celebrate and recognises the richness of working for an organisation that has a diverse workforce that can bring different perspectives to support the delivery of services to both its own workforce and wider community.
- Our corporate and social responsibility – that the Trust is doing the right thing for the workforce, its community and the environment.
- All of the above will be underpinned by strengthening the culture of being open, transparent and a learning environment.

The ambition of the Workforces Strategy will support the Trust achieve:

- By 2017/18 Investors in People Bronze Award
- By 2017/18 The Trust is acknowledged in the Sunday Times Top 100 Best Companies to Work for, in the appropriate category.
- By 2017/18 – 2018-19 The Trust is acknowledged in the Top 100 Stonewall employers

KEY STRATEGIC ACTIVITY

The focus of this Workforce Strategy is to:-

- Provide an understanding and overview of the Trust's Workforce
- Outline key strategic activities to enhance and develop the Trust's workforce:
 - 1) Workforce Planning & Wider Regional Succession Planning
 - 2) Recruitment
 - 3) Retention
 - 4) Employee Engagement
 - 5) Performance Culture
 - 6) Equality & Diversity & Inclusion
 - 7) Leadership
 - 8) Development of the Centre for Excellence - Pete
 - 9) Workforce Development
 - 10) Innovation and growth

1. TRUST WORKFORCE PLANNING & Wider Regional Succession Planning

Workforce mapping and analysis exercise has begun and will continue across all sectors of the workforce to identify size, scope and makeup of the workforce and updated annually at the main Trust Board.

For the Trust to have an integrated and well developed workforce it is important that we have an up to date understanding of its makeup to give assurance that the Trust has the right skill and knowledge to provide the best possible services to children, young people, families & carers.

The mapping will also provide information to support succession planning, skill and knowledge gap analysis, recruitment and retention challenges.

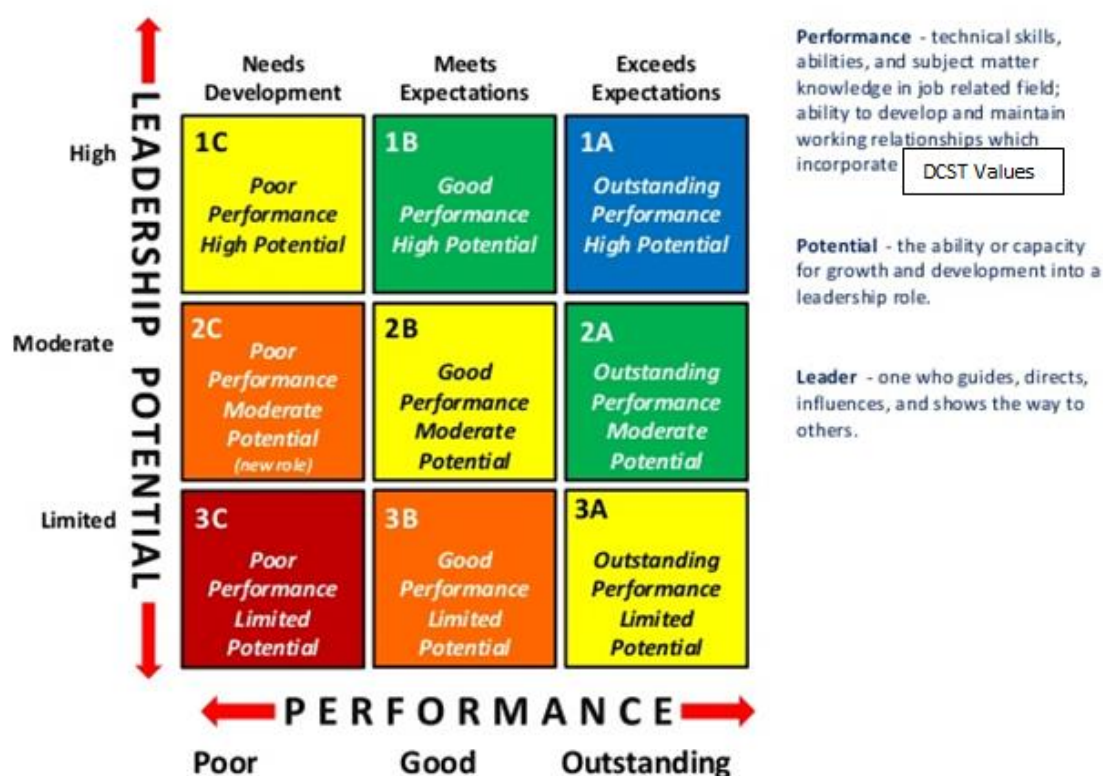
How this will be actioned

Monthly establishment reviews commenced September 2015 with Heads of Service, Finance and the OD&HR functions. This helps identify vacancy and gap of resource management, and movement of staff across service areas to meet service demands.

Reporting

- Monthly management information will be provided to the Chief Executive Team and Senior Management team of the organisation. The management information will provide an establishment review including staff movement across the services, and identify any risks associated with our workforce including recruitment and retention challenges and address findings.
- Annual update to the Board
- The report provides an overview of recruitment, retention, turnover and any exceptions regarding HCPC referrals, conduct, capability, suspensions. Talent Management & Succession Planning using the grid matrix

9 Box Performance-Potential Matrix



- The information contained in the reports will be reviewed each time to ensure it meets the requirements of the Trust Leadership to ensure it brings assurance on the workforce capacity and capability to deliver the best possible services. It will also provide analysis on where capacity and capability is lacking to ensure both the Chief Executive Team and Trust Board are sighted on such issues and can therefore have oversight on the actions taken to improve or recover the situation.

2. RECRUITMENT

Recruitment of experienced and appropriately qualified staff who can deliver the best possible services to children, and young people of Doncaster Borough is an essential requirement of the Trusts workforce strategy.

The Trust transferred under the TUPE regulations from DMBC 470, staff mainly within the children and young people's services. Locally and nationally there remains a shortage of qualified social workers and regionally the Trust competes with Barnsley, Rotherham, Sheffield, North Lincolnshire for its staffing.

Over the first 30 operational months the Trust has been successful in converting 28 agency social workers on assignment to the Trust to permanent roles.

We have recruited a number of high calibre ASYE social workers who during the recruitment process showed the ambition, enthusiasm and motivation to provide great children's services.

The Trust has also attracted high quality Heads of Service and team managers. During 2016 Doncaster Childrens Social Care services achieved a full complement of permanent managers. This had not been achieved within Doncaster for circa 10 years. .To date the Trust has not been successful in recruiting the number of experienced social worker it requires The focus of the remainder of this strategy for 2017-18 is s to recruit good quality experienced (more than 18 months post ASYE year) social workers and to attract high calibre newly qualified social workers and provide a good development programme to support them achieve good experience and further grounding in childrens social work.

How this will be achieved

1. Partnering with Community Care (2017-18) and Guardian(2016-17). By having employer zones the Trust is able to promote its jobs, brand and have a platform to share the experiences of staff, young people and discuss general topics of interest to social workers. During 2016-17 the success with the Guardian online was that the platform helped the Trust recruit to Head of Service posts and gave the Trust a voice with its social worker recruitment. From May 2017 the Trust has now set up a similar arrangement with Community Care on line which will support target social worker recruitment and still give the Trust a platform to build brand awareness, reputation as an innovative and alternative childrens social care provider/employer.

Step up to Social Work – To continue to be part of the Yorkshire & Humber Partnership. We have undertaken recruitment through the Leeds Assessment Centre which is a rigorous testing process around the Knowledge, Skills Statements and includes a speed dating interview with service users, interview panel with the Hei and employer, written test, role play and reflection exercise. This resulting in the recruitment of our commitment of 4 places for Cohort 5. The Trust remains hopeful and fully committed to the possibility of Cohort 6.

National programmes for recruitment for social workers

We will develop regional assessment centres for the recruitment of students from the SY Teaching Partnerships – This is to implement a quality standard for the recruitment of newly qualified social workers and ensuring that they are at a high standard of job readiness prepared for the market place. This allows us to plan recruitment in line with workforce planning.

Practice Development SWs – to further enhance and improve the student social worker experience The implementation of our Practice Advisor role will increase our ability to host students, ensuring that provision of placements are excellent, meaningful and provides the necessary experience to improve practice of both the student and the host team. This in turn will provide the assurance required to ensure delivery against our employability plan and promote social work as a positive career choice.

Guaranteed interview scheme – The Trust will provide a guaranteed interview to all final placement student social workers in a timely way with support from the Practice Advisors. A Practice Advisor will support the interview process to ensure end to end transitions. I think there is enough within the document without having a separate heading.

Children's Social Work Matters

We will continue to support Children Social work Matters in the promotion of the social work profession. This platform will support recruitment by the advertisement of vacancies and providing information to potential recruits of best practice across the region. CSWM will be a platform that celebrates Social Work for those entrants into and also in the development of existing workforce.

In recognition of the difficulties across the sector in the recruitment of experienced social workers the SYTP will consider the development of a Return to Social Work programme. This will be tasked to the Curriculum Development Group to incorporate into the Advance Practitioner Framework – CSWM will be the go to place for initiatives across the region.

Working with Partners to support care leavers achieve employment (Adults Trail Blazer) – As part of the new approach to apprenticeships we will work with Trailblazer groups to ascertain pathways for care leavers both within and outside of the local authority children's workforce sector. This will require an undertaking within multi agency partner pathways e.g. Health, Adults Sector.

How this will be achieved

The following activity is aimed to support the Trust achieve this priority:

1. Explore new opportunities to advertise the Trust vacancies – internet and social media.
2. Review the current Trust recruitment website. This was developed and launched February 2015. The site is on the Trust internet pages and is not easy to locate. The development of live blogs or vignettes of current staff discussing their roles is something that will be progressed prior to November 2017. The application process will also be reviewed to attempt to make it less cumbersome.
3. Financial modelling needs to be done to determine what remuneration package can be afforded for experienced social workers and team managers
4. We will continue to involve children and young people in our recruitment decisions as they have an excellent 'customer' insight. The Trust has involved children and young people in most of its social worker appointments and all senior appointments since October 2015. We will look to have a child/young person voice on all recruitment decisions before the end of the life time of this strategy
5. Quarterly recruitment campaigns began April 2015 for social workers and, these campaigns will continue during the life time of the strategy.
6. Aim to employ 98% of our newly qualified via our students and step up.
7. Targeting our recruitment campaign at the local community of our services as well. We also want to look for ways to grow our own social workers from young people who have experienced our services.
8. A recommend a friend scheme was launched July 2015. This is targeted at recommendations of experienced social workers and is paid after the individual has commenced and has successfully completed their probationary period. No social workers have been successfully recruited from this. The HR team will during 2017 look to determine why this is which will then shape the decision on the next steps for this initiative.

10. Selection of staff – it is important that the Trust makes the right selection decision before offering employment. By October 2017 the selection for all roles will have 2 elements:

- Technical to determine, the skill, knowledge and experience
- Behaviour and Competence – to ensure our workforce has the same or similar values to the Trust

11. The Trust needs to take some time out to review our recruitment processes to consider if there is more that can be done to attract and select high calibre workers.

12. Review our recruitment selection practices

13. Development of an academy approach to SW experience development

We aim to further develop our staff and grow our experienced workforce by the creation of our ASYE Academy and in the exploration of other unit models. This will be situated within the Centre for Excellence. Our Practice Advisors will provide workload management and developing practice through a group supervision model and strength based practice approach. We will integrate into the wider social work teams within the 12 month programme as this is pivotal to supporting resilience in practice.

3. RETENTION OF OUR WORKFORCE

Like all organisations our workforce is our most important asset and also our biggest cost in salary and when we need to recruit. Every time we need to recruit or lose a member of our teams it costs the organisation financially, quality of experience of our service users is likely to dip and increased pressure on the remaining team members is likely to impact on team morale.

A sensible ambition is to expect some turnover in staff, and it can be said that to achieve a healthy team, a change in team members is often beneficial.

The aim of this strategy is to keep to a minimum the number of staff who find it necessary to leave because of:

1. Lack of career progression
2. Their management represents poor practice (e.g. line manager, head of service)
3. Lack of supervision, support, direction regarding work
4. Pay and reward
5. Work load (where it is above the maximum levels set)
6. Ability of the Trust to provide working hours that meets the needs to enable work/life balance.

How this will be achieved

1. Career Paths

During 2017 and 2018 career paths clearly identifying roles, types of development available to support the next possible role will be developed in consultation with staff, trade unions and managers. For those wanting to progress their career into management positions, we will run development centres commencing 2017 which will look to identify those with the potential to progress into management positions. The managers licence programme will be offered to all those who meet the

'potential'. Their knowledge and experience will be developed locally and also be given opportunities to gain Trust wide experience. The development centre will provide an opportunity to those aspiring to be managers have a personal assessment of their leadership and management and a personal development plan will be drawn up to support their ambition. More on our plans for our workforce development can be found on page 21 .

2. Management Practice.

The Trust has since the Autumn of 2015 developed a 12 weeks rolling programme of management modules to support all of its managers understand their responsibilities as a Trust manager.. The weekly sessions are 3 hours per week and include all management responsibilities for people, finance, information and business performance. One of the modules is 'Getting the best from your team'. This will provide managers with a number of tools to consider the characteristics and behaviours on their team and how to work with each; how to have those difficult conversations on improving performance and the best way to gain a positive outcome. As well as considering their own behaviour towards their team and to identify how our own behaviour can have a negative impact on others. Once our managers have attended all 12 modules they will be held to account on what then is expected of them. More on this programme can be found in the Workforce Development section.

3. Support, Supervision & work task direction

It is important that our staff have direction and regular supervision to ensure the work is at a standard that is required and that staff are able to achieve this. It is important that there is protected one to one time to allow for personal development discussions, monitoring of workload and also ensure the direction/objectives remain current.

How will this be achieved?

All staff by April 2016, if they do not already will have an agreed calendar of one to one and supervision will have a perpetual rolling calendar of one to ones and supervision – planned in for 12 months at a time. A standard template for supervision will be produced, with consultation with staff, unions and managers and we aim for each member of staff to take ownership of their supervision and one to one time. They will own the write up, organising of and shaping of their time with their line manager or supervisor of their practice.

4. Mentoring

All of the senior leadership team have been trained in mentoring. Staff are encouraged to approach a mentor they consider will support them explore their development requirements.

5. Employee Assistance Programme

We recognise that from time to time our employees may require some external counselling/support. The provision is currently provided by DMBC Occupational Health. We would like to explore during 2017 whether a specific EAP service would be more beneficial to our employees and a more cost effective way of supporting our staff.

6. Pay & Reward

The Trust already monitors the pay structures of the neighbouring local authorities. It is known that against some other Children & Young Peoples Services our rates of

pay for social worker qualified roles are either the same or below what is being paid elsewhere.

The following responds to some of the known issues the Trust is facing concerning total remuneration for its workforce:

The Trust in July 2015 published its salary progression criteria for qualified social workers. The process and criteria are similar to most local authorities. The progression covers the advancement from ASYE to the top of grade 8 pay scale and then the criteria in the progression document has to met to be upgraded to a grade 9 social worker role. It is too early to know if this is having a positive impact on the retention of our social workers.

The Trust needs to complete financial modelling to determine what the Trust can afford to pay experienced social workers, advanced practitioners and team managers. If there is the ability to afford more, we will look to improve the rates of pay by considering how individual performance can help determine individual's remuneration. This of course will take consultation with staff and unions. The ambition of this strategy is that if a new pay structure is affordable for social worker qualified roles we aim to have it implemented April 2018.

During 2017-18 the Trust will develop its own payscale that is affordable and will benchmark all other roles to determine whether the pay offered for those roles is at a similar level to those organisations we benchmark against. Where it is found that our salaries for these roles is below the benchmarked organisations the senior management team and finance will consider whether the Trust is in a financial position to make any required changes to the pay scales for the roles – again with performance criteria required to be met. If there is any change agreed this will be consulted with the Trade Unions and implemented from April 2018.

7. Benefits

As well as a basic salary, other remuneration to be offered can be in the form of benefits. The Trust already operates a salary sacrifice child care voucher scheme and the opportunity is given to staff to pay into Westfield Health and an Employee High Street Discount Scheme.

During the last quarter of 2017 the HR&OD team will explore the nil cost benefits of additional salary sacrifice schemes and national and local discount schemes. The aim is to have a package of benefits that will suit different lifestyles in place by April 2018 with a salary sacrifice lease car scheme, cycle to worketc.

8. Workload

The Trust in August 2015 confirmed its workforce case workloads expected for ASYE and experienced social workers.

How will progress be monitored?

Case workload will be monitored by Heads of Service. Where there is greater demand a decision to move staff to other service areas will be a first consideration before agency workers are assigned.

Other roles workload will be monitored during the regular supervision.

9. Flexible Working

The Trust already has a number of staff who have condensed hours or work hours to suit the needs of their responsibilities outside of work. The Trust Senior Team as its first priority has to ensure that its services are resourced to meet the demands and requirements of its service users and that includes being available when they require those services. Its second priority is to its staff, to ensure they are able to do their roles and be able to carry out any responsibilities outside of work. Where flexible working requests are made and can be met they will be agreed. The Trust Flexible Working Policy was ratified in 2016 Annually the Chief Executive Team will be given oversight of the flexible working requests made and the outcome for each.

Retention of our workforce is important it is believed that the above when actioned and embedded will support the Trust better achieve a stable workforce. Currently all leavers are monitored on a monthly basis by the OD&HR team. A quarterly report identifying leavers and reason for leaving is provided to the Chief Executive Team and annually to the Trust Board Currently exit interviews are conducted by the line managers and for social workers by the Principal Social Worker and HR Advisor. From July 2017 there will be mechanism in place for the OD&HR team to conduct an exit interview with leavers, to gain a Trust wide understanding of reasons for leaving, identify common themes and respond to those themes where possible.

4. EMPLOYEE ENGAGEMENT

During the 30 months the Trust has been formed there have been a number of employee engagement initiatives developed. Most have been well received by the staff but during the life time of this strategy we aim to consider more ways of ensuring as many employees as possible feel they are engaged and can influence the Trust's business plans; they understand their very important contribution to making those plans a reality and can contribute confidently with ideas on how improvements can be made.

The Trust has held two **Staff Summits** every year since December 2014 Three dates per summit are set so all staff are able to attend the half day sessions. Each has taken a different theme and will continue to do so.

The aim of each summit is to ensure staff are made aware of how the Trust is performing; what the 'big ticket' items are to ensure all staff are aware of new initiatives and also engagement activity on how to improve the working environment, services etc

An **Employee Engagement Forum** was launched in June 2015. The forum is made up of 2 staff per grade/cross section of the organisation. The Forum is set up to meet 4-5 times per year and is an opportunity to share initiatives; to seek opinion on direction – act as a sounding board on the receptiveness of the idea. Also an opportunity for staff to raise things they would like the senior leadership team to consider.

After the first meeting the following gives a flavour of what has been implemented:

1. One member of the Employee Engagement Forum was involved in the project group for the office move from Bentley to Adwick.

2. Three of the Employee Engagement Forum attended an impromptu 'sounding board' session to view and advise on how best to communicate a message to all staff.

3. The Employee Engagement Forum came up with a number of ideas two of which were agreed to progress immediately:

a) The request to understand what others do in their roles.- it was agreed by the Chief Exec that the Employee Engagement Forum members could progress their idea on job shadowing for half a day. As an example one of the Legal Team will job shadow a social worker and vice versa.

b) The Forum members were keen to encourage the Trust Leadership Team to hold an 'Expo' type event where each service area could have an exhibition of their services this is now a regular feature annually at the Staff Summits. The Forum membership is voluntary for 12 months. The members can volunteer for a further 12 months however, the ambition is that each year the membership changes by circa 50%. Ideally by the end of this strategy (in 2018) the Forum has its own elected Chair and is self managed. Currently the forum is chaired by the Head of OD&HR.

Staff Opinion Survey

The Trust held its first staff opinion survey in December 2016. The results from that survey are at appendix 1. The survey will be repeated every 18 months. Agreed actions from the survey (also appendix 1) will be developed depending on the themes of opinion.

A survey to staff who transfer to the Trust will also be conducted at around 6-9 months after transfer. The information provided will be valuable to the Trust on how we shape future transfers of staff

Our Principal Child & Family Social Workers within the region will develop a standardised approach to our Health Check and this will form an action plan within the region. The Health Check will focus on;

- Workload and workflow management
- Tools to do the Job
- Healthy Workplace
- Effective service delivery

Other methods will be used to collate this information via Staff Surveys, Staff Summits and Survey Monkey evaluations.

Stop the Clock sessions

Each service area holds monthly stop the clock sessions. The session is for half a day and the primary aim is to allow staff some time to be together as a team to consider how improvements can be made to their work and services. The sessions are well received by the staff and the intention is to continue with them.

Trade Union Engagement

The Trust recognises Unison, Unite and GMB. Monthly meetings are held with the three unions. The membership of the Trust and Union Partnership Forum consists of the Chief Executive, Chief Operating Officer, Regional Officers and Trust representatives of each

union. The meetings are to share any changes the Trust intends to make, pay bargaining, terms & conditions and policies are consulted upon.

The Trade Unions have an active role at the Trust Induction and are actively engaged in the development of the management training 'Licence to Manage'.

Senior Management Visibility

All of the Chief Executive Team and Senior Leaders have been set an objective to be visible in the services and our front line staff.

The senior leadership team over the course of this strategy be held accountable for being visible to our staff, regularly look to 'go out to the front line' rather than expecting staff to travel into where the senior management team are based.

The Chief Executive holds regular catch up sessions which began prior to the Trust commencing and have continued during the first year of operation. These are planned to continue and also extended to whole Chief Executive Team taking the opportunity to hold similar sessions at regular intervals each year.

During the life time of this strategy other initiatives will be considered to ensure we achieve great employee engagement to enable staff to feel empowered and supported and that they each understand the Trust strategy and how they can play an active part in it.

Employees on the Board

The Trust has 3 employee Trust Board positions which are for a minimum term of 1 year with the opportunity to extend by a further 12 months. The three positions allow for 2 operational employees and 1 administrative employee below Head of Service level to be considered.

Innovation

The opportunity to be involved in projects is open first to our employees. To release employees from their substantive post the Trust actively supports secondments and or backfill arrangements where finance permits.

Voice Champions

Champions are nominated by their peers in each service and undertake the role on a voluntary basis for 12 months before the mantle passes to a newly nominated Champion. The Champion role is not defined by grade but by attitude and passion to support participation and innovation and get our young people involved and heard.

Their brief is:

- a) Support the voice of the child being heard in their team/area.
- b) Take a lead in supporting their team to nominate children and young people to participate in events and activities.
- c) Identify resources to support participation in events and activities.
- d) Attend Champion meetings on a monthly basis to discuss and plan support for future events and activities.

- e) Be the central point of contact in their area for knowledge and contacts to support utilising resources to work together effectively.

5. PERFORMANCE CULTURE

It's a great organisation to work for when you know exactly what you are contributing to, and how your contribution helps keep the organisation strong and in a healthy position.

As already mentioned in the section on employee engagement, the Trust has already commenced periodic Staff Summits which gives an opportunity for the staff to gain an understanding of how the Trust is performing against all of the contract measures etc. As and when we are OfSTED inspected all staff are advised of the inspectors views and overall ratings at the end of the inspection and help with action plan implementations.

We are in the process of and will continue during the life time of this strategy to ensure staff are aware of what is expected of them via:

- Regular Supervision
- All staff having objectives that fit with their role and service delivery requirements
- Statutory work will be quality assured A robust Performance, Quality Assurance and Continuous Improvement Framework that will inform staff how well they are performing and support them to deliver increasingly high quality services for children, young people and families.
- The Chief Executive Team and Senior Operational Leaders hold regular case audits, to monitor the decision making for child protection and safeguarding decisions.

In 2016 a new Performance Development Review was launched and implemented and all people managers were given development in how to review and improve individual performance and also how to recognise exemplar performance. This is now a module on the Managers License Programme.

For 2018 the Trust has the ambition to have a pay review in place that is based on performance. It is recognised to achieve this sort of pay model, managers and staff need to have the confidence that any such decision is based on objectivity and fairness.



STAR AWARDS

The first recognition event was held in January 2016 and it is now an annual event on the Trust Calendar. Nomination for awards such as ASYE and Social Worker of the Year, Innovation of the Year, Manager of the Year etc as well as nominations for team awards can be made by any member of staff. The awards are judged by a panel which will include young people, trade unions, and staff from the engagement forum who all make the decisions on the finalists and award winners.

The awards are aimed to provide personal recognition of great work and exemplar behaviour.

National Awards

Nationally the Trust will ensure its employees are given credit for their great work by nominating them for relevant national awards.

Young Advisors

The Trust has since 2014 had a number of Young Advisors who advise the Chief Executive and senior leaders on how things can be improved and what they like within the Trust services. Their advice is given from their experience of being in receipt of children's social care services in Doncaster.

They also champion the voice of the child/young person by being a valued part of any recruitment selection for senior positions and social workers; they have a regular voice at the Summits and any event that the Trust holds.

During 2016/17 their voice was loud and clear in the refurbishment and changes to how we work with young people in our residential homes.

6. EQUALITY & DIVERSITY

We believe it is vitally important to employ a fully diverse workforce that is representative of the local population and its multi-cultural communities, in order to ensure we understand the needs and requirements of all of the children, young people and families of the Doncaster Borough and have the best people in place to deliver the best quality care possible.

We monitor our workforce on an annual basis in relation to seven of the nine protected characteristics covered in the Equality Act 2010. These are:

- age
- gender
- religion and belief
- race and ethnicity
- disability
- sexual orientation
- maternity

Gender Pay Gap – It is now a government requirement from April 2017 for organisations to publish its gender pay gap. Trust intend to publish its information September each year.

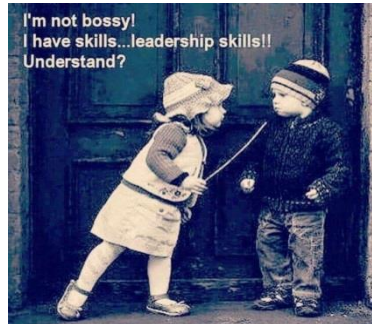
In 2015 it was identified that the Trust had good statistics in relation to age, gender and race and ethnicity. In 2016 at the Staff Summit employees were encouraged to provide information on their disability status, religion or sexual orientation, gender re-assignment or marriage and civil partnership. This information is voluntary and the vast majority of employees choose not to share this information with us.

In 2016 we aimed to have a Staff Equality Steering Group made up of staff who represent any of the protected characteristics. With little take up in 2016 the Trust in 2017 will reopen the opportunity to all employees. The Group will support the Trust further develop its policies and working conditions to ensure they remain good for all of our workforce.

7. LEADERSHIP

The professional development of our current and future leaders is crucial to delivering safe, high quality outcomes that responds to and meets the needs and expectations of our service

users. Our leadership development must approach and deliver effective leadership development at all management levels with a clear link to the DCST Vision and Values. This Strategy sets out a direction for how we will develop, deliver and sustain an effective development approach that will ensure that our current and future leaders have the right knowledge skills to ensure that DCST is a safe and well led organisation.



Our Leadership Development will ensure that:

- Our leadership development activity is structured, appropriate, and tailored to organisational and individual needs
- Access to development opportunities is fair and linked to appraisal
- Our leaders have the right skills to support their teams in the transformation and improvement of services for our service users.
- There is improved succession planning for leadership and management posts across the Trust

3 key training priority areas for 2017/18:

- ✓ Further develop our distributed leadership model
Developing personal resilience – links to change management and “bounce-back-ability”
- ✓ Difficult conversations – holding self and others to account

Ensuring our organisational leadership direction

In September 2015 the Trust launched its Executive Leadership Council led by our Chief Executive and his team, to give a clear steer on the roles, responsibilities and behaviours of DCST leaders and ensuring we have the same strategic agenda.

Further initiatives to be developed during the lifetime of this strategy include:

- Change Management/Transformation programme/approach Trust wide to ensure we model a consistent and standard approach to all change & transformation processes
- Rolling out the Licence to Manage to all managers.
- Continue to support our Operational Managers to be able to assess effectively front line practice in all of our service areas. This will bring consistency and additional quality in our delivery across the Trust.
- Developing and implementing succession planning for the Senior Leadership Team and then rolling this out across all of the service areas across the Trust;
- Programme/Approach to apprenticeships, traineeships and work experience are being developed;

- Workforce Planning – include talent pipeline for critical roles, attraction strategies, supporting major role change and creation of new job roles, and succession planning
- Support in the development of robust professional supervision processes and introduce monitoring systems;
- Embedding equality performance and outcomes.
- Aspirant Leaders to Director Level. This approach is supported by the regional ADAS and DCS Group. These programmes support and develop Leaders in the public sector and require leaders to demonstrate a high degree of resourcefulness in the delivery of services and improved outcomes.

Programme has offered;

- Aspirant Leaders
 - Leadership
 - Senior Leadership
 - Systems Thinking
 - Peer Review
- Teaching Partnership – The Trust is a member of the South Yorkshire Teaching Partnership and was one of the 4 partnerships to be implemented as Early Adoptors. Further funding for 2 years being confirmed in 2016. The partnership includes the University of Sheffield – delivering a masters programme into Social Work. The emphasis is on delivering high quality training and placement provision for Social Workers. This is in line with the government agenda of strengthening quality of practice and continued professional development. Within the partnership we aim to ensure that all students are practice ready and enable this by the provision of two statutory places within Adults and Children’s services. We are also committed to lifelong learning and in the development of CPD package being delivered in a modular way at masters level. Research opportunities will also be offered to Social Workers as will be additional masterclasses targeted to needs of the partnership.

Our vision for the 2016-18 SYTP funding period is to build upon our successes and ensure sustainability by;

- Implementing robust governance structures
- Sharing best practice, and adopting new ways of working based on evidence of impact
- Adopting joint frameworks and strategies
- Raising quality, standards and capacity in relation to practice education
- Working collaboratively to develop and deliver jointly owned curricula for pre-and post-qualifying education
- Pooling resources and utilising economies of scale in order to develop and sustain improved CPD opportunities
- Embedding the activities of the SYTP firmly within the workforce development and service improvement strategies of our partners
- Evaluating the impact of our activities in order to continue to refine and develop our ways of working

- To help identify preferred leadership styles the Trust has used the **MIRO** Behavioural Mode Assessments. To date all of the senior leadership team and their direct reports have been invited to take part. The assessment gives some indication of the expected behaviours and attitudes that individuals prefer to use. The information is useful to provide a further dimension on how we aim to get the best out of colleagues.

During 2017 the Trust will look to train 3 employees to be able to administer and interpret the results as there has been a lot of interest from those already completing the assessment to offer it to their team members.

8. WORKFORCE DEVELOPMENT

In an ever changing environment with constant pressures to deliver our services in the most cost effective manner, a skilled workforce is crucial to our success. The Trust needs to ensure that the right people with the right skills and behaviours are doing the right job at the right time. Effective learning and development is a key element of our organisational culture.

The aim of this strategy is to ensure our employees are provided with access to appropriate learning opportunities and that the right processes are in place to ensure learning and development remains effective within the workplace.

The objectives for our workforce development are:

- Development of our workforce – The Trust has good quality development that supports the delivery of excellent services and meets the requirement of professional development. Where necessary builds the expertise of its workforce to support research and innovation in continuously improving service delivery locally with the ambition of national recognition.
- Development of our managers – It is important that our managers understand what is required of them, what they are accountable for, and how the Trust wants each and every manager to execute their accountability.
- Development of leadership – To deliver a leadership programme that informs all its employees of what is required of them in their role, what we are each responsible for and how we contribute to the overall Trust contribution to Doncaster. That our workforce is motivated to deliver high quality services.

The Trust has a small workforce development team, which sits within the Centre for Excellence and works across the whole organisation. Training is delivered by internal and external suitably qualified and experienced professionals. As well as its own workforce the Trust provides training to its foster carers and also with the transformation and innovation project work also takes responsibility for some relevant training delivered across the whole of the borough to our partners e.g. Domestic Abuse and Early Help interventions. We have now recruited a Parenting Co-ordinator and will be developing the borough wide parenting strategy. This will result in a clear training strategy in evidenced based parenting programmes which also supports the work of Domestic Violence strategy through Growing Futures and the further development of specific programmes around this e.g. working with victims and their children, development of perpetrator programmes, working with men who are subject to Domestic Abuse. A raft of parenting programmes will be delivered and co-

ordinated with a clear quality assurance plan which will include supervision and observation of practice with clear evaluation of the models and impacts on families.

Mandatory Training

Mandatory Training is provided through a mixture of e-learning and face to face development programmes . Each role has specific modules that must be completed.

Centre for Excellence – Social Worker Induction

It is the aim of the Centre for Excellence to provide an induction on the first day of work for all social work qualified posts. This induction will ensure that all staff have a skills audit undertaken, assessment against the knowledge skills statements that will contribute to the PDR process and endorsement in undertaking National Assessment and Accreditation Scheme. This will also support an ongoing mentorship programme to embed our practice model around Signs of Safety.

The following is provided to give an overview of the development that is already offered or planned to be offered with the outcome anticipated from that training to help improve the lives of the children, young people and families of the borough.

Trust Corporate Induction

The one day corporate induction gives an overview and signposting to all staff. The sessions are delivered by the Chief Executive, senior leaders and key individuals who will help each member of our workforce settle into the Trust and to gain an understanding of the Trust and the service deliverables.

Management Development

The Trust in September 2015 launches its 'Licence to Manage' rolling 12 week programme of 13-14 modules all geared to support managers and aspirational managers understand what is expected of them and how they will be held to account for:

- People Management
- Finance Management
- Business Planning and Performance
- IT and Information Management

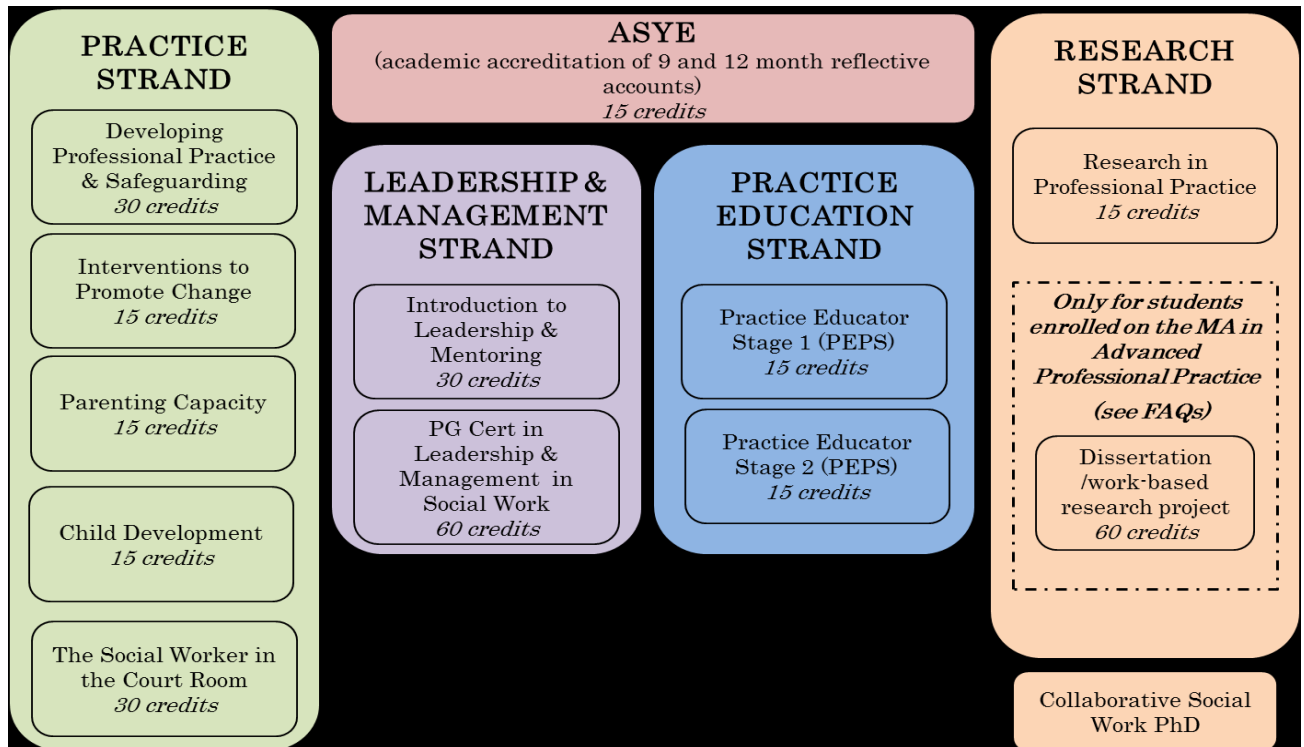
The programme will have additional modules included from April 2015 for front line service managers to develop their knowledge and capability in delivering these services in a consistent manner and approach.

The objective of the training is to provide managers with the information, skills and support they need to enable them to deliver their management responsibilities Increase standards of management practice across the Trust; ensure consistency in management practice across the Trust.

Teaching Partnership

Within the Teaching Partnership we have developed our Advanced Practitioner Framework around 5 strands identified below this allowing CPD throughout the career pathway for social work from ASYE to Practice Leader levels. We are also committed to developing an Assessed and Supported Year for Aspiring Managers (ASYAM)and will be looking to

develop in the future a pilot to identify, develop and support aspiring managers and leaders across the South Yorkshire Teaching Partnership (SYTP). The ASYAM will combine bespoke, targeted CPD provision along with work-based mentoring and support, in order to develop a clear, well-supported career pathway into management for our social workers.



YORKSHIRE & THE HUMBER

In addition, the Trust is a member of the Yorkshire & Humber Children's Social Work Matters Network. The Network provides a calendar of development opportunities for the management and leadership population across the region. The Trust will regularly review its management and leadership teams to ensure maximum opportunity is provided to bring a balance of personal development for career and ensuring we have the right skill and knowledge set within the Trust to bring a strong management and leadership to the Trust's workforce.

Qualified Social Workers Development

Our aim is to offer our social workers a clearly defined, challenging and professionally guided development programme which combines mandatory training with aspirational and innovative opportunities which supports continuous professional development ultimately leading to better outcomes for children and families.

Social Workers new to the Trust

To ensure when social workers join the Trust they understand how Doncaster Childrens Services Trust will develop their social workers to grow in the profession we hold a Social Worker Induction which covers

- ✓ Practice education and provision of student placements
- ✓ ASYE overview and portfolio
- ✓ The impact of the KSS Framework on Social Work assessment at all levels
- ✓ HCPC registration and CPD auditing
- ✓ Best Practice Guidance reference
- ✓ The importance of reflective activity in social work
- ✓ Experience and involvement with interactive reflective models, approaches and techniques
- ✓ Consideration of research piece on key elements of reflective activity

ASYE

The Trust as part of its recruitment strategy will every year take a cohort of ASYE Social Workers. We aim to have between 1-2 on each social worker team. The Trust constantly reviews and evaluates its ASYE offering with the ASYE social workers. We have a dedicated Development Officer who co-ordinates the learning for each and encourages their development journey. Throughout the year, there is a series of training workshops and service specific sessions to support knowledge and skill development. All of these have been cross referenced to the Knowledge & Skills Statements (KSS) in which those on ASYE are being assessed against.

ADVANCED PRACTITIONERS

Our advance practitioners meet monthly with our Principal Social Worker and Workforce Development Manager to discuss their own development requirements and also develop supportive tools to support the delivery of consistent good quality social work decisions.

Best practice is discussed and outcomes from the Stop the Clock days including audits from assessments . The development of tools via the child's electronic record to improve the way Social Workers use I.T. To deliver training around implementation of new ways of working; Public Law Outline, Family Justice Review, , Forensic Assessment Framework – this is to ensure that learning is embedded within all areas.

Practice Education

Practice educators play an important role in the education of new social workers, offering guidance and assessing students' first-hand experiences of becoming a social worker. The Trust offers support to achieve stage 1 and 2 for Practice Educators. It is our intention is to ensure that we can provide final placement capacity to be able to meet our commitment to the newly formed Teaching Partnership, and for future Cohorts of Step Up to Social Work students.

Within the SYTP we are developing a further level of CPD for our Practice Educators – “Enabling Others” which will equip direct teaching and transfer of learning from practice into the university programmes. This award will give our experienced Practice Educators the required skills to prepare and deliver teaching sessions. Further work is also in development

around entry requirements into Practice Education by the utilisation of the Work Based Supervisor role – this will provide a testing ground to assess suitability and progression into Practice Education roles.

Improving working with children, young people & families



Training provided by the Doncaster Children's Safeguarding Board

A full calendar of training is provided by the DCSB, which has a mix of traditional and current (based on local and national context) training so is a constant source of development for all of our workforce and ensuring practice is honed to current and future requirements and context.



Our social workers are encouraged to register on the The Children's Social Work Matters Website has been developed in a collaborative partnership between the 15 Local Authorities including DCS Trust across the Yorkshire and Humber area. The website hosts a variety of training, learning and communication opportunities across the Region for members to engage with. This includes Social Work videos, blogs and regional developmental events. This resource can connect you with other colleagues and help keep staff up to date on all things relating to children's social work.

Total Respect Training

Total Respect is a mandatory training vehicle which we will use to measure how we improve and provide quality services. The training is delivered by children and young people who have been involved with our organisation and have experienced receiving health and social care services. This training has been extended to all staff to ensure we all understand the importance of service delivery and producing best outcomes for children and young people at all levels.

Signs of Safety

The Trust has implemented signs of safety, a solution focused approach, into social work practice across the child protection system. The approach has introduced a strengths based approach to work with children and families that will result in:

- Improved quality of social work delivered to families
- Improved engagement of families

- A reduction in the number of children subject to child protection plans
- A reduction in the number of children needing to enter the care system
- Improved risk management of vulnerable children as a result of rigorous assessment and safety planning

All staff will have access to training at a level commensurate with their roles and responsibilities within the organisation. Front line practitioners will benefit from at least the two day formal training and the majority have accessed the 5 day training. Staff will also be supported in their workplace to develop and embed their Signs of Safety practice via individual and group supervision as well as one to one support from Practice Advisors.

Foster Carer Development

Doncaster Children's Services Trust is committed to improving outcomes for children and young people. To support this commitment we recognise and value the training of foster carers by ensuring that all foster carers have access to a learning provision to support them with their role. A training programme will be offered throughout the life time of this strategy to provide training and development opportunities for all foster carers, however experienced or new.

We do expect that all foster carers attend at least four training sessions a year. Each foster carer will have their own personal development plan which is created in conjunction with their supervising social worker. The training is provided to enhance and develop confidence, knowledge and skills. This will benefit the children and young people that are in foster care.

Each year the foster carer training is reviewed and will be updated. For 2015/16 the following has been included Child Sexual Exploitation, E-safety and a 2 day accredited Paediatric First Aid training course. This is not an exhaustive list, but is provided to give an example of how the training meets the current national and local context.

We are currently expanding our range of E-learning courses available and will be launching a new online training package (Akamas). This has a wide range of courses specifically designed to support foster carer learning development. We currently also offer Accredited Learning to our Foster Carers in the form of Level 2 Certificate Children & Young Peoples workforce – this is supported internally by our Workforce Development Team.

Residential

We provide all statutory training and development requirements for our residential staff and have enhanced our Managing Challenging Behaviour development by implementing of the TCI approach which provides an intervention model around crisis prevention specifically within residential settings.

We continue to deliver in-house support to all staff who are required as part of their role to undertake the Level 3 Residential Award and the Level 5 Residential Managers Award.

Youth Offending Service Team

For our Youth Offending Support Team we offer a complex range of development to support them in their roles to support young offenders and their families achieve better outcomes with training aims of:

- Ability to use the child and family assessment methodology for our staff who work with the stronger family cohort.
- Improving ability to provide critical analysis in terms of assessing the risk of re-offending, serious harm and vulnerability.
- Improving understanding of the nature of risk management theory and practice relating to the risk of serious of harm and vulnerability within a youth justice context.
- Improving the quality of Pre-Sentence reports produced by Doncaster Youth Offending Service.
- Increasing practitioners understanding of the complex issues (i.e oppositional defiance) which impact on young people and families ability to fulfil their full potential.
- Improving quality of youth justice Intervention Plans.
- Exploring the practice and values which create a good case manager in a youth justice setting.
- Increasing the quality of statutory and non-statutory case recording.
- Exploring the theory and practice of restorative justice and to equip staff with the necessary skills to deliver restorative justice interventions in line with best practice.
- Increasing awareness of the issues relating to NPS usage.
- Train youth justice officers and social care staff in the theory and practice of using the AIM2 assessment to assess the risk of future sexually harmful behaviours displayed by young men.
- Qualify staff in the use of the AIM2 assessment methodology - to assess the risk of future sexually harmful behaviours displayed by young men.
- Increasing practitioner understanding of how to work with young people in the criminal justice system who display sexually harmful behaviours

Parent & Family Support Service –

YTraining has been commissioned around Basic Skills and Direct Work with Children. This will support our staff explore how direct work with children and young people can help them to understand and make sense of their past, cope with current uncertainties, develop a clearer sense of identity and contribute to plans for their future.

As well as Signs of Safety the PAFSS service will utilise the following interventions and models

- Incredible Years
- Solihul Parenting
- Triple P – Group & Teen Programmes
- Outcome Star
- Child & Family Assessment Toolkit

Basic Skills will support our staff achieve better outcomes for children as they will after attending the training be able to;

- explore assessment analysis, planning and evaluation based on signs of safety principles.
- explore and balance risk and conflict in the effective delivery of early help work.
- understand and address disguised compliance.
- explore maintaining and sustaining our resilience to continue to be effective.
- identify and work on final skills; how we get through the door after this training.
- establish a personal development plan.

Bespoke offer

Targeted Support for Staff

Alongside formal training opportunities the Trust is adopting a more targeted approach to staff support so that the individual development needs of staff can be better met. The understanding of development needs can arise from for example, supervision, PDRs, training needs analysis and the outcome of audit activity. Examples of how identified needs are responded to will include line management and peer support, shadowing, as well as individual coaching and mentoring from for example Practice Advisors. This will be a more flexible and responsive approach designed to positively impact on the individual.

Training has been commissioned around Basic Skills and Direct Work with Children. This will support our staff explore how direct work with children and young people can help them to understand and make sense of their past, cope with current uncertainties, develop a clearer sense of identity and contribute to plans for their future.

Basic Skills will support our staff achieve better outcomes for children as they will after attending the training be able to;

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- explore and balance risk and conflict in the effective delivery of early help work.
- understand and address disguised compliance.
- explore maintaining and sustaining our resilience to continue to be effective.
- identify and work on final skills; how we get through the door after this training.
- establish a personal development plan.

Further development in 2017-18

Appraisal

During the first year of this strategy the Organisational Development & Human Resources Team will develop and incorporate a bespoke appraisal process based on and underpinning the Trust's Vision and Values.

Social work –In terms of Social Work development we continue to work towards the Professional Capability Framework and the Knowledge, Skills Statements and this will be reflected by incorporation of the Employer Endorsement assessment within the current PDR process. <https://www.basw.co.uk/pcf/>

The knowledge and Skills Statements are mapped over into our training, PDR, skills analysis and employer endorsement (see link below).

<https://www.gov.uk/government/publications/knowledge-and-skills-statements-for-child-and-family-social-workare> in place for Assisted and Supported Year in Employment (ASYE) Social Worker, Experienced Social Worker and Advanced Practitioner.

Non Social Worker – Capabilities will be based on the Professional Capabilities Framework, for staff who provide direct services to children, young people and families.

Professional Support Services – Capabilities will be based on Professional Capabilities where advised by a Professional Body and or based on the Professional Capabilities Framework.

Leadership –Trust response to the national Assessment & Accreditation

Trust response to the National Assessment & Accreditation Scheme

In October 2014 the secretary of state for education addressed the National Children and Adult Services Conference. She indicated that children's social work will be restructured with a new set of professional standards for three levels of the profession

- Approved child and family practitioner
- Approved practice supervisor
- Approved practice lead

The Trust volunteered to be part of the Proof of Concept and continues to support the development of the National Assessment Accreditation Scheme (NAAS). In preparing it's staff the Trust has developed an Employer Endorsement Pack and will evaluate this in terms of ensuring that staff are ready to undertake the NAAS

Staff having completed the NAAS will achieve approved status and this will have a direct impact on the quality of the services we provide to children, young people and families.

The Trust recognises that the new approved status will be another means by which we are able to understand our self and our staff under a common, national framework. Being able to identify learning and development needs that support the profession. In addition where practitioners and supervisors have achieved approved status this will provide assurance not only to the Trust, but also to external partners, the public of the quality of our practicing staff.

The Trust will implement mechanisms to ensure that staff can be assessed at the correct time and this will require us to ensure that their learning needs are met in line with the knowledge and skills framework for each of the three levels.

Mentoring

We intend by September 2018 all staff to have a mentor. A mentor register will be collated and made available to all staff. The register will include internal as well partner organisations staff. Our workforce will be able to decide whether they wish to have a mentor from our register or choose one from their own network of contacts.

Mentoring will be provided to all Social Work staff by the implementation of our Practice Development Social Worker roles and by our existing Advanced Practitioners. We have also created a Practice Improvement Specialist post within PAFSS to enable workforce development and practice improvement has a focus on learning in practice.

Secondments

Secondment opportunities are already made available within the Trust to work on new initiatives e.g. Domestic Abuse Navigators. We will continue to identify where we can these opportunities to support our staff grow their career and their knowledge and skill set to help improve our services to children, young people and families.

Trailblazer Apprenticeships

Currently we have an apprenticeship and accreditation centre aligned to DMBC. In the further development of the Centre for Excellence we will explore the creation of our own learning hub which will incorporate apprenticeships at all levels and in the further development of QCF delivery.

We currently undertake activities in the development of standards and will continue to support the development of the Social Work Degree Apprenticeships as part of our succession planning and development of career pathways .

9. CONCLUSION

With the implementation of the key strategic activity the Trust will have stronger:

Manager Development in both general and front line accountabilities and will respond to Ofsted 's 2012 recommendation of

‘Ensure all decisions made by managers take full account of the risks identified and the needs of the children and families are considered.’

‘Managers have a consistent tool across the Trust to record this and also ensure that the risk and protective factors are taken into account’.

Through the interventions identified in workforce development social workers will be equipped to make quality assessments and decisions, are competent at considering risk and

protective factors are taken into account. They will be supported in delivering the best possible methods of ensuring children, young people and families contribute to the planning process and cultural needs of children are met and plans are understood by the children and young people.

Supervision – The Trust has just launched its revised Supervision Policy. Supervision will include work load management and personal training & development. All supervision will be monitored by the Heads of Service to ensure it is recorded and is held regularly in line with the policy.

Performance Management – All staff will know what is expected of them with quantitative and qualitative measures. Performance is part of a regular discussion between a manager and their team and individuals on the team, the Head of Service have an overview of performance as does the Chief Executive Team and Board. Where performance is below the required measures development plans, with milestones to evidence improvement are put in place and monitored via Performance Clinics chaired by the Chief Executive Workforce

Planning – The Trust needs to ensure it has sufficient workforce that has the necessary skill and experience to carry out their roles effectively

The Trust will before December 2017 have career paths with relevant development offerings for:

- Social Workers
- Management positions
- Family Support Workers
- Targeted Youth Support
- Children in Care
- Business Support and Corporate Services will also have defined career paths with development established.

The Trust will continue to support opportunities for secondment and sabbaticals to broaden the experience and skill of its workforce.

10. MONITORING THIS STRATEGY

The Trust Board will monitor progress of this strategy. Reporting will be via the Workforce Strategy Implementation Plan.