



North Tyneside Council's Children's Workforce Development Strategy and Action Plan

2015 – 2018

Foreword

Welcome to North Tyneside Council's Workforce Development Strategy and Action Plan 2015 – 2018. We recognise that the children's workforce is our biggest asset and critical to achieving our ambitious plans for improving outcomes for children, young people and their families. The values, behaviours, insight and approach that leaders, managers and practitioners bring to their work determines the quality of the service that children, young people and their future challenges and more importantly to improve outcomes for children, young people and their families.

The challenges are great:

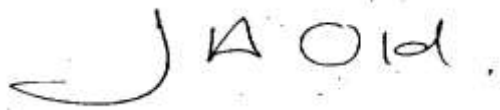
- A focus on prevention and early intervention;
- A drive to close the gap between children and young people who are most vulnerable and the rest of the population
- Engaging in a more collaborative way with children, young people and their families
- Effective commissioning to ensure we use public resources wisely to ensure the best outcomes are realised
- Integrated working across public, private and voluntary sectors
- Recruitment and retention of key posts in order to ensure continuity of care for our children, young people and families.

This Workforce Development Strategy and Action Plan needs to be able to meet the current agenda but also build workforce development support for emerging employers and support a wider workforce that may be made up of a mixture of public, private and voluntary support. To prepare for this we need to build families receive.

In recognising this North Tyneside Council has invested in a variety of programmes, partnerships and initiatives that aim to create an environment in which our workforce can flourish; through learning, supporting and challenging each other and developing the flexibility and skills required to meet current and

the competencies and quality standards that will deliver a safe, effective and well trained workforce, whoever and wherever they are.

Delivering on these emerging agendas will challenge the workforce and they will need to see how they will be supported to develop new skills, work in different ways and improve integrated working.

A handwritten signature in black ink that reads "JA Old". The letters are slightly slanted and the ink is somewhat faded.

Jacqui Old, Director of Children's Services

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Why we need a Workforce Development Strategy and Action Plan?

This Workforce Development Strategy and Action Plan is essential to improving outcomes for children, young people and their families and supporting the delivery of the North Tyneside Children and Young People's Plan (2014 – 2018). This plan sets out the strategic framework for planning, commissioning and delivering services for children in North Tyneside. The plan sets out how North Tyneside's children, young people and learning partnership will work together to address the biggest challenges facing the borough. The partnership brings together public and voluntary sector organisations responsible for children's services, with the aim of integrating services to improve the lives of children, young people and their families. The two priorities and associated outcomes are:

- Ready for school, work and life (0-19/25 years) – where children have a healthy early childhood and are ready to start school and where children and young people have reduced risk-taking behaviour, the gap in educational outcomes is reduced and they are ready for employment.
- Safe supported and cared for (all age phase) – where the most vulnerable children and young people are protected, where there are improved outcomes for looked after children and the right support for children and young people with disabilities and additional needs is in place.

This Workforce Development Strategy and Action Plan sets out how we will ensure that we have a competent, flexible, professional and integrated workforce that can meet these key priorities. The strategy encompasses recruitment, retention, performance management, employee engagement and workforce development and training.

This Workforce Development Strategy and Action Plan has been produced taking account of a wide range of national and local drivers, the key ones being:

National drivers and frameworks

Common core of knowledge and skills for the children's workforce (2005, revised in 2010): describes six areas of expertise that people must demonstrate in order to be considered competent for working with children at a basic level.

2020 Children and Young People Workforce Strategy (2008): the government's long term strategy for a world-class children and young people's workforce.

Working Together to Safeguard Children (2015): *a guide to interagency working to safeguard and promote the welfare of children*. This guidance covers the legislative requirements and expectations on individual services to safeguard and promote the welfare of children and provides a clear framework for Local Safeguarding Children Boards (LSCB) to monitor the effectiveness of local services.

Early Years Foundation Stage Framework (2014): the statutory framework that sets the standards that all early years providers must meet to ensure that children learn and develop well and are kept healthy and safe.

Standards for Employers of Social Workers in England and Supervision Framework: sets out the core competencies of employers which enable social workers to work effectively.

LGA Local Government Workforce Strategy 2010 - *delivering through people*: sets out the key actions for councils and regions to achieve a skilled, motivated, flexible and diverse workforce.

Health Education England (HEE) and Health Education North East (HENE): The HEE is a national leadership organisation responsible for ensuring education, training and workforce development, drives the highest quality public health and patient outcomes. Local authorities have employment responsibility for the Director of Public Health and public health specialist whose education and training is led by the HEE remit. A regional local authority sub group of the HEE has been established to take this forward within the North East

Royal Society for Public health- *Rethinking the public health workforce (2015)*: This vision, supported by the Department of Health, Health Education England, Centre for Workforce Intelligence and Public Health England, articulates a way forward in how professions across a range of areas can help improve and protect public health by making every contact a health contact. In order to do this we must ensure that our children's workforce understand how they can or are already contributing to the health and wellbeing economy and ensure they are competent to do so.

Troubled families programme – this Government scheme under the Department for Communities and Local Government aims to help troubled families turn their lives around. It is about transformational change in the way we deliver services to those troubled families and requires working differently across the council. The emphasis is on one worker, one family, one plan.

Local drivers and frameworks

North Tyneside's Children and Young People's Plan (2014 – 2018): This is a partnership of public and voluntary sector organisations working together who have responsibility for children's services, with the aim of integrating services to improve the lives of children, young people and their families

Our North Tyneside Plan: sets out the key priorities for North Tyneside Council around Our People, Our Places and Our Economy. This strategy supports the key priorities of ensuring Our People: will be listened to by services that will respond better and faster to their needs; be supported to achieve their full potential, especially our children and young people; be supported to live longer and healthier lives; be cared for and kept safe if they become vulnerable.

Creating a Brighter Future Programme: The council's three year change programme is designed to deliver a major culture change and new ways of working that will pursue the right outcomes for children and young people, irrespective of delivery methods and structures. This will encompass encouraging our customers to be more independent (where they are able to), have better demand management for services so people can access the right services at the right time, improved working with our partners and deliver services in a more holistic way e.g. family partnering approach, increasing partnership working and maximising external funding.

North Tyneside Joint Health and Wellbeing Strategy 2013 – 2023: This outlines the top joint priorities for improving the health and wellbeing of people living in North Tyneside. The strategy focuses on health inequalities that exist across the borough and aims to bring together key partners and local people to address these inequalities. This strategy emphasises the importance of implementing a prevention and early intervention approach with families to ensure any issues are identified and addressed; raise attainment and aspirations of children and young people; empower people with disabilities and additional needs and improve support services for young people through better integration/collaboration and a whole family approach.

North Tyneside Safeguarding Children Board (NTSCB): this is the statutory organisation co-ordinating and ensuring the effectiveness of work that is done in safeguarding and promoting the welfare of children and young people under 18 (under 25 if they have a disability). This Children's Workforce Development Strategy and Action Plan links in with the NTSCB in ensuring that multi agency opportunities are provided to up skill and inform managers and practitioners around current NTSCB Business Plan priorities for 2015 – 2016 which include:

- Improving scrutiny, accountability, challenge and communication to develop the effectiveness of the Board
- Preventing harm and the protection of vulnerable groups
- The views of children and young people are contributing to learning and best practice
- Learning and improvement positively influences multi agency practice

North Tyneside Children's Services Self Assessment and Improvement Plan: this is an evaluation of the council's children's services performance in relation to delivering high quality services for children and families within the borough. Key areas of improvement have been incorporated into the action plan

North Tyneside Council's Workforce Strategy and Action Plan: This sets out the corporate overarching workforce strategy for all employees of the council.

Children and parental feedback: The council will look to gather feedback from children, young people and their families to help inform workforce development plans moving forward. This will draw upon work carried out by the children's Participation and Advocacy Team linked into their annual reports from children, quarterly reports from parental feedback and corporate parenting reports for looked after children. Furthermore the council will look to children and young people being involved in both the recruitment and training process of our workforce.

Who is the children's workforce?

An illustrative diagram (see appendix A) of the children and young people's workforce in England was first published in 2008 as part of the national workforce plans and strategies. This has been used locally as a helpful tool for understanding the workforce as a whole and the scope of this Workforce Development Strategy and Action Plan in the context of North Tyneside arrangements. Our workforce comprises a unique mix of Statutory Education, post 16 Education, Health, Early Years and Childcare, Youth, Justice and Crime Prevention and Social Care professionals supported by commissioning, information, participation and advocacy, business support and governance experts.

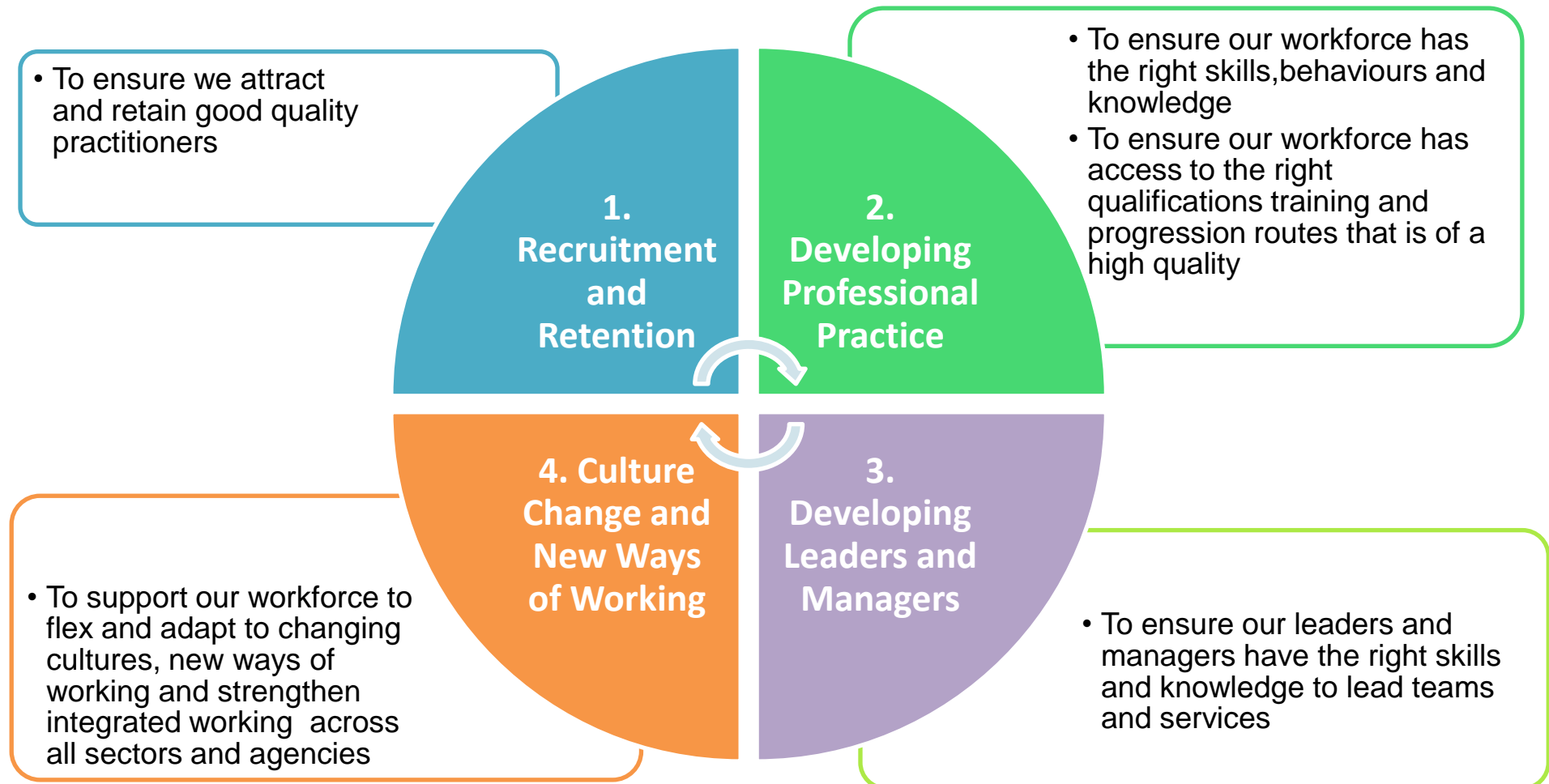
For the purpose of this Workforce Development Strategy and Action Plan our scope is those individuals who work or volunteer with children, young people and families, or who are responsible for their outcomes all of the time (defined as the core children and young people's workforce). Our School Improvement Service work in close partnership to deliver a comprehensive programme of training and support for school-based staff.

This incorporates universal, targeted and specialist services with children, young people and their families working in a range of public, private and voluntary organisations. All of which are aiming to improve outcomes for children, young people and families.

However the makeup of the children and young people's workforce is changing as we respond to key drivers such as public sector reform, better integration of health, education and social care, early years and schools, all of which will have a significant impact on the workforce moving forward. This strategy therefore needs to flex to these changing roles and responsibilities.

Our Workforce Development Priorities

Our priorities have been identified under four interdependent themes. Taken together they will support us in delivering our strategic priorities for children, young people and their families within North Tyneside.



1. Recruitment and retention

What does this mean? - This priority is about addressing some of our high level vacancies and retention issues within certain professions e.g. social workers. We want to be perceived as an employer of choice where people want to come and work for North Tyneside Council and when they do work for us they want to stay.

What we do well?

- Our student placements are well coordinated and provide a rich learning environment
- ASYE programme is well respected regionally
- 10 apprentice opportunities offered across the council's children's workforce during 2014 – 2015
- 21 work experience opportunities offered across the council's children's workforce
- We have a committed and skilled workforce who understands the needs of the children, young people and families they work with
- The troubled families programme recruit from a wide range of disciplines and skill sets rather than a qualification base and supports the council's move towards generic job roles
- Offer quality trainee placements for Educational psychologists within North Tyneside
- Support our care leavers to access work experience, traineeships and apprenticeship opportunities within the council

What we are planning?

1. To undertake annual workforce planning for the children's workforce to ensure we meet future challenges
2. To maximise opportunities for targeted recruitment and various pathways into social work e.g. Step Up, Frontline
3. To ensure everyone in the workforce is safe to work with children and young people
4. To ensure our workforce understand their responsibilities towards safeguarding and what to do if they are concerned via our induction programme
5. To increase apprenticeship opportunities through the children and young people apprenticeship framework (currently being developed nationally)
6. To increase work experience opportunities across the children's workforce
7. To continue to ensure there is a robust support mechanism around newly qualified social workers in their assessed and supported year in employment (ASYE)
8. To continue to provide high quality placement opportunities for Degree and Master Students from the Universities of Northumbria and Durham

9. To develop guidance within the recruitment and selection procedure for engaging children and young people in the appointment process
10. Prioritise further work to create opportunities for our Looked After Children and care leavers via a supported programme of work experience, traineeships and apprenticeships within the council linked to the Care2work partnership

2. Developing professional practice

What does this mean? - this priority is about equipping the workforce with the correct skills, knowledge and behaviours to deliver or provide a range of early intervention and prevention services that improve children and young people's outcomes. It is not just about making sure we provide them with the right training, qualifications and workforce development required for their current role but also thinking ahead to future roles and the challenges this may bring. Integrating services and implementing new initiatives and ways of working requires our workforce to be innovative, skilled and flexible to avoid duplication of service and maximise resources. This priority is also about reflecting on professional practice and learning from local, regional and national cases ensuring dissemination across the workforce and improvement in practice.

What we do well?

- Within our social care workforce we have a well embedded and effective supervision/ one to ones framework which integrates staff development and reflective practice
- Training for our safeguarding teams on communicating with children has improved performance with a rise in the number of children's views from 57% to 80%, noted through audit in the last year
- Supervision is embedded in social care services and has a positive impact on morale and improving practice
- Investing heavily in training for our children's workforce
- Work with the LSCB to deliver multi-agency lunchtime forums to share and learn from case reviews
- Comprehensive multi-agency workforce development programme for the workforce, enabling them to develop their skills in relation to whole-family working
- Supporting the workforce to access development opportunities within their profession
- 723 from across the children's workforce have accessed NTLSCB multi agency training
- Deliver an outstanding initial teacher training programme and provide high quality support to newly qualified teachers
- Deliver an extensive training and conference programme that is highly regarded by schools within North Tyneside and across the region
- Employees who work in the field of Special Educational Needs and Disability attended regional seminars to maximise their understanding of the changes required by the Children and Families Act

What we are planning?

1. For all children's workforce to have an annual IPR, with a six monthly review meeting where workforce development needs are identified and regularly reviewed in terms of progress and impact.
2. For all the workforce to receive regular supervision from an experienced practitioner and manager
3. Ensure the common core of skills and knowledge is embedded into our day- to- day practice and HR processes (induction, recruitment and selection, workforce development programmes and performance management) so there is a common language used within the children and young people's workforce
4. To carry out an annual review of the workforce development needs of the children and young people's workforce and deliver against priority need and evaluate impact.
5. To work in partnership with the LSCB to ensure that workforce planning and development is informed by monitoring and evaluation undertaken by the LSCB, including quarterly and annual reporting on the effectiveness of safeguarding and promoting the welfare of children in North Tyneside.
6. To ensure our workforce has access to and undertakes priority development as outlined in the LSCB.
7. To develop workforce development opportunities to support the workforce to increasingly work in a whole family way.
8. To develop progression routes across the children's workforce to support the move towards a more flexible workforce of the future ensuring we develop transferable skills to fill skill and workforce gaps
9. To ensure the Director of Public Health and public health specialists continue to access appropriate education and training
10. To embed life story work across the children's workforce in order to ensure high consistency in practice (linked to self assessment 2015).
11. To roll out a number of workforce development and Organisation Development initiatives in order for the children's workforce to be able to tackle child sexual exploitation
12. To deliver a programme of PREVENT awareness to the children's workforce in order to tackle radicalisation and extremism
13. To review and refresh our approach to learning from case reviews both at a local, regional and national level, ensuring effective dissemination across the children's workforce.
14. To further embed Early Help Assessments across teams and our partners.
15. To develop robust links across the children's workforce to ensure workforce development plans are informed by children, young people and families.
16. To enhance our offering in terms of blended and e-learning opportunities
17. To offer a workforce development programme to the Early Years, Private, voluntary and Independent sector and childminders to increase their skills in the identification of special educational needs and areas of concern to ensure early help for children.
18. To embed the raised thresholds of need document across the children's workforce to assist in early help assessments.

19. To work closely with the Learning Trust and Teaching Schools to ensure a comprehensive co-ordinated programme of professional development is offered to schools.
20. To ensure our workforce is equipped with the knowledge and skills to support our Care2work partnerships.

3. Developing leaders and managers

What does this mean? - This priority is about building visionary, effective and talented leaders and managers at all levels to meet the future needs of children, young people and their families. Developing skills and behaviours in light of changes to service development and delivery, reducing resources and the need for greater partnership working across communities, public sector services both at a local and regional level.

What we do well?

- 78 of council- employed managers successfully completed NTMP 1
- 30 of council- employed managers successfully completed NTMP 2
- 8 council employees successfully completed the Releasing the Potential Programme (talent programme)
- Provide an extensive programme of training and support to develop school leaders in partnership with teaching schools
- Managers from across services within early help and vulnerable families come together on issues to learn from each other.
- Two managers in the field of Special Educational Needs were accepted onto the National SEND Leadership Training programme

What we are planning?

1. To maximise opportunities via the national support network for current and aspiring Directors of Children's Services
2. To deliver the Firstline programme to strengthen leadership with our first line social work managers/seniors
3. To ensure our current and aspiring managers have access to the corporate L21C programme to enhance their leadership management capability including accessing the Releasing the Potential Programme
4. To ensure all managers across the children's workforce are highly skilled in providing robust management of performance, in relation to the Creating a brighter Future values, competency framework and expected behaviours
5. To coordinate and develop additional leadership programmes specific to children and young people's workforce as and when required linking to regional and national programmes

4. To support our workforce to flex and adapt to changing cultures, new ways of working and strengthen integrated working across all sectors and agencies

What does this mean? - North Tyneside Council's Children's workforce faces significant challenges and will be required to adapt and flex moving forward to achieve our priorities. To maintain key front line services whilst reducing costs, redesigning services to support people to be more independent and having a focus on prevention and early help intervention will require a huge culture shift and new ways of working from our workforce. We need to make sure we support our workforce to meet these challenges, build resilience and empower them to be innovative and creative in taking this change agenda forward. This priority is also about making sure we have a workforce who works across teams, organisations and sectors to ensure positive outcomes for children, young people and their families. They will learn from and respect each others contribution and work together across all sectors because the children and young people who most need our help will also need the help of others.

What we do well?

- Developed integrated teams who work effectively in prevention and early intervention and who are located in communities.
- Joint working with public health in developing new approaches to early life opportunities for children and families to improve school readiness
- Offer a varied multi agency workforce development programme
- 115 people from across our partners attended the multi agency NTLSCB conference
- All the Council's children's workforce is invited to the council's Big Team Brief and Managers Briefings to be kept up to date on key priorities and engage in discussions on improving how we deliver against these priorities
- Work effectively in partnership to utilise the skills and experience of school leaders and ensure good practice is shared between educational practitioners
- Through the family partners programme there is a strong emphasis on outcomes within the performance management framework.
- Multi-agency and parent training drop in sessions were arranged to maximise understanding of the changes in Children and Families Act for all the children's workforce

What we are planning?

1. Develop and deliver a programme of support to build awareness, skills and knowledge with our frontline workforce about working in an integrated way and contribute to the development of shared (common core) skills and knowledge

2. Develop closer working between the healthcare workforce and social care workforce and encourage a more joint approach to workforce development
3. Raise awareness of the NTLSCB multi-agency training offer to all children's workforce
4. Continue to offer a diverse and varied training offering to the children's workforce, drawing on the skills and expertise of our partners
5. To continue to provide opportunities for practitioners and managers from different services, organisations and disciplines to meet, learn from case reviews, share practice, and problem solve together to support and enable our workforce to work effectively together in a multi-agency context.
6. To continue to offer our children's workforce the opportunity to attend annual Big Team briefs and 6 monthly managers briefings'
7. To offer our children's workforce the opportunity to attend service staff briefings
8. To roll out the health check survey across the social work teams and take forward priority actions identified from the survey
9. To undertake the bi-yearly staff survey of the workforce and implement actions to address areas of focus
10. To update and analyse workforce data quarterly to inform workforce planning and address key areas of priority

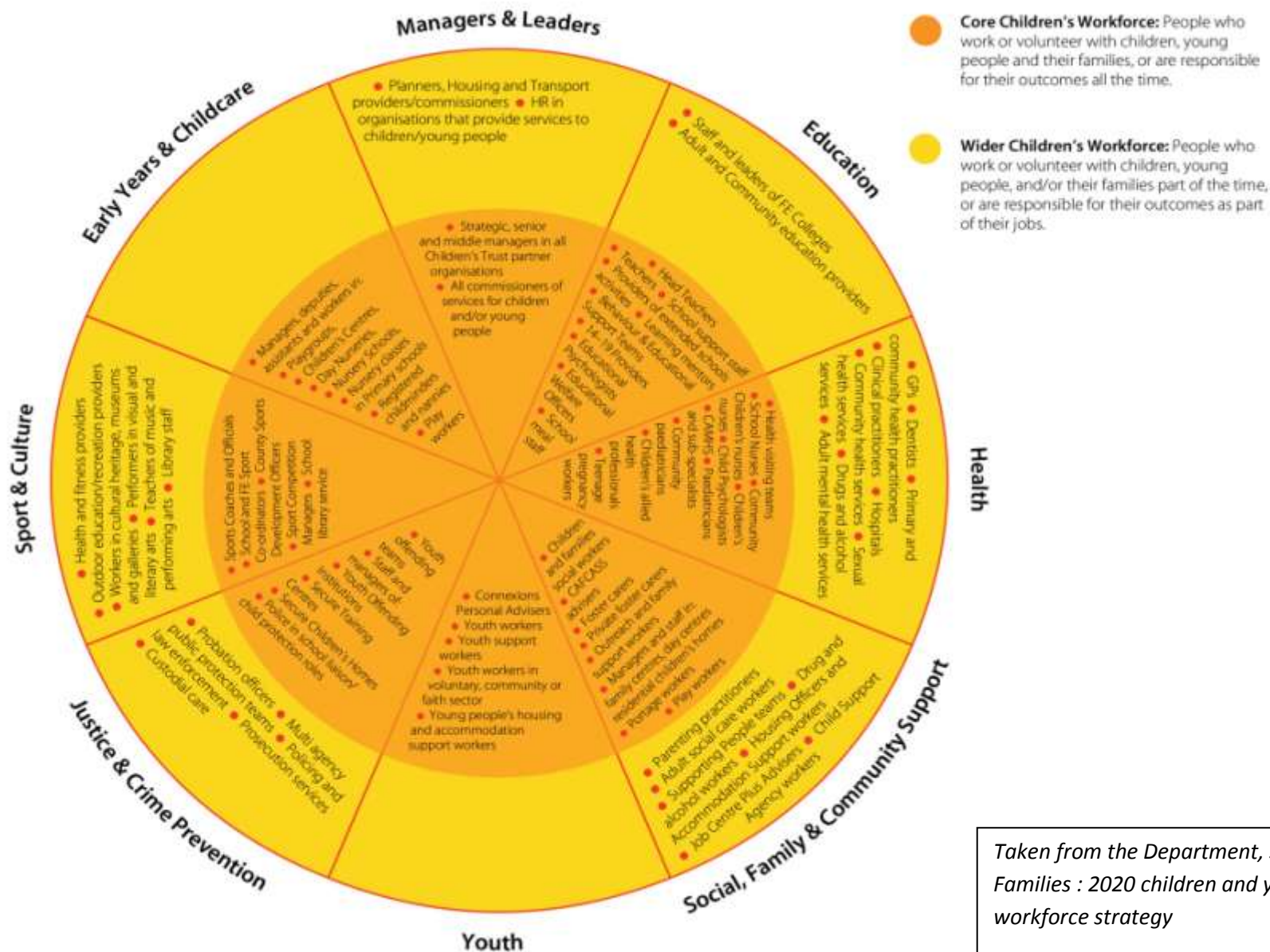
The detailed action plan is outlined in Appendix B.

Monitoring and evaluation

It is critical that we monitor and measure the success of this Workforce Development Strategy and Action Plan to ensure that it continues to support the delivery of our strategic priorities. This will be achieved by:

- The workforce development action plan being reviewed annually alongside the North Tyneside Children and Young People Plan. Quarterly progress reports will be reported to the children's senior management team. This will ensure the strategy and action plan is informed by service planning and allocation of resources.
- The Head of HR & OD overseeing the implementation of the Workforce Development Strategy and action plan on a monthly basis through current performance management arrangements.
- Annual evaluation reports being produced to measure the impact of the training across the children's workforce
- The Workforce Development Lead for Children and Young People meeting Senior Managers on a regular basis to review workforce development needs, priorities and capture emerging priorities to inform training budgets moving forward
- Implementing a quality assurance process to ensure we have a high quality delivery across single and multi-agency workforce development

Appendix A: The Children and Young People's workforce



Taken from the Department, Schools and Families : 2020 children and young people's workforce strategy

Appendix B - Action plan

Recruitment and Retention					
	Key actions	Success criteria	Lead	Timescales	
1	To undertake annual workforce planning for the children's workforce to ensure we meet future challenges	Right people with the right skills in the right job roles delivering against priorities	Workforce Lead for Children's	February 2016 & 2017	
2	To maximise opportunities for targeted recruitment and various pathways into social work e.g. Step Up, Frontline.	Recruiting high calibre individuals for social work roles from various pathways	OD & WFD Manager	Step Up – January 2016 Frontline – September 2016	
3	To ensure everyone in the workforce is safe to work with children and young people.	A workforce safe to work with children and young people with no claims against the authority	Service Managers	Ongoing	
4	To ensure our workforce understands their responsibilities towards safeguarding and what to do if they are concerned via our induction programme and ongoing continuous professional development.	Workforce awareness of their responsibilities towards safeguarding	WFD Lead for Children's	Ongoing	
5	To increase apprenticeship opportunities through the children and young people apprenticeship framework (currently being developed nationally)	Increase in apprentices moving into children's workforce	OD & WFD Manager	January 2016 January 2017	
6	To increase work experience opportunities across the children's workforce.	Increase of young people interested in roles within North Tyneside Councils children's workforce	Service Managers	Ongoing	
7	To continue to ensure there is a robust support mechanism around newly qualified social workers in their assessed and supported year in employment (ASYE)	Newly qualified social workers are well supported and complete their ASYE and are able to contribute, longer term,	Principal Social Worker	Ongoing	

		to the council priorities			
8	Continue to provide high quality placement opportunities for Degree and Master Students from the Universities of Northumbria and Durham.	Students speak highly of the placements offered at North Tyneside Council and want to come and work for the council	Principal Social Worker	Ongoing	
9	To develop guidance within the recruitment and selection procedure for engaging children and young people in the appointment process.	Children feel they have a voice in the appointment of certain children's workforce roles	Participation and Advocacy Manager	April 2016	
10.	Prioritise further work to create opportunities for our Looked After Children and care leavers via a supported programme of work experience, traineeships and apprenticeships within the council linked to the Care2work partnership	Looked After Children and care leavers to be attracted to and recruited into job roles within North Tyneside Council	Senior Manager Skills and Employment	June 2016	
Developing Professional Practice					
1	For all children's workforce to have an annual IPR, with a six monthly review meeting where workforce development needs are identified and regularly reviewed in terms of progress and impact.	The workforce understands their role and is clear on their performance within the role. They are supported to develop to meet performance objectives	Service Managers	Annually April – June Six monthly October – December	
2	For all the workforce to receive regular supervision from an experienced practitioner and manager	The workforce are clear on their performance levels and action is put in place to address any concerns	Service Managers	Ongoing	
3	Ensure the common core of skills and knowledge is embedded into our day to day practice and HR processes (induction, recruitment and selection, workforce development programmes and performance management) so there is a common language used within the children and young people's workforce	The workforce understand and have an awareness of the common core and is a language understood by all	WFD Lead for Children's	April 2016	

4	To carry out an annual review of the workforce development needs of the children and young people's workforce and deliver against priority need and evaluate impact.	Priority needs identified are delivered against and evidence suggests a positive impact on performance/council priorities.	WFD Lead for Children's	February 2016 February 2017	
5	To work in partnership with the LSCB to ensure that workforce planning and development is informed by monitoring and evaluation undertaken by the LSCB, including annual reporting on the effectiveness of safeguarding and promoting the welfare of children in North Tyneside.	A high quality programme of LSCB training is delivered which demonstrates a positive impact on performance and practice.	WFD Lead for Children's	Ongoing	
6	To ensure our workforce has access to and undertakes priority development as outlined in the LSCB Business Plan.	A workforce who is highly skilled and developed to deliver our priorities. To ensure families provide a safe, caring and healthy environment for their children	WFD Lead for Children's	Ongoing	
7	To develop workforce development opportunities to support the workforce to increasingly work in a whole family way and provide appropriate early help and support where it is most needed.	A workforce working in a whole family way that supports vulnerable families/individuals to achieve positive outcomes. Enhance preventative services to push demand away from high costing services.	WFD Lead for Children's & Senior Manager Prevention, Early Intervention and Support Services	Ongoing	
8	To develop progression routes across the children's workforce to support the move towards a more flexible workforce of the future ensuring we develop transferable skills to fill skill and workforce gaps	Agile workforce that is able to flex to changing roles	Head of HR & OD	April 2017	
9	To ensure the Director of Public Health and public health specialists continue to access appropriate education and training	Highly skilled Public health workforce who can meet	Director of Public Health	Ongoing	

		the council priorities			
10	To embed life story work across the children's workforce in order to ensure high consistency in practice (linked to self assessment 2015)	Consistent practice across the children's workforce in providing good quality life story work which informs effective practice	Safeguarding Operations Manager	Ongoing	
11	To roll out a number of workforce development and organisation development initiatives in order for the children's workforce to be able to tackle child sexual exploitation	A highly skilled and knowledgeable workforce who can tackle Child sexual exploitation. Reduction in CSE cases across borough. Disruption in CSE across borough.	WFD Lead for Children's	Ongoing	
12	To deliver a programme of PREVENT awareness to the children's workforce in order to tackle radicalisation and extremism	A highly skilled and knowledgeable workforce who can tackle radicalisation and extremism. Disruption in radicalisation and extremism activity across borough.	OD&WFD Manager	Ongoing	
13	To review and refresh our approach to learning from case reviews both at a local, regional and national level, ensuring effective dissemination across the children's workforce.	Practice is informed by learning from case reviews	Principal Social Worker	Ongoing	
14	To further embed Early Help Assessments across teams and partners.	High quality consistency across the workforce in Early Help Assessments ensuring the right support is provided to enable families to provide a safe, caring and healthy environment for their children.	Senior Manager Prevention, Early Intervention and Support Services	Ongoing	
15	To develop robust links across the children's workforce to ensure workforce development plans are informed by children, young	Children have a voice in how our workforce are	Participation and	January 2016	

	people and families	developed and can see improvements in practice	Advocacy Manager		
16	To enhance our offering in terms of blended and e-learning opportunities	The workforce have access to Just in time learning that has a positive impact on performance	WFD Lead for Children's	April 2017	
17	To offer a workforce development programme to the Early Years, Private, voluntary and independent sector and childminders to increase their skills in the identification of special educational needs and areas of concern to ensure early help for children.	The early years, PVI and childminders workforce have the knowledge and skills to effectively identify special educational needs and areas of concern so that early help is available for children.	WFD Lead Children's	Ongoing	
18	To embed the raised thresholds of need document across the children's workforce to assist in early help assessments.	The children's workforce understand the thresholds of need document and apply these appropriately in assessments.	WFD Lead Children's	Ongoing	
19	To work closely with the Learning Trust and Teaching Schools to ensure a comprehensive co-ordinated programme of professional development is offered to schools.	The workforce have access to professional development that has a positive impact on performance	Chief Adviser, School Improvement Service	Ongoing	
20	To ensure our workforce is equipped with the knowledge and skills to support our Care2work partnerships.	The workforce have access to development opportunities that have a positive impact on the Care2work partnership	OD & WFD Manager	June 2016	
Developing Leaders and Managers					
1	To maximise opportunities via the national support network for current and aspiring Directors of Children's Services.	DCS has access to any national development support where needed	OD&WFD Manager	Ongoing	

2	To deliver the Firstline programme to strengthen leadership with our first line social work managers/seniors.	Highly effective leadership skills across social work team managers /seniors	OD&WFD Manager	October 2015 – January 2016	
3	To ensure our current and aspiring managers have access to the corporate L21C programme to enhance their leadership management capability including accessing the Releasing the Potential Programme.	Highly effective leadership skills across the children's workforce	OD&WFD Manager	Ongoing	
4	To ensure all managers across the children's workforce are highly skilled in providing robust management of performance, in relation to the CBF values, competency framework and expected behaviours.	Highly effective performance management skills across the children's management cadre. Enhanced performance ratings across the children's workforce.	Service managers	April – June 2016	
5	To coordinate and develop additional leadership programmes specific to children and young people's workforce as and when required linking to regional and national programmes.	Highly effective leadership skills across the children's workforce, measured via the staff survey	OD&WFD Manager	As and when	
Culture change and new ways of working					
1	Develop and deliver a programme of support to build awareness, skills and knowledge with our frontline workforce about working in an integrated way and contribute to the development of shared (common core) skills and knowledge.	A workforce who is skilled, knowledgeable and works in an integrated way across the council and beyond in order to deliver against priorities	OD&WFD Manager	Ongoing	
2	Develop closer working between the healthcare workforce and social care workforce and encourage a more joint approach to workforce development	An increase in the number of WFD programmes that joins health and social care workforce to enable better understanding across partner organisations in delivering joint priorities.	OD&WFD Manager	March 2017	

3	Raise awareness of the NTLSCB multi agency training offer to all children's workforce.	All the children's workforce are aware and can access NTLSCB programmes	WFD Lead for Children's	Ongoing	
4	Continue to offer a diverse and varied training offering to the children's workforce drawing, on the skills and expertise of our partners.	All council and partner organisations contribute to the WFD delivery plan, where necessary	WFD Lead for Children's	Ongoing	
5	To continue to provide opportunities for practitioners and managers from different services, organisations and disciplines to meet, learn from case reviews, share practice, and problem solve together to support and enable our workforce to work effectively together in a multi-agency context.	Different workforces coming together and learning from each other in order to inform practice.	Principal Social Worker & LSCB Manager	Ongoing	
6	To continue to offer our children's workforce the opportunity to attend annual Big Team briefs and 6 monthly managers briefings'	An engaged workforce who understand the council priorities and direction of travel and feels they have an opportunity to shape this moving forward	OD&WFD Manager	BTB May – June Managers briefings' April – May & December – January	
7	To offer our children's workforce the opportunity to attend service staff briefings.	An engaged workforce who understand the service areas' priorities and direction of travel and feels they have an opportunity to shape this moving forward	Director of Children's Services	Ongoing	
8	To roll out the health check survey across the social work teams and take forward priority actions identified from the survey.	Engaged social workers in developing their service moving forward specifically linked to management support, learning and CPD	Principal Social Worker	October 2016 June 2017	
9	To undertake the bi-yearly staff survey of the workforce and implement actions to address areas of focus.	To engage the children's workforce in identifying evidence based practice and areas for development	OD&WFD Manager	September 2016	

10	To update and analyse workforce data quarterly to inform workforce planning and address key areas of priority.	Accurate workforce data to inform human resource requirements across the workforce moving forward	Head of HR & OD	January 2016	
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