

Priority	Indicator	Polarity	2016/17	SN Average	Jul	Aug	Sep	Oct	Nov	Dec	Notes	YTD	DOT
P1	Social Work teams vacancies/ agency staff	Asked John Cooke				10					Asked John Cooke	10	
P1	SW Team Supervision timely %											0	

Priority 1	Outcome	Action	Success measure(s)	Lead	Responsible Officer	Time	RAG initial	RAG 01/18	RAG 03/18	RAG 05/18	Progress update
Recruiting, retaining and developing a skilled and confident social care workforce	Ofsted recco14 There is permanent and stable social work workforce. The workforce is well qualified and motivated with access to high quality professional development and supervision focused on delivering excellent outcomes for children, young people and their families. There are attractive career pathways enabling the organisation to retain social workers and support them into advanced practitioner and management roles.	Create clear management structure for Children's Social Care that will strengthen leadership and pace of delivery of good services	Senior Management structure established	S Murphy		Jan-18	4	4	0	0	Costed structure in place.
		All Service Leader posts are filled by permanent staff	S Murphy		Apr-18	4	4	0	0	Permanent staff now in post Jan 18	
		Implement a practice model of social work for Children's Services that will support the delivery of best practice;	Signs of Safety Model is in place and supported by front-line managers and staff	S Murphy	Joe Tynan	Sep-18	2	2	0	0	SOS model introduced programme of work in place to ensure consistent access to training
		OFSTED recco 14 Create a profile for the social work workforce required to deliver the current levels of activity; Establish a clear baseline for Children's Services and a practice and financial plan for delivery that will sustain the service	Caseloads are an average of 18; there are no unallocated child protection cases or cases where a child is looked after; MASH arrangements are effective in setting consistent threshold. There are sufficient staff to meet demand.	S Murphy	Joe Tynan Janet Simon	01 April 2018	4	4	0	0	There are sufficient posts in place and the number of vacant posts have reduced significantly in the last 12 months. Use of agency staff has reduced from over 70 to 44.
		Implement a workforce strategy with a focus on sustaining the recruitment and retention of social workers	Strategy in Place to sustain recruitment and retention. Reduced use of agency staff. Most staff permanent offering continuity to children.	S Murphy	Janet D	Jan-18	2	4	0	0	Recruitment + Retention Strategy in place to meet recruitment of SWs and front line managers. Will have sustained attention to further reduce vacancies below 20%
		Complete a knowledge and skills audit of the workforce to determine the current levels of professional competence and to inform the design of the learning and development offer.	PDR exercise 2018 will capture skills audit. 4/18: Practice standards put in place and learning development plan to be updated to reflect practice standards and required competencies and common issues arising from PDRs.			May-18	2	4	0	0	Required competence levels identified. Knowledge and skills statement and Social work practice standards introduced. Updated learning and development plan to be updated following PDRs May 18
		OFSTED recco 16 Improve the quality, frequency and recording of professional supervision to ensure that it is reflective, improves the quality of practice through case discussion and focuses on professional and personal development.	Supervision Policy, Supervision Record and Supervision Audit tool in place shows quality of supervision at least adequate. 90% of social workers received four-weekly supervision which is clearly recorded and effective. Supervision tracking system in place. To be evidenced through performance information and audit	Joe Tynan	Neale Laurie	Sep-18	2	2	0	0	Supervision Policy in place and fully operational. Auditing of supervision records shows inconsistency of supervision. Supervision policy for social workers in place and subject to monitoring and audit. Quality of supervision to be supported by further guidance and training.
		Leadership and management sessions help managers to build confidence and competence in delivering practice and performance improvement	There is evidence of engagement with middle and front line managers. Managers report more confidence and competence in managing performance and practice.	Wendy Brown and improvement consultant		Jan-18	2	2	0	0	Workshops planned to commence February to support middle and front line managers in driving improvement.

Previous period	3
Current period	3