

## CHILDREN'S SOCIAL CARE – SOCIAL WORK 'HEALTH CHECK' – ACTION PLAN 2013/14

Objective One	Success Measure	Actions	Responsible Person / Resources	Time Scale
Implementation of a strategy to support long term workforce stability, including the retention of experienced staff, reducing the use of agency staff and the recruitment of new members of the workforce.	<ul style="list-style-type: none"> <li>• Health Check 2014 identifies that there has been a reduced reliance on agency (interim) social workers</li> <li>• Higher levels of stability within teams</li> <li>• Recruitment of new and experienced social workers</li> <li>• Fewer people resigning from their posts</li> </ul>	Implementation of a sustainable centralised recruitment strategy <ul style="list-style-type: none"> <li>• Advertisements</li> <li>• Competency based interview questions / assessment centre</li> </ul>	Transformation Team initiating the strategy with SWPSS taking this over	Work has started
		Evaluation of event being attended to increasing profile of NCC Children Social Care <ul style="list-style-type: none"> <li>• Job and recruitment fairs</li> <li>• Links with local universities</li> <li>• Use of media</li> </ul>	Transformation Team initiating the strategy with SWPSS taking this over	March 2014
		Analysis of incentives which could be used to encouraged experienced social workers to remain in field work positions, such as market supplements, "golden hello", and performance related pay.	Transformation Team	March 2014
		The consistent use of Social Work Practice Consultants to support and mentor NQSW's	Diana Bentley Team Manager - Social Work Practice Support Service	On-going within current placements

<b>Objective Two</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
Promoting effective communication between senior management and practitioners.	Social Workers (including managers) will feel engaged in discussions and decision making.	All service areas to have representatives on the Children's Social Care Practice Forum • Meetings for 2014 to be agreed and disseminated	Diana Bentley Team Manager - Social Work Practice Support Service	Initial Meeting took place on 24/10/13, future meetings will take place on 15/01/14, 29/04/14, 22/07/14 and 15/10/14
		Children's Social Care Practice Forum to be used as a forum for consultation regarding important issues affecting the workforce	Diana Bentley Team Manager - Social Work Practice Support Service	As above
		Dates for Team Manager Strategy days for 2014 to be agreed and disseminated in advance	Children's Social Care Service Director	January 2014
		Terms of reference for Team Manager strategy days to be agreed including when and how agenda for meetings will be distributed	Children's Social Care Service Director	January 2014
		Regular Newsletters to be distributed • Service Director • Social work Practice Support Service • Framework	As stated in action	Distribution time frame to be agreed and added to the communication strategy

<b>Objective Three</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
Ensure that there is consistent practice within service areas regarding arrangements for TOIL and flexible working arrangements	A shared understanding within service areas about the arrangements for TOIL.	Managers Information and Guidance document regarding working patterns / time off provisions disseminated to all managers	Children's Social Care Service Director	29 <sup>th</sup> November 2013
	Social Workers experience a consistent approach to TOIL within service area.			
	Clarity about the application of flexible working arrangements			
	Health Check 2014 will show that there is more consistency across the division regarding the accruing and taking of TOIL			

<b>Objective Four</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
Compliance with the completion of workload management scores, which are used as a tool to monitor work allocation and are collated on a quarterly basis by the social work practice support service to chart departmental case loads and case flow.	Supervision file audits will show that all fieldwork social workers will have a workload management score completed each month.	Workload management scores must be completed monthly and negotiated and agreed during supervision.	All Team Managers	From 01/10/13 and on-going thereafter
	Full compliance with sending quarterly returns to the social work practice support service	Managers to give feedback regarding the workload management tool which was revised in October 2013. Final tool to be circulated and published on the intranet	All Team Managers and Diana Bentley	December 2013
	When health check 2014 is completed social workers will confirm that workload management scores are being completed	Managers who do not complete the workload management quarterly return to be contacted and reminded.	Social Work Practice Support Service	Each quarter
		Children's Service Managers will ensure that they review the workload management scores for their teams and add comments about the actions they are taking to ensure equitable case loads.	Children's Service Managers	Each quarter

<b>Objective Five</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
Consistent use of the EPDR process to monitor performance and promote development in accordance with NCC competency framework and social work professional capabilities framework	Supervision audit will identify that social workers do have an up to date EPDR  Health check 2014 will confirm that social workers have an EPDR where their training and developmental needs are identified.  Identification of appropriate learning and developmental opportunities for experienced social workers and social workers in specialist roles.	Development of an EPDR process which incorporates NCC competency framework and social work national capability framework	Diana Bentley Principal Social Worker	March 2014
		Managers briefing to be developed to support managers undertaking this role	Diana Bentley Principal Social Worker	March 2014
		Individual training plans to be collated and used to inform the departmental training priorities and training plan for 2014 / 15	Children's Service Managers to collate and pass to the Social Work Practice Support Service	March 2014

<b>Objective Six</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
Social Workers should feel safe whilst undertaking their duties with appropriate risk assessments completed and control measures put in place.	Health Check 2014 shows a 10% increase in the numbers of social workers who feel that adequate control measures are in place to ensure their personal safety.	Each team to have a formalised system in place for “signing in and out”, which is understood by everyone.	All Team Managers	November 2013
		Safety of staff to be discussed at the Children’s Social Care Practice Forum so that staff can make recommendations about how to improve their safety	Members of the Children’s Social care Practice Forum	Initial Meeting took place on 24/10/13, future meetings will take place on 15/01/14, 29/04/14, 22/07/14 and 15/10/14
		All social care staff to be provided with a pocket guide regarding safety	Social Work Practice Support Service	Draft to be circulated to CSC Practice Forum November 2013
		Social work support service to collaborate with the Health and Safety team to devise practice standards for the safety of the workforce. Including <ul style="list-style-type: none"> <li>• Individual and Team Risk Assessments</li> </ul>	All Managers	Ongoing

		<ul style="list-style-type: none"> <li>• Implementation of lone working risk assessment</li> <li>• Safety planning</li> <li>• Incident reporting</li> </ul>		
		All managers to access the Health and Safety Learning and Development Programme and ensure that workers are booked onto relevant personal safety training for their role	All Managers	Ongoing
		Learning from good practice regarding staff safety <ul style="list-style-type: none"> <li>• Physical safety</li> <li>• Emotional Safety (health) ie serious incident debrief</li> </ul>	Diana Bentley and the Social Work Practice support Service to incorporate into a good practice guide	Draft to be circulated to CSC Practice Forum December 2013 to be discussed at next CSC Practice Forum January 2014
		Induction workshop to continue to introduce new staff to lone working and staff safety issues.	Diana Bentley and the Social Work Practice Support Service	Workshop's to be facilitated fortnightly
		Children's Social Care to re-engage with the Lone Working Technological Solution Project to identify if there are any devices being used within Nottinghamshire CC	Diana Bentley and the Social Work practice Support Service	December 2013

<b>Objective Seven</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
Social workers will have the technology they require to do their job, including access to appropriate office space, touchdown facilities, home working and mobile technology.		Review of “touchdown” facilities which can be used by social workers – considering the number of spaces available, the location of them and how suitable they are for social care staff that will need to have and receive telephone calls of a confidential nature.	Social Work Practice Support Service in consultation with ways of working	On-going from December 2013
		Engagement with the ways of working and IT solutions project to ensure that office space is allocated to children’s social care with a ratio of 7:10 ratio for desks	All Team Managers	On-going
		Review of which workers have access to NCC IT at home	Practice Support Officers	End January 2014
		Engagement with the mobilisation project including exploration of how and when it is appropriate for social workers to use mobile devices which they have purchased for work purposes.	Linda Ritson – Social Work Practice Support Service	Following evaluation of pilot from January 2014 onwards



		Exploration of how social workers who need it can access secure e-mail accounts.	Diana Bentley Principal Social Worker	End December 2013
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<b>Objective Eight</b>	<b>Success Measure</b>	<b>Actions</b>	<b>Responsible Person / Resources</b>	<b>Time Scale</b>
All Teams will have effective Team Meetings	Health Check 2014 will show that more social workers are experiencing regular and effective team meetings	Social work practice support service to produce practice guidance regarding facilitating and managing effective Team meetings.	Social Work Practice Support Service	March 2014
	Improved team morale			
	Consistent practice within teams	Learning from examples of well functioning team meetings and disseminating to all.	Social Work Practice Support Service	March 2014