



Knowsley's Social Care Workforce Strategy

2024 – 2026



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2030



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Foreword

As Director of Adult Social Services (DASS) and Director of Children's Services (DCS) we are pleased to introduce the Workforce Strategy for Social Care in Knowsley.

We recognise that high quality services are dependent upon a highly skilled and valued workforce, who are appropriately rewarded for their work and the vital impact that it has on people's lives.

The strategy has been developed during a period of unprecedented global challenge resulting from COVID-19. The response to the pandemic has prompted successful partnership working, bringing multi-agency partners and communities together to provide a coordinated response. We are proud of our achievements in Knowsley and want to continue to build on this which includes ensuring our workforce is sufficiently robust and equipped to continue to work in partnership to deliver excellent services to those who need them.

We have set out our commitment to, and expectations of, the social care workforce. It provides the strategic framework for workforce development and our immediate priorities. It highlights the challenges and opportunities we face, as well as the steps we intend to take to address these challenges and harness these opportunities. This is all set in the context of a wide range of local, regional and national drivers.

The scope of this strategy covers all staff within Knowsley Council's social care teams. However, we recognise that the workforce, as a whole, includes employees working in statutory organisations with responsibility for Adult Social Care and Children's Services functions. It includes those commissioned by Knowsley Council and employed by care providers or through agencies to deliver care and support, those people employed via a Direct Payment, and care staff employed as part of integrated arrangements with health.

We will continue to work with local, regional and national colleagues including the Local Government Association, Association of Directors of Adult Social Services (ADASS) and Association of Directors of Children's Services (DCS) to contribute to the delivery of a workforce strategy for the wider social care sector and will ensure that emerging and best practice underpins our workforce planning in Knowsley.



“ We recognise that high quality services are dependent upon a highly skilled and valued workforce. ”

Summary of Strategy

Outcomes: We have identified four key areas of focus that provide the framework for our workforce development strategy:

1. Strong and Stable Workforce
2. Skilled and Knowledgeable Workforce
3. Inspiring, Empowering and Effective Leadership and Management
4. Creating the conditions for good work to flourish

Where do we want to get to?

We want to:

- Attract and keep high calibre practitioners at all levels, creating the environment or developing and maintaining relationships, which are at the heart of effective practice to engage with, safeguard and promote the welfare of adults in need of care and support, children and young people
- Ensure we have a compelling Knowsley offer, which attracts and keeps high quality and experienced practitioners. Investing in our workforce with a competitive development programme and benefits package.
- Promote a culture of continuous learning and development, where our staff are professionally curious and innovative in their practice and we will work to create the conditions that enable and support our staff to develop their practice and careers. We want to encourage people to take responsibility for their own learning and development, ensuring practice remains of a high standard and continues to meet the needs of the adults, children, young people and families we support.
- Empower and develop confident and capable leaders who create the right conditions for effective practice.
- We want to empower our leaders, at all levels, to develop the skills they need to enhance their own practice and that of others. Creating opportunities to develop future leaders and supporting existing leaders to fulfil their potential.
- We want to be a learning organisation, reflecting on practice and asking ‘what difference are we making?’ Listening and responding to feedback from adults, children, families, partners and our staff about what is working well and where we need to do things differently. Through effective support and challenge we will drive practice improvement for all.

How are we going to achieve it?

- Be proactive in our workforce analysis and planning, considering regional and National trends, to ensure sufficient flow and stability of high quality and experienced practitioners to meet current and future demand for services.
- Review and benchmark the Knowsley's Social Care workforce offer, to ensure it is compelling, competitive and effectively marketed to encourage high quality practitioners to apply and stay in Knowsley.
- Create clear pathways for development and progression, aligned with competencies, skills and experience.
- Provide a comprehensive programme of professional development opportunities for all staff, which equips them with the knowledge and skills they need to safeguard and promote the welfare of adults with care and support needs, children and young people.
- Develop and maintain partnership links to promote innovative practice and contribute to our capacity to provide learning and development opportunities.
- Support succession planning by providing learning and development opportunities for aspiring leaders.
- Ensure that those undertaking a management or supervisory role are empowered and given the guidance, support and professional development to become great leaders.
- Sustain management oversight and the effectiveness of frontline practice so our work with adults with care and support needs and families continues to be good or better.
- Support the health and wellbeing of practitioners so they can practice effectively and sustainably in an emotionally demanding and potentially stressful environment.
- Create the conditions for good practice, enabling a focus on direct work with adults with care and support needs children, young people and their families.
- Be a reflective and learning organisation, driving continuous improvements in practice and outcomes for adults with care and support needs, children, young people, and their families.

Introduction

At Knowsley Council, we recognise that the workforce is our most valuable asset. In order to be able to support and help transform the lives of adults with care and support needs, children, young people and their families, we need a compassionate, high-skilled, experienced workforce who are committed to making a positive difference.

We want to have the right people in the right place at the right time with the right values, skills and experience to deliver the care needed both now and in the future.

We believe that all adults with care and support needs, children, young people and families should reach their potential. We will try to support them to be safe, healthy, and able to make the best use of their skills to secure good employment and therefore make the most of their lives. Our aim is to support people with care needs to live independently. Promoting independence helps to ensure people feel empowered and fulfilled, improves outcomes and ultimately people's quality of life.

A range of national and local drivers, as well as key documents such as the Children and Families Plan 2021 – 2024 and Adult Social Care Recovery and Transformation Plan 2020-2023 have helped inform this strategy.

This strategy sets out our commitment to and expectations of the social care workforce. It provides the strategic framework for workforce development and sets out our immediate priorities. The scope of this strategy covers all staff within Knowsley Council's social care teams.

Our vision

Every adult with care and support needs, child and young person in Knowsley is safe, healthy and happy with the confidence, skills and opportunities to fully achieve their potential.



Knowsley 2030

The strategic landscape in the borough is set by the new 10-year Strategy: Knowsley 2030.

Knowsley 2030 started with a year-long period of engagement and intelligence gathering, working closely with the Knowsley Better Partnership, local residents, businesses, community groups and others to develop a clearer picture of life in the borough and establish what people's aspirations are for Knowsley, by 2030. Gathered through focus groups, information stalls, workshops, mapping and a survey, this collective knowledge and insight is documented in our Knowsley Now Evidence base, which will be reviewed and updated throughout the life of the Knowsley 2030 Strategy.

This co-produced evidence base, which provides both data and insight, underpins the Knowsley 2030 Strategy and sets out our shared aims for our future, two of which are directly related to this strategy:

- A place where people are active and healthy, and have access to the support they need and;
- A place where people of all ages are confident and can achieve full potential

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Knowsley Better Together

Underpinning the way that we work is **Knowsley Better Together**, a shift in culture that is focused on the council working in equal partnership with residents, businesses, partners and the voluntary sector more than ever before. It involves people coming together to share ideas, skills and time to achieve a shared goal or vision, improving outcomes for Knowsley. This strategy has been developed and will be delivered in line with Knowsley Better Together and the principles that underpin it.

These principles are:

- Be a strong **community leader** and always champion Knowsley
- Build better partnerships and work with others **co-operatively** to improve Knowsley
- **Listen** to the community when making decisions
- **Spend** locally, **invest** locally and recruit locally to build social value
- Help people to be **independent**, doing more for themselves and each other
- **Prevent** problems occurring or step them getting worse
- Use the best way of delivering services that leads to **improved outcomes** for Knowsley



Local Policy Drivers

Knowsley's Social Care Workforce Development Strategy will support the delivery of a number of key strategic documents and plans in Knowsley. Some of these documents are currently being developed, but each will be aligned with Knowsley 2030 and underpinned by the Knowsley Better Together principles and approach.

Knowsley 2030 Strategy

A place with welcoming, vibrant, well-connected neighbourhoods and town centres
 A place with thriving, inclusive economy, with opportunities for people and business
 A place where people are active and healthy, and have access to the support they need
 A place where people of all ages are confident and can achieve their full potential
 A place where strong and safe communities can shape their future

<u>Children</u>	<u>Adults</u>	Corporate Plan 2021 - 2024
Children and Families Plan 2021 - 2024	Recovery and Transformation Plan	Joint Health & Wellbeing Strategy 2021 - 2025
Education - Achieving Greatness	Knowsley Commissioning Plan	
Attendance Strategy	Market Position Statement	
Speech & Language Strategy	Market Sustainability Plan	
Early Help Strategy	Carers Strategy	
SEND Strategy	Local Account (in development)	
Cared for Children Strategy	Older People's Strategy	
Care Experienced People Strategy	Dementia Friendly Strategy	
Quality Assurance Framework	Quality Standards	





Adult Social Care Workforce Metrics



PERMANENCY OF THE WORKFORCE

As of March 2023, 71 Social Workers worked in Adult Social Care. Of those 75% (53) were on permanent contracts. 6% (4) were on temporary contracts and 20% (14) were agency social workers. This is higher than the national (8%) and regional (6%) agency averages.

TURNOVER RATE

As of March 2023. Knowsley had a turnover rate of 7% across all social care staff. This is significantly below both the national (12.6%) and regional (11.4%) averages.



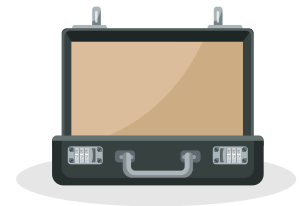
LENGTH OF SERVICE

As of 31 September 2022 31% of social workers had 10 or more years' experience in the role, compared to 40% nationally and 36% regionally. 33% had between 3-9 years' experience compared to 46% nationally 50% regionally and 36% had less than 3 years compared to 13% nationally and 14% regionally.

AVERAGE CASELOAD

The average caseload for a social worker was 18 cases in March 2023, however there is variation across different teams / services. Caseloads are regularly reviewed to ensure they are within agreed standards of safe practice, taking account of complexity capacity and experience.

18



20.3%

VACANCY RATE

As of March 2023 the percentage of vacant posts was 20.3%, higher than both the national 7.1% and regional 6.5% average.

SICKNESS RATE

As of March 2023 19.1 days per FTE had been lost due to sickness across the Adult Social Care workforce. This had increased from 14.2 days in 2021/22. Since Aug 2022 Covid has been included in sickness data. Sickness days per FTE was higher than both the national 10.0 and regional 11.9 average.

19.1



Children's Social Care Workforce Metrics



PERMANENCY OF THE WORKFORCE

As of March 2023, 64.5 FTE were employed as front-line qualified social workers. Of those 70% (45.3 FTE) were employed on permanent contracts and 30% (19.2 FTE) were employed on temporary contracts. 15.5 FTE posts are currently being covered by agency workers which is 17% of the expected front-line workforce. This is below the latest national (18%), northwest (18%) and statistical neighbours (18%) figures.

TURNOVER RATE

As of March 2023, Knowsley's turnover rate is 17% across children's social care. This is in line with the latest national (17%), northwest (17%) and statistical neighbours (19%) figures.



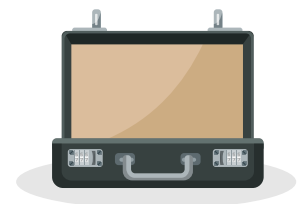
LENGTH OF SERVICE

As of March 2023, 13% of front-line qualified social workers have been employed by Knowsley for 10 or more years and is below the latest national (22%), northwest (17%) and statistical neighbours (24%) figures. 42% have been employed between 2 and 9 years and is below the latest national (48%), northwest (52%) and statistical neighbours (49%) figures.

AVERAGE CASELOAD

The average caseload for qualified social workers was 18 cases at the end of March 2023. Caseloads are in line with latest northwest figures (18), and statistical neighbour (17.6) figures. National figure is 16.

18



25%

VACANCY RATE

As of March 2023, the percentage of vacant posts was 25% (31 FTE) This is a above latest national (20%), northwest (23%) and statistical neighbours (16%) figures.

SICKNESS RATE

As of March 2023, the number of FTE days lost across all children social care staff was 12.9 FTE days.

12.9



National Context - Children's

In January 2021 an independent review of children's social care was announced. Work began in March 2021 and an interim report – The Case for Change – was published in June.

The report underscores that there is a lot more to do to recruit, retain and support a high-quality workforce. Statistics from the Department for Education show that 60% of social workers are in post for 4 years or less. In the year ending September 2020, the turnover rate of staff was at 13.5%^[ii].

The Government published its strategy for delivering widespread reforms to children's social care: Stable Homes, Built on Love in February 2023. The Government's new strategy responds to three independent reviews published last year: the Panel's national review into the murders of Arthur Labinjo-Hughes and Star Hobson (Child Protection in England), the Independent Review of Children's Social Care 2022, and the Competition and Markets Authority's Children's Social Care Market Study 2022. The strategy sets out proposals for action across six pillars:

- Pillar 1: Family Help provides the right support at the right time so that families stay together
- Pillar 2: A decisive multi-agency child protection system
- Pillar 3: Unlocking the potential of family networks
- Pillar 4: Putting love, relationships and a stable home at the heart of being a child in care
- Pillar 5: A valued, supported and highly skilled social worker for every child who needs one
- Pillar 6: A system that continuously learns and improves, and makes better use of evidence and data

Consultation on the strategy closed in May 2023, formal decisions and next steps will be shared.

The most recent longitudinal study of local authority child and family social workers: wave 3 (July 2021)^[iii], commissioned by the Department for Education, highlights the depth of the problem:

- Around one in ten (11%) had left local authority child and family social work by wave 3. The most common destinations were to be still working in child and family work but not at a local authority, for example in the private or voluntary sector (4%).
- Seven per cent of local authority child and family social workers had moved from local authority direct employment into agency work since the beginning of the study. Pay was the most commonly cited factor for moving into agency work or self-employment, cited by 60% as a contributing factor and 30% as the main factor.
- Overall, three-quarters (75%) of social workers reported working more than their contracted hours either 'all the time' or 'most weeks' to keep up with their workload.
- More than half of social workers at wave 3 agreed they feel stressed by their job (60%), their workload is too high (58%) and they are asked to fulfil too many roles in their job (55%).

There has been an increase in demand for children's social care services. Combined with reductions in local authority funding from central government and increases in care costs, this has created significant pressure on local authority children's social care budgets. The Association of Directors of Children's Services has, for example, estimated that the total required to close the budget gap in-year is £824.1m to 'stay still'^[iv].

[i] House of Commons: Public Accounts Committee correspondence. Published 18 September 2017.

[ii] Department for Education: Children's Social Care Workforce (2020). Published 25 February 2021.

[iii] Department for Education: Longitudinal study of local authority child and family social workers (Wave 3) Research report, research report. Published July 2021.

[iv] The Association of Directors of Children's Services (ACDS) Research Report: Safeguarding Pressures Phase 7. Published February 2020

National Context - Adults

The adult social care (ASC) workforce, comprising over 1.5 million people nationally, undertakes vitally important work that supports individuals and families in our society and promotes strong and inclusive communities. Social care is also a major employer, contributing £51.5 billion annually to the national economy, making it a key driving force for reform and transformation.

The provision of high quality care and support services is dependent upon a highly skilled and valued workforce, appropriately rewarded for their work and the vital impact that it has on people's lives.

In recent years the workforce has come under increasing pressure and the rising demand for social care services, exacerbated by the Covid 19 pandemic, has further called into question the longer term sustainability of the workforce.

In July 2021 Adult Social Care leaders from the Local Government Association (LGA), ADASS (Association of Directors of Adult Social Services) the Care Provider Alliance (CPA), Care and Support Alliance (CSA), Skills for Care, Social Care Institute for Excellence (SCIE) and Think Local Act Personal (TLAP) came together along with employers, workers, inspectors and commissioners to offer a collective vision of what should be in a workforce strategy for the growing sector.

The leaders group outlined their believe that to build and develop a workforce which makes this vision a reality there are clear priorities which must be included in a national workforce strategy/people plan for adult social care. These priorities build on the improvement priorities that LGA, ADASS and Skills for Care have been working on with the sector over the past two years, following extensive engagement with councils, providers, partners and people with lived experience.

The priorities include:

- Strategic workforce planning
- Growing and developing the workforce
- Enhancing the use of technology
- Supporting wellbeing and positive mental health
- Building and enhancing social justice, equality, diversity and inclusion in the workforce

Central to this is:

- Staff recognition, value and reward
- Investment in training, qualification and support
- Career pathways and development
- Expansion of the workforce in roles which are designed in co-production with people who draw on care and support, and in roles which enable prevention, support the growth of innovative models of support

In December 2021, the Government published its Adult Social Care 'System Reform' White Paper 'People at the Heart of Care'. The paper set out a 10 year vision for care and support in England and contained within it a series of proposals to transform the way the Adult Social Care Workforce is supported and developed. This included commitment of £500 million to develop:

A knowledge and Skills Framework, career pathways and linked investment in learning and development to support progression for care workers and registered managers.

Funding for Care Certifications, alongside significant work to create a delivery standard recognised across the sector, improving portability so that care workers do not need to repeat the Care Certificate when moving roles.

Continuous Professional Development (CPD) budgets for registered nurses, nursing associates, occupational therapists, and other allied health professionals
Investment in social worker training routes.

Initiatives to provide wellbeing and mental health support and to improve access to occupational health.

A new digital hub for the workforce to access support, information and advice and a portable record of learning and development.

New policies to identify and support best recruitment practices locally.

Exploration of new national and local policies to ensure consistent implementation of the above, as well as higher standards of employment and care provided.

Whilst the proposals outlined within 'People at the Heart of Care' were welcomed, the Local Government Association response include the need for:

Meaningful transformation on pay, with the National Living Wage increases outlined insufficient as they will not allow the sector to become competitive with the NHS and other key employers.

Clarity on whether funding is to be allocated for setting up and establishing various initiatives, or if it is expected to also cover, for instances, the actual delivery of training for the workforce.

Support for employers to ensure they have the capacity to take forward the initiatives outlined.

For Wellbeing Hubs, currently accessed by the NHS, to be more accessible to the social care workforce, and to draw on the work of the National Wellbeing Steering Group in putting the mental health and wellbeing of the social care workforce at the heart of efforts to recruit and retain staff.

A further, comprehensive workforce strategy for the sector, noting that this section of the White Paper contains just 11 pages, compared to the NHS People Plan and the Interim People Plan which proceed.

[1] Care Quality Commission: The state of health care and adult social care in England 2019/20. Published October 2020.

Children's Services Priorities

In the **Knowsley Children and Families Plan 2021-2024**, our vision for children and families is: "Knowsley - a place where all our children have the best start in life, where every family thrives and where all our young people aim high and achieve their potential."

To achieve this, the plan has three key priorities:

- Priority One: Prevention – to give children the best start in life
- Priority Two: Education – to improve life chances
- Priority Three: Family – Supporting families to thrive

We will embed practice improvements (including the Signs of Safety Practice model) across the service. In addition, as part of our new Inclusion Service, two additional Social Workers will be appointed to ensure that the service has the capacity to meet the statutory requirements of the special educational needs and/or disabilities agenda.

To realise our vision and deliver against our priorities we want to attract, recruit, develop and retain the most talented, high performing individuals. Knowsley's workforce strategy has been developed with this in mind and demonstrates our commitment to embedding Signs of Safety as our practice model.

Signs of Safety Practice Model

Signs of Safety provides a framework that enables our workforce and partners to work with our children, young people and their families using a strengths-based approach. We have adopted and embedded Signs of Safety as our practice model, equipping the workforce with the tools, techniques and guiding principles to practice confidently and safely. We will ensure all leaders are utilising Signs of Safety both as an overarching value base and for informing risk sensible decision-making and practice. Through our Signs of Safety practice framework, we will drive quality of practice, outline expectations, and provide support for managers and practitioners. The model will be employed as a whole systems approach underpinning all aspects of our practice, including our systems and processes.

Adult Social Care Priorities

Knowsley's Adult Social Care Recovery and Transformation Plan 2020-2023 sets out not only how care services in Knowsley will recover from the pandemic, but how we are going to transform care services in Knowsley so that they are set up in a better way than before to meet people's care needs now and in the future.

The plan outlines the key priorities and actions that we will work in partnership to implement to meet the needs of Knowsley residents. It is intended that by focusing on these priorities and actions over the next three years, people with care needs will feel safe, will be able to live independently for longer and will have greater choice and control over which services they use and how those services are accessed.

In Knowsley, our vision is to support people to live independently. In supporting this vision, we have set out a number of long-term outcomes that we want to achieve as part of our commitment to people receiving care services in Knowsley, now and in the future. In order to achieve these outcomes, we will focus on the following five priorities:

- **Community Assets:** Supporting and promoting people's strengths and the growth of community assets to support care needs
- **Digital Connectivity:** Supporting people to access digital and assistive technologies to support their needs
- **Person Centered Care:** Enhancing person centred care and choice and control so that services are flexible and support individual needs
- **Shaping the Adult Social Care Provider Market:** Helping to shape and support a strong and stable local care market in Knowsley
- **Ensuring Safe and Quality Services:** Improving safeguarding, workforce and people's wellbeing

Outcomes

We have identified four key areas of focus that provide the framework for our workforce development strategy:

1. Strong and Stable Workforce

Attract and keep high calibre practitioners at all levels, creating the environment for developing and maintaining relationships, which are at the heart of effective practice to engage with, safeguard and promote the welfare of adults in need of care and support, children and young people.

A strong and stable workforce is essential to ensuring high quality, effective and consistent practice. We want to ensure we have a compelling Knowsley offer, which attracts and keeps high quality and experienced practitioners. Investing in our workforce with a competitive development programme and benefits package.

2. Skilled and Knowledgeable Workforce

Promote a culture of continuous learning and development, where our staff are professionally curious and innovative in their practice.

We will work to create the conditions that enable and support our staff to develop their practice and careers. We want to encourage people to take responsibility for their own learning and development, ensuring practice remains of a high standard and continues to meet the needs of the adults, children, young people and families we support.

3. Inspiring, Empowering and Effective Leadership and Management

Empower and develop confident and capable leaders who create the right conditions for effective practice.

We want to be a learning organisation, reflecting on practice and asking 'what difference are we making?' Listening and responding to feedback from adults, children, families, partners and our staff about what is working well and where we need to do things differently. Through effective support and challenge we will drive practice improvement for all.

4. Creating the conditions for good work to flourish

Having the right environment to be able to do social work well, where practitioners are enabled to work both directly with individuals and families and, also, to make sure we provide the right support in the right place at the right time, so that organisations can practice effectively and safely.

Workforce Priorities

Our workforce priorities identify key areas of focus under each of our outcomes and includes reference to work already underway and future planned activity. We will review the priorities annually to ensure responsiveness to the changing local and national context (further detail on how we will deliver against our priorities is set out in the supporting action plan):

Strong and Stable Workforce:

- Retain high quality and experienced practitioners to create a stable, consistent and knowledgeable workforce, which enables the development and maintenance of relationships with adults with care and support needs, children, young people and their families
- Attract and recruit high calibre practitioners to ensure a fully resourced, qualified and skilled workforce for meeting the current and future needs of adults with care and support needs, children, young people and their families.
- Be proactive in our workforce analysis and planning, considering regional and National trends, to ensure sufficient flow and stability of high quality and experienced practitioners to meet current and future demand for services.
- Review and benchmark the Knowsley's Social Care workforce offer, to ensure it is compelling, competitive and effectively marketed to encourage high quality practitioners to apply and stay in Knowsley.

Skilled and Knowledgeable Workforce:

- Create clear pathways for development and progression, aligned with competencies, skills and experience.
- Provide a comprehensive programme of professional development opportunities for all staff, which equips them with the knowledge and skills they need to safeguard and promote the welfare of adults with care and support needs, children and young people.
- Develop and maintain partnership links to promote innovative practice and contribute to our capacity to provide learning and development opportunities.

Inspiring, Empowering and Effective Leadership and Management:

- Support succession planning by providing learning and development opportunities for aspiring leaders.
- Ensure that those undertaking a management or supervisory role are empowered and given the guidance, support and professional development to become great leaders.
- Sustain management oversight and the effectiveness of frontline practice so our work with adults with care and support needs and families continues to be good or better.

Creating the conditions for good work to flourish:

- Support the health and wellbeing of practitioners so they can practice effectively and sustainably in an emotionally demanding and potentially stressful environment.
- Create the conditions for good practice, enabling a focus on direct work with adults with care and support needs children, young people and their families.
- Be a reflective and learning organisation, driving continuous improvements in practice and outcomes for adults with care and support needs, children, young people, and their families.

Measuring Success

Progress and impact will be monitored and assessed against a range of quantitative and qualitative measures such as:

Strong and Stable Workforce

- Percentage of permanent staff
- Retention rate
- Workforce stability (length of service)
- Themes from exit and retention interviews
- Robust workforce plan in place

Skilled and Knowledgeable Workforce

- Workforce Health Check
- Training take up and completion rates
- Impact from training captured during supervision
- Feedback
- Social work Apprenticeship programme thriving in both Children's and Adults.

Leadership and Management

- Percentage of supervision and "My Time" completed in time
- Workforce Health Check
- Take up and completion of leadership and management programmes
Creating the conditions for good social work to flourish
- Average Caseloads
- Sickness and absence rates
- Feedback from Adults with care and support needs, Children, Young People and their Families

Governance and Accountability

The Strategy forms part of the Council's overall Workforce Sufficiency Strategy. This will ensure that future workforce needs can be met in a timely and sustainable way - with a particular focus on effective workforce and succession planning. Local Government is changing and as a result of other significant factors, such as the Covid-19 pandemic, the way we work is changing as well. As an employer, the Council must equip itself to deal with future workforce changes, so services can adapt and develop in order to meet societal and demographic circumstances.

The Workforce Sufficiency Strategy will be overseen by a corporate Workforce Programme Board, that will monitor progress against strategic objectives and challenge or guide the work, as necessary. This Board will meet on a regular basis and will be responsible for ensuring that Elected Members and senior Council officers are engaged in this work and assured about purpose and progress.

In so far as further scrutiny is concerned, particularly in relation to Adults and Children's Social Care, this will be achieved through progress updates to the Corporate Management Team programme sponsors, who in turn will assure Executive Management Team and the relevant Statutory Officers, via regular performance reports. The respective Principal Social Workers, along with the Council's Head of Human Resources, will assume responsibility for the Council resources made available to support this work and for operational delivery of the required workforce outcomes".