

Appendix (II)

Workforce Strategy - Action Plan 20/21
The action plan will be reviewed and update on annual basis
Addressing our Priorities

R	High risk to achieving 2020 - 2021 - interventions required
A	Medium risk to achieving 2020 - 2021 target - consider interventions
G	Low risk to achieving 2020 - 2021 target

Activity		Owner	Milestones/Outcomes	Progress Report	Progress RAG
Priority 1: Recruitment and Retention of Social Workers and Social Care workers					
Online presence	Maintain a rolling recruitment programme and develop a new recruitment microsite	R & R Group	Interview and assessment days scheduled throughout the year		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continue to utilize national recruitment portals to advertise job vacancies e.g. 'Proud to care' and 'social work together'		Continue utilising these portals beyond the COVID-19 crisis		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Develop a social work Academy to promote the training and CPD opportunities	SCTAD Adults PSW	Work with HR and the service to promote the benefits of working in Ealing using the corporate website. Consider the benefits of developing a social work academy.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
ASYE programme	Nurture and maintain relationships with students on placement to attract them to apply for a job with the Council	SCTAD	Maintain and promote the ring fenced ASYE interview scheme for final year students. Provide briefing sessions on the recruitment and selection process, e.g. filling in application forms and interview skills support		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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	Recruit, train and develop high quality newly qualified social workers onto the ASYE programme	SCTAD	Maintain the panel process assessing ASYEs at 3,6 and 12 months. Continue to provide three-way meetings and group support sessions as part of the ASYE programme. Monitor the numbers of ASYEs enrolled each year		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Review data to record the attrition of ASYEs following introduction of a second year to our programme	SCTAD	Monitor leaver information from HR, ASYE data records and exit interview data to monitor and report on attrition rates for ASYEs in year 1 & 2		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Student placements	Continue to provide 70 and 100-day work placements for students, matching them to appropriate teams with vacancies	SCTAD	Keep records of the number of students supported on an annual basis across both services. Maintain a pool of Practice Educators (PEs) to support these students.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Ring fence NQSW interviews for final year students	SCTAD	Record the employment rate of final year SW students, (detailing how many students were interviewed)		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Grow our own recruitment programmes	Bid for funding to support students onto the Step Up to Social Work; and recruit to cohort 7	SCTAD	Next application round opens in early 2021 although numbers are limited by the DfE		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Recruit year 3 Think Ahead Mental Health trainees via the Mental Health Trust	SCTAD	Assess the viability of year 3 students being in a unit managed by the trust		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Support staff on cohort 1 of the social work degree apprenticeship	SCTAD	Provide 6 weekly progress meeting for the 5 staff and their line managers on cohort 1 of the programme. Work with Bucks university to monitor progress		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Develop and prepare staff for cohort 2 of the degree	SCTAD	Meet with 6 cohort 2 students.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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	apprenticeship incl. prepare for the assessment centre in 2022		Determine whether they are in the appropriate team to maximise their learning. Set dates with Bucks university for the start of the programme in March 2021. Start to prepare for the next assessment centre in October 2021		
	Consider extending our apprenticeship offer to members of the community from under-representative groups	SCTAD	This is dependent on uptake from the existing workforce and will be looked at in year 3 of the strategy		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Agency workers	Adhere to the memorandum of cooperation regarding agency worker pay rates	HR & SCTAD	Work with HR on monitoring agency pay rates in Ealing		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continue to encourage Agency workers to consider taking on a permanent role in both children's and adult services	Heads of Service	Actively promote the benefits of taking a permanent role to agency workers as part of the recruitment and retention strategy across both Services		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Recruitment to shortage occupations/roles	Occupational Therapist (OT) Review ways to deliver and improve practice in the OT service	AS & PSW and HR?	Take into consideration any actions that come out of the OT review in 2020 that relate to changes in the workforce		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Approved Mental Health Professionals (AMHP): <ul style="list-style-type: none"> Continue to partner with Bournemouth University to support staff to take up and train for the AMHP role Maintain mechanisms to re-warrant existing AMHPs 	SCTAD	Work with the Lead practitioner in MH to ensure we train adequate numbers of AMHP workers and continue to provide opportunities for re-warranting of existing AMHPS.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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	<ul style="list-style-type: none"> Re-develop the Adults Career progression scheme to develop progression to the AMHP role 	Adults PSW & SCTAD	Redevelop and review the Adults Career pathway scheme in consultation with the Adults PSW and ASMT		<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
	The Approved Mental Capacity Professional (AMCP): Respond to government advice and implementation around the creation of this new role and subsequent training offer for all teams in Adults Services	SCTAD & Adults PSW	Attend relevant external meetings and keep up to date with changes and deadlines for the introduction of this role.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
New Opportunities in Children's Services	Enrol 20 practitioners on the DfE, Child Sexual Abuse Leaders programme (CSA).	SCTAD Head of Service for Safeguarding	20 practitioners are enrolled on the programme. Ensure attendance commitment for this programme and start to implement leadership roles in CSA across children's services together with the Head of Safeguarding.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continue to train and develop staff on the reducing parental conflict programme	SCTAD	Determine numbers that have currently been trained and roll out the train the trainer model.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Start a new programme recruiting a team of Social workers to be based in Ealing Schools (SWiSS)	SCTAD Head of Service for SAFE	Recruitment is completed. Determine any training needs required for this new team together with the Head of Service for SAFE		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Practice Models	Review and update these models across both services according to the needs of the service	SCTAD	Evidence demonstrated by the workforce of use of these models in practice from information gathered during Audits, interviews and panels.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Mosaic	Support Better Gov to improve effectiveness of the mosaic client recording system	SCTAD & Mosaic strategic	Measure effectiveness via improved data quality and recording evidenced in files.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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	Develop, design and deliver Mosaic training to all users	working group SCTAD	Training design will take place as part of the training and development workstream		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continue to monitor attendance on the mandatory training programme and report to improvement Board		Attendance reported to the improvement Board on a 2-weekly basis.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Priority 2: Career progression and continuing Professional Development					
Career Pathways	Continue to refine and embed the career progression Scheme in Children's Services	SCTAD	Provide twice yearly panels and update the scheme to reflect any changes within the service		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Develop the career progression scheme in Adults Services to include progression to AMHP	SCTAD	Review and rework the Adults Career progression scheme and publish after agreement at ASMT		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Research in Practice	Research Champions to share Research in Practice material	SCTAD	RIP Coordinator to ensure that we maintain a RIP Champion in Each service who shares research.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Utilize RiP resources to evidence meeting CPD registration renewal requirements	SCTAD	Monitor usage of the RIP Resources by checking log on details and work with SW England to understand the types of CPD staff are using for evidence as part of registration		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Leadership and Management Development	Test Audit Webinar	SCTAD	Use Webinar as part of practice week in October 2020	Audit Webinar completed and published and used in practice week	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
	Continue to provide practice development management training sessions for Children's Services	SCTAD	Audit will take place after the second cohort and evaluation after each session.	Part two of the programme started in October 2020, sessions are booked on a two-weekly basis.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Revamp the management training on the WLA programme to meet the needs of the service	SCTAD	Review attendance and evaluation data at the away day in October 2020, refine the programme ready for new programme April 2021.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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	Provide a supervision training Programme for Adults Services	SCTAD	Commission Supervision training programme in January 2021. Work with ASMT to determine and target attendance.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Coach-ing	Maintain a pool of qualified coaches within the workforce	SCTAD	Develop a coaching training programme finance permitting to train more coaches across the services		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Continue to provide a coaching programme to staff requesting support	SCTAD	Promote coaching opportunity to Managers across the service.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Team and Deputy managers in Programme in	Evaluate the Practice Development programme for CIN managers and Deputies	SCTAD	1 st evaluation report and audit check completed in September 2020. 2 nd report and audit check due in April 2021.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Expand the programme to include SAFE Managers	SCTAD	SAFE Managers included in Second Cohort of the programme October 2020	Done	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
Practice Educators	Provide opportunities for staff to gain the Practice Educator award by offering places on the PEP 1 & PEP 2 programmes	SCTAD	Advertise opportunities for staff to undertake the PEPs award in November 2020 and February 2021.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Training Programmes	Provide 4 comprehensive Training and Development programmes: Adults Services Children's Services ESCP Fostering	SCTAD	Ensure there are adequate training and development programmes available across the workforce which are refreshed and reviewed to meet and improve the practice needs of workforce. Evaluate these programmes every 6 months. (currently all these programmes are being provided virtually due to Covid 19 pandemic. This will be reviewed in Spring 2021.		

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Priority 3: Maintaining a Focus on Equality and Diversity					
Awareness of diversity and equality issues	Provide opportunities for staff to attend the council-wide training and development programmes devised following feedback from staff	SCTAD	Work with Head of Training in Organisational Develop to promote this opportunity. Monitor attendance across Children's and Adults Services		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Develop further development programmes relating to specific issues that affect the children's and adult's services workforce	SCTAD	Determine gaps after the council wide training taking a steer from the Children's and Adults equality group actions that are specific to the Children's and Adults workforce and develop appropriate workshops, webinars and training sessions		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Support the introduction of a reverse mentoring scheme for senior leaders in Children's and Adults Services to ensure greater understanding of the issues faced by ethnic minority members of staff	SCTAD			<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Support and respond to feedback from Adults and Children's social care staff equalities groups	SCTAD	Actively take part of the BLM CSLM meetings to action feedback relating to workforce and training		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Priority 4: Developing and Maintaining Partnerships					
PVI sector	Provide places to the PVI sector in Ealing on the Adults in-house programme	SCTAD	As part of adult's programme. Attend quarterly provider forums to inform TNA. Specifically targeting those organisations with contracts with Ealing Council.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Facilitate access to the Care Certificate Provide access to Care	SCTAD	Continue offer pan London care certificate training.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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	Certificate training and consider offering QCF units				
	Together, with our partnership with Skills for Care, build our networking links and the quantity of training opportunities we can make available to the PVI sector	SCTAD	Attend and host Skills for Care quarterly network meetings and disseminate good practice to the adult's workforce.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Work with the contracts and the commissioning teams in Adults Services to ensure the training and development needs of provider services are being met	SCTAD	Work with operations commissioning lead to carry out a TNA to meet the needs of the contracts and commission workforce in adults' services		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
West London Alliance	Continue to provide a comprehensive programme of training and development across the partnership of 8 Local Authorities	SCTAD	Review WLA programme in October 2020. Produce new programme in April 2021		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Work on the virtual training approach to provide more flexibility and value for money	SCTAD	Provide all programme virtually until recovery from Covid 19. Maintain a blended approach after recovery learning from what has worked well		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
WLSWTP	Continue the work with Royal Holloway and Kings College London to provide the workforce with research awareness programmes, and focussed lectures relating to social work	SCTAD	As part of the WLSWTP continue to work with RHUL and Kings College London to provide the workforce with a set of seminars to raise research awareness and good practice in SW.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
SWISS	Provide training Support to SWISS programme in Children's Services	SCTAD	Determine the training needs of the new workers in this service.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

