

Improvement Plan – 6 Areas for Improvement (January 2022 ILACS Inspection)

1) To Improve: The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Improve the quality of assessments, providing intervention alongside assessments and by working to enhance our best practices. We will work with children and families using a strengths-based approach underpinned by Motivational Interviewing (MI) ensuring all staff complete the required training.</p>	<ul style="list-style-type: none"> • Children and families will receive more targeted support as we will better understand their needs. • The child's voice and lived experience will better inform outcomes / next steps. • Children and families will be provided with support from the outset leading to higher need families receiving support quicker. • Intervention will have a positive and sustainable impact on the families, young people, and children. 	<ul style="list-style-type: none"> • Fewer escalations to CIN / CP with fewer children being re-referred to children's services. • Direct work / intervention will be evidenced within the assessment to highlight the needs of the children / families. • All staff within the Assessment service will have completed the MI training.
<p>Continue to embed the Family Safeguarding Model across services supporting children subject of CP and CIN plans. Building on this, begin to rollout and embed elements of the Model within the Assessment Service...Including introducing key tools (e.g. Module 1 – Reason for Referral / Module 2 – Family History). Relevant training will be provided for practitioners/managers.</p>	<ul style="list-style-type: none"> • We will see an effective use of the workbook, which meets the needs of the family and creates a comprehensive assessment/intervention plan and ensures that general case recordings are easily accessed, and quality assured. • Children and their families are subject to statutory assessment and support only when it is evident their needs cannot be met through early help. • Children and their families' needs are met by confident practitioners trained in evidence-based interventions. 	<ul style="list-style-type: none"> • Social Workers will be working with the right family at the right time with effective assessments and intervention plans in place preventing children's needs from escalating and therefore fewer step-ups from Early Help to CIN and CP Plans. • Assessment service will be using the LCS Workbook and will have completed all required training / learning sets.
<p>We will understand and better respond to children experiencing neglect through further embedding the Graded Care Profile 2 (GCP2) tool into practice. An initial rollout to the Assessment service of the GCP2 in the North East quadrant will complete in June 2022 – rollout of the tool to the remaining quadrants will take place over the summer. Continued support from the GCP2 Lead in Surrey enables us to continue this important work.</p>	<ul style="list-style-type: none"> • Parents will be reassured by the strengths identified with GCP2 and better understand practitioners' concerns, permitting the timeliness of the right support at an earlier time. • Reduction in the number of children in Surrey on repeat child protection plans due to neglect. • As a result of GCP2 being used to support more effective interventions with families, or to evidence the need for escalation sooner, there will be a reduction in the number of children on child protection plans for more than 18mths with neglect as a factor. 	<ul style="list-style-type: none"> • Reduction in families presenting with the same concerns (i.e. neglect) after stepping down or when cases have been closed. • Increase in the % of children on a CP and CIN plan as a result of neglect, who have a completed GCP2. • Reduction in the number of children on repeat CP plans as a result of neglect. • As a result of GCP2 being used to support more effective interventions with families (or evidencing the need for escalation sooner), there should be a reduction in children on child protection plans for more than 18mths with neglect as a factor.

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<p>Develop and create child-friendly plans for any child we have assessed and will assess (whether supported by CIN, CP, LAC, Early Help etc).</p>	<ul style="list-style-type: none"> Children and families will be more engaged in developing plans and will have agreed the actions that need to be taken to improve situations for children and families. 	<ul style="list-style-type: none"> Child friendly language will be evident in our recordings for children. They will be able to understand what we have written about them and their families. Plans will be SMART, ensuring a clear understanding of the support offered. The right interventions (identified in the assessment) will be provided.
<p>Focus on child-centred recording that helps children and young people to better understand their journey, with greater partnership working across Assessment, Family Safeguarding and Looked After Children teams.</p>	<ul style="list-style-type: none"> Children and young people requesting access to their records will receive information that is more person-centred and relatable. Looked After Children practitioners will have more information available about the experiences of the child or young person prior to coming into care. 	<ul style="list-style-type: none"> Every child in care will have one plan only where possible, any supplementary plans will be incorporated into the child's care plan. Children and young people will be 'brought to life' in meetings through the use of photographs where there is consent to do so. Photographs recorded on the system will be kept up to date. A child focused policy about 'later life' information will have been implemented.
<p>Ensure the voices of children with disabilities are clearly articulated in all recording, and appropriate mechanisms of communication are used to help them express their wishes and feelings. All communication is individualised, accessible and child-centred. Outcome letters from resource panels will be improved. Additional training / learning sets such as 'Child Centred Practice Training' and 'Purposeful Visiting & Recording Training' will be provided to practitioners.</p>	<ul style="list-style-type: none"> CYP and families will have a better understanding of their packages of support and reasoning for decisions. Families understand the criteria for support from CWD Team and where else they can access support if needed. Reduction in complaints and tribunals as families have a better understanding / expectation of the service. Recording will be more individualised and personable for children and young people accessing their records. 	<ul style="list-style-type: none"> The CWD service is well explained on the Surrey (SEND) Local Offer and appropriate information is easy for families to find and understand. All families will receive clear outcome letters from resource panels that clearly explain the reasons behind a decision. Staff use a wide range of communication aids to ensure information is accessible for children and families. Evidence of the voice of the child in all recordings and plans. Resource allocation will be linked to the impact on lived experiences.

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<p>Improve recording and tracking of homeless 16-17 year olds. Following implementation of the Joint Housing Protocol in January 2022 (developed alongside housing leads), further feedback from Levelling Up colleagues is being incorporated. Deliver training on the protocol across all quadrants, housing teams and partner agencies. Update and communicate a leaflet outlining the options and choices for 16-17 year olds.</p>	<ul style="list-style-type: none"> • Better monitoring of 16–17-year-olds that present as homeless at the Children’s Single Point of Access. • Youth Homelessness Prevention Advisor will be involved at an earlier stage ensuring we are fulfilling all statutory requirements in accordance with the Southwark Judgement. • Improved involvement and partnership working with Housing teams at an earlier stage. 	<ul style="list-style-type: none"> • All 16-17 year olds presenting as homeless will be clearly recorded within LCS and this data will be reportable through Tableau. • A Joint Housing Protocol will be in place – signed-up-to by Housing Leads (and all Ds&Bs). This will be adhered to by all relevant partner agencies. • Practitioners across children’s services teams and housing teams will have completed the required training on the Protocol and will have a consistent understanding of the policies and procedures related to it.
<p>Review the Private Fostering roles and responsibilities, including an assessment of whether Early Help (or other services) should have greater involvement throughout – and whether a specialised service should be set up. Develop an improved recording process for Private Fostering arrangements and Tableau dashboard(s). Focus on improving visiting timescales and achieve greater consistency across the county.</p>	<ul style="list-style-type: none"> • Improved identification of Private Fostering, ensuring children in these arrangements are known to the local authority. • Improved quality of Private Fostering assessments, ensuring needs are quickly addressed. • Visits to children / carers in Private Fostering arrangements will be within timescales. 	<ul style="list-style-type: none"> • An updated recording system will be in place with a specific Private Fostering case note on the LCS system. • Tableau dashboard showing all children in Private Fostering arrangements in Surrey and the visiting records, easily available to managers and practitioners. • E-learning will be available on the Olive training system and practitioners (including the Virtual School) will have completed this mandatory training. • An overall review of the service will have been completed with recommendations on if and how to change roles and responsibilities across children’s services.

Private Fostering

2) To Improve: Partnership work to secure support for children and young people’s mental health and well-being.

We will...	The impact of this will be...	We will know we have achieved this...
<ul style="list-style-type: none"> Refresh the EWMH strategy. Embed the ITHRIVE model across the system so that children and young people receive support when they need it most. Collective view of CYP emotional health and wellbeing needs (with robust data and analytics) 	<ul style="list-style-type: none"> The system will continue to support improvement of children’s emotional wellbeing and mental health, working around a collective approach (Thrive). The system will know when we are doing well and when and where we need to make improvements based on what data and information and most important children are telling us. 	<ul style="list-style-type: none"> System objectives are known and understood and championed. Data and information set are routinely available and used within the system to understand how we are supporting our children.
<p>Build more mental health support that is close to home at time of crisis. This includes support in our acute hospitals, joint working on CYP Havens, tier 4 provision and bespoke help for children with a learning disability, ASD and challenging behaviours.</p>	<ul style="list-style-type: none"> Reduce the numbers of CYP attending / being admitted to the ward in need of crisis beds. Increased outcome reporting of CYP and families. Timely access to services - (including crisis routes and for vulnerable / protected groups). Positive experience for children and young people and their families. 	<ul style="list-style-type: none"> Completed evaluations and evidence of implementation of finding / recommendation for PLN / CYP Havens / SHIPP / transitions. Improved reporting – data and quality. Improved Service User Feedback Improved feedback from strategic partners. Evidence of newly funded projects being effective (MHST/SDF).
<p>Page 153</p> <p>Improve mental health resilience, including;</p> <ul style="list-style-type: none"> Suicide prevention. Eating disorder service improvement, including physical health checks. Support for young carers. Earlier identification – risk stratification. Work in partnership with schools to strengthen their response to Emotional Health and Wellbeing (EHWB), including workforce development. 	<ul style="list-style-type: none"> Improved confidence through staff skills and competency CYP self-harming / with suicidal ideation. Learning shared and embedded across Mindworks from recent deaths review. Mindworks system wide response to self-harm / suicide prevention. Tailored service for young carers to support their emotional wellbeing. 	<ul style="list-style-type: none"> Evidence of Strategic connection to CYP Suicide prevention strategy through Wellbeing for Education Return (WER). Service User / Staff feedback. Improved reported outcomes from training. Evidence of and evaluation of safety plans and schools' work. Waiting times for services reduced.
<p>Improving access to mental health services through transformation of existing contract:</p> <ul style="list-style-type: none"> Reducing backlogs and waiting times across all services (governance and reporting). Strengthen the strategic connectivity between services for children with additional needs (SEND services) and Neurodevelopmental (ND) needs. 	<ul style="list-style-type: none"> Timely access to services. Positive experience. Evidence of service users and key stakeholder shaping services – including enhanced evidence from protected groups. Improved outcomes. Children and families and staff have clear understanding of what to expect from Surrey. 	<ul style="list-style-type: none"> Robust governance arrangements with streamlined single narrative (workstream Community Eating Disorders (CEDs)). Reduction in waiting times. Outcomes reporting across Mindworks Surrey demonstrating improvement. Clear and timely decision making via Transformation Board to unblock previous processes.
<p>Focus on improving the health of our children and young people in care [exploitation, mental health, additional vulnerabilities, Deprivation of Liberty].</p>	<ul style="list-style-type: none"> Children and young people will have better health and outcomes. Children and young people will feel safe. Staff will have the systems to support them to manage any risks, with consistent practice across the county. We will know and manage risks well. 	<ul style="list-style-type: none"> Greater consistency of risk assessment templates. Staff will receive training to help them to understand and know when to consider DOLS. Initial Health Assessments, Review Health Assessments and Dentals will be completed in time.

3) To Improve: The provision of essential information to carers about children, and viability assessments to inform placements with friends or family.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Review best practice examples of Placement Plans and redesign the existing form to ensure it enables complete and accurate recording of the plan. Any workflow issues in the LCS system will be resolved.</p> <p>Ensure placement planning is consistent across the county, implementing a template that ensures essential information is recorded and is focused on the benefits to the child.</p> <p>Ensure Placement Planning Meetings are consistent across the County, building on the strong practice already in place for the majority of these meetings.</p> <p>Monitor completion and sharing of placement plans with carers and establish a process for quality assuring the content of these plans (e.g. through auditing / dip-sampling).</p> <p>Develop and share a guidance document setting out what should be given to carer and when (e.g. a checklist).</p>	<ul style="list-style-type: none"> • Consistency for staff and children. • Further increase placement stability and reduce placement breakdown by knowing the children’s needs from the outset. • Help manage expectations from carers and from children and young people. • Give clarification to carers about their delegated authority. • Ensure that we are compliant with the law which is in the best interests of children, young people and families. • Helping parents to be involved with planning where appropriate (particularly for children with additional needs and disabilities). 	<ul style="list-style-type: none"> • There will be an amended placement planning form on LCS. • No plans marked as complete on LCS will be blank. • Every looked after child will have a placement plan recorded on LCS. • All placement plans will have essential information recorded about family life to support carers to support the child or young person. • Every child will have clear delegated authority.
<p>Review the process (and guidance) for completing Delegated Authority Forms ensuring there is better join-up with the Looked After Children teams (and Family Safeguarding teams where appropriate) and the completion of the Placement Plan</p>	<ul style="list-style-type: none"> • Improved join-up and consistency with more effective Placement Plans being provided to carers. • Clearer information being provided to carers on the Placement Plan and Delegated Authority Form. • Reduced duplication of effort between the Fostering service and the Looked After Children / Family Safeguarding teams. 	<ul style="list-style-type: none"> • Practitioners in both teams will work together to develop the Placement Plans and the Delegated Authority Forms.
<p>Ensure initial viability assessments are completed promptly when connected carers are being considered and achieve consistency across Surrey with the quality / robustness of these assessments.</p>	<ul style="list-style-type: none"> • Only suitable connected carer arrangements proceed to the Reg 24 stage. • Children living with family and friends in connected carer arrangements will continue to be well supported. 	<ul style="list-style-type: none"> • When completing the Reg 24 process, the completed viability assessments will have ensured that only suitable connected carer arrangements are being considered at this stage.

4) To Improve: The sufficiency of suitable accommodation for young people, including care leavers.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Improve recruitment of foster carers in Surrey. Target of 120 fostering placements increase over the next 2 years. We will be benchmarking Surrey's financial remuneration packages and identifying and publicising the service's range of support services available for carers. We will better define and communicate the range of benefits for carers including support, training, development, social opportunities, communication and the 'one-team' approach.</p>	<ul style="list-style-type: none"> • Enabling more children to remain in Surrey homes. • More children will be able to continue to attend their schools, have access to Surrey based services. • Accessible family time with shorter travel. • Ensuring statutory compliance around approval and reviews. 	<ul style="list-style-type: none"> • Greater choice of local foster carers. • Reduction in the numbers of children placed outside of Surrey. • Less reliance on IFA approved foster carers. • Improved data to target work plans.
<p>Strengthen the support offered to foster carers which will include the introduction of 2 Fostering Review Officers (FRO) and 6 Fostering Support Workers (FSW). We are also developing proposals to strengthen the offer to families who chose to become Special Guardians.</p>	<ul style="list-style-type: none"> • FRO's will enable objective oversight of the fostering year. • Views from children who have moved on being included in reviews. • FSW's will improve resilience in placements. • Improving the fee and allowance award. 	<ul style="list-style-type: none"> • Greater stability of fostering placements. • Ensure we can continue to draw on the skills and experience of our existing carers. • Contributing to Surrey's USP in carer recruitment and retention.
<p>Increasing the capacity of children's homes in Surrey and maximising use of this provision for Surrey's Looked After Children. Capital investment programme to increase our children's homes provision will continue.</p>	<ul style="list-style-type: none"> • Improved outcomes for children due to living in Surrey, remaining rooted in their communities. • Improved ability to better meet the needs of children and young people in priority groups. 	<ul style="list-style-type: none"> • 10 add'l children living in Surrey children's homes by April 2023. • Improved assurance of the quality of provision accessed by children locally. • Increased proportion of spend on Surrey children's homes.
<p>Strengthening the short breaks services for children and young people with disabilities in Surrey, including recommissioning the offer ahead of April 2023.</p>	<ul style="list-style-type: none"> • Improved sufficiency of provision and access to services across Surrey for children and young people with disabilities in greatest need. 	<ul style="list-style-type: none"> • New contracts in place from 1 April 2023. • Maximised spread and diversity of services across Surrey to best meet need, within available resources.
<p>Increasing the number of children living in family settings, taking a joined-up approach across SCC-run fostering and independent fostering agencies (IFA).</p>	<ul style="list-style-type: none"> • Improved outcomes for children as a result of living in a family. • Improved placement stability for children. 	<ul style="list-style-type: none"> • More Looked After Children living in: family settings overall and in Surrey; and SCC foster and kinship placements. • 10 add'l children living in Surrey IFA placements by April 2023. • Reduced average cost of placements.
<p>Creating new Houses of Multiple Occupation (HMOs), as part of our strategy to enable more care leavers and unaccompanied asylum seekers to progress to independence in Surrey. Repurposing existing properties in Dorking (subject to planning agreement) and Epsom providing 10 additional beds across those sites.</p>	<ul style="list-style-type: none"> • Young people better prepared for their tenancies. • Improved relationships with local housing teams and better joint working between SCC teams. 	<ul style="list-style-type: none"> • Created up to 10 additional beds in Surrey this year. • Increased value for money, reflected in an estimated supported accommodation cost containment of £140k.

5) To Improve: The quality and impact of supervision to ensure that decisions are timely and support the progression of children's plans.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Ensure there is consistent management oversight (MO) and supervision - taking place within timescales.</p> <p>We will ensure all managers have completed the necessary training and are clear on the management expectations as set out in the Practice Guidance. Dip-sampling carried out by Service Managers each month will focus on more on the quality and timeliness of MO / supervision with issues addressed in SM/TM supervision and at team meetings.</p>	<ul style="list-style-type: none"> • Social workers will have support and guidance to make reflective, informed and evidenced based recommendations. • Children and families will receive a better service and more consistent targeted and timely support. • A reduction in drift with no discernible progress or achieved outcomes. 	<ul style="list-style-type: none"> • Improved consistency in management oversight. • Improved timeliness of supervision. • Staff will feel safe and supported.
<p>Ensure we have a quality assurance process in place for supervision – a cycle of assess, do and review.</p> <p>The monthly dip-sampling process (carried out by Service Managers) will be strengthened with time dedicated to the findings at Practice Challenge Meetings – actions will be agreed and followed up at these monthly meetings.</p>	<ul style="list-style-type: none"> • A process of quality assuring as part of practice to support delivery of the best possible service. • To record examples of good practice that can be used as case studies for peer-to-peer learning. • Raise the quality of supervision. 	<ul style="list-style-type: none"> • Reports and quality benchmarks in place for what good supervision looks like. • Quality of contacts. • Managers reading reports and shadowing contact supervisors.
<p>Decide (following review) and communicate on the version of Supervision form to be used going forward to ensure CP/CiN/LAC plans and progress are captured effectively.</p> <p>Review of supervision model, length and frequency so it is reflective of the Level 3 work that TYS undertakes.</p>	<ul style="list-style-type: none"> • Social workers will have more time to spend with children, families and carers. • Improved risk assessment and safeguarding. • Appropriate time to focus on personal supervision. 	<ul style="list-style-type: none"> • Social workers will find value in case supervision. We will evidence progression of plans and avoid drift.
<p>Improve the use and consistency of group supervision to include families open to Supervising Social Workers and Adult Practitioners appropriately.</p>	<ul style="list-style-type: none"> • We capture the work completed with the adults (within Family Safeguarding) via group supervision. 	<ul style="list-style-type: none"> • Group supervision offers value to the intervention for the families, and we see that we are working with the right family at the right time.
<p>Investment in workforce development through relevant training, use of motivational interviewing in supervision, clear inductions and support of NQSW staff.</p> <p>Additional Academy staff being recruited to support both NQSWs and International social workers.</p> <p>The Social Work Progression Pathway will be launched in June 2022 supporting the development of the right staff ready to progress and providing an opportunity for them to learn through the mentoring programme.</p>	<ul style="list-style-type: none"> • Greater stability within teams to enable service ambitions to be realised. • Skilled and motivated staff working with children, families & carers. • Staff have a clear understanding of their role and a solution focussed approach to the work. 	<ul style="list-style-type: none"> • Staff retention. • Less reliance of agency staff. • Opportunity of progression for all staff. • Staff feeling able to move into different roles within the service including secondment to gain greater professional experience.

6) To Improve: The proportion of permanent staff, to reduce turnover.

We will...	The impact of this will be...	We will know we have achieved this...
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The Recruitment, Retention & Culture (RRC) Programme was relaunched in late-2021 with a revised governance and programme structure, increased resources and far greater involvement from operational services. A Programme Board was setup (meeting monthly), working groups for each workstream, new reporting and escalation processes with greater oversight from the CFLL Leadership Team and assigned Workstream & Operational Leads to drive forward the plans on a day-to-day basis. A summary of the programme activity is included below.

(1) Explore Workstream:

- Develop and relaunch the exit interview process.
- Monitor exit interview data and provide analysis every 2 months for review at Leadership Team.
- Conduct an employee opinion survey later in the year to assess the impact of any changes on staff.
- Hold regular webinars with locums to improve the proportion of those becoming permanent.

- Improved visibility of the Exit interview process.
- Service Needs are met and clear roles and responsibilities are in place.
- Opportunity to assess any leavers' trends & reduce attrition across the workforce.
- Awareness of employees' opinions about working for Surrey CC (positives and negatives).

- Recruitment to key roles improves, including locum conversion.
- Retention rates for new starter, locums, ASYEs etc. improve creating a more stable workforce.

(2) Attract Workstream:

- Audit: Job Adverts, application process & attraction channels.
- Promote social care comms channels / social media.
 - Hold webinars and open evenings, update the recruitment website and LinkedIn information, and develop 'total reward' statements.
 - Engage with Connect2Surrey and establish a workforce planning tool with accurate and up-to-date vacancy data with regular reporting and oversight by the Leadership Team and RRC Board.
 - Identify Recruitment Leads across all services with greater operational input. Develop service-specific recruitment approaches where appropriate.
 - Increase diversity in all roles.
 - Expand the NQSW programme and opportunities for the 2022 cohorts.

- Encourage more candidates to apply and make it easier for them to apply.
- Improved CFLL culture and image that demonstrates our strengthening of leadership, management and support.
- Strengthened interview process with established interview panels and questions focusing on our core values and behaviours.
- Increase our profile on social media platforms, increase attraction to our roles.
- Creating a more diverse workforce and having a clear understanding of why people are leaving, what attracts people to the roles etc.
- Children, young people and families will experience greater consistency and have workers who are part of their journey for the long term.
- Caseloads will be more manageable and therefore practitioners will be able to spend more time with their children and young people.

- Recruitment to key roles improves, including locum conversion. No team will carry more than 16.7% vacancies [this is the national average post Covid lock down].
- Reduction in the number of children allocated to each social worker. Caseloads will be more manageable and therefore practitioners will be able to spend more time with their children and young people.
- The percentage of permanent staff will continue to improve over the next 12 months.

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6) To Improve: The proportion of permanent staff, to reduce turnover.

We will...	The impact of this will be...
<p>(3) Engage & Retain:</p> <ul style="list-style-type: none"> To explore what would make SW's want to stay at SCC and their views on the Culture at SCC. Each service and team to develop a Culture Mission Statement & Wellbeing Plan (team-specific). Implement a 'Stay Interview' process (for staff that have been in post for 18 months) to encourage retention across the workforce. Enable staff to transfer between teams/services wherever possible. Establish a formal process for doing so. 	<ul style="list-style-type: none"> Culture and wellbeing of individuals / teams / services will be incorporated into everyday thinking at all levels of the workforce. Children, young people and families will experience greater consistency and have workers who are part of their journey for the long term. Caseloads will be more manageable and therefore practitioners will be able to spend more time with their children and young people. Families can establish rapport with their social worker, support identification of risks and protective factors. Staff will have improved wellbeing and job satisfaction.
<p>(4) Develop:</p> <ul style="list-style-type: none"> Implement an apprenticeships offer enabling current non-qualified staff to undertake social work degrees. Develop a social work progression pathway. Review Advanced Social Worker role agreement. Support services to manage increased ASYE intake. Improve induction processes: sessions run by the Academy, an interactive app and manager guidance. Create practitioner/manager training brochure. Develop a Consolidation Year for social workers on completion of their ASYE. 	<ul style="list-style-type: none"> Gives reward and recognition to skilled unqualified SWs. Ensure retention is supported by preventing workers looking to other councils for quicker and easier progression options, whilst having the right support. Ensure ASWs can be recruited to with a clear role in job descriptions and the necessary capacity and support. Have a consistent, effective onboarding process which enables new starters to feel welcomed & supported. Higher level of engagement by managers to support ASYEs coming into their services in larger numbers.
<p>(5) Succeed:</p> <ul style="list-style-type: none"> Develop a workforce strategy for children's services. Improve data and insight across the workforce. Conduct skills analysis to better understand succession planning, service growth and needs. 	<ul style="list-style-type: none"> Supporting the strategic direction of CFLL services and workforce and the frontline delivery of services. Greater insight through improved data sources will assist in identifying retention and diversity issues. Enables a pipeline for future social workers. Support strategic readiness through early identification of required roles, skills and experience.