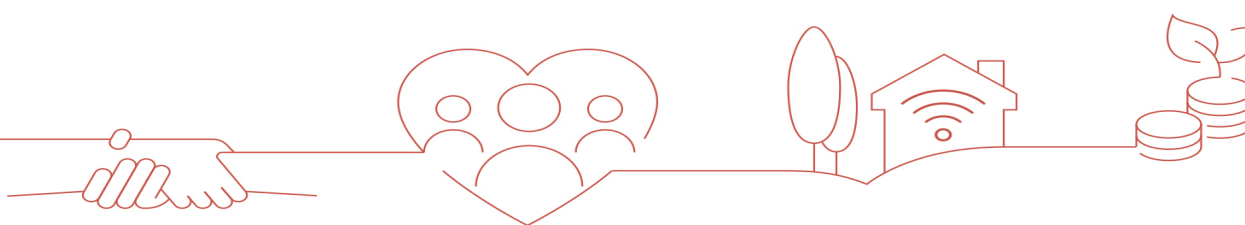
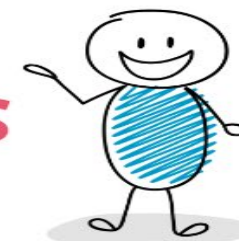


Improvement plan 2022



Improvement Plan Priorities



Key findings

2019-21
Improvement in the
experiences of
children

2021
staff absence
through vacancies,
turnover, and
sickness, leads to
widespread and
significant
challenges across all
areas of the service.

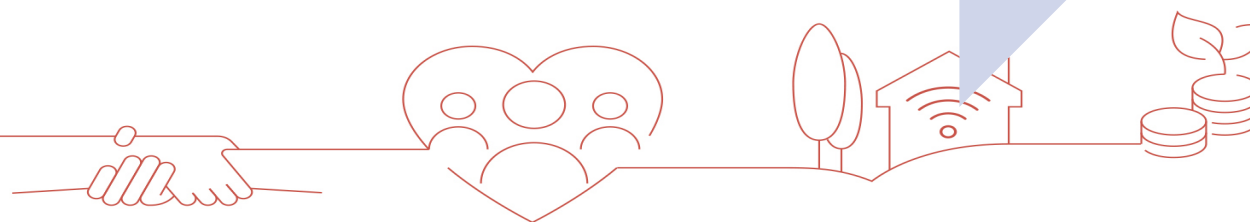
Caseloads go up
It gets difficult to
transfer work
Staff are working
hard to keep the
service going

There were some
efforts to provide
additional capacity
(e.g. Innovate)
But this was not
enough to enable
workers to do their
best work

Despite the
significant efforts
and hard work of
staff, the quality of
services for children
and families has not
improved over the
last 6 months.

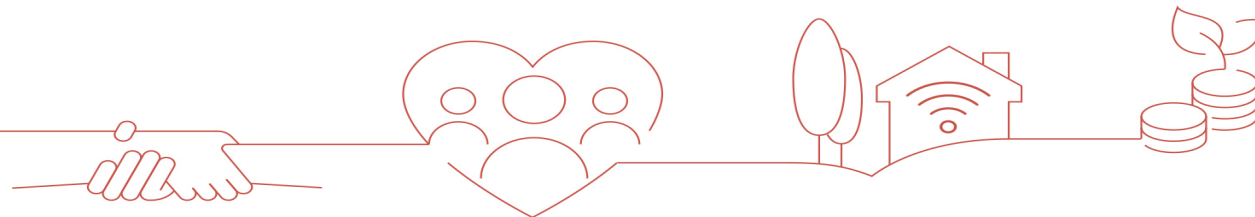
Leaders now have
increased
understanding of
the challenges and
of the impact on
work with children

Revised
improvement plan
With a focus on
creating the right
conditions for work
with children



Four key priorities

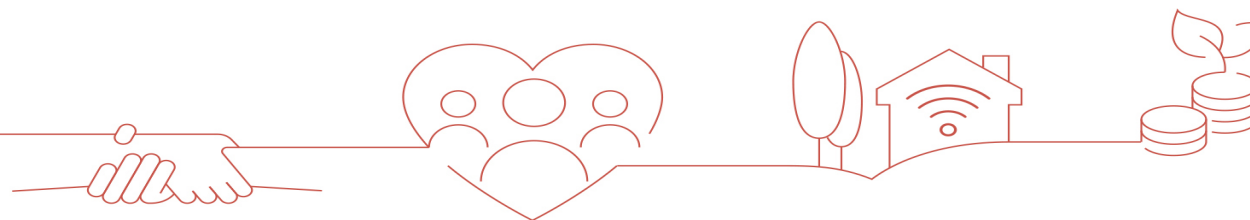
1. Create an **environment that supports practice** improvement
2. **Improve** the quality of key aspects of **practice**
3. Leaders, managers and front-line staff have an **accurate understanding of practice** that is used to drive improvement
4. **Develop key areas of service**



Priority 1: Create an environment that supports practice improvement

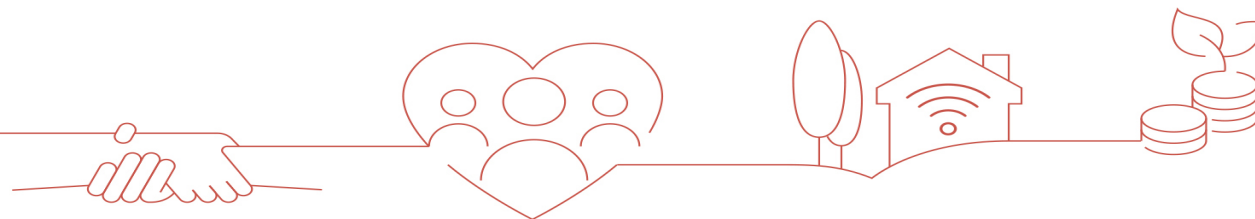
What needs to improve....?

- The service has **sufficient, suitably qualified staff** to deliver high quality services for children and families.
- Workloads are managed** effectively, & staff are provided with the working conditions that enable them to deliver high quality services to children
- Communication** across the whole workforce to ensure a shared, clear vision of the values and practice being sought to deliver good quality service for children.
- The **organisational structure** of the service to supports enable workers to **develop and maintain relationships with children and families**



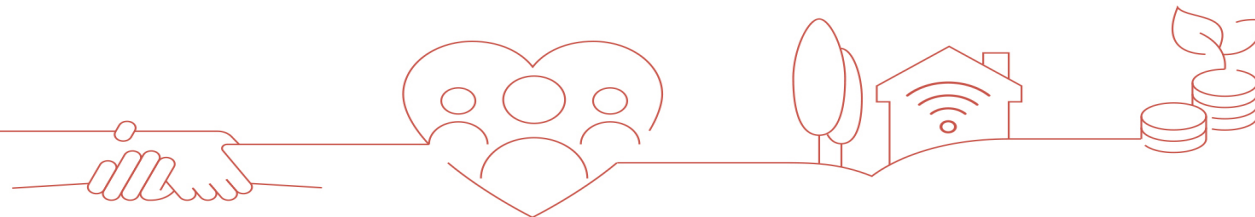
Immediate action

- Work to support staff and address recruitment and retention
- Work to have plan to get staff hybrid working and time in the office in a structured way
- ASYE: review of the cohort newly qualified social workers and their experiences to evaluate the current situation and what is needed- report shared today
- Practitioner forum/ consultation with front line staff
- Practice model- review implementation



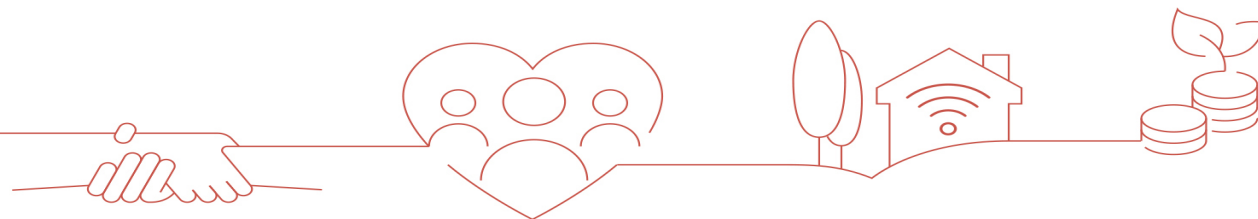
What's gone well in February?

- We now have good quality workforce data in place and are able to monitor this effectively
- We have completed significant preparation to be able to consult with staff on potential organisational change.
- We have agreed arrangement for teams to spend time in the offices with a service wide rota.
- We have met with all ASYE, evaluated their experiences and put a plan in place to provide them with regular group and individual support.
- We have met with practitioners and agreed changes to the way the practitioners forum operates. They will meet with the chair of the CIB and the DfE advisor on 12 April to discuss their relationship to the CIB.
- We have created a workforce development plan to progress and implement the changes required.
- We have undertaken an evaluation of the practice model to inform improvement planning.
- We have planned a thank you event for front line staff for World SW day that included the launch of the improvement plan and seeking ideas about how to deliver priority one.
- The improvement team have developed a model of delivery for working with the service.



What are we worried about?

- Working in a way that makes staff feel that the council listens to them and takes their views on board.
- Getting the balance right between taking action and taking time for effective reflection and planning.
- The potential impact of any organisational change and the risks to the workforce if we do not get it right.
- The challenge of access to suitable rooms to meet with children and families
- The continuing challenge of the volume of work in the duty teams and the impact of this on staff and managers.
- The challenge of delivery during March (end of leave year in St Helens) and April (easter holidays).



What needs to happen ?

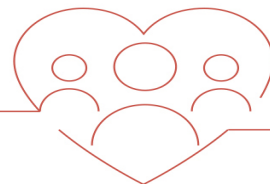
WE
CAN
DO

MANAGE
PERFORMANCE

“Create an atmosphere
of growth”

YOU ARE
VALUED
(REWARD)

I AM HERE
I CARE
I AM ACCESSIBLE



Questions ?

