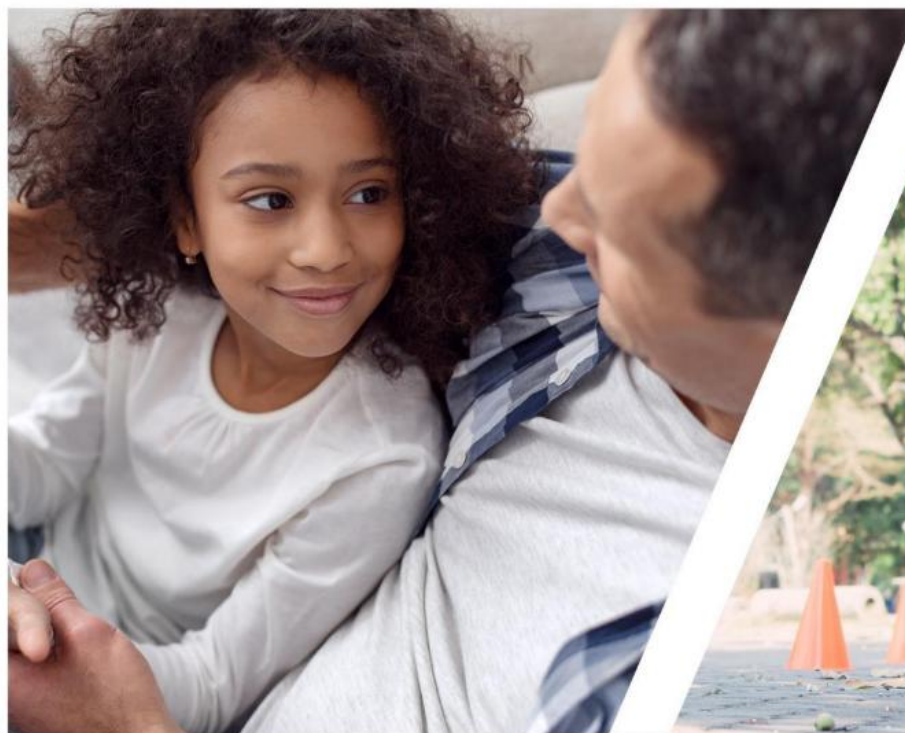


Children, Education and Families



Draft Strategic Workforce Development Plan

2024 - 2029





Introduction

This document describes our priorities and drivers for the Children, Education and Families Strategic Workforce Development Plan 2024-2029 aligned to our ambitions in our Strategic Framework 2023-2028.

- Accompanied by a Strategic Workforce Action Plan that is refreshed periodically and monitored through our Children's Workforce Board and Children's Workforce Operational Delivery Group.
- Provisionally focused on our Children Social Care Workforce and will be updated to integrate Education at a later stage.
- Aligned to our People Strategy 2023-2028 and its Action Plan and the Equality Diversity and Inclusion (EDI) Strategy 2023-2027 and its Action Plan.
- Drawing insights from various engagement methods and children's social care workforce analysis. We can only achieve our goals through a skilled, engaged and flexible workforce who can respond quickly and positively to changing demands.
- Supporting a workplace culture that is compassionate, respectful and positive for everyone.

Our workforce outcomes and commitments outline how we will collaborate to meet our council's seven ambitions. By delivering our ambitions together, we can ensure that our children and young people, their families and carers receive

the best possible services from us and that we are recognised as a great employer and a successful organisation.

Our People Strategy Themes and Outcomes:

Attracting you: Your experience starts from the moment you are first interested in joining us, and from that point onwards, your employment journey is welcoming and engaging. Our inclusive, supportive and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Appreciating you: Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring. People talk positively about working for Cambridgeshire and we are known to be a kind and compassionate employer.

Developing you: We work with you to enable you to manage your own development and careers, and our commitment to learning extends beyond skills and knowledge for your current role.

Supporting you: Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire. You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team and in the wider organisation.



Our Ambition



Our Priorities

Our priority is to offer the guiding principle to frame the actions of the Children, Education and Families Strategic Workforce Plan:

- Building better relations with children, young people and families to ensure their voice is heard and we are a trusted partner within their network.
- Developing, supporting and strengthening our workforce to build capacity and skills for the future.
- Building better partnerships and working collaboratively to ensure services can be delivered as effectively as possible.
- Improving quality and consistency of practice, processes and pathways.
- Redesigning services to align with place-based working wherever possible.

- Utilising and enhancing the use of digital technology to be as efficient and effective as possible.

Our Nine Drivers

In addition to our priorities, our nine drivers will help to direct and shape our priorities and the actions of our workforce in line with our People Strategy outcomes to be consistently good over the next 5 years.

1. **Living Our CARE Values**
2. **Leading with purpose and inspiring our workforce**
3. **Empower and involving our workforce**
4. **Building capacity with our children and young people at the heart of everything we do**
5. **Driving digitalisation**
6. **Accountability and managing outcomes**
7. **Valuing, appreciating and recognising high performance and good practice**
8. **Delivering continuous improvement**
9. **Creating sustainable success**



Driver 1: Living Our CARE Values

Our workforce always works and acts in line with Our CARE Values, they have the courage and support to challenge inconsistent behaviour.



We are **Collaborative** with our partners, our communities and each other.



We are **Accountable** to our residents and each other for delivery of outcomes.



We are **Respectful** of each other, the environment, our communities.



We are focused on **Excellence**, delivering the best we can, and always improving.

Our commitment to Equality Diversity and Inclusion (EDI)

As part of our EDI strategy and EDI Action Plan we are committed to foster an inclusive, supportive and safe working environment that attracts and retains a diverse workforce who feel valued, respected and empowered.

Our commitment is to:

- Champion our council's vision and promote engagement with the EDI Team, EDI conversations, Wellbeing Hub, and IDEAL Network to promote inclusion, diversity and equality within our workforce.
- Attract, retain and develop a diverse workforce with different experiences, skills and backgrounds that can meet the needs of the community.
- Enhance the way we recruit, develop and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups.
- Build an inclusive workforce which fosters a culture of respect and ensure our workforce feel safe and that they belong.
- Develop and empower our workforce to design and deliver inclusive and accessible services, removing internal and external institutional barriers.



- Empower all our people and services to use their influence to advance and promote equality, equity, diversity and inclusion across all aspects of our organisation and wider community.

Anti-Racism Charter

In May 2022 the council signed the UNISON Anti-Racism Charter which sets out our commitment to become an anti-racist organisation. Also aligned to our practice methodologies – cultural awareness and anti-racist practice.

Our commitment is to:

- Support the councils' vision by participating in the Anti-Racism Steering group to develop an Anti-Racism Action plan, drawing on what our workforce told us and the findings and recommendations of the Social Care Workforce Race Equality Standard (SC-WRES).

Our culture commitments:

- Our workforce talks positively about working for Cambridgeshire County Council and we are known to be a kind and compassionate employer.
- Our culture of compassion and appreciation means that everyone feels they belong.

- Our workforce feels valued for their efforts, contributions they make, and the unique perspectives that they bring to our organisation.

Driver 2: Leading with purpose and inspiring our workforce

We will make our outcomes clear to inspire and motivate our workforce to deliver against these outcomes.

Our commitment is to:

- Setting a clear direction of travel to achieve our ambition for all children and young people in Cambridgeshire to have opportunities to thrive.
- Ensuring our leaders have service plans that will be shared through regular service forums and team meetings.
- We will invest in our leaders to ensure that they have the time, knowledge and skills to lead the workforce.
- Ensuring our leaders use the 'our conversation toolkit' to have regular meaningful and structured conversation with our workforce (including agency workers).
- Empowering and supporting our managers and leaders to role model Our CARE Values and commitments to Equality, Diversity and Inclusion (EDI) and being an anti-racist organisation.



- Setting out our benchmark to achieve and maintain manageable workloads across all roles so that our workforce has time to develop meaningful relationships that improve outcomes for our children, young people, their families and carers.
- Ensuring each team has a team charter to set out clearly how they work together and what they can expect in terms of roles, responsibilities, communication and support.
- Ensuring our managers and leaders are provided with the tools, resources and learning through the Managers Hub needed to develop the skills and knowledge to effectively support health and safety and wellbeing in their service areas and teams.
- Ensuring our workforce have the time for reflection as well as learning and development opportunities, via Our Development, to develop their knowledge and skills to do their job well.
- Ensuring that our workforce feel supported to engage and manage their wellbeing at work, including having the time to do so.
- Ensuring our leaders role model ways of working that promote wellbeing.

This means our managers and leaders will take responsibility for developing a learning environment, showcasing

(#WeAreCambs) our work and embracing our culture of compassion and appreciation, working as one team where mistakes are used to learn from, complaints and representation are handled timely and professionally, and successes are celebrated.

Driver 3: Empower and involving our workforce

There is a culture of trust and ownership where our workforce feels empowered to make decisions and act on them.

Our commitment is to:

- Ensuring that our workforce have a voice, and all voices are heard, and feedback is actively actioned.
- Ensuring we have an internal and external communication plan.
- Ensuring we have service meetings and regular Council wide and CEF briefings, where we will discuss how the service is running, recognise, reward and celebrate achievements, and agree what actions to take to help us continuously improve.

Driver 4: Building capacity with our children and young people at the centre of everything we do

Our workforce capabilities are actively managed and developed. This allows our workforce to realise their full potential and ensure that we have the right people with the



right skills in the right roles/place at the right time within budget to support manageable workloads and consistency for our children.

Our commitment is to:

- Ensuring we have a clear recruitment and retention plan.
- Ensuring our academy will strengthen our approach to recruitment and retention of social workers and our commitment to establishing excellent practice in our current and future workforce.
- Ensuring we analyse exit and retention interviews to understand changes required and acted upon them.
- Ensuring we reduce our reliance on agency workers.
- Ensuring that our workforce is supported to attend CEF forum and Council wide briefings, Cambridgeshire conversations and other regular drop-in sessions to be kept up to date on the latest information within the service and council.
- Ensure that our workforce is supported to access the excellent learning and development opportunities to help them develop their skills to deliver our priorities.
- Ensuring we develop career pathways across all roles that are based around accountability, knowledge, skills and behaviours.

Driver 5: Driving digitalisation

Ensuring our workforce maximise the opportunities of digital solutions. It is a continuous journey of adaptation as digital technologies evolve.

Our commitment is to:

- Ensuring our workforce are making full use of the available technology and seek support where they need to build their skills and confidence to do this well.

Driver 6: Accountability and managing outcomes

Our outcomes are fully aligned, performance is measured, and feedback is used.

Our Practice Methodologies

To achieve good outcomes for our children and families, we have adopted a comprehensive practice approach to strengthen our practice.

- A common language will deliver a clear and consistent practice approach.
- Embedded through all our learning activities, supervision and management oversight, putting children at the heart of everything we do.



- It will further build a quality learning culture, ensuring the systems are in place to evaluate our commitment and impact.

Spotlight Bix Six

Our 'Big Six' will improve the quality and consistency of our work with families and the records we keep. It is the basis of our eight practice standards and quality assurance framework.

Our commitment is to:

- Ensuring all new colleagues to our organisation, and those new in their role gets a good Council wide and service induction 'lift off' to understand the way we work, our practice methodologies and our processes.
- Ensuring that our workforce has outcomes, jointly set by them and their line managers. Some will be service objectives and others will relate to personal goals.
- Be clear about our practice methodologies, eight practice standards and quality assurance framework - "what does 'good' look like?".
- Ensuring our workforce have monthly 'our conversations' or supervision and that line managers support our workforce in the work they are doing.
- Ensuring that 'our conversations' includes wellbeing, career development and succession planning conversations.

- Ensuring our workforce have manageable workloads and time for:
 - Reflection
 - Continuous professional developing
 - Coaching
 - Career development
 - Apprenticeships

Driver 7: Valuing, appreciating and recognising high performance and good practice

Recognise and create a culture of appreciation where our workforce is supported and motivated to perform at their best.

Our commitment is to:

- Ensuring that our workforce efforts are recognised through our digital thank you cards - # WeAreCambs, showcase their work and provide them with the opportunity to celebrate their achievements.
- Ensuring that we utilise the employee recognition scheme to recognise when our workforce is going the extra mile.
- Ensure that we nominate our workforce for the Spotlight Awards and any other national awards.



Driver 8: Delivering continuous improvement






There will be a focus on redesigning services to align with place-based working wherever possible. We will structure our work to deliver our ambitions to ensure roles are designed to deliver our objectives and create interesting work for people, encouraging collaborative ways of working.

There is a focus on continuous improvement and a need to review our practice, processes and procedures where they are not working. Our workforce is encouraged to use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

Deliver 9: Sustainable success

We have a focus on the future and are responsive to change, particularly national guidance and legislation. Our leaders have a clear understanding of the internal and external environment and the impact this has on our organisation.



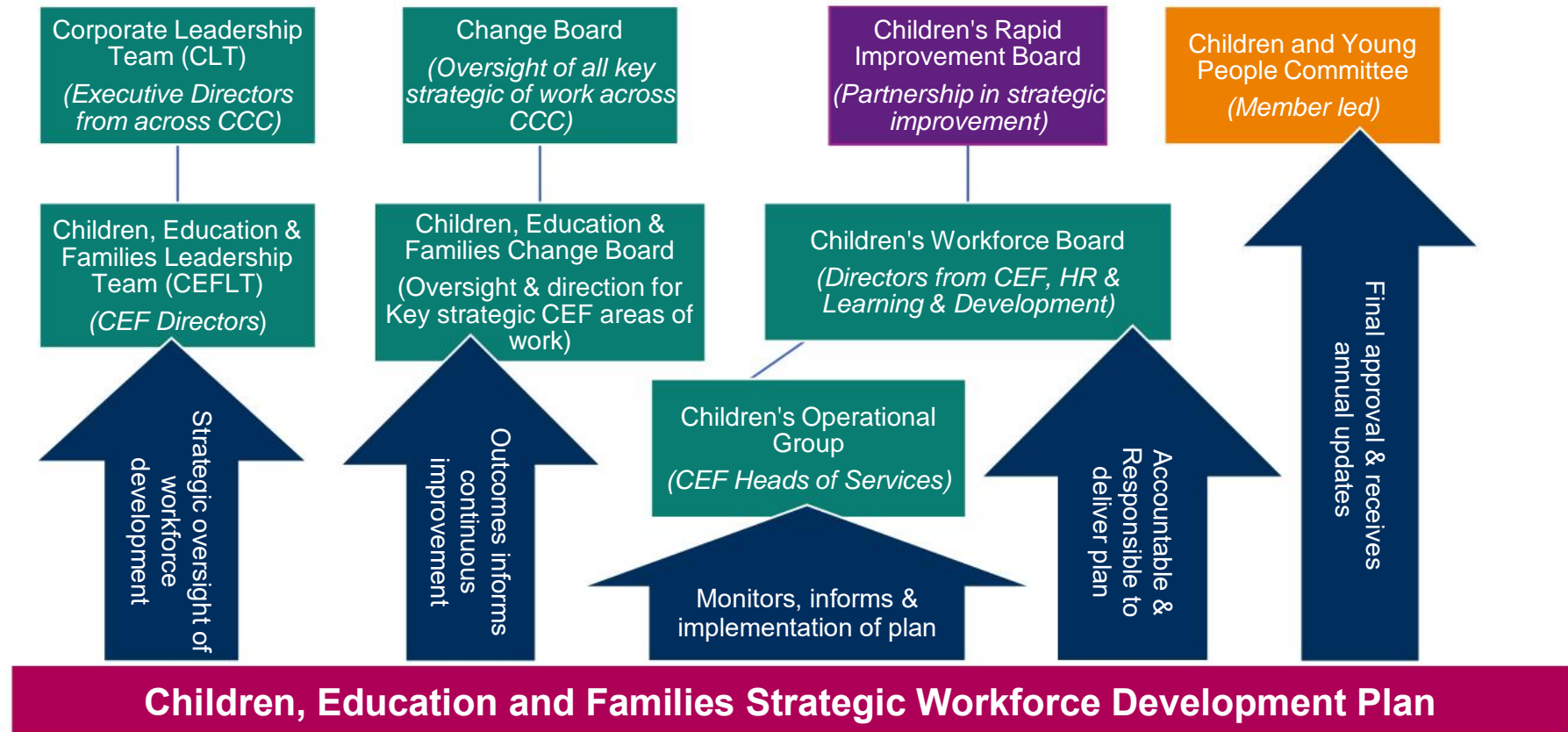
-  A commitment to the investment in our current and future Children's workforce and supporting them to be the best that they can be.
-  Our ambition is to reach excellence in everything we do with excellent practitioners, delivering excellent outcomes for children across Cambridgeshire.
-  Creating the conditions for success – stable management, good tools and understanding to do their job well, super skilled and confident with supportive reflective spaces.
-  Putting Cambridgeshire on the map, for recruitment and development opportunities in Children's social care.
-  We're in a great place to unlock your potential: learn with us, work with us, grow with us.

Implementing the Strategic Workforce Plan

Children's Workforce Board and Operational Delivery Group will oversee the implementation of the Strategic Workforce Plan and Action Plan. It is a live document managed by responsible service directors, aligned with service priorities, and will be adapted to address emerging challenges as needed.



Governance for the Children, Education and Families Strategic Workforce Plan





Action Plan

This action plan outlines key focus areas for workforce planning in Children Social Care. It is a live document, managed by responsible service directors. Actions are divided into nine drivers and aligned with the People Strategy and the Equality, Diversity, and Inclusion Strategy and respective action plans. These actions should be overseen and collaborated on with the Equality, Diversity and Inclusion Strategy Governance. A success criteria/matrix is being developed to capture a baseline and measuring progress for key actions identified below.

| No | Action required to achieve outcome | End | Success Criteria / KPI contribution |
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| 1. | Driver 1: Living Our CARE Values – Martin Purbrick (Senior Responsible Officer) | | |
| | Our CARE (Collaborative, Accountable, Respectful and Excellent) Values are embedded and at the heart of the way we work, colleagues always work and act in line with our values, they have the courage and support to challenge inconsistent behaviour. | | |
| 1.1 | We will use Our CARE Values to support culture change and showcase how we work with our children, young people, their families and carers, what is important to us and what people can expect of our culture and what it is like to work here. #WeAreCambs campaign. | March 2025 Checkpoints: <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 • March 2029 | Improved employee engagement metrics (Tier 1 report in 2023): <ul style="list-style-type: none"> • feel proud to work for the council 65% positive • recommend the council as a great place to work 54% positive • feel a strong sense of belonging 51% positive • the council provides opportunities for people from diverse background to succeed 62% positive Increase in disclosure rates recorded Improve diversity of applications and success rates for roles. See EDI Action Plan |



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| | | | Our Conversations, EDI Conversations and Wellbeing hour are protected Collaborative audits and Bright spots feedback |
| 2. | Driver 2: Leading with purpose and inspiring our workforce – Raul Butron (Senior Responsible Officer) | | |
| | Make our objectives clear. Inspire and motivate our colleagues to deliver against these objectives. | | |
| 2.1 | We will clearly and effectively communicate the council’s strategic framework to ensure that it understood by our workforce, and they feel confident and motivated about the future direction of the council. | <p>Checkpoints</p> <ul style="list-style-type: none"> • March 2025 • March 2026 • March 2027 • March 2028 • March 2029 | <p>Improved employee engagement metrics (Tier 1 report in 2023)</p> <ul style="list-style-type: none"> • strategic framework 48% positive • confident about the future direction 35% positive • communicated a future vision that motivates 34% positive • motivated to do the best job 52% positive • my job makes good use of my skills and abilities 85% positive • it is clear how my role contributes to the delivery of the council's framework 74% positive • the council provides the appropriate tools, equipment and information needed to do the job well 63% positive • Improve barriers 17% cited issues with management • Improve barriers 17% cited poor communication |
| 2.2 | We will ensure all our line managers are having regular and meaningful 'Our Conversations' and 'Wellbeing Conversations' with their direct reports. | <p>January 2025</p> <p>Checkpoints</p> <ul style="list-style-type: none"> • January 2026 • January 2027 | <p>Number of our workforces having outcome.</p> <p>Improved employee engagement metrics (Tier 1 report in 2023)</p> <ul style="list-style-type: none"> • genuinely cares about my health and wellbeing 56% positive |



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| | | <ul style="list-style-type: none"> • January 2028 • January 2029 | <ul style="list-style-type: none"> • provide coaching that will support my development 32% should do this more • provide regular feedback on how I am performing 30% should do this more. <p>Take up of wellbeing interventions</p> <p>All line managers taking ownership for development in teams and of self.</p> <p>Uptake of wellbeing related training.</p> |
| 2.3 | Ensuring our workforce is supported by linking to our 'People Strategy action plan'. | <p>May 2025</p> <p>Checkpoints: May 2026 May 2027 May 2028</p> | <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> • I often receive constructive feedback that helps me to improve my performance 62% positive • sufficient opportunities to grow and develop 48% positive • the council provides opportunities for people from diverse background to succeed 62% positive • genuinely cares about my health and wellbeing 56% positive • believe appropriate action will be taken 66% positive <p>Increase in different working patterns and using it to focus on themselves and their wellbeing.</p> <p>Audits and health checks demonstrates an increase in the above.</p> <p>Reduction on number of appeals against flexible working and feedback from new starters and exit interviews.</p> <p>Increase in the take up and recording of learning undertaken on 'our development'</p> |



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| | | | <p>Increase attendance of CEF colleagues at wellbeing session</p> <p>Levels of internal progression, analysed by demographic factors.</p> <p>Increase in the number of colleagues and managers reporting health and safety incidents – monitoring through DMT.</p> <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> supported to balance my work and my personal life in a way that works for me in my immediate team, when people say they will do something they can be relied on to get it done 78% positive |
| 2.4 | Ensure 'New Managers' and those new in a management role received a good induction. | <p>Ongoing</p> <p>Checkpoints:</p> <ul style="list-style-type: none"> March 2025 March 2026 March 2027 March 2028 March 2029 | <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> share important information in a timely manner 26% should do this more. Improve barriers 17% cited issues with management |



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| 3. | Driver 3: Empower and involving our workforce – Tapiwa Julius (Senior Responsible Officer) | | |
| There is a culture of trust and ownership where colleagues feel empowered to make decisions and act on them. | | | |
| 3.1 | We will respond effectively to what we have heard from the IPSOS Employee Survey, Social Work and Social Care Health Check and subsequent listening activities with a 'You said, we did' back to our workforce. | Ongoing Checkpoints: <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 • March 2029 | Improved employee engagement metrics (Tier 1 report in 2023) <ul style="list-style-type: none"> • leaders do what they say they will 25% positive • believe appropriate action will be taken 66% positive • share important information in a timely manner 26% should do this more. • in my immediate team, people's opinions are genuinely listened to when they are shared 80% positive • listen carefully to issues/concerns and offer support 21% should do this more Increase the number of colleagues completing surveys and engaging in listening sessions |
| 4. | Driver 4: Building capacity with our children and young people at the heart of everything we do – Raul Butron (Senior Responsible Officer) | | |
| Our workforce's capabilities are actively managed and developed. This allows colleagues to realise their full potential and ensure that we have colleagues with the right skills in the right roles/place at the right time at the right cost within budget to support manageable workloads and consistency for children. | | | |
| 4.1 | Ensure establishment controls are used to effectively reflect our organisational design principles and manage resources and workforce budgets within our business systems. | March 2025 | Business Planning processes completed and reflect workforce budget within CEF. All colleagues (both agency workers, fixed and permanent) show on the ERP system meaning reports are accurate and |



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| | | | reliable Managers are competent at updating ERP and do so in a timely manner |
| 4.2 | Develop a workforce matrix outlining knowledge, skills and behaviours for roles within our Children Social Care workforce. Communicate a clear pathway outlining expectations and support. | <p>March 2025</p> <p>Reflect, review & update:</p> <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 • March 2029 | <p>A clear and transparent outline of expected knowledge, experience and skills of our colleagues within their role.</p> <p>An understanding of confidence levels within CEF</p> <p>A forward-facing learning and development plan which includes providing the training required to fulfil gaps identified in the matrix</p> |
| 4.3 | Development of the retention plan, (<i>which will form part of the recruitment plan</i>) to be specific to Children Social Care workforce. | <p>March 25</p> <p>Checkpoints:</p> <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 | <p>Caseloads have reduced to 20 per Social Worker (25 in Assessment)</p> <p>Our workforce feel valued and receive regular feedback and meaningful supervision</p> <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> • I have sufficient control over my day-to-day work, including deadlines and workloads 79% positive • Improve barriers 34% cited workload and overwork • Improve barriers 10% cited workforce capacity |
| 4.4 | Development of a recruitment plan which outlines the specifics to children social care requirements. | <p>March 25</p> <p>Checkpoints:</p> <ul style="list-style-type: none"> • March 2026 • March 2027 | <p>Links to existing People Strategy & EDI Strategy action plans</p> <p>Recruitment Team and recruiting managers work in partnership to ensure an excellent candidate experience</p> |



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| | | <ul style="list-style-type: none"> • March 2028 | <p>Reduction in turnover</p> <p>Existing managers and colleagues feel adequately enabled to support this cohort confidently</p> |
| 5. | Driver 5: Driving digitalisation - Ranjit Chambers (Senior Responsible Officer) | | |
| | Our workforce maximises the opportunities of digital solutions. It is a continuous journey of adaptation as digital technologies evolve. | | |
| 5.1 | To support our workforce through innovational changes across our organisation. | <p>Ongoing</p> <p>Checkpoints</p> <ul style="list-style-type: none"> • March 2025 • March 2026 • March 2027 • March 2028 | <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> • It is easy to get things done around here |
| 5.2 | Further development of this work is needed to leverage artificial intelligence (AI) and automation to aid efficiency and alleviate unnecessary workload, thereby freeing more time for direct work with children and young people and optimising information use. | <p>March 2025</p> <p>Checkpoints</p> <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 | Council digitalisation strategy development updated |



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| 6. | Driver 6: Accountability and managing outcomes - Ranjit Chambers (Senior Responsible Officer) | | |
| Our objectives are fully aligned, performance is measured, and feedback is used. | | | |
| 6.1 | Hheads of Services and Service Managers will work with their respective Service managers to support teams to develop their team charters around the working arrangements within their job roles and service areas and they must be reviewed regularly to remain relevant and effective. | January 2025 | <p>Team Charters and Wellbeing passports are routinely used, and for Team Charters to be reviewed and signed off by Heads of Services and Senior Managers.</p> <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> • demonstrate care for my health and wellbeing 18% should improve • listen carefully to issues/concerns and offer support 21% should do this more • share important information in a timely manner 26% should do this more |
| 6.2 | Embed the induction programme across the whole Children Social Care to induct new colleagues to ensure consistency. | <p>March 2025</p> <p>Checkpoints</p> <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 • March 2029 | <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> • I often receive constructive feedback that helps me to improve my performance 62% positive • I have sufficient opportunities to grow and develop in my role <p>Probation reviews completed on time</p> |



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| 7. | Driver 7: Valuing, appreciating and recognising high performance and good practice - Liz Clarke (Senior Responsible Officer) | | |
| Recognition and create a culture of appreciation where our workforce is supported and motivated to perform at their best | | | |
| 7.1 | Use every opportunity to recognise and appreciate our workforce, fostering an inclusive culture of appreciation. | Ongoing - Quarterly checkpoints | <p>Improved employee engagement metrics (Tier 1 report in 2023):</p> <ul style="list-style-type: none"> • I am often recognised when I do a good job 67% positive • I feel I am fairly rewarded considering my duties and responsibilities at the council 44% positive • I often receive constructive feedback that helps me to improve my performance 62% positive <p>collaborative audits</p> |
| 8. | Driver 8: Delivering continuous improvement - Liz Clarke (Senior Responsible Officer) | | |
| There is a focus on continuous improvement. Our workforce uses internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation. We are structured to deliver our ambitions. Roles are designed to deliver our objectives and creating interesting work for people, encouraging collaborative ways of working. | | | |
| 8.1 | Welcoming feedback as an opportunity to be curious to learn from including the following: Responding to our inspections; Ofsted, Peer Reviews, Quality Assurance Reviews, Essex diagnostics, Child Safeguarding Practice Reviews. Responding and initiating change through these reviews. | Quarterly reviews through existing governance | <p>Improved employee engagement metrics (in 2023):</p> <ul style="list-style-type: none"> • I often receive constructive feedback that helps me to improve my performance 62% positive |



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| 8.2 | Redesigning services takes consideration of Children Social Care workforce requirements (i.e. skills) into account of Social Care and SEND Reforms and national frameworks. | Ongoing Checkpoints <ul style="list-style-type: none"> • March 2025 • March 2026 • March 2027 • March 2028 • March 2029 | Improved employee engagement metrics (Tier 1 report in 2023): <ul style="list-style-type: none"> • I often receive constructive feedback that helps me to improve my performance 62% positive • sufficient opportunities to grow and develop 48% positive • the council provides opportunities for people from diverse background to succeed 62% positive |
| 8.3 | Ensuring processes are clear, updated and communicated effectively and regularly to our workforce. | Ongoing Checkpoints <ul style="list-style-type: none"> • March 2025 • March 2026 • March 2027 • March 2028 • March 2029 | Improved employee engagement metrics (Tier 1 report in 2023): <ul style="list-style-type: none"> • It is easy to get things done around here • Improve barriers 27% cited technology and IT systems • Improve barriers 10% cited our processes and procedures • Improve barriers 17% cited poor communication |
| 8.4 | Developing a learning and development offer which can be flexible to consider the changing needs of teams and individuals. | <ul style="list-style-type: none"> • March 2025 Checkpoints <ul style="list-style-type: none"> • March 2026 • March 2027 • March 2028 • March 2029 | Improved employee engagement metrics (Tier 1 report in 2023): <ul style="list-style-type: none"> • I often receive constructive feedback that helps me to improve my performance 62% positive • sufficient opportunities to grow and develop 48% positive • the council provides opportunities for people from diverse background to succeed 62% positive |
| 8.5 | Development of an annual learning and development plan which will enable regular | February 2025 | Improved employee engagement metrics (Tier 1 report in 2023): |



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| | feedback from our workforce to help continuous improvement in line with business planning cycle. | Updated by: January 2026 January 2027 January 2028 January 2029 | <ul style="list-style-type: none"> I often receive constructive feedback that helps me to improve my performance 62% positive sufficient opportunities to grow and develop 48% positive the council provides opportunities for people from diverse background to succeed 62% positive <p>Collaborative audits</p> |
| 9. | Driver 9: Creating sustainable success - Liz Clarke (Senior Responsible Officer) | | |
| | We have a focus on the future and are responsive to change. Our leaders have a clear understanding of the external environment and the impact this has on our organisation. | | |
| 9.1 | To have open communication across the partnerships aligned to Working Together 2023 (Section 11 of Children Act 2004 and Sections 175 and 157 of the Education Act 2002) at strategic and operational level. | Ongoing Checkpoints: <ul style="list-style-type: none"> March 2025 March 2026 March 2027 March 2028 March 2029 | Evidence of strong partnership working relationships and cooperation All agencies working together to achieve the same goals. |
| 9.2 | To participate in the bi-annual Section 11 audits and implementation of audit findings. | <ul style="list-style-type: none"> March 2025 March 2027 March 2029 | Number of colleagues taking part increase |



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| 9.3 | Ensure the LSCB training plan is disseminated to support professional development of workforces across the partnership. | <ul style="list-style-type: none">• March 2025 Updated by: <ul style="list-style-type: none">• March 2026• March 2027• March 2028• March 2029 | Increase in the take up on LSCB training |
|-----|---|--|--|