



# Changing Lives. Changing Futures.



**Children's  
Integrated  
Services**

**Workforce  
Delivery Plan  
2023-2026**



**Nottingham  
City Council**



# Our Vision and Values

## **For the children and families of Nottingham**

A city where every child and young person can enjoy their childhood in a warm and supporting environment, free from poverty and safe from harm; a city where every child grows up to achieve their full potential

(Children and Young People's Plan)

We will have well-coordinated services and joined up partnership working which ensures children receive the right support at the right time

Children and young people in Nottingham will be supported by their own families, without the need for long-term intervention to keep them safe and well

We will work with children, young people and families to build their resilience and help them to be healthy, to aspire and achieve and to make a positive contribution to Nottingham's communities.

We will get feedback and seek children's wishes and feelings to inform the decisions that we make and shape the services that we offer to ensure these are inclusive of all our communities

## **For our workforce**

We are a learning organisation where everyone wants to, and is enabled to, continually develop and learn

We will work in a high support, high challenge environment where colleagues are recognised as an expert in their role and their individual skills, experiences and differences are valued.

We will have a workforce which is aware of the impact of relational trauma upon children and families and upon themselves and their colleagues and is supported when they experience trauma or adverse experiences at work

We will work in a collaborative and strengths-based way – not only with children and families but with our colleagues and partners to achieve the best outcomes

We will all feel supported and empowered to lead on development and transformation in the work we do

# Our Strategic Priorities

## **PRIORITY 1 RECRUITMENT AND RESOURCING**

“Nottingham is a great place to work”

## **PRIORITY 2 WELLBEING AND RESILIENCE**

“Our Workforce is a happy workforce”



## **PRIORITY 4 LEARNING, DEVELOPMENT AND RETENTION**

“Nottingham is a place where people stay and build their careers”

## **PRIORITY 3 LEADERSHIP AND CULTURE**

“We are all leaders”



# Priority 1

# Recruitment and Resourcing



**“Nottingham is a great place to work”**



## What do we want to achieve?

We will work to widen and target our recruitment and advertising activity to:

- Speed up recruitment processes
- Build a workforce that represents our communities and families
- Increase access to apprenticeships
- Reduce reliance on agency staffing
- Fill all vacancies across the service
- Stabilise our workforce
- Attract a range of skills, experience, and qualifications

We will use the talent and range of experience and skills we already have to:

- Develop a flexible workforce that can respond to need, whilst retaining their expert roles
- Look at how we can use our skills and experience to deliver services differently and creatively

Through collaboration and partnership we will:

- Reduce silo working
- Build a clear early help offer



## How will we achieve it?

We will work with Human Resources and Marketing to produce a marketing and recruitment campaign for attracting candidates. Along with a new recruitment system, this will improve the accessibility and content of the recruitment site to highlight the benefits of coming to work at Nottingham City

We will work regionally to establish the barriers to successful recruitment, understand what makes people stay and work to help shape a recruitment and retention strategy

We will continue the Social Work apprenticeship scheme and Frontline programme offering new sources of recruitment for social workers and explore apprenticeship opportunities for the wider CIS workforce.

We will explore working with universities to increase student placements to attract new starters

We will continue to offer a thorough induction to all staff and continue to support them develop in their role, offering them essential training and development to increase their confidence

We have a commitment to providing ASYE Social Workers with a protected, supported first year of employment following qualification which includes access to additional development and training opportunities, additional provision of supervision and a protected caseload

We will work with partners and our workforce to develop an Early Help strategy and clear early help offer

# Priority 2

## Wellbeing and Resilience



**"Our Workforce is a happy workforce"**



### What do we want to achieve?

- A happy and supported workforce which enjoys coming to work and supports each other
- A healthy and supported workforce with lower levels of sickness
- A brave workforce that feels able to make bold decisions in their work with children
- A workforce that feels valued, values others and who feels their contribution is recognised
- A workforce that respects each other's differences and the value this brings to the service
- A workforce that is aware of the impact of relational trauma upon children and families as well as upon practitioners
- Our workforce to be supported when they experience trauma or adverse experiences at work
- Increased opportunities to support our workforce and create safe spaces for reflection



### How will we achieve it?

- We will take learning from Stay and Exit interviews to identify themes which impact on staff wellbeing and retention.
- As part of our commitment to trauma informed practice, staff have the opportunity to attend reflective opportunities with our trauma expert, and we will seek to secure additional funding to support the further development of our trauma informed work
- We will roll out restorative practice training and development to the workforce – to support with our work with children and families, but also in our interactions with each other
- We will support our workforce to by supporting staff whilst still at work to manage any health conditions or stress, through occupational health referrals, referral to the Employee Assistance Scheme, stress risk assessments, flexible working and reasonable adjustments.
- Where staff have had a period of sickness absence we will develop a robust approach to working collaboratively with HR colleagues to ensure this robustly managed and staff are supported to return to work at the earliest opportunity.
- We will encourage and support staff to join the wide variety of staff networks that NCC offer

# Priority 3

# Leadership and Culture



## "We are all leaders"



### What do we want to achieve?

We will ensure children are at the centre of all that we do and increase understanding of their experiences in shaping our service developments and transformation.

We will embed our high support, high challenge culture across all our interactions

We will embed our strengths based model of practice across all we do

Our ethos of doing 'with' and not 'to' will be visible in all our interactions – not only our work with children and families but also in our work with each other

We will celebrate the diverse backgrounds, experiences, and skills that we have within our service and harness the opportunities this brings

We will continue to develop as a learning organisation and increase opportunities for knowledge transfer across teams and services

We will support and empower each other to work with high levels of professional judgement, accountability and creativity



### How will we achieve it?

We will roll out restorative practice training and development to the workforce to support our strengths-based model – not only in our practice but in our interactions with each other

We will launch a Learning Academy which will offer learning and development opportunities across the whole of Children's Integrated Services

We will embed our Quality Assurance framework and take the learning and voice of the child and parent/carer to continually develop our practice and services

We will develop and deliver leadership and management training specific to leadership in a children's services environment to complement the corporate leadership programme



# Priority 4

## Learning, Development and Retention



**"Nottingham is a place where people stay and build their careers"**



### What do we want to achieve?

We will explore a range of retention activities to stabilise our workforce

We will launch a learning academy dedicated to Children's Integrated Workforce that will offer a range of learning and development opportunities that will allow our workforce to have the confidence and skills to deliver high quality services to children and families

We will further develop clear development pathways to support our workforce develop in their relevant service area and in their chosen career – not just through promotion

We will further develop our succession planning opportunities

We will value the wide range of qualifications, experience, and skills across the service to offer development opportunities by enabling people to use their skills differently



### How will we achieve it?



We will work with Human Resources to undertake 'Stay' interviews to understand why people stay with us and build upon those strengths

We will explore competitive retention packages

We will launch a learning academy by the end of December 2023, which will offer a range of learning, development and career pathway opportunities for the whole workforce

We will develop a social work progression framework

We will use schemes such as apprenticeships and Frontline to enable staff to start and grow their career with us

We will celebrate success through our monthly 'shout out' scheme

We will continue to offer flexible and hybrid working opportunities to our workforce where this is possible

We will adopt a robust approach to Individual Performance Reviews to ensure regular feedback and review of progress

We will ensure all staff receive regular supervision with their manager