

Workforce Development Strategy Period April 1ST 2025 – March 31ST 2027

Director : Nana Bonsu

Owner: Principal Social Worker

People actions are assigned to:

NB Nana Bonsu, Director of Relational Practice
SK Sophie Kershaw, Head of Practice & Learning, Principal Social Worker
SM Sabrina Mooney, HR Lead for Children
TC Tim Cosh, Head of Integrated Youth services
JF Jay Fente, Academy Team manager
ZH Zoe Hoskin, HR Recognition & Reward lead
DD Deborah Dempsey, Senior Policy officer
EW Emma Watson, Adults Workforce Lead
BD Becca Dove, Head of Centre for Relational Practice
CY Christiana Young, Systemic Lead
RC Regina Castro, L&D Link officer for children
WC Wayne Cockerill, HR Recruitment lead
AE Adele Ellis, Head of Quality Assurance
DM Dinishia Mitford, CSCP Business Manager

Progress RAG Key

COMPLETE action is complete

ON TRACK action due for completion by deadline or good evidence of progress

AT RISK action unlikely to be completed by deadline or limited evidence of progress

OVERDUE action outstanding or no evidence of progress

Reporting: Please note that this plan is a working document and will be reviewed at regular intervals by the Head of Service to update Progress RAG and ensure that actions are still fit for purpose.

Golden threads: The shared standards, values and common goals of the children's workforce which reflect our principles and underpin our practice model and service ethos.

- **Safeguarding:** a knowledge and understanding of the safeguarding duty and how our practice keeps children safe and allows them to thrive.
- **Participation:** empowering children and families to engage with services so they can get involved in decision-making and get their views heard.
- **Professionalism:** how our practice upholds and reflects all our professional standards.
- **Leadership:** how managers support, guide and inspire workers to develop their learning and how we enable staff to aspire to be future managers.
- **Anti-racist and anti-oppressive practice:** that addresses disproportionality in every aspect of practice and the workforce
- **Relational practice:** our standards for working directly with children and families in order to improve outcomes for children.

	Actions	Owner	By when	Outcomes/Updates	Progress To be rag rated at the end of each quarter
1. Tackling Inequalities and Celebrating Diversity					
a.	Adopt and implement our Race Equality Action plan to tackle racism and discrimination and ensure open discussions on identity, culture and diversity.	SK/EW	End of June 2026		
b.	Use the Workforce Race Equality Standard annually to explore the experiences of staff from Black, Asian and other ethnicities.	SM/PSW	End of April 2026	Data submission undertaken – awaiting feedback	
c.	Develop opportunities for staff from global majority to shadow senior leaders and have career conversations	SK	End of Aug 2025	DMT shadowing offer rota in place – NG managing for next 2 years	
d.	Increase leadership diversity by monitoring and transparently reporting on access to management training by Black, Asian and other ethnicities and taking action to address inequalities where found.	SM	End of August 2025	SM – regular data being shared at WD Board. No all-white shortlist for all roles Level 5 Zone 1 and above to be extended to include our Level 4 Zone 2 Team Managers	
e.	Review the reward and recognition framework to look at how it is being applied in C&L and ensure it is operating fairly for all groups.	DD/ZH	July 2025		
f.	Embed wellbeing passports for staff with disabilities and unpaid carers to help support conversations around reasonable adjustments	SK/SM	Sept 2025		

g.	Improve data recording on staff social attributes to facilitate monitoring and support of staff with protected characteristics.	SM	Sept 2025		
h.	Ensure staff have safe spaces for discussion on diversity and inclusion in specialist forums and within existing structures of supervision etc.	SK/SM	End of Sept 2025		
i.	Review pay levels for comparable work across the directorate.	TC/SM		To review Youth Justice in 2025-26	
2. Learning, development and progress					
a.	For social work, continue to develop the ASYE programme and social work progression in line with the new Post Qualifying standards when published.	SK/JF	End of Sept 2026	2 year ASYE programme agreed and in implementation phase for September 2025 as current NQSW start 2 nd year	
b.	Embed the Centre for Relational Practice and incorporate into practice across the whole directorate's workforce	BD/CY	End of April 2026	Pilot of training starting in March 2025 with roll out of training intended for April 2025	
c.	Develop new programmes of learning for advanced practitioners to enable them to pursue chosen career paths and specialisation	JF	End of Aug 2025		
d.	Embedding the principle of using internal expertise where possible to deliver the learning offer and develop training skills	JF & RC	ON going	This work has commenced with CCE, Assessment training being facilitated by internal staff Learning sets for TMs & TMs co- facilitated by Andy Lloyd & HoS starting March 2024 for 5 sessions on leading relationally and restoratively. SMT agreement that HoS will offer 2 days a year to facilitate training.	

e.	Improve management support for staff development including protected time for learning and learning conversations incorporated into supervision and implementation of the 5 protected learning and development days for the workforce	NB	August 2025		
f.	Review how we record and review learning conversations (within supervision) between managers and staff to ensure personal learning needs are targeted and met.	End of Dec 2025	SK		
g.	Develop and embed a clear programme for aspiring management and leadership.	SK/SM	April 2026		
h.	Continue to develop the career progression framework to include all staff groups in the Directorate	JF/DD	April 2026		
i.	Develop opportunities to become an Associate in the Centre for Relational Practice	BD/CY	End of Aug 2025		
j.	Embed the Progression Panel as a means of supporting further learning and development for experienced staff.	NB/SK	End of April 2026	Terms of Ref written, budget assigned, and 1st panel taken place in Children's- to be trialled over next year and then extended.	
k.	Signpost corporate offers around mentoring, secondments and apprenticeships to support career development	SM	ON GOING		
l.	Develop offer of Career development conversations with Senior Leaders	SK	End of June 2025		
3. Recruitment, retention and recognition					
a.	Work with Human Resources to review workforce recruitment to ensure inclusivity and equity and streamline the process for applicants.	WC/SK	End of Sept 2025		
b.	Review and strengthen the process around exit interviews to ensure learning is collated and shared.	SK/SM	End of June 2025		

c.	Consider appointing a dedicated Recruitment Officer or Workforce programme officer to the Academy to ensure the Academy can provide good oversight of the recruitment and workforce strategy implementation.	NB/PSW	End of Dec 2025		
d.	Develop an annual recruitment plan covering the whole directorate setting out events and activities and focussing on hard to recruit groups.	WC/SK	End of June 2025		
e.	Reduce agency spend by supporting managers to move agency staff to permanent contracts	HoS	ongoing	Ensuring regular communications re the benefits of permanency. A plan in place for example every 3 – 6 months would be helpful to keep momentum.	
f.	Develop “grow your own” programmes and explore associate status for specific hard to recruit to roles.	BD/JF	End of April 2026		
g.	Roll out of retention allowance for frontline social workers	SM	End of May 2024		
h.	Review how we monitor and ensure good practice around induction across the directorate.	SK	End of Dec 2026	New induction packs for Children in train including talking heads.	
i.	Continue to develop our staff awards programme.	SK	End of Dec 2025	Next Awards to take place end of Nov 2025	
4. Staff wellbeing					
a.	Promote Camden’s wellbeing offer and the Employee Assistance Programme	SM	End of Sept 2025	Anonymous data will be brought to WD Board to consider how well used in March 2025	
b.	Extend the use of the Principal Social Worker health check and other staff surveys and consultations to continually “take the pulse” of the workforce.	SK/SM	End of April 2026		
c.	Undertake a review and audit of supervision practices to develop consistency across the workforce	AE	End of April 2026	Current review in social work being progressed.	
d.	Develop a training framework for implementing Relational Practice principles into working culture.	BD/CY	End of July 2025	Pilot in train and the learning will support developing framework	

e.	Champion flexible working practices to foster a better work-life balance.	SK	On going		
f.	Use of various approaches such as appreciative enquiry, listening circles and reflective discussion to improve supervision and case discussion	PSW/CY	On going		
g.	Create clear and consistent channels of communication between management and staff.	PSW/NB		Bulletins in place for senior leaders New Academy bulletin being launched March 2025 and will run quarterly Staff reference group in place and will be refreshed	
h.	Further develop the mentoring offer for staff.	HR/L&D	End of Sept 2025	Frontline coaching offer for staff in 2024/25 has been completed. Work to embed corporate schemes has started	
i.	Academy to offer regular listening circles and a 'You Said, We Did' summary of issues raised and actions taken.	SK	End of July 2026	Will launch Summer term 2025	
j.	Senior management team to communicate and consult widely on restructures in order to help staff manage change and reduce anxiety.	RB/NB	End of March 2027	Family Help design process started in Jan 2025 and will be going work Will be critical for National reform programme	
5. Multi-agency working					
a.	Work in partnership across Children and Learning and with the CSCP to develop and deliver the multi-agency safeguarding learning offer.	DM/RC	On going		
b.	Providing clear messages to partner agencies around the law on information sharing when safeguarding children.	DM	Complete	Website up to date Training provided and in the Calander for 2025-26	
c.	Promoting a collaborative approach and developing inter-service communication and working relationships	NB/DM	On-going		

d.	Ensuring there is an understanding of each service’s role in safeguarding children’s welfare and promoting their development	DM	End of dec 2025		
e.	Developing a cross-directorate approach to learning and development that supports integrated service delivery.	DM/SK		Launch of bulletin and Academy websites in April 2025	
f.	Developing an integrated quality assurance system and data sharing agreement to support joint working.	AE	By end of April 2026	EH has been joined to QA service in Relational practice and plans have been developed to extend	
g.	Developing a National Reforms Board that will have multi-agency representation which will have oversight of workforce developments as needed to meet the national reform agenda.	BD	By end of April 2025	First Board scheduled for 25 th March 2025	

TO BE LAUNCHED MARCH 2025