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	What do we need to achieve?	By Who?	By When?	Impact - How will we know this is done?	Progress So Far	RAG Rating
<b>1</b>	<b>Induction</b>					
1.1	Strong induction programme	Jude Brown / Jill Bailey	01/12/21	<p>The service to CYP and families will improve, as will workforce stability, as staff new to Trafford feel better supported and have better foundations.</p> <p>Workforce will be clear regarding expectations.</p> <p>'Stay' Interviews will tell us that a strong induction made a difference</p>	<p>Overarching corporate induction is in place.</p> <p>Children's Services induction offer has been refreshed and launched.</p> <p>Individual Services are working on service specific inductions</p> <p>Induction programme is mapped out for managers and the Leadership Forum has been established as a key meeting to deliver some key elements of induction to leadership role.</p> <p>Quality assurance of induction needs to be established with all new starters to ensure in practice that this is effective as feedback from Exit Interviews would indicate that it is not yet routinely used</p>	
1.2	Clarity around expectations through an agreed set of practice standards professional standards	Jude Brown / Jill Bailey	01/10/21	An approved set of Practice Standard will be in place, widely understood and adhered to, ensuring that we are supporting children effectively.	Practice standards revised and circulated. Improved performance monitoring is supporting our understanding of compliance.	
1.3	'Stay' Interviews to be established	Jill Bailey/Nina Kijowski	31/05/22	Reporting on the numbers of Stay interviews and messages will be used to support improvements with retention.	Agree format and timing of these taking into consideration supervision and EPIC check ins. We will be seeking practitioner and manager input to this	
<b>2</b>	<b>Conditions</b>					
2.1	Strengthen the social work offer	Pamela Wharton	01/01/22	Trafford will become an authority of choice for social workers and we will regularly recruit quickly to vacancies and also retain practitioners	Regular review of the offer to staff corporately takes place and Children's services are represented in this. We use our data and understanding from practitioners to help shape our offer. We consider what other authorities are doing in their recruitment and retention activity. Key messaging around the social work offer have been developed as part of our external recruitment campaign and are featured throughout all digital and traditional aspects of the communication strategy	

2.2	Peer and manager support around practice and professional standards	Pamela Wharton	01/02/22	Supervision audits and stay / exit interviews will evidence the impact of support on worker's decisions to stay at Trafford.	Leadership forum is established. Practitioner forum has been refreshed to support purpose and improvement which has attracted new members. We are starting to develop strong supportive teams who are working together. Implemented a 'Buddy' approach across managers. Peer supervision has been launched as part of the supervision framework.	
2.3	Regular quality supervision is taking place	Jude Brown / Jill Bailey	01/01/22	Supervision Tracker and audits will evidence this and staff will feedback that this is taking place and is effective in supporting them both professionally and personally	Supervision Framework has been refreshed and launched in November 2021. Framework formally launched during Practice Fortnight. Supervision audits now part of the QA framework and a more forensic focus within HoS Q&P reports on what supervision performance is across the service areas. New folders have been created to reflect new service arrangements to ensure there is consistency and clarity regarding where supervision is saved & recorded, and is accessible to all relevant officers. First audit of these arrangements is due to go to March Q&P.	
2.4	Appropriate workloads for role and experience	All Heads of Service	01/11/21	Workloads for practitioners are manageable for the level of skill and experience. Performance reporting will show up to date recording for children that is of good quality and staff will feel supported that will be evidenced in supervision	Developed a weekly workload management report that is helping to managers and leaders to understand demand and pressures within the system, and details about caseloads.	
2.5	Clear & transparent career path progression	Jill Bailey	31/07/22	Clear pathways will be clearly in place and communicated to all practitioners and managers. These will be available on the intranet for ease of access	We have current career progression pathways however these are currently under review in order to bring clarity and consistency to the process. The supporting evidence document needs to be reviewed to make it easier for practitioners to complete but also to focus more on the evidence to support progression.	

2.6	Payment of professional fees	Sarah Mousawi	01/10/21	Payment of professional fess is agreed and claimed by practitioners - this features in our recruitment material	This is agreed and is in place. All practitioners are aware of this and actively claim their fees as expenses	
2.7	Market Force Supplement	Pamela Wharton	01/07/21	Market force supplement is in place and being paid to eligible staff	Market Force Supplement was secured in 2021. Eligible staff received this intheir July 2021 pay with back payment to April 21. Supplement now being received by those eligible. Details of this are included in recruitment campaign material. Consideration is being given to meeting with new recruits to understand what made them choose Trafford (and whether MFS play a part in decision)	
2.8	Comprehensive training programme	Catherine Sainsbury	Ongoing	<b>Links to Grow action 2.2</b>		
2.9	Deliver a strong offer around resilience & wellbeing	James Smythies	30/04/22	Offer is in place and staff are accessing. Staff survey will evidence impact of how this is supporting them	There is a wellbeing focus from the corporate organisational development which all our practitioners and managers can access. Clear communication is undertaken about this. The strengthening practice programme has also focused on Care and Confidence in the first part of the programme which practitioners have fed back that they have felt that this has helped. Reflective supervision refresh supports that ongoing conversation of checking in with staff on a well being basis. Mindfulness sessions are part of the ASYE programme and was also a part of Practice Fortnight	
2.10	Creating a culture of reflection & learning	Jude Brown / Jill Bailey	30/04/22	Audits that are undertaken evidence that this has been done with the practitioner in a reflective learning exercise. Practitioners will feedback that this has been a supportive process. Lunch and learn sessions are regulary planned and well attended. Learning is routinely shared	Lunch and Learn sessions on permanence have recently been delivered. Learning from the theamatic audits of visits has been shared at leadership forum. Audit findings are routinely shared in Q&P. The first Practice Fortnight was held in November 2021. Strenghtening practice are supporting us in creating the culture of reflection and learning	

2.11	Environment where successes are celebrated	Pamela Wharton	31/01/22	Celebration of successes are regularly evidenced in various forums and platforms. Practitioners share that they are receiving regular positive feedback and thanks for their work	We routinely share feedback and good news stories in the newsletter. The DCS and the Director of EH & CSC also regularly send personal notes of recognition and thanks to individual practitioners and managers for success or when they have been managing something particularly difficult. ASYE congratulations cards are being developed for when they pass through their end assessment panel. We have use of the EPIC thank you system and also the EPIC awards. This is regularly used and staff are always really pleased to receive these.	
<b>3</b>	<b>ASYE</b>					
3.1	Maintain a programme of professional development to support our ASYE Social Workers progressing to experienced social workers	Jude Brown / Jill Bailey	30/09/21	Evidence of a maintained ASYE cohort who are progressing through the programme and then tracking to evidence their progression. ASYE feedback on the programme will support a positive experience	We have reviewed the ASYE programme which includes the taught element and the way we undertake panels. Heads of Service responsible for the ASYE now sit on the panel as do the practice improvement and learning service, to bring some independence to this. This supports the line of sight to practice, relationships and retention. The taught element has changed to Griffin care to help bridge the theory to practice. We are developing a congratulations card for when the ASYE completes their year and we are programming in celebration events 2/3 times per year. The first one is planned for April 2022.	
3.2	Create opportunities for career progression through the Advanced Practitioner route to Practice Manager.	Pamela Wharton/Jude Brown	30/06/22	Evidence of AP's becoming the practice managers of the future through succession planning	Supervision framework has been refreshed to ensure that development and opportunities are discussed with practitioners and managers. EPIC check in (PDR's) are in place to support development and succession planning will form part of this process. We are also exploring a coaching and mentoring course for AP's as part of the offer to them. Paper due to be presented at SLT in March 2022. Recruitment is currently targeted for AP's as this is a current gap for us in parts of the service.	

3.3	Establish an enhanced programme to support ASYE's in their second year of practice	Jill Bailey	30/06/22	A project will be established as part of the Practice Lead's apprenticeship to explore a second year of support to NQSW's	There is currently a project plan to take this action forward. The plan has been agreed at SLT and this will now be further developed	
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