

The Royal Borough of Kingston upon Thames

Integrated Children's Workforce Strategy 2009 – 2013

Developing a world class workforce working
together to improve outcomes for children and
young people



Children’s Workforce Strategy 2009 – 2013

Contents

Forward	3
Introduction	4
Vision and Principles	5
The Children and Young people’s Workforce	6
National Developments	8
The story so far in Kingston:	11
Sector Specific Workforce Strategies that contribute to the development of the children and young people’s workforce	14
Children and Young People’s involvement in Workforce Development and Reform	17
Our Priorities for Delivering the Integrated Children’s Workforce Agenda	19
• Developing a shared identity, purpose and vision	19
• Developing common values and language	20
• Focussing on positive outcomes for children and young people	20
• Embedding integrated working practices	21
• Developing a high quality, appropriately trained workforce	21
• Ensuring complementary roles are focused around children and young people	22
• Increasing our capacity to deliver and keep children safe	22
• A workforce that is outcomes focused	23
Monitoring and Review	23

Forward

Welcome to the Children's Workforce Strategy 2009-13 for Kingston Children and Young People's Trust. This sets out how we will support the children's workforce across the Trust to deliver the priorities in the Children and Young People Plan. It plays a key part in our work together to improve services for children, young people and their families.

Partners in the Children and Young People's Trust recognise the critical role of our children and young people's workforce in achieving our vision that every child and young person can reach their full potential and live safe, happy and fulfilled lives. We value and recognise the diverse nature of everyone who works with children and young people and families and are committed to reshaping our services and ways of working in order to improve outcomes and give children and young people a better chance in life. At the same time we want to ensure that individual specialisms and experience of different sectors of the children's workforce are understood and respected.

A key outcome in the Children and Young People's Plan is that *'our children and young people's workforce will be world class and will work together to achieve outstanding outcomes for children and young people'*. This strategy sets out our commitment to the workforce in ensuring they will have the support, information and skills they need to achieve this outcome.

A handwritten signature in black ink that reads "Bruce McDonald". The signature is written in a cursive style with a large, stylized 'B' and 'M'.

Bruce McDonald
Chief Executive, Kingston Council
Chair of the Children and Young People's Trust Board

Introduction

In December 2008 the Government published the 2020 Children and Young People's Workforce Strategy. This sets out the Government's vision that everyone who works with children and young people should be:

Ambitious for every child and young person
Excellent in their practice
Committed to partnership and integrated working
Respected and valued as professionals

The aim is to ensure that the workforce, whatever their role, has the skills and knowledge to do the best job they possibly can to help children and young people develop and succeed across all the outcomes which underpin Every Child Matters: being safe, staying healthy, enjoying and achieving, making a positive contribution and achieving economic well-being. The strategy sets out how the Government will work with partners, and people in the workforce, to ensure that every part of the children and young people's workforce achieves this vision.

The Government's Statutory Guidance for Children's Trusts published in November 2008 makes it clear that Children's Trusts needs to take a leading role in driving this strategy forward underpinning the Children and Young People's Plan by developing a local workforce strategy covering the whole of the children's workforce, including schools, health organisations and the voluntary sector, and embed a culture of integrated working.

Kingston Children and Young People's children's workforce strategy builds on what has already been achieved towards building a world-class children and young people's workforce. It represents the commitment of the Trust to the workforce and seeks to ensure that all members of the workforce are supported in their roles and able to work in flexible and integrated ways whilst also ensuring that specialisms are understood, recognised and valued.

The strategy has been developed by the Workforce Development sub group in consultation on behalf of the Children and Young People's Trust Board. It sets out our vision and aspirations using the Children's Workforce Development Council's (CWDC) One Children's Workforce Framework to outline our commitment to our workforce and the key areas for development and plays a key part in our work together to improve services for children, young people and their families.

The Workforce Development sub-group will be responsible for the development review and implementation of the workforce strategy and will routinely monitor progress against the action plan. The Children and Young People's Partnership will monitor progress and direction of the strategy through regular updates from the sub group and the Children and Young People's Trust Board through monitoring of the Children and Young People's Plan.

Vision and Principles

Our vision for the children's workforce of Kingston is that it has the skills and knowledge to do the best job it possibly can to help children and young people develop and succeed across all the outcomes which underpin Every Child Matters: being safe, staying healthy, enjoying and achieving, making a positive contribution and achieving economic well-being.

Underpinning our vision are the following principles and values:

- Provide services that are child, young person and family friendly
- Protect children by timely action and the careful identification and support of children who are vulnerable
- Develop the best qualified and highly trained Children's Services workforce to deliver excellent services for children, young people and families
- Achieve the highest professional standards and provide good opportunities for development and innovation in the delivery of integrated children's services
- Value and recognise the contribution by staff to services for children, young people and families and actively involve them in service developments
- Use the views of children, young people and families to judge the effectiveness of services
- Support children, young people and their families to take an active role in deciding how services are delivered
- Give children, young people and families a voice in key decisions from strategic through to individual levels
- Work in close partnership with voluntary and community sector providers to improve services for children, young people and their families
- Promote fairness, and equality of access and opportunity for all children, young people and families, irrespective of ethnicity, disability, sexual orientation, gender, age, religion and beliefs.
- Engage with children, young people and families to promote a cohesive community, through respecting and understanding our differences
- Support families to meet the needs of their own children by a range of integrated services provided locally in schools, children's centres, in other early years education, health, childcare and community settings and by multi-disciplinary teams of education, health and social care professionals
- Make as much specialist provision locally as we can, to ensure children with additional needs can remain with their families and stay in their local community

The Children and Young People's Workforce

The Children and young people's workforce includes everyone who works with children, young people and families, both paid and unpaid and includes people working in all sectors of the economy.

The diagram below is adapted from the DCSF's 2020 Children and Young People's Workforce Strategy and illustrates many of the sectors within the children and young people's workforce.



The diagram illustrates the different roles, and a number of broader segments, within the workforce: education; early years; social, family and community support; youth support; health; crime and justice; sport and culture and managers and leaders. The diagram is illustrative and many people in our workforce will identify themselves as working in more than one 'segment', however, the diagram is helpful in understanding the diversity of the workforce as a whole.

The main focus for this strategy is the core children's workforce i.e. those who work or volunteer with children and young people and their families or are responsible for their outcomes all the time. However the resources, support and information provided in the implementation of the strategy will be available to the wider children's workforce i.e. those who work or volunteer with children and young people and their families or are responsible for their outcomes some of the time.

A limited audit of the children's workforce was carried out in 2008 and from this it is estimated that across Kingston's Children's Trust well in excess of five thousand people work with children and young people as part of the core workforce. A key aspect of our delivery plan will be to undertake a detailed audit of our children's workforce to ensure we more fully understand the extent of our core workforce.

National Developments

National 2020 Children's Workforce Strategy

The DCSF 2020 Children's Workforce Strategy was published at the end of 2008 and sets out the Government's vision for a world class workforce.

It establishes clearly for the future the respective roles of central Government and its national partners, and local government and others in our Children's Trusts. It provides a framework for how we must work together for the future, at strategic as well as operational levels.

The strategy sets clear priorities – on the basis that all parts of the workforce are equally important, but that some face particular challenges. These include measures to:

- strengthen leadership and management support;
- develop coherent recruitment channels;
- ensure that everyone is clear about what integrated working means for them;
- review and strengthen the impact of the Common Core of Skills and Knowledge;
- ensure that everyone in the workforce has the skills and knowledge to work in partnership with children, young people and their parents;
- ensure that there are clear qualification, training and progression routes in all parts of the workforce, and across it.

The strategy sets out clear direction for sector specific reform and developments including how it intends to work with partners to ensure that every part of the workforce receives the support it needs to realise the vision for 2020. It describes the key issues for individual sectors including social and family support, youth support, childcare and early years, schools, further education, health, sport and culture and crime and justice. It signals the Government's commitments to ongoing support and development for all sectors of the workforce, and in particular to accelerate reform and development in the social work workforce.

Children's Workforce Development Council (CWDC): One Children's Workforce Framework

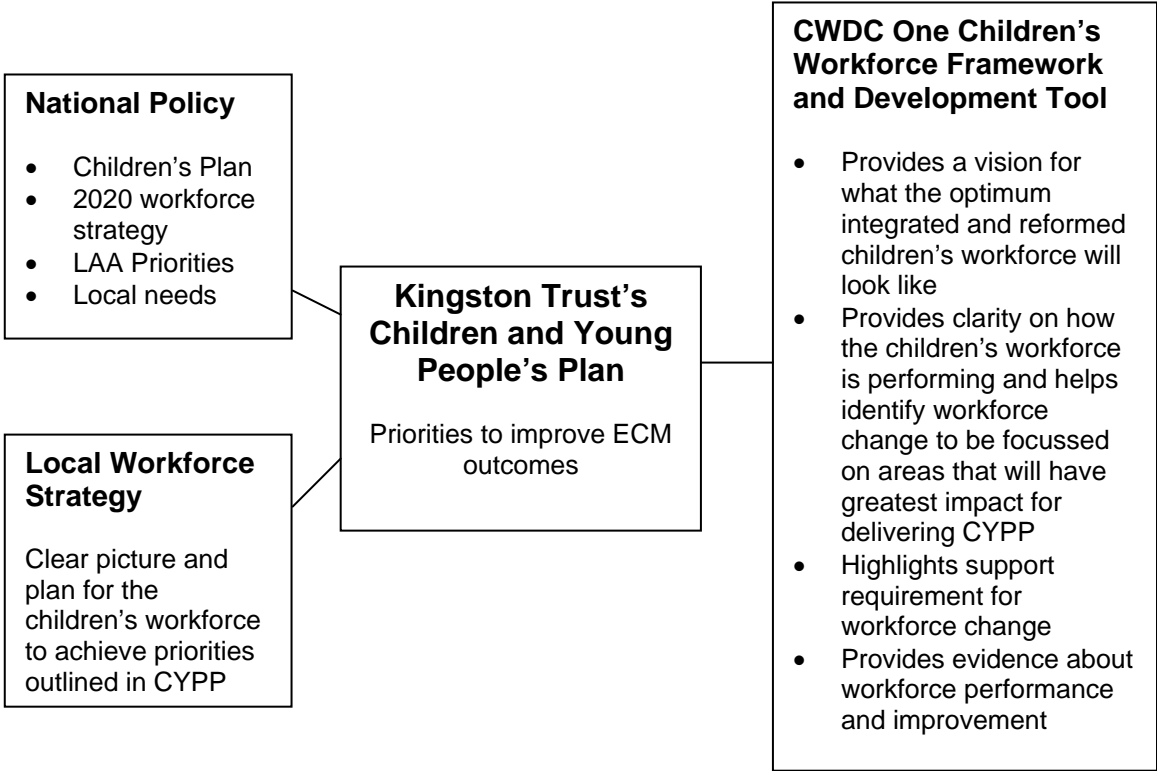
A major role of the Children's Workforce Development Council (CWDC) is supporting the delivery of the government's vision of a world-class workforce across Children's Trusts. The CWDC has developed the One Children's Workforce Framework to help every children's trust establish progress towards the vision for what the optimum integrated and reformed children's workforce will look like. The framework has been developed by CWDC, with support from local area representatives and national partners. This strategy is aligned with the CWDC 'One Children's Workforce Framework'. The seven themes of the Framework are:

- Shared identity, purpose and vision
- Common values and language
- Behaviours focussed on positive outcomes for children and young people
- Integrated working practices
- High quality, appropriately trained workforce
- Complementary roles focused around children and young people
- Capacity to deliver and keep children safe

Supporting the Framework is an online tool to help every Children’s Trust assess the progress being made towards developing a single, reformed and integrated workforce. Children’s Trusts are expected to use the Framework and the online Workforce Development Tool to inform workforce development and reform and identify future support. Kingston’s Children and Young People’s Trust Board has used the Tool to assess its progress towards an integrated workforce (see page 11) and will revisit to assess progress and inform future planning.

The strategic links between this strategy, the Children and Young People’s Plan and the One Children’s Workforce Framework and National Policy are shown in the following diagram.

How National Policy, the Children and Young People’s Plan, the Workforce Strategy and the CWDC One Children’s Workforce Framework and Tool fit in strategically



Common Core of Skills and Knowledge

The CWDC has published a common core of skills and knowledge for the children's workforce outlining the basic skills and knowledge needed by all people (including volunteers), whose work brings them into regular contact with children, young people and families. The skills and knowledge are described under six main headings:

- Effective communication and engagement with children, young people and their families
- Child and young person development
- Safeguarding and promoting the welfare of the child
- Supporting transitions
- Multi-agency working
- Sharing information

The common core of skills and knowledge is key to developing further integrated working for the children's workforce to ensure all children and young people are able to achieve their potential and ensuring the workforce meets these competencies underpins our capacity to deliver the priorities in the Children and Young People's Plan .

The Protection of Children in England: a Progress report by Lord Laming

This report was commissioned by the Secretary of State for Children, Schools and Families following the recent tragic case of 'Baby Peter'. It was published in March 2009 and outlines the progress made across the country to implement effective arrangements for safeguarding children and young people.

The report acknowledged that much progress had been made but called for a step change in arrangements to protect children from harm. The report contains 58 recommendations, including several addressed to Children's trusts and related to workforce development. In May 2009 the government published its response: 'The protection of children in England: action plan'.

The action Plan addressed each of Lord Laming's recommendations and stated that 'only a strong, confident workforce can make the right decisions and provide the right support And it is not just about frontline social workers: everyone in the wider public services – schools, Police, health services – has a vital role to play in helping to keep children safe'.

The Local Safeguarding Children's Board and Children and Young People's Trust are actively addressing the recommendations linking the recommendations locally to the workforce strategy and those arising from the IDEA peer review of safeguarding which was carried out in 2009.

The Story so far in Kingston

The Children’s Trust has a highly effective workforce and expert staff who contribute significantly to the quality of our services and the improvements we achieve. There has been significant change within individual sectors of the children’s workforce which has resulted in substantial workforce development and reform. Significantly, since the establishment of Kingston’s Children and Young People’s Trust in 2006 there have been wide ranging changes across children’s services with the development of new services and people working in a more integrated way. Some of these are outlined in the following pages.

From good to world-class - our analysis using the CWDC One Children’s Workforce Framework Development Tool

The graphic below shows an analysis carried out by the Children’s Trust to help inform its progress towards developing a single reformed and high quality children’s workforce. This is largely informed from a questionnaire completed by a range of staff across the Children’s Trust in 2009 and shows our progress in moving from a fragmented children’s workforce (left hand side of the rainbow) to a high quality single, reformed and integrated children’s workforce (right hand side of the rainbow).

Overall the red and white arcs (shared identity, purpose and vision and outcomes focus respectively) are stronger areas and the remaining arcs are comparatively slightly weaker. Whilst this analysis has largely been taken from the questionnaire, the Children’s Trust Workforce Development sub group analysed these results and felt this was a reflection of the current position and it is in line with other self assessment and external judgements of our children’s services.



Children's Centres

Kingston has 10 operational Children's Centres and by April 2010 there will be 11 centres spread across the borough. These provide integrated care, education health and wider children's services which are responsive to the needs and preferences of users – mothers, fathers and children. Family Learning (both Wider Family Learning and Family Literacy, Language and Numeracy) are delivered within Children's Centres, often supported by the provision of a crèche on site.

The blend of services delivered in each centre is informed by consultation with parents, children and the community, as well as demographic data on likely local needs. Ongoing responsiveness to parents' and children's needs is part of the Children's Centre ethos. It is a key priority to improve outcomes, narrow achievement gaps tackle poverty and intervene to mitigate the impact of disadvantage in the early years. The success of our Children's Centre programme is dependent on a skilled workforce working in an integrated way and therefore critical in achieving these outcomes

Integrated Disabled Children's Service

The Integrated Service for Disabled Children provides co-ordinated support for families and children so that they can access the services they need, they can achieve well at school, be as healthy and well as possible and participate in all aspects of life in the local community. We aim to ensure that all children and young people will have the same equality of opportunity to be healthy and make good progress educationally, physically and socially.

The Integrated Service for Disabled Children ensures that children and young people and their carers are involved in the development, delivery and commissioning of services. In locating the service in one setting, with multi-agency teams working in an integrated way it has been possible to improve access and provide support designed around the needs of the child and family and delivered in a co-ordinated and timely manner

Integrated Youth Support

The Integrated Youth Support Service (IYSS) has been fully in place since April 2008 when the transfer of commissioning responsibility for the Connexions Service passed to the Local Authority. The service ensures effective coordination of all services for young people with a variety of needs, so that they can access positive activities, support and guidance, easily and swiftly. Kingston's Integrated Youth Support Service comprises the Youth Service, the Targeted Youth Support Services, the Youth Offending Service, the Substance Misuse and Teenage Pregnancy Services, and the Supported Accommodation Service. By March 2010 all of the IYSS (excluding Connexions) will be co-located to provide an integrated open access point for young people in central Kingston.

School cluster working

Clusters of schools and inter-agency working on a locality basis are now well established, and play a key role in delivering more joined up approaches to supporting children, young people and families. The clusters ensure there is a coordinated network of services through extended schools and children's centres, working with multi-agency teams of professionals in health, education and social care.

In order to ensure the effectiveness of the clusters in delivering in a coordinated and collaborative way, the Local Authority and partners provide integrated services which ensure targeted support is available to children and young people with higher levels of need.

Multi-agency support

The work of clusters is supported by a range of agencies, with nominated staff attached to each cluster whose role is to facilitate more integrated ways of working. In addition, when a child or young person is identified as having a high level of additional need (level 3) a family support plan is agreed by a multi-agency team and a Lead Professional is appointed. They will ensure the needs are addressed in an holistic way.

Much of the multi-agency work happens on an individual child or young person basis with structures to support. The establishment of the Lead Professional in Kingston has seen over 100 children and young people being supported with a Lead Professional identified to coordinate a multi-agency package of support to meet their particular needs.

We are currently reviewing the needs of the 400 most vulnerable children and young people who are identified as having additional needs or meet statutory thresholds. The audit will focus on how we can improve our integration by identifying where services or staff would be better placed to deliver support if they were working within the same team, location or locality.

Leadership and Management

Strong leadership and management across the Children's Trust is essential to delivering our Children and Young People's Plan priorities. Partners in the Trust have their own set of leadership and management competencies and there is recognition that the Children's workforce would benefit from a more shared approach.

Joint Commissioning

The Children's Trust Joint Planning and Commissioning Framework was approved in October 2008 and provides a framework for a common approach to commissioning across agencies by providing principles, guidance and support for commissioning activity. The Framework includes a set of standards, including Workforce Development Standards, which form the minimum requirements when specifying a service and choosing a provider. The standards can be found at Annex 1.

Sector specific Workforce Strategies that contribute to the development of the Children's Workforce

Workforce strategies for different partners/sectors across the Children's Trust have clear links to the Integrated Children's Workforce Strategy and include the following:

Kingston 'One Council' Programme

'One Council, One Kingston is the new approach designed to ensure people's experience of Council Services as easy and positive as possible and that the Council provides the highest quality outcomes possible.

This involves developing a One Council workforce culture ensuring appropriate cross council workforce planning and ways of working that make best use of resources. Key to this is developing a management culture across the organisation which creates common values and behaviours, together with the high standards of practice. The emphasis on strengthening leadership and management capacity including recruitment and retention, leadership development, succession planning and professional competence in this strategy links closely with the One Council programme. The One Council Leadership and Management Framework has been produced to support the development of a more consistent organisation and leadership culture and can be employed as a basis for establishing a similar framework for Leaders and Managers across the Children's Trust.

Social work reform

In 2008 the Government established the Social Work Task Force to conduct a 'nuts and bolts' review of the profession and to advise on the shape and content of a comprehensive reform programme for social work. Social workers play an essential role in protecting children and young people from harm and in supporting people of every age who find themselves in vulnerable circumstances. It is clear, however, that social work is facing some acute challenges and concerns. These include the quality of initial training, recruitment and vacancy rates, and the status of the profession as a whole. These issues and others have an impact on day-to-day practice.

The final report of the Social Work Task Force was published in December 2009, and makes a challenging set of recommendations for social work reform. The report emphasises that the practice of social work needs to be raised to a new level. The Task Force has recommended the creation of a single national reform programme for social work which will drive the delivery of the key recommendations over the next five years.

Recommendations include a call for a reformed system of initial training, together with greater leadership and a strong national voice for the social work profession, led by a college of social work. The report also calls for a single, nationally recognised career structure and a system for forecasting levels of demand for social workers, coupled with clear and binding standards for employers in how frontline social work should be resourced, managed and supported. Kingston is well placed to respond to these recommendations and has for example developed a clear social work recruitment and retention programme.

The implementation of these recommendations is key for the delivery of this strategy and will inform training priorities in the LSCB action plan

The schools workforce

Nationally there has been considerable investment in the schools workforce over recent years which has seen significant remodelling and improvements in recruitment, retention and training. We recognise that a motivated and skilled schools workforce, effectively deployed and with good leadership is key in delivering improved outcomes for children and young people.

The Children's Trust has a strong and effective schools workforce development sub group which is responsible for developing and monitoring the School Workforce Development Plan to ensure there are professional and workforce development opportunities to embrace the wider opportunities offered by the 21st century school. The objectives in the Plan cover the following areas which have strong links to this strategy:

- Securing the supply of the school workforce: recruitment and retention
- Supporting the development of the school workforce including increasing access to relevant qualifications and training
- Modernising the school workforce including strengthening inter agency working
- Gathering intelligence and sharing information to inform future planning and decision making
- Leadership and management of continuing professional development and workforce development

Integrated Youth Support workforce

In 2005 the Government set out their intentions to improve the 'Every Child Matters' outcomes for 13-19 year olds through a radical programme of reshaping youth support services. This required all local authorities to create an Integrated Youth Support Service (IYSS) by April 2008 and in Kingston this is now well established. The IYSS Framework (September 2009) sets out our plans for the development and delivery of these new services over the next few years.

'Aiming High for Young People' published in 2007 set out the Government's plans to help all young people, particularly those from disadvantaged backgrounds, to take part in enjoyable and purposeful activities in their free time. Intrinsic to this is supporting and developing the youth workforce to employ the very best practice in working with young people.

Key workstreams for this programme are:

- Strengthening leadership & management across the youth workforce
- Further improving the skills of the Third Sector youth workforce through a capacity building programme
- Developing a common platform of skills and competencies

Third Sector

As part of the CWDC Workforce Strategies Partnership Programme (WSSP) funding was made available to develop and raise awareness and knowledge about workforce development issues across the Third Sector.

Kingston Voluntary Action in partnership with RBK developed the Children and Young People First Project which enables staff, trustees and volunteers who work with children and young people in third sector organisations, including voluntary and community groups to access training, integrated working and to increase their involvement and participation on the

Children and Young People's Trust and sub-groups. In particular a reference group has been established from members of the Children's Network to act as 'pilot' group for dissemination of key ideas around the development of an integrated children's workforce. An initial meeting of the group focused on the Children's Trust Joint Planning and Commissioning Framework and implications for the third sector workforce.

Early Years and Childcare workforce

As a result of the 10 year childcare strategy and the Children's Plan the capacity and skills of the early years and childcare workforce have developed significantly.

A key strand of the Government's agenda for strengthening the workforce further is the commitment to have a graduate leading practice in every full daycare setting by 2015 with two graduates in settings in disadvantaged areas. The Graduate Leader Fund (GLF) Strategy lays out how Kingston aims to achieve this objective. 80% of eligible early years and childcare settings have successfully engaged through this strategy. The associated funding has enabled staff to enrol on pathways towards Early Years Professional Status (EYPS) or to support retention of graduate staff with EYPS. This has involved working closely with partners in Kingston College and Kingston University to ensure access to qualifications courses. The next steps will be to engage the remaining eligible full daycare settings and to continue to support all eligible settings in meeting this objective.

Health

Health services for children include health visitors, community staff nurses and nursery nurses. A particular area of focus has been recruitment to health visitor posts where there is currently a shortage both locally and nationally. Skill mixing with Nursery Nurses ensuring there is a supportive competency framework and a clearly identified career pathway into Health visiting has been a great success. More recently there has been an increase in enquiries from previous health visiting staff wishing to do the Return to Practice Course. As the new provider service 'Your Healthcare' is launched a key remit for the new lead for Health Visiting is around examining current service provision and future commissioning expectations and providing quality services within the current workforce within the national guidelines e.g. the Healthy Child Programme.

Children and Young People's involvement in Workforce Development and reform

There are many examples across the Children's Trust of good practice involving children and young people in workforce development and reform. Some examples include:

- In the Integrated Service for Disabled Children which involves children and young people and their carers in the development, delivery and commissioning of services. By locating the service in one setting, with multi-agency teams working in an integrated way it has been possible to improve access and provide support designed around the needs of the child and family and delivered in a co-ordinated and timely manner.
- The Recruits Crew which is a group of young people involved in the recruitment of Prevention and Safeguarding staff at all levels. After having received training they help in the recruitment process in a number of ways from submitting questions to be asked by managers in interviews to running their own interview panel, to talking at Foster Carer training sessions. The level of involvement of young people depends on the nature of the vacancy. If the role will involve direct work with children and young people then a young people's interview panel is arranged. The young people write their own questions, chair the panel and mark all the candidates' responses. The young people's marks for the candidates make up 30% of the final score for the candidate.

Both the young people and staff have learnt a lot from this process: young people find it very empowering and managers are learning to appreciate what young people value in the staff they work with. The young people and supporting staff were delighted in October 2007 when the Recruits Crew won the national Skills for Care Award for the best involvement of children and young people in workforce development. Since this time the Recruits Crew has continued being involved with a variety of recruitment including social workers in safeguarding and the unaccompanied asylum seeking team and transition workers in the Disabled Children's Team. It has also supported recruitment in the disabled children's respite centre run by National Children's Homes.

- In establishing the Integrated Youth Support Services the change process was largely driven by the views and insights of frontline workers, parents and young people which gives a real sense from the staff involved that the outcomes for children will be effective and sustainable.
- The children and young people's participation strategy has recently been reviewed and strengthened with the following objectives which aim to ensure increasing involvement in a wide range of developments including workforce development:
 - to actively promote and co-ordinate children and young people's participation across public and voluntary sector organisations in Kingston
 - to ensure all children and young people's participation is meaningful, inclusive, effective and they are actively encouraged to participate in the decision making and democratic process
 - to encourage movement from consultation to active participation of children and young people so they can make positive contributions on issues affecting them and their community
- Many education and child care settings include children of all ages in their recruitment processes. Often potential new staff are observed in practice. The reaction of the children is a key part of the decision making process. Consultation does not have to take place in the "formal" manner, but can be achieved very effectively even with very young children who may not have language.

- In ensuring there is sufficient childcare provision to enable parents to work there is ongoing engagement with parents and carers, children and young people, voluntary and independent childcare providers, Kingston Council's partner organisations, local employers, and the voluntary and community sector. This provides information about the services available and how they relate to the needs of families which ensures targeted recruitment and creation of provision to meet demand.
- Working with a group of mental health services users to develop a one day course for staff supporting families with a parent with mental health problems. This course was first delivered in June 09.

We will build on these examples to ensure that good practice is shared and that the involvement of children and young people in workforce development and reform is increased. This strategy confirms our commitment to involve children, young people and their families in this development.

Our Priorities for delivering the Integrated Children’s Workforce Strategy

This section describes in more detail what a world class integrated children’s workforce will look like across Kingston’s Children and Young People’s Trust and outlines our priorities and actions over the next 4 years using the CWDC ‘One Children’s Workforce Framework’.

These have been informed by consultation with a wide range of stakeholders in developing the Children and Young People’s Plan and the analysis of our progress using the CWDC One Children’s Workforce Framework Tool (see page 11).

Developing the Children’s workforce to improve outcomes for children young people and their families is embedded in the Children and Young People’s Plan. In particular Outcome 13 has the aspiration that “Our children and young people’s workforce will be world class and will work together to achieve outstanding outcomes for children and young people.” Links between this strategy and objectives in the Children and Young People’s Plan are indicated below.

Developing a shared identity, purpose and vision

Our aim is that the children’s workforce across the Trust has a shared identity and shared vision of improved services and outcomes for children and young people and that outcomes for Children, Young People & Families are at the heart of service design and workforce reform.

We will be successful if:

- People identify themselves as part of one children’s workforce and share a common vision of success and purpose.
- There is a shared strategy for workforce reform and delivery in response to local need.
- Children and young people are involved in service planning, design and delivery.
- Services are based on, and responsive to, the needs and voices of children, young people and families.
- We evaluate the impact of workforce deployment and activities against outcomes for children, and against our agreed plans

We will achieve this by:

- Developing common induction materials to be used with all sectors of the children’s workforce as part of their induction programme (links to CYPP objectives 13.2, 13.5)
- Ensuring all the children’s workforce is aware of the Children and Young People’s Plan and receive a summary (links to CYPP objective 13.5)
- Seeking views of the workforce, children and young people to inform ongoing workforce development (links to CYPP objective 13.2)
- Developing and understanding management and leadership roles and responsibilities which are shared across the Children’s Trust (links to CYPP objectives 2.2, 13.1)

Developing common values and language

Our aim is that there are shared values and leadership across all services for children and plain English is consistently used.

We will be successful if

- Children and families understand what people are talking about and how people are working for them
- The children's workforce demonstrates shared values and uses common language
- Shared communication procedures and protocols are adhered to.

We will achieve this by:

- Developing a comprehensive glossary of terms and abbreviations and make this available on the web and in appropriate publications (links to CYPP objective 13.5)
- Develop the children's Trust web pages and promote them across the children's workforce (links to CYPP objective 13.5)
- Developing a common language of management for use by all partners (links to CYPP objective 13.5)
- Increasing networking opportunities/briefings for managers across the Children's Trust (links to CYPP objective 13.1)

Developing integrated behaviours focussing on positive outcomes for children and young people

Our aim is that the whole workforce is ambitious for all five of the Every Child Matters outcomes. All staff feel part of the "team around the child" and lead professional roles are well developed, along with common induction and joint accountability.

We will be successful if

- There is an identified team around the child which is co-ordinated by a lead professional and which recognises individual expertise
- We have agreed priorities and shared accountability for all outcomes for all children and young people.

We will achieve this by:

- Further developing the current multi-agency 'integrated working and information sharing' and 'CAF in action' training programmes (links to CYPP objectives 1.1, 13.3)
- Targeting specific groups to attend this training (links to CYPP objectives 1.1, 8.1, 13.3)
- Use output from the '400 project' to inform multi-disciplinary working across the Trust (links to CYPP objectives 1.5, 13.3)

Embedding integrated working practices

Our aim is that new ways of working and new roles encouraging integrated working practices are developed. Professional expertise is valued and drawn in appropriately.

We will be successful if:

- Professional expertise is valued and the appropriate team with the right combination of people and skills is well led in meeting the needs of the child.
- Redesign and remodelling of services is informed by the opinions of children, young people and their families.
- There is a good understanding of how organisations complement one another.
- There are effective arrangements for early identification and all services contribute appropriate skills and resources.”

We will achieve this by:

- Using the 'One Children's Workforce Tool' as an agent for change and to raise the profile of integrated working (links to CYPP objective 13.3)
- Ensure information sharing guidance is consistently used across the workforce (links to CYPP objectives 1.1, 1.2, 13.3)
- Involving children, young people and families in the development of services (links to CYPP objectives 1.1, 8.1, 13.2)
- Involving children, young people and families in recruitment and induction of staff where appropriate (links to CYPP objective 13.2)
- Equipping the children's workforce to be confident in their professional judgements and clear about where to go for additional support if they need it (links to CYPP objectives 1.4, 1.7, 13.6)

Developing a high quality, appropriately trained workforce

Our aim is that the children's workforce is professional, high quality and appropriately trained with positive leadership and clear direction. All members of the workforce recognise the unique contribution of each profession and staff feel properly prepared for their roles.

We will be successful if

- There is a mix of sector specific professional development and multi-disciplinary workforce development in key areas where all staff learn new processes and skills together.
- The workforce is skilled, experienced, knowledgeable and developed to deliver positive outcomes
- Skills gaps are identified across the children's workforce and plan in place to address these

We will achieve this by:

- Auditing the current workforce with regard to qualifications and experience (links to CYPP objectives 13.4, 13.6)

- Engaging with the development of the Integrated Qualification Framework for the children's workforce and exploring opportunities this provides for the local workforce (links to CYPP objective 13.6)
- Developing a reliable workforce profile to support workforce planning and development (links to CYPP objectives 13.4, 13.6)
- Supporting continuing professional development and new progression pathways (links to CYPP objective 13.6)

Ensuring complementary roles are focused around children and young people

Our aim is an appreciation across the children's workforce of complementary roles focused around children. All staff recognise the collaborative advantage of working together to improve outcomes for children.

We will be successful if

- A child only needs to tell his/her story once and any new workers they meet know about them and the support they need and receive
- There are common assessments and clear protocols on sharing information, briefing and handing over clients which are followed by all staff
- Jobs are done by the person with the most appropriate skills and there is an understanding of other people's roles and skills and how they lead to positive, appropriate engagement.
- The workforce is deployed in response to local need.

We will achieve this by:

- Developing the lead professional role and ensuring managers are aware of the lead professional responsibilities (links to CYPP objective 13.3)
- Exploring ways to establish common element within job advertisement, job descriptions and appraisal processes (links to CYPP objective 13.5)
- Developing a training programme on consent issues through the multi-disciplinary Information Sharing Group (links to CYPP objectives 13.3)
- Enhance cross borough working ensuring compliance with Pan London CAF protocols (links to CYPP objectives 8.1, 13.3)
- Providing opportunities for members of the children's workforce to meet and learn about each others roles through joint training and other events (links to CYPP objective 13.5)

Increasing our capacity to deliver and keep children safe

Our aim is that safeguarding is a priority for the workforce and is handled competently by all. People with the right skills, knowledge and experience work together in flexible ways.

We will be successful if

- Safeguarding issues are discussed and team members dealing with them feel well supported
- The workforce is well resourced with appropriate skills available to support the workload.

- Mobility of staff is well managed and succession planning is in place.
- The workforce reflects the diversity of the children they serve.
- Common procedures and protocols are agreed and in use.

We will achieve this by:

- Implementing the safeguarding recommendations from Lord Laming's review ensuring safeguarding quality framework and training priorities are identified in the LSCB action plan (links to CYPP objectives 6.2, 6.9, 13.5)
- Developing specific recruitment and retention strategies for shortage areas in particular promote and publicise recruitment and retention package for specialist safeguarding social workers (links to CYPP objectives 6.6, 13.5)
- Ensuring all partners in the Children's Trust have in place and apply safe recruitment policies and practices (links to CYPP objectives 6.7)

Monitoring and Review

Progress with the delivery of this strategy is managed and monitored through the Children's Trust Workforce Development sub group.

Annual Action Plans to deliver and monitor the workforce strategy are developed and published as part of the Action Plans for the Children and Young People's Plan.

Extract from Children's Trust Joint Planning and Commissioning Framework

Section 2: Commissioning Standards

Commissioning is about achieving best outcomes and this is most effective when partners work to a common set of standards. The more external providers are used and the more commissioning is delegated, the more important it is to have agreed core standards to ensure consistency and equity.

This also ensures that Commissioners are able to demonstrate consistency for providers from different sectors to compete for work.

The Children's Trust has agreed to adopt the following set of standards and these should form the minimum requirements when specifying a service and choosing a provider. It is essential that all services that are commissioned meet these standards. Commissioners should therefore ensure that these are included in specifications and providers must be able to demonstrate they can comply with the standards.

All Services

1. are focused on the child and young person with evidence that where appropriate they and their families are able to participate in
 - (i) developing and negotiation of own package of support, and
 - (ii) monitoring the effectiveness of the support.
 - (iii) Identifying the need for changes to services and helping to specify and monitor the delivery of services.
2. directly contribute to improving outcomes for children and young people in Kingston by helping to deliver priorities in the CYPP.
3. provide performance management data in line with local and national requirements, developing appropriate ways to measure and demonstrate outcomes, and implementing evidence-based practices.
4. demonstrate safeguarding practices to ensure C&YP are kept safe including:
 - (i) ensuring all staff are CRB checked and have child protection training
 - (ii) a good understanding and adherence to the 'Working Together to Safeguard Children' guidance, and
 - (iii) following Local Children's Safeguarding Board standards
5. comply with Workforce Development Standards, including
 - Competent and skilled workforce, qualifications and training
 - Maintain knowledge
 - Induction
 - Supervision, 1:1, Clinical Governance
6. collect, share and pass on information regarding need to the commissioning body (engage in the use of ASKK, CAF, LP)
7. must ensure both provider and commissioner are kept informed of changing requirements / statutory / national agenda.

8. demonstrate flexibility to meet emerging needs by consistently monitoring, reviewing and evaluating services to help redesign and improve the service
9. will be focussed on meeting locally identified need (although not always within a locality based model)
10. demonstrate efficient use of resources and sound financial management in delivering services
11. work to meet agreed targets and provide performance management data to evidence this in agreed format
12. work in partnership with other agencies involved in children and young people; recognising own initiatives / parameters and how they link to others
13. demonstrate open & honest communication and flexibility to work in an integrated way from planning to delivery
14. promote fairness and equity of access and opportunity for all children, young people and their families irrespective of ethnicity, disability, sexual orientation, gender, age, religion and belief
15. ensure that diversity policies are in place for:
 - (i) workforce
 - (ii) infrastructure (e.g. access in appropriate places, equality, timeliness/buildings)
16. comply with appropriate ethical policies

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