



# Children's Workforce Development Strategy 2011-13

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## Foreword

The Children and Young People's Plan 2009-13 (CYPP) sets out a single, clear ambition: to ensure that all children and young people in Richmond upon Thames, whatever their background, lead safe, happy and healthy lives, with opportunities to learn, develop and fulfil their potential. This is a shared ambition.

The CYPP has been developed by the Children and Young People's Trust, which brings together all the key services for children in Richmond upon Thames, including the Council, health services, schools, the police and the voluntary sector.

As a Children and Young People's Trust, we recognise that the children's workforce is our most important resource. The ambition of our CYPP and our ability to improve the lives of children and keep them safe, can only be delivered by a confident, competent and highly-skilled children's workforce that understands each other's responsibilities and works together to deliver relevant, responsive and high quality services for children and their families.

This strategy sets out our commitment to that children's workforce and to ensuring that its members have the support, information and skills they need. It provides the strategic framework and our priorities for developing the children's workforce over the next two years. The strategy will be accompanied by an annual action plan with performance reported regularly to the Children and Young People's Trust Board.

**Nick Whitfield**

**Director of Education, Children's and Cultural Services  
Chair of the Children and Young People's Trust**

## Introduction

The starting point for developing this children's workforce strategy has been to understand the particular needs of children, young people and their families and the workforce delivering services.

To develop our understanding we have used a wide range of information, including demographic data, needs assessments and strategies, feedback from schools, the early years' audit tool, advice from the Local Children Safeguarding Board (LCSB) and evaluations from training courses and professional development programmes.

We have identified our current children's workforce, determined what training is already being offered and what the future training needs will be. We have also identified gaps in provision.

Using this information, alongside the national and local policy context, we have developed a set of strategic objectives which will guide the children's workforce development activity and inform our priorities. Finally, an action plan has been created to ensure that these strategic objectives are delivered.

The strategy has been developed for two years so that aligns with the current CYPP; it will be refreshed in 2013 alongside the new CYPP.

This strategy is supported by more detailed information which can be found on the workforce development pages of the Council's website at: <http://www.richmond.gov.uk/bn/training.htm>

## Borough profile

The London Borough of Richmond upon Thames is a prosperous, safe and healthy borough covering an area of 5,095 hectares in southwest London. The borough has a population of just over 190,000<sup>1</sup>. The number of children aged 0 to 18 is 43,700 representing 22.9 % of the population.

Richmond upon Thames is not as ethnically diverse as London or England: the minority ethnic groups make up just 9% per cent of the borough's population.

The workforce in the borough is generally well qualified and this is reflected in household earnings; an analysis in 2007 suggested that with the exception of the Corporation of London, Richmond upon Thames has the highest average income in Greater London.

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<sup>1</sup> Mid year population estimate 2010

At a local authority level, Richmond upon Thames ranks as one of the least deprived boroughs according to the Index of Multiple Deprivation<sup>2</sup>. Ranked 286 out of the 326 local authority districts, Richmond upon Thames falls within the 15% least deprived local authority areas nationally. Regionally, Richmond upon Thames is the least deprived borough in London.

However, these borough-wide findings mask some considerable variations. At a local level, pockets of deprivation are identifiable. Three areas fall within the 30% most deprived category, they are in Ham, Hampton North and Heathfield. Within these locations there are more groups from non-White ethnic groups, higher numbers of benefit claimants, more pupils eligible for Free School Meals and a higher concentration of social housing.

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<sup>2</sup> The Index of Multiple Deprivation combines seven measures at Lower Super Output Areas (LSOA) (local areas developed to improve small area statistics) to provide each LSOA with a single score measure of deprivation. Measures relate to income deprivation, employment deprivation, health deprivation and disability, education skills and training deprivation, barriers to housing and services, living environment deprivation, and crime.

# Policy context

## National position

There have been considerable changes to children and young people's services which have influenced the design, management and delivery of the children's workforce.

Key developments include the National Children Workforce Strategy published in 2009, which sets out a national framework to direct the effort of local children's workforce development; and the 2012 Schools White Paper, The Importance of Teaching, which outlined the Government's approach to developing a highly skilled and qualified workforce in schools. More recently, priorities for workforce development have been outlined in the children's services reviews led by Frank Field MP, Graham Allen, Dame Clare Tickle and Professor Eileen Munro.

A number of themes have emerged from the national policy context. These have been identified through recent reviews, legislation, regulations, guidance and plans and recognise the importance of:

- identifying quality;
- intervening early;
- developing capacity;
- improving capability;
- increasing productivity;
- providing flexibility;
- providing value for money;
- achieving integration; and
- better supporting the needs of children and young people

In the National Children's Workforce Strategy, four strategic challenges were outlined. These are to:

- recruit appropriate staff into the workforce, ensuring the work is attractive and promoting flexible entry routes;
- develop and retain more people within the workforce, improving their skills and knowledge;
- strengthen inter-agency and multi-disciplinary working, and workforce re-modeling; and
- promote stronger leadership, management and supervision.

## Statutory obligations

Richmond upon Thames council has a number of statutory duties and obligations to meet which are set out below. It is recognised however, that there are wider responsibilities across the Children and Young People's Trust partners. Duties include:

- facilitating safeguarding training for all partners in the local area on behalf of the LSCB; this is set out in the Working together Guidance 2010 and in particular to ensure all partners provide adequate resources and support interagency training; enable all relevant staff (social workers and administrative staff) to attend safeguarding training; and ensure access to qualified and specialist training;
- ensuring that all staff working with children and young people have the necessary checks in place (Criminal Records Bureau and barred lists administered by the Independent Safeguarding Authority) and checking that the workforce is appropriately qualified; and
- ensuring specific training for Newly Qualified Teachers, school governors and childcare providers is in place.

## Local position

The Children and Young's People's Trust Board's vision is to tackle inequality and create opportunity for children and young people of the borough. The Richmond upon Thames CYPP sets out the ambition of the Children and Young People's Trust partners to ensure there is effective, continuing professional development for the children's workforce.

Richmond upon Thames LSCB ensures that everyone is working together for the safety and wellbeing of children and young people. In the context of workforce development, this means ensuring that the training on offer meets the needs of people working with children and young people, that the priorities of the LSCB are understood and being met by all partners and that impact and outcomes are evaluated and reviewed on a regular basis.

The LSCB co-ordinates multi-agency safeguarding training through the Training and Development Sub Group and it is quality assured by an independent group of officers in the LSBC Quality Assurance Sub Group. Learning from Child Death Review processes and Serious Case Reviews are disseminated via the LSCB to the Training and Development Sub group for implementation.

The Council continues to be the lowest funded London Borough, as with other public sector bodies, cuts to grants has meant that significant savings have had to be made. To realise this, the local administration has embarked on a

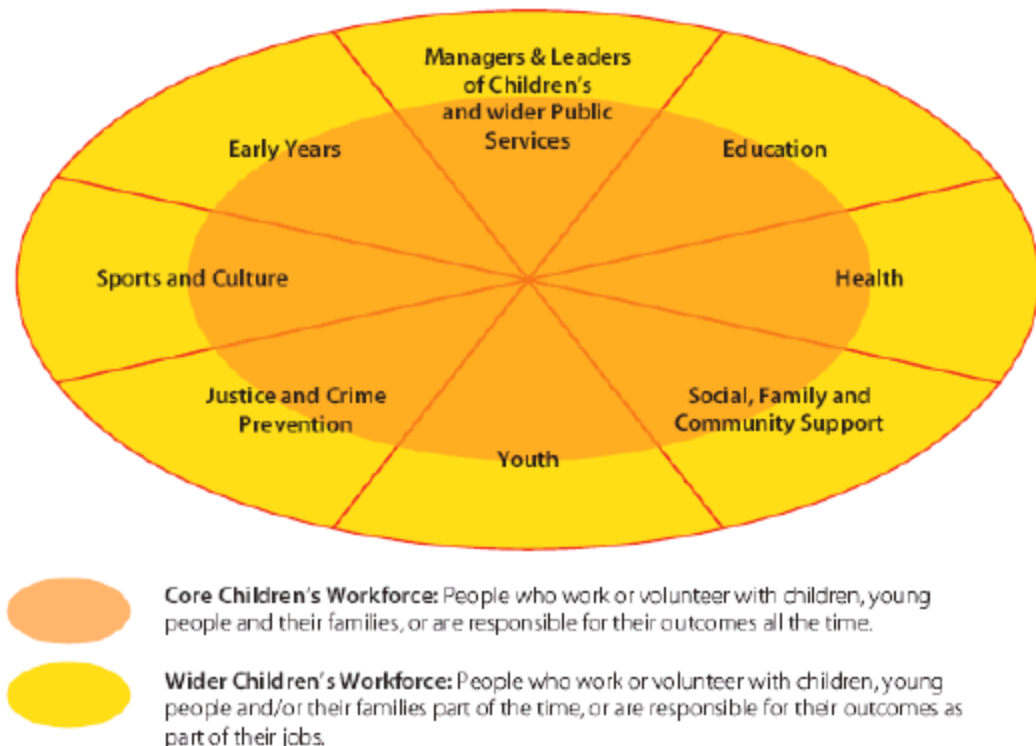
challenging change programme focused on securing the most effective, efficient quality services for the locality. This means that the way services will be delivered will vary from being commissioned from the private and or the voluntary sector, sharing services with other public bodies or direct provision by the Council.

This policy impacts directly the delivery of workforce development since there is a move away from the council directly delivering training and development to outsourcing provision. There is also a need for the council to explore additional income opportunities which will enable workforce development to retain the existing level of high quality of training and development.



## The children's workforce

The children's workforce in Richmond upon Thames refers to all those who work with children, regardless of whether their work is paid or unpaid, part-time or full-time. Typically, the children's workforce would include the sectors set out in the graphic below and would be divided into the core workforce and the wider children's workforce.



Since the introduction of integrated children's services, Richmond Council has undertaken a series of exercises to embed workforce development within the borough.

Locally the borough profile data provides evidence and direction to inform this strategy. It is clear from initial analysis that the children's workforce in Richmond upon Thames share similar characteristics across all sectors, including:

- a predominately female workforce;
- a low level of Black and Minority Ethnic Groups, this is reflected in the borough resident profile;
- low disclosure of a disability among employees; and

- high access to training and development, with many seeking qualifications essential to their sector.

In addition there:

- are difficulties retaining some staff, for example social workers; and
- is an ageing workforce in some sectors

It should be noted that equal opportunities in recruitment, employment and training is embedded in Richmond borough sector policies, local authority corporate plan, Education, Children's and Culture Service plans, and Equalities and Diversity action plan. The following strategy cannot be delivered in isolation; improvements in workforce planning and analysis require contributions from all sectors.

## Moving forward

In order to create a clearer vision for meeting the needs of the children's workforce, we have identified the following overarching issues which sit under four themes. These areas are addressed through the strategic priorities identified.

### **To recruit**

We need to:

- assist sectors in safer recruitment practices;
- develop recruitment routes and opportunities for staff which will lead to qualified posts where appropriate;
- promote the benefits of working in Richmond upon Thames children's services. Including those for social workers, youth volunteer schemes, and Way to Work Schemes;
- offer an effective induction programme for practitioners; and
- raise awareness of occupational standards, qualifications and professional regulations.

### **To retain**

We need to:

- promote the well-being of employees and volunteers in the wider children's workforce;

- promote achievement and progression in all sectors;
- raise awareness and support those who work different hours, in different settings and in different;
- secure the supply and recruitment of hard to employee social workers long term; and
- be aware of practitioners leaving the profession in their third year.

### **To develop**

We need to:

- raise awareness and understanding about who the children's workforce are;
- provide a comprehensive programme of relevant professional development opportunities for all employees. Offering a more consistent multi-agency approach to training and develop a common skill set;
- grow and develop a preferred supplier list to deliver cost effective, and quality professional development;
- build capacity for sector specific professional development. Creating a variety of training provision to meet needs of workforce (different times, locations, online learning, prices);
- develop a programme of evaluation and monitoring to determine the value of provision delivered;
- offer support, guidance and advice for high quality and effective approaches to the performance development of their workforce;
- promote access to the national framework of standards and qualifications, including, to enable sectors to develop the potential of all staff; and
- develop effective policies to share information safely and securely to promote integrated working.

## **To lead**

We need to:

- promote and support a coherent and strategic approach, within the local authority, to the recruitment and retention of the wider children's workforce;
- ensure accurate, timely and relevant data is available to inform planning and actions relating to recruitment, retention and development of all sectors; and
- strengthen leadership development opportunities and career progression routes.

## Resources to deliver the strategy

The current financial climate demands that new and innovative ways of delivering training and development are established. The need to work with a range of partners to offer common training is essential, not only to maximise the use of limited resources but so that the workforce can benefit from working with a range of different stakeholders.

A pooled budget for safeguarding training is already in place through the LSCB and multi-agency training is offered on the Common Assessment Framework and Information Sharing. Further work to identify opportunities for collaborating on training and workforce development is being taken forward.

A new children's workforce development team has been established with the aim of providing effective leadership across all sectors. The refreshed structure ensures that that CPD is managed in an integrated and cost effective way.

## Strategic objectives

The overall vision for Richmond upon Thames is to have a workforce that will support and enable all children and young people in Richmond upon Thames to enjoy good health, live healthy lifestyles, and stay safe from harm and neglect.

The following strategic objectives have been agreed based on the assessment of needs for the workforce in Richmond upon Thames.

- 1 **Providing inspiring leadership** - we have a shared identity, vision, values and purpose for the children's workforce that is widely communicated and understood.
- 2 **Developing core skills** – we will develop the core knowledge, skills, practice and behaviours of everyone working with children, young people and their families.
- 3 **Ensuring participation** – we will develop the skills, behaviours and practices to involve children, young people and their families in workforce development.
- 4 **Supporting partnership and integrated working** – we will work together effectively to meet the changing needs of children and young people, and to improve their lives.
- 5 **Maximising resources** – we will commission and deliver learning and development opportunities to the children's workforce in the most cost-effective way.
- 6 **Keeping children safe** – we will develop a workforce that is competent, confident and safe to work with children and young people.
- 7 **Valuing professional practice** - we will ensure that all professionals are supported to meet their national workforce development requirements and occupational standards.

# Workforce development action plan 2011-13

## Strategic priority 1: Providing inspiring leadership

**Aim:** We have a shared identity, vision, values and purpose for the children's workforce that is widely communicated and understood

**Outcome:** Everyone who works or volunteers with children, young people and their families in Richmond upon Thames will work together to a common purpose and with a shared vision and values, to provide high quality, integrated services for children and young people which are focused around their specific needs.

### Key actions

- 1.1 Map in detail the number of staff and volunteers working in the wider children's workforce;
- 1.2 Consult with the Children and Young People's Trust Board to refresh the statement of shared vision and values for the children's workforce, in preparation for the development of the new Children and Young People's Plan in 2012-13;
- 1.3 Develop a multi-agency leadership and management programme for middle and senior managers, providing them with the knowledge, understanding and skills for integrated working;
- 1.4 Prepare a succession planning and talent management strategy for leadership in the children's workforce.

## Strategic priority 2: Developing core skills

**Aim:** We will develop the core knowledge, skills, practice and behaviours of everyone working with children, young people and their families.

**Outcome:** Everyone who works or volunteers with children, young people and their families has, and appropriately uses, shared core knowledge and skills.

### Key actions

- 2.1 Develop a common induction programme for the children's workforce in Richmond upon Thames; pilot, evaluate and amend as appropriate.
- 2.2 Profile the agreed core knowledge, skills and competencies that are needed across the children's workforce based on a robust analysis of the needs of children, young people and their families, and that are informed by the relevant competency frameworks and occupational standards.
- 2.3 Identify, plan and deliver CPD opportunities that are accessible across the children's workforce and which utilise a more diverse range of delivery platforms, including blended learning and e-learning.



### Strategic priority 3: Ensuring participation

**Aim:** We will develop the skills, behaviours and practices to involve children, young people and their families in workforce development.

**Outcome:** The views of children, young people and their families will inform the planning and delivery of children's workforce development activity.

#### Key actions

- 3.1 Use the development of the Young People's Engagement Strategy to provide a strategic framework to involve children, young people and their families in the planning and delivery of children's workforce development;
- 3.2 Implement a Trust-wide learning and development programme that develops the skills, knowledge and understanding of the workforce in relation to the engagement and participation of children and young people;
- 3.3 Pilot a programme that involves children, young people and their families in the planning and delivery of children's workforce development; evaluate and review the pilot in preparation for roll-out across the Trust.

## Strategic priority 4: Supporting partnership and integrated working

**Aim:** We will work together effectively to meet the changing needs of children and young people, and to improve their lives.

**Outcome:** Children will be supported by a highly-skilled 'Team Around the Child' delivering targeted or enhanced services that effectively meet their needs and put them and their family at the centre of planning and decision-making.

### Key actions

- 4.1 Promote the Common Assessment Framework so that it can be used confidently and effectively by the frontline children's workforce.
- 4.2 Ensure that learning and development, wherever appropriate, is delivered through multi-agency and multi-disciplinary opportunities.
- 4.3 Agree arrangements for the joint funding of leadership and management opportunities for the children's workforce.
- 4.4 Develop a multi-agency learning and development programme focused on early intervention and prevention services.
- 4.5 Review the structure of the central children's workforce development team to ensure that it is best placed to co-ordinate, deliver and support integrated learning and development opportunities.
- 4.6 Improve the communication of workforce development opportunities across the integrated children's workforce.

## Strategic priority 5: Maximising resources

**Aim:** We will commission and deliver learning and development opportunities to the children's workforce in the most cost-effective way, through the effective use of resources and pooled budgets.

**Outcome:** Resources are used effectively across the Trust to commission and deliver relevant and responsive learning and development opportunities.

### Key actions

- 5.1 Identify workforce development budgets across the local authority and pool budgets to ensure cost-effectiveness, value for money, and the equitable allocation of resources.
- 5.2 Work with partner organisations across the Trust to identify opportunities to align or pool workforce development budgets to ensure cost-effectiveness, value for money, and the equitable allocation of resources.
- 5.3 Target external and grant funding opportunities to maximise learning and development opportunities for the children's workforce.
- 5.4 Implement effective commissioning arrangements for learning and development opportunities, ensuring there are effective mechanisms for identifying CPD commonalities, eradicating duplication, delivering value for money, and quality-assuring delivery.

## Strategic priority 6: Keeping children safe

**Aim:** We will develop a workforce that is competent, confident and safe to work with children and young people.

**Outcome:** The children's workforce knows how to effectively safeguard children through safer recruitment and the delivery of safeguarding training.

### Key actions

- 6.1 Review the Multi-Agency Safeguarding Children Programme to ensure it continues to meet the requirements of the LSCB and 'Working Together to Safeguard Children'.
- 6.2 Ensure that Safer Recruitment procedures are in place and followed by all appointing managers, with appropriate training in place.
- 6.3 Provide learning and development opportunities that allow the wider children's workforce to gain a better understanding of the roles and priorities of other agencies and the common tools and processes to safeguard children and young people.
- 6.4 Measure the impact of the safeguarding training received by the wider children's workforce to ensure that it is effective through robust evaluation mechanisms; revise or amend programmes in the light of feedback.
- 6.5 Ensure that learning from Serious Case Reviews is integrated into learning and development programmes.

## Strategic priority 7: Valuing professional practice

**Aim:** We will ensure that all professionals are supported to meet their national workforce development requirements and occupational standards.

**Outcome:** Children and young people benefit from a qualified, professional workforce that has access to continuing professional development.

### Key actions

- 7.1 Produce CPD frameworks (including qualifications strategies) for specific professions within the children's workforce, including social workers, teachers, early years' practitioners and health professionals.
- 7.2 Support unqualified members of staff to become qualified or registered practitioners through the targeted work-based programmes and the allocation of appropriate resources.
- 7.3 Encourage continuing professional development and career development through the provision of effective learning and development programmes.