

Children's Workforce Strategy 2009-12

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Introduction

This strategy sets out Cambridgeshire's vision and priorities for the children's workforce for 2009-12. It builds on our first Children's Workforce Strategy, 'Better Together', for 2006-09. Much progress has been made: for example, partners have met annually to plan against agreed priorities; a rigorous system of monitoring has been introduced; and there has been a significant increase in multi-agency training. However, we are only at the beginning of a long journey towards a workforce that is reformed and integrated and making the best contribution possible to local Every Child Matters outcomes and the Children and Young People's Plan.

The national context for this strategy is the Government's '2020 Children and Young People's Workforce Strategy' that sets out ambitions for the recruitment, retention, status, training and reward of the children's workforce for the next 12 years. The Government's vision is 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

Locally, we have agreed our own vision for the children's workforce in Cambridgeshire:

A children's workforce that makes a positive difference for children, young people and families by:

- working together and sharing a common set of values
- developing the skills, knowledge and confidence to deliver a high quality, consistent service
- seeking innovative and creative approaches to improving outcomes

We will make this vision a reality by implementing multi-agency tasks against two overarching priorities and four key priorities.

The two overarching priorities

- **Keeping children, young people and families safe:** to secure through induction, performance management and professional development arrangements a workforce that is competent, confident and safe to work with children and young people
- **Making equality and diversity a reality:** to secure a workforce that is reflective of and able to work effectively with children, young people and families with different and diverse needs

The four key priorities

- **Inspiring leadership** – to develop, share and implement a vision and purpose for the children's workforce
- **Integrated working** – working together effectively to put children, young people and families at the centre, meeting their needs and improving their lives
- **Participation** – developing the skills, behaviours, policies and practices to involve children, young people and families in workforce development
- **Ensuring capacity to deliver** – recruiting, retaining and developing the highest quality workforce

We will review this plan annually in order to align it with any emerging priorities and to ensure that the actions taken are having the desired impact.

CIr Martin Curtis

Lead Member for Children and Young People
On behalf of the Cambridgeshire Children and Young People's Strategic Partnership.

Background and achievements 2006-2009

Background

Following a consultation in April 2005 the Government's Children's Workforce Strategy: a strategy to build a world-class workforce for children and young people was published in 2006. Subsequently, following consultations with children, young people, parents and carers Cambridgeshire's Children and Young People's Strategic Partnership's Plan 2006-09, 'The Big Plan' was produced; this plan identified the central requirement of workforce development to achieve its aims.

Local Authorities were required to develop their own strategies and Cambridgeshire's Children's Workforce Strategy, 2006-09 'Better Together' set out how the workforce would be developed in order to equip them for their new roles, relationships and ways of working.

Eight strategic objectives for implementing the Children's Workforce Strategy in Cambridgeshire were identified.

- Promoting safe practice
- Recruitment
- Retention and development of staff
- Pay and rewards
- Inter-agency and multi-disciplinary team working and workforce remodelling
- Leadership, management and supervision
- The establishment of a skills framework
- Equality, diversity and disability

The full and summary versions of the Strategy, 'Better Together', and the annual development plans for 2006-09 can be found on Cambridgeshire County Council's website <http://www.cambridgeshire.gov.uk/council/partnerships/change/plans>

Achievements

The aims of the Children's Workforce Strategy (CWS), 'Better Together' were to improve outcomes for children and young people by:

- supporting the key priorities in the Children and Young People's Plan (CYPP), with particular reference to the Key Safeguarding Employment Standards
- implementing an integrated qualifications and training framework, so that highly motivated, appropriately skilled staff were recruited and retained
- sharing best practice to raise standards and assure high quality provision
- responding to what children, young people and families say they want from the professionals who support them
- making more effective use of resources through joint initiatives

For the first time, key sectors of the children's workforce came together to plan a coordinated set of activities that were linked to the eight strategic objectives.

Priorities, objectives and key development tasks for each sector were identified, with milestones for 2009 and 2015. For 2006-07 a total of 64 development tasks were agreed and were then monitored quarterly by the CWS Steering Group. Highlights of this first year included.

- The Children's Workforce Development Council (CWDC) including 'Better Together's' approach to involving children and young people as an example of emerging practice in its report 'Developing Integrated Children's Workforce Strategies' (CWDC, December 2006).
- All but four of the 64 tasks had been completed or as much as could have been achieved in a year was achieved, with some significant achievements being
 - 44 Early Years settings taking up the Qualifications Incentive, with more than 80% of staff qualified to level 3+
 - in the Health Service, work to secure productivity improvements and significant efficiency savings through the redesign of services, e.g. integrated practice and service for speech, language and communication difficulties
 - Cambridgeshire Online Training Search (COTS), a searchable online database of training opportunities for the children's workforce being designed, built and launched at www.cambridgeshire.gov.uk/cots
 - a performance monitoring framework agreed and implemented to monitor what is done to safeguard and promote the welfare of children across all agencies, organisations and partnerships

Background and achievements 2006-2009

- the training and development of the social care workforce mapped against the Common Core of Knowledge and Skills
- a system and process for monitoring the level of training and development in Cambridgeshire County Council's Children's Services developed and implemented

Of particular note was the achievement of Young Lives in leading Cambridgeshire's Private, Voluntary, and Independent (PVI) Bid. All Local Authorities (LAs) were invited to bid for up to £30,000 of funding to support activities in the PVI Sector. The CWS was used to identify a focus and the LA, with Young Lives, submitted a successful bid. The bid was to support youth worker training, develop a course to link youth work and sport, create online training materials, fund a Safeguarding Conference and provide a small number of bursaries for volunteers to attend conferences. In November 2007, Baroness Estelle Morris (Chair, CWDC) and Jane Haywood (Chief Executive, CWDC) visited Young Lives to learn about their work and how the funding would support workforce development priorities.

The development of the 2007-08 sector plans led to a much closer alignment between each strategic objective, sector priority and objective and to the development task with the timescale, possible risk factors and expected outcomes also being identified. To secure, through induction, performance management and professional development arrangements, a workforce

that is competent, confident and safe to work with children and young people. A great deal of activity, across all sectors, was completed linked to this objective – for example safe employment training (including Warner Interviewing), basic child protection training, a Safeguarding Conference being held for the Voluntary and Community Sector and the promotion of 'Clubmark' for Sports Clubs.

Writing 'SMART' development tasks led to a greater total number (266) which were again monitored quarterly, with over 80% being achieved in the year. Raising awareness of the Integrated Qualifications Framework, piloting the use of the Common Induction Standards in both the Early Years Sector and Social Care, increased numbers of staff gaining qualifications and the delivery of 'Managing and Sustaining Change' training across the wider children's workforce were some of the key achievements. Training was also specifically designed to meet the needs of locality staff as identified in the performance management process.

The 2009 milestones were very much a key feature of the development of the 2008-09 plans and membership of the CWS 'Task Group' was broadened out to ensure Integrated Working Training, Multi-agency Substance Misuse and Teenage Pregnancy were represented. As for the previous year, all sectors were required to identify a development task that related to the 'promoting safe practice' strategic objective, with interagency, multi-agency training and equality and diversity also being prominent.

Training on the use of the Common Assessment Framework (CAF) has been rolled out to large numbers of staff and there has been a strong emphasis on recruitment – for example social workers, headteachers and graduates to early years settings. In total 230 development tasks were identified.

In June/July 2008 the CYPSP undertook an online self-assessment, organised by the CWDC. Key learning points were that there is a great deal of confidence in the guidance and training received for the CAF, the role of the Lead Professional and Information Sharing but that ongoing support is required with implementation. The report also enables us to compare ourselves with Children's Trusts in the Eastern Region. We were slightly ahead with regard to multi-agency integrated working in relation to co-location, commitment, training, coaching and involving practitioners, although behind in relation to evidence of the benefits of this type of working. Regarding Information Sharing and CAF we were broadly in line with the region. With regard to the role of Lead Professional we were behind others in the region but this is not surprising because the roll out in Cambridgeshire was due to take place after the self-assessment.

Priorities and outcomes 2009-2012

Priorities and outcomes 2009-2012

These priorities and outcomes have been developed by the strategic and operational leads for workforce development across the Children and Young People's Strategic Partnership (CYPSP). Discussions began in October 2008 with a review of progress against the priorities in the 2006-09 Children's Workforce Strategy. National drivers and local needs have been taken into account. Early results from the Integrated Working Self-evaluation Tool have also been included.

The Children's Workforce Strategy Steering Group agreed that there should be two overarching priorities.

- **Keeping children, young people and families safe:** to secure through induction, performance management and professional development arrangements a workforce that is competent, confident and safe to work with children and young people
- **Making equality and diversity a reality:** to secure a workforce that is reflective of and able to work effectively with children, young people and families with different and diverse needs

Outcomes for these priorities are not included in this Strategy because they will be partner specific. However, each partner will record its targets and tasks in relation to these priorities as part of the annual action plan that is posted on the Children's Workforce Strategy website <http://www.cambridgeshire.gov.uk/council/partnerships/change/plans>.

The four priorities that outcomes have been developed for represent the key areas that Partners have agreed to work on together.

- **Inspiring leadership** – to develop, share and implement a vision and purpose for the children's workforce
- **Integrated working** – working together effectively to put children, young people and families at the centre, meeting their needs and improving their lives
- **Participation** – developing the skills, behaviours, policies and practices to involve children, young people and families in workforce development
- **Ensuring capacity to deliver** – recruiting, retaining and developing the highest quality workforce

The annual action plan will record Partners' targets and tasks in relation to each of these priorities but more significantly will record where multi-agency actions are being undertaken.

Overarching Priority 1

Keeping children, young people and families safe

The Local Safeguarding Children Board (LSCB) *'is the key statutory mechanism for agreeing how the relevant organisations in each local area will cooperate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do'* (Working Together 2006, 3.2).

Incorporated under a number of statutory functions one of the Board's priorities is ensuring that the whole children's workforce is fully aware of its responsibilities for safeguarding and promoting children's welfare. The LSCB works in partnership with children's services and is accountable to the Director of Children's Services. It is crucial that the LSCB's partnership supports, endorses and is confident in the strategy's overarching priority for all agencies and organisations of 'keeping children, young people and families safe'. The LSCB's own workforce development programme must be integrated with the whole children's workforce strategy, whilst its specific focus is on keeping children and young people safe.

Children and young people have told us the children's workforce needs to have *'the skills and knowledge to recognise and act upon concerns for a child's welfare, including concerns about maltreatment'*.

Priorities and outcomes 2009-2012

Through both the children's workforce and the complementary work done by the LSCB, the objective is for Cambridgeshire's workforce to be competent and confident to address child maltreatment and the safeguarding needs of children, young people and their families. The LSCB will work with all agencies and organisations to consider how they will separately and collectively address and contribute to the overarching priority to keep children, young people and families safe.

The LSCB specifically:

- reviews the training needs relating to safeguarding of the workforce and develop training programmes accordingly
- sets quality standards for individual training programmes and validates the content of courses before they are implemented
- ensures the learning from Serious Case Reviews is integrated into the training and development programme
- audits training practice to ensure every practitioner working with children receives specific training in safeguarding practice

Overarching Priority 2

Equality and diversity

A commitment to ensuring equality and promoting diversity underpins our Workforce Strategy. We believe that all people should be valued with regard to their abilities, age, culture, ethnic origin, gender,

language, religion and belief, sexual orientation and socio-economic background. Equality is a guiding principle in everything we do and we recognise that a diverse workforce contributes to a dynamic and creative workplace culture and plays a vital role in building cohesive and resilient communities.

The Partnership aims to provide responsive and appropriate services which meet the needs of all the children and families with whom we work and we recognise that we are more likely to achieve this by having a workforce that reflects the diversity of the families and communities we serve.

To this end, we will:

- monitor the composition of our workforce and where we identify any group that is underrepresented we will take positive steps to address these disparities
- assess the impact of our policy and practice in terms of the six equality strands* and address any differential or adverse impact

In addition, the Partnership will:

- develop cultural competence among the workforce so that it is equipped to respond appropriately and effectively to our increasingly diverse communities
- challenge discrimination towards, and harassment of, any group or individual
- ensure compliance with statutory obligations under equality legislation
- ensure fairness, equal rights and access to employment and services

This commitment to equality is underpinned by statutory obligations under specific pieces of employment legislation, including:

- the Sex Discrimination Act 1975
- the Sex Discrimination (Gender Reassignment) Regulations 1999
- the Race Relations Act 1976; the Race Relations Amendment Act 2000 and the Race Relations Act 1976 (Amendment) Regulation 2003
- the Equal Pay Act 1970 (Amended)
- the Disability Discrimination Act 1995 & Disability Discrimination Amendment Act 2005
- the Asylum and Immigration Act 1996, as amended in 2004
- Civil Partnerships Act 2004
- the Employment Equality (Religion and Belief) Regulation 2003
- the Employment Equality (Sexual Orientation) Regulation 2003
- the Employment Equality (Sex Discrimination) Regulations 2005
- the Employment Equality (Age) Regulation 2006

* The 6 equality strands are: age, disability, ethnicity, gender, religion or belief, sexual orientation

Priorities and outcomes 2009-2012

Key Priority 1 - Inspiring leadership

Objective: to develop, share and implement vision, values and purpose for the children's workforce

By April 2010	By April 2011	By April 2012
Our vision for the children's workforce will have been shared and understood; a statement of values and purpose will have been agreed across the Partnership; and children, young people and families will have been consulted as part of this work	All Partners will have been involved with revisiting our vision, values and purpose for the children's workforce; children, young people and families will have been involved through consultation forums	There will be a refreshed, shared and understood statement of vision, values and purpose for the 2012-15 Children's Workforce Strategy; children, young people and families will have been involved through consultation forums
There will have been at least one pilot of a multi-agency leadership and management development programme for middle and senior managers, providing managers with the knowledge, understanding and skills for integrated working	Multi-agency leadership and development programmes for middle and senior managers will have been rolled out across most of the Partnership, providing managers with the knowledge, understanding and skills for integrated working	Leadership and management development for middle and senior managers will be multi-agency across the whole Partnership, providing managers with the knowledge, understanding and skills for integrated working
A succession planning and talent management strategy for leadership in the children's workforce will have been prepared	A succession planning and talent management strategy for leadership in the children's workforce will have been implemented across the Partnership, enabling staff development and movement	A succession planning and talent management strategy for leadership in the children's workforce will provide motivation and reward for staff and will secure high quality leadership for the Partnership

Priorities and outcomes 2009-2012

Key Priority 2 - Integrated working

Objective: working together effectively to put children, young people and families at the centre, meeting their needs and improving their lives

By April 2010	By April 2011	By April 2012
A self-evaluation will have been carried out against the One Children's Workforce framework, to inform workforce development action plans	A self-evaluation will have been carried out against the One Children's Workforce framework, to inform workforce development action plans	A self-evaluation will have been carried out against the One Children's Workforce framework, to inform workforce development action plans
A jointly funded post of workforce development coordinator will have been created	Arrangements for the joint funding of workforce development leadership and management will have been agreed	Workforce development coordination will be led and managed by a jointly funded team
Multi-agency and multi-disciplinary development opportunities will have increased by 30% on 08/09 baseline	Most learning, whenever appropriate, will be delivered through multi-agency and multi-disciplinary development opportunities	Multi-agency and multi-disciplinary development will be the norm, whenever appropriate
Joint funding for a number of specific workforce development projects will have been agreed	A small number of key Partners will have pooled their non-specialist workforce development budgets	Workforce development budgets will be pooled across the Partnership for all non-specialist learning and development
There will be a shared understanding of who the children's workforce is; roles and responsibilities will be understood	Job descriptions and person specifications, induction arrangements and performance management processes will include common reference to partnership working, appropriate to role	There will be a number of joint roles across the Partnership, involving one or more agencies
A common language, standard terminology and common glossary will support improved communications	A joint communications strategy will have been implemented and evaluated	There will be clear understanding and communication between all Partners, at all levels
Preventative approaches and early identification of need will be agreed and understood as a key elements of integrated working	There will be evidence across the children's workforce of integrated working that is founded in preventative work and early identification of need	Integrated working will be the norm, based on prevention and early identification of need
Protocols will be in place that enable people to work together	There will be some evidence across the workforce of joint working to the agreed protocols having a positive impact on outcomes for children, young people and families	There will be significant evidence across the workforce of joint working to the agreed protocols having a positive impact on outcomes for children, young people and families
A common set of service standards for collaborative behaviour will have been agreed	A common set of service standards for collaborative behaviour will have been implemented across the children's workforce, through job descriptions, person specifications, induction and performance management arrangements	Leaders and managers act as role models for collaborative behaviour

Priorities and outcomes 2009-2012

Key Priority 3 - Participation

Objective: developing the skills, behaviours, policies and practices to involve children, young people and families in workforce development

By April 2010	By April 2011	By April 2012
Skills, knowledge and understanding will have been developed through a partnership-wide training programme	Barriers will have been addressed and good practice will have been disseminated across the Partnership	The involvement of children, young people and families in workforce development planning and delivery will be partnership-wide, with clear evidence of the impact of systems and procedures
One or more Partners will have carried out evaluated pilots that involve children, young people and families directly in workforce development planning and delivery	Most Partners will be involving children, young people and families in workforce development planning and delivery	All Partners will be involving children, young people and families in workforce development planning and delivery

Key Priority 4 - Ensuring capacity to deliver

Objective: recruiting, retaining and developing the highest quality workforce

By April 2010	By April 2011	By April 2012
A profile will be agreed of the skills, competencies and roles that are needed across the children's workforce, based on a robust analysis of the needs of children, young people and families	The skill, competency and role profile will have been reviewed based on changing demands and recruitment activity	The skill, competency and role profile for the children's workforce will be embedded and refreshed annually in consultation with children, young people and families
Recruitment initiatives to address shortage areas will have been implemented	Recruitment initiatives to address shortage areas will have had a significant impact	Vacancy rates will no longer present problems for service delivery
A strategy for retention will be agreed across the Partnership	The retention strategy will be implemented across the Partnership	The retention strategy will be evaluated and developed as appropriate
A common induction will have been piloted	A common induction will have been rolled out across the Partnership	Common induction arrangements will have been evaluated and amended as appropriate

Supporting the Big Plan 2

This strategy supports the recruitment, retention, training and development of the workforce needed by all partners to deliver the aims of the Big Plan 2. Actions are recorded in the detailed plans developed by each partner against the four key priorities, which are published annually on the Partnership website.



Some of the activities in the Big Plan 2 have particular workforce development requirements. These include:

Big Plan 2 Priority	Workforce Requirement
Safe places to play and access to positive activities (1.1)	Make sure there are enough skilled paid and voluntary workers delivering positive activities to children and young people who can also act as good adult role models
Promoting positive images of young people (1.5)	Ensuring the workforce has the skills to effectively promote positive images of children and young people
To improve outcomes for children and young people with learning difficulties and disabilities and complex needs (3)	To address recruitment, capacity building, and training and development issues to deliver 'Aiming High for Disabled Children: Better Support for Families', with particular reference to the provision of short breaks
Parent Support Strategy (referenced in Big Plan 2)	To ensure the parent support workforce is developed across agencies, meeting the requirements of the National Occupational Standards and ensuring skills can be developed through a clear career pathway

Evaluation and funding

How we will make a difference

New and successful ways of working have been developed through the Children's Workforce Strategy 2006-09, and these will be developed further through the 2009-12 Strategy.

Workforce leads meet to plan joint actions against the key priorities. This is resulting in a more efficient use of resources; for example, the multi-disciplinary delivery of the common induction modules across the LA's children's service has enabled a more comprehensive programme to be offered at no additional cost.

We aim to create at least one jointly funded workforce development post, to coordinate and develop actions across the Partnership. This additional capacity is essential if potential economies of scale are to be realised.

A Learning and Development Network has been established that brings together workforce leads across the Partnership. The Network develops the knowledge, understanding and skills of the participants; raises the participants' awareness of each other's roles and responsibilities; and enables formal and informal links. The Network is also raising standards and ensuring quality through the agreement of a 'learning and development commitment' and peer monitoring activities.

We continue to improve our use of information. All partners are developing their collection, analysis and use of quantitative workforce data, either through government initiatives such as the Schools'

Workforce Census, or through partner specific initiatives for performance management. The roll-out of CWDC's annual self-evaluation is a major strand of activity to guide the development of an integrated children's workforce.

The Children's Workforce Strategy Steering Group, inclusive of all Partners, will continue to monitor and evaluate the impact of the strategy and to sustain its development and evolution. The Group will report annually to the Children and Young People's Strategic Partnership.

Managing the Challenge

In addition to the resources Partners invest in workforce development from their own budgets, the Government is investing in a range of initiatives that support its key priorities. Funding for some of these is known whilst for others funding is still subject to consultation and discussion.

In 'Building Brighter Futures: next steps for the Children's Workforce' (published April, 2008), the Government announced the following resource allocations, nationally:

- £73m over the next three years to enhance the capacity and skills of social workers (a task force is to examine frontline social work practice and advise how improvements should be made to social worker training, recruitment and leadership)
- £305m in early years to provide greater graduate leadership of practice in private, voluntary and independent settings towards the ambition of a

graduate Early Years Professional in every full day care setting by 2015

- £7.5m over three years to support the play workforce
- £25m in priority areas to realise improvements across the youth workforce

Further, in the '2020 Children and Young People's Workforce Strategy' (published December 2008), the Government identifies the following areas as being of priority, and therefore likely to be recipients of external funding.

- A leadership development programme for current and aspiring Directors of Children's Services, and senior and middle managers in Children's Services
- Supporting people in the workforce to develop the skills and behaviours they need to work effectively in partnership with children, young people and parents, and with each other
- ensuring that people in the workforce have the skills and knowledge they need to support children who are particularly vulnerable
- Developing a knowledge bank for the children and young people's workforce, to ensure that practice, training and workforce development is firmly based on evidence about what makes the most difference
- A CPD entitlement for every teacher, and teaching to become a Masters-level profession

The CWDC is also supporting Cambridgeshire with a grant of £47,000 for each of the years 2009-10 and 2010-11, to develop the self-evaluation of, and planning for, integrated working and workforce reform.

Consultation research

The Children and Young People's Participation Strategy endorsed by the Children and Young People's Strategic Partnership in March 2006 says:

"Children and young people's involvement in decision-making is fundamental to an effective service. Children and young people develop a sense of themselves through the projects they take up, through participation. When consulted with respect, the perspective of children and young people is invaluable."

This aspiration has been applied to the methodology used to engage children and young people and secure their views on the priorities that should be included in the Children and Young People's Plan, known locally as the Big Plan.

The first Big Plan (2006-9) was evaluated by young inspectors during 2008. Children and young people were recruited to the role of young inspectors and interviewed lead officers about progress in relation to the Big Plan priorities that children and young people are most concerned about. A report outlining young inspectors' findings was written and presented to the Children and Young People's Partnership on 18 September 2008.

Children and young people's views fed into the development of the Big Plan through a series of events. These included:

- Agenda Days – adult free environments, facilitated by young people. During these days children had the opportunity to express their opinions and influence the decision-making process in innovative, child friendly workshops and discussions.
- The Youth Assembly met on 14 November 2008 and was attended by over 30 young people aged between 11 and 25. As well as identifying priorities, a young people's steering group would canvass young people's views and shadow the Partnership, commenting on and informing its agenda
- Speaking Up consultation with children and young people with disabilities
- Drugs and alcohol agenda day
- Safe Smart Sex agenda day
- Practitioner led research project on sexual health services in East Cambs and Fenland
- Consultation with young people in Sawtry, Ramsey, Yaxley and St Ives
- Developing Huntingdonshire Sustainable Community Strategy consultation with young people

Performance information and external consultation, including the Health Related Behaviour and Tellus3 surveys of children and young people were also analysed. These surveys are carried out in school and ask for young people's views on a range of issues.

The outcome of this consultation was the identification of four priorities that then formed the basis of the Big Plan 2 (2009-12):

Priority 1 – to help children and young people feel safe and happy in their communities

Priority 2 – to narrow the gap in outcomes for children and young people

Priority 3 – to improve outcomes for children and young people with learning difficulties and disabilities and complex needs

Priority 4 – to meet the needs of children and young people in areas of growth or demographic change

Views expressed by children and young people are presented in the tables on the following pages, together with an analysis of the implications for workforce development.

Consultation research

Be healthy

Children and young people tell us	<ul style="list-style-type: none"> it is important to respect young people's views and confidentiality it is important to balance concern about body and mind they want to be treated in suitable settings for young people and by staff trained to work with children and young people they would like free advisory and support services available outside of school hours, possibly as part of extended schools
So therefore we need a workforce that:	<ul style="list-style-type: none"> listens to children, young people and families, takes their views seriously, does not make assumptions and acts upon what they hear understands what help and advice is needed and who is best placed to provide it communicates clearly, using appropriate language
Delivered through the strategic objective to:	<ul style="list-style-type: none"> improve health for all and narrowing the gap in health outcomes for specific groups of children and young people

Stay safe

Children and young people tell us	<ul style="list-style-type: none"> more needs to be done to tackle bullying in and out of school they want to work with professionals who appreciate their lives as a complete jigsaw of factors, fitting these pieces together in order to get a clear picture of the underlying issues involved they want safe places to play and safe local areas
So therefore we need a workforce that:	<ul style="list-style-type: none"> can empathise with the bullied and the bully, developing appropriate interventions understands how behaviours can be successfully changed has the skills and knowledge to recognise and act upon concerns for a child's welfare, including concerns about maltreatment can work safely with challenging behaviours
Delivered through the strategic objective to:	<ul style="list-style-type: none"> to help children and young people feel safe and happy in their communities

Enjoy and achieve

Children and young people tell us	<ul style="list-style-type: none"> they want to see equality of education provision across the county, with everyone having access to the same opportunities it is important to provide a range of opportunities to match the needs and aspirations of all children and young people that school and exams are a big source of stress and worry
So therefore we need a workforce that:	<ul style="list-style-type: none"> understands and acts upon the reasons for children and young people not taking advantage of opportunities that are offered promotes personal achievement in order to develop self-esteem and enjoyment knows how to prepare children, young people and families for times of stress, such as school transition, tests and examinations
Delivered through the strategic objective to:	<ul style="list-style-type: none"> to narrow the gap in outcomes for children and young people to improve outcomes for children and young people with learning difficulties and disabilities and complex needs to meet the needs of children and young people in areas of growth or demographic change

*"School nurses are good people to speak to, but are usually in school only one day a week."
(Young Inspectors)*

*"Some schools need to do more to make the school a place where young people feel safe, secure and able to learn."
(Young Inspectors)*

Consultation research

Make a positive contribution

Children and young people tell us	<ul style="list-style-type: none"> • they want to be involved in decision-making • they would like provision of equipment and opportunities for all children and young people to participate in a variety of activities • more needs to be done to promote positive images of children and young people • public transport is really important
So therefore we need a workforce that:	<ul style="list-style-type: none"> • champions children and young people • involves children, young people and families as a matter of course, acting upon what is learnt • knows and understands how to involve hard to reach groups and families
Delivered through the strategic objective to:	<ul style="list-style-type: none"> • to narrow the gap in outcomes for children and young people • to meet the needs of children and young people in areas of growth or demographic change • to help children and young people feel safe and happy in their communities

Achieve economic well-being

Children and young people tell us	<ul style="list-style-type: none"> • there is good support and encouragement in making choices about their future. We need to make sure that the service is accessible by everyone, including Travellers and those with disabilities • more help to plan for the future would help to make their lives better
So therefore we need a workforce that:	<ul style="list-style-type: none"> • understands who, when, where and how choices about the future can be supported • is equipped to support children and young people with disabilities • has the knowledge and understanding to be able to respond to the needs of groups and communities with specific needs
Delivered through the strategic objective to:	<ul style="list-style-type: none"> • to narrow the gap in outcomes for children and young people

“More needs to be done to promote young people in a positive way, particularly in the media”.
(Young Inspectors)

“There are not many advice services that you can access out of school time so extended schools can be a real benefit if you can access them after lessons”.
(Young Inspectors)

Consultation research

Parents and carers

In July 2008, the CYPSP published the report of a major consultation with parents and carers that had been commissioned from 'Pinpoint'*. There were 1,219 postal and online responses, representing a good cross-section of parents and carers.

Some key messages from parents were:

- Support is needed particularly with pre-school and younger children, but there are significant levels of need right through to the teenage years
- The needs were described as relating to:
 - behaviour
 - childcare
 - pregnancy and looking after a new baby
 - learning, school and school transfers
 - health and healthy eating
 - disability and special need
 - children's mental well-being and bullying
 - parent's loneliness, isolation and mental well-being
- Information is needed about childcare, learning and school, maternity and paternity rights and pregnancy
- Parents raised issues of agencies being slow to respond, long waiting lists, poor staff knowledge and skills (particularly listening skills)

There are a number of implications for workforce development:

- **Recruitment and selection** – we need to recruit a parent support workforce that is representative of the parent population, and in particular priority groups that are identified, e.g. lone parents, parents with disabled children and parents with a disability
- **Training and development** – we need to develop a workforce that is equipped with relevant knowledge, understanding and skills, for example:
 - sufficient knowledge of services to be able to signpost effectively
 - an understanding of the Parent Support Strategy
 - an understanding of the needs of different groups
 - the ability to support parents through transitions, e.g. from one level of intervention to another
 - the skills to involve parents in decision-making
 - the ability to create cross-service Partnerships

The development of the Parent Support Adviser role is a very important part of the strategy to address these issues and was addressed in an additional report by 'Pinpoint'**.

Actions are being progressed through the Parent Support Strategy, to ensure that the parent support workforce is developed across agencies, meeting the requirements of the National Occupational Standards and ensuring skills can be developed through a clear career pathway <http://www.parentinguk.org/2/standards>.

*Cambridgeshire's Consultation with parents and carers: final report, 'Pinpoint', July 2008

**Implications of the parent support strategy consultation report and Cambridgeshire's Parent support strategy: how we will help parents bring up their children (Third draft, September 2008) for the development of the Parent Support Adviser role, 'Pinpoint', October 2008

Consultation research

A summary of the implications of the views of children, young people, parents and carers for workforce development

The involvement of children, young people, parents and carers in workforce development is a major strand of our plans to develop integrated working because it is through their involvement that we will understand issues better to build support around the child or young person.

From what we have been told, we have developed the following principles that we will reinforce through workforce development activities:

- Respect for the needs, wishes and views of children, young people, parents and carers
- Develop a holistic approach to working with them
- Involving children, young people, parents and carers in decision-making
- Inclusive approaches to working
- Promoting positive experiences and activities for children, young people, parents and carers

Aspects of service delivery that emerge as particular priorities for workforce development include:

- Supporting emotional as well as physical well-being
- Promoting opportunities for personal development
- Building resilience so that children and young people can meet the challenge of change and transition
- Developing decision-making skills
- The development of children and young people as young leaders/advocates



Further information

Children's Workforce Strategy Steering Group:

The Children's Workforce Strategy Steering Group was formed to develop, implement, monitor and evaluate the Strategy. Two sub-groups have been established: the CWD Task Group, which develops the annual action plans; and the Learning and Development Network, which provides a forum for all teams involved with workforce development.

In 'Building Brighter Futures: next steps for the Children's Workforce' (April 2008), the DCSF defines the children's workforce as crossing, *'the full range of sectors of employment and includ(ing) both the 'core' of people whose primary purpose is to work with children and young people and their families, or be responsible for their outcomes, and the wider workforce which includes people who work only partly with children, young people or their families or who have some responsibility for their outcomes as a part of a wider primary role. In addition, many people who work primarily with adults – for example in health, social care or justice – can have a significant influence on outcomes for children and need to consider their clients in their role as a parent and as a member of a family'*.

Children and Young People's Strategic Partnership (CYPSP)

Children's Workforce Strategy Steering Group (meets quarterly)

Chair: Head of Professional Development Service, Children and Young People's Services, Cambridgeshire County Council

Membership: General Adviser – Workforce Development (CCC), Early Years and Childcare Sector (CCC), Health (NHS Cambridgeshire, NHS Foundation Trust), Head of HR, Children and Young People's Services (CCC), Local Safeguarding Children Board, Organisational Development and Learning Manager (CCC), Police Authority, Schools Sector (CCC), Social Care (CCC), Sport (Living Sport), Voluntary Sector (Young Lives), Youth Offending Service (CCC)

Purpose and Responsibilities:

- i. To monitor and evaluate the development and implementation of Cambridgeshire's Children's Workforce Strategy
- ii. To give direction to the development of the strategy
- iii. To enable joint action planning
- iv. To establish sub-groups as required, e.g. a task group to re-write the annual priorities
- v. To agree the annual priorities
- vi. To lead on strategy refresh and re-write
- vii. To agree the allocation of resources to multi-agency training and development
- viii. To raise awareness of, promote and embed the strategy throughout the Partnership
- ix. To promote a learning culture across the Partnership
- x. To secure links with key partners, within and beyond the Partnership, e.g. CWDC, TDA

Children's Workforce Learning and Development Network (meets three times a year)

Chair: General Adviser – Workforce Development (CCC)

Membership: Up to two representatives from each sector represented on the Children's Workforce Strategy Steering Group; and/or from each of the training teams in Children and Young People's Services. Additional representatives may be invited to join the group as necessary. The group is sub-group of, and accountable to, the Children's Workforce Strategy Steering Group

Purpose and Responsibilities:

- i. To act as a Network for the Children's Workforce Learning and Development teams to share information and ideas
- ii. To support Integrated Working/ Workforce Reform through the development of an understanding of learning and development issues
- iii. To develop links between teams
- iv. To support the development of a consistent and high standard learning provision across the Partnership
- v. To raise awareness of, promote and embed the strategy throughout the Partnership

CWS 'Task Group' (meets Jan - March each year)

Chair: General Adviser – Workforce Development (CCC)

Membership: One representative from each sector represented on the Children's Workforce Strategy Steering Group

Purpose & Responsibilities:

The group is a sub-group of the CWS Steering Group, responsible for joint action planning on an annual basis to produce the yearly action plans.

Further information

National and Regional Organisation and Structures

In 2007 the newly created Department for Children, Schools and Families published the first ever Children's Plan: Building Brighter Futures. The plan's vision was to make this the best place in the world for children and young people to grow up; it looked at all aspects of a child's well-being and how excellent, integrated services should support families to give their children the best possible start in life.

The plan identified that the single most important factor in achieving its ambitions for children and young people was a world-class workforce, as *'excellent practice by committed and passionate workers changes young lives'*.

An expert group, made up of professionals, experts and representatives from across the workforce advised the Government on the development of a long-term strategy. The work of the expert group was informed by the questions set out in Building Brighter Futures: next steps for the Children's Workforce (April 2008) and subsequently the 2020 Children and Young People's Workforce Strategy, was published (alongside The Children's Plan: One Year On) in December 2008.

The strategy set 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

Whatever their role, the aim is to ensure that the workforce has the skills and knowledge to do the best job they possibly can to help children and young people develop and succeed across the five Every Child Matters outcomes: Being safe, Staying healthy, Enjoying and achieving, Making a positive contribution and Achieving economic well-being.

The strategy also sets out how the Government will work with Partners, and people in the workforce, to ensure that this vision is achieved and identifies the reforms that need to have impact across the whole of the children and young people's workforce as well as priorities for development in each part of it. The future priorities for the development of the whole children's workforce are identified as being:

- the strengthening of leadership and management support
- the development of coherent recruitment channels
- an understanding by all of what integrated working means for them
- a review and strengthening of the impact of the Common Core of Skills and Knowledge

- having the skills and knowledge to work in partnership with children, young people and their parents or carers
- having clear qualification, training and progression routes in all parts of the workforce and across it
- a 'safe' workforce that understands their responsibilities for safeguarding children and young people
- a workforce that is able to meet the needs of all children and young people, including those who are most vulnerable to poor outcomes

The key issues for each sector are also detailed.

The strategy sits in the context of the legislation to strengthen the legal framework for local Children's Trust arrangements and measures to improve the inspection and monitoring of local arrangements to safeguard children.

Other related plans and strategies are:

- Choice for Parents, the Best Start for Children - Ten-year Strategy for Childcare (DCSF, 2004)
- Training, Development and Support Standards for Foster Carers (CWDC, 2007)
- Aiming High for Young People - Ten-year Strategy for Positive Activities (DCSF, 2007)
- Championing children - a shared set of skills, knowledge and behaviours for managers of Integrated Children's Services (CWDC)
- Safeguarding Children – a shared responsibility (DCSF, 2007)

Further information

- Children and Young People Today (DCSF, Dec 2007)
- The Play Strategy (DCSF, Dec 2008)
- 21st Century Schools: A World-Class Education for Every Child (DCSF, 2008)
- Excellence and Fairness (DCSF, 2008) – the strategy for world class public services
- Aiming High for Disabled Children (DCSF)
- Care Matters: Time for Change for looked after and disabled children
- A High Quality Workforce – NHS Next Stage Review (2008) Children and Young People in Mind – review of CAMH services

The Expert Group reports can be found at www.dcsf.gov.uk/timetotalk

The Children's Workforce Development Council (CWDC)

The CWDC was set up in 2005 to support the implementation of the Every Child Matters – Change for Children agenda and their work supports the over half a million people in the children's workforce. The CWDC has two roles; it is part of Skills for Care and Development (SfC&D), the Sector Skills Council for social care, children and young people's workforces in the UK which addresses the skills needs of those in the CWDC's footprint. It is also a workforce reform agency and contributes and coordinates the Children's Workforce Network (CWN). The network includes others who work with children, not covered by the CWDC footprint including teachers, police and health service professionals.

Current national initiatives

This Strategy is launched at a time of unprecedented national initiatives in relation to the children's workforce, which are reflected in the Priorities and Outcomes. In summer 2009 the Social Work Task Force, which was set up by the DCSF to review front line social work practice, will report and it is certain that there will be new initiatives. Similarly, the review of Safeguarding that is underway will inevitably result in recommendations that have an impact on workforce development. It will be necessary to accommodate these national drivers, adapting and developing plans as appropriate.

Key current national initiatives include:

- Investing nearly £73 million over the next three years to enhance the capacity and skills of social workers by:
 - piloting a fast-track work based route into social work for mature professionals
 - running a campaign to encourage more people into social work in 2009/10
 - improving undergraduate and postgraduate training
 - piloting a newly qualified social work status that will offer a year of supported induction for new social workers

- developing a graduate trainee scheme for graduates who wish to change career and become a social worker
- developing and piloting a framework for professional development for social workers that will set out the standards and competences expected at different career stages
- Investing £305 million in early years to provide greater graduate leadership of practice in private, voluntary and independent settings towards the ambition of a graduate Early Years Professional in every full day care setting by 2015
- Investing £7.5m over three years in this and other measures to support the play workforce
- Investing £25 million in priority areas to realise improvements across the youth workforce, including a Youth Workforce Leadership and Development Programme for LA leaders charged with developing integrated youth support services and a third sector strategic partner; emerging leaders in all sectors; and front-line managers in all sectors
- Setting up a development programme for senior leaders which will offer structured training and support to every Directors of Children's Services
- Carrying out an annual self-evaluation of progress in relation to Integrated Working, using the CWDC's One Workforce Tool
<http://www.cwdcouncil.org.uk/one-childrens-workforce-framework>.