



# **Wirral Children's Workforce Strategy**

## **Statement of Intent**

Version 3 November 2009

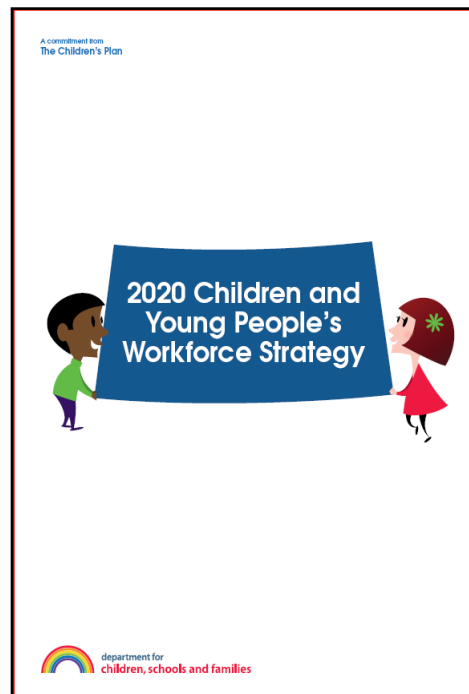
**Logos to be added**

# 1. Introduction

## 1.1 DCSF 2020 Children and Young People's Workforce Strategy

In December 2008 the DCSF published its Children and Young People's Workforce Strategy. This strategy for the workforce had been developed with the support of a group of experts drawn from across the children and young people's workforce.

The core of the approach is to make sure that everyone who works with children and young people – whatever their role – has the skills, knowledge and motivation to do the best job they possibly can. They must be able to ensure that children and young people are safe and can develop and succeed across all of the outcomes which underpin Every Child Matters: being safe, staying healthy, enjoying and achieving, making a positive contribution and achieving economic well-being.



### *Vision*

The vision within that strategy, supported and endorsed by the Wirral Children's Trust 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.

### *National Priorities*

The DCSF 2020 Children and Young People's Workforce Strategy identifies a number of priorities. These are:

- a more integrated approach to the development of leaders and managers, including extending the remit of the National College of School Leadership to develop a comprehensive package of support for current and aspiring Directors of Children's Services;
- a strategic approach to recruitment, including raising the profile of jobs in the children's workforce, tackling and encouraging the best new entrants to join it;
- supporting people in the workforce to develop skills and behaviours they need to work effectively in partnership with children, young people and parents and families, and with each other, in ways that help to secure better outcomes;

- ensuring that qualification, training and progression routes are accessible, high quality and help people in the workforce to develop their skills and their careers;
- ensuring that people in the workforce have skills and knowledge they need to support children who are particularly vulnerable, including those who are looked after, are disabled or have mental health needs;
- 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.

## **1.2 Our Vision for the Children’s Workforce in Wirral**

The Wirral Children and Young People’s Plan helps all those partners working with children and young people to work together on the right priorities in order to improve the lives of children, young people, their families and carers.

The plan says:

Children and young people are society’s future and with them rest our hopes and aspirations. Supporting their interests and welfare is paramount. Our most important principle is that we will secure an active partnership of parents, carers and services, working together to deliver the best outcomes for all our children and young people and thus enabling them to fulfil their potential.

Our vision is to enable Wirral’s children, young people and families to access services quickly in order to be secure, healthy, have fun and achieve their full potential.

The Wirral Children’s Workforce Strategy underpins the priorities and actions within that plan by seeking to ensure that all people working with children and young people have the best possible personal and professional development, knowledge and skills, behaviours and aptitudes, support and advice. It helps organisations, services and team to work better together so that the child remains at the centre of our services.

## **1.3 Partnership Working**

Crucial to the effective implementation of the Children and Young People’s Plan is the fact that no single agency or team is solely responsible for the improvement in outcomes for children and young people. Partnership working is essential if we are to achieve the ambitions with the Children and Young People’s Plan. The plan enables partners and partnerships to prioritise the outcomes expected and determine what strategies are needed to achieve them.

Sometimes this will be achieved through the agreement and alignment of priorities and actions. Sometimes this will be achieved by integration of teams and services. Effective workforce planning, development, training and support are all essential if partnership working is to have the impact we want.

#### **1.4 Mapping the Connections**

Children and young people's workforce development is not just about training. It is a combination of a range of workforce issues such as workforce planning, professional development, qualifications, performance management, appraisal, induction, recruitment and selection, etc.

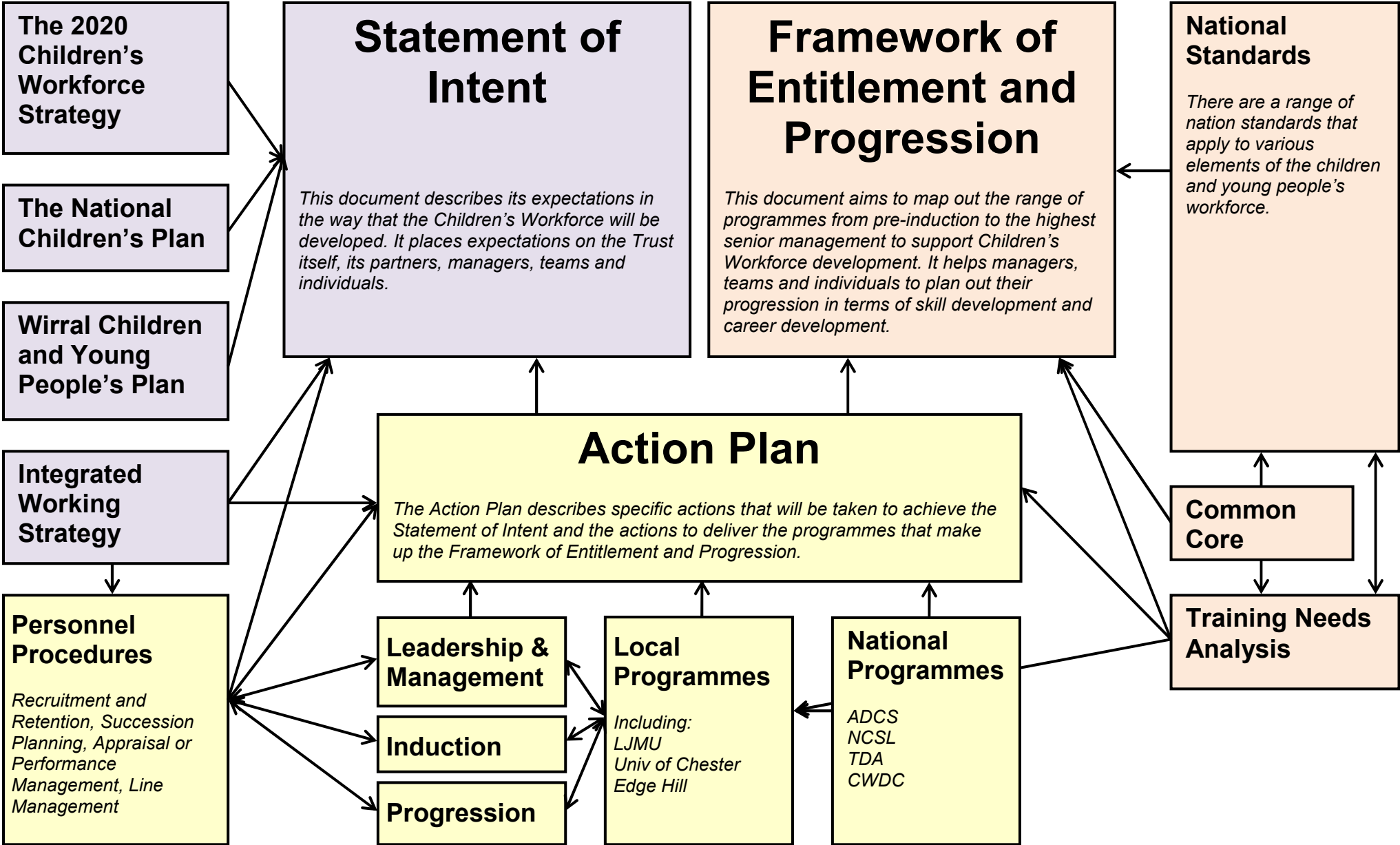
The diagram on page 5 tries to map out the various connections between elements of workforce strategy.

#### **1.5 What do Children and Young People Want?**

This is what children and young people say they want and there are obvious implications for children and young people's workforce development.

- Children and young people want to be listened to and feel respected
- Children and young people want consistency in approach by professionals
- Children and young people want to feel safe, secure and wanted
- Children and young people want bullying to be tackled
- Children and young people and their families want to be empowered and involved in decisions which affect them
- Children and young people and their families want access to timely, flexible, quality services
- Where there are long-term health, social care and additional needs families want a single point of contact, who understands their specific needs, to help them negotiate their way through multiple service contacts and ensure services are co-ordinated and achieve intended outcomes
- Where there are health, social care and additional needs families require clear and accurate information delivered in a manner that is appropriate to their particular situation, recognising the barriers they may face in accessing services
- They want to see people who are: Motivational – Talkative – Authoritative – Determined – Responsible – Patient – Co-operative – Generous – Consistent – Organised – Life experienced with family problems – Enthusiastic – Friendly – Confident – Positive – Honest – Kind – Helpful – Have a good sense of humour
- They want to see people who balance both fun and discipline to make the learning process successful: Promote Self Esteem – Listen and Understand – Are Professional Can advocate – Believe all Children and Young People are equally important – Show Respect – Provides Leadership – Understands the needs of Children and Young People – Acts as role models – Do what they say they will – Communicate – Are approachable – Values other views and opinions

# Wirral Children's Workforce Strategy



## 1.6 Who Makes Up the Children's Workforce

The children and young people's workforce is large, diverse and complex.

The illustration on page 6 is taken from the 2020 Children and Young People's Workforce Strategy. It seeks to illustrate 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 the workforce would identify themselves as working in more than one 'segment'. However, the diagram provides a helpful tool for understanding the workforce as a whole and the scope of this strategy.

This strategy is supported by the full range of partners including Children's Services, Health, Connexions, VCFS, etc.

## 1.7 The Common Core of Skills and Knowledge

The Common Core of Skills and Knowledge for the children and young people's workforce set out 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 describes under six main headings:

### *The Common Core of Skills and Knowledge*

- effective communication and engagement with children, young people and families;
- child and young person development;
- safeguarding and promoting the welfare of the child;
- supporting transitions;
- multi-agency working;
- sharing information.





## 1.8 The CWDC One Children’s Workforce Tool

In 2008 the Children’s Workforce Development Council developed a framework to support the development of the children and young people’s workforce.

This framework identifies a number of inter-connected strands of development, all of which contribute to a coherent and effective workforce: one children and young people’s workforce.



For each of the “rainbow colours” there are a number of descriptors which can be used at Trust, manager, team, individual, child and family levels to help support the development of the workforce.

### Examples of the kinds of solutions that Children’s Trusts might look to

Shared identity, purpose & vision	Brand   Vision   Communication   Engagement   Leadership   Performance culture
Common values & language	Physical expression of common values & language   Communication   Engagement   Leadership
Behaviours	Set of defined behaviours   Communication   Engagement   Leadership
Integrated working practices	Common Assessment Framework   Lead professional   Info sharing   Integrated services   Team Around the Child   Early identification
High quality appropriately trained	Career pathways   Qualifications   Induction   CPD   Skills audit   Recruitment   Standards   Leadership & management skills   Retention   PDP/Appraisal   Training   Skills   Supervision
Complementary roles	Remodelling   Locality based working   Collaboration
Capacity	Succession planning   Diversity   Workforce planning   Workforce data   Organisational structures   Workforce strategy   Third sector
Outcome focus	Connection from Local Workforce Strategy (LWS) to Children and Young People’s Plan   Evidence base for LWS   Performance management

The One Children’s Workforce Framework and Tool has been developed by



with support from local area representatives and national partners



## **1.9 Our Assessment of Where We Are**

The Children's Workforce Development Council's One Children's Workforce tool aims to help us work out where our Children's Trust is up to on developing one children's workforce - 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. It will help us move from good to world-class by helping us work out where we want to be and how to get there.

It is different to other assessment and improvement frameworks in that it looks at the children's workforce across all sectors and professions of the Children's Trust. It focuses on those aspects of workforce reform that are crucial to working together to deliver Every Child Matters outcomes.

The tool does not have a start and finish date. Rather the intention is for Children's Trusts to use it to support improvement on an ongoing basis.

Appendix 1 contains the latest self-assessment of where we are using the CWDC One Children's Workforce tool.

This has been used to inform our priorities.

## **1.10 Why a Statement of Intent**

We wanted to move beyond just having a vision and nice words about how we would all work together. We have therefore expressed our strategy in terms of clear intentions, commitments and expectation of partners, teams, managers and individuals across the Children's Trust.

## **1.11 Framework of Entitlement and Progression**

The children's workforce strategy group is working on a framework which tries to map out the sorts of professional development opportunities and entitlements across all of the strands of the children and young people's workforce in order to enable managers and individuals to assess where they are and what steps are appropriate for further training and development.

## **2. What the Wirral Children's Trust Intends To Do About Children's Workforce Development**

The Trust will:

- 2.1 fully commit to the Wirral Children's Workforce Strategy and especially the Framework of Entitlement and Progression so that everyone working with children is clear about the strategic direction of our work, their skills need, development opportunities, entitlement and accountability
- 2.2 expect all partners, managers, teams and all of the children's workforce to fully engage with the Wirral Children's Workforce Strategy
- 2.3 support the development of Wirral Children's Workforce through financial support and the commitment for staff to be released to engage in relevant programmes
- 2.4 co-ordinate, monitor and evaluate the impact of the Wirral Children's Workforce Strategy to ensure that the required skills are being developed and impacting on outcomes for children
- 2.5 be proactive about responding to the outcomes of the monitoring and evaluation of the Wirral Children's Workforce Strategy and the Trust will promote ways of working so partners can mutually challenge each other over Children's Workforce development
- 2.6 work closely with a range of local, regional and national providers
- 2.7 establish, implement and uphold a clear model for how partners, teams and individuals will work with children including a model for integrated working
- 2.8 make explicit the key priorities for Children's Workforce Development; the priorities for 2009-2011 are in the associated Action Plan
- 2.9 actively encourage innovative thinking and working
- 2.10 ensure that professional development programmes enable staff to meet required minimum qualifications and they should incorporate further accredited opportunities where possible
- 2.11 actively promote Leadership and Management development across all partners within the Trust
- 2.12 ensure effective succession planning

### **3. What Managers Will Do About Children's Workforce Development**

Managers across all partners that comprise Wirral's Children's Trust will:

- 3.1 fully commit to the Wirral Children's Workforce Strategy in order to develop their workforce and build effective teams
- 3.2 adopt recruitment and selection procedures that clearly indicate the skills required and the expectation on employees to fully engage with the Wirral Children's Workforce Strategy (for example, all new employees from all partners undertake the Common Induction Programme)
- 3.3 use Performance Management/Appraisal processes to underpin the Wirral Children's Workforce Strategy and in order to systematically determine the professional development needs of staff. Every member of the Wirral Children's Workforce will have at least one appraisal target/objective related to the key priorities in the Wirral Children's Workforce Strategy
- 3.4 establish with their workforce a commitment to multi-professional working and integrated working (as appropriate). They will actively promote the skills, aptitudes and attitudes for successful multi-professional working
- 3.5 ensure that job descriptions, roles and responsibilities are clear and appropriate in the light of the priorities in the Children & Young People's Plan, the Wirral Children's Workforce Strategy and the developing models of working (for example, job descriptions will be regularly reviewed)
- 3.6 based on systematic training needs analysis of teams and individuals, plan the professional development of their staff and allocate time and resources accordingly
- 3.7 engage in the ongoing development of their own Leadership and Management skills and they will promote the development of the Leadership and Management potential within the workforce
- 3.8 use supervision and line management processes to support the Wirral Children's Workforce Strategy (for example, documentation to support supervision and line management will include ongoing professional development as a standing item)
- 3.9 monitor and evaluate the impact of the professional development of their staff. Managers are accountable to their head of service and through them to the Trust for the impact of the Wirral Children's Workforce Strategy
- 3.10 will be conscious of the fact that staff belong to several teams and support effective "matrix management"
- 3.11 ensure that staff are kept up-to-date with safeguarding policy and practice
- 3.12 be proactive about workforce planning rather than reactive when vacancies arise and including appropriate succession planning and retention strategies

#### **4. What Teams Will Do About Children's Workforce Development**

Teams across all partners that comprise Wirral's Children's Trust will:

- 4.1 subscribe to the model of multi-professional and/or integrated working (as appropriate) and actively work to ensure successful team working
- 4.2 endeavour to fully understand their role and skills' strength and they will respect the roles and skills' strengths of others and how they complement each other for the success of the team
- 4.3 recognise that staff are often members of several teams and they are expected to fully contribute to all of them, commit to the priorities of all of them and to all the team managers

## **5. What Individuals Will Do About Children's Workforce Development**

Individuals across all partners that comprise Wirral's Children's Trust will:

- 4.1 be committed to their own professional development in line with the priorities of the Children and Young People's Plan, the Wirral Children's Workforce Strategy and those of their team
- 4.2 complete as part of the Performance Management/Appraisal cycle a training needs analysis which takes into account the various priorities and the common core competences
- 4.3 commit to Common Induction Programme (which will include reference to the common core competences) for new cohorts and those new in post
- 4.4 adhere to the relevant Code of Practice or professional standards
- 4.5 ensure they are clear about the requirements of their role within the context of the Children and Young People's Plan and priorities for their service
- 4.6 monitor and evaluate the impact of their professional development
- 4.7 engage in an ongoing basis professional development in order to keep up-to-date with safeguarding policy and practice

## 6. Priorities for Wirral Children's Workforce Strategy for 2009-2011

Priority	Description
6.1	Complete the Wirral Children's Workforce Strategy including: <ul style="list-style-type: none"> <li>• The Statement of Intent</li> <li>• The Framework of Entitlement and Progression</li> <li>• The Action Plan</li> </ul>
6.2	Gain agreement on the overall framework and over the Statement of Intent with the Children's Trust
6.3	Agree the terms of reference and membership of the Children's Workforce Strategy Group Establish capacity to deliver the Wirral Children's Workforce Strategy
6.4	Further develop key programmes as agreed by the Children's Trust <ul style="list-style-type: none"> <li>• Common Induction Programme</li> <li>• Leadership and Management</li> </ul> in conjunction, as appropriate, with partner providers
6.5	Promote the Workforce Strategy and the Statement of Intent across all partners and all the workforce Develop our approaches to Recruitment and Selection and Appraisal, Line Management and Supervision in order to promote the Wirral Children's Workforce Strategy
6.6	Use the CWDC Tool to assess our readiness to implement the various aspects of the Wirral Children's Workforce Strategy Use the CWDC Tool to promote the Wirral Children's Workforce Strategy across all providers of the Trust
6.6	Continue to develop and implement the Integrated Working Strategy
6.7	Undertake reviews and updates of job descriptions and skills needs (this is needed prior to implementing Training Needs Analysis) Develop and implement Training Needs Analysis across all partners of the Trust