

Ealing Children's Trust - Children's Workforce Strategy 2010-2013

Summary for Workforce Leaders and Practitioners

Supporting our workforce

The Ealing Children's Trust has developed a Children's Workforce Strategy as a key part of implementing the Every Child Matters agenda.

Our vision for Ealing is to ensure that **'we can create an integrated children's workforce that will enable children and young people to reach their full potential. We want to attract, retain and develop a workforce that is skilled, motivated and works together'**

To achieve this we need to enable our children and young people's workforce to benefit from appropriate leadership, management and supervision, and provide them with ongoing learning and development opportunities.

The Children's Workforce Strategy has been produced by the multi-agency Children's Workforce Strategy Group following consultation with Children's Trust partners, staff, managers and children and young people.

Who are the children's workforce?

The Government's vision for the Children's Workforce is that everyone whose work is concerned with children and young people, whether working in a paid or voluntary capacity, full-time or part-time, is part of the children's workforce.

This includes workers from:

- Early years
- Sports and culture
- Justice and crime prevention
- Youth work
- Social, family and community support
- Health
- Education

Supporting our workforce is a vital part of delivering local service outcomes **'to create a great place for every child and young person to grow up'** as set out in the Ealing Children and Young People's Plan.

Why do we need a workforce strategy?

The strategy will help us to strengthen and improve co-ordination with our partner agencies within the Children's Trust to facilitate joint planning, integrated working and shared learning and training.

What does the strategy tackle?

This strategy sets out 4 priorities that we intend to take action on over the next three years. They are:

1 Recruiting the children's workforce

To attract high quality people to join the children and young people's workforce in Ealing through workforce planning and a strategic approach to recruitment

2 Inducting, developing and retaining the children's workforce

To invest in and retain good quality staff and continue to improve outcomes for service users e.g. by ensuring that all staff have the Common Core of Skills and Knowledge

3 Supporting integrated working practices

To ensure that everyone who works or volunteers with children and young people knows about and uses effective integrated working practices e.g. Information Sharing

4 Strengthening leadership

Build on and extend existing joint development of leaders and managers to enable them to lead integrated services and people from backgrounds which are different to their own

What happens now?

By following the guidance within the Strategy, managers and leaders will be able to identify workforce requirements as part of the service and team planning process. This will contribute toward a workforce plan that will inform us of how we are going to ensure we have the right people to deliver our services.

The 'One Children's Workforce Framework and Tool' shown below will be used to measure progress being made and to identify areas for improvement that will have the greatest positive impact on Every Child Matters Outcomes.



Developed by CWDC with support
from local area representatives
and national partners

cwdc
Children's Workforce
Development Council

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Progress will be monitored and evaluated by the Children's Workforce Strategy Group and reported to the Children's Trust Board.

Where can I find out more information?

You can contact Julia Senior-Smith, Children's Workforce Project Manager on julia.senior-smith@ealing.gov.uk or 020 8825 9755

If you want to read the full strategy document you can find it in the 'Information for Practitioners' section of the website www.ealing.gov.uk/childrenstrust

Ealing Children's Workforce Strategy 2010 to 2013

Working together to create an integrated children's workforce that will enable children and young people in Ealing to reach their full potential

June 2010



*Creating a great place for every
child & young person to grow up*



Contents

1 Foreword	1
2 Our Vision	2
3 Introduction	
3.1 About Ealing Children's Trust	2
3.2 The Children and Young People's Plan and the Workforce	3
3.3 The Children and Young People's Workforce in Ealing	4
4 The Government's Vision for 2020	5
5 One Children's Workforce Framework	6
5.1 Recommendations Arising from the One Children's Workforce Framework Self-Assessment.....	7
6 Key Priorities for the Workforce	9
7 Achievements 2007-09	9
8 Strategic Objectives 2010-13	11
8.1 Revised key priorities for the Children's Trust.....	11
8.2 What everyone is expected to know and do as part of their role	13
8.3 Sector specific learning and development	15
9 Consulting and Engaging with Children and Young People	18
10 Delivering the Strategy and Monitoring Progress	18
Appendix 1: Workforce Strategy Group Membership	
Appendix 2: Workforce Strategy Group Terms of Reference	

1 Foreword

Dear colleagues

The last few years have seen a significant amount of new legislation and further requirements placed on all of us to provide a more effective service for children, young people and their families. Increasingly, as a group of agencies, our services for children have become more integrated as we work more closely together as a Children's Trust.



Nationally there has been a priority given to developing the Children's Workforce as 'One Workforce'. As a consequence we have carried out a review of our existing strategy and objectives with regard to all those who support, or work, with children and young people in Ealing. Our strategy includes all our key partners and all adults whether paid staff or volunteers. We have also taken on board, amongst other things, the Government '2020 Children and Young People's Workforce Strategy' and the Children's Plan.

The refreshed strategy, as set out in this document, presents the key priorities, aims and objectives for us, as Ealing's children's workforce, developed through a range of focus groups and meetings with staff from across all agencies working with children and young people.

It is our ambition to meet the aspirations contained in this strategy and achieve our vision to make Ealing a better place for children and young people.

A handwritten signature in black ink, appearing to read 'David Archibald', written in a cursive style.

David Archibald
Executive Director for Children and Adults

2 Our Vision

The challenge has been to create a vision to which all members of the children's workforce in Ealing can relate. A vision that informs and supports an increasingly integrated* workforce, and which helps to create a shared identity across a diverse range of organisations, professions and sectors.

As outlined in our 2007-2010 Children and Young People's Plan, our vision is to:

"Ensure that Ealing will be a great place for every child and young person to grow up"

To achieve this we need to ensure that:

In Ealing we can create an integrated children's workforce that will enable children and young people to reach their full potential. We want to attract, retain and develop a workforce that is skilled, motivated and works together.

* Integrated working focuses on enabling and encouraging professionals to work together effectively to deliver frontline services

3 Introduction

This strategy sets out our vision and aspirations for our children and young people's workforce. A workforce that encompasses people who work or volunteer in Ealing with children or young people between the ages of 0-19 and their families.

It is an updated Children's Workforce Strategy for Ealing which describes the steps to be taken to achieve a reformed and integrated workforce, a workforce that is able to support the delivery of the Children and Young People's Plan, and to promote understanding of the concept of 'One Children's Workforce'.

The strategy takes into account the key council priorities and work in progress across the Children's Trust when addressing what needs to happen in relation to reforming the children's workforce so that it becomes more integrated.

This strategy will be used as a guide to support managers with their workforce planning and development to ensure that services offered to children, young people and their families are of a high quality and meet their needs.

3.1 About Ealing Children's Trust

The Every Child Matters: Change for Children Agenda, underpinned by the Children Act 2004, sets out the guidance for how all services and organisations should work together to improve the life chances of all children and young people from birth to age 19.

The Government's aim is for every child, whatever their background or their circumstances, to have the support they need to achieve the Every Child Matters (ECM) outcomes.

At a local level this places a duty on children's services to work together in an integrated way to achieve these outcomes through a Children's Trust. Ealing Children's Trust is made up of the many organisations and agencies who deliver services to the children, young people and families in the borough, such as: West London Mental Health Trust (WLMHT), Metropolitan Police Service and Ealing Service for Children with Additional Needs (ESCAN).

The key partners within the Children's Trust now have a legal responsibility to co-operate to improve outcomes for all children and young people. For the first time workforce planning has to cross organisational boundaries and managers are expected to lead their workers through the change process.

This work is managed by Ealing Children's Trust Board which is responsible for overseeing the implementation of the borough's Children and Young People's Plan, and for developing a consistent and strategic approach to the planning, delivery and improvement of services. The board has representation from all key stakeholders including community and voluntary groups, the health service, elected members and head teachers.

3.2 The Children and Young People's Plan and the Workforce

The Children and Young People's Plan (CYPP) sets out the local priorities to improve outcomes for all children and young people in order to meet the requirements of the Every Child Matters agenda.

This means that in Ealing, we are setting local goals to improve outcomes for all 77,000 children and young people in the Borough by working together and commissioning services strategically. This can only be achieved by having a children's workforce that is committed, highly skilled and integrated to enable every child to reach their full potential.

In Ealing the CYPP lists the Every Child Matters outcomes as follows:

Be Healthy – encourage healthy lifestyles

Stay Safe – ensure that Ealing is a safe place for children to grow up

Enjoy and Achieve – encourage children in Ealing to love learning and achieve their potential

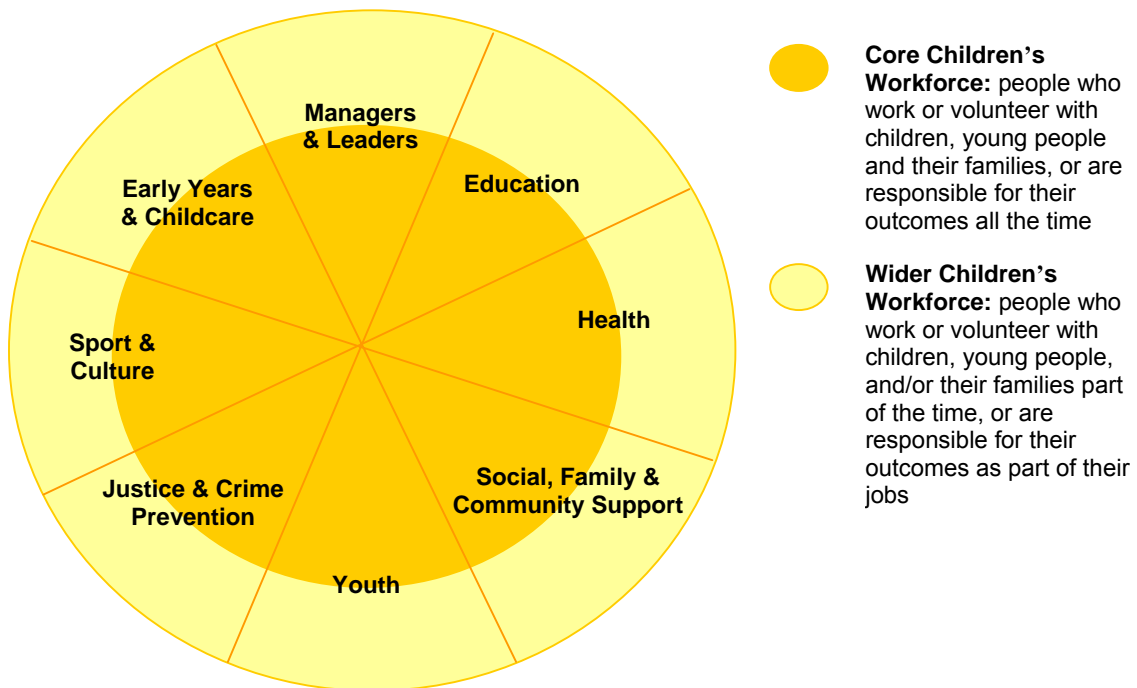
Make a Positive Contribution – create a thriving voice for children and young people in Ealing

Achieve Economic Well-being – ensure all children and young people have the opportunity to become successful, independent adults

More detail of the CYPP revised local priorities 2009/10 can be found at:

www.ealing.gov.uk/services/social_services/children_family_care/childrens_trust/candyp_plan

For the purpose of this strategy, the main sectors in the Children's workforce are the same as those described in the Government's 2020 Children and Young Peoples Workforce Strategy depicted in the following diagram:



The main focus for this strategy is the core children's workforce. It is important that we recognise and value the diverse nature of the workforce and the different contributions everyone has to make to improve outcomes for children and young people.

3.3 The Children and Young People's Workforce in Ealing

Within the Local Authority Children and Families Service there is a directly employed workforce of approximately 874 people. The Local Authority Schools Service employs 144 people, there are 6,563 people employed within schools and there are 1,200 governor posts (volunteer) in schools across the Borough.

Within the Health Sector, there are 442 people employed who work with children in range of jobs in NHS Ealing and West London Mental Health Trust (WLMHT).

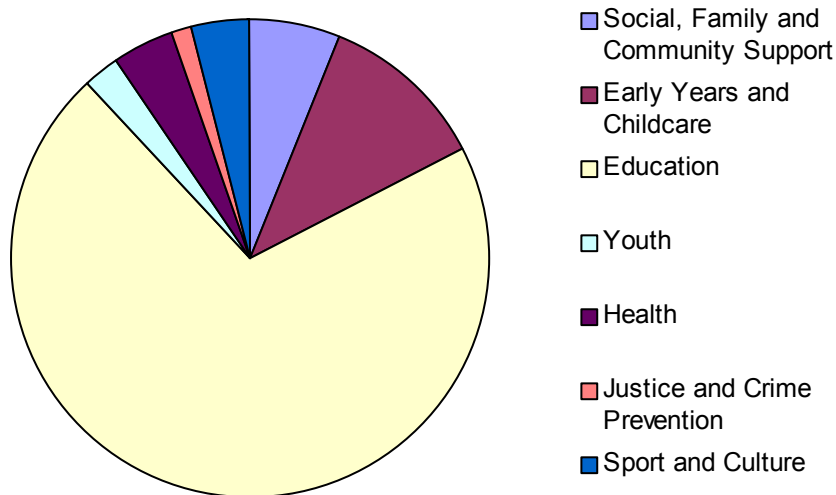
A key partnership within the Children's Trust is the Ealing Community and Voluntary Service (ECVS), which represents an estimated 324 number of organisations delivering services to children, young people and their families. There are approximately 10,000 voluntary sector staff working within the children's workforce in Ealing.

The Children's Workforce Development Council (CWDC) launched its local Workforce Strategy Partners Programme (WSPP) in April 2007 to support third and private sector engagement in workforce reform at a local level. The three year funding for this programme has been extended for an additional year to 2010/11. This will enable the Children's Trust to continue to engage with third

and private sector organisations in the development, delivery and review of this workforce strategy and associated action plans.

At a strategic level, Ealing Community and Voluntary Service (ECVS) is the Children's Trust's link to the third and private sector in terms of workforce planning and development and they are represented on the Children's Workforce Strategy Group (CWSG).

The following diagram depicts the estimated children and young people's workforce in Ealing:



For future workforce planning it is essential that we are able to map the children's workforce in Ealing. This process can be supported by using the guidance set out in the 'Harmonised Data Standards and Definitions for the Children & Young People's Workforce' April 2009. This is a nationally recognised minimum data set for the children's workforce which will help the Children's Trust adopt a consistent approach to improving the quality of information about the workforce over time.

Work needs to be undertaken to establish effective data capture agreements and processes with all partners to ensure appropriate capture and sharing of data. Once data is captured, there needs to be an effective system for data analysis that informs strategic planning, resource allocation, collaborative working and the specification and delivery of preventative services and early intervention initiatives.

4 The Government's Vision for 2020

In 2008 the UK Government published its '2020 Children and Young People's Workforce Strategy'. This important document takes a long-term view on workforce reform, based on the work of the expert group set up since the 2008 report "Building Brighter Futures: Next Steps for the Children's Workforce" was published. It sets out a vision that everyone who works with children and young people should be:

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

The strategy describes how everyone in the children's workforce will receive the support and development they need to achieve this vision. It also identifies planned reforms for the whole workforce, setting out a number of areas in which the Government will work with partners to secure improvements. These include:

- A more integrated approach to the development of leaders and managers
- A strategic approach to recruitment
- A workforce that works in partnership with children, young people, parents and with each other
- A workforce that has shared values and the skills and knowledge they need
- A workforce that understands safeguarding responsibilities
- Establishing a knowledge bank for the children and young people's workforce
- Ensuring that qualifications, training and progression routes are accessible

The strategy also sets a clear direction and identifies priorities for the development of each sector of the children and young people's workforce. These are youth, justice & crime prevention, sport & culture, early years & childcare, education, health and social, family & community support.

The Government's vision for the Children's Workforce is that everyone whose work is concerned with children and young people, whether working in a paid or voluntary capacity, full-time or part-time, is part of the **'One Children's Workforce'**. This includes people who manage or provide support to those whose primary role is to work with children, young people and their families.

5 One Children's Workforce Framework

The 'One Children's Workforce' framework, designed by the Children's Workforce Development Council (CWDC), sets out seven key areas where Children's Trusts need to make progress with workforce reform in order to improve outcomes for children, young people and their families. The seven key areas are illustrated in the following workforce reform rainbow:



Developed by CWDC with support from local area representatives and national partners



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In 2009, Ealing Children's Trust managed a self-assessment process to gain an understanding of the baseline performance against the One Children's Workforce Framework, determining the Trust's position with regard to developing an integrated and high quality workforce. This was achieved by gaining feedback from front line staff and managers through focus groups and an online questionnaire designed to gain multi-agency responses.

From this information a series of recommendations against each of the categories represented by the One Children's Workforce Framework were identified. A summary table of the recommendations is below:

5.1 Recommendations Arising from the One Children's Workforce Framework (OCWF) Self-Assessment

OCWF	Areas for improvement
Shared identity, purpose and vision	<ul style="list-style-type: none"> • Clarify shared identity, purpose and vision and communicate to the wider workforce • Reinforce the vision and identity with the wider workforce • Provide networking events to celebrate and share successes
Common values and language	<ul style="list-style-type: none"> • Cascade policies and procedures to all staff, including part-time and volunteers • Demonstrate common values and language • Remove jargon from all materials and publications and ensure accessibility to all

Behaviours focused on positive outcomes for children and young people	<ul style="list-style-type: none"> • Enable staff to receive regular feedback on their behaviours from parents, co-workers and children • Consider appropriate behaviours to communicate to the children's workforce
Integrated working practices	<ul style="list-style-type: none"> • Increase understanding about what integrated working means and how this affects roles, responsibility and capacity • Promote information sharing, particularly with the third sector and volunteers • Increase senior leadership sponsorship to support integrated working • Support front line staff to embed integrated working practices • Improve IT to support information sharing • Develop an integrated approach to quadrants
High quality, appropriately trained workforce	<ul style="list-style-type: none"> • Increase opportunities for multi-agency training which is easily accessible • Develop forums for discussion to increase knowledge about other agencies roles
Complementary roles focused around children and young people	<ul style="list-style-type: none"> • Alleviate concern amongst staff of losing specialist knowledge within multi-disciplinary teams • Share information about emerging roles • Update job descriptions as roles change
Capacity to deliver and keep children safe	<ul style="list-style-type: none"> • Communicate children's workforce strategy and raise awareness about workforce issues • Recruit efficiently to ensure that there are enough people with the right level of skills to manage the workload
Every Child Matters Outcomes	<ul style="list-style-type: none"> • Provide clear objectives about what should be achieved and clarify the benefits for children and young people • Publish an easy to read version of the Children and Young People's Plan for staff

Consideration about how to make improvements with regard to the above recommendations will be incorporated into the service and team planning process together with other priority areas identified.

The One Children's Workforce Framework will continue to be used nationally by Children's Trusts to self-assess progress being made with regard to local workforce development and reform. Further details of the framework and tool can be found at: <http://onechildrensworkforce.cwdcouncil.org.uk>

6 Key Priorities for the Workforce

In 2007, the first Ealing children's workforce strategy was developed in conjunction with representatives from different sectors of the workforce. Stakeholder mapping and consultation was undertaken which helped to identify four key priorities around which the strategy was developed:

Priority one: recruitment

- Explore imaginative approaches to attracting people into the workforce in Ealing
- Encourage recruitment from the local community
- Ensure safe recruitment and ongoing safeguarding in the workforce

Priority two: induction, retention and development

- Ensure that diversity is reflected in the children's workforce and that the work force reflects the composition of the Ealing community
- Better identification and provision of multi-agency training needs
- Embed the Common Core of Skills & Knowledge** and the Common Induction standards
- Recognise and address retention issues
- Promote knowledge and skills in facilitating participation by children, young people and parents

Priority three: integrated working

- Introduction of the Common Assessment Framework (CAF), lead professional, information sharing and co-operation across services
- Ensure that there are effective performance management arrangements in place
- Agree common policies, procedures and standards across agencies

Priority four: leadership

- Develop management and cultural change programs that reflect working in integrated multi agency services

This 2010-13 strategy will continue with addressing workforce reform in relation to these key priorities for the workforce, as set out in section 8.

7 Achievements 2007-09

Ealing's Children's Services has been successful in achieving the following national recognition:

- 2008 - Local Government Chronicle Best Children's Services Award
- 2009 - Children and Young People Now Awards: Best Corporate Parent, Best Youth Service and Council of the Year for Children's Services
- 2010 - Municipal Journal's Best Achievement in Children's Services Award 2010 short list

In addition, significant progress has been made since 2007 with each of the key priorities listed in Section 6. Some examples are:

Recruitment

- 6 students have taken up employment in Ealing through the Social Work Graduate Scheme, a scheme that supports students in their final year, and 4 more are due to complete in July 2010
- The senior social worker role was further developed and given a revised career grade, and existing experienced social workers were encouraged to apply, significantly increasing the number of senior social workers in post to 36
- A dedicated website was developed and went live in 2009 to support with the recruitment of front line social workers and social work managers, addressing a gap in the workforce that had been prioritised

Induction, retention and development

- Over 20 senior social workers and deputy managers will complete the Advanced Child Protection Programme in July 2010
- 40 newly qualified social workers have received a comprehensive programme of support since 2008 to assist them with their professional development
- 376 school support staff achieved specialist/accredited qualifications
- 90 higher level teaching assistants (HLTAs) and senior teaching assistants gained the nationally recognised status and work closely with teachers to support pupil's learning and Every Child Matters (ECM) outcomes
- Since April 2007, 139 Children's Services employees have attended an appraisal training or appraisal briefing session
- 2009 saw the introduction of a corporate on-line appraisal system, the last "self service" module to be rolled out under the HR Fit for Business Programme
- 5 senior managers have taken on the role of mentors to help develop other employees on the new 2010 mentoring scheme

Integrated working

- Children's Trust Area Briefings have been held bi-annually, from different sites, attracting professionals from all agencies to hear about key developments in children's services and share information

Leadership

- 23% of schools have taken part in Ealing's CPD leadership programme delivered with the London Centre for Leadership in Learning (LCLL) and VT four S
- Leadership conferences for school and Local Authority leaders are organised on an ongoing basis
- 21 school support staff are undertaking the National College for School and Children's Leadership (NCLS) certificate in school business management
- 9 Children's Services managers are attending the Middle Managers Programme (cohort 2) which leads to a diploma in management level 5. 8 attended cohort 1
- 6 managers attended cohort 1 of the Senior Leadership Programme and 8 are attending cohort 2. This leads to an optional award in strategic leadership at level 7
- 3 Leadership Forums are run each year for the top 3 tiers of leaders

- 7 children's services supervisors attended year 1 and 2 attended year 2 of the supervisors programme, leading to an award at level 2 in team leading and a certificate at level 3 in supervisory management
- The school improvement team has developed a toolkit to support schools in successfully building leadership capacity
- Ealing has secured funding to work in collaboration with two neighboring authorities to further develop leadership succession planning

8 Strategic Objectives 2010-13

This section of the strategy addresses the following:-

1. Revised key priorities for the Children's Trust
2. What everyone is expected to know and do as part of their role
3. Sector specific learning and development

8.1 Revised key priorities for the Children's Trust

This strategy continues with the same four key priorities identified in Ealing's Children's Workforce Strategy 2007-09. However, in the light of the Government's 2020 Children and Young People's Workforce Strategy published in 2008, they have been revised as follows:

Priority one: Recruiting the children's workforce

Aim: To attract high quality people to join the children and young people's workforce in Ealing through workforce planning and a strategic approach to recruitment

Objectives:

- Raise the profile of jobs within the Children's Trust as a whole by pooling resources as appropriate for multi-agency recruitment drives by having a local marketing programme
- Support targeted recruitment to specific sectors eg: social work
- Ensure that local young people know where to receive information about careers in the children and young people's workforce by engaging with schools, colleges and the connexions service to help them respond to local needs
- Expand the number of V-Talent volunteering programmes and apprenticeships across the children and young people's workforce
- Support safer recruitment by ensuring that all organisations employing staff to work with children or young people check that the individuals it employs are registered with the vetting and barring scheme
- Establish workforce data using Harmonised Data Standards as a guide to enable effective workforce planning
- Ensure that workforce planning is embedded in the service planning process

Outcome: The needs of children and young people and their families are met by ensuring that there is a good quality service provided through effective and ongoing workforce planning and recruitment

Priority two: Inducting, developing and retaining the children's workforce

Aim: To invest in and retain good quality staff in order to reduce the adverse impact on service provision that a high staff turnover brings and continue to improve outcomes for service users

Objectives:

- Develop common induction training across the Children's Trust and ensure all new staff meet induction and probation requirements of the Trust and their employer
- Ensure that existing staff have the common set of skills and knowledge required by every person working within Children's Services
- Recognise and address retention issues and review and update sector specific retention packages to ensure they remain competitive and appropriate
- Develop information about different career pathways within the children's workforce
- Offer continuous professional development (CPD) that meets individual staff and service needs to support retention
- Use performance management effectively by linking to agreed competencies and providing regular supervision and appraisal
- Promote and support access to high quality training and development both before people are qualified and as their careers develop
- Continue to monitor staff workloads and outcomes and review resources accordingly

Outcome: There is a positive impact on practice as professionals develop their skills and build rewarding careers, enabling a continuous and high quality service delivery to children, young people and their families

Priority three: Supporting integrated working practices

Aim: To ensure that everyone who works or volunteers with children and young people knows about and uses effective integrated working practices e.g. Information Sharing, the Common Assessment Framework and the Lead Professional role

Objectives:

- Ensure all staff are aware of the range of different services that are potentially available to improve service users life chances and breakdown silos between different service areas
- Provide opportunities for staff to develop relationships and understanding between sectors and organisations in order to embed streamlined processes, which result in effective integrated working
- Promote the use of the Common Assessment Framework as an accepted assessment for supporting referrals, and empower and equip staff to implement the role of the lead professional
- Develop knowledge and understanding of good practice in information sharing processes and tools so that risk is managed and they are used appropriately by all agencies as needed

- Support staff in their understanding of integrated working so that they work confidently and effectively across all agencies and that lessons learned by partner agencies can be shared

Outcome: Children, young people and their families will benefit from a 'team around the family' - a group of professionals working together to provide targeted or enhanced services that meet their needs and ensure that transitions are supported

Priority four: Strengthening leadership

Aim: Build on and extend existing joint development of leaders and managers to enable them to lead integrated services and people from backgrounds which are different to their own

Objectives:

- Continue to identify opportunities to bring leaders, and potential leaders, from other agencies together through their training and establish ways to share good practice and develop local plans collaboratively
- Develop a common core management induction programme, with guidance from the CWDC, to work towards a common leadership culture
- Work with national and local partners to identify multi-agency leadership and development programmes
- Continue to invest in the provision of multi-agency leadership and development programmes for middle and senior managers across the Children's Trust
- Develop succession planning and talent management for continued leadership in the children's workforce

Outcome: The people who manage the workforce are well trained and able to lead their teams to ensure that commissioned and delivered services are effective, and deliver the best outcomes for children, young people and their families

8.2 What everyone is expected to know and do as part of their role

In support of the four key priorities, everyone who works or volunteers in any role with children and young people in Ealing is expected to:

8.2.1 Ensure that children and young people are kept safe

Aim: All those who work or volunteer with children and young people have the knowledge, skills and working practices that ensure all children and young people are protected from harm

Objectives:

- Provide advice to all partner agencies to ensure safeguarding practices meet Government requirements and guidance such as the London Child Protection Procedures and Working Together to Safeguard Children
- Review, design, deliver and evaluate a comprehensive multi-agency safeguarding children training programme
- Provide advice and guidance to all partner agencies about fulfilling their responsibilities to ensure all staff and volunteers have access to

safeguarding children training and development opportunities and to the London Child Protection procedures and local guidance

- Establish safeguarding standards to be used to monitor, evaluate and quality assure training in line with Local Safeguarding Children's Board requirements

Outcome: Everyone in the workforce understands their responsibilities for safeguarding children and young people and knows what to do if they have concerns

8.2.2 Ensure that staff know and put into practice the common core of skills and knowledge required to deliver improved life chances**

Aim: All staff who work with or come into contact with children, young people and their families share basic skills and knowledge in addition to the specialist skills and knowledge required for their specific role

Objectives:

- Provide an integrated common core of skills and knowledge learning programme for staff who work or volunteer with children and young people which is appropriate and accessible
- Provide information and guidance to managers about the common core of skills and knowledge learning programme and how to support staff undergoing the training
- Work with an education provider to gain accreditation of the common core of skills and knowledge learning programme for staff who undertake additional work based learning and assessment

Outcome: Everyone working or volunteering with children and young people has the opportunity to access training in the common core of skills and knowledge as required, and uses shared core skills and knowledge effectively and confidently

8.2.3 Ensure that there is a shared vision, values and language amongst the children's workforce

Aim: To develop a shared vision and values for all who work with children, young people and their families based on the priorities set out in the Children & Young Peoples Plan and this Children's Workforce Strategy

Objectives:

- Review and reinforce a shared vision, values and language across the Children's Trust
- Develop and implement a communication plan to ensure that the wider workforce is aware of, and understands, this workforce strategy and has opportunities to contribute to it's ongoing development
- Use the CWDC One Children's Workforce Tool on an ongoing basis to listen to the views and opinions of the workforce and children, young people and their families to inform the ongoing development of the strategy
- Evaluate progress and use the findings to improve 'working together' practices

Outcome: High quality and integrated services are focused around the needs of children, young people and their families due to there being a shared vision and values amongst the workforce

8.3 Sector specific learning and development

This final part sets out the training and development required of people in specific sectors or roles, in addition to the requirements set out in section 8.2.

8.3.1 Social, family and community support workforce - social workers, outreach & family support workers, parenting practitioners and foster carers

Aim: To ensure that staff are qualified and capable of delivering high quality Social Care, with improved service outcomes necessary to meet the requirements emerging from the Every Child Matters agenda and legislative framework, in line with the Government's expectations of a world-class children's workforce

Objectives:

- Provide training to enable foster carers and residential childcare workers to undertake relevant vocational training in Health and Social Care
- Support foster carers to meet the CWDC training, support and development standards
- Improve the quality and availability of placements for student social workers in line with the Social Work Reform Board (March 2010) recommendations
- Continue to engage with CWDC pilots on Newly Qualified Social Workers (NQSW) and Early Professional Development (EPD) programmes to provide clear continued professional development for the workforce
- Maintain Graduate/Bursary Recruitment programmes and implement the Step Up to Social Work MA Training Programmes September 2010
- Support West London Alliance (WLA) recruitment and retention pilot engaging in all programmes across the regional partnership
- Develop managers and senior social workers providing advanced programmes in supervision, child protection and targeted skills development
- Support parenting practitioners by providing a training strategy that includes multi-disciplinary training and education in supporting parenting, including parenting of children in special circumstances

Outcome: The professional practice of all workers, from newly qualified social workers to experienced foster carers is developed, improved and enhanced and leads to improved outcomes for children and young people

8.3.2 Early years and childcare workforce – Managers and practitioners in children's centres and nurseries, and childminders

Aim: To support the development of childcare and early years workers to enable them to make a real difference to children in their earliest years and make progress towards narrowing attainment gaps

Objectives:

- Support supervisors to qualify at level 3 or higher and practitioners to undertake full and relevant qualifications, such as Early Years Professional Status
- Promote the Early Years Workforce Qualifications Audit Tool to allow early years registered settings to record and store information about their staff
- Support private, voluntary and independent sector providers to 'grow' graduates from amongst experienced childcare workers through the Graduate Leader Fund
- Provide a range of continuing professional development courses that enable practitioners to develop their Early Years Foundation Stage (EYFS) practice

Outcome: Increased number of graduates leading practice and staff with full and relevant qualifications

8.3.3 Education workforce – Headteachers/principals, governors, teachers, trainers, support staff and others working in educational settings

Aim: To ensure that all staff and volunteers are developed to enable them to offer high quality provision to all children and young people

Objectives:

- Work with all relevant teams across the Children's Trust to provide support and development opportunities to enable the education workforce to deliver a high quality provision for all children and young people
- Work with the relevant national agencies to support the recruitment, induction, development & ongoing reform and deployment of the children's workforce to continue to improve the quality of provision
- Invest in school leadership and governance teams to support with both sector and integrated working
- Provide support, advice, guidance and challenge

Outcome: A highly skilled and confident workforce that meets the individual learning and development requirements of every child and young person

8.3.4 Youth workforce – Connexions Personal Advisors, Youth Workers, paid and voluntary youth support workers and play workers

Aim: To develop a skilled and confident workforce who can work to deliver the best possible outcomes for young people

Objectives:

- Support the development of leadership and management for workers running Integrated Youth Support Services (IYSS)
- Support leaders and managers in the play workforce to access a management qualification in playwork
- Support play workers to achieve minimum level 3 qualifications
- Support workers in the third sector to access training and accredit their experience

- Develop career pathways for workers to progress from volunteer to qualified manager through investment in graduate recruitment schemes, foundation degrees and advanced apprentices

Outcome: A rise in the level of skills and greater and more consistent quality of practice

8.3.5 Health workforce – Paediatricians, health visitors, nurses, mental health professionals and all children's allied health professionals

Aim: To support the development of health professionals working for the Children's Trust to enable them to deliver integrated, high quality and holistic hospital and community care, meeting children and young people's physical, sexual and emotional health and wellbeing needs

Objectives:

- All staff undertake role specific compulsory and mandatory training and Continuing Professional Development (CPD) in line with requirements of their professional registration bodies
- Identify specific mental health skills & knowledge gaps in existing workforce and ensure that staff receive the required training
- Increase capacity of universal staff to provide support for children and young people with learning difficulties and disabilities and complex needs by providing targeted training and development opportunities
- Ensure all staff have the knowledge and skills to undertake a basic physical and sexual health check

Outcome: A qualified health workforce who meet the knowledge and skill requirements of the Department of Health's National Service Framework, Care Quality Commission, *Skills for Health* National Occupational Standards and Aiming High for Disabled Children

8.3.6 Justice and crime prevention workforce – Youth offending teams, police in school liaison and child protection roles

Aim: All those working in the justice and crime prevention workforce have access to qualifications that reflect their role, their previous education and training, and promote practice proven to be effective in reducing offending

Objectives:

- Focus on the Youth Justice National Qualifications Framework to enhance learning with specialist youth justice qualifications and training
- Support unqualified staff to gain the Professional Certificate in Effective Practice (Youth Justice) or an equivalent
- Work with the Youth Justice Interactive Learning Space (YJILS) to support continuing professional development
- Ensure all Youth Offending Service (YOS) and wider youth justice staff have access to appropriate risk of harm and safeguarding training
- Support the police workforce to continue to work with a range of agencies and professionals within the children and young people's workforce through access to relevant multi-agency training opportunities, such as the Common Core of Skills and Knowledge* *

Outcome: The justice and crime prevention workforce are equipped with the right skills and have the capacity to deliver improved life chances and positive outcomes for children and young people at risk

8.3.7 Sport and culture workforce – Sports coaches and officials, sports development officers and school library service

Aim: To ensure that all staff benefit from developmental opportunities which contribute to children and young people's good health and wellbeing and their enjoyment of school life

Objectives:

- Attract and retain the paid and voluntary workforce with clear career progression pathways
- Address skills shortages in relation to cultural education by ensuring access to clear ongoing professional development opportunities
- Work with national partners and sector leaders from the sport and culture sector to develop plans to support this part of the workforce

Outcome: A sport and culture workforce with increased skills and capacity to enable all children and young people to develop both physically and mentally

9 Consulting and Engaging with Children and Young People

Ealing regularly consults with children and young people about the services that they receive and a specific consultation exercise was undertaken in April 2010 to gain feedback from children in school years 5 and 6 about their views of the children's workforce. A total of 627 pupils from 8 schools participated in this exercise and the feedback showed that children would like the people working with them to be kind, patient, intelligent, understanding, helpful and calm.

Ealing's Youth Forum, Ealing Youth Action, is well established and is a key mechanism for consulting and engaging young people in a range of issues, including service provision and workforce. Young people are also involved in the recruitment of staff and form part of interview panels.

Working with children, young people, their families and carers will continue to be an essential part of this strategy and as part of the process of reviewing and monitoring this strategy it may be appropriate to run further activities specifically designed for this purpose.

10 Delivering the Strategy and Monitoring Progress

This section sets out the way in which we will deliver our workforce strategy and track our performance against our key priorities.

Our aim is to ensure that we can embed workforce planning and development into the service and team planning process in order to address the strategic

objectives identified in section 8 of the strategy. Prior to the service planning process being undertaken, an update on the key workforce priorities will be issued to all managers.

The Children's Workforce Strategy Group (CWSG) will be responsible for the development, review and implementation of the strategy and will monitor progress against service plan activities to ensure that the strategic objectives are being addressed. In order to make progress it may be that working groups are established to tackle specific pieces of work.

Progress will be monitored through regular reports to the Children's Services Management Team (CSMT) and the Children's Trust Board. Monitoring of the implementation will be through the project manager working closely with identified leads and/or working groups, and reporting to the Children's Workforce Strategy Group on a quarterly basis.

Whilst the Workforce Strategy Group has responsibility for development and delivery of the strategy on a joint basis, it is the responsibility of the individual organisations to ensure that their individual agency strategies and service plans are aligned with this overarching workforce strategy.

We will review this strategy annually in order to align it with any emerging priorities and to ensure that the activities undertaken are having the desired impact. Any changes will be posted on the Children's Trust website:
www.ealing.gov.uk/services/social_services/children_family_care/childrens_trust

If you have any comments or queries about the strategy please contact:

Julia Senior-Smith
Children's Workforce Project Manager
Tel: 020 8825 9755
julia.senior-smith@ealing.gov.uk

**** Common Core of Skills & knowledge**

The Common core of skills and knowledge for the children and young people's workforce, often referred to as the Common Core, sets out the basic skills and knowledge that everyone who works with children and young people (including volunteers) is expected to have.

The skills and knowledge included in the Common Core have been divided into six key areas:

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

How is it used?

The Common Core is used locally in developing job descriptions, induction and training and development provision. It also informs the review and development of National Occupational Standards (NOS) and is embedded in all qualifications that go into the Integrated Qualifications Framework (IQF).

More information about the Common Core of Skills and knowledge can be found on the following website:

www.cwdcouncil.org.uk/common-core

Appendix 1: Workforce Strategy Group Membership

Bob Anderson (Chair)

Assistant Director, School Partnerships, Ealing Council

Marcella Phelan (Vice Chair)

Assistant Director, Assistant Director, Planning, Commissioning and Partnerships, Children's Services, Ealing Council

Carmel Cahill

Ealing Community Network Coordinator, Ealing Community and Voluntary Service

Natasha Thakar

HR Consultant, Children's Services, Ealing Council

Sally Davies

CPD and Communications Adviser, School Partnerships, Ealing Council

Therese McNulty

Schools Workforce Adviser, School Partnerships, Ealing Council

Jill Pearce

Joint Head of Training and Development, Social Care, Ealing Council

Tracey Cameron

Children's Centre & Partners Training Officer, Early Years, Ealing Council

Mark Nelson

Head of Schools HR Consultancy, Ealing Council

Elaine Cunningham

Head of Youth and Connexions Services, Ealing Council

Shabnam Sharma

Acting Assistant Director of Neighbourhood Services, Ealing and Harrow Community Services, NHS

Mary Strain

Public Protection Desk, Metropolitan Police

Bernadette Boland

ESCB Training Co-ordinator, Children's Services, Ealing Council

Julia Senior-Smith

Children's Workforce Project Manager, Children's Services, Ealing Council

Appendix 2: Workforce Strategy Group Terms of Reference

Purpose

- To agree outcomes and outputs against strategy objectives
- To prepare an action plan to meet outcomes
- To review implementation, progress and impact of actions
- To identify action strands for integrated working
- To identify resource requirements for integrated work
- To identify good practice and arrange dissemination
- To consider and implement issues arising from Children's Workforce Strategy Refresh
- To identify need for working groups and make arrangements to implement
- To provide dissemination of the strategy groups work within service areas
- To make recommendations, where appropriate, to the Children's Senior Management Team and Children's Trust Board, on improvements or changes to working practice to support the Children's Workforce Strategy
- To support the workforce requirements of the CYPP
- To provide coherence to training across services

Meetings

Meetings of the group will take place 6 times a year.

Where required working groups will consider specific aspects of the strategy and report back to the strategy group. These will be time-limited and set up when necessary.

Minutes

The minutes of meetings will be circulated to members of the group and the Children's Senior Management Team. They will be made available on the Children's Trust website.

'Ealing Children's Trust is a partnership of public and voluntary sector organisations working together to meet the needs of children, families and young people. This includes Ealing Council, Ealing Schools, Ealing Community Network, NHS Ealing, Ealing Hospital NHS Trust, West London Mental Health NHS Trust, Ealing Metropolitan Police.'