

ERYC Children and Young People's Support
& Safeguarding Service

Workforce Development Plan
2014 - 2016

Foreword & Introduction

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Welcome to East Riding of Yorkshires Children & Young People’s Services Workforce Development Plan 2014-2016; we are proud to recognise our staff and their skills, knowledge and understanding as our most valuable resource. We have a stable workforce with low turnover rates, low sickness absence and use of agency staff is seldom. This is a testament to the ethos and values of the organisation and the work of the service to invest in staff development at all stages and at all levels. At this time of rapid change we need to be responsive and innovative. Our integration of service provision has been an iterative process over the last two years necessitating new learning and ways of working across the service. In addition we work alongside other services within Children and Families in particular Specialist Services with the lead on the Special Educational Needs agenda (SEND).

Support, training and development of the workforce are fundamental to service innovation and improvement and contribute towards helping make the East Riding a great place to live and work. We want to build on the existing excellent work and good practice by creating a culture of continuous learning and improvement. Staff across the children’s workforce are central to the achievement of our goals and ambitions for children, young people and their families.

Linked to this development plan our associated action planning is dynamic and certainly a ‘live tool’ ensuring we meet our ever changing demands and challenges, keeping the learning development and wellbeing of our staff at the heart of how we deliver services.

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Why do we need a Development Plan?

This Workforce Development Plan is essential to improving the outcomes for children and young people in the East Riding and it supports the implementation of the strategic themes set out in the East Ridings Children and Young People’s Plan 2013 – 2016 and the Local Authorities wider Workforce strategy:

- Integration – Services working together
- Early help/intervention
- Educational outcomes/maximizing potential
- Health and wellbeing
- Staying Safe
- Supporting the most vulnerable

This Workforce Development Plan sets out how we will ensure that we have a competent, flexible and professional integrated workforce. It encompasses recruitment, retention, performance management, training and development and transformation of the workforce. It is guided by legislation, guidance and policy; some of the key national and local drivers being:

National & Local Drivers

National Drivers and Frameworks

Working Together to Safeguard Children (2013) – Legislative guidance on how social care, early intervention, prevention and all wider children's services can further improve outcomes for children, young people and their families. - *'Children are best protected when professionals are clear about what is required of them individually and how they need to work*

The Munro Review of Child Protection – Fifteen recommendations in total, one of the areas highlighted – *A skilled and stable workforce, with capacity and motivation to help families will reduce the numbers of children needing to come or remain in care. This significantly reduces commissioning costs, which can then be reinvested back into preventative services or released as year-on year efficiency savings.*

SEND reforms - is the principle of children, young people and parents/ carers being at the heart of discussions and decisions about every aspect of SEN, planning outcomes and making provision. The principles of co-production and person centered planning run throughout the reforms with the aspiration being a family centered approach to SEND. Work includes replacing Statements of Special Educational Needs with a single 0-25 coordinated Education, Health and Care (EHC) assessment.

Standards for Employers of Social Workers in England and Supervision Framework; sets out the core expectations of employers which enable social workers to work effectively.

2020 Children and Young People's Workforce Strategy - the Government's long term strategy for a world-class children and young people's workforce.

Local Drivers and Frameworks

LA Workforce Strategy 2012-15 - 3 key strategy themes are; Workforce challenges are identified and addressed; People have the right skills to meet current and future needs and People have positive perception of the Council as an employer.

LA Learning & Development Strategy 2014-19 – Defining development needs, identifying delivery mechanisms and monitoring and evaluating progress.

The Councils Competency Framework - This development plan will assist implementation of this framework within Children and Young People's Support and Safeguarding Services.

ERSCB Learning and Improvement Framework; – Embedding a 'learning & improvement' culture within services, learning from serious case reviews, internal management reviews, audits and consultations with families.

East Ridings Children's Trust Board; is a partnership of different organisations working together to ensure excellent services and outcomes for all children, young people and their families in the borough.

East Riding Children and Young People's Plan 2011-2014; the document setting out the Children's Trust Board's and the wider Local Authorities vision and priorities for children and young people.

East Riding Safeguarding Children's Board (ERSCB); is the statutory organisation coordinating and ensuring the effectiveness of work that is done in safeguarding and promoting the welfare of children and young people under 18.

Early Intervention Strategy –The strategy represents a shared commitment amongst partners and services to co-ordinate early support for children, young people and families to ensure the best possible outcomes are achieved.

SEND Strategy- Sets out the additional challenges that children and young people with SEND and their families face. The introduction of the SEND reforms outlined in the Children and Families Bill (2013).

Who is the Children's Workforce?

Our workforce comprises a unique mix of education, social care, early intervention and specialist professionals supported by commissioners, information, participation and engagement, business support and governance experts.

For the purpose of this development plan our definition of workforce is:

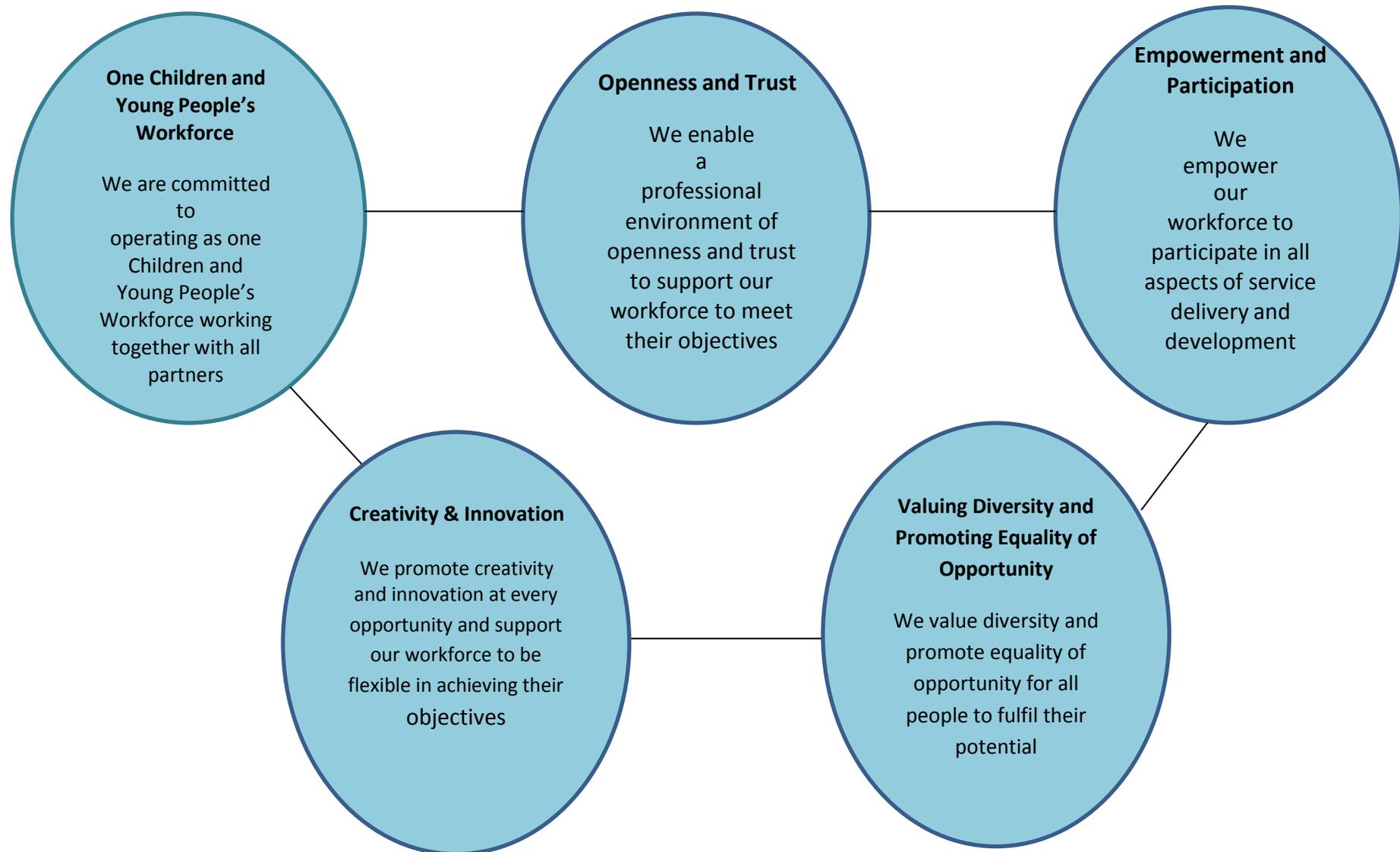
'Staff working on behalf of or directly for Children, young people (aged 0-19 and 25 if young people have learning difficulties and/or disabilities) and their families from the following services:

- Children & Young People's Support & Safeguarding Services
- Children & Young People's Specialist Services

	Early Years (Families with 0-4 yr olds)	Primary (Families with 5-11 yr olds)	Secondary (Families with 12-19 yr olds)
Universal	Families Information Service		
	Support & Training Childcare Providers	Schools Music Service	
	Children's Centres		
Early Intervention (targeted at children/families non-statutory level)	Children's Centres	Youth & Family Support	
	Portage	Look Ahead & Parent Partnership	
		METAS & Home Tuition	
	Early Help Advice and Safeguarding Hub		
Targeted (children & families involved in statutory intervention)	Safeguarding Teams		
		Youth Offending (part of YFS)	
	Education Inclusion & Education Welfare		
Specialist	Children's Disability & Special Educational Needs (SEND)		
		Youth & Family Support- Specialist Services	
	Commissioning & Development		

East Riding Workforce Commitments

We understand that to maintain and further develop our workforce requires commitment at all levels of the organisation. With this in mind we have identified five shared commitments for our children and young people's workforce:



Strategic Priorities

To achieve our ambitious and challenging Workforce Development Plan we have identified five key strategic workforce priorities:

- **Ensuring Safe Practice**
- **Developing Professional Practice**
- **Stabilizing & Embedding Integration**
- **Leadership & Management Development**
- **Managing Change**

To ensure that we achieve our strategic workforce priorities we have linked them to our workforce commitments; the matrix to the right shows how they fit together:

Priorities/ Commitments	Ensuring Safe Practice	Developing Professional Practice	Stabilizing & Embedding Integration	Leadership & Management Development	Managing Change
One Children & Young Peoples Workforce	✓	✓	✓	✓	✓
Openness & Trust	✓	✓	✓	✓	✓
Empowerment & Participation			✓	✓	✓
Creativity & Innovation	✓	✓	✓	✓	✓
Valuing Diversity & Promoting Equality of Opportunity	✓	✓	✓	✓	

Workforce Priorities

Priority 1: Ensuring Safe Practice

What does this mean?

Our entire workforce at all differing levels of intervention will understand their responsibilities for safeguarding children and young people and what to do if they are concerned. All staff and any volunteers will operate in line with safeguarding policy and procedures in their work with children, young people and their families and can ensure that all children and young people are safeguarded. Safe recruitment processes will be in place and we will ensure effective management oversight and quality assurance of practice.

What we do well

- Monthly audits of a range of Children's Social Care cases are carried out by a cross-service mix of managers at a senior and middle management level. Learning is shared individually with workers and team managers as well as strategic themes being identified.
- Provide a Children's service induction programme and comprehensive offer of multi-agency safeguarding training.
- All staff training and development needs are identified as part of a six monthly Employee Development Review with an evaluation of learning taking place.

What are we planning to do?

- Further develop our information sharing protocols with key internal and external partners.
- Through our Learning & Improvement Framework further develop how we share the lessons learnt from serious case reviews (local & national).

- Review and where appropriate re-design and align assessment processes across service functions (CAF, Education Health & Care work (SEND reforms), etc).
- Establish a robust professional cross service audit programme which measures evidence based practice, good practice, risks, leading to associated management action planning.
- The organisation is currently reviewing the Employee Development framework in response to staff views that it needs to be a more dynamic tool.

How will we know we have succeeded?

- A range of C & YP cases are regularly audited and direct feedback is shared and acted upon with individual workers. Where themes or issues are identified the service responds swiftly in its planned responses.
- All staff (100%) will have had a regular EDR and where appropriate 360 degree feedback is utilised to promote behavioral change, with development opportunities identified to ensure they are skilled and competent to deliver both strategic and operational objectives.
- All staff (100%) will have accessed single and/or multi-agency safeguarding training relevant to their level of responsibility and in accordance with statutory and regulatory standards. Where no specific standard has been set staff and volunteers will have accessed safeguarding training within the previous three years.
- Heads of Service will evidence that there are robust performance management systems in place for leaders of services to monitor performance, competencies and capability to deliver services.

Workforce Priorities

Priority 2: Developing Professional Practice

What does this mean?

Equipping staff with the correct skills, knowledge and behaviors to deliver or provide a range of early intervention and prevention services that improve children and young people's outcomes. Integrating services and implementing new national initiatives require staff to be innovative, skilled and flexible to avoid duplication of services and maximize resources.

What we do well

- CYPSS services have invested in the Signs of Safety framework and approach (appreciative enquiry model). This is helping to embed a common approach and language, further encouraging children and families to work alongside our practitioners. To date SOS training has been delivered to 500 practitioners, with 50 management staff developed as practice leads.
- Supporting staff to access development opportunities within their professional specialty that reflects the strategic objectives e.g. Specialist Practitioner courses for individual service elements.
- Through the ERSCB an extensive annual training programme with clear progression routes is available to all staff.

What are we planning to do?

- Provide further programmes of tutor led and e-learning opportunities for practitioners based upon robust training needs analysis; for education, health and social care staff, commissioning and business support, schools, and early years settings.

- Embed the practice of Shadowing of roles between services within CYPSSS, linked to the induction process.
- Maintain and further develop regional links through existing and building new networks. In particular take an active role in peer to peer reviews, peer experience, joint work with bordering LAs and Children's Social Work Matters (C.S.W.M).
- Implement recommendations from the CYPSSS Improvement & Quality Manager (lead Social Worker).
- Review the Common Core of Knowledge and Skills to identify and define the minimum competency and standards required of the core children's workforce. Embed in all aspects of workforce recruitment and development and performance management, linking to the Council's Competency Framework.

How will we know we have succeeded?

- All staff will have been able to access appropriate training and development opportunities identified through the performance management and training needs analysis processes.
- Newly qualified social workers will have the confidence, skills, knowledge and capability to deliver high quality social care and will be certified by The College of Social Work.
- All staff at all scale point levels within services will have the requisite level of skills, access to suitable training, to deliver effective interventions within their relevant thresholds (i.e. early intervention, targeted or specialist support).
- Minimum common core standards of competency and behavior will be widely known and understood by all staff. These will be embedded into job descriptions and employee specifications for all staff and included in specifications for commissioning of any services for children and young people.

Workforce Priorities

Priority 3: Stabilizing & Embedding Integrated Working

What does this mean?

Over the last two and half years the Children and Young People's Support & Safeguarding Service has undergone structural change to better enable and organise integrated working. This has been achieved with area based availability of CYPSSS services delivering a range of support from universal, targeted to specialist services. These teams link into and support a wide array of expertise provided through other services/partners. Previous work undertaken is now stabilizing, but further work across the service and with key partners will further assist this 'area based approach' to become embedded.

What we do well

- Development of the Early Help and Safeguarding Hub (EHASH), providing 'One front door' for services, families and any general safeguarding concerns.
- A commitment and recognition of the value of preventative and early intervention work – Early Intervention Strategy.
- Development of a more universal language and approach through the implementation of the Signs of Safety model.

What are we planning to do?

- Publish and implement the Children and Young People's Service Handbook to provide a comprehensive resource on human resources policies, procedures and processes for multi-agency staff and managers across the different employing organisations.

- Develop and implement a common induction for staff new to the Children and Young People's Service to complement the existing induction practices operated by the Council.
- Integrated response to families in need of support through the development of bespoke outcomes based intervention plans.

How will we know we have succeeded?

- The Children and Young People's Service Handbook is widely accessible and used to develop common protocols, integrated working practices and standardized access to workforce development information and monitoring systems.
- Audits of assessment and planning will show clear associated outcomes.
- All staff new to the Children and Young People's Service will have been able to access the common induction programme in addition to completing their own organisation's induction process.
- Practitioners at all levels will work effectively together as part of the integrated service delivery model; they will be able to demonstrate key competencies in undertaking assessments and designing pathways of support through universal, to more targeted and specialist multi-agency support for children and young people with complex and multiple needs.
- Improvements are made in each of the key priorities of the East Ridings Children and Young People's Plan, children, young people and their families have a greater role in planning and commissioning the services they need.

Workforce Priorities

Priority 4: Leadership and Management Development

What does this mean?

Building visionary, effective and talented leaders and managers at all levels to meet the future needs of children, young people and their families. Developing skills and behaviors in the light of changes to service development and delivery. Ensuring value for money and the need for greater partnership working across communities, public sector services, locally and regionally.

What we do well

- Managers continue to attend / complete key LA based training around attendance management, safer recruitment & conducting investigations.
- A large proportion of Social Care team managers have undertaken a two day regional CSWM accredited coaching and mentoring Team Manager development.
- All service managers and a large proportion of middle managers have undertaken a four day regional *aspirant leaders* programme.
- All Heads of Service have undertaken regional training programme around *developing coaching and mentoring*.

What are we planning to do?

- Further development of our future strategic leaders through the regional aspirant leadership programme.

- Commission Coaching & Mentoring package for all managers across CS & F to utilise principles across Children's Services.
- Utilise the Council's Competency Framework to identify key competencies and behaviors expected of all managers and leaders and provide a development programme to address any identified training needs.
- Provide a range of management and leadership opportunities including shadowing, internal provision, e-learning modules, collaborate regionally with other authorities, CSWM for external provision and access to accredited programmes of study.
- Identify potential future managers and leaders through workforce planning to ensure the Service meets the priorities identified for children, young people and their families.

How will we know we have succeeded?

- Any new/and all Area Managers will have attended the aspirant leaders programme.
- Regular links into case file auditing by management at all levels develops an integrated approach to service delivery and decision making.
- In partnership with central training CYPSSS annual training plan is developed and delivered against.
- A talent pool of staff with a set of core skills and competencies is available across all areas of CYPSSS.
- Confident and talented leaders and managers have embedded new ways of working to ensure there is no duplication of provision and that service delivery is coordinated to make best use of resources.

Workforce Priorities

Priority 5: Managing & Responding to Change

What does this mean?

As well as being one of the lowest funded Local Authorities in the country the East Riding also faces the significant challenges to meet the priorities identified for children, young people and their families. Given the growing demand for services with further declining resources and a cultural shift in the national expectation of public services, services need to continuously adapt and transform to maintain key frontline services whilst reducing costs.

What we do well

- Within CYPSSS regular 'Getting to know you' networking, consultation and update meetings facilitated by CYPSSS senior managers have been attended by a wide cross section of staff. 400 attending area based events through Feb-May 2014.
- A cross section of 100 staff have provided feedback in diagonal slice 'Meet the Director' style meetings over the last two years. These meetings allow for staff views to be included in service development; feedback is provided to Heads of Service about good practice and issues raised.
- A monthly cross service e-newsletter is sent to all staff. This newsletter provides updates around service developments, national and localised themed topics as well as recognising staff and team successes through the monthly staff awards programme (employee & team of the month).

What are we planning to do?

- Provide bite size training sessions on managing yourself through change for staff linking into the central training offer, relating to recognising signs of stress and managing well-being. The development a variety of e-learning modules including organisational and change management.

- Develop greater effectiveness in identifying where earlier intervention outcomes are reducing statutory service spending and in turn re-shape services as appropriate.
- Involve a wider range of staff in the continued support and partnership working with cross directorate Value for Money team around identified areas of service transformation, including school transport (SEND), Early Years & Family Support and I T solutions strands.
- Provide further opportunities for staff and managers to be involved in the development of services and the Children and Young People's Vision 2015 through staff conferences, wider leadership forums and meet the director meetings.
- Update and analysis of workforce data annually to inform workforce planning and actions, identify pathways for staff with transferable skills to move across the service into other professional roles to fill skills and workforce gaps.

How will we know we have succeeded?

- All managers and staff will have been able to access a range of self-help tools for themselves and their staff where appropriate.
- There is effective communication throughout the Service on an on-going basis linked to clear plans and continued engagement with staff who feel they have had the opportunity to influence and shape the planning of Children's Services.
- Staff surveys show that staff and managers feel supported in an environment of on-going change and are encouraged to use new ways of working in an integrated service for the benefit of children, young people and their families.
- Annual Workforce Action Plan to be developed and reviewed by CFS Directorate Management Team and other performance and scrutiny committees as appropriate.

Monitoring and Evaluation

It is critical that we monitor and measure the success of this Workforce Development Plan to ensure that the strategic priorities are achieved and the desired outcomes support improvements in the six key priorities of our Children and Young People's Plan. The following Appendices support this and will form the basis of monitoring and evaluation.

Appendix A: A Workforce Implementation Plan has been developed to ensure the delivery of this development plan.

Appendix B: Workforce Learning and Development Plan will cover the development and implementation of the on-going training programme available for all staff. **To be updated annually.**

Appendix C: Workforce Data Profile for all CYPSSS & Specialist Children's Service Staff will be developed and analysed on an annual basis **(to be developed with Organisational Development).**

The Children & Adults Workforce Group will oversee the implementation of the Workforce Action Plan and Workforce Learning and Development Plan.

The Development Plan itself will be reviewed annually with quarterly progress updates to the Local Authority Workforce Board and report into any other relevant groups on request.