



Children & Young People's Workers and Volunteers Development Strategy 2009 – 2012

Draft: Consultation version

The information in this strategy is relevant to everyone who works or volunteers with children and young people in Brighton & Hove

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The local and national context

Brighton & Hove City Council hosts the Children & Young People's Trust which comprises of a wide range of organisations and associated workforces, across the public, private, and third sectors, which provide a rich variety of services and opportunities for children, young people and their families in the city

Our Children & Young People's Trust (CYPT) was formed in 2006. It is both an organisation and a partnership which work together to make children's services more effective and accessible, and focused around the needs of approximately 52,000 children and young people in the city.

The CYPT as an organisation consists of approximately 5,000 staff (including school staff) providing and commissioning education, health and social care services. This organisation sits at the heart of Brighton & Hove's CYPT Partnership which also includes the Primary Care Trust (PCT), the Strategic Health Authority, the Police and 3rd and private sector organisations.

There are approximately 1730 paid staff and 225 volunteers in the early years private and 3rd sector providing services for children. It is estimated that there are X 3rd sector organisations, with approximately Y paid staff and Z volunteers providing other services for children, young people and their families in the city.

The Children & Young People's Trust vision

Our vision is that:

“Brighton & Hove should be the best place in the country for children and young people to grow up. We want to ensure all our children and young people have the best possible start in life, so that everyone has the opportunity to fulfil their potential, whatever that might be”

The overarching aims of the CYPT Partnership are to improve outcomes for all children and young people and to reduce inequalities between the most disadvantaged and the rest. The CYPT's priorities are set out in our Children & Young People's Plan (CYPP) under the five 'Every Child Matters' outcomes:

To be healthy

Enjoying good physical and mental health and living a healthy lifestyle

To stay safe

Being protected from harm and neglect and growing up able to look after themselves

To enjoy and achieve

Getting the most out of life and developing broad skills for adulthood

To make a positive contribution

To the community and to society and not engaging in anti-social or offending behaviour

To achieve economic well being

Overcoming socio-economic disadvantages to achieve their full potential in life

This People Development Strategy contributes to the CYPP by supporting the learning and development of everyone who has a role working or volunteering with children and young people to develop their knowledge and skills. This will help them to work effectively and safely and improve the outcomes of all children & young people.

Our vision for everyone who works or volunteers with children and young people in Brighton & Hove

Brighton & Hove's Children & Young People's Trust supports local workers and volunteers through this people development strategy which supports the creation of 'One Children's Workforce' in Brighton & Hove (see below) which will be

“a world-class children's workforce that is increasingly competent and confident, inspiring trust and respect from parents and carers, as well as from children and young people themselves.” and which has:

- a shared identity and purpose
- common values and plain language
- behaviours focused on positive outcomes for children & young people
- integrated working practices
- high quality and appropriate training for workers and volunteers
- complementary roles focused around children & young people
- the capacity to deliver and keep children and young people safe
- the ability to be flexible and which is representative of the community it serves
- strong partnership working to provide a diverse range of services and support to children and young people to reach their full potential, whatever that may be

This Strategy promotes and supports the learning and development that everyone who works or volunteers with children and young people need so we can achieve our vision for children and young people in Brighton & Hove. It actively promotes effective integrated / partnership and multi-disciplinary working across all the different parts of our local 'one children's workforce' (see below) to underpin and strengthen specialist knowledge and skills.

Our principles

Everyone who works or volunteers with children and young people will:

- Work in ways which will engender the respect, confidence and trust of children & young people and their families and carers
- Ensure all children and young people are protected from harm and neglect
- Engage local children and young people and their families/carers who receive our services in the design, delivery and evaluation of learning and development

Who is included in the “one children’s workforce”?

The government’s ‘2020 Vision for the Children’s Workforce’ (Department for Children Schools and Families, 2008) is that everyone whose work and / or volunteering is concerned with children and young people is part of the ‘one children’s workforce’. It includes people in the private, voluntary, independent and public sector (including volunteers) with roles which primarily work with children and young people or those who manage / provide support to those whose primary role is to work with children, young people, their parents or carers. It also includes those who work (or volunteer) for part of their time with children and young people – e.g. sports workers, adult social care workers and housing officers.

In Brighton & Hove Children & Young People’s Trust, this includes for example:

- CYPT directly managed workforce (local authority and NHS)
- School workforce
- Community and voluntary sector employed workforce
- Volunteers working with children and young people workers in any organisation
- Staff working in organisations delivering commissioned services
- Private/independent employed and self employed people who work with children & young people
- Foster carers (including kinship carers)
- Health and public sector workers who work for all or some of their time with children & young people
- Further Education sector workforce (both those who train young people and those who train future members of the children’s workforce)

This strategy sets out the learning and development priorities for those who work or volunteer with children & young people over the next three years. To make these priorities and expectations clearer for the different groups reading this document, it is presented in three sections:

Part One: For everyone who works and volunteers with children and young people in Brighton & Hove

This part sets out what everyone who works or volunteers in any role with children and young people is expected to know and do as part of their role.

Part Two: Profession or role specific learning and development

This part sets out training and development required of people in specific sectors or roles **in addition to section one** where the CYPT as an organisation has a role or responsibility. These requirements have been set by government, sector skills or professional bodies.

Part Three: Workers who are directly managed/employed by the CYPT as an organisation

The final section sets out organisational plans and related training and development relevant to staff who are directly employed, managed or commissioned to provide services by the CYPT **which are in addition to sections one and two**.

Our Strategic Objectives

Part One – Expectations of everyone who works or volunteers with children and young people in Brighton & Hove

1.1 We have a shared vision and values when working with children and young people in Brighton & Hove

Aim: To build a shared vision with everyone who works or volunteers with children and young people which is informed by the local priorities set out in the Children & Young People's Plan

Outcome: Everyone who works or volunteers with children and young people in the city will work together with common purpose and values to provide better services for children and young people and proactively supports local priorities. Every child / young person recognises that we work better together so they and their carers will get the help they need.

Key actions:

- Develop and reinforce a shared vision, values and language across the CYPT partnership
- Develop a shared understanding of the local priorities and challenges for children and young people in the city
- Develop and support partnership and integrated working processes to address local priorities
- Evaluate our progress and use our findings to inform how we can work better together

1.2 Core knowledge, skills and behaviours for everyone working with children & young people in Brighton & Hove

Aim: To ensure everyone who works or volunteers with children and young people has the underpinning knowledge, skills and behaviours they need to be effective in their role.

Outcome: Everyone in a role working / volunteering with children and young people has and confidently uses appropriate knowledge and skills when working with children & young people, Children and young people have increasing confidence and trust in those who support them

Key actions:

- Agree the knowledge, skills and behaviours expected of all those who work and volunteer with children & young people in different roles
- Provide appropriate induction for any new people coming to work with children and young people in the city

- Provide support for using induction standards across the one children's workforce for all those in roles that require them
- Provide a core skills learning programme (based on the Children's Workforce Development Council's 'common core of skills and knowledge') for every one who works or volunteers with children and young people which is appropriate and accessible (including smaller 3rd sector organisations).

Objective 1.3

Safeguarding Children and Young People

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 and neglect.

Outcome: All organisations who work or volunteer with children & young people fulfil their responsibility to ensure that their staff/volunteers have access to appropriate safeguarding children training & development and use pan Sussex Safeguarding Children procedures so that children & young people they work with are kept safe

Key actions:

- Review, design, deliver and evaluate a comprehensive multi agency safeguarding children training programme in line with Local Safeguarding Children's Board requirements (responding to Lord Laming report 2009 and local CVS Sector report 2009)
- Provide advice and guidance to specific organisation/sectors about fulfilling their responsibilities relating to safeguarding children training (including induction) for their staff and volunteers
- Provide advice and guidance to ensure safeguarding practices are secure and meet Sussex Safeguarding procedures, including making a referral, safer recruitment practices, (including CRB checks) and other policies and procedures.

Objective 1.4

Integrated working practices are in place and effective

Aim: To ensure that everyone who works or volunteers with children and young people know about and use effective integrated working practices (e.g. Information Sharing and the Common Assessment Framework and the Lead professional role). This will result in a 'team around the child/young person' who need targeted or enhanced services.

Outcome: Children, young people and their families will receive effectively integrated services that meet their needs and puts them and their family at the centre

Key actions:

- Promote the Common Assessment Framework so it can be used confidently and effectively by all frontline children's workers to bring a team around the child and family to provide additional help and support
- Promote and support knowledge and understanding of good practice in information sharing processes so they are used appropriately by everyone who needs to
- Provide opportunities for those who work or volunteer with children & young people to develop the relationships and understanding between sectors and organisations which result in effective integrated working e.g. training to bring together staff/volunteers in different sectors to develop relationships and understanding across different sectors.

Part Two – Profession / role specific learning and development (in addition to the learning & development set out in part one):

Each of the professions/roles below has specific national workforce development requirements (e.g. newly qualified teachers or social workers, childminders and youth workers). These requirements are set by government or professional bodies and may apply to the private, 3rd sector and statutory sector where there people are working in these roles.

Objective 2.1

Social Workers directly employed by the CYPT

Aim: With recognised national bodies, promote and develop excellence in social work practice and the leadership and management of social work teams through high quality education and continuing professional development of social workers and social work managers.

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

Key actions:

- Continue to provide additional support to newly qualified social workers and their supervisors
- Improve the quality and availability of practice learning for social workers
- Promote and support increased participation of social workers and practice managers in accredited development, including post qualifying (PQ) wards
- Broaden approaches to recruiting and retaining social workers (including 'grow your own' and returner social workers)

Objective 2.2:

Early Years Workers in the private and 3rd sector and the CYPT organisation

Aims: To continue to raise quality of private, voluntary and independent (PVI) sector Early Years and Childcare in the city and to support career progression and retention in the sector.

Outcomes: Increased number of staff with relevant childcare qualifications, increase numbers of Early Years Professionals leading practice.

Key actions:

- To support practitioners to undertake full and relevant qualifications.
- To encourage childcare providers to train, employ and retain Early Years Professionals and take advantage of the Graduate Leader Fund
- To provide a range of challenging and inspiring training courses.

Objective 2.3:

Integrated Youth Support Services – private and 3rd sector and those employed and commissioned by the CYPT organisation

Aims: To continue the overall reform of Integrated Youth Support Service (IYSS) in accordance with the national Youth Workforce Reform Strategy

Outcomes: A city wide, shared vision is in place for all Integrated Youth Support Staff (IYSS)

All IYS staff have a skill set and core competences located within the skills development framework, whilst maintaining their specific professional identities (e.g. youth worker, Connexions personal adviser, learning mentor, education welfare and attendance officer etc)

Key actions:

- Complete audit of current staff roles and training needs.
- Develop exemplar models of context specific, integrated working.
- Secure training and other staff development opportunities for practitioner and manager skills and performance development.
- Secure youth professional status accreditation opportunities.
- Develop routes for progression for staff from volunteer support worker to professional status, senior practitioner and service manager/leader.

Objective 2.4:

School based staff - Headteachers, governors, teachers and support staff

Aim: To support the development of school based staff to enable them to deliver high quality learning for all the children & young people in their care

Outcomes: A competent and confident school workforce who meet the development requirements of Department for Children, Families and Schools (DCSF), professional bodies and undertake development required by statutory regulatory bodies

Key actions:

- Work with the National Strategies Team to provide support and develop needed to enable the school workforce to deliver an appropriate curriculum for all learners
- Work with National College of School Leadership (NCSL) to secure necessary numbers and quality of school leaders to sustain the success of Brighton & Hove schools.
- Work with the Training & Development Agency (TDA) to support the recruitment, induction, development, ongoing reform and deployment of the children's workforce in schools to meet the requirements of the National Agreement
- Support the recruitment, development and provide advice and guidance to school governors

Objective 2.8: National Health Service / South Downs Health staff

Aims: To support the development of health professionals seconded from South Downs Health(SDH) to the CYPT to enable them to deliver high quality care

Outcomes: A competent and confident health workforce who meet the development requirements of professional bodies and undertake development required by statutory regulatory bodies for example Care Quality Commission and National documents for example High Quality Care for all

Key actions:

- All SDH seconded staff to have a Knowledge Skills Framework (KSF) outline linked to their Personal Development Plan (PDP)
- All SDH seconded staff to undertake required compulsory and mandatory for role training
- All SDH seconded staff to undertake Continuing Professional Development in line with requirements of their professional bodies

Objective 2.10 Foster Carers

Aim: To ensure that foster carers are trained in the skills required to provide high quality care and meet the needs of each child/young person placed in their care.

Outcomes: All carers to have completed the Children's Workforce Development Council (CWDC) training, support and development standards for Foster Care within 12 months of their approval (existing carers by April 2011). All carers to have completed the identified mandatory training courses within two years of approval, meeting National Minimum Standards for Fostering Services.

Key actions:

- To support carers in completing the Training, Support and Development Standards
- To provide a specialist training programme that enable carers to meet National Minimum Standards
- To support carers in completing the National Vocational Qualification (NVQ) in Health & Social Care (Children & Young People)
- To address any individual training needs identified
- To ensure ongoing evaluation of all training
- Maintain links with neighbouring authorities so that training is accessible to carers based outside Brighton & Hove

Part Three – the CYPT directly managed workforce - in addition to the learning & development set out in parts one and two:

This section sets out the organisational plans and related training & development required of staff who are managed directly by or commissioned by the CYPT.

Objective 3.1

CYPT organisation workforce planning, recruitment and retention

Aim: To ensure the CYPT has the workforce it needs to deliver children's services and the CYPP and which reflects our community.

Outcomes: The CYPT as an employer has the capacity to deliver and commission appropriate services and keep children safe.

Key actions:

- Establish workforce data to enable effective workforce planning
- Put in place plans which address current and predicted workforce hotspots
- Ensure safer recruitment processes in place
- Develop effective approaches to succession planning and talent spotting
- Ensure job descriptions and person specifications promote CYPT values and behaviours, particularly integrated working expectations
- Ensure all new staff meet induction and probation requirements of the CYPT and their employer

Objective 3.2

Compulsory and specialist development; qualifications and career progression

Aim: To ensure that all CYPT directly managed staff meet the statutory and employer requirements for their role through access to appropriate

specialist training and can access learning & development in line with their individual plan and progress in their career.

Outcomes:

All staff have their professional, mandatory and compulsory training requirements met and can access appropriate learning & development in line with their Individual Development Plan (IDP) and which contributes to their career aspirations. Evaluation of learning by staff and their managers shows a positive impact on their practice and value for money.

Key actions:

- Ensure supervision, performance development planning scheme and individual learning plans are consistently used and meet organisational and professional (including clinical) requirements
- Provide information and guidance to managers and staff about professional/mandatory/statutory job requirements
- Promote the effective use of 'Specialist Funding' to support individual and team development that cannot be met through national provision or the CYPT programme
- Promote and support access to National Vocational Qualifications (NVQ) for staff who do not hold a qualification related to the post they hold
- Provide information about different career pathways within the children's workforce

Objective 3.3

Leadership and management

Aim: To ensure all leaders and managers directly managed by the CYPT have the knowledge skills and behaviours required to lead and deliver their service to achieve the Children & Young People's Plan (CYPP) priorities.

Outcomes:

Evaluation and feedback shows that our leaders and managers have increasing skills and knowledge to lead their services and teams effectively to deliver better services for children & young people and their families.

Key actions:

- Establish a leadership and management behavioural framework that defines the necessary behaviours of managers at all levels
- Provide a CYPT managers' induction and leadership development programme to support the behaviour framework
- Ensure the CYPT leadership and management development links to council. Regional and national developments
- Support managers to use business planning processes used to inform service, team and individual objectives
- Support and develop 'world class' commissioning skills in managers

Objective 3.4

Organisational Development

Aims:

To ensure that the CYPT as an organisation has the necessary systems and arrangements in place which will result in staff being able to carry out their work for children & young people effectively, their views being taken into account and their achievements being recognised.

Outcomes:

Staff feedback shows they are consulted with and are able to contribute to the development of the CYPT. There is good communication and staff are recognised and rewarded for their contributions.

Key actions:

- Work towards consistency in staff pay and conditions
- Support and engage with Workforce Agreement Monitoring (WAMG) and staff consultation groups
- Develop and improve two way communication through Information Communication Technology, staff events and other information routes
- Increase opportunities to recognise and reward staff contributions and achievement
- Involve and include staff and managers in organisations delivering commissioned services

People Strategy Evaluation

Implementation, monitoring and evaluation plans

Monitoring and Evaluation Of This Strategy

Workforce planning and development plays a critical role in helping the organisation deliver safe and effective care and services. Detailed implementation/action plans associated with this strategy will be developed by members of the CYPT Training Consortium. These will be monitored by the CYPT Workforce Development Partnership Group. The implementation/action plans will outline specific activities/actions against each area of workforce development and how and when they will be evaluated. Workforce development issues are reported annually to the CYPT Board (see appendix for terms of reference)

The One Children's Workforce Tool

The Children's Workforce Development Council (CWDC) has developed a national framework to support the development and implementation of children's workforce strategies. It sets out 8 key areas where Children's Trusts need to make progress to achieve a world-class workforce for children and young people and their families. The framework provides an opportunity for Children's Trusts to self-assess themselves against the key areas. The CYPT intends to use this tool

to evaluate and inform this People Development Strategy and to inform the monitoring of the Workforce Development Partnership group.

How the One Children's Workforce Framework and Tool works

The framework provides a description of a workforce that is reformed and integrated and makes the best contribution possible to local Every Child Matters outcomes and the Children & Young People's Plan. It identifies what a reformed and integrated workforce looks like from the perspectives of a child, a team, a service and a Children's Trust.

The framework is accompanied by an online tool which provides the opportunity to self assess against the One Children's Workforce Framework:

- Assess where their local area is in delivering a world-class workforce,
- Decide where they would like their local area to be in future against the framework.
- Develop an action plan to get to where they want to go.
- Identify support they would find useful to help them get there.

The support element of the tool is currently under development. It is intended that this support will be delivered through a partnership between CWDC, the Training and Development Agency for Schools (TDA), the National College for School Leadership (NCSL) and other partners.

The tool will also be refined further, in line with the 2020 Children's Workforce Strategy.

The One Children's Workforce Framework is available online for anyone to explore at <http://onechildrensworkforce.cwdcouncil.org.uk>

Reference explanation page

CYPT	The Children & Young People's Trust
CYPP	The Children & Young people's Plan
WAMG	The Workforce Agreement Monitoring Group
IYSS	Integrated Youth Support Services
NCSL	National College for School Leaders
TDA	Training & development Agency
CWDC	Children's Workforce Development Council
NVQ	national Vocational Qualification
KSF	Knowledge and Skills Framework
PDP	Personal Development Plan
IDP	Individual development Plan
PVI	Private, Voluntary and Independent Sector
3 rd Sector	
DCSF	department for Children, Schools and Families

Appendices to be added:

WDPG remit

WAMG remit

CYPT staff consultation remit

CYPT Training Consortium