

**CHILDREN'S WORKFORCE DEVELOPMENT  
STRATEGY**

**Draft for comment and discussion.**

**It is the intention that this strategy should form the basis of the  
Children's Trust Workforce Development Strategy.**

**LOGOS TO BE ADDED**

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## **FOREWORD**

This Workforce Strategy supports the Children and Young People's Plan in helping to bring together our many services in the voluntary, public and private sectors to build new approaches to delivering children's services. It aims to secure a skilled workforce that will deliver quality integrated services to children, young people and their families. Our workforce will have a common vision, shared language and determination to deliver positive outcomes for children.

The Children and Young People's Plan sets out how we will work together to translate our aspirations into real improvements for children and young people. In recent months we have taken a critical look at the services provided and identified those that are of high quality and delivering good outcomes and those that need to be improved. It is the people who work with and for us that will ensure that all services in Haringey deliver excellent outcomes for children and young people.

To realise this aspiration of excellence we need a children's workforce that is well trained and improvement focused. We need to recruit workers who bring fresh thinking and ideas and retain skilled workers, particularly where there are staff shortages, undue use of agency staff and high staff turnover. We need to develop visionary leadership and leadership capacity.

We are confident that the joint objectives of the Children's Trust will deliver our aspirations for the children and young people of Haringey. We will measure our progress rigorously as we are determined to make a real difference to children's lives in this borough.

## **INTRODUCTION**

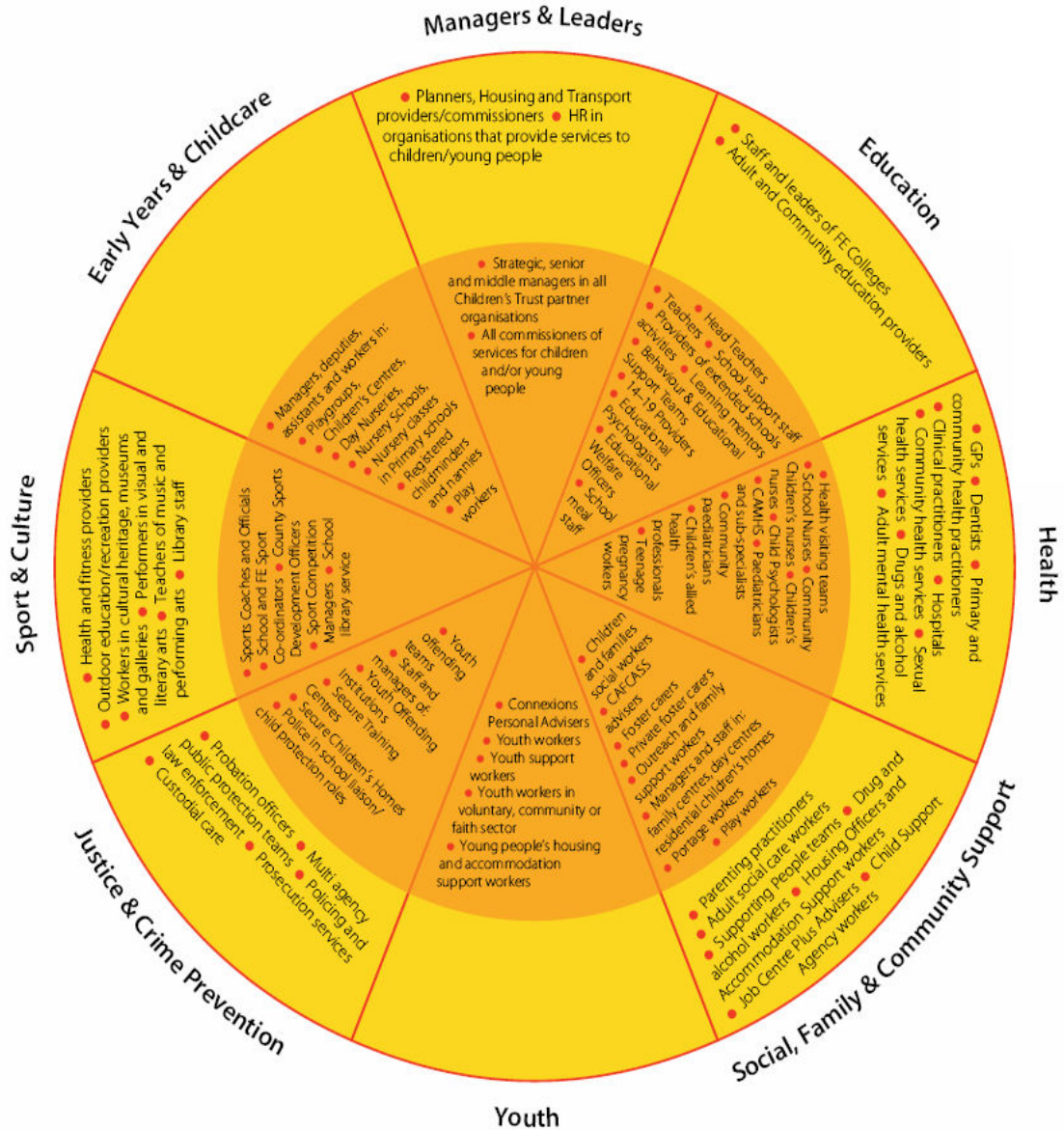
1. The Children's Workforce Strategy has been developed to support the Children and Young People's Plan and is endorsed by the Children's Trust. The Plan will be delivered through a series of implementation plans, including the 2009 Joint Area Review action plan.
2. This Strategy aims to ensure that we have a skilled workforce able to achieve excellent *Every Child Matters* outcomes for the children and young people of Haringey. The five outcomes are 'be healthy', 'stay safe', 'enjoy and achieve', 'make a positive contribution', and 'achieve economic well-being'.
3. It is also a response to the Government's Children's Workforce Strategy which articulates the aspiration that all those who work with and for children and young people will be:
  - Ambitious for every child and young person;
  - Excellent in their practice;
  - Committed to partnership and integrated working;
  - Respected and valued as professionals.
4. Our Strategy sets out the key priorities for a universal Children's Workforce so that it can deliver the Children and Young People's Plan as well as reflect the aspirations of the Government's Children's Workforce Strategy.

### ***Defining the Children's Workforce***

5. The sectors covered by the Strategy are those represented by the Children's Trust. They include :
  - Education
  - Health
  - Social, Family and Community Support
  - Youth
  - Justice and Crime Prevention
  - Sport and Culture
  - Early Years and Childcare
  - Managers and Leaders.

We are basing our definition of the Children's Workforce on the diagram overleaf. This summarises the core and wider children's workforce by sector and comes from the Government's Children's Workforce Strategy.

# The Children and Young People's Workforce



**Core Children's Workforce:** People who work or volunteer with children, young people and their families, or are responsible for their outcomes all the time.

**Wider Children's Workforce:** People who work or volunteer with children, young people, and / or their families part of the time, or are responsible for their outcomes as part of their jobs.

## ***Our vision for the Children's Workforce***

6. We aspire to have an integrated children's workforce that has:

- A shared identity, purpose and vision
- Common values and language
- Behaviours focused on positive outcomes for children and young people
- Integrated working practices
- Is high quality and appropriately trained
- Has complementary roles focused around children and young people
- Has the capacity to keep children safe
- Is outcomes focused.

Our workforce strategy is designed to promote the workforce changes we need to achieve our vision for local children and young people. It underpins the strengths and on-going specialist professional development, promotes effective integrated and multi-disciplinary team working and supports the workforce in adapting to the changing culture in which they work.

### ***Principles that underpin our vision for the workforce***

7. We will :

- Ensure all children and young people are protected from harm and neglect.
- Ensure that we have a stable, well trained and skilled workforce.
- Induct all members of our workforce, developing a multi-agency offer.
- Develop multi-disciplinary and multi-agency working practices.
- Retain our workforce by providing professional development and career progression, including opportunities to work across the Trust and across sectors.
- Ensure our managers have the necessary leadership, management and supervision skills.
- Work in partnership to map, plan and meet future workforce needs.
- Wherever possible work in partnership with parents / carers.
- Reflect on and learn from our developing practice so becoming a 'Learning Trust'.

## **STRATEGIC PRIORITIES**

**For all parts of the Children's Workforce we will improve:**

### **Leadership and Management**

8. We want to develop a more integrated approach to leadership across the partnership. To do this we will establish a Children's Trust Board that will develop a common vision, shared values and integrated processes.

### **Recruitment and retention**

9. We want to recruit and retain excellent staff across the Children's Workforce. To do this we will develop a 'Haringey offer'.

### **Partnership with children, young people and parents, and with each other**

10. We want to develop the skills and behaviours needed to work in partnership in order to secure better outcomes for children and young people. To do this we will consult with children, young people and their families. We will also use an integrated workforce self assessment tool to further plan and deliver integrated services and processes.

### **Qualifications, training and progression routes**

11. We want these to be accessible, high quality and help people in the workforce to develop their skills and careers. To do this we will have a training needs' analysis and use this to shape our continuing professional development offer. We will map core competencies and integrate them into performance management and supervision. We will also develop a framework, based on the core competencies, showing progression routes for the children's workforce.

### **Support for vulnerable children**

12. We want to ensure that people in the workforce have the skills and knowledge they need to support vulnerable children and offer early intervention. To do this we will develop multi-agency induction. We will ensure that the Common Assessment Framework is used effectively and the role of the Lead Professional is understood across all agencies.

### **Keeping children safe**

13. We want to ensure that all members of the workforce are equipped to keep children safe and know what to do when they have concerns about a child. To do this we will develop multi-agency safeguarding training. We will also offer and advise on sector specific safeguarding training. We will gather data to ensure that all members of the workforce have completed safeguarding training at a relevant level .

**We will also develop specific sectors of the Children's Workforce.**

### **Early Years and childcare**

14. We want to have high quality practitioners who are effective in delivering positive outcomes for children. To do this we will implement the findings of our Early Years' and Child Care Training Review. We will also continue to promote

the use of the Graduate Leader Fund in order to ensure that all full day care settings are graduate led by 2015.

### **Youth**

15. We want to have high quality practitioners who are effective in delivering positive outcomes for children. To do this we will develop a Continuing Professional Development Policy and offer that includes the implementation of the Youth Professional Status.

### **Schools**

16. We want to have high quality practitioners who are effective in delivering positive outcomes for children. To do this we will develop a Continuing Professional Development Policy and offer that helps practitioners to meet the learning needs of all pupils.
17. We want all schools in Haringey to be well led. To do this we will continue to implement our succession planning strategy which offers targeted support for leaders at all levels. For example we sign-post accredited middle and senior leadership programmes; we run targeted programmes for Deputy Headteachers and Black and Minority Ethnic school leaders; we are further developing programmes for new and serving Headteachers; we offer a training and development programme for school governors.
18. We want to continue to attract high quality entrants, particularly in shortage subjects. To do this we will continue to run our NQT induction programme. We will also implement the Teacher Development Agency's 'Golden Hello' scheme.
19. We will work with schools to build on workforce remodelling. To do this we will support the work of the Local Social Partnership through a rolling programme of visits to schools. Through these visits we offer advice and as well as having an opportunity to monitor implementation.

### **Children's Social Care**

20. We want to recruit and retain high quality practitioners. To do this we will run national and international recruitment campaigns and further develop trainee schemes.
21. We want to provide high quality and consistent practice. To do this we will ensure that all practitioners understand their roles, receive effective supervision and make use of opportunities for continuing professional development. We are also improving our policies and procedures to ensure that all children and young people are kept safe.
22. We want to make effective and systematic use of the information we hold about children. To do this we ensure that relevant staff receive training on how to use Contactpoint. We will monitor the effectiveness of the implementation of Contactpoint.

**To be added text on: Health, Managers and Leaders, Social Family and Community Support, Sport and Culture, Justice and Crime Prevention**

## **DELIVERING THE STRATEGY**

23. The Children's Trust Board sponsors the Children's Workforce Development Strategy. It has overall responsibility for evaluating the achievement and progress of the strategy.
24. The Children's Workforce Partnership Forum has strategic representation from all sectors of the children and young people's workforce, local community and voluntary groups and further education and higher education providers. This group champions children's workforce development by steering the delivery of the strategy.
25. We will conduct a data collection and needs assessment of the workforce across the Trust so that we know who is in the current workforce, the strengths they possess and the skills they need to develop. It will also enable us to take a strategic approach to filling 'gaps' in the workforce.
26. We will use the Children's Workforce Development Council's Toolkit to take a baseline measurement against which to build an integrated workforce.
27. These joint arrangements will enable us to agree clear targets and priorities for workforce development and to identify the actions and activities needed to deliver them. These will be captured in and evaluated through detailed action plans. All agencies will have robust performance management systems for monitoring their staff in order to provide quality services and ensure that this strategy's objectives and outcomes are delivered for children and young people.

## **CONCLUDING COMMENTS**

28. Haringey's Children's Workforce Strategy recognises that to achieve excellent outcomes for all children and young people we need a committed and skilled workforce.
29. All our staff will share the Children's Trust vision, values and aspirations for the children and young people of Haringey.
30. Every member of our workforce needs to be well-trained, reflective and responsive to the needs of children and young people.
31. Whatever their setting or sector, members of the workforce will work in partnership with each other to deliver integrated services for children and young people.
32. The Children's Workforce in Haringey will keep all children and young people safe from harm.
33. This Children's Workforce Strategy will play a key role in developing a workforce that can deliver these aspirations.

**Cross Referencing the Children & Young People's Plan / Workforce Development / JAR Action Plan**

CYPP	Workforce Development	JAR
	Leadership and Management	AFI 1.1,1.2,1.3 and 1.4
<p><b>Achieve Economic well-being</b> We will promote employment opportunities for young people.</p>	Recruitment and Retention	AFI 6.1
<p><b>Enjoy and Achieve</b> Schools will continue joint working to improve prevention and early intervention. <b>Positive Contribution</b> We will incorporate young people's in service design and delivery. <b>Achieve Economic well-being</b> We will develop partnership with parents and carers in children's learning.</p>	Working in partnership	AFI 3.4 and 7.3
	Qualifications, training and progression routes	AFI 6.3
<p><b>Be Healthy</b> We'll ensure accessible information and services are provided to help children and families improve their physical and mental health.</p>	Support for vulnerable children	AFI 4.1, 4.2 and 4.3
<p><b>Stay safe</b> We will ensure that everyone understands how to keep children safe. We will ensure information is shared by all those involved in keeping children safe. We'll encourage agencies to work together effectively on both service delivery and early intervention.</p>	Keeping children safe	AFI 1.1, 1.3, 2.1,2.2, 2.3, 2.4, 2.5, 2.6, 7.1 and 7.2

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