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To: Personnel Committee – 12 September 2007

Subject: Children and Young People's Workforce Strategy for Kent

Classification: **Unrestricted**

SUMMARY: A three year high level strategy for this workforce has been developed and approved by the Kent Children's Trust Board

1. BACKGROUND

- 1.1 The national *Every Child Matters* policy initiative requires Local Authorities to lead in the development of all services to all children. These services are currently delivered by schools, the County Council, the NHS, District Councils and also a wide range of other agencies including the private and voluntary sector.
- 1.2 The children and young people's workforce is therefore a large, varied and complex arrangement but it is nevertheless essential that we have a strategy to support and develop this workforce consistently for the benefit of children and young people in Kent.
- 1.3 This is a high level strategy (Appendix A), which has been developed by a multi-agency group and has been subject to a short informal consultation and more detailed analysis of this workforce will be necessary to ensure that we priorities our activities, maximise the use of joint resources and engage the whole of the workforce.

2. RECOMMENDATION

Personnel Committee is asked to note the contents of this strategy, and to suggest any improvements that could be made to it at the next annual review.

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**A WORKFORCE STRATEGY FOR
CHILDREN AND YOUNG PEOPLE
IN KENT: 2007 – 2010**

JULY 2007

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Executive Summary

Following a short consultation period, this strategy is ready for approval by the Kent Children's Trust Board.

The national context for this strategy and the Kent Vision are provided, together with some principles underlying the strategy.

A brief picture of the Kent Children and Young People's Workforce is provided, but we acknowledge that we still do not have a lot of the data for some groups.

The main strategic objectives for the 3 year period are provided, with information on some current pilot initiatives. A priority action plan for the first year of the strategy is also proposed.

Some of the strategy is necessarily broad at this stage either because we do not have all the necessary information, or because we are still in the process of getting appropriate representation for parts of the workforce to help us make progress. A summary of risks, resources and opportunities provides an explanation of this. Finally there is clarification of how we intend to monitor, evaluate and review this strategy.

Our Vision

The Kent Children and Young People's Plan (CYPP) "Positive about our Future" has set out a clear vision.

In Kent's successful communities, achievement exceeds aspiration, diversity is valued and every child and family is supported. Children and young people are positive about their future and are at the heart of joined up service planning. They are:

- Nurtured and encouraged at home
- Inspired and motivated by school
- Safe and secure in the community
- Living healthy and fulfilled lives

The need for a new "one workforce" strategy for Kent is based on the lack of integration between existing workforce strategies for all the contributing services that work with children and families in Kent. This strategy will also help us to maximise resources, provide more coherent services and establish a joint professional understanding.

The fundamental premise underlying the national Every Child Matters agenda is that unfortunately we live in a country where every child does not have all that s/he needs to realise their full potential. Kent prides itself on the way it is developing services for children and young people. Creating one workforce strategy by integrating the strategies for the various parts of the workforce that deliver services in Kent will help to ensure we can state with confidence that EVERY CHILD MATTERS IN KENT.

The Government's own vision is for a world-class children's workforce that:

- is competent and confident;
- people aspire to be part of and want to remain working for;
- can develop their skills and build satisfying and rewarding careers;
- children, young people, parents and carers trust and respect.

The National Children's Workforce Strategy confirms that achieving this vision depends largely on the capacity and quality of those people who plan, manage and deliver services to children, young people and their families.

Principles underpinning the Strategy

This strategy:

- recognises the need to review current structures and systems, to assess fitness for new purposes and to take action now for the sake of the future
- focuses on the importance of bringing agencies and services together to address children's individual needs using a common assessment framework and information sharing systems as tools, multi-disciplinary working in integrated settings as a method, and the Local Children's Trust-like arrangement as the organisational system for co-ordinating and commissioning the workforce required within 23 areas of Kent
- places a strong emphasis on prevention
- recognises the range and diversity of the existing workforce in Kent from employees in statutory agencies, private and charitable businesses and social enterprise ventures to self-employed providers, carers and volunteers
- promotes the importance of developing an even more diverse supply side
- encourages service providers to undertake 'remodelling', including introducing new ways of working, changing professional and 'non-professional' roles and developing more flexible approaches organised around the needs of service users rather than professional silos, but also to recognise the importance of wellbeing for the workforce and the need for sensitive management of any change process
- sees leadership as being vital to creating new models of practice and delivery and to sustaining changes

- recognises that there is a common core of skills and knowledge that can be specified and that should be acquired by all those working with children and young people
- recognises that enabling career pathways within the children's workforce with the help of an 'integrated qualification framework' is a vital retention mechanism
- Recognises the importance of agreeing a common code of inter-professional values underpinning work with children and young people.
- Promotes respect for all and values the diversity of the whole workforce.
- Children, young people and their families must be at the centre of this strategy, and we need to ensure that we get their views on it.

Scope

The Children and Young People's Workforce in Kent includes all people who work with children and young people whether their work is paid or unpaid, employed or self-employed, full-time or part-time.

In the most recent year for which we have statistics (2005) 327,000 people were living in Kent who were aged between 0-18. This section of the population accounted for 24% of the total population in Kent. That's one child or young person to every three adults.

The service areas covered by the strategy are:

- early years and childcare
- primary and specialist health care
- schools and colleges
- youth and community work
- play, sports and leisure
- family and parent support
- children and young people's social care
- a range of specialist services, including school support.

The size of the challenge of transforming the wide range of different paid and unpaid workers into one integrated children's workforce cannot be underestimated. It will involve a significant change management process to be established which will help to create the agreements and sharing of information and resources that will be necessary. New ways of thinking will be required alongside new professional identities and new ways of accrediting competence which in turn could create new meanings for the word "qualified".

Current Picture of the Workforce

A. Workforce Data

- (i) Recent research by Sheffield Hallam University has estimated the national childrens' workforce to be about 2.6 million people, of which 1.6 million are employed by the public sector and 1 million of these are teachers. The private sector has an estimated 700,000 or 27%, and the voluntary/community sector around 349,000 or 13% of the total. However, this research had the workforce directly providing childrens services as its scope, and the whole childrens workforce is wider than this.
- (ii) The Children and Young People's Workforce Strategy Group carried out an initial mapping exercise for Kent in 2006.
 - The school workforce is covered by about 36500 contracts, 42% of which are for teachers and tutors, and 27% of which are for Teaching Assistants.
 - The County Council's non-school education workforce is covered by about 2850 contracts.
 - No reliable figures were produced for the Private Voluntary and Independent sector so more detailed analysis is necessary, but of those surveyed a significant proportion work in Early Years and Childcare.
 - National Health Service staffing figures need to be revised in the light of PCT reforms in 2007. However 1st and 2nd level Nurses represent 60% of the Paediatrics workforce, and Midwives constitute 59% of Maternity Services.
 - Childrens Social Services are around 1100 fte staff. The staff breakdown is 31% Social Workers, 16% Social Work Assistants, 20% Administrative staff, 14% Management and Supervision.
 - There is a wide range of other services, notably Youth and Community, Youth Justice, Connexions, and Sport/Leisure which still needs analysis.

B. Schools

Schools are central to the delivery of childrens services in Kent and for some new workforce developments:

- (i) The Local Childrens Trust-like arrangements will be based on the geography of current school clusters, and will have Headteacher representatives on the Board. Schools will continue to be the main contact point for parents/carers and childrens services.
- (ii) Most of the new 104 Childrens' Centres which will be using new multi-agency workforce structures, will be situated on school sites, and this will enhance the position of schools as centres for the community.
- (iii) The Extended schools programme is progressing well across Kent and a number of features will be important for the development of childrens' services locally including new workforce arrangements from a range of agencies:-
 - extended childcare provision
 - a menu of activities for children and young people out of school hours
 - community access to well equipped facilities such as ICT and sports and the arts.
- (iv) A well-established joint consultative forum, the Kent School Workforce Development Group, has been effective over the last few years in promoting and monitoring the national workforce agreement and is now providing support for continuous professional development, workforce remodelling, and performance management in schools.

This support is managed by the Advisory Service Kent, and receives funding support from the Training and Development Agency.

As a significant part of the childrens' workforce is in schools, the School Workforce Development Group operates as a sub-group of the Children and Young People's Workforce Strategy Group.

Main Strategic Objectives 2007-10

A. Multi-Agency Working

Outcome: Integrated working and processes, based around Contact Point, the 'Lead professional' and the Common Assessment Framework, (CAF) in which whole workforce is engaged.

B. Common core skills

Outcome: Employers provide the whole workforce with a good understanding of Every Child Matters, in particular as part of induction for new members of the workforce.

C. Continuous Professional Development and Qualifications

Outcome: Employers deliver a programme of Basic Skills provision, to improve numeracy and literacy and on Integrated Qualifications Framework

D. Leadership and Management

Outcome: Effective leadership and management for trust-like arrangements and their partners to deliver outcomes for children and young people.

E. Workforce Planning

Outcome: Collaborative information sharing about future workforce needs, including remodelling and career paths.

F. Recruitment and Retention (incl. Reward)

Outcome: Gaps identified and collaborative solutions found for priority groups.

G. Specific Workforce Issues from Children and Young Peoples Plan requiring collaborative action

1. Early Years and Childcare

Outcome: improved workforce and DFES workforce targets met.

2. Looked After Children

Outcome: Whole workforce has increased knowledge and skill to respond.

3. Children with Disabilities

Outcome: whole workforce has increased knowledge and skill to respond.

4. Mental Wellbeing Services

Outcome: Whole workforce has increased knowledge and skill to respond.

5. Equality and Diversity

Outcome: whole workforce has increased knowledge and skill to meet the duties set relating to race equality, disability equality, and gender equality and can ensure that no child or young person is disadvantaged due to race, faith, gender, disability or sexual orientation.

H. Working with Parents and Carers

Outcome: whole workforce understands the need to work with parents/carers to achieve ECM outcomes.

To achieve the eight strategic objectives identified by the CYP Workforce Strategy Group we will also need:

- To plan in the whole of Kent for a workforce demand and supply balance requiring the creation of a much broader alliance of agencies, organisations and associations to ensure that every child matters and the wider economy thrives. Collaborative information sharing about future workforce needs, including re-modelling and career pathways is not a familiar activity so will require additional resource investment to achieve to begin with.
- To ensure that joint service planning includes joint workforce planning and that local commissioning arrangements take account of the need for a skilled local workforce to make the policies work and delivery the specified services for children and young people in their area.
- To work closely with FE and HE providers to improve on existing qualification programmes to meet the needs of the current and future workforce.
- To develop continuous opportunities for young people to work in the children and young people's area, particularly those at risk of social exclusion.

Existing Pilot Initiatives that relate to these priorities

1. Current Pathfinder Locality Trust arrangements to be evaluated in summer 2007 and implications for children and young people's workforce to be assessed.
2. **Results Based Accountability**
Training programmes being delivered across the County to support local service delivery and help local groups address their own priorities.
3. **'Solihull' approach**
Following success of this approach elsewhere, this method is being used to support specific inter-agency development work, led by the Education Psychology Service.
4. Successful recent experience of providing a qualifications framework for support staff in schools will be useful for the whole children's workforce.
5. Web-based access to staff development opportunities for the whole children's workforce, is in progress.
6. Early Support programme.
7. Quality Assurance programme for Early Years settings led by Advisory Service Kent.

Priorities 2007-8

The following issues have been identified, from interviews with a range of people, as priorities in the first year of the strategy.

1. Commission multi-agency training on Every Child Matters to support preparation for CAF, Lead Professional and Contact Point, and other agreed strategic priorities e.g., Mental Wellbeing and Looked After Children.
2. Clarify the way in which it is anticipated the Lead Professional functions will work and then implement it across Kent without delay.
3. Mapping the existing Qualifications Framework for the whole children's workforce to support retention and career development.
4. Efforts are made to build the structures and systems enabling multi-agency collaboration on workforce issues – a development programme may be required to achieve this.
5. The continued development of the Early Years workforce to meet national and local targets.
6. Consultation with children and young people and parents about their thoughts and ideas on workforce issues.

7. Identify priority recruitment/retention issues and use multi-agency groups to develop collaborative solutions.
8. Working on the removal of recruitment blocks wherever they exist and the development of retention systems wherever possible e.g., a Career Development Loan Scheme (currently targeted at Foster Carers but easily expanded to other groups).
9. Grow your own professionals – current schemes examined and reviewed – where they are being used in Kent to ensure workforce supply.
10. Gain agreement from all main employing agencies to the GTC/GSCC/NMC Joint Statement of Inter-Professional Core Values for Professionals who work with children.

Risks, Resources, Opportunities

A number of issues present exciting opportunities but similarly provide significant risks for the Strategy, especially in the area of resources.

- Professional and administrative project support will be required for the Strategy and its implementation
- Effective links with associated activity in Kent are needed to prevent duplication and disjointed approach.
- Representation in this process needs to be as wide as possible.
- Management information systems across agencies and partners need to be able to produce workforce data in a meaningful way.
- Alignment or pooling of budgets will be necessary to make a difference strategically.
- A workforce strategy for the whole of Kent will provide consistency, efficiency and economies of scale, but the priorities for that workforce will also vary according to the locality, and each locality needs some flexibility.
- Leadership and Management is one of our strategic objectives, but the delivery of the strategy as a whole will depend on leadership with clear vision, innovation and drive.
- There are also capacity issues for the release of people for training and this will be a constraint.

Monitoring, Evaluation and Review

The Children and Young People's Workforce Strategy Group will be responsible to the Kent Childrens Trust Board for the monitoring, evaluation and review of the strategy and any associated action plans. This strategy will be reviewed annually.

The strategy, and any action plans derived from it, will be impact assessed to ensure that we do not discriminate on grounds of age, disability, gender, ethnicity, religious belief or sexual orientation.

Consultation Process

This draft strategy document is being circulated for discussion as widely as possible in May and June, with the final draft document going for discussion to the Children's Trust Board in July 2007 for full endorsement.

It will also be sent to the Kent Youth Forum so that we can get the views of young people themselves, and to representative bodies for parents and carers similarly.

An implementation plan will then be developed with widespread involvement to ensure ownership at all levels and across all different groups (including County Council and District Council members, strategic partners, professional groups, trade unions/other workforce representatives, children, young people, parents and carers and groups concerned with diversity issues).

Conclusion

If Every Child Matters in Kent then:

- the workforce inspires trust and respect from children, young people, parents and carers.
- Support from the whole workforce for the most disadvantaged will ensure that all children and young people achieve their potential.
- The workforce is developed to meet the needs of children and young people not to meet the needs of professional bodies, historically created job demarcation or artificial administration boundaries.
- Every child, every young person, every parent, every carer and every other adult in Kent understands their part in making the five outcomes of the Every Child Matters agenda a reality in Kent.