



City of Westminster

FOR CONSULTATION

A workforce strategy for the children's workforce in Westminster

Developed by the
Children's Workforce Reform Task Group

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1. Executive summary

The Children Act 2004 set out the framework for reforming services for children. 'Every Child Matters (ECM): Change for Children' sets out the national framework for local change. The national Children's Workforce Strategy sets out the requirements to develop our workforce that can deliver these changes.

The aim is to overcome the restrictions that professional and organisational boundaries can have so that staff from different sectors:

- work better together to meet the needs of children and young people, and share information;
- have career paths that allow them to progress within and across different sectors; and
- focus on identifying and preventing problems as early as possible while strengthening protection for vulnerable children.

What qualities do children and young people want in the people who work with them?

Consultation with children and young people nationally and in Westminster has shown that they want people working with them who have the following qualities.

- They respect children and young people.
- They don't make assumptions about children's needs and actions, but talk to them first.
- They give children 'space' to be themselves.
- Their roles have clear boundaries.
- They provide good advice.
- They appreciate the need for confidentiality at appropriate levels.
- They do not tolerate racism.
- They are accessible, particularly when discussing bullying.

Putting the actions in this strategy into practice will help to develop a workforce that will have these qualities.

What will it feel like to be part of the children's services workforce in Westminster?

Everyone who works with children in Westminster will feel that they are part of a workforce that places the five outcomes for children and young people at its heart. They will work to a common standard, "The Westminster Professional" with other children's workers in Westminster:

- They are diverse – we look to make our workforce representative of the local community, and to make full use of all groups in regard to age, gender and ethnicity.
- They have clear roles which are valued.
- They are flexible, dynamic, competent and confident and work in partnership between agencies and with families.
- They are participative and respectful, listening to children and young people and taking into account their views.
- They work to safeguard all of the children in Westminster.

We expect leaders and managers to work in line with the ‘Championing Children’ framework (which sets out what leaders and managers need to know and do) and:

- promote working with other agencies;
- support their staff;
- take responsibility for decisions;
- manage people effectively, fairly and consistently;
- be open to feedback;
- lead by example and set high standards; and
- be available to staff to discuss their problems or concerns.

What do partners want out of this workforce strategy?

Partners will benefit from a workforce strategy that:

- recognises their contributions and provides opportunities for bringing people together across the service;
- brings partners’ work together so that there is a unified approach;
- provides a basis for planning services; and
- helps to achieve a successful joint area review, covering a wide range of partners.

Conclusion

The strategy sets out the national situation and then the local situation in Westminster. We explain how we have developed the strategy and what the main priorities are. We also describe the process for putting the strategy into practice. In doing so, we cover the things that contribute to the success of this strategy such as managing performance, monitoring and risks. Finally, we set out the action plan that forms the basis for putting the strategy into practice.

This strategy is the beginning of a process that is ambitious and challenging and will take several years to complete. This is acknowledged in ‘Every Child Matters’ and also by the Children’s Workforce Development Council. As a result, we will regularly review this strategy and amend it to take account of learning that arises both nationally and locally.

2. Introduction

Westminster's Children's Workforce Strategy sets out our approach for developing integrated services to improve outcomes for children and young people. A cross-agency Workforce Reform Task Group led by the Director for Children and Families Social Services has developed the strategy using the template provided by the Children's Workforce Development Council. We have been informed by the work of other authorities, particularly Southwark, Barnet and Newcastle and have been assisted by a CWDC approved consultant.

This strategy aims to create a workforce that:

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

This strategy forms an important part of our Children and Young People's Plan which is built around the 5 outcomes set out in the Children Act 2004. (see Planning Bookcase in Appendix 2). The workforce strategy is key to the realisation of our commitment to ensure that our children are healthy and safe, that they enjoy and achieve, make positive contributions to society and achieve economic well being. It seeks to ensure that our children's services are child centred, efficient, accessible and integrated.

The main challenges set out in this strategy are to:

- recruit more people into our workforce, making sure the work is attractive and promoting more flexible routes into the job;
- develop and hold on to more people within our workforce, improving their skills by building on the common core of skills and knowledge (which sets out what the workforce need to be able to know and do) and creating a single framework for qualifications;
- strengthen working with other agencies; and
- promote stronger leadership, management and supervision.

As a result of putting this strategy into practice:

- children and young people will recognise that the people providing services to them have the qualities that children and young people have said are important;
- people working with children and young people will feel that they are part of a well-trained workforce that places the five outcomes at the heart of what they do; and
- partner agencies will benefit from a well-trained workforce, working to consistent standards and shared values, which supports achieving the five outcomes.

The strategy is concerned with the “transformation” of the children’s workforce to achieve the vision *Every Child Matters* outcomes in Westminster. This can only be fully accomplished when that vision is fully realised in formal Children’s Trust arrangements in Westminster. In the meantime, our strategy is aspirational but it is limited in delivery to those agencies that have “signed up”, and where guidance is finalised (see Appendix 1 for government plans to 2015).

Consequently, this strategy is “a work in progress” that will evolve over the next few years as we refresh our Children and Young People’s Plan, consult further with children and young people in Westminster, engage a wider range of stakeholders in the strategy, and further develop our responses to the government’s vision.

The strategy is “overarching” as it sets out our vision, objectives and priorities for the children’s workforce as a whole. Individual service areas and professions will have their own, complementary, strategies and plans.

3. Our vision

“The Westminster Professional”

We set a standard for our children’s services workers. They have the following characteristics:

- They are diverse – we look to make our workforce representative of the local community, and to make full use of all groups in regard to age, gender and ethnicity.
- They have clear roles which are valued.
- They are flexible, dynamic, competent and confident and work in partnership between agencies and with families.
- They are participative and respectful, listening to children and young people and taking into account their views.
- They work to safeguard all of the children in Westminster.

We use these principles to make sure that we recruit, retain and develop workers to meet the Westminster Standard and make sure that these workers have the characteristics that children and young people say that they value.

4. Scope

The partners involved in developing this strategy have been:

Partner	Job roles covered
Relevant areas of the local authority:	
• Children & Families Social Services	Social Workers Family Support Workers
• Schools	Non-teaching staff
• Youth Service	Youth workers Connexions Personal Advisers Key Workers Tutors Specialist leads
• Sports Unit	Sports workers Sports development officers
• Youth Offending Team	YOT workers
• Early Years	Play workers
• Social Inclusion Services	
• Development & Training Unit	Training commissioners
• Westminster Adult Education Services	Tutors
Voluntary sector representatives:	
• Westminster Children's Society	Early years practitioners and teachers Trainers, facilitators, NVQ assessors
• Youth Organisations	Youth workers Specialist workers
Health	
• Westminster Primary Care Trust	CAMHS workers School nurses Health visitors

The views of children and young people have been included through consideration of the results of the Children and Young People's City Survey, through the youth service annual consultation material, and the final report of the DfES commissioned "Consulting Children and Young People on The Children's Workforce Strategy".

As we develop the strategy further in 2006/07, we will engage other stakeholders including:

- Schools representatives (regarding non-teacher posts only)
- Early Years Networks and Partnerships, including private, voluntary and independent sectors

- Networks of self employed childminders and nannies
- Jobcentre Plus through the District Manager and the Childcare Partnership Manager
- SkillsActive - work on play and sport, and other national agencies representing play services
- Independent (private) sector representatives
- CAFcass
- Connexions
- Learning and Skills Council
- Strategic Health Authority
- Police
- Unions
- CYP Forum

5. Current position and analysis

Our local strategy is set within the context of the national picture and government direction set out in its Children’s Workforce Strategy.

At a national level, the **government’s vision** is of a world-class children’s workforce that:

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

The government identifies some key **challenges** it aims to address in order to achieve this vision:

- recruiting more people into the children’s workforce
- developing and retaining more people within the children’s workforce
- strengthening inter-agency and multi-disciplinary working and workforce re-modelling whilst tying in with the workforce remodelling already achieved in schools; and
- promoting stronger leadership, management and supervision.

The government’s immediate **priorities** are:

- Transforming early years provision
- Strengthening quality and stability in social care and foster care
- Getting the best from schools, from the health service and from the voluntary and community sector

The **principles** directing local delivery of the strategy are:

1. Promoting swift and simple access to the complementary skills of a wide range of support professionals.
2. Thinking of the “Children’s Workforce” rather than different agencies or professional groups.
3. Having Lead Professionals available when a range of support is needed
4. Making a commitment to flexible working.

5. Providing appropriate clinical or professional supervision and guidance.
6. Establishing clear lines of accountability
7. Delivering effective day-to-day leadership
8. Developing integrated workforce planning and development.
9. Building greater flexibility in career pathways within the “Climbing Frame” of qualifications.

The urgent **priorities** arising from the strategy are tied to the development of locally-based integrated services through children centres, extended schools and workforce remodelling. The government’s strategy sees these as vehicles for the sector to grow its own workforce to deliver the strategy before 2010 and beyond:

1. Establishing effective national delivery arrangements
2. Supporting local workforce strategies as part of the single Children and Young People’s Plan
3. Graduate leadership of all full day care settings in early years
4. Early Years vocational progression routes through to graduate leadership
5. A new “pedagogue” role
6. Fast track routes to social work through social and foster care work
7. Increasing accredited training access across the piece to be achieved partly through building inter-disciplinary and separate CPD opportunity frames and a single qualification framework.

Published alongside the Workforce Strategy are linked documents:

- the **Common Core of Skills and Knowledge** for the Children’s Workforce. This covers the areas of expertise essential for everyone working with children and young people, and will support work across professional boundaries and more flexible career routes;
- the **Common Assessment Framework** for Children and Young People (CAF). This offers a new standardised approach to assessing children’s and young people’s needs for services, to help practitioners from a range of backgrounds identify problems sooner and work together more effectively to tackle them.
- **Lead Professional Guidance** on the role aimed to assist those children and young people who have a number of additional support needs that require an integrated response. The role of the lead professional is to act as a single point of contact that children, young people and their families can trust, to support them in making choices and in navigating their way through the system; to ensure that children and families get appropriate interventions when needed, which are well planned, regularly reviewed and effectively delivered; and to reduce overlap and inconsistency from other practitioners.
- **Championing Children**, which seeks to establish a common understanding about the important and different abilities (skills, knowledge and behaviours) required by managers of children’s services who are responsible for multi-agency teams and services.

- **Common Induction Standards**, currently in draft form. The aim is to ensure that all entrants to the children's workforce have an agreed minimum level of skills and knowledge within three months of their becoming part of the workforce

In Westminster, the Locality Authority will continue to move towards children's trust arrangements in 2006/07, developing integrated and localised services which support the *Every Child Matters* agenda. The key service priorities are set out in the over-arching Children and Young people's Plan and expressed in operational terms in the Children and Young People Business Plan for 2006/07.

To ensure that children and young people achieve the *five Every Child Matters* outcomes, it is vital to have a children's workforce that is skilled, well-led and supported by effective, shared systems and processes. People in different parts of the workforce need to be able to work well together across institutional and professional boundaries, focused around the needs of the child and young person.

Achievement of these plans is dependent on having an adequately resourced, trained and motivated workforce, which means having the right numbers in the right place with the right skills. Workforce capacity is currently a significant issue in children's services, with shortages and problems with retention being experienced in many of the staff groups providing services to children. These pressures will need to continue to be addressed both centrally, through national workforce planning processes, and locally, through the development of all-agency workforce, recruitment and retention strategies, based on a proper understanding of the needs of local populations, starting with the child and family rather than professional groups, and matching the skills and deployment of staff to the particular needs of each area.

These staffing constraints, along with the need to respond flexibly to rapidly changing demands on services, mean that there is a continuing requirement to look at workforce modernisation and role redesign. A range of new, and amended, roles need to be developed, with staff working in new ways across agencies and within multi-disciplinary teams.

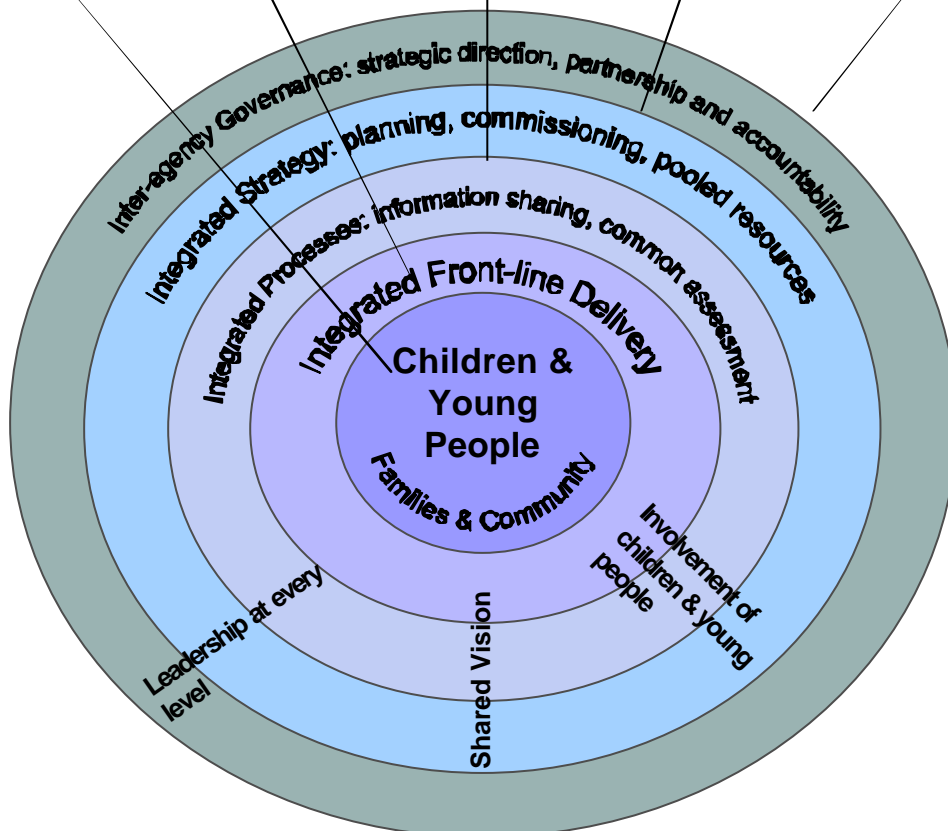
Effective implementation of our plans will have significant education and training implications, with all staff needing to be competent in a range of core areas. We will need to develop training strategies, using the National Occupational Standards being developed as part of the Children's National Workforce Competence Framework to ensure all staff have the skills and continuing professional development they need to meet the standards.

Maintaining a stable workforce during a time of change will be a challenge for employers, and will be managed against the context of local recruitment and retention issues for qualified staff and control of agency costs.

The “onion layers” approach to develop children’s trust arrangements clarifies current achievements and signposts areas for development.

DfES Children’s Trust approach with IdeA “hot buttons” describing the dimensions within each layer of the system

Improved outcomes	Integrated frontline	Integrated systems and processes	Integrated strategy	Interagency governance
Staying safe	Schools and children’s centres	Recording and information	Local needs analysis	Vision and leadership
Being healthy	Primary care trusts and GPs	Referral and assessment	Resources	Partnerships
Enjoying and achieving	Youth justice, Youth work and connexions	Management and professional practice	Service planning	Performance management
Making a positive contribution	Voluntary and community services	Training and development	Commissioning	Local safeguarding boards
Economic wellbeing	Children with additional needs	Asset management	Workforce and culture change	Joined-up delivery



Inter-agency governance: strategic direction, partnership and accountability

What is to be achieved	Current position
<ul style="list-style-type: none"> ❑ Partnerships which bring public, private, voluntary and community organisations together around the needs of children and young people, underpinned by the duty to co-operate and who demonstrate their commitment to involving users in their planning and delivery 	<p>CYPSP long-established and recently agreed as reference body for Children's Trust arrangements in Westminster.</p>
<ul style="list-style-type: none"> ❑ Shared vision, determination to improve outcomes and commitment to a new way of working informed by and shared with children their carers and families. 	<p>Vision and objectives for CYPSP agreed as core for CYPP.</p>
<ul style="list-style-type: none"> ❑ Robust inter-agency governance arrangements, including clear accountability for statutory functions 	<p>Model for a joint executive function agreed.</p>
<ul style="list-style-type: none"> ❑ The Director of Children's Services providing professional leadership, and the Lead Member political leadership, for inter-agency co-operation. 	<p>Both appointed in June 2005.</p>

Integrated strategies: shared analysis of needs, joint commissioning, pooled budgets

What is to be achieved	Current position
<ul style="list-style-type: none"> ❑ Local strategic planning, including workforce planning, to achieve outcomes and aims in the national framework 	<p>The Council is required to develop a local Children's Workforce Strategy, as part of the Children and Young People's Plan, covering the whole of the children's workforce in Westminster. This will set out the skills and qualifications of the children's workforce in Westminster, and what we will need to recruit, retain and develop the workforce to deliver our vision. The Director of C&F Social Services is leading this</p>

	work through a cross-agency group reporting to the CYPSP. A key concern is how to recruit and retain staff in a very competitive work environment.
<ul style="list-style-type: none"> ❑ Statutory local authority Children and Young People Plans from April 2006 	Although, as an excellent authority, the Department is not required to produce a plan, it has decided to produce a plan for May 2006.
<ul style="list-style-type: none"> ❑ Based on rigorous needs analysis with pro-active engagement of children, families and communities 	The plan was developed in conjunction with the CYPSP, analysis of local data, and wide consultation. The views of young people of all ages were captured through a City survey.
<ul style="list-style-type: none"> ❑ Engaging the right providers at the right time, and developing the market 	The Westminster economy has a well-developed approach to the commissioning of services. This will be further developed with the establishment of a joint commissioning function within the CSA.
<ul style="list-style-type: none"> ❑ Clear aims and accountabilities for pooled resources 	This is being piloted through the LAA and NRF projects.
<ul style="list-style-type: none"> ❑ Evaluating performance against outcomes to support the on-going review of strategy 	The CYPP is based solidly on measurable performance indicators. The CYPP will be refreshed annually.

Integrated processes: information sharing, common assessment

What is to be achieved	Current position
<ul style="list-style-type: none"> ❑ Practitioners confident about sharing information about children and young people – and do so whenever appropriate 	A training strategy has been developed to support the implementation of the ICS.
<ul style="list-style-type: none"> ❑ A common assessment framework used across all agencies and practitioners 	The CAF is currently being piloted at two sites with a third agreed.
<ul style="list-style-type: none"> ❑ Preliminary assessments carried out by the practitioner who first comes in contact with the child 	Assessment models across agencies are being developed in line with national guidance.
<ul style="list-style-type: none"> ❑ Assessment and as far as 	The third CAF pilot will be undertaken

possible delivery of personalised services embedded in the universal	in a secondary school. Children's Centres will host a variety of personalised services.
<input type="checkbox"/> Better quality and more appropriate referrals triggering prompter and more coherent services	To be developed.

Integrated front line delivery: staff trained in common core, multi-disciplinary teams, co-location

What is to be achieved	Current position
<input type="checkbox"/> Integrated services taking a holistic view of children's needs	The development of locality teams is currently under discussion, with a first scheme possibly to be introduced in the central area of the City.
<input type="checkbox"/> Frontline staff with common core knowledge and skills relating to the needs of children.	The Task group has learned from the Schools Remodelling experience and will be informed by pilots of CAF and the Children's Services induction. The Common Core has been integrated into the multi-agency training programme.
<input type="checkbox"/> Culture of trust and understanding among all staff	Joint training will be developed in order to build understanding.
<input type="checkbox"/> Lead professionals and multi-disciplinary teams	The City already has good examples in Children with Disabilities, YOT, BEST (behaviour and support teams) and Connexions teams: multi-agency teams made up of professionals from different disciplines and organisations
<input type="checkbox"/> Co-location of teams and services: Extended Schools, Children Centres	Strategies are being considered for the development of locality-based services through extended schools and children's centres. These will be looking to maximise resources and opportunities to meet workforce requirements.

The task group has taken into consideration the following requirements:

1. a clear understanding of the **needs** of children and young people in Westminster
2. an **analysis** of the workforce numbers and skills, service re-design, and workforce reform required to meet those needs better
3. the development of a single **qualifications** framework linked to CPD opportunity, which will allow the workforce to progress up and across disciplines, where appropriate
4. the national **CPD** strategies for each part of the workforce (teachers, social workers, youth workers etc.)
5. **resource** issues given that there is no new funding for the new vision
6. locally relevant recruitment, retention and remodelling **strategies** especially in the London context of being an expensive place to live and work and the challenge of improving the attractiveness and qualifications of this low-paid and largely female sector without additional resources to raise salaries.
7. introducing and embedding the **common core** of skills and knowledge for all staff, including schools
8. piloting and then implementing the **Common Assessment Framework**
9. the workforce required in developing **extended schools**
10. on-going **school workforce remodelling**
11. increased **capacity** in school nursing, health visiting, midwifery, speech and language therapy and CAMHS
12. inclusion of the **Voluntary and Community Sector** workforce in the mapping
13. **new ways** of working and new ways of delivering services using new technologies to our advantage.
14. the tension between maintaining specialism and accountability as opposed to a generic children's worker with shared responsibility. This may have implications for risk management and child safety.
15. Ensure that new priorities emerging from legislation are considered in the strategy as they are published.
16. Engage all staff in the workforce remodelling agenda through audit and consultation.

The Task Group has learned the following key messages from Westminster's experience of **Schools Remodelling**:

- Early engagement with staff
- Tie into reward framework
- Follow national guidance
- Build in HR capacity from the start
- Effective communication
- Tie into improvement
- Build in career progression, work life balance

6. Workforce Data and Data Issues

Our strategy includes activities that will enable us to scope and analyse the current need in relation to children's services and the workforce capacity and to audit the skills and knowledge of professionals. The aim is to identify the current total workforce, the age profile, the diversity breakdown, management structure and a skills audit of the workforce across all the services and agencies. It will enable us plan the implementation of a robust workforce plan to cover current and future shortfalls. We will also analyse the local and regional labour market to establish the availability of suitable labour and the competing demands from other employers of professional and support workers.

7. Views and needs of children, young people, families and carers

The views of children and young people have been included through consideration of the results of the Children and Young People's City Survey, through the youth service annual consultation material, and the final report of the DfES commissioned "Consulting Children and Young People on The Children's Workforce Strategy".

Young people of all ages most value being respected by adults who work with them. Children and young people value adults who listen to them and provide support when circumstances beyond their control create changes in their lives. They don't make assumptions about children's needs and actions, but talk to them first. They give children 'space' to be themselves. Their roles have clear boundaries and provide good advice. They appreciate the need for confidentiality at appropriate levels. They do not tolerate racism. They are accessible, particularly when discussing bullying.

These views are reflected in the vision of the Westminster Professional described above and will be captured in the core competencies as they are developed. Putting the actions in this strategy into practice will help to develop a workforce that will have these qualities.

8. Statement of Objectives

Objective	Target	Milestones/Actions	Timescale	Responsibility
To recruit workers to meet the Westminster Standard				
1. To manage the workforce market to ensure a supply that is representative of our community	<ul style="list-style-type: none"> Monitor and analyse the workforce annually with targets set to increase under-represented groups. 	<p>Collate existing information about the demography of the workforce and identify gaps.</p> <p>Agree how to fill the gaps with employers.</p> <p>Produce annual monitoring report for whole children's workforce.</p>	<p>July 2006</p> <p>October 2006</p> <p>April 2007</p>	Partner agencies representatives.
2. To have a recruitment strategy that targets the best and sells us as Employer of Choice	<ul style="list-style-type: none"> All partner agencies to achieve Investors in People accreditation or equivalent To benchmark salaries for key professions and set competitive rates. To improve vacancy rates and turnover year on year. 	<p>Children and Community Services achieves badge for whole Department.</p> <p>Analysis of salaries in "hard to recruit" areas.</p> <p>Establish baselines.</p>	<p>December 2006</p> <p>July 2006</p> <p>July 2006</p>	<p>C&CS Directors</p> <p>HR support</p> <p>HR support</p>
3. To have a common core in our job descriptions and person specifications that cuts across agencies and locations to impress the Westminster Standard.	<ul style="list-style-type: none"> All JDs to incorporate common core 	<p>Sub-group to produce options for consideration</p>	<p>August 2006</p>	<p>Sub-group: Sharon Cohen, Helen Matthes, Kim Leatham, Alison Wright, Wendy Tomlinson, Elizabeth Woods, Neil King.</p>
4. Develop voluntary workforce to support the paid workforce	<ul style="list-style-type: none"> To offer opportunities for unpaid voluntary workers but offer pathways to employment. 	<ul style="list-style-type: none"> Identify and specify need Handbook for volunteers 	<p>August 2006</p> <p>October 2006</p>	<p>Sub-group: to be agreed May 2006.</p>

Objective	Target	Milestones/Actions	Timescale	Responsibility
To retain workers to meet the Westminster Standard				
5. To build and sustain leadership and management that is fit for purpose.	<ul style="list-style-type: none"> Incorporate Children's Champions competencies Management structures to support the Children's Trust arrangements 	Cross-reference competencies against existing frameworks. Organisational structures agreed.	June 2006 April 2007	Head of Training Statutory agencies
6. To increasingly work in multi-disciplinary teams – but to celebrate and value specialist skills and provide excellent CPD opportunities to develop talent and maintain expertise.	<ul style="list-style-type: none"> Establish 3 locality teams Establish Children's Centres teams Establish workforce for Extended Schools Engage all staff in the workforce remodelling agenda through audit and consultation 	Strategy approved Strategy approved Strategy approved Consultation events for staff	October 2006 To be agreed To be agreed By October 2006	DCS DCS DCS Programme Director, C4C
7. To be clear about accountability and responsibility.	<ul style="list-style-type: none"> Ensure workforce remodelling is clearly linked to the internal structures of the new Children's Services Department 	Draft structures approved for consultation	December 2006	DCS
8. To actively explore new roles across Health, Social Services and Education settings (Children's Worker, pedagogue, extended school lead) that are responsive to changing needs and resources.	<ul style="list-style-type: none"> Analysis of need and opportunities Lead professional development 	Options report produced for consideration. Consultation events for staff	December 2006 By October 2006	Sub-group Programme Director, C4C
9. To set and monitor of standards for performance.	<ul style="list-style-type: none"> Ensure that social care staff comply with Code of Practice and maintain GSCC registration 	100% registration of eligible staff	April 2006	Director of C&F Social Services

	<ul style="list-style-type: none"> Use appraisal and performance management to ensure adherence to core competencies. 	Core competencies agreed for inclusion in performance management.	May 2006	Head of Training
To develop workers to meet the Westminster Standard				
10. To provide entry routes and progression for our local workforce and apprenticeships for local young people	<ul style="list-style-type: none"> Increase numbers of local young people entering workforce 	Explore Modern Apprenticeships opportunities	June 2006	WCC Head of Organisational Development
11. To provide access and support to a variety of career pathways across the Climbing Frame for Qualifications.	<ul style="list-style-type: none"> Implement Integrated Qualifications Framework when published 	Awaiting guidance	Framework expected in April 2006	Sub-group
12. To adopt the Common Core of Skills and Knowledge for all staff and provide access to a qualification at level 2 as a minimum.	<ul style="list-style-type: none"> All agencies agree to integrate the Common Core Inter-agency training programme developed 	Workshop for employers Employers "sign up" First programme published	September 2006 April 2007 September 2006	Head of Training
13. To use job enrichment to sustain and refresh excellent practitioners who do not want to move into management	<ul style="list-style-type: none"> Establish senior practitioner role for social services 	Paper to CMB	March 2006	Director of C&F Social Services
14. To strive towards a learning culture that uses customer and staff feedback to make what we do better.	<ul style="list-style-type: none"> Always include a young person on recruitment panels Accredited course for young people involved in recruitment 	Paper to employers Research opportunities	September 2006 September 2006	Sub-group

9. Priority Areas for 2006/7

Priorities for 2006/07	Actions agreed
<ul style="list-style-type: none"> Communicate the strategy 	<ul style="list-style-type: none"> Ensure a synergy with the Change for Children Communication Strategy, which promotes staff engagement on the change agenda through a diverse set of channels and communications. Use the existing 6 weekly Change for Children newsletter to promote developments made on all aspects of children's reform in Westminster Make briefings available for all children's workers about where we are up to and what our goals are. This will be done electronically, in workshops, and cascaded via managers to ensure that we reach as many people as possible. We will publish the strategy on the Council's Website. We will establish a programme of cross-profession discussions. We intend to use this exercise to consult with staff about how they can implement key requirements of the strategy – developing neighborhood models through co-located, integrated working and developing the Lead Professional role. We will be exploring with them how a common core of competencies for children's workers can fit within their job descriptions.
<ul style="list-style-type: none"> Develop integrated services in the Central locality area 	<ul style="list-style-type: none"> Locality-based event in May 2006 to explore options and opportunities for integrated working.
<ul style="list-style-type: none"> Develop a training partnership for children's services to align existing budgets and resources for efficient and effective use 	<ul style="list-style-type: none"> Build on existing C&CS training partnership and opportunities provided by the Transformation Fund.
<ul style="list-style-type: none"> Implement the Common Assessment Framework Develop the role of the lead professional 	<ul style="list-style-type: none"> Multi-agency pilot in Church St Sure Start area between January 06 and June 06; Phase 2 YISP, Connexions One Stop Shop and PAYP, Quinton Kynaston June – September 2006 for 0-18 y.o.

	<ul style="list-style-type: none"> Phase 3, City-wide roll-out with training incorporated into ongoing programme
<ul style="list-style-type: none"> Develop shared training in support of the common core of skills and knowledge 	<ul style="list-style-type: none"> Integrated into the Inter-agency training programme for April – September 2006.
<ul style="list-style-type: none"> Improve leadership, management and supervision, including the shared development of managers and supervisors 	<ul style="list-style-type: none"> Establish a training partnership that will develop a framework for leadership and management development across the CWF partnership addressing the Champions competencies.
<ul style="list-style-type: none"> Training and upskilling for early years workers, including childminders and nannies 	<ul style="list-style-type: none"> Develop strategy for use of Transformation Fund
<ul style="list-style-type: none"> Social Work and Social Care 	<ul style="list-style-type: none"> Respond to Options for Excellence review
<ul style="list-style-type: none"> Addressing local recruitment difficulties 	<ul style="list-style-type: none"> Undertake targeted activity to develop the workforce in government-identified priority areas: early years, youth, social care
<ul style="list-style-type: none"> Address funding difficulties for qualification and training gaps 	<ul style="list-style-type: none"> Map existing provision within Westminster against the government's Integrated Qualifications Framework (to be launched in April) Identify and align resources to support the development and implementation of the strategy.
<ul style="list-style-type: none"> Implementation of the Induction Standards late 2006 	<ul style="list-style-type: none"> Publicise and support agencies in implementing the standards.
<ul style="list-style-type: none"> The WorkSmart programme has been created to help the Council take a co-ordinated approach to how it will change over the next few years. By bringing together the organisation's leadership and people it aims to deliver major improvements to our frontline services and drive up efficiency 	<ul style="list-style-type: none"> Ensure synergy between this strategy and the WorkSmart Change Programme The WorkSmart programme will carry out joint work with the Change for Children programme to realise business processing opportunities for the children's workforce in Westminster

10. Risks

Local risks identified in the national strategy

1. Failure to engage across agencies successfully and lack of sufficient cooperation

- Local Authorities and their partners may fail to co-operate sufficiently and align their activities into 150 coherent and effective local change programmes with supportive local workforce strategies
- Insufficient involvement of schools and health services
- The voluntary and community sector may feel excluded

2. There is insufficient capacity available to move the agenda forward

- Local Authorities and their partners have insufficient leadership and resources capacity, and may be short on cash as they attempt to realise efficiency savings

National strategies aimed at mitigating local risks:

- Building the capacity of Directors of Children's Services to lead local change programmes including through Cross Sector Leadership Programme;
- Employing Regional Change Advisors to assist local areas;
- Offering (limited) resource through the Change Fund;
- Developing a communications strategy to stress the need for co-operation, focusing in particular on schools;
- Integrating delivery of the children, young people and maternity National Service Framework into the *Every Child Matters: Change for Children* programme
- Reviewing current approaches so that we improve the sharing and embedding of existing good practice.

Other risks

- The current national strategy will change as a result of the consultation and lead to further changes/proposals. This could lead to a waste of resources in areas where new/additional changes have been proposed;
- Internal disagreement on the way forward within the agencies and services;
- Staff turnover may increase if their perception of the new changes are negative;
- Inability to engage users/lack of interest from users in engaging with the change process;
- Staff turnover could affect the continuity and seamless delivery of the project targets;
- New national legislation from other Government departments could trigger more changes;

- Some children's services providers by virtue of their structure and regulation may fall outside the regular agencies as stated in the national strategy and therefore will not be involved this new way of joint working;
- Agencies not bound by statutory requirements in their provision may not fully engage with the process, e.g. there is no statutory requirement for private schools to do the training provided for school support staff;
- Risk of unsettling existing, but still vulnerable, cross-borough links and communications as new teams develop in all boroughs;
- Resources to fund additional requirements, e.g. supervision for workers taking on aspects of a therapeutic role; NVQs for learning mentors.

Local strategies aimed at mitigating local risks:

- Engagement with all stake-holders through the CYPSP
- Task-group to meet bi-monthly to progress implementation of the strategy.
- Communication strategy and early staff engagement
- Work towards aligning and/or pooling resources.

11. Resource requirements and opportunities to pool resources

Apart from a Transformation Fund for Early Years, there is no additional funding to support these reforms. It is likely that the Children's Department will experience budget pressures in delivering the new strategy and we will explore new ways of working and new ways of delivering services to contain these pressures.

Our target is to work towards a pooled budget for workforce development to be achieved over 3 years. The steps on the way are:

1. Establish a workforce development partnership
2. Align resources and funds
3. Establish reciprocal arrangements across agencies (don't double do or replicate)
4. Make joint bids for external funds

Pathfinder authorities have resourced their developing workforce strategies with dedicated HR staff. We will continue to monitor the resources allocated from WCC corporate HR to ensure that we can implement our strategy successfully.

12. Evaluation and Review Arrangements

We need to know that the strategy is making a difference. The Task Group will monitor and track the implementation and effect of the strategy:

- Each year, our partners will review the strategy and amend it as part of the children and young people’s plan. This is in line with the Children’s Act 2004. The review will include a workshop which involves a range of people from the partner agencies. This will provide an opportunity for learning and networking.
- Assessment will include gathering positive feedback from our Annual Performance Assessment and the joint area review, which will look at how we are achieving the five outcomes of ‘Every Child Matters’.

The following performance measures will show us what effect the strategy is having.

- Results of staff surveys
- Consulting parents, carers, children and young people as part of the children and young people’s plan
- The number of staff who leave or join us
- The number of training days staff receive

We will also use the following ‘best value performance indicators’ (standards to measure performance against) to measure local authority staff.

BV11a	Percentage of top 5% of earners who are women
BV11b	Percentage of top 5% of earners who are from the black and minority-ethnic communities
BV12	Number of working days lost due to sickness absence
BV16a	Percentage of employees declaring that they are disabled under the Disability Discrimination Act
BV17a	Percentage of employees from minority-ethnic communities compared with the percentage of the economically active minority-ethnic community population in the authority area

The Children and Young People’s Strategic Partnership Board will approve the children and young people’s plan and this strategy. This is an important part of the process as it will make sure that we and our partners are committed to the plan and this strategy. The board will also monitor how we put this strategy into practice.

We expect our partners to monitor themselves through their own workforce development processes.

While measuring our performance in this way, we will work with the Children’s Workforce Development Council (CWDC) to make sure we are up to date on new events and aware of best practice and what others are doing in the region and nationally. The Task Group will update the plan annually to incorporate new developments and changing priorities.

Appendix 1 National Action Plan: milestones, key actions and outcomes for the Children’s Workforce Strategy to 2015

When?	Who will do what?	What will the impact be?	
	1. CWDC have published advice on devising & implementing an Integrated Local Children’s Services Workforce Strategy	Improved support to those drawing up Children and Young People’s Plans. Available at www.cwdcouncil.org.uk	
	2. DH White Paper <i>Our health, our care, our say: a new direction for community services</i> , published 30 January 2006	Health and social care services provided closer to home by professionals working together around the needs of patients and service-users rather than providers; presenting both an opportunity and a challenge to local areas to ensure effective joint commissioning arrangements are in place across children’s services	
	3. CWDC business plan and CWN work plan published	Clarity as to the priorities, roles and responsibilities of both the Council and the Network	
Winter 2005/ Spring 2006	4. DfES publishes its response to Youth Matters	Improved opportunities and services for young people; clarity for local authorities and their partners on the framework for delivery of more integrated services for young people and the workforce implications	
	5. DfES publishes revised version of Working Together to Safeguard Children	Updated guidance available on safeguarding and promoting the welfare of children will support co-operation between local services	
	6. Integrated Qualifications Framework implementation plan published by CWDC	A public commitment by key delivery partners to develop the Framework, providing clarity on milestones, roles and responsibilities	

	7. Children and Young People's Plans published, including consideration of workforce implications, in all local authority areas	Improved service design, based on clear understanding of local needs and existing workforce capacity, focused on delivery around the needs of children, young people and families	
Summer/ Autumn 2006	8. Revised lead professional and CAF guidance published by DfES. Cross-Government guidance on information sharing published	All local areas will have access to standard processes to support joined up working across services and professions for children with additional needs. Information sharing will be facilitated by clarification of what is legal and effective practice	
	9. CWDC to publish updated advice on devising & implementing an Integrated Local Children's Services Workforce Strategy	Local workforce planners will have access to differentiated support to help their planning of their April 07 Children & Young People's Plans; CWDC will work in partnership with Directors for Children and Learners, Directors of Children's Services and regional field forces. To be made available at www.cwdcouncil.org.uk	
	10. DfES publishes proposals to improve outcomes for looked after children	Proposals to deliver a step-change in outcomes for looked after children, including the role of commissioners, providers of children's services and foster carers	
	11. A vision of the social care workforce to 2020 developed by the DH/DfES Options for Excellence review	Focus given to further reform in social work, social care and foster care	

	12. Models of targeted youth support teams developed within wider DfES Youth Matters framework	Local areas will have access to examples of how to configure services and people to provide better more integrated support for young people	
Summer/ Autumn 2006	13. Report on impact of reward packages on recruitment and retention published by CWDC	Improved understanding of the way in which pay and other elements of the total rewards package affect employers' ability to recruit and retain staff, including the impact of the introduction of an integrated qualifications framework	
	14. Early Years prospectus published by CWDC and TDA 15. CWDC publishes advice on strategy to increase numbers of staff in the Early Years with level 3 qualifications	Higher education institutions and other training providers will be able to develop training solutions to equip new and existing early years' workers with the additional skill and knowledge to attain EYP status Further driver to improve service delivery and so outcomes for children	
	16. DfES field-testing of Championing Children complete	Lessons drawn to inform further reform of leadership development	
	17. First EYPs in place, funded through the Transformation Fund	Improved outcomes for children attending children's centres offering childcare	

	18. A higher proportion of the early years' workforce qualified to at least level 3, following Transformation Fund investment	Improved outcomes for children at the end of the Foundation Stage and reduced inequalities between the level of development achieved by children with the poorest outcomes and the rest	
2007-8	19. Children's Workforce Network establishes common baselines for workforce data	Common baselines will mean changes to the workforce caused by workforce reforms can be measured more easily and accurately. This should improve collections of workforce data relating to ethnicity, gender, age and disability. These results will inform local and national policy developments from April 07	
	20. Children's trusts arrangements in place in all areas	Improved service design, based on clear understanding of local needs and existing workforce capacity, focused on delivery around the needs of children, young people and families	
	21. All areas will have completed a Joint Area Review	Lessons drawn to drive further reform and improvement in service delivery	
	22. CAF and lead professional role implemented in every local authority	There will be professionals in each service for children confident and competent to operate established multi-agency processes which lead to earlier and more effective intervention delivering improved outcomes for children and young people with additional needs	
	23. CWN to incorporate the Common Core of Skills and Knowledge into National Occupational Standards for the workforce	Better integrated working, based on workers with common knowledge and understanding, leading to better outcomes for children, young people and families	

2008-2010	24. Information Sharing Index rolled out	All practitioners working with children and young people will be able to identify quickly a child with whom they have contact whether that child is receiving the universal services to which he or she is entitled; and be enabled to communicate more easily and work more closely with other practitioners involved with the child. This will support earlier and more effective intervention delivering improved outcomes for children with additional needs, and better safeguarding	
	25. Integrated qualifications framework in place	Simplified structure to support workforce development and individual career pathways	
	26. Streamlined workforce planning demands and fieldforce rationalisation complete	Simplified planning arrangements for children's trusts	
	27. Third of all secondary schools are extended schools, including access to a range of support services	Improved access for children, young people and families to key support services and a wider range of childcare and extra-curricular activity	
	28. Early Years Professionals in all 3,500 children's centres offering childcare	Improved outcomes for children at the end of the Foundation Stage and reduced inequalities between the level of development achieved by children with the poorest outcomes and the rest	
2015	29. Early Years Professionals in every full day care setting	Improved outcomes for children at the end of the Foundation Stage and reduced inequalities between the level of development achieved by children with the poorest outcomes and the rest	

APPENDIX 1: Children's Trust Arrangements: Commissioning Strategies

The planning 'bookcase' set out below demonstrates the plethora of plans and strategies which currently exist for children and young people's services locally. Over time and as we get better at differentiating the WHATs (priorities) from the HOWs (actions), we will be able to better identify those WHATs and HOWs which are common to more than one plan and rationalise the number of plans we need.

Identifying the WHATs and the HOWs are key to the development of our joint commissioning; we need to be clear about what it is we are trying to achieve and how we intend to achieve it.

City Big WHATs	Westminster City Plan																	
Thematic Big WHATs Big HOWs	Children and Young People's Plan			Crime and Disorder Reduction Strategy				Programme for Healthier Westminster			Economic Development Plan			Housing Strategy		LARP Strategies		
CYP Little WHATs	Children's NSF Action Plan	Children's Centres Framework	Play Strategy	EDP	EOTAS Strategy	BSF	XS Strategy	Sports Strategy	Youth Matters Action Plan	14-19 Action Plan	Children's Fund Strategy	Behaviour Support Plan	TP Strategy	CAMHS Strategy	YP Substance Misuse Plan	Youth Justice Plan	Workforce Strategy	
CYP Little HOWs	Children's Centres Implementation Plans		SEN Strategy Action Plan	Healthy Schools Programme Plan			Connexions Business Plan	PCT Local Delivery Plan			WCC CYP Business Plan	Adoption Plan		ACPC Business Plan	Training and Development Plan			