



THIRD DRAFT

OXFORDSHIRE'S CHILDREN AND YOUNG PEOPLE'S WORKFORCE DEVELOPMENT STRATEGY 2010-2013

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The Overall Vision for the One Children and Young People's Workforce

The Children's Plan sets out the vision and ambition for this country to be the best in the world for children and young people to grow up in. It recognises that the people who work – and volunteer - with children and young people are critical to achieving these ambitions. The Children's Plan is supported by a long term 2020 vision and strategy for the children's workforce, which expects that everyone who works with children and young people should be:

- ambitious for every child and young person
- excellent in their practice
- committed to partnership and integrated working
- respected and valued as professionals

These beliefs should underpin the strategy and ways of working of partners and agencies responsible for ensuring that everyone in the workforce receives the support, training and development they need to achieve this vision. Thus, people can ensure that every child and young person meets their full potential and achieves across all the five outcomes: staying safe; being healthy; enjoying and achieving; making a positive contribution; and achieving economic well-being.

Oxfordshire's Children and Young People's Trust plays the key role in setting the local vision and commitment. It oversees and gives the strategic direction to the development priorities for our local workforce, according to local needs, plus the allocation of available resources, according to the priorities determined through our local Children and Young People's Plan. The Trust has now set out in the Oxfordshire Children and Young People's Plan (CYPP) its vision for workforce development :

“We want Oxfordshire to be a place where people want to work and where all those who deliver services to children and young people:

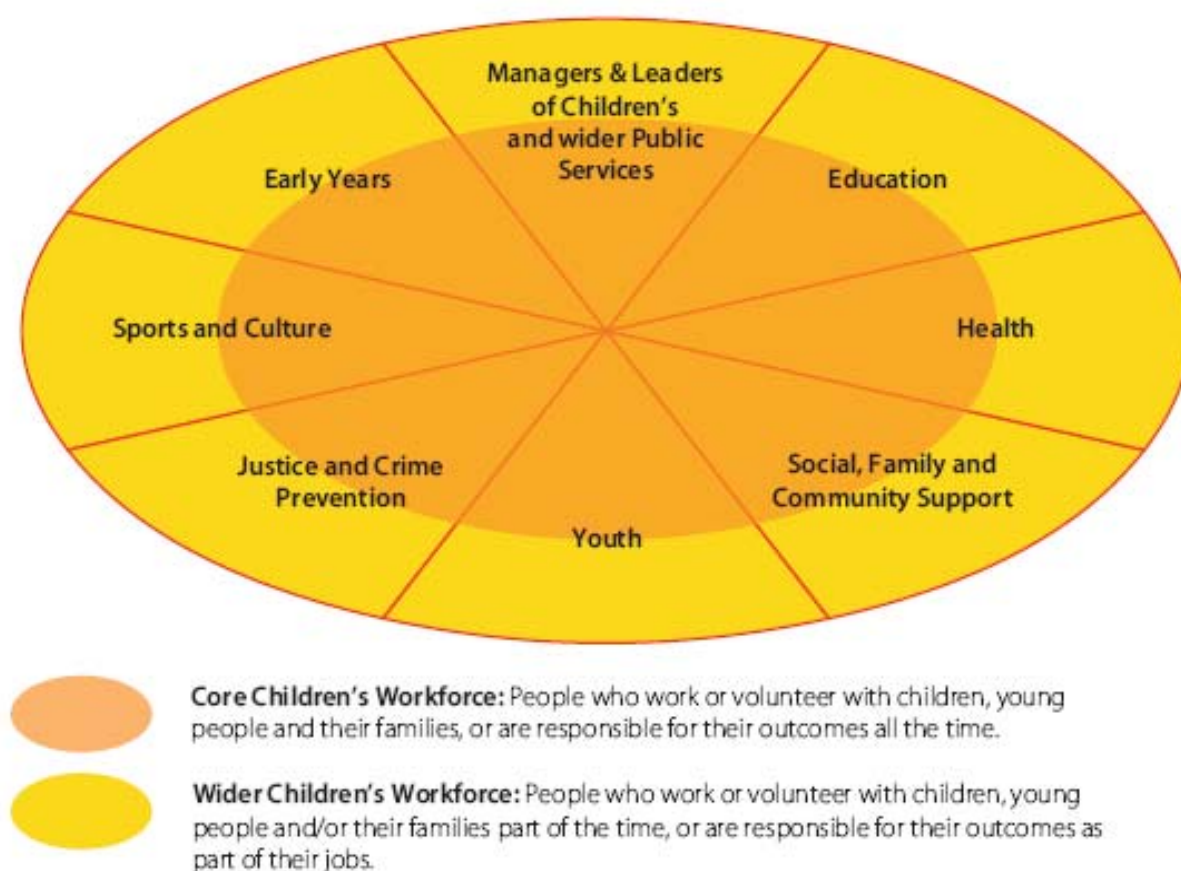
- **work together across organisational boundaries in the best interests of children and young people e.g. by sharing information and avoiding duplication**
- **ensure that all children and young people are kept safe**
- **are competent and able to deliver excellent services to consistent standards**
- **have the qualities and skills that children and young people need and want”**

As we move into the second decade of the 21st century, Oxfordshire is actively working to put this vision into action.

“Small people can do BIG things” (young person in Oxfordshire , CYPP p.25)

Defining the Children and Young People's Workforce

The DCSF has defined a complex range of roles and sectors involved in working with children and young people. They identify approximately 2.7 million people nationally, which is about 10% of the country's labour market. A large number work in the public sector service, though growing parts of the workforce are private providers and volunteers plus third sector staff who play an increasing role in delivering services, particularly to the most vulnerable children, young people and families who may not choose help from mainstream public services.



(CWDC one children's workforce model, fuller version at Annex 1)

Those working within the children and young people's workforce have in common a strong commitment to improving outcomes for children and young people. In Oxfordshire there are many areas of effective practice but integrated working and information sharing are much newer practices within Oxfordshire's Children's and Young People's workforce that need further support and embedding through appropriate workforce development opportunities. Within the workforce as a

whole, and its individual parts, there can be significant differences – of professional and occupational skills and knowledge, of training routes and career pathways, and in terms and conditions of employment and pay levels.

Oxfordshire's Children's Trust Sub-Group on Workforce Development has established a working group to update and extend our knowledge of the children's workforce in Oxfordshire. The group works with OCVYS to try and capture the range of people and projects across the third sector working with children and young people in Oxfordshire. This work is being supported by the Workforce Information Team at Oxfordshire County Council and partner agencies involved through the Sub-Group.

Locally, we are in the very early stages of gathering workforce information across all the partners within Oxfordshire and linking this to the national profile. A working group is starting to collect this data and beginning to share analyses and approaches to workforce planning.

(A recent national report on the young people's workforce in 2009 indicated that nationally there are an estimated 800,000 paid people and 5 million unpaid volunteers – within this, a huge diversity of full-time, part-time and sessional workers. Of these, 10% are leaders and managers, 50% professionals and practitioners, 25% operational and support staff, 15% administrators. Ethnic diversity is present, but unevenly spread across the workforce. The majority of this workforce is female, again unevenly spread across the workforce and roles.) Workforce data at national level is a blurred and incomplete picture, as it also tends to be currently in many aspects of local level data too.

The remit of the local working group will also cover workforce planning, alongside that undertaken by Oxfordshire County Council overall and other partners, particularly the Health sector. The working group will take this forward to develop fuller proposals for joint workforce planning, linked to improved recruitment and retention processes for those staff with the skills and commitment to deliver reviews that make a real difference to children and young people in Oxfordshire.

This group will liaise with those responsible for recruitment in the partner agencies to refresh the approach across Oxfordshire towards encouraging high quality people to want to join, and to stay with, the children's workforce in Oxfordshire. This approach should include positive strategies for increasing the diversity of our workforce.

The initial headline picture of our children’s workforce at the beginning of 2010 is:
(to be checked and completed by partners)

Children’s Workforce within Oxfordshire County Council	Occupied Posts	Percentage of the Children’s Workforce in Oxfordshire County Council
Culture and sports	110	1
Early Years	166 *	1*
Education	16084	88
Managers, Leaders and Central CYP&F, including admin	460	3
Social, Family & Community Support	943	5
Youth	311	2
Other ?		

* EY figure to be confirmed

Wider Children’s Workforce within Oxfordshire	Numbers	Percentage of the wider Children’s Workforce in Oxfordshire
Health (to include GPs, dentists, etc.)		
Early Years – voluntary, independent, private sector		
Sports and culture		
Justice and crime prevention		
Education – independent, HEIs, FE		
Third/voluntary sector		

(these tables use the DCSF/CWDC headings for sectors within the workforce and will be combined in the final version of the strategy once the data is collected)

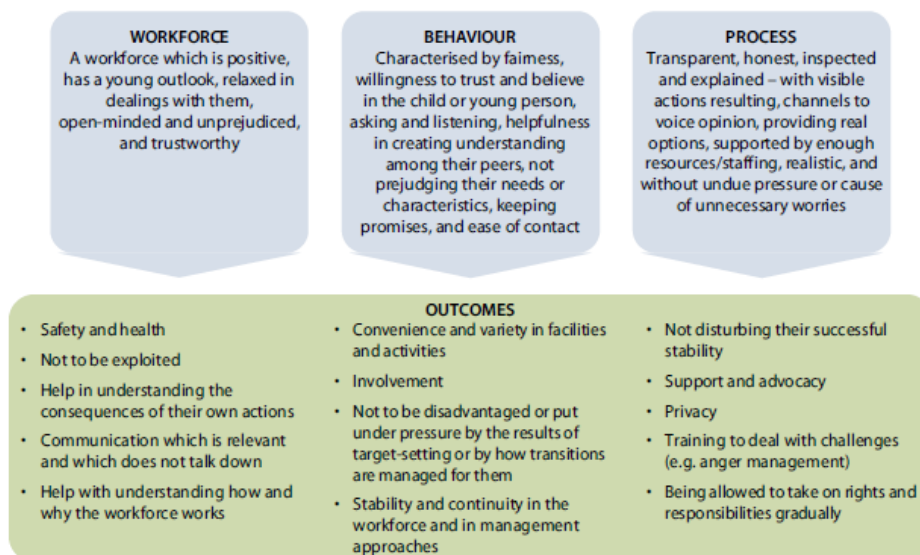
The Perspective from Children and Young People

What do we know about what children and young people want and need in the people who work with them? Children today have many opportunities, but also face risks and challenges, some of which are different and can be more complex

than those that previous generations may have experienced. There are some whose potential is not being fulfilled, who may be at risk even in their own homes, and some who are growing up as 'looked after children' because their families cannot offer the security or stability they need.

National research indicates a strong consistency in children and young people's views about the outcomes they seek and the qualities and behaviours they would like to see in the people who work with them. They create a picture of a workforce which needs to be open and honest in its work with children and young people, to challenge as well as support, to understand the needs and strengths of children and young people as individuals, and to use their professional expertise in ways that add value and make a positive difference to outcomes for the children they work with.

Figure 1.1: What children and young want from the people who work with them



(fig 1.1 from DCSF 2020 document p.12)

In 'Building Brighter Futures : next steps for the children's workforce' children and young people say they want people to:

- treat them well, with respect and consideration
- have time and anger management and listening skills training
- involve young people in recruitment and in training workers and foster carers
- have an understanding of equal opportunities, children's rights, child protection, disability awareness and confidentiality

This means a workforce that is well trained and supported.

Local consultation processes and views from children and young people will further inform the consultation, development and evaluation of this strategy. This is underway at present .

Oxfordshire Analysis and Challenges

Oxfordshire as an area is well ahead in many aspects of workforce development, though this is less true of current local practice in relation to co-ordinated workforce development within the Children's Trust and in relation to integrated multi-agency working. The main challenge is to strengthen integrated and multi-agency workforce development programmes alongside the priority specialist sector workforce provision, which together will ensure the workforce that is envisioned by the Trust of people who are highly skilled for their jobs in the context of the C21 children and young people's workforce that Oxfordshire needs.

The vision of integrated working in the future is slowly emerging and further shared work is needed to capture what this will look like at its best. We have some examples through the CAF and TAC related processes over the last few years that have been highly effective in achieving better provision and outcomes for some children and families. Our vision for this will further develop as the flavour and approaches in areas and localities begin to develop and then embed.

As working practices become more integrated and multi-agency, to achieve better outcomes for all children and young people, some key components of the process have been identified as lacking and are already being introduced. Access to an introductory programme to the common core standards expected from all those working with children, typically as part of Induction, must be readily available. This must be open to all people working with children within the Oxfordshire Children's Trust Area to help them to understand what it means to be a member of one children and young people's workforce means and to understand the roles of others. This will foster common values and expectations and promote dialogue through shared training focused on the national Common Core of skills and knowledge (March 2010 refreshed core).

The consultation processes for the Children and Young People's Plan for 2010-2013 have explored and recorded in detail the broader emerging priorities for this local plan for the next three years. Workforce development priorities will properly reflect and reinforce these priorities, as well as addressing matters specific to workforce training and development. The specific three priority areas are:

- safeguarding
- raising achievement
- narrowing the gap

A delivery plan for workforce development linked to these priority themes is appended at Annex 4.

The most recent Research Intelligence report from the National College (for the leadership of schools and children's services) concludes that:

"developing effective joint working arrangements is not easy or straightforward". Our strategic approach acknowledges this whilst also striving to move Oxfordshire forward.

Integrating workforce strategies in children's services – Children's Workforce Network, Autumn 2009

"This report concludes that developing effective joint working arrangements is not easy or straightforward. Multi-agency working presents agencies with a range of challenges, but the gains from greater integration are many. They include a more effective response to the needs of children and young people, a better 'customer' experience and improved outcomes. Across the board, two sets of challenges were commonly encountered by practitioners in the study areas. First, the barriers presented by crossing boundaries between different departments and agencies and, second, the difficulty of prioritising workforce strategy and development, which can seem quite a long-term issue when set against pressing short-term priorities."

There are significant practical challenges, even with a firm commitment to the vision and intended outcomes, yet many potential benefits. This description reflects the current Oxfordshire situation.

As further work is undertaken on data gathering and analysis about the children's workforce across Oxfordshire it is likely this will confirm perceptions of variable needs and issues across the county. These include geographical variations in recruitment and retention in key workforce sectors, changes in roles and responsibilities not least through workforce remodelling programmes within key professions and newer roles e.g. family support workers, education support workers, home school community link workers, and how their roles and work relates and integrates for families and children. There are some known demographic features in Oxfordshire e.g. our ageing, largely female workforce for children. Sub-group members know that, for example, a shortage of social workers in the southern area of Oxfordshire, specialist teacher shortages in some subjects, quality of recruitment issues in certain geographical areas of the county where children's needs can be high. These differences can also be very fluid. There is low capacity for workforce data provision and workforce planning in most parts of the children's workforce, though more capacity in a couple of the more complex sectors e.g. health and early years.

A big delivery challenge in Oxfordshire will be the identifying and sharing or pooling resources and capacity which will be necessary to secure the integrated, multi-agency aspects of the workforce development agenda. This will ultimately determine the pace at which the local strategy can be implemented. The level of advocacy and partnership working, given a high profile by the Trust through having established its workforce development sub-group, will continue to remain high.

Further Development of Integrated, Multi-Agency Training and Working (described against the 'rainbow' of expectations)

Integrated, multi-agency training and learning is a key priority for the workforce development strategy, to achieve the visions of an integrated, high quality service for children and young people that supports them in achieving their potential across the five outcomes. It is increasingly the way in which much training and development must happen. This work is being led and supported at national level by the Children's Workforce Development Council (CWDC) whose approach is summarised below and whose descriptors sum up the agreed criteria for overall success (Annex 2).



Oxfordshire has made a good start on this in some of the newer areas of work:

- multi-agency safeguarding training programmes, as well as sector specific safeguarding training
- CAF training and locality networks – these have been a visibly productive element of workforce development practices, through horizontal groupings and networks, for fostering effective integrated working practices in the localities
- Integrated Youth Service workforce development programmes

- Contactpoint training
- some courses and programmes through the Oxfordshire County Council Learning and Development service, open to wider partners
- joint projects with health through Careforce Oxfordshire
- the developing links and shared training opportunities with OCVYS and the third sector.

There is scope to continue developing more multi-agency workforce development at all levels.

One key feature that will promote this aspect of an improved and integrated workforce, and is needed in itself, is strong Leadership Development. Oxfordshire's strategy over time will include a coherent structure and programmes for the development of leaders and managers in the children and young people's workforce. This will draw upon the successful programmes, sponsored by CWDC, that are already running in Oxfordshire through the Youth Service and can be linked up with the Leadership and Management priority action project in the Careforce Oxfordshire plan.

Strong leaders and managers are needed in this workforce to manage change effectively and to ensure that outcomes are met by people working efficiently and effectively together in a responsible and reflective way. The leaders and managers need to have, or to develop, the experience, knowledge, skills and vision to lead integrated services and teams with people who come together from different professional backgrounds. There are a growing number of leaders and managers at every level of the workforce who are leading multi-professional or integrated teams and settings and managing or supervising people from work backgrounds different from their own.

The National College is also giving a lead in this, with programmes for Directors of Children's Services. Proposals for middle managers and succession planning within the system are also being developed nationally. Meanwhile at local level, a provision mapping exercise and a more multi-agency leadership and management development approach should be one of the key development priorities to support an integrated approach. As well as training and development programmes, this should include secondments and work shadowing, shared training and action learning/problem solving, common and well-informed approaches to safer recruitment.

Links with other Partnerships and Plans, including the Children and Young People's Plan, and Careforce Oxfordshire, to improve coherence and secure an integrated and involved approach to delivering the Children's Workforce Development Strategy

The purpose of the Children's Workforce Development Sub-Group of the Children's Trust is to secure the workforce development needed through

collaboration and co-operation across partners and agencies. This Strategy, through consultation, and through final endorsement by Oxfordshire's Children and Young People's Trust Board, will be the agreed way forward in Oxfordshire.

The consultation and planning process must ensure that the relationship to other relevant strategies and plans is meaningful and appropriately reflected both ways. This should also then assist in the allocation and commitments about resources and capacity to secure the delivery of a strategy to which all partners have contributed and been consulted upon. This will be an ongoing process, captured at the point of the strategy being confirmed and kept under review by the sub-group, on behalf of the Children's Trust.

Annex 5 lists the other strategies and plans with which the children's workforce development strategy should be linked and inter-related.

Pathways and Qualifications for the Children's Workforce, within the National Integrated Framework

An Integrated Qualifications Framework (IQF) has been developed nationally and introduces a qualifications credit framework (QCF) for the accumulation and integration of learning credits and qualifications across the workforce. This will apply from 2010 onwards: within this, existing qualifications for the children's workforce will be replaced by a new common framework with pathways which reflect the different routes and specialisms for working with children, beyond a common core for all.

Our strategy will ensure that we prepare early and are well placed to maximise opportunities for funding for qualifications across our children's workforce and can ensure that relevant training and assessment opportunities are robust and of high quality across the partners and parties involved. We must ensure that our staff, especially those working with vulnerable and disadvantaged children and young people, are well trained and qualified.

It is expected that a minimum qualification of level 3 equivalent will become mandatory for all people working with children, probably from 2015. The levels for professional roles and status are also being raised to ensure a very well qualified workforce for children of people who are motivated and capable of achieving the required standard and the outcomes for children.

These developments will help to create better career progression opportunities for people working with children, and in moving between different areas of work with children. They will permit more flexibilities for staff in how and when they increase their skills and qualifications and the transferability of these between career routes. This fits particularly well with a workforce where many workers are part-timers and sessional workers. The IQF and QCF should lead to more flexible career pathways for the benefit both of children and of the people who

work with them. This will be an integral thread of the workforce planning, workforce development and succession planning for Oxfordshire's children's workforce and the overall organisational needs.

Sector Specific Workforce Reform and Development

The major thrust of the strategy for the next decade is to establish One Children's Workforce within Oxfordshire where people work in an integrated way for better outcomes for children and young people in Oxfordshire. This will be the highest priority.

However, the children and young people's workforce is made up of many professional and occupational groups and routes, where new jobs and multi-agency practices developing continuously within and across these. New roles and higher expectations have been created within the workforce in recent years as children's needs and different ways of meeting these better are constantly reviewed.

Within one overall children's workforce, there continue to be some reforms and developments for the workforce which are sector specific, nationally and, therefore, also locally, whilst others are purposely more integrated and multi-agency.

The CWDC identifies eight key groups and sectors of people who work with children and young people (diagram at Annex 1). Within each of these, there are some specific sector developments, led by sector skills groups and implemented through professional routes and organisations. These include:

Social Work and Social Care Workforce

- a social work remodelling programme to improve frontline practice and make improvements in social worker training, recruitment and leadership
- improved support for the wider social care workforce, often working with our most vulnerable children, young people and families

Youth Support Workforce

- continued focus on leadership and management training for those running integrated youth support services – underway since "Aiming High for young people" (2007) made this commitment
- support for people in the third sector who are working with young people
- a skills and knowledge framework, including a youth professional status
- piloting of a fast track graduate recruitment programme

Childcare and Early Years' Workforce

- further development based upon the 10 year childcare strategy – an update is imminent
- ensure this workforce attracts, retains and develops people who make a real difference for children in their earliest years
- a requirement for all day care settings to be graduate led within 5 years by 2015
- play workers encouraged and supported to achieve L3 equivalent qualifications

Schools' Workforce

- a workforce that will meet the vision of C21 Schools
- continued workforce remodelling
- a CPD entitlement for every teacher – perhaps every member of the children's workforce in schools
- teaching as a Masters' level profession
- greater partnership working within the schools' system

FE, Health, Sport, Culture and Crime and Justice Workforces

- greater understanding of what integrated working means for them, and for the children and young people they work with
- the Oxfordshire Sports Partnership vision is “everyone in Oxfordshire enjoying a more active lifestyle and achieving personal success through sport” - this will require increased, well trained workforce capacity, both voluntary and paid

Resources and Capacity to Deliver the Workforce Development Strategy

A key requirement for effective workforce practice is the capacity to deliver and this is yet to be fully identified within Oxfordshire. A paper highlighting resource issues has already gone from the Children's Workforce Development Sub-Group to the Children's Trust Board to alert the Board members, as the pace and effectiveness of the implementation of the strategy will be dependent upon this.

Many Children's Trusts are looking at how their protocols for pooled resources and shared commitments operate. There are a couple of precedents already in Oxfordshire that might be considered, particularly in relation to the provision of integrated, multi-agency training and learning.

One model for high level co-operation and agreement of priorities for Careforce Oxfordshire, through the Oxfordshire County Council/Health strategic group, has resulted in a high-level commitment by all partners to some £200,000 p.a. to

support a programme of joint training and projects for this part of the workforce in Oxfordshire.

Another approach that the Oxfordshire Children's Trust Board has already used is to secure the implementation of its strategy for safeguarding, through the Oxfordshire Safeguarding Children's Board, supported by a quantified commitment of funds for multi-agency training on this aspect of the Children's Agenda. The OSCB currently has a lead role in relation to a fundamental strand of inter-agency training.

Something like either of these precedents could be replicated for children's workforce development, as part of the commitment to implementation of this Strategy. There may be other models, procedures, and processes emerging from the Oxfordshire Children's Trust Board's work that would be relevant to resourcing the Workforce Development Strategy.

The Strategy is also likely to be delivered, over time, through a mixed economy approach of commissioning and provision of workforce development. There are a range of partners involved in both commissioning and provision across the children's workforce, though these have been more clearly delineated in some sectors than others. As the joint commissioning strategy is unfolded within Oxfordshire then the approach to workforce development, design and delivery will reflect the agreed approaches within the Children's Trust to commissioning and provision.

Oxfordshire is also fortunate to have nearby Oxford University, Oxford Brookes University (OBU) and Ruskin College, each of which currently provide qualifications for workers across the Children and Young People's workforce. OBU offers professional training programmes for teachers, nurses, and allied health professionals to medicine and social workers. It offers an Early Years Foundation Degree (sector-endorsed) that is particularly relevant to training and raising standards in that part of the workforce. It also offers post-qualifying and management programmes, some of which are inter-professional. Oxford University provides postgraduate training for teachers and higher level degrees, as well as extensive research in areas underpinning the children's; workforce, including multi-agency development for professionals. Ruskin College bridges further and higher education and has a particular mission in relation to providing opportunities for mature students with few qualifications. Ruskin runs training programmes for both social work and youth workers.

Oxfordshire County Council also continues to be a major provider of training for both its own staff and those in the private, voluntary, and independent sector. The Children, Young People's & Families Directorate includes young people and parents in some of their training events. A number of training groups and lead officers span Early Years, Schools' Support staff, the Youth Service, and Social

Care. There are at least three NVQ Centres within the County Council offering qualifications of relevance to the children's workforce.

The Adult Learning Service at Oxfordshire County Council has a specific focus on serving the workforce needs of the county. It has a particular mission in relation to getting people into the workforce and into training. This sits well with a strategy to improve recruitment in general into the children's workforce, including increased opportunities for apprenticeships and, perhaps, internships. Oxfordshire County Council particularly aims to bring young people into the social care and children's workforce, including those leaving care, via apprenticeship schemes.

Equality and diversity is a key dimension in current and future provision for Learning and Development. This should ensure greater opportunity for all staff to attend relevant training and to achieve the qualifications the children's workforce needs, as well as considering how best to deliver awareness raising in relation to all equalities, through approaches for inclusive workforce learning and training.

In addition to this, there are a wide variety of individuals and organisations that provide training in many different ways for the children and young people's workforce within the county. However, these have not yet been systematically mapped and it is, therefore, not possible easily to estimate their capacity to help meet the training needs associated with this strategy.

Children's Workforce Strategy Delivery Plan

This will be developed in detail after the agreement and adoption of the Local Workforce Strategy and the consideration of capacity and resources available. This will include the Children and Young People's Plan Delivery Plan (Annex 4).

Grants allocations and usage, once confirmed, will also be mapped and reported against this plan.

Monitoring and Evaluation of Impact against Outcomes for Children and Young People, as well as increased Professionalism, Skills and Qualifications and Integrated Working

The December 2009 Children's Workforce Development Conference undertook an initial exercise to assess multi-partner views of progress against the five outcomes for children and young people, which is attached as Annex 7. This exercise will be repeated in a year's time.

The CWDC 'rainbow tool', assessing front line workers' and managers' views of progress against the five outcomes in terms of descriptors against a specific strand of integrated working will also be used annually to assess progress. In 2009 the assessment was against progress in the "Green arc – integrated

working practices, specifically through CAF and TAC processes “. Annex 3 shows the Oxfordshire situation as perceived by a range of partners who worked with this exercise.

Similar exercises will be undertaken in relation to safeguarding and general workforce development during 2010.

Records of qualifications held, and centrally provided training for integrated working and other provision to improve people’s professionalism and skills, are held by the Learning and Development team at the Shared Services Centre in Oxfordshire County Council and by some of the specialist teams e.g. the safeguarding team. There is also fuller benchmark data for the children’s workforce in schools from the first national schools’ workforce census being undertaken, through local authorities, in January 2010. This data will help to establish progress and indicate where impact evidence might be appropriately sought in relation to specific within the workforce development strategy, as well as on overall progress. Other agencies also keep records which they may be willing to share as needed.

Oxfordshire Children’s Trust Board is recommended to use the overall CWDC ‘rainbow tool’ criteria as the general outcomes criteria for our integrated working and multi-agency training and development (Annex 2). The Children’s Trust Board will make the ultimate judgement of the overall impact and effectiveness of its agreed children’s workforce development strategy.