

# **Children, Young People and Families Partnership**

**Wigan Council**

**Children's Integrated  
Workforce Strategy**

**2011- 2012**



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## 1. Introduction

This strategy outlines Wigan's vision and priorities for training, developing and retaining the children's workforce for the period of 2011 -2012, which will enable them to feel confident and competent in delivering transformational services to children, young people and their families within Wigan

Following the publication of the Children's Plan, Building Brighter Futures (2008), much work has been done in Wigan to achieve the outlined outcomes, such as multi-agency training, common processes, information sharing, solution focussed practice, integrated working etc, however within this strategy there is a recognition that we are at the beginning of a long term journey, that will ultimately aim to achieve better outcomes for children, young people and their families within Wigan, delivered by a highly competent and confident workforce that is reformed and integrated, that understands the importance of joint planning and commissioning, and welcomes the opportunity to work in collaboration with key partners to ensure that we are all contributing to the Local Every Child Matters Outcomes and the outlined objectives within the Children and Young People's Plan in the most responsive and cost effective manner

### 1.1 Purpose

This document is a refreshed version of the Children's workforce Strategy for 2010-2011. It aims to provide you with an understanding as to the steps being taken by Wigan to achieve a reformed and integrated workforce, ensuring that everyone in the borough who works wholly or mainly with children and young people has the opportunity to access the appropriate opportunities to support them in delivering responsive, efficient, quality service provision. Wigan Children's Trust faces a number of workforce challenges. Services for children and young people are being transformed, in a radical series of policy initiatives driven by the Government's vision of an integrated workforce, which delivers seamless, outcomes-based services that, meet the needs of children, young people and their families within Wigan.



The 2006 - 2009 strategy took into account a number of significant developments in relation to the children's workforce. However, following the publication of the 2020 workforce strategy and more recent reports, e.g. The Social Care Taskforce, Professor Munro's review etc., this document describes the next stage of the programme of transformation and reform that is taking place in the borough. It highlights progress made, whilst acknowledging the work that is yet to be done to achieve continuous improvement for the children, young people and their families within Wigan.

## 1.2 Scope

The Integrated Children's Workforce Strategy sets out the direction of travel for the next 2 years. However, it has been recognised by the Children and Young People's Partnership that the strategy will be monitored and reviewed on a regular basis and could be subject to changes due to intelligence gained from the following components:

- Departmental service plan
- One Children's tool
- Alignment of key strategies i.e Financial, Commissioning and Workforce
- New ways of working shaped by service users
- Workforce Intelligence i.e NMDS / CWDC Audit Tool / QIPP
- National / Regional and Local strategy development

These groups are identified in the model shown at Figure 1, however, following the publication of the 2020 strategy, the workforce has expanded to include volunteers and people who work with children and young people all the time, or who do so as part of jobs which also involve working with adults.

The children's workforce described in this plan includes everyone whose role comes under the footprint of the Children's Workforce Network, a strategic body bringing together the relevant Sector Skills bodies, workforce reform and regulatory bodies. For the purposes of this strategy, the main sectors in the children's workforce are the same as those described in the Government's Building Brighter Futures: Next Steps for the Children's Workforce and the 2020 Children and Young People's Workforce Strategy.

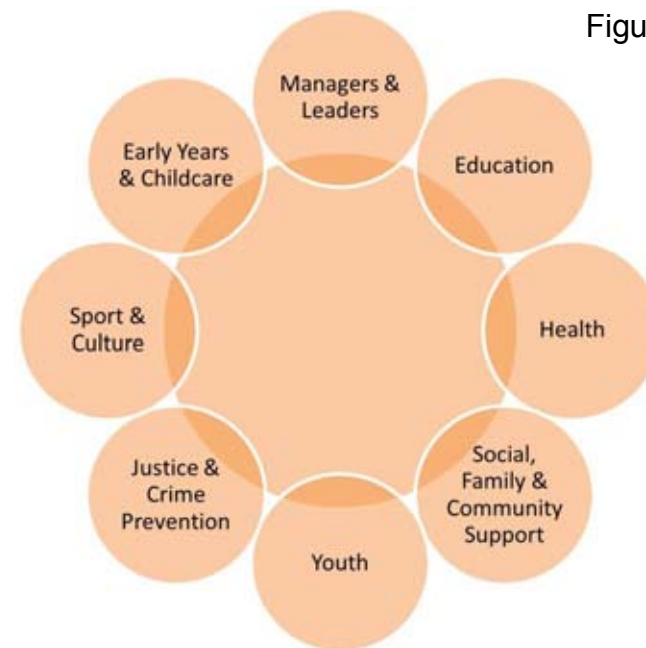


Figure 1

In Wigan, as in the rest of England, the children and young people's workforce is diverse and delivered from directly employed staff, and staff who deliver services within the private, voluntary and independent sector. Whilst we do not yet have a complete profile of the workforce, it has been identified as a key priority to achieve within 2010, as there has been a recognition that accurate workforce intelligence will be integral in supporting the workforce now and planning the workforce requirements for the future.

## **2. Background**

### **2.1 Governance Arrangements**

Within the Children's Trust arrangement, the Children and Young People's Partnership within Wigan have a duty, under the Children Act 2004, to cooperate to improve outcomes for all children and young people. There is an expectation that an integrated approach to planning and commissioning will lead to the development of more responsive, integrated services. It has been acknowledged that Wigan will aim to achieve this outcome with the alignment of the Commissioning and Integrated Workforce Strategy, so that the workforce now and in the future has:

- the skills and competencies needed to deliver excellent outcomes for children and young people
- access to flexible career pathways and development opportunities to meet their needs that are consistent with national and local frameworks
- access to appropriate learning and development opportunities to adapt to new circumstances and new ways of working e.g. locality level induction, integrated working and multi-agency working
- access to effective leadership and management interventions and solutions

The Children and Young People's Partnership will monitor and review the action plan regularly to ensure that accountability linked to outcomes is being achieved within the specified timeframes by all key stakeholders to minimise effort but maximise impact

Taking into account that the children's workforce extends well beyond the boundaries of the public sector, further work is underway in relation to developing effective systems and processes that support the principles within the 2020 strategy, and the ethos of partnership working. Examples include that the council's procurement processes now promote safer recruitment practice in the use of contractors, young people are involved in the recruitment and selection processes, young people are actively involved in inspection of service provision and children and young people's views are now being heard linked to services with the implementation of Wigan's Pledge and the development and implementation of a multi agency safeguarding training programme.

## 2.2 One Children's Workforce self-assessment

In 2009, Wigan Children's Trust underwent a self-assessment using the Children's Workforce Development Council (CWDC) „One Children's Workforce“ tool (Appendix 1). This tool has been designed to help children's trusts establish the progress they have made in developing an integrated, reformed workforce, by collating evidence, identifying areas for improvement and signposting potential support. The self-assessment addresses the following areas:



- Shared Identity, purpose and vision
- Common values and language
- Behaviours focused on positive outcomes for children and young people
- Integrated working practices
- High quality, appropriately trained workforce
- Complementary roles focused around children and young people
- Capacity to deliver and keep children safe
- Outcome focus

The analysis and action plan arising from this exercise, will form part of the overall integrated Children's Workforce Strategy.

### 3. Putting the National Context into a Local Perspective

#### 3.1 National Drivers

##### 3.1.1 Every Child Matters

Children's Services policy has undergone radical change, most notably since 2003, when the UK Government published the "Every Child Matters" (ECM) Green Paper. This document described the Government's long-term vision for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

ECM aimed to improve parenting and family support through universal services, which every child uses, as well as targeted and specialist services for those with additional needs. It led to the Children Act 2004, which brought together all local government functions of children's welfare and education under the statutory authority of local Directors of Children's Services, as well as a further series of initiatives aimed at improving services for children and families. Within the Children's Trust arrangements, all organisations providing services for children and young people in a particular area have a statutory duty to cooperate in order to improve outcomes for children and young people. "The Children's Plan: Building Brighter Futures" describes the arrangements that will have to be in place by 2010 to drive change, including early identification and interventions for children who need additional help. It is important to understand the significance of recent reforms in services for children, as they will have a direct impact on the workforce now and in the future, these include:

- The primary duty of all staff, whatever their nominated role, is to protect children from significant harm. Safeguarding children is everyone's responsibility.
- Everyone working with children is responsible for all five ECM outcomes, whatever their role.
- Professionals are required to work together more effectively to improve outcomes for children and young people. Children's Trusts are required to develop guidance, procedures and protocols for integrated working.
- Services must be integrated and centered around the needs children and families.
- There is a requirement for improved information sharing (central to the Children Act 2004 and the Children's Plan 2007).

### 3.1.2 Integrated Working

Integrated processes are a tool which will be used to inform the future commissioning of services. For instance, where needs are identified which cannot be met from the existing configuration of service design, Wigan will consider using services that are already in existence within the market place. However, providers within the market place will be expected to demonstrate competence within the service area. Where there is a gap in this competence, the partnership will provide training and development opportunities to ensure that the services are delivered to the expected standard.

Wigan has delivered a comprehensive training programme open to all professionals and agencies to deliver the key messages around integrated working practices, information sharing CAF and the lead professional role. Wigan will continue to review their training and development activity to ensure that it is fit for purpose and supports all staff delivering transformational services.

In line with the Government's aim of a competent and confident workforce, Wigan has recognised that all learning & development activity must be mapped with various standards i.e. common induction standards, common core, championing children to support skill transferability. The training is offered out to a range of agencies across Wigan, including extended services, foster carers and volunteers. This again promotes consistency in approach and re-inforce the messages that Wigan, with its partners, will continually strive to provide quality learning & development interventions to the workforce, direct or non-direct, now, and in the future. It also offers the opportunity for professionals to network and share experiences. Next steps will be to develop a common induction and training programme across all sectors of the children's workforce at locality level to include the common core of skills and knowledge.

Work will continue in 2011/2012 to further develop and embed integrated working within Wigan to ensure that the desired outcomes are achieved.



### 3.1.3 The 2020 Children and Young People's Workforce Strategy

In 2008 the UK Government published its 2020 Children and Young People's Workforce Strategy. This important document takes a long-term view, based on the work of the expert group set up in the wake of the 2008 report "Building Brighter Futures: Next Steps for the Children's Workforce". It sets out a clear vision 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

The strategy document highlights the need for better co-ordination and integration, but re-inforces the message that everyone in the children's workforce will have the opportunity to receive the support and development they need to achieve this vision. It also identifies planned reforms for the whole of the workforce, setting out a number of areas in which the Government will work with partners to secure improvements. These include:

- Development of leaders and managers; linked to Integrated Leadership & Graduate Leaders
- A strategic approach to the potential transferability of staff across organisational boundaries, especially in light of the current efficiency agenda
- Supporting people in the workforce to develop the skills and behaviours they need to work effectively in partnership with children, young people and parents, and with each other;
- Ensuring that qualifications, training and progression routes are accessible and mapped within the Integrated Qualification Framework and the where applicable the Qualifications Credit Framework
- Ensuring that people in the workforce have the skills and knowledge they need to support children who are particularly vulnerable;

### 3.1.4 Resourcing Effectively and Retaining the Best

Wigan is committed to using its resources effectively to retain a workforce that has equality at its core, which is reflective of the local community and that is provided with the infrastructure to access appropriate career development opportunities, which will enable them to feel confident and competent in delivering services to children, young people and their families. A number of initiatives in Wigan have been established to support the recruitment of difficult to recruit to posts e.g. social workers within CYPS. These methods have included seconding employees onto social work courses and targeting students about the progression routes into areas such as social care / work, schools and the early year's sector.

The 3 major challenges for Wigan, in terms of retaining a children's workforce that is capable of delivering the changes for children and young people are:

- Understanding the gaps now and in the future
- Work in partnership to create opportunities and maximise impact to retain a diverse workforce
- Increase leadership & management capacity and capabilities

Wigan recognises that within the current financial climate recruitment and retention has its challenges, especially within the social care workforce. This is not just prevalent within Wigan but nationally, there are significant difficulties with retaining qualified social work staff in post and we are currently reviewing our processes to address this concern.

Concerns about low morale amongst frontline social workers and its effect on recruitment and retention are increasingly being reported in the media. In 2008 the Government established the Social Work Task Force to conduct a review of the profession and to advise on the shape and content of a comprehensive reform programme for social work. It published its report in January 2010 with various recommendations, such as:

- Care Ambassadors programme established and embedded links with schools / PHSE curriculum
- The Social Work Development Partnership, which supports employers in providing high quality practice placements
- The Newly Qualified Social Worker (NQSW) pilot programme. This CWDC programme for NQSWs currently offers additional support and training for candidates employed throughout the maintained and voluntary sector.
- Early professional development for social workers who have completed the NQSW year and are working in their second and third year of employment
- The development of a national scheme for Advanced Social Work Professionals

Wigan have taken the recommendations from the Social Care Taskforce as a priority area for development and will ensure that systems and processes are implemented to effectively support, train, develop and retain social workers within Wigan.

For the remainder of the children's workforce, it is essential that we continually monitor and align our workforce policies with other strategies, so that we provide a co-ordinated approach to maximising the opportunities for local people to secure sustainable long term employment

### 3.1.5 Raising the Skills of the Early Years Workforce



Full Day Care Settings that are registered by Ofsted currently have a requirement to have a minimum of 50% of their workforce qualified to a minimum of level 2 in a relevant area of work and the manager must have a minimum qualification of level 3 in a relevant area of work. However, this is subject to change following the publication of *The Next Steps for Early Learning and Childcare: Building on the 10-year Strategy* (January 2009) which states that “We are also now considering making a level three qualification a minimum requirement from 2015.”

Childminders are required to undertake appropriate training within 6 months to meet the requirements of their registration.

The Government has set out clear plans to establish a more professional Early Years workforce. In 2007 the CWDC was tasked with introducing Early Years Professional Status (EYPS), a degree level role which is intended to be broadly equivalent to Qualified Teacher Status. The aim is that there should be an Early Years Professional in every early years children's centre by 2010 and in every nursery and day care setting by 2015. Practitioners are being supported to achieve Early Years Professional Status.

In accordance with national requirements there has been good progress in Wigan in improving the skills and qualifications of the early years workforce. Wigan has established a framework, whereby NVQ3 is the standard level qualification across early years with a commitment to providing career pathways that support all staff in gaining higher level qualifications, i.e. Level 4+ and graduate leader status

A range of learning and development opportunities are provided for all staff in settings to improve their capability and effectiveness in providing high quality learning and development for young children.

Wigan has been successful in creating bespoke orientation training programmes that support new recruits coming into the workforce by ensuring that the training is fit for purpose and supported by appropriate career pathways, therefore reducing the % of staff entering the workforce as unqualified. To further promote this Wigan is looking towards providing locality based support for practitioners with a focus on utilising children's centre and extended services provision as the hub of training, support and development.

### **3.1.6 Aiming High for Disabled Children**

The Aiming High Programme for Disabled Children (AHDC) is a transformation programme for disabled children's services. It was launched in 2007 with the intention of making universal services more accessible for disabled children.

The Children with Disabilities strategic task group will have responsibility for working with partners in Wigan to develop key processes that support children with disabilities and joint planning. The task group will be multi-disciplinary to ensure that open and transparent processes are developed and implemented, which support all children throughout their transition into adulthood between services.

Consultation with key stakeholders will be key to Wigan, in terms of ensuring that services are developed around the needs of the children and young people, supported by highly competent and confident workforce. This will be an ongoing feedback mechanism, which will shape the way that we deliver a range of services for children with disabilities in Wigan.

We recognise that the workforce in this area must be the key messenger for shaping the borough's perceptions as to the possibilities for children and young people with disabilities. We must make sure our workforce understands that planning for children with disabilities involves planning for the whole child, and not about planning for the management of the disability. Therefore we need to make sure our workforce sees the child first, the disability second.

This is a challenging agenda but we are clear that engagement with staff, service users and stakeholders will be a key component in making the vision a reality.

### **3.1.7 Workforce Data**

Wigan currently has a range of tools that capture data, these include the National Minimum Data Set – Social Care (NMDS-SC), Children's Workforce Development Council Audit tool and Central Personnel System. These systems are designed to provide a single source of basic information about services and workers, ensuring that high quality, up to date information is collected. However, Wigan are currently in the process of aligning all of these datasets with the newly developing integrated HR and payroll

system to ensure that all workforce data can be accessed at any one point. The data that is held by the system but links to the PVI sector will be maintained by the PVI sector, enabling the data to be accurate. However, there is a recognition that this has the potential to be a significant challenge for Wigan and could be a key barrier to the success of this strategy. Therefore it is accepted by the Children and Young People's Partnership that this area of work will require intense activity and investment from all key stakeholders if this strategy is to succeed. Work will be undertaken within 2011/2012 to ensure that the workforce intelligence is as robust as possible, to ensure that we have the right workforce now and in the future

### **3.1.8 Planning & Developing the School Workforce**

Children and young people spend a significant part of their time in school and participating in extended school provision, as such the role of schools and their leaders are a key influence in working with agencies to implement Wigan Children and Young People's Plan. Therefore, recruitment of future leaders and succession planning has emerged as a key priority in making sure the progress made so far continues. This is especially important as the schools workforce is already diversifying to include not only teachers, but also assistants, mentors and allied professionals in schools, aligning education and pastoral approaches to pupil welfare.

As part of the Government's 5 year strategy for children and learners (DfES 04), Wigan has been working successfully in partnership with schools and other agencies to develop a range of extended services, which contribute to delivering the extended schools strategy. This is an important progression, as schools increasingly become the hub for community engagement and activity and further work to support this will continue throughout 2011/2012.

### **3.1.9 Safeguarding**

One of the key features of promoting safeguarding as everyone's business is to make sure that all members of our communities including families, children and young people, professionals and volunteers are aware of their unique responsibilities to safeguard and promote the welfare of children and young people in our area.

The Independent Safeguarding Authority was established in Jan 2008 under the Safeguarding Vulnerable Groups Act 2006 to prevent unsuitable people from working or volunteering with children and vulnerable adults. The Act introduces the idea of "Regulated Activities" involving contact with children or vulnerable adults. These can be a special type of activity, any activity in a special place (for example a nursery, school or children's home), or holding a special position (for example teaching, care or supervision). The Act highlights that, an individual will have to be ISA-registered to undertake regulated activity and a barred individual will not be allowed to undertake a regulated activity. It will be the responsibility of an employer to check that a prospective employee who is in a regulated activity is ISA-registered and not barred. No distinction is made between paid and voluntary work

This work is now guided by the Local Safeguarding Children Board (LSCB), the detail of the development and training work delivered by development officers appointed by the board. This has seen generic and specialist training developed and delivered across agencies and professionals in Wigan. There is a multi-agency training sub group in existence that works in partnership to assist in building capacity in the community, in helping recognise danger, harm and then promoting an understanding of how to manage concerns.

We must also ensure that the recruitment and vetting arrangements for the children’s workforce in Wigan are made a priority, and that these arrangements are robust and comprehensive. The Local Safeguarding Children Board will take overall responsibility for leading on this matter.

### 3.1.10 “Youth Matters” and “Aiming High for Young People”

The Government has provided clear guidance regarding the need for local areas to further develop services for young people as a means of tackling negative outcomes and as a mechanism for increasing participation in communities. Wigan agrees with the Government that these aspects are key in promoting the resilience of young people in our area and in securing improvements to the outcomes children and young people can expect to achieve in Wigan.

Targeted Youth Support – Integrated Support for vulnerable young people – A Guide” was published in 2008 and outlined the vision for young people to have services that work well together to support their development, interests and aspirations and meet their needs as they arise. It builds on the vision outlined in Aiming High. The DCSF required that Integrated youth support services should be in place by 2008, with targeted youth support being a key part of this.



The central aim of targeted youth support is to help vulnerable young people early, to address their difficulties as soon as possible and prevent their problems escalating. This often means working with young people who do not meet traditional thresholds for statutory or specialist services but who, without help, are at risk of further problems such as substance misuse, youth offending, teenage pregnancy and homelessness. Progress to implement targeted youth support in Wigan is good.

The successful delivery of targeted youth support depends on the efforts and skills of the workforce and the extent to which development, support and management structures facilitate collaborative working.

### **3.1.11 Family & Parent Support Services**



We know that Wigan has a wealth of agencies offering support to families. Whilst these services are valued, there is a recognition that access to these services may not always have been possible when parents have needed it, which, may not have been able to prevent escalation of difficulties or indeed may have duplicated the services or advice the families received elsewhere.

We also know this is a key priority area because we recognise developing a continuum of family support services that is flexible, accessible and timely is essential if we are to increase trust and reliance in universal and preventative services and therefore reduce the need for specialist and targeted support services. During 2011/2012 Wigan will commence work to develop a robust 0-19 pathway that will support the above objective.

#### 4. Strategic Workforce Priorities – Where do we want to be?

4.1 The challenge within this Integrated Children’s Strategy is that the range is so complex, but the outcomes remain consistent, is for this document to provide a clear direction to the workforce now and the in the future.

The overall aim is to support, train, develop and retain a diverse children’s workforce that is committed to delivering a range of quality service provision, that is responsive to the needs of children, young people and their families within Wigan at an achievable cost.

In determining the strategy for Wigan, the shared action plan will need to reflect these priorities in the context of local circumstances, enabling resources to be targeted effectively, ensuring that value is added to the process, and the return on investment is maximised.

The children’s agenda will be delivered through plans developed in partnership with key stakeholders, but will primarily focus upon the 6 key themes that are strategic priorities Nationally and locally ( Childrens Workforce Development Council, Skills for Care, People’s Strategy, Organisational Development Strategy and the Local Government Workforce Strategy).The Strategic priorities, outlined below underpin the areas identified within the Children’s 2020 Workforce Strategy: Areas such as Integrated Processes, Induction And Training, Early Years Workforce, Developing Parent, Family and Extended Services, Building Capacity In The 3rd Sector, Integrated And Targeted Youth Support, Recruitment And Retention, Children With Disabilities, Safeguarding, Workforce Data Collection And Analysis and the involvement of Children, Young People and Their Families in Shaping the Services and the Workforce of the Future.

The statements below identify the emerging priority areas for development for Wigan. Further development work will need to be undertaken to ensure that these principles are aligned with the relevant strategies and reflect business and service planning processes.

- **Structures, Systems & Processes** – Ensure there are robust structures, systems and processes in place to enable the effective development, communication and delivery of the Wigan Children’s Integrated Workforce Strategy
- **Workforce Remodelling and Forecasting**– Working with key partners to understand and utilise the existing skills of the workforce, whilst recognising and developing plans to support the workforce in terms of new models of service delivery. The cross cutting children’s agenda will entail more sophisticated workforce planning which makes explicit links with other sectors. Such workforce planning must maximise opportunities for strategic market development, bring together skills across different professional groups, identify different ways of working and spell out the changing requirements within professional roles.

- **Resource & Career Pathways** - Wigan is committed to using its resources effectively to retain a workforce that has equality at its core, which is reflective of the local community and that is provided with the infrastructure to access appropriate career development opportunities, which will enable them to feel confident and competent in delivering services to children, young people and their families
- **Leadership and Management** – Wigan is committed to developing management and leadership potential and capacity to ensure managers and leaders work effectively in partnership to improve efficiency and manage performance. Leaders will also need to work to develop a culture in the workforce that is risk aware and not risk averse, thereby promoting independence and simply managing risk.
- **Workforce Development** – Local workforce development plans developed in partnership by the statutory and independent sectors that equip the cross-sector workforce with the skills, values, knowledge and competencies to respond to the changing needs of people needing support. The aim is to create a confident, competent and empowered workforce with increasingly sophisticated skills in order to support outcome focussed service delivery
- **Joint and integrated working** – Increased focus on integrating services, led by integrated working will required greater coordination from all key stakeholders, a supportive environment that challenges traditional organisational boundaries within and between services, and generate new forms of joint support and service provision. At the same time we need to improve the experience of people who use services so that they get the personal attention and kind of support they need across housing, employment support, health and social care. This will require joint working with the NHS and Children’s services – ensuring a co-ordinated programme of workforce development and reform.

## 5. Delivering the Strategy – Collaboration is the key to success

The successful delivery of the Integrated Children’s Strategy is not a one off exercise. It will be an evolving process that will respond to change and new opportunities. Its success will depend on a range of cross cutting issues being identified and actively managed.

The Children and Young People’s Strategic Partnership will take overall responsibility and accountability for co-ordinating the activity across these priorities to ensure there is no duplication or contradiction. It also seeks to secure common focus upon the key developments and to harness shared resources to a common purpose.

The Children and Young People’s Strategic Partnership will also develop systems to make sure there are key links into and between Wigan Commissioning Framework to ensure all issues and areas of development relating to the workforce are managed collectively, consistently and responsively. All aspects will be key as we make sure future activity is systematic, focussed and

developed on a clear analysis of what is needed, why it is needed and how the need will be met, now and in the future. We will utilise the One Children's Tool, departmental service plans and engagement tools with key stakeholders to inform our overall action plan, enabling:

- Identification of key stakeholders that will support the application of a solution focussed approach, which will focus upon early intervention and prevention;
- A shared approach with partners to intelligence profiling that that will explore the issues related to the changing demographic profile of Wigan including sensitivity to issues of gender, ethnicity, disability and sexual orientation, as well as age discrimination;
- A determination to ensure the Workforce Development Strategy compliments and contributes to current and emerging National and local strategic workforce priorities;
- A communication strategy that keeps everyone who has an interest in workforce issues informed about all that is happening;
- Pro-active work with colleagues within the market place to stimulate and support service development and growth within the Private, Voluntary, Independent and Third Sector organisations;
- Assessment of the current workforce, and development of a detailed local workforce action plan, with appropriate milestones and targets to meet the key elements of the Framework;
- Utilisation of induction, support and supervision to ensure we have confidence and evidence that our workforce is safe to work with children and young people;
- Development of a shared understanding of data needs and sources across all agencies;
- Definition of leadership and management skills and competencies and development of appropriate training and development for the workforce;
- Development of comprehensive career pathways for the workforce reflecting the national integrated qualifications framework;
- Identification of core skills to ensure a flexible children's workforce, including specialist services;
- Development of opportunities for joint training across agencies and partners in the region to ensure best use of resources; and
- identification and development of appropriate HR policies and practices which allow and encourage people to move within and across children's services

The planning will take into account processes and constraints within partner agencies, for example the NHS QIPP (Quality, Innovation, Productivity and prevention) analysis.

Wigan is very clear that partnership working is integral to the overall success of this strategy, and will continue to ensure that there is the right representation on the participation to achieve the outlined objectives.

## 6. Commissioning

Commissioning locally will be the key mechanism to ensure services are shaped and delivered with the child, young person or family at the centre of its approach. This mechanism will allow us, as a partnership, the opportunity to plan and develop the workforce of the future, linked to customer need, for example, the right people with the right skills and knowledge, to support and enhance safe, quality service provision at the right time

The primary function for commissioners will be to work with stakeholders to secure improved outcomes for their local population by securing the best possible safe, quality services. However it must be recognised that commissioning cannot be done in isolation, it must be done in collaboration with stakeholders and service users, focussing on the following priorities:



- Alignment of the Financial / Commissioning / Workforce Strategies
- Shared Vision with partners and stakeholders to enable shared outcomes to be achieved
- Shared Intelligence regarding knowledge of communities and service user's needs
- Shared Action Plan to promote responsive, effective, quality service provision
- Shared resources linked to best value and quality services within available resources.

Wigan, via the Children and Young People’s Partnership, will regularly monitor the commissioning strategy to ensure that it is aligned to the workforce strategy and the two elements are connected to ensure that service provision is delivered by a qualified, competent and responsive workforce.

## 7. Risks and Controls

The Integrated Children’s Workforce Strategy sets out a hugely ambitious programme of work. As with any programme of change, opportunities also carry risks, some of which are identified below.

Risk	Control
Failure to engage users may mean alternative models of delivery are designed inappropriately and are not meeting users’ needs	Continued investment in user engagement activity as part of the Integrated working / commissioning strategy Strategy to include requirement for evidence of engagement & use of this data in role redesign work
PVI Partner agencies not bound by statutory requirements may not engage with the process	Integrate Workforce requirements into the Strategic Commissioning Framework activity so that organisations have shared commitment and also within grant funding contracts e.g. Early education
PCT and other statutory partners may decide to work in a less integrated way	External consultancy may be needed to support the scoping and implementation of a high degree of integration
Protectionism may make external organisations unwilling to work collaboratively	Active and meaningful use of cross sector network meetings, and visible sector development plans so that the benefits of investment are perceived, understood and implemented
Inaccurate workforce intelligence	Implement robust systems and processes to identify workforce intelligence, which would support short, medium and long term workforce planning
Commissioning strategy not aligned with the workforce strategy leading to lack of clarity regarding areas for development, linked to service needs	Clear connection between the commissioning strategy and the workforce strategy

Commercial interests or perceived financial challenges could make providers unwilling to invest in anything other than mandatory/minimum staff development	Continued dialogue with providers via Commissioning and Market Management continue strengthening of existing partnerships to ensure that the provider voice is understood
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## 8. Next Steps

Wigan is taking an integrated approach to the workforce, because we believe this is the right way to achieve better outcomes for children, young people and their families by developing the current and future workforce. Integrated working will allow services to be developed around the “think family” methodology, which will be supported by a workforce that has talent and expertise. We will continue to work with partners to develop partnership approaches to embedding policy and practice to support the integrated working agenda.

The Children and Young People Strategic Partnership is the key change mechanism from which these priorities will be reviewed regularly, to ensure that effective governance arrangements are in place to achieve the desired outcomes.

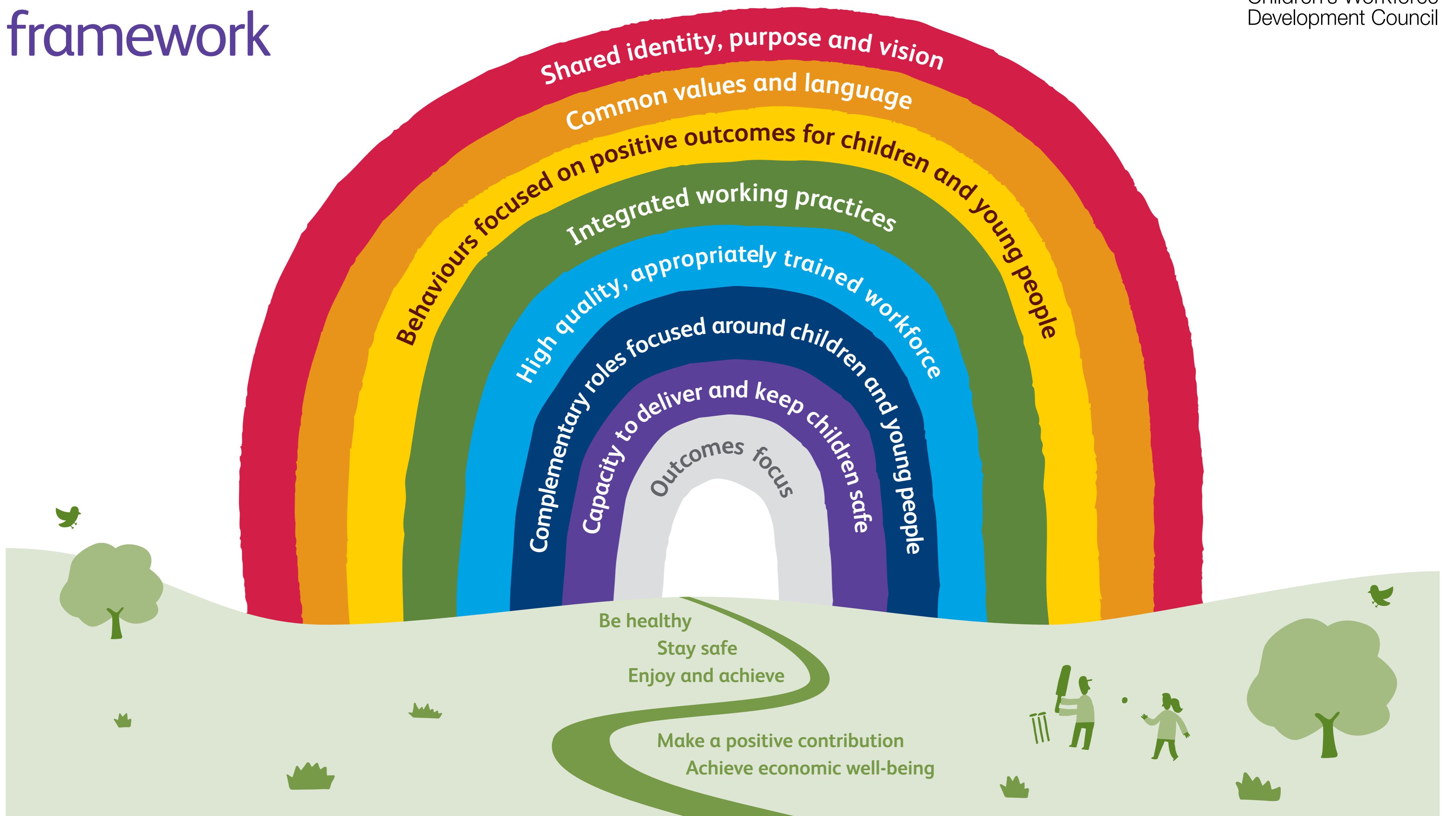
The Integrated Children’s Workforce Strategy has outlined what needs to happen next in order to deliver a future workforce capable of both:

- Creating, developing and implementing opportunities that generate an enthusiasm to share new knowledge about how to effectively deliver the workforce challenges highlighted within the 2020 Children’s Workforce Strategy, which aims to transform the way we deliver children and young people services within the next few years
- Continuing to deliver high quality training and learning opportunities to the existing children’s workforce that enables them to feel confident and competent in their roles within a rapidly changing environment.

The first challenge for Wigan is to breathe life into this strategy by following the next steps within this journey of discovery:

- Distribute the Integrated Children’s Workforce Strategy widely to all stakeholders for consultation
- Identify key stakeholders to embrace particular tasks that will underpin the strategic objectives being achieved
- Identify key people to lead and participate in project groups
- Review activity on a regular basis
- Update the Integrated Children’s Workforce Strategy on an annual basis
- Produce an annual report with the emphasis on outcomes achieved and priorities to be pursued in the forthcoming year.

# One children's workforce framework



## Success from different viewpoints

Children's Trust view	Team view	Service view	Practitioner's view	Child and young person's view
"There is a shared strategy for workforce reform and delivery in response to local needs and priorities."	"People identify themselves as part of one children's workforce and share a common vision of success and purpose."	"People identify themselves as part of one children's workforce and share a common purpose and vision of success."	"I behave as part of one children's workforce. We share a vision to help children and young people have better lives."	"I am certain that everybody I deal with will understand enough about me to see what's best for me."
"A set of shared values is expressed in a common language. Shared communication procedures and protocols are adhered to."	"People demonstrate shared values and use common language."	"Actions are based on a set of values that are aligned between organisations, expressed in a common language."	"I use the same language and share common values with people from other organisations who work with children and young people."	"I understand what people are talking about and how people are working for me."
"Agreed priorities and shared accountability for all outcomes for all children, and young people and their families/carers."	"There is an identified team around the child or young person which is co-ordinated by a lead professional and which recognises individual expertise."	"Positive outcomes drive collaborative behaviours of organisations, and these are clearly described as part of everyone's role."	"I behave as part of a team of people who work with children, young people and their families/carers. I'm ambitious for what I can achieve for children and young people."	"I know that I and my family/carers will get the best help to make my life better."
"Effective arrangements for early identification and intervention are in place, with all services contributing appropriate skills and resources."	"Professional expertise is valued and the appropriate team with the right combination of people and skills is well led to meet the needs of the child and young people."	"Service design is informed by the opinions of children, young people and their families/carers. Excellent understanding of how organisations complement one another."	"I am able to bring together the right team of people depending on the needs of each child or young person. I am confident about using integrated working practices to deliver better outcomes."	"I know that someone will bring together all the people I need to support me and my family/carers. They make sure that we are getting this support."
"Staff with the right skills at each level appropriately deployed to meet children and young people's needs. Skill gaps identified and commissioned across all partners."	"Whilst some professional development will be separate, training in key areas is team based, all staff learn new processes and skills together."	"Workforce is skilled, experienced, knowledgeable, and developed to deliver positive outcomes. Everyone shares a common core of skills and knowledge."	"I feel competent and confident to work with children, young people and their families/carers. My skills and knowledge are current and enable me to operate at my peak."	"I am confident that the workers I meet have the right skills to help me solve my problems."
"Workforce deployed in response to local need. Protocols are in place."	"Common assessments, clear protocols on sharing information, briefing and handing over cases are adhered to by all."	"Jobs done by the person with the most appropriate skills. Understanding of other people's roles and skills leads to positive, appropriate engagement."	"In working with other professions and organisations it is clear how my role is distinct but part of a larger whole. We achieve more by working together."	"I only tell my story once and may choose to add to it. When I meet a new worker they know about me and know what I am trying to sort out."
"Sufficient number of staff at each level appropriately deployed to meet children's needs. Career and succession planning is in place. Diverse workforce reflects the children, young people and families it serves."	"The team is well resourced with appropriate skills available to support workload. Safeguarding issues are discussed and team members dealing with them feel well supported."	"Enough people to provide services, supported in their work, and who are excited by the opportunities that a career in the children's workforce offers. Safeguarding is key to their work."	"There are enough people where I work and there is enough time to meet children's needs and to keep them safe. I have the right level of support – it's a good place to work."	"I see the same person every time, and they have time to listen to me. I know they take my safety seriously."
"Clear line of sight from workforce strategy and activities to better outcomes for children and young people, including those most vulnerable to poor outcomes."	"Children and young people involved as part of the team in service planning, design and delivery."	"Service based on, and responsive to, the needs and voices of children, young people and their families/carers."	"I work in partnership with children, young people and their families/carers. My work is about making children's lives better and I know I achieve that."	"I know what the plan is, because I helped write it – it's my plan."