

<b>Subject:</b>	<b>CYPT Workforce Development</b>		
<b>Date of Meeting:</b>	<b>19 July 2010</b>		
<b>Report of:</b>	<b>Director of Children's Services</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Annie McCabe</b>	<b>Tel:</b> 29-3646
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<b>Key Decision:</b>	Yes/No		
<b>Wards Affected:</b>	All		

## FOR GENERAL RELEASE

### 1. SUMMARY AND POLICY CONTEXT:

1.1 The purpose of this report is to provide the CYPT Board with an overarching understanding of workforce development in the CYPT and progress to date, this will enable the Board to decide on future arrangements to review and monitor workforce development

1.2 The People Development Strategy (PDS) is the CYPT's workforce development strategy. It brings together in one coherent framework all the learning & development aims for people who work or volunteer with children & young people in Brighton & Hove

1.3 The strategy can be viewed at: ([www.brighton-hove.gov.uk/peopledevelopment](http://www.brighton-hove.gov.uk/peopledevelopment))

1.4 The People Development Strategy supports achievement of the CYPT's vision for children and young people in the city, particularly through Strategic Improvement Priority 4: 'Develop the CYPT partnership and drive integration and value for money'

### 2. RECOMMENDATIONS:

2.1 To use the report to inform the Board in their role of monitoring the progress and impact of workforce development across the CYPT in support of the delivery of the CYPP.

2.2 To identify any aspects of workforce development where the Board requires more detailed information in future reports

2.3 Board members champion active engagement in appropriate workforce development across the CYPT partnership particularly in their individual agencies.

2.4 The CYPT board continues to support workforce development as a priority to maintain the good work that has already been achieved and build further upon this.

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

#### **3.1 Context**

The CYPT People Development Strategy (PDS) 2009 - 2012 was developed under the steer of the CYPT's Workforce Development Partnership Group (which had representatives from all CYPT partners). The strategy was informed by the CYPT's local vision, the Children & Young People's Plan (CYPP) and the government's 2020 vision for "world class children's workforce". It actively promotes effective integrated/partnership working across all parts of our local children's workforce.

3.1.1 As an organisation the CYPT directly manages and/or employs approximately 6,200 people (including school based staff who account for 78% of the workforce). A key partnership is with the third sector which includes an estimated 450 organisations/projects delivering services targeted at children, young people and families. This sector employs about 1,500 paid staff. They also involve an estimated 6,000 volunteers working five or more hours each week – equivalent to over 800 full time staff

#### **3.2 The People Development Strategy (PDS)**

3.2.1 The PDS has three strands:

1. Learning & development expectations of everyone who works or volunteers with children & young people in the city
2. Learning & development for specific roles/professions
3. Learning & development for directly CYPT employed/managed staff

3.2.2 Learning and development is set out in each of these three strands. Each strand builds on the previous one and is underpinned by our key principles, which are that:

Everyone who works or volunteers with children & young people will:

- Work in ways which will engender the respect, confidence and trust of children, young people and their families and carers
- Ensure all children & young people are protected from harm and neglect
- Work together as a team around every child and their family where additional support is needed to achieve their potential
- Engage local children and young people and their families who receive our services in the design, delivery and evaluation of learning & development
- Create opportunities to learn and develop together, learning across sectors wherever appropriate

#### **3.3 Progress of strand one: Shared vision; core skills and knowledge; safeguarding and integrated working**

3.3.1 An integrated induction programme is now in place for all newly appointed staff and managers This promotes the CYPT's shared vision and values, combining an online interactive module which explains the principles and practice of the CYPT partnership and a 'face to face' day which introduces the Children's Workforce Development Council's (CWDC) common induction standards and allows new staff to meet and talk with the

director of children's services (DCS). Induction guidance for managers ensures that they support all new staff to access induction appropriately and build this into any probationary requirements. This includes training on safeguarding and other mandatory training.

3.3.2 All third sector staff and volunteers, together with school staff are encouraged to attend appropriate elements of the CYPT Induction.

3.3.3 New managers have an additional bespoke induction session which ensures they understand their responsibilities as managers within an integrated children's service (including supervision).

3.3.4 An annual CYPT staff conference is now an established event. Staff evaluation show this to be a valued way for all staff to contribute to the development of improved integrated working, deepening understanding of local priorities and engaging directly with senior leaders.

3.3.5 In partnership with the Community and Voluntary Sector (CVS) we have established a nationally acknowledged 'core skills and knowledge programme'. This provides integrated training and development opportunities for every one in Brighton & Hove who works or volunteers with children and young people to enable them to work effectively together. Based on the CWDC's 'Common Core of Skills and Knowledge' for working with children and young people, it is designed and delivered in partnership with local third sector providers

3.3.6 Integrated safeguarding training is a key part of the core of skills and knowledge programme. This part of the programme has been designed with and is delivered primarily by the Local Safeguarding Children's Board (LSCB) training sub group to meet the interagency training requirements set by the LSCB. Increases in demand and evidence from a recent evaluation has led to provision for LSCB training to double in 2010/11

3.3.7 Alongside this we offer a specialist safeguarding training programme for school staff. We are also supporting local voluntary sector partners with bespoke 'single agency' safeguarding training to smaller organisations and are supporting the CVS's 'vetting, barring and safeguarding' conference later this year.

#### **3.4 Progress of strand two: professional/role specific learning & development**

3.4.1 Arrangements are in place to ensure those staff in roles with statutory induction requirements are enabled to meet these (eg. newly qualified teachers). We are also taking part in the CWDC's national pilot for newly qualified social workers (NQSW). 17 NQSWs are currently involved and early informal evaluations are very positive.

3.4.2 Specialist learning & development plans/programmes and arrangements are in place to address the specific needs of the following professions/roles:

- Social workers (directly employed)
- Early years and childcare workers (private, voluntary and independent sector)
- School based staff (headteachers, governors, teachers and support staff)
- Youth Support Services (multi agency)

- National health service/South Downs health staff
- Foster carers

### **3.5 Progress of strand three: directly managed children's workforce**

3.5.1 We are currently undertaking a complete review of supervision arrangements for all CYPT managed staff to ensure the quality and safety of the services provided for children and young people. This will make certain arrangements in the CYPT meet CQC, Ofsted and employer requirements.

3.5.2 We have identified two workforce areas where we currently have recruitment and retention challenges (school headteachers and social workers). We have developed and put in place actions plans to address each of these. Social Workers' needs are being addressed as part of comprehensive plans being developed in response to the Social Work Reform Board report and headteacher recruitment is being addressed in partnership with the National College.

3.5.3 We have worked with Adult Social care and BHCC organisational development to jointly pilot a leadership development programme for service and senior team leaders at Level 5 as this was a gap identified. 10/11 managers from the CYPT are currently taking part in this programme. Successful completion will allow those managers to further develop and complete a Foundation Degree.

3.5.4 There are arrangements in place to fund compulsory qualifications/career development for appropriate staff and some limited funding available for specialist training for teams or individual staff whose needs cannot be met through the core skills or the council's learning & development programme.

3.5.5 We have an annual bursary scheme in place to which staff with their manager's support can apply for funding for training to support career development

### **3.6 Issues and challenges**

3.6.1 A group of officers and partners who hold any responsibility for development of members of the children's workforce (the CYPT training consortium) drives forward the strategy. The group has worked effectively in partnership to achieve a great deal over the last year, however there remains much work to do, including resolving the following issues:

3.6.2 Involvement of schools and the third sector in both induction and the core skills programme is low and we continue to work with the CVS and schools to address this

3.6.3 The children's workforce includes council staff who work for part of their time with children & young people or are responsible for their outcomes as part of their role (eg library staff, museum workers, health and fitness providers). These workers should also have the common core of skills and knowledge. We need to establish ways of ensuring they access the core skills programme appropriately as part of their learning and development

3.6.4 Accurate and reliable workforce data (workforce profiles/training histories etc) provides a foundation of effective workforce planning. The council is introducing a new HR

system which should improve the present unsatisfactory position. However, merging data sets with other organisations (eg SouthDowns Health) is resource heavy and we have very limited capacity to take forward this work.

3.6.5 Many staff apply to the CYPT bursary scheme to support qualification training for roles to which they aspire (e.g. social workers or teachers). However costs are extremely high and as a result most staff are disappointed. This may contribute to lowering staff morale.

3.6.6 The removal of ringfencing from central government grants for workforce development leaves workforce development in the CYPT very vulnerable. A number of activities (e.g. future qualifications, specialist training and the bursary scheme), have been suspended until there is further clarity regarding budgets. The CYPT board will need to agree workforce development as a priority if it wants to maintain the good work that has already been achieved and build further upon this.

#### **4. CONSULTATION**

None relevant

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### **5.1 Financial Implications:**

5.1.1 Cabinet's decision to suspend new expenditure pending the government's announcement on in year efficiencies will limit training and development provision this financial year.

5.1.2 In addition future changes to government grants and funding arrangements resulting from the comprehensive spending review together with reductions in funding from 'Arms Length Government Organisations (ALMOs) (e.g. CWDC, National College and the Training & Development Agency) may result in some streams of work reducing or ceasing in the future.

5.1.3 As a result of the above it is important that developments within the report for the Service will be funded from within the existing budget or external funding. It is important that for all developments the financial position is reviewed regularly in line with the Targeted Budget Management Timetable (TBM) to ensure there are no additional costs to the council.

Finance Officer Consulted: Paul Brinkhurst Name Date: 18/06/10

##### **5.2 Legal Implications:**

5.2.1 Under the terms of reference the Children's Trust Board should promote consistent adoption and use of integrated processes and tools available to support integrated working through the CYPP. Workforce development supports this aim.

5.2.2 The Board is further concerned with developing and monitoring the CYPP. The CYPP must include a local workforce strategy to help create a workforce which delivers improved outcomes for children. The partnership's multi-professional People Development Strategy is described in the current CYPP as one of the key initiatives driving forward organisational development. The statutory guidance for children's trusts makes plain that safeguarding and improving outcomes for children is a top priority for children's trusts.

5.2.3 As employers involved in providing work with children, the members of the CYPT will wish to be satisfied that their workforces are being offered sufficient ongoing training to be able to recognise and deliver their statutory duties in respect of children.

Lawyer Consulted: Natasha Watson Date: 29/06/10

5.4 Equalities Implications:

None identified

5.5 Sustainability Implications:

None identified

5.6 Crime & Disorder Implications:

None identified

5.6 Risk and Opportunity Management Implications:

None identified

5.7 Corporate / Citywide Implications:

The CYPT People Development Strategy was planned to complement and avoid any duplication of the corporate training and development programmes. Service managers meet regularly to ensure coherence.

## **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

None identified

## **7. REASONS FOR REPORT RECOMMENDATIONS**

7.1 To ensure that the direction and delivery of workforce development in the CYPT is contributing effectively to achieving the aims of the Children & Young People's Plan

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. CYPT People Development Strategy

### **Documents in Members' Rooms**

1. CYPT Core Skills and Knowledge Programme

### **Background Documents**

1. Brighton & Hove's Children & Young People's Plan
2. 2020 Children and Young People's Workforce Strategy (DCSF Sept 2009)