



The YorOK Workforce Strategy

2009-2012

A strategy for everyone in the children and young people's workforce



Working together with Children,
Young People and Families

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Foreword

I am pleased to be able to present York's first YorOK Workforce Strategy – a strategy for everyone in the children and young people's workforce.

We will only achieve our vision and priorities, as set out in the Children and Young People's Plan, by acknowledging the dedication and professionalism of our workforce. We recognise that they are tireless in their devotion to the task of improving outcomes for all children and young people in York.

Therefore this strategy sets out our commitment to that workforce and to ensuring that its members have the support, information and skills they need. We want to ensure that individual specialisms, experience and backgrounds are understood and respected.

The YorOK workforce includes everyone who works with children, young people and families, both paid and unpaid. This is not about everyone being the same but about valuing and recognising the diverse nature of the workforce and the different contributions everyone has to make to improving outcomes for children and young people.

Our challenge, in writing this strategy, has been to produce a vision which all members of the workforce can relate to and which helps to create a shared identity across a diverse range of organisations and sectors.

This strategy is intended as a starting point and a framework from which to build. Much of its content reflects the rapidly changing environment within which we all work and therefore this document will be regularly reviewed to ensure it remains relevant and useful.

Over the next year we will continue to seek the views of practitioners, managers, children, young people and families in order to inform the ongoing development of this strategy. We encourage you to actively engage in this process and we always welcome feedback both formally and informally via our Strategic Workforce Development Officer.

We thank you for taking the time to read this strategy and hope that you identify with the vision and priorities within it. We look forward to working together over the next three years as we continue to develop a well-qualified, creative and integrated workforce that continues to make a difference to the lives of children, young people and families in York.



Cllr. Carol Runciman
Acting Chair of the YorOK Board
Executive Member for Children and Young People's Services
Deputy Leader – City of York Council

1. Introduction

Welcome to York's first YorOK Children's Trust Workforce Strategy.

This strategy sets out our vision and aspirations and uses the Children's Workforce Development Council (CWDC) One Children's Workforce Framework to outline and describe our commitment to our children and young people's workforce and the key areas for development. A delivery plan is attached at Appendix 1 that explains our priorities for the next year and how we plan to take forward this key element of our Children and Young People's Plan (CYPP).

Throughout this document we refer to 'the children and young people's workforce'. This term encompasses people who work, or volunteer, with children, young people (aged 0-19 and 25 if young people have learning difficulties and/or disabilities) and their families.

About YorOK – York's Children's Trust

'YorOK' is the local branding for York's Children's Trust arrangements. A Children's Trust is a partnership of organisations responsible for delivering services to children, young people and families. The YorOK Board is made up of representatives from these organisations and is responsible for producing the Children and Young People's Plan, monitoring its implementation and ensuring that all partners really are working together in the best interests of children and families. When we say 'we' in this strategy, we are referring to all of the organisations which are represented on the YorOK Board.


The YorOK Children's Trust is supported by the Children's Trust Unit, which services the YorOK Board and manages a number of key programmes. The Children's Trust Unit acts as a resource and central contact point on all aspects of partnership working, early intervention and prevention. It is also responsible for some of the important mechanisms that make integrated working a reality, such as 'Common Assessment Framework' and the 'YorOK Child Index', and for the development and implementation of this YorOK Workforce Strategy.

The Children and Young People's Plan and the YorOK Workforce

The YorOK Board is responsible for improving the lives of children and young people in York and its vision and priorities are set out in the Children and Young People's Plan (CYPP) 2009-12. The vision for children's services in York is as follows:

'York is a city making history and its children are our future. Every child and young person in York deserves the chance to reach their full potential and live their dreams. We will stretch the most able, support those who start at a disadvantage and protect and nurture the most vulnerable.'





The YorOK Board recognises that delivering this vision relies on the hard work, skill and commitment of the people who work every day with children, young people and families – the YorOK Children’s Trust workforce. The YorOK workforce includes everyone who works with children, young people and families, both paid and unpaid, providing safe, high quality and effective services.

‘We will only achieve all of this [our vision] by recognising the dedication and professionalism of our workforce, who are tireless in their devotion to the task of improving the outcomes for all children and young people in York. We owe it to our staff to make sure they have the skills they need and that their individual professional specialisms are understood and respected.’

Workforce development is therefore explicitly stated as one of YorOK’s top priorities for the next three years:

‘We will further develop a well-qualified, creative and integrated workforce by:

- ▶ recruiting professional staff of the best possible calibre;
- ▶ introducing YorOK induction standards;
- ▶ supporting continuing professional development throughout people’s careers, with new progression pathways based on a shared culture;
- ▶ commissioning a wide range of accredited and non accredited training programmes in a fully supported learning environment, based on national standards and codes of practice;
- ▶ introducing and supporting integrated working practices and processes;
- ▶ establishing a reliable workforce profile to support workforce planning and development;
- ▶ actively promoting the involvement of children, young people and parents in staff recruitment, selection and training.’

The YorOK Workforce Strategy



This Workforce Strategy sets out in detail our commitment to the YorOK workforce and to ensuring that its members have the support, information and skills they need in order to be able to support the children, young people and families with whom they work.

It has been developed by the YorOK Workforce Strategy Group on behalf of the YorOK Board. Membership of this group can be found at Appendix 2.

2. Shared Identity: The YorOK Workforce

The YorOK workforce includes everyone who works with children, young people and families, both paid and unpaid. The diagram below helpfully illustrates many (but not all) of the sectors within the children and young people's workforce and identifies a 'core' children's workforce, i.e. those people who work primarily with children, and a wider children's workforce, i.e. people who may not work with children and young people all of the time but who are responsible for their outcomes as part of their job e.g. housing support, adult and community education, drug and alcohol services, probation, adult social care etc.



-  **Core Children's Workforce** People who work or volunteer with children, young people and their families or are responsible for their outcomes all the time.
-  **Wider Children's Workforce** People who work or volunteer with children, young people and/or their families part of the time, or are responsible for their outcomes as part of their jobs.

(Diagram taken from the National 2020 Children and Young People's Workforce Strategy, DCSF)

The main focus for this strategy is the core children's workforce. However the resources, information and support provided in the implementation of this strategy will be also available to the wider workforce. Over the next three years we will work to better understand the needs of the whole children's workforce and to ensure that this strategy is equally relevant to them.

This strategy is not about all roles becoming the same but is about valuing and recognising the diverse nature of the workforce and the different contributions everyone has to make to improving outcomes for children and young people.

3. The Story So Far

3.1 Different Ways of Working

The past few years have seen wide-ranging changes across children's services. We have seen the creation of Children's Trusts and people working in more integrated ways, using different tools and ways of working. Agencies are working more closely together in new and different ways and are, in some cases, co-located. Some local examples include:

Castlegate

Counsellors, Connexions workers, Child and Adolescent Mental Health Services (CAMHS), youth workers, and others all work together on a co-located and virtual basis to provide a confidential information, advice, support and counselling service for 16-25 year olds in the centre of York.

York Youth Offending Team (YOT)

York YOT brings together youth justice, social work, probation, police, CAMHS, education, youth, and voluntary sector accommodation and substance misuse staff (amongst others). Staff are directly employed by the YOT, or managed by the YOT under a variety of secondment and Service Level Agreement arrangements. The YOT leads voluntary, targeted, preventative services (the Youth Inclusion Support Panel and Stronger Families Programme) and delivers statutory youth justice services. Success depends equally on the effective case management of multi-disciplinary YOT interventions and the engagement of mainstream services for children and young people across the city.

Children's Centres

There are currently eight Children's Centres in York (soon to be nine), which provide parents with children under 5 with information, advice and access to a range of integrated services. The centres are based within the three city localities and one centre in each locality is a designated hub. These hubs act as a base for a range of professionals including health visitors, midwives, family support teams, family learning outreach workers, CAMHS (Child and Adolescent Mental Health Service) workers and Early Years providers. In the future it is hoped that the development of locality pedagogical teams will further support integrated working and the blending of skills and experience from a range of professionals within Early Years.

Hob Moor Community Primary School

A recently Federated school, comprising a primary school and a school for children with special educational needs and learning difficulties and/or disabilities, co-located with a children's centre hub. This school is introducing innovative approaches to leadership and staff development and holistic approaches to meeting children's needs.

Early Support

The Early Support programme has improved the way in which services for young children with disabilities work together and with families. A key worker helps to coordinate the support for the child and family and ensures that different agencies work together.

Transitions Team

Until recently a virtual team, the Transitions Team is now co-located in a local Community Centre. The team supports young people with a disability aged 14-25 as they move into adult life. The core team includes social care staff from children's services, social care managers from adult services, Independent Travel Skills staff and specialist Connexions Personal Advisors. The Transitions Team Coordinator is funded jointly by Children's and adult services. There is a wider virtual team that supports young people in transitions, which includes many other colleagues such as health professionals and specialist teachers.

Integrated Working Tools and Processes

Common tools and processes such as the Common Assessment Framework (CAF), YorOK Child Index and Information Sharing (with Contact Point and eCAF coming soon) underpin these new ways of integrated working. Practitioners in York are increasingly using these tools to ensure the early identification of, and support for, vulnerable children and young people.

3.2 Strategic Workforce Development

Strategic workforce development is not a new concept and significant work has been taking place for some time across the YorOK partnership, both centrally and within individual agencies and sectors.

YorOK Strategic Workforce Groups

Two sub-groups were established in 2005 to progress strategic workforce development on behalf of the YorOK Children's Trust. The Workforce Strategy and the Training and Development sub-groups invite representation from across the partnership and have worked to identify local objectives, priorities and actions. In light of this strategy and the new Children and Young People's Plan, the terms of reference for both sub-groups, including membership, are being reviewed in order to improve their effectiveness and to ensure that both forums continue to embrace the changing and increasingly integrated nature of the workforce. The Workforce Strategy Group will lead the implementation of this strategy.

Training and Development Unit

The Children's Services Training and Development Unit is a local authority resource and seeks to ensure that members of the children's workforce have access to core specialist and multi-agency training opportunities. An exciting recent development has been the relocation of the Training Unit within the Children's Trust Unit (see page 5). A clear mandate for this unit is to continue to support the training and development agenda across the YorOK workforce



and increase opportunities within the workforce for people to train together on a multi-agency, partnership basis.

City of York Safeguarding Children Board

The City of York's Safeguarding Children Board is a statutory inter-agency forum for agreeing how different services co-operate to protect children in York. It seeks to ensure that the children of York are protected from all forms of abuse and neglect by ensuring that everybody working with children works effectively together. The Safeguarding Children Board provides a range of training courses for members of the YorOK workforce.

3.3 Sector Specific Workforce Development

Significant change within individual sectors has already prompted substantial workforce development and reform. Some examples include:

Early Years

The '10-year Childcare Strategy' highlighted the importance of the Early Years workforce in supporting the Every Child Matters agenda and making a difference for young children. National objectives include:

- ▶ Having a graduate led workforce;
- ▶ An Early Years Professional in every full day care setting by 2015;
- ▶ An Early Years Professional in every Children's Centre by 2010.

The 'Next Steps' strategy document shows a commitment to upskilling the Early Years workforce to a minimum of Level 3.

The Early Years Foundation Stage became statutory from September 2008. This document stated that current practitioners must have a full and relevant Level 3 qualification.

Integrated Youth Support

The Government's 10-year strategy for young people, 'Aiming High for Young People', aims to develop a skilled and confident workforce that can work to deliver the best possible outcomes for young people. These commitments were affirmed in the Government's '2020 Children and Young People's Workforce Strategy' published in December 2008. A programme of youth workforce reform is planned over the next three years including leadership, third sector youth workforce development and developing a common platform of skills and competencies.

Schools Workforce

There has been significant investment in the schools workforce over recent years, which has led to more people applying to enter teacher training. There has also been a drive to attract more people into shortage areas such as science, mathematics and ICT (Information and Communication Technology). In addition, there has been a focus on supporting management and leadership in schools. School support staff have seen a diversification of roles and accompanying training and professional development to support this. The development of extended schools has seen schools increasingly working with other agencies and with their local communities.

Social Work


Over recent years there has been particular focus on improving the capacity, skills and quality of the social work workforce, with investment in recruitment and retention and support for social workers. Better links are also being established between social work educators and the social work workforce, through the recruitment of experienced practitioners to oversee social work placements, and direct teaching on the social work degree course by practitioners in specialist areas. The national 'Children and Young People's Workforce Strategy' announced various further plans including the establishment of a social work taskforce to make recommendations around the reform of social work training, practice, recruitment and leadership. The recent Lord Laming report about the protection of children in England (see page 14) also made recommendations relating to the social work workforce. These included: addressing recruitment; considering case load restrictions; workforce remodelling to provide better support to social workers; clear progression routes and working with higher education institutions to ensure the quality of degree courses, including the opportunity to specialise in children's social work. The first report of the social work taskforce was published in May 2009 and set out key messages from its extensive consultation as well as responding to Lord Laming's recommendations.

Social Care

Over recent years there has been substantial national investment in, and focus on, some parts of the social care workforce. A national minimum allowance for foster carers was introduced and Foster Care Training Support and Development Standards were launched. Since the launch of the new training and development standards for foster carers, substantive work has been undertaken to increase the training and development opportunities available. An induction programme has been launched for new carers, and continuous professional development established for experienced carers. Links to further training and career opportunities through external providers are being explored.

Voluntary and Community Sector

With over 250 voluntary and community organisations working with children and young people in York, this sector represents a significant proportion of the YorOK workforce. A grant from the Children's Workforce Development Council (CWDC) has strengthened the



engagement of the voluntary sector in the local workforce reform agenda over the last two years. This work has helped to increase voluntary and community sector access to multi-agency training and development opportunities.

Parenting

Over recent years, there has been a particular emphasis on improving the experience, skills and qualification levels of all practitioners who work with parents. National Occupational Standards for Working with Parents were approved in 2005. In York, a framework of training is being developed to build generic skills around working with parents for all practitioners that are working with children, young people and their families. In addition, specific evidence based programmes are available to develop the skills of parenting practitioners. For more information, see the City Of York Parenting Strategy 2008 - 2011.

The aim of this YorOK Workforce Strategy is to provide an overall framework for workforce development across the YorOK workforce and to promote and support integrated and coordinated partnership working across, and within, sectors wherever possible and appropriate.

3.4 Children and Young People's Involvement in Workforce Development and Reform

There are many examples across the YorOK workforce of good practice involving children and young people in training and recruitment processes. However we believe that more can always be done to ensure that this good practice is shared and that it becomes increasingly common across the YorOK workforce.

It is also vital to ensure that the views of children and young people are heard and acted upon in all aspects of workforce development and reform. This strategy is a starting point and confirms our commitment to involve children, young people and families in its continuing development.

3.5 Other Recent Developments

YorOK Strategic Workforce Development Post

A grant from the Children's Workforce Development Council (CWDC) has enabled the YorOK Children's Trust to establish a new post of Strategic Workforce Development Officer early in 2009. This post has provided capacity to drive forward the strategic children's workforce development agenda and the production and implementation of this strategy.

Introducing a 'Single Front Door' for Access to Services for Children in York

Plans are currently underway to develop an integrated single point of access for enquiries, referrals and concerns relating to children and young people. The aim is that information, advice and consultation about any issues or concerns relating to children and young people will be available through a single point of contact. These new arrangements will further

support integrated working, the early identification and support of vulnerable children and young people and will improve our ability to respond quickly and appropriately to customer and practitioner enquiries and referrals.

The Children's Workforce Network

Established in 2004, the Children's Workforce Network is a strategic body, bringing together the relevant Sector Skills bodies, workforce reform and regulatory bodies to support collaboration and workforce reform across the whole children's workforce. All members of the network play a significant role nationally in relation to children's workforce development. The members of the network are:

- ▶ Children's Workforce Development Council
- ▶ Creative and Cultural Skills
- ▶ General Social Care Council
- ▶ General Teaching Council
- ▶ Improvement and Development Agency
- ▶ Lifelong Learning UK
- ▶ National College for Leadership of Schools and Children's Services
- ▶ Nursing and Midwifery Council
- ▶ SkillsActive
- ▶ Skills for Health
- ▶ Skills for Justice
- ▶ Training and Development Agency for Schools

Children's Workforce Development Council (CWDC): One Children's Workforce Framework

This is a national framework for workforce reform, which sets out seven key areas where Children's Trusts need to make progress in order to improve outcomes for children, young people and families. The Framework was created by the Children's Workforce Development Council (CWDC) and partners. This key development incorporates an online tool to help every Children's Trust assess the progress being made towards developing a single, reformed and integrated workforce. The tool has been designed to help facilitate dialogue with diverse groups across the workforce, through the use of focus groups and an online questionnaire (available at <http://onechildrensworkforce.cwdcouncil.org.uk/>). It is intended that this Framework will be used by Children's Trusts on an ongoing basis to inform workforce development and reform. This YorOK Workforce Strategy is aligned with the CWDC 'One Children's Workforce Framework'.

Training and Development Agency for Schools Strategic Plan 2008-13

The Training and Development Agency for Schools (TDA) is the national agency and recognised sector body responsible for the training and development of the school workforce. The TDA Strategic Plan draws on key themes from the Children's Plan and focuses on workforce supply, workforce development and workforce reform.

Parenting

In 2009, The National Academy for Parenting Practitioners (NAPP) has offered access to training in a range of evidence-based programmes to enhance the skills of practitioners working with families in York. York St John University has also introduced a new Foundation Level Degree in 'Working with Children and Young People' (to commence September 2009) that includes a core module on Working with Parents and Families.

National 2020 Children and Young People's Workforce Strategy

Published at the end of 2008, this national strategy describes the Government's vision for a world-class workforce. It sets out a number of areas in which the Government will work with partners to secure improvements across the children and young people's workforce. These include:

- ▶ Leadership and management;
- ▶ Recruitment;
- ▶ Working together;
- ▶ Shared values and common core of skills and knowledge;
- ▶ Working in partnership with children, young people and their parents or carers, and supporting parents;
- ▶ Qualifications, training and progression;
- ▶ Making a difference for all children and young people.

The strategy also sets out clear direction for sector-specific reform and development including within social work, youth support, childcare and early years, schools, further education, health, sport and culture and crime and justice. Further guidance is expected in relation to these areas.

The Protection of Children in England: A Progress Report, by Lord Laming

Following the recent tragic case of 'Baby Peter', the Secretary of State for Children, Schools and Families commissioned Lord Laming to provide an urgent report on the progress being made across the country to implement effective arrangements for safeguarding children and young people. This report was published in March 2009 and, whilst acknowledging that much progress had been made, called for a step change in the arrangements to protect children

from harm. The report contained 58 recommendations, including several addressed to Children's Trusts and related to workforce development. The Government's response was published in May 2009: 'The protection of children in England: action plan'.

This action plan addressed each of Lord Laming's recommendations and stated that: 'only a strong, confident workforce can make the right decisions and provide the right support... And it is not just about frontline social workers: everyone in the wider public services – schools, police, health services – has a vital role to play in helping to keep children safe.'

A key theme of the YorOK Workforce Strategy is 'Keeping Children Safe' and the priorities identified are in line with the recommendations of Lord Laming's Report. Full copies of both of these reports can be found on the Department for Children, Schools and Families website: www.dcsf.gov.uk.

4. Vision and Principles

It is important to have a vision for the YorOK children and young people's workforce and our challenge has been to create a vision to which all members of the workforce can relate, that informs and supports an increasingly integrated workforce and which helps to create a shared identity across a diverse range of organisations, professions and sectors. This section sets out our overarching strategic vision and underpinning principles for the YorOK workforce and describes in detail what we hope an integrated, confident, competent, safe and effective YorOK workforce will look like.

Overarching Strategic Vision: The YorOK Children and Young People's Workforce

The overarching vision for the YorOK workforce stems from the national vision of a world-class workforce as set out in the DCSF '2020 Children and Young People's Workforce Strategy:

We recognise the critical role of our children and young people's workforce in achieving our vision that every child and young person in York can reach their full potential and live safe, happy and fulfilled lives.

We want our children and young people's workforce to be:

- ▶ **ambitious for every child and young person to reach their full potential;**
- ▶ **excellent in their practice;**
- ▶ **committed to partnership and integrated working;**
- ▶ **respected and valued as practitioners;**
- ▶ **dedicated to keeping children and young people safe.**

Underpinning our vision are the following principles and values:

- ▶ The welfare of the child and young person is paramount.
- ▶ We support the United Nations Convention on the Rights of the Child which establishes a fundamental set of rights for children and young people. This includes children and young people's right to express their views and opinions about decisions that affect them and for these views to be taken into account.
- ▶ Safeguarding children is everyone's responsibility. Through this strategy we are working to ensure that all organisations and members of the YorOK workforce fully understand their responsibilities for safeguarding children and young people and what to do if they have any form of concern.

- ▶ We recognise and value the diversity of the YorOK workforce, both paid and unpaid. Our aim is to promote common values and integrated working across the workforce whilst ensuring that individual specialisms, backgrounds and experience are understood, respected and valued.
- ▶ Working in partnership is key to improving outcomes for children, young people and families.
- ▶ Achievement of this strategy relies on a sense of belonging. The YorOK Children's Trust provides the framework for this partnership and will strive to ensure the workforce understands its role and feels a part of it.
- ▶ Equipping the workforce with the skills to identify vulnerable children and young people and to intervene as early as possible is key to improving outcomes.
- ▶ Every single child needs the chance to reach their full potential. Ensuring equality of outcomes for all children can mean working in different ways or taking special steps to reach out to those children, young people and families who may be struggling against disadvantage or discrimination so that they have the same opportunities to reach their potential.
- ▶ We aim to provide responsive and appropriate services which meet the needs of all the children, young people and families with whom we work. We recognise that we are more likely to achieve this by having a workforce that reflects the diversity of the families and communities we serve.
- ▶ Personal and professional development is key to ensuring the development of a well-qualified, creative and integrated workforce.

The Detailed Strategic Vision: The YorOK Children and Young People's Workforce

This section describes in detail what an integrated YorOK workforce will look like and sets the scene for our priorities and actions over the next 3 years.


Developing a Shared Identity, Purpose and Vision

Where we want to be:

Across the YorOK workforce there is a shared identity and a shared vision of improved outcomes for children and young people.

We will achieve this if:

- ▶ people feel part of a wider 'children's workforce' within the YorOK Children's Trust;
- ▶ the YorOK Children's Trust has real meaning for every member of the workforce;
- ▶ everyone in the workforce shares a vision of working to achieve the best possible outcomes for children and young people;

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- ▶ everyone in the workforce is aware of, and has had the opportunity to contribute to, the priorities for improving outcomes for children, young people and families as outlined in the YorOK Children and Young People’s Plan 2009-2012;
 - ▶ everyone in the workforce has a knowledge of the vision for children and young people in York, as outlined in the Children and Young People’s Plan and understands their personal contribution to improving outcomes and narrowing the gap;
 - ▶ this strategy is owned and visibly promoted by the YorOK Children’s Trust Board, managers and practitioners across the workforce;
 - ▶ the key messages from this strategy are promoted to the wider children’s workforce (see page 6) and appropriate information and support is available to all parts of the workforce;
 - ▶ the views and opinions of the workforce, children, young people and families are sought and inform the ongoing development of this strategy.

Establishing Common Values and Language

Where we want to be:

Members of the YorOK workforce are able to communicate and work together effectively through the development of common values and language.

We will achieve this if:

- ▶ there is a clear and common understanding of the thresholds of need to help people to decide what level of help should be provided and when problems are starting to get more serious;
- ▶ there is a clear and common understanding of integrated working tools and processes such as Common Assessment Framework, Information Sharing, YorOK Child Index, Lead Practitioner, and ContactPoint;
- ▶ there are opportunities for members of the YorOK workforce to come together and learn about each other’s roles through joint training and other events;
- ▶ there is a commitment across the YorOK workforce to use plain language when communicating both with colleagues and children, young people and families;
- ▶ a glossary of common terms is available on the YorOK website.

Focusing on Positive Outcomes for Children and Young People

Where we want to be:

Everyone in the YorOK workforce understands how their role contributes to improving outcomes for children and young people and is ambitious for all five of the Every Child Matters outcomes.

We will achieve this if:

- ▶ all members of the workforce, whilst having a particular specialism or focus, understand their responsibility for all five of the Every Child Matters outcomes;
- ▶ members of the workforce understand how their specific role contributes to improving outcomes for children, young people and families;
- ▶ effective mechanisms are in place to identify the needs of individuals and groups of vulnerable children and young people. People know what these mechanisms are and are helped to acquire the skills to use them;
- ▶ a YorOK Induction package is developed and accessible to the whole children's workforce;
- ▶ relevant partners are in dialogue about establishing common elements within job advertisements, job descriptions and appraisal processes to strengthen the focus on improving outcomes for children, young people and families;
- ▶ these principles and elements are embedded within our integrated commissioning processes.

Developing and Embedding Integrated Working Practices

Where we want to be:

The YorOK workforce is supported to adopt new ways of working through the use of integrated working tools and processes and within new structures. Professional expertise is understood, valued and drawn in appropriately.

We will achieve this if:

- ▶ there is a clear vision of what integrated working is and people understand their own role within this;
- ▶ the role of lead practitioner is recognised and valued and opportunities for training and support are available;
- ▶ the importance of effective information sharing is understood across all sectors of the workforce and protocols are in place to enable this to happen;

- ▶ the Information Sharing Guidance is consistently applied across the workforce;
- ▶ integrated working is embedded in the YorOK Induction and in training provided within sectors and across the YorOK Children's Trust;
- ▶ support is available for the development of multi-agency teams;
- ▶ effective models of workforce integration are actively promoted;
- ▶ appropriate information, training and support about integrated working is easily accessible to members of the workforce;
- ▶ members of the workforce 'think family' and consider the family situation in all areas of work, using whole family assessments where needed to establish how the needs of other family members affect a child, young person or adult and how meeting those needs might benefit the child, young person or adult;
- ▶ members of the workforce are confident in their own professional judgements and empowered to use these judgements first and foremost;
- ▶ members of the workforce are confident in identifying an individual child's needs, and are clear about where to go for additional support and when it is appropriate to refer to statutory services.

A Skilled, Confident and Appropriately Trained Workforce

Where we want to be:

A range of high quality training and development opportunities is available and accessible across the workforce. This is provided on a multi-agency basis wherever possible, promoting integration and recognising the unique contribution of each sector, role and individual. People feel properly prepared and supported in their roles. The children's workforce and the individual roles within it have a positive profile and success is celebrated. This supports the recruitment of a skilled, confident and appropriately trained workforce.

We will achieve this if:

- ▶ mechanisms are in place across the workforce to identify training and development needs and this knowledge informs the planning and delivery of training;
- ▶ every member of the workforce knows who to approach for help, support and guidance in relation to their practice;
- ▶ every member of the workforce knows what skills they need to support children, young people and families and appropriate training opportunities are available and accessible;
- ▶ relevant information is available and accessible across the workforce about training and development opportunities;

- ▶ training opportunities are provided on a multi-agency basis wherever possible and appropriate;
- ▶ appropriate support is available for leaders and managers;
- ▶ high quality specialist training is commissioned within sectors/service areas as appropriate;
- ▶ the YorOK Board is engaged with the development of the Integrated Qualifications Framework and exploring the opportunities this provides for the local workforce;
- ▶ continuing professional development is supported throughout people's careers, with new progression pathways based on a shared culture;
- ▶ a positive profile of the workforce and the roles within it is being actively promoted in order to raise awareness of career opportunities and to support the recruitment of people of the highest possible calibre to the children and young people's workforce;
- ▶ we recognise that children and young people are our future YorOK workforce and as such develop and enhance opportunities for young people to find out about, understand and experience, different career paths;
- ▶ members of the workforce are recruited, selected, supported and retained in line with sector/organisational standards and best practice;
- ▶ a reliable workforce profile is available, providing information about the size, scope and make up of the YorOK workforce, and this information is used to support workforce planning and development;
- ▶ we have a better understanding of the composition of the workforce and are taking positive steps to identify any group that is under-represented and addressing these disparities;
- ▶ the involvement of children, young people and families in staff recruitment, selection and training is actively promoted across the YorOK workforce.

Complementary Roles Focused Around Children and Young People

Where we want to be:

Across the YorOK workforce, different roles and specialisms are recognised, understood and valued. Everyone recognises the collaborative advantage of working together to improve outcomes for children.

We will achieve this if:

- ▶ everyone in the workforce is clear about when and how they should work together to make the greatest difference for children, young people and families;

- ▶ people understand their own role and that of their agency;
- ▶ there is a good understanding of different roles, how they fit together and how people are expected to collaborate;
- ▶ protocols are in place for sharing information, briefing and handing over cases;
- ▶ information about other agencies and services is easily accessible to members of the workforce to support them in knowing who to contact, how and when.

Keeping Children Safe

Where we want to be:

Everyone in the workforce understands their responsibilities for safeguarding children and young people and what to do if they have any form of concern.

We will achieve this if:

- ▶ all organisations within the YorOK Children's Trust have in place, and apply, safe recruitment policies and practices;
- ▶ all organisations within the YorOK Children's Trust have in place, and apply, codes of conduct for working with children and young people;
- ▶ members of the workforce understand their responsibilities for safeguarding children and young people and what to do if they have any form of concern;
- ▶ members of the workforce recognise and address wider safeguarding issues such as e-safety, road safety and bullying where appropriate;
- ▶ everyone in the workforce understands the need for children and young people to be able to take appropriate risks and to take advantage of opportunities available to them responsibly and safely;
- ▶ children and young people have adequate skills, knowledge, support and resources to keep themselves and their peers safe;
- ▶ there are clear mechanisms in place to respond to, and deal with, situations where children and young people are considered to be at risk;
- ▶ all sectors have in place policies and mechanisms to deal with allegations against, and concerns about, members of the workforce. These mechanisms are fully implemented;
- ▶ children and young people feel able to voice concerns about a member of the workforce, are listened to and have their concerns dealt with appropriately;

- ▶ members of the workforce have access to information and training where appropriate, which enables them to understand normal child development and recognise potential signs of abuse or neglect;
- ▶ the wider children's workforce, including police, probation, adult mental health and adult drugs and alcohol services, have well understood referral processes which prioritise the protection and well-being of children;
- ▶ sufficient multi-agency training is in place to create a shared language and understanding of local referral procedures, assessment, information sharing and decision making across early years, schools, youth services, health, police and other services that work to protect children.



5. Delivering the Strategy and Monitoring Progress

This section sets out the ways in which we will deliver our Workforce Strategy and track our performance against our priorities.

Appended to this document is the YorOK Workforce Strategy Delivery Plan (Appendix 1). This delivery plan sets out what actions are going to be taken and when in order to address the priorities identified in the strategy.

The YorOK Workforce Strategy Group will be responsible for the development, review and implementation of the strategy and will routinely monitor progress against this delivery plan. Membership of this group can be found at Appendix 2. It will be the responsibility of the YorOK Workforce Strategy Group to jointly plan how best to make sure that the priorities are being addressed. This may involve seeking information from other partnership groups or establishing sub-groups to tackle specific pieces of work.

The YorOK Board will monitor the progress and direction of the strategy through regular updates from the YorOK Workforce Strategy Group.

The YorOK Workforce Strategy Group will be responsible for identifying ways in which the impact of this strategy can be measured. As with many things, it is very difficult to measure the difference that workforce development ultimately has on the lives of children, young people and families. However we need to ensure that this overall aim is at the forefront of any actions we take. The YorOK Workforce Strategy Group will work to ensure that information is gathered about the activities that take place as a result of this strategy and, where possible, the impact that these activities have.

The YorOK Workforce Strategy Group is committed to continuing to investigate methods to measure the impact of workforce development on outcomes for children, young people and families.

This first YorOK Workforce Strategy provides a framework for our plans and actions and a sound basis from which we can build over the next three years as we establish a profile of the workforce and continue to seek the views and opinions of managers, practitioners and children and young people.

This strategy and the delivery plan will be reviewed annually and amended as necessary. Details will be posted on the workforce development pages of the YorOK website: www.yor-ok.org.uk/workforcedevelopment.

If you have any comments or want to find out more, you can:

- ▶ visit the YorOK website: www.yor-ok.org.uk for information about this and other aspects of York's Children's Trust activity and arrangements;
- ▶ contact your representative on the YorOK Workforce Strategy Group (see Appendix 2);
- ▶ contact Kate Helme, Strategic Workforce Development Officer, Children's Trust Unit, email: kate.helme@york.gov.uk;
- ▶ visit the City of York Council website for agendas and minutes of the YorOK Board meetings: www.york.gov.uk

YorOK Workforce Strategy 2009-12

Approved by the YorOK Board September 2009



Appendix 1: YorOK Workforce Strategy Delivery Plan

(see attached document or download at www.yor-ok.org.uk/workforcedevelopment)

Appendix 2: Membership of the YorOK Workforce Strategy Group September 2009

(Membership currently under review)

Health

Sue Hainsworth/Elizabeth Houlton – Children’s Services Managers, NHS North Yorkshire and York (provider services)

Kim Pickersgill – Directorate Manager, NHS Hospital Trust

Rachel Ingham-Jones - Head of Workforce, Resourcing and Development, NHS North Yorkshire and York (commissioning)

Angie Casterton – Primary Mental Health Worker Team Leader, Child and Adolescent Mental Health Service (CAMHS)

Early Years and Children’s Centres

Ann Spetch – Quality Care and Education manager

Karen Darley – Recruitment, Retention and Marketing Coordinator

Sarah Penn – Quality Team Manager

Rosy Tebbutt – Locality Children’s Centre Manager

Education

Sue Foster – Senior Adviser - School Improvement and Staff Development

Steve Grigg – Head of SEN and Principle Educational Psychologist

Schools representative – to be confirmed

Extended Services

Barbara Mands – Head of Extended Services

Social, Family and Community Support

Eoin Rush – Assistant Director, Children and Families

Mary McKelvey – Service Manager, Family Placement

Sarah Olorenshaw – Service Manager, Quality Assurance

Foster Carer Representative – to be confirmed

Mark Smith – Principle Education Welfare Officer

Voluntary and Community Sector

Craig Waugh – Development Officer – Children, Young People and Families, York Council for Voluntary Service

Justice and Crime Prevention

Simon Page – Head of Youth Offending Services

Fiona Willey – Community Safety Officer, Safer York Partnership

Sports and Culture

Mary Bailey - Head of Play

Local Safeguarding Children Board

Joe Cocker – Manager, City of York Safeguarding Children Board

Children's Trust Unit

Judy Kent – Children's Trust Unit Manager

Kate Helme – Strategic Workforce Development Officer

Vicky Vint – Acting Training and Development Unit Manager

Niall McVicar – Family Information Service Manager

Youth

Paul Herring – Head of Young People's Services

City of York Council Human Resources

Mark Bennett – Senior HR Business Partner



Working together with Children,
Young People and Families

If you would like this information in an accessible format (for example In large print, on tape or by email) or another language, please telephone 01904 554358 or email: kate.helme@york.gov.uk

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **01904 551550**

