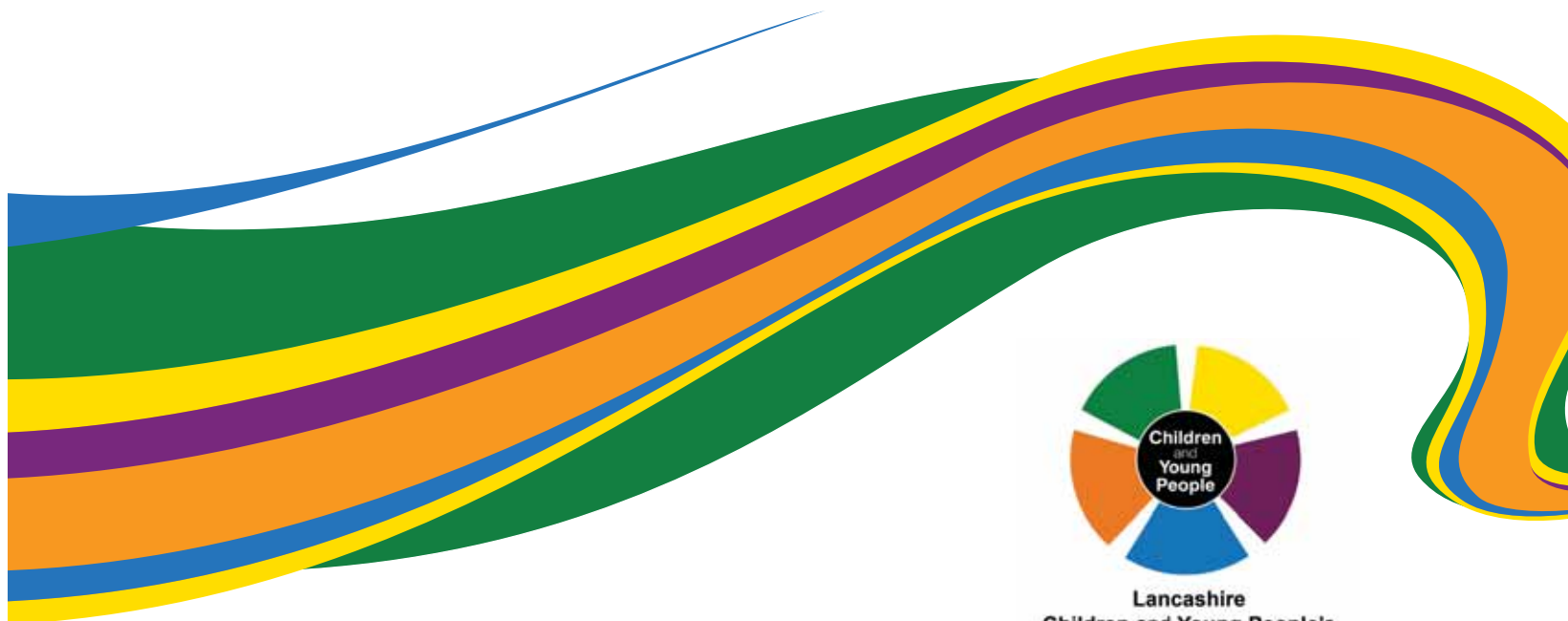




Lancashire's Children and Young People's Workforce Strategy 2011-2014



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FOREWORD



The Partnership and Children and young people's Trust vision for a world-class children and young people's workforce in Lancashire is one based on the 'team around the child, the family and the provider'. We have a shared and common purpose of delivering the best outcomes through excellent services. Multi-professional working supported by integrated working practices will require clear leadership, roles

and direction and the recognition of the unique contribution of each team member. The Partnership and Children's Trust are committed to ensuring that all members of the workforce have the right skills, knowledge and experience to support our ambitions and that Lancashire is a 'first choice' place to work in.

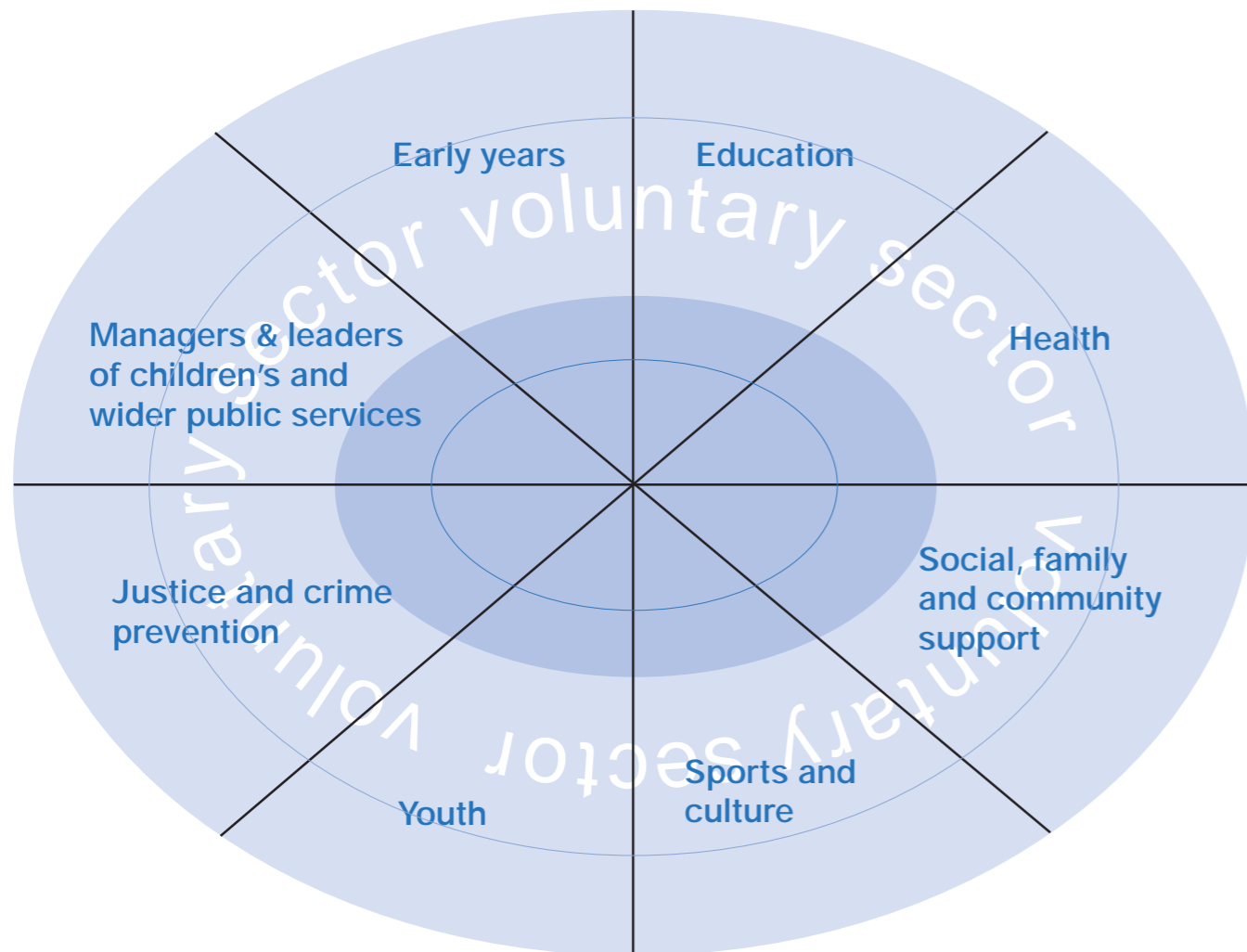
Our Workforce Strategy builds on the work we do every day and on what we have already achieved. At its heart is the voice of children, young people and their families and the excellent services we must deliver through our workforce. The strategy sets out our commitments for the next three years in continuing our journey to excellence. It also reflects the new vision for multi-agency service delivery which we have all signed up to and which is included in our new Children and Young People's plan. It provides the basis for our local trust partnerships to develop workforce plans which meet the needs of children, young people and their families in their areas. It is ambitious but achievable and we must do everything that we can to ensure that we drive it forward and give our workforce the best of skills to support the children and young people of Lancashire.

Helen Denton
Chair of Lancashire Children and Young People's Trust

'Everyone who works with a child or young person, or with their family has a role to play in supporting their development across all five Every Child Matters outcomes. The way in which they are able to provide that support will be critical to the achievement of our aspirations for children and young people in the 21st century.'
Helen Denton, The Chair of Lancashire Children and Young People's Trust

WHO DOES THIS STRATEGY APPLY TO?

There are approximately 70,000 people who work with and for children, young people and their families in Lancashire – this is known as the Children and Young People’s Trust Workforce. The majority of the workforce belongs to eight sectors shown below and also includes the voluntary sector.



Core Workforce:
People who work or volunteer with children, young people and their families, or are responsible for their outcomes all the time.



Wider Workforce:
People who work or volunteer with children, young people and their families part of the time, or are responsible for their outcomes as part of their jobs.

WHAT KIND OF WORKFORCE DO CHILDREN, YOUNG PEOPLE AND FAMILIES IN LANCASHIRE NEED?

In developing the strategy, account was taken of evidence about what children, young people and their families want from the workforce. The key messages from this evidence are that:

Children and young people want the workforce to:

- Have a caring attitude
- Provide “some” discipline
- Sometimes give treats
- Help us with things
- Keep us safe
- Always show manners
- Be respectful, kind and generous.



Families would like:

- To be listened to and feel respected
- Consistency in approach by professionals
- To feel safe, secure and wanted: bullying to be tackled
- To be involved in decisions which affect them
- Access to timely, flexible, quality services
- Single point of contact, who understands their specific needs
- Information delivered in a manner that is appropriate to their particular situation.

Members of the workforce would like:

- A workforce that people are proud to be part of
- To understand their role within the Children and young people’s Workforce and the relationship to others
- To be valued for their skills, knowledge, commitment and contributions
- Equal parity of status across all sectors of the workforce
- To be seen as part of the Children’s Workforce with their specialist skills acknowledged
- Strong leadership, management, support and Continuing Professional Development (CPD)
- Clarity about their training and career progression opportunities within the workforce.



VISION FOR THE CHILDREN & YOUNG PEOPLE S WORKFORCE IN LANCASHIRE

4

This workforce strategy has been developed to support the delivery of the Children and Young People's Plan. It will enable the workforce in Lancashire to:

- Put the needs of children and young people first and strives to achieve the best outcomes.
- Be competent, confident and safe to work with children and young people.
- Be trusted and respected by parents, children and young people.
- Develop their skills and knowledge and build rewarding careers.
- Be flexible and accommodate change in needs and demand.
- Access accredited qualifications, including apprenticeships, meeting the economic and regeneration priorities in Lancashire.



'We will plan and develop a workforce that meets the needs of all children, young people and their families in Lancashire'

This strategy is designed to enable the workforce who support children, young people and their families in Lancashire to be of the highest quality; equipped with the skills, knowledge and behaviours to effectively deliver the Children and Young People's Plan. The priorities outlined in the Children and Young People's Plan are:

Be Healthy

1. Lancashire babies are born healthy and have the best possible physical and emotional start in life.
2. Children and young people's health and wellbeing is improved through healthy lifestyle choices.



Stay Safe

3. Children and young people are safe and effectively protected from physical and emotional harm and neglect.

Enjoy and Achieve

4. All of Lancashire's children and young people perform well in education at all stages regardless of their background or circumstances.

Positive Contribution

5. Children and young people access and make effective use of a range of positive activities in their spare time.
6. All of Lancashire's children and young people make a positive contribution regardless of their background or circumstances.

Economic Wellbeing

7. The impact of family poverty is minimised and young people aspire to contribute to the future economic wellbeing of Lancashire.
8. Children, young people and their families are able to achieve their potential and prosper, regardless of their background or circumstances.

Further detail about the priorities can be found at www.lancashirechildrenstrust.org.uk/cypplan. To deliver the vision and priorities, we are all committed to pursuing a number of important developments in the way that we plan and deliver services.

Transforming Service Delivery New ways of working

These new ways of working will have an impact on all sectors of the workforce.

This strategy will enable new ways of working to be implemented.

Members of the workforce are committed to transforming service delivery by working together in a number of ways. These include:-

- **Shared locations** – wherever possible local hubs will be developed. These will allow staff to be based together.
- **Shared pathways** – we will join up our assessment processes so that families 'tell us once'. We will try to minimise the number of staff involved with a family.
- **Shared information** – we will create a one stop shop information and advice service that is available to all children, young people and their families.
- **Shared ownership** – we will overcome any professional barriers that might get in the way of our vision – to work in the best interests of children and young people at all times. We will consult with children, young people, families and our staff as much as possible to deliver our services and vision.
- **Shared commissioning and delivery** – we will remove duplication in planning and delivering our services. We will combine our resources to deliver them in a most cost-effective and efficient way. We will maximise multi-agency learning, cross-sector learning and development opportunities where possible.

The starting point will always be integrated service provision wherever possible.

'Our proposed vision- we believe that together we can learn more, progress faster and provide better than we can apart and therefore have a duty to collaborate for the benefit of those we serve.'

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WHAT WE HAVE ACHIEVED SO FAR

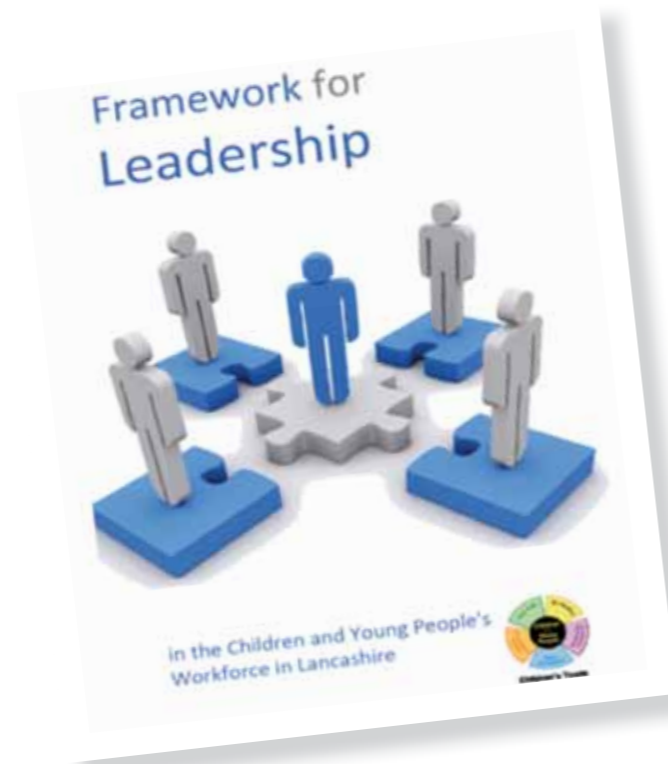
The successful engagement of many of the Children and Young People's Trust Workforce has led to the development of several innovative projects. Many of these will be further developed as part of this strategy.

Some of these are listed below:

- The Lancashire Common Core of Skills and Knowledge which sets out the minimum standards expected of anyone who works with children and young people.
- Guidance relating to integrated working and working together.
- A framework for supervision which gives a common set of principles.
- The development of the Lancashire Leadership Framework and Integrated Leadership Programme.
- More opportunities for multi-agency training and development.

We recognise that all of the successes of the earlier Children and Young People's Plan 2008-2010 have been achieved by a motivated, committed and highly skilled workforce, for example:-

- Overall rates of educational attainment continue to improve year on year.
- The infant mortality rate in Lancashire has been reduced.
- 100% of child protection cases were reviewed on time.
- Adoption achieved 'Good with Outstanding' features in the 2011 inspection.
- There have been 302 Apprenticeships and 60 Workstart candidates in Lancashire's Children and Young People's Workforce.
- Lancashire Youth Offending Team, have achieved a 16% reduction in first time entrants into the Youth Justice system.
- The Fostering service has just received 'Outstanding' in its inspection



LOOKING FORWARD WHAT NEXT?

Partners have agreed particular areas to focus upon under each priority.

To enable the implementation of the Children and Young People's Trust vision and to develop new ways of working, we will build upon the excellent practice that we already have. We will also work together to identify where things are not working as well as they could and find creative ways to continually improve.

Consultation with all sectors of the workforce has highlighted six priority areas to focus upon in terms of workforce reform and development over the next three years.

THE SIX PRIORITIES ARE:

- 1 Safeguarding – Children, young people, their families and the workforce.
- 2 Early Support initiatives (formerly Prevention and Early Intervention).
- 3 Strong and effective leadership at all levels.
- 4 Total Family approaches.
- 5 Maximising opportunities through health reforms.
6. An engaged, high performing, resilient workforce.



PRIORITY 1

SAFEGUARDING CHILDREN, YOUNG PEOPLE, FAMILIES AND THE WORKFORCE

The capacity to deliver and keep children safe is the MOST important element of this Children and Young People's Trust Workforce Strategy. We will provide opportunities for the workforce to obtain the skills and knowledge needed to make the best judgements they can, to protect a vulnerable child or young person. This will be based upon the statutory guidance Working Together to Safeguard Children, the Allen Report and the Munro Report 2011.

In partnership with the Lancashire Safeguarding Children Board (LSCB) we will focus on:

1. Increased professional development opportunities to improve skills, knowledge and behaviours in relation to child protection, safeguarding and child development.
2. Increased multi-agency learning and development opportunities for Groups 1 – 3 as outlined in the table below.
3. Transforming working practices to enable the workforce to provide early help.
4. Share good practice across sectors of the workforce to enhance their safety and well being.

| Group Description | Group 1 Infrequent contact with CYP | Group 2 Regular or intense irregular contact with CYP | Group 3 Work predominantly with CYP | Group 4 Workers who have responsibilities in section 47 enquiries | Group 5 Professional advisers and designated lead professionals | Group 6 Operational managers | Group 7 Senior managers | Group 8 Members of LSCB |
|----------------------------|---|--|---|--|--|---|---|---|
| Examples | Librarians, GP receptionists, Grounds men | Hospital staff, YOT staff, some police | Youth workers, Teachers, Health visitors, Probation staff | Specific workers in health, education, police and children's social care | Professional advisers and designated lead professionals | Front line managers, Practice supervisors, Managers of child protection units | Those responsible for strategic management of services, NHS board members | Board members, Directors of Children's services, Lay members, Inter-agency trainers |
| Suggested training Methods | As part of induction, possibly via e-learning | Single Agency training | Inter-agency training, Single agency related to role | Inter-agency training, Single agency related to role | Inter-agency training, Single agency related to role | Inter-agency training, Single agency related to role | LSCB induction programme, National Leadership programme | LSCB induction programme, National Leadership programme |

← Refresher Training every 3 years →

Each group will have their own suggested training content and training methods – these can be found in the full tables from which the above is summarised

Extracted and summarised from 'Working Together to Safeguard Children' (HM government 2010)

'Make things simpler so that we can get the right person first time and not be passed from one to another'
A parent/carer on what would help

PRIORITY 2

EARLY SUPPORT INITIATIVES (FORMERLY PREVENTION AND EARLY INTERVENTION)

While there is a strategic and operational commitment to intervening as early as possible in order to help families when it is most effective, we recognise that this can place differing demands on the workforce. Many of our areas of work are already designed to either prevent unmet need from arising (for example, universal services) or intervening early. If we are

accessible to families we can work in partnership with them and can provide simple low cost solutions for families to sustain. Preventing children, young people and families from having to access high level targeted services means that the workforce needs to be able to intervene at an earlier stage.

To undertake early support we will focus on enabling the workforce to:

1. Recognise and act upon unmet need at Level 2 on the continuum of need (see diagram).
2. Share information - who with, when and how?
3. Share good practice - knowing about models that are working well.
4. Understand Thresholds - what we all do and when.
5. Develop effective assessment skills.
6. Reduce pressure of workload on specialist services.

SUPPORTING A HEALTHIER, BETTER LIFE

Children's Needs

Services

Level 4 - Protection

Children and young people with complex additional needs requiring specialist services

FAMILY

5,124
0-19 yr olds
(7%*)

Highly specialist services including residential schools, children's homes, neonatal intensive care and in-patient mental health services.

Level 3 - Complex Needs

Children and young people needing additional support from a number of services

8,784
0-19 yr olds
(12%*)

Specialist services usually provided by more than one agency, eg Child and Adolescent Mental Health Services, Special Schools/Colleges, Social Care

Level 2 - Early Intervention

Children and young people needing additional help in one area

14,640
0-19 yr olds
(20%*)

Services mainly provided by a single agency eg speech and language therapy, counselling, hearing services

Level 1 - Prevention

Children and young people whose needs are satisfied entirely by universal services

44,652
0-19 yr olds
(61%*)

Services available to all children and young people eg school nursing, vaccination programme

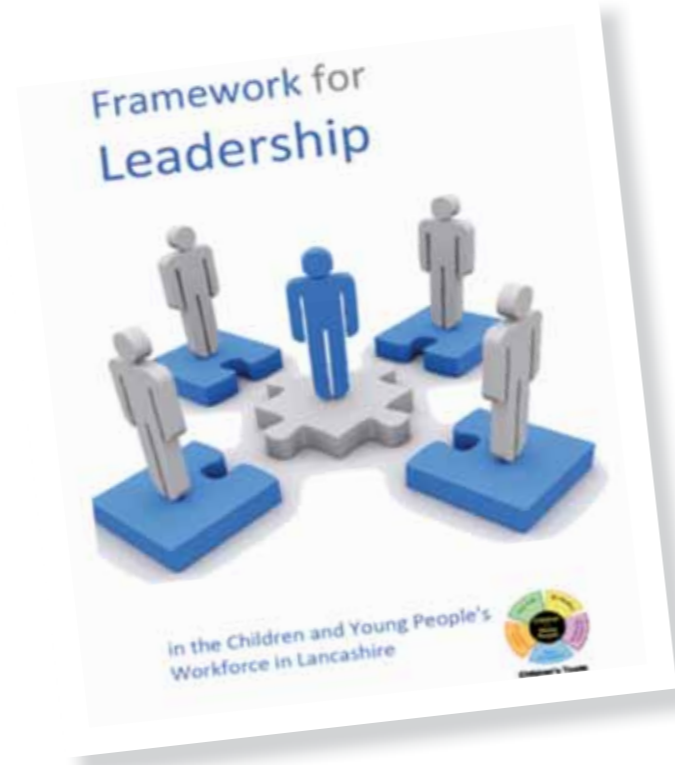
PRIORITY 3

STRONG AND EFFECTIVE LEADERSHIP AT ALL LEVELS

We need innovative and effective leaders and leadership to shape and drive our vision. This leadership needs to extend across all partners who work together in the Children and Young People's Trusts to support our children and young people.

To develop strong and effective leadership we will focus on:

1. Enhancing the use of the Framework for Leadership across the Children and Young People's Trust so that behaviours that are most relevant to successful integrated working are reflected in learning and development programmes, recruitment processes and appraisal / performance management arrangements.
2. Understand and embed the five shared themes of new ways of working (shared locations, shared information, shared ownership, shared pathways, shared commissioning and delivery).
3. Developing leadership at all levels.
4. Effective models of strong and effective governance.
5. Working with higher education providers to influence future workforce development.



"The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already"
John Buchan

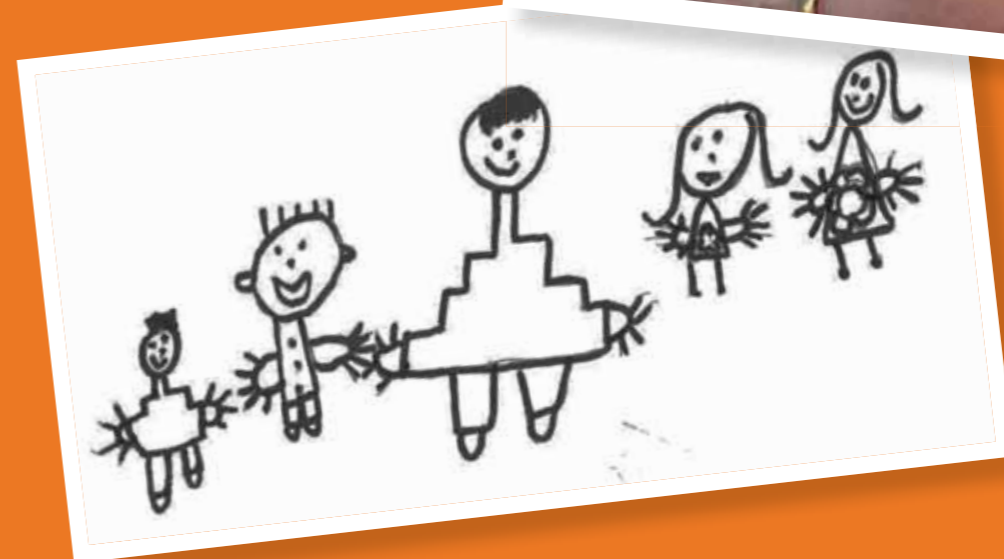
PRIORITY 4

TOTAL FAMILY APPROACHES

Total Family is a Lancashire-wide strategic approach designed to radically improve the resilience, experience, and outcomes of families who access and use services. This approach aims to develop collaborative ways of working which are ambitious and inclusive and improve the value for money of public services. The Total Family programme explores the potential for coordinating services around the needs of family units, rather than individuals, in order to secure better long-term outcomes in the process.

To embed the learning from the Total Family work programme we will:

1. Champion a shared leadership focus and ambition for 'independent but supported families' across all services.
2. Continue to explore the role of the district Children and young people's Trusts, and other local partnerships/ consortia in embedding a broader focus on family outcomes across all services.
3. Integrate the learning from the Total Family research into a programme of collaborative learning and development opportunities for those who work with adults, children, young people and families, embedding a Total Family ethos across Lancashire.
4. Use the findings from the Total Family research to increase the knowledge and understanding of the processes needed to ensure effective delivery of family support e.g. needs assessment, commissioning, outcome monitoring, user voice, etc.



PRIORITY 5

MAXIMISING OPPORTUNITIES TOWARDS HEALTH REFORMS

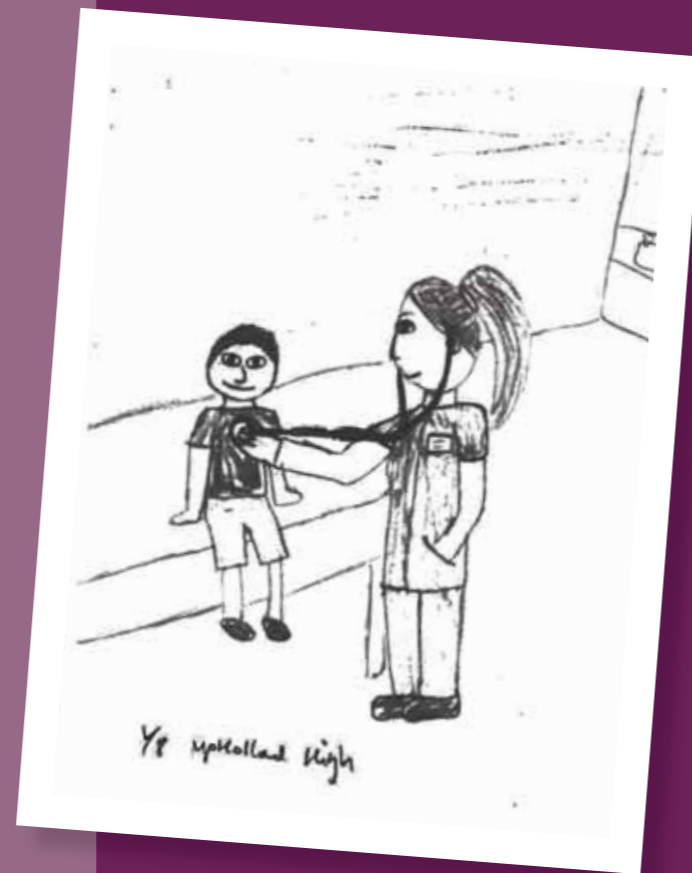
The NHS workforce have adopted the Values as set out in the NHS Constitution and these will be the guiding principles against which all decisions are made, namely: respect and dignity; commitment to quality of care; compassion; improving lives; working together for patients; everyone counts.

There are a number of external strategic changes that will have a major impact upon integrated workforce development over the next few years, including:

- Development of Clinical Commissioning groups.
- Establishment of cluster arrangements for Primary Care Trusts.
- Development of Health and Wellbeing Boards to co-ordinate NHS, social care and public health commissioning plans.
- The transfer of responsibility for many elements of public health to local authorities as set out in *Healthy Lives Healthy People*.
- Dissolution of Primary Care Trusts and Strategic Health Authorities.
- The implementation of 'Liberating the NHS – Developing the Healthcare Workforce' including the establishment of Skills Networks.
- Establishment of the National Commissioning Board (NCB).
- Opportunities for the development of the commissioning support core and none core offer.
- Transforming Community Services and the transfer of staff and services to Foundation Trusts.
- Increasing democratic legitimacy in health.
- Establishment of Public Health in England.

To enhance health and wellbeing we will work together to:

- 1 Provide support to the full range of organisations emerging as a result of changes in the NHS, as they take on their new responsibilities for commissioning effective public health, health care and wellbeing services for Lancashire's children, young people and their families.
- 2 Use integrated commissioning to ensure seamless service provision for children, young people and their families, provided through skill mix teams.
- 3 Reduce health inequalities narrowing the gap in health outcomes across different groups.
- 4 Build capability across a range of staff groups for partnership working and flexible, integrated working practices whilst maintaining high quality clinical standards.
- 5 Enable the implementation of the NHS workforce plan.
- 6 Support developments in training for health visitors and school nurses, and consider new roles, such as the emerging role of Assistant Practitioners for community support across health and social care.
- 7 Raise the awareness of children, young people's and their families' health and wellbeing issues with all our partners, including a range of clinicians.
- 8 Adopt a lifecourse approach that focuses on assets, to improving health and wellbeing outcomes for children, young people and their families.



PRIORITY 6

AN ENGAGED, HIGH PERFORMING, RESILIENT WORKFORCE

The children's workforce is undergoing unprecedented change and financial constraints. There is a need for the remaining workforce to be responsive, adaptable and open to new ways of working. Steps have already been taken to improve working arrangements across the Children and young people's Trust so we have much to build upon.

We will focus on enabling the children and young people's workforce to:

1. Improve communication and participation with children, young people, families and across the workforce.
2. Enable best use of resources (finance/ people/ assets) to improve service delivery.
3. Develop the workforce to enhance their personal motivation, resilience and flexibility.
4. Raise awareness of new ways of working (shared locations, shared information, shared ownership, shared pathways, shared commissioning and delivery).
5. Manage talent, transfer knowledge and plan for succession, particularly during times of change.
6. Enable the workforce to access relevant qualifications including Apprenticeships and combined degrees eg. degree in Health and Social Care.



CELEBRATING GOOD PRACTICE

Holiday Care:

A Parent and Carer Support Manager (PCSM) based in a special school adopts an integrated approach to providing holiday care to youngsters with SEN in the community. She trains and 'up skills' volunteer staff alongside school staff to ensure safeguarding procedures are in place. This inclusive approach allows children with SEN to access quality local holiday care allowing parents to work or have respite. The impact on one family illustrates the benefits of this scheme: Mum had expressed her desperation to find suitable holiday care for her son Tony, 6. The Parent Carer Development Worker assigned to the family was able to signpost mum to this play scheme. This allowed mum to have the time to provide a positive holiday experience for Tony's siblings, whilst secure in the knowledge that Tony's needs were met and he was also enjoying his holiday.

Social Pedagogy

Social Pedagogy is the basis for the European approach to providing support to children and families. It has a very long history. Essentially social pedagogues are well trained, generically based professionals who take responsibility for focusing squarely on what children and families need to grow and develop.



A Childrens Centre

To support Safraz, a child with severe disabilities, a specialist member of Children's Centre staff was trained alongside medical staff at Preston Hospital. More training was then delivered to other Children Centre staff and the child's parents in the family home by paediatric nurses. The specialist inclusion teacher for the deaf facilitated communication as Safraz is profoundly deaf.

This support and care plan provided by the Children's Centre enabled mum to leave her son in the care of others beyond her family circle for the first time and Safraz benefitted by accessing a wider range of opportunities in the community.

Rossendale Working Effectively Together Safeguarding Event

Rossendale Working Together is a multiagency forum, which combines networking, sharing of good practice and professional development in a quarterly two-hour gathering. The aim is to promote effective multi-agency working involving sectors such as health, police, schools, children's

centres and volunteer services so improving outcomes for CYP and families. The next session is planned to focus on early intervention strategies. A recent session focused on sexual exploitation- a priority in this district. This ensured that 'Operation Freedom', a multi-agency strategy to protect young people from child abuse has been disseminated more widely to ensure a joined up approach.

Reconstructing my life - The impact of effective integrated working

People say it's a sign of weakness if one asks for help. They may believe their confidence or lack of maturity lets them down. But does it? Telling the truth and being honest earns you respect. That's why personally I have had so much help to rehabilitate me back into the community.

At the age of 10 I was bagging up – preparing drugs to be sold. From an early age I had watched this being done. So one day I asked to help, I jumped at it. I was bagging up thousands of pounds worth of drugs every week. In return I received a fiver.

At 11 I was smoking bud – Cannabis – and instead of a fiver, I would receive a couple of spliffs - Cannabis. At 12-13 years old, I overdosed on Temazepam and Methadone.

At 13 years old my Mum – Nan – had a heart attack and died before the ambulance could arrive. My sister went to my birth mother and I went to my uncle's. Four months later, I was homeless with a five hundred pound per week drug habit.

Since then I have been in two Secure Units, two Prisons, one Remand Centre, seven Children's Homes and two Rehab Centres.

All for the same reason – DRUGS.

Since January 2005 my system has been clear, so now I am feeling normal. I am out of Prison in 15 hours and with the help of God, I will stay clear, well clear of the past.

Personally I have had so much help to rehabilitate me back into the community. I would like to thank Helen, my drug worker, who has provided me with the best help and support I could wish for. Also the Prison Officers, YOT, Social Services, Healthcare, Education, Industrial Cleaning, Connexions, Sova, Project 360 – all these agencies have played a big part in my life and have helped me to get on my feet.



Social Work/Social Care examples

A flexible training programme is now available for Foster Carers, which gives them a choice of e-learning, attending courses at local venues in the evening or during the daytime with a later start/earlier finish to support their responsibilities in dropping off and collecting children from their school.

A programme of learning has been very successful for the children and parenting support service. This course focuses on how professionals can support them using a range of practical strategies and techniques. Participants have the opportunity to practice techniques during the course, thereby increasing their personal skills.

Safeguarding Health Practitioner

Safeguarding Health Practitioners are employed by Health services (Lancashire Care NHS Foundation Trust), but are based within Children's Social Care on an Integrated Assessment & Support Team. They work with the most vulnerable families to ensure that health needs are thoroughly addressed during the assessment process. They are able to access health information, which assists in early intervention and determining the appropriate services to meet the child, young person and parent's needs.

This approach is seen as beacon practice and has been rolled out across East Lancashire. The impact of this joined-up approach can be seen in a local family with complex needs. Professionals from a variety of agencies have worked together to support the family to effectively care for their baby with the support of a private fostering arrangement, with a long term plan to integrate the baby back home on a full-time basis with parents with appropriate support. The plan is progressing well with the commitment of professionals working together in partnership with the parents in order to achieve the best outcomes for the child and family. If this continues to be successful it will also avoid costly care placements and is in the best interest of the child.

HOW WILL WE KNOW WE VE SUCCEEDED?

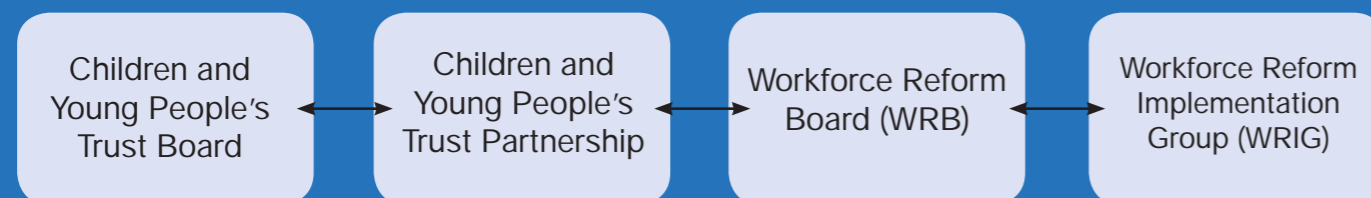
Performance management and review arrangements:

The Workforce Reform Board (WRB) will be responsible for monitoring the development and delivery of the action plans quarterly. They will report to the Children and young people's Trust on an annual basis.

Action plans will be developed and delivered through the Workforce Representatives Group.

One of the important ways that the Children and Young People's Trust will know whether this strategy is being implemented effectively is by asking the workforce whether we are making a positive difference to the way in which they work and, in turn, improving the services they provide for children, young people and families. These views will be gathered and shared on a regular basis to allow for thorough evaluation so that we can continue to improve.

The action plans of this three year strategy will be reviewed quarterly and refreshed annually.



Glossary of terms

| | |
|--------------|---|
| CAMHS | Child and Adolescent Mental Health Services |
| CYP | Children and Young People |
| DFE | Department for Education |
| FSM | Free School Meals |
| GCSE | General Certificate of Secondary Education |
| GP | General Practitioner |
| JSNA | Joint Strategic Needs Assessment |
| KS | Key Stages are the four divisions in a pupil's education, as set out in the National Curriculum, namely Key Stage 1 ages 5 to 7, Key Stage 2 ages 8 to 11, Key Stage 3 ages 12 to 14, and Key Stage 4 ages 15 and 16. |
| NEET | Not in Employment, Education or Training |
| SEN | Special Educational Needs |
| TAMHS | Targeted Mental Health in Schools Project |

Useful websites

Lancashire Children and Young People's Trust
www.lancashirechildrenstrust.org.uk

Lancashire Safeguarding Children Board
www.lancashire.gov.uk/safeguardingchildrenboard

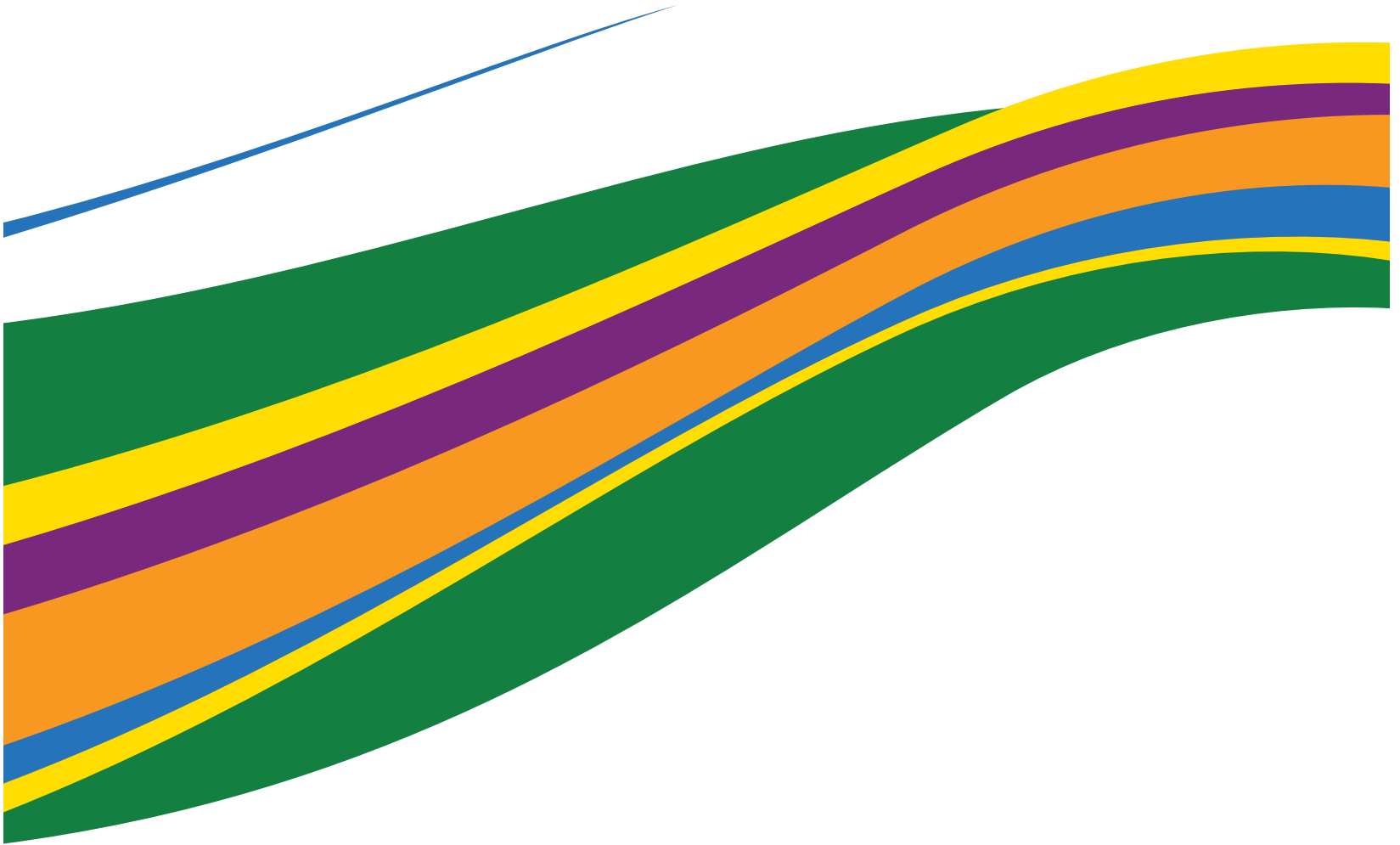
Joint Strategic Needs Assessment
www.lancashire.gov.uk/jsna

Department for Education
www.education.gov.uk

Department of Health
www.dh.gov.uk



**Lancashire
Children and Young People's
Trust**



If you would like further information, or request copies of this plan in other formats, please visit www.lancashirechildrenstrust.org.uk