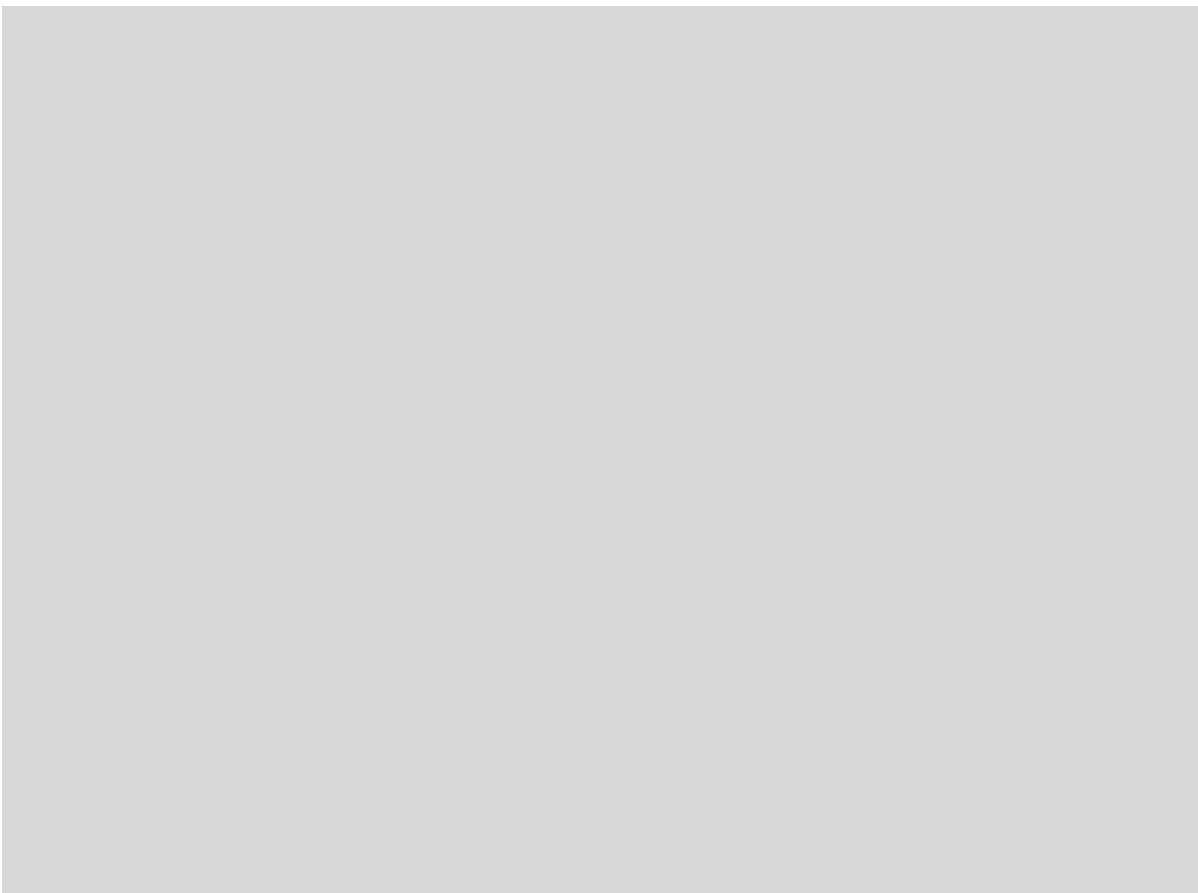


North Tyneside Council's Children's Workforce Development Strategy 2019 – 2022



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Introduction

This document sets out the priorities and focus of the refreshed North Tyneside Council's Children's Workforce Development Strategy for 2019 – 2022.

The strategy recognises that the children's workforce is our biggest asset and critical to achieving our ambitious plans for improving outcomes for children and their families.

The council published its children's workforce development strategy in 2015. A lot has changed since then locally and nationally and we have had three successful inspections where our workforce have been praised for their commitment and hard work to ensuring positive outcomes for children, young people and families in North Tyneside.

Since the publication of the last workforce development strategy in 2015, children's services has launched its three pledges of which the workforce now delivers against. These are:

- 1. To intervene early with evidence based, family focussed services*
- 2. To work in partnership to keep children safe in school*
- 3. To keep children and young people safe at home, healthy and connected to their local communities*

The council's ability to continuously improve is intrinsically inked to:

- The quality and capacity of the people who lead, manage, deliver and support services
- How effectively people work together across organisational and professional boundaries to combine their expertise

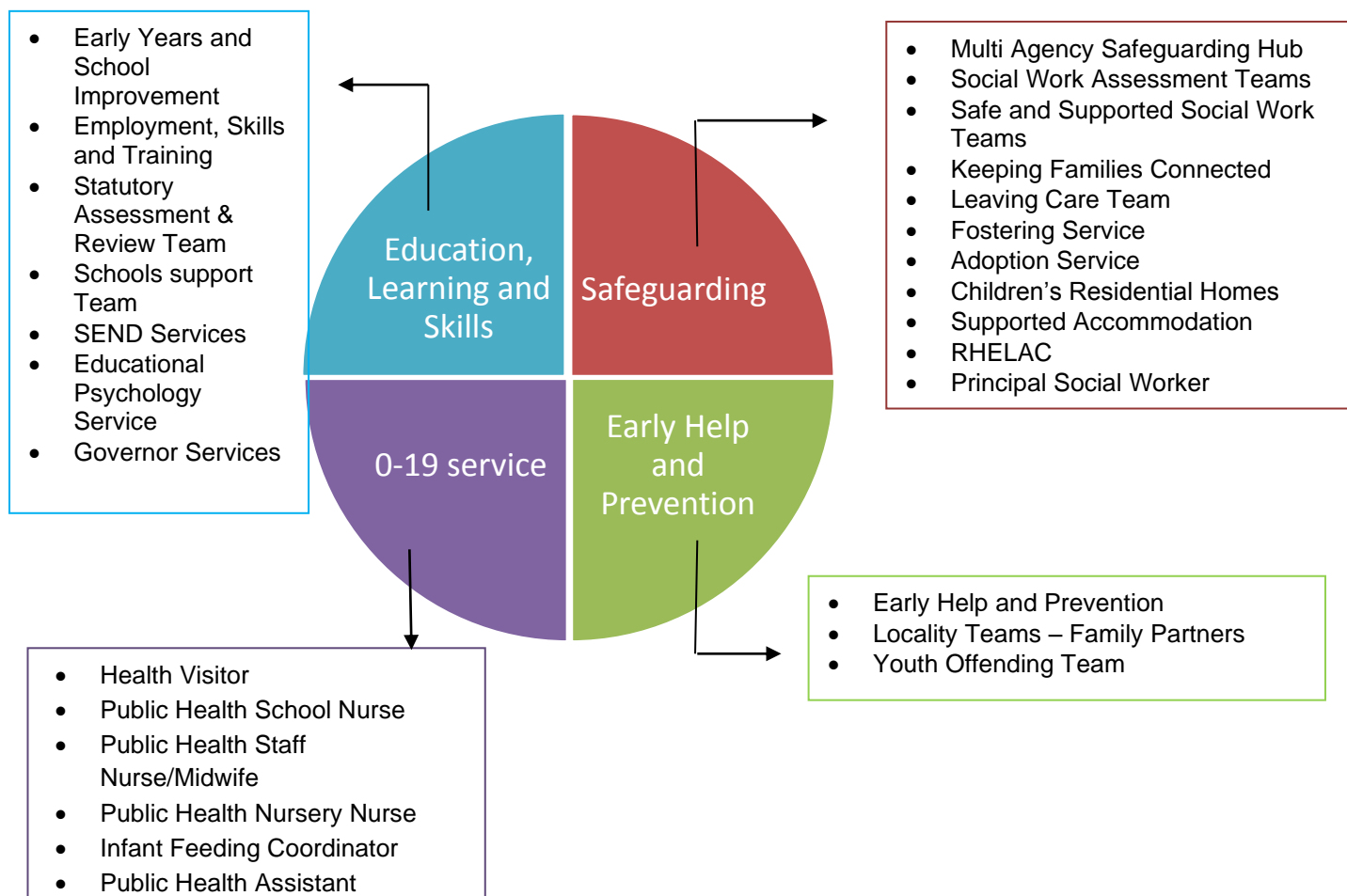
In recognising this, the council has invested heavily in a variety of programmes, partnerships and initiatives that aim to support our culture shift in which our workforce can flourish: through learning, supporting and challenging each other and developing the flexibility to harness new ways of working to meet the current and future challenges.

The challenges are still as great as they were in the workforce development strategy document of 2015 as we continue to:

- Focus on prevention and early interventions
- Drive to close the gap between children and young people who are most vulnerable and the rest of the population
- Engage in a more collaborative way with children and families
- Have effective commissioning arrangements in place to ensure Value For Money in getting the best outcomes for children and families
- Push our boundaries and move towards more integrated working arrangements across public, private, voluntary and community sector to ensure the best outcomes for children and families.
- Focus on building safety in families in order to manage risk more effectively.

Scope of the strategy – who is our Children’s Services workforce?

The children’s workforce is wide ranging and varied. For the purpose of this strategy it covers those individuals who are employed by North Tyneside Council, who work or volunteer with children, young people and families, or who are responsible for their outcomes all of the time (defined as the core children and young people’s workforce). This has been depicted graphically below.



Supporting the core workforce is a number of additional teams who work with children, young people and/or families’ part of their time or are responsible for their outcomes as part of their job. These are:

Health	GP’s, Dentists, primary and community health practitioners, clinical practitioners, hospitals, Adult mental health services etc.
Justice and crime prevention	Probation officers, multi agency public protection team, police and law enforcement, prosecution service, custodial care
Education	Schools, FE colleges and adult and community education providers
Environment, Housing and leisure	Housing officers and accommodation, libraries, sport and leisure providers, outdoor education/recreational providers, workers in cultural heritage, museums and galleries

This strategy recognises that the workforce is changing as we respond to key drivers such as public sector reform, better integration of health, education and social care, early years and schools, all of which will have a significant impact on the workforce moving forward. This workforce development strategy will flex to these changing roles and responsibilities.

National, regional and local changes since the publication of the children's strategy

The council published its children's workforce development strategy in 2015. A lot has changed since then locally and nationally.

National drivers

Children's Social Care Reform: A Vision for Change (2016) – this outlines the Government's reform programme for **children's social care** services in England over the next 5 years. Key actions include:

- Expanding Frontline and Step Up to Social work Programmes to bring more high quality practitioners in via work based graduate training and expansion of Teaching Partnerships between universities and employers;
- Rolling out a national system of assessment and accreditation to guarantee the practice skill of every practitioner at every level of seniority. The process for this is being trialled now with practitioners from a number of local authorities; proposed implementation of the scheme is 2020
- Creating a coherent and rigorous pathway for social workers from practitioner to practice leader;
- Embedding the Knowledge and Skills Statements (KSS) at all levels of practitioner, commencing with social worker.
- Investment in developing leadership talent;
- Establishment of Social Work England, the new regulatory body for social work with a relentless focus on raising the quality of social work, education, training and practice in both children's and adult's social work.
- Refresh of Working Together guidelines 2018 **Safeguarding Children Boards** – Under clauses 16 – 23 of the Children and Social Work Act, given Royal Assent in May 2017, the existing Local Safeguarding Children Boards (LSCB) structure will be replaced with Safeguarding Partners: the local authority; a clinical commissioning group for an area, which falls within the local authority and the chief officer of police for a police area any part of, which falls within the local authority area. There is a requirement on local authorities, the police and the health service, to make arrangements for working together in a local area, with relevant partners and an expectation on schools and other agencies involved in child protection to co-operate.

There is an expectation that the following themes will emerge:

- a need for better information sharing and a unified policy for all agencies responsible for safeguarding (schools, health services, social care and police)
- reduced caseloads and/or more effective use of available resources
- more effective and more frequent training
- better support for and performance management of child protection and safeguarding professionals in all agencies.

All this will require a significant investment in both people and financial resource.

National Health and Social Care Integration agenda – this aims to deliver the NHS 5 Year Forward View, local health systems to develop sustainability and transformation plans (STP's) for the future of health and care services in their areas with a focus on better integration. The children's workforce is seeing a greater focus on working across boundaries with health services to provide early help for children and families. This requires planning for different roles, capacity and new ways of working linked to the future needs and assets of the local community.

Local Government Association (LGA) Consultation paper on the revised workforce strategy for local government 2018 – This will set out key priorities for local government to meet workforce challenges and the council's children's workforce development strategy will be adapted to take account of any new key priority areas from this document once published.

Inspection of Schools - In September 2019 there will be a new framework for the inspection of schools and this will have a significant impact on the training needs of staff within Education, Learning and Skills and school leaders.

SEND Reforms - Government have indicated there will be a further development of the SEND reforms and this will have implications for the workforce strategy.

PHE Supporting the public health nursing workforce: health visitors and school nurses delivering public health for children and young people (0-19) Guidance for employers 2018

Developed with the LGA this document sets out how employers can support health visiting and school nursing teams to work safely and effectively and will be incorporated into regulatory frameworks for the Care Quality Commission (CQC). The guidance makes reference to the important role of the Nursing and Midwifery Council code and the professional standards that nurses and midwives must uphold to be registered to practice.

LGA Standards for Employers of Public Health Teams in England 2018

The purpose of the Employer Standards is to enable and sustain high quality public health outcomes for the local population and communities:

1. enabling employers to provide a well-led and supportive professional environment
2. enabling public health professionals to maintain their professionalism.

The Standards are a set of principles and are accompanied by resources that give more detail and include guidance and links to frameworks with particular relevance to particular groups.

Future arrangements for Specialist Community Public Health Nursing (SCPHN)

From Jan 2020 Northumbria University, under the new NMC standards, will provide a SCPHN programme for Health Visitors and Public Health School Nurses with funding from Health Education England.

The new NMC standards require a Nominated Practice Educator and registrants to be supervisors and assessors for both undergraduate and graduate programmes. Training will be provided from the HEI.

Provision for the Apprenticeship programme is still unknown.

Regional drivers

North East Social Care Workforce Development Strategy June 2017 - In 2016 the 12 local authorities in the North East agreed to work collaboratively on a regional programme of activity to lead improvement in the adults and children's social care workforce. The vision is for the North East to be seen as a great place to work in social care and that the region can attract and retain great staff with the right values, skills and attributes to support the most vulnerable in our communities. The strategy describes the long term ambition of the North East in relation to the social care workforce and sets out priorities for 2017/18.

North of Tyne Collaboration – The three North of Tyne authorities (Newcastle, Northumberland and North Tyneside) agreed in 2017 to explore opportunities for greater collaboration in their children's social care services. The work is taking place as part of the Department for Education's (DfE) children's social care innovation programme, which is a way of testing and scaling innovation and improvement in children's social care. The three initial work streams are: looked after children placements, shared services and workforce and practice. The workforce and practice work stream is pertinent to this strategy as it will be exploring the potential for a North of Tyne approach to child and family social work recruitment, retention and skill development as well as shared models of practice.

North of Tyne Devolution for Education, Employment and skills – This work seeks to create a unified education and skills system and a joint strategy that raises aspirations, leadership and performance from early years through school education, to learning pathways into technical, further and higher education. This programme of work will have implications for the workforce in terms of priority skill development i.e. supporting children and families in dealing with mental health issues, as well as addressing the challenges of stability across those schools in deprived areas.

Careers Pathway is one of the 5 priorities agreed within the North of Tyne Devolution Education Challenge. This is about working closely across the North of Tyne education leaders and the North East Local Enterprise Partnership (LEP), to integrate careers learning across all age phases into the curriculum to ensure those entering the workforce in the future have the skill level to support the diverse economy and are fully aware of the progression routes available. In line with the government's careers strategy, and using the Gatsby Benchmarks, and working with the employability and inclusion portfolio, this will lead to join up shared ambitions to improve pathways to employment, especially for our vulnerable young people and those that have special education needs and disabilities.

Regional Adoption Agency (RAA)– As a consequence of the Government's directive to establish regional arrangements for the management of adoption placements, the council has worked with four local authorities to develop the most appropriate vehicle for the RAA. The host for the RAA is North Tyneside Council.

Regional Public Health Nursing network has been established by North East Public Health Education Centre to provide regional leadership, support and Continuous Professional Development opportunities for those nurses on part 3 of the Nursing and Midwifery Council register.

Local drivers

Our North Tyneside Plan 2018 - 2020 produced by the Mayor and Cabinet sets out the overall vision and policy context of the council. It was developed in partnership, through the North Tyneside Strategic Partnership which includes all of the organisations or sectors who work together with the Council to deliver an improved future for the Borough and its residents. The Our North Tyneside Plan has three key themes; Our People, Our Places and Our Economy. This strategy specifically supports the theme of Our People with key policy outcomes shown below:

Our North Tyneside Plan 2018-2020
Our People will:
<ul style="list-style-type: none">• Be listened to so that their experience helps the Council work better for residents• Be ready for school – giving our children and their families the best start in life• Be ready for work and life – with the right skills and abilities to achieve their full potential, economic independence and meet business needs.• Be healthy and well – with the information, skills and opportunities to maintain and improve their health, well-being and independence, especially if they are carers• Be cared for, protected and supported if they become vulnerable including if they become homeless• Be encouraged and enabled to, when ever possible, be more independent, to volunteer and to do more for themselves and their local communities.

Annual service plan for Children, Young People and Learning 2019/2020 – this sets out the priorities for the forthcoming year to deliver against the Our North Tyneside Plan – Our People.

North Tyneside Children and Young People’s Plan 2014-2018 (currently being refreshed)-

The Children and Young People’s Plan provides the strategic direction for the further integration of children’s services, in order to improve the lives of children, young people and their families. The plan sets out the CYPL Partnership’s three key priorities of Ready for School, Ready for Work and Life and Safe, Supported and Cared For. This is currently being refreshed with engagement activity and a strategic assessment..

Employment and Skills Strategy – This sets out the strategic approach and the actions to be taken to make sure the people of North Tyneside are ready for work and life. We will need a workforce who can be creative and innovative in how we deliver against the ready for work and life priority as well as having a focus on targeted and personalised work with key groups who find it difficult to access and sustain the labour market and need to develop new skills. This will lead to new ways of working, cutting across boundaries and integrated working across the North of Tyne region.

North Tyneside Prevention and Early Help Strategy 2016 (currently being refreshed) – This strategy sets out how all partners will work together to plan, commission and deliver a range of provision, to support children, young people and their families, at the earliest opportunity. In establishing locality teams these family workers will develop skills and knowledge needed to work in a whole family way to address all issues of concern.

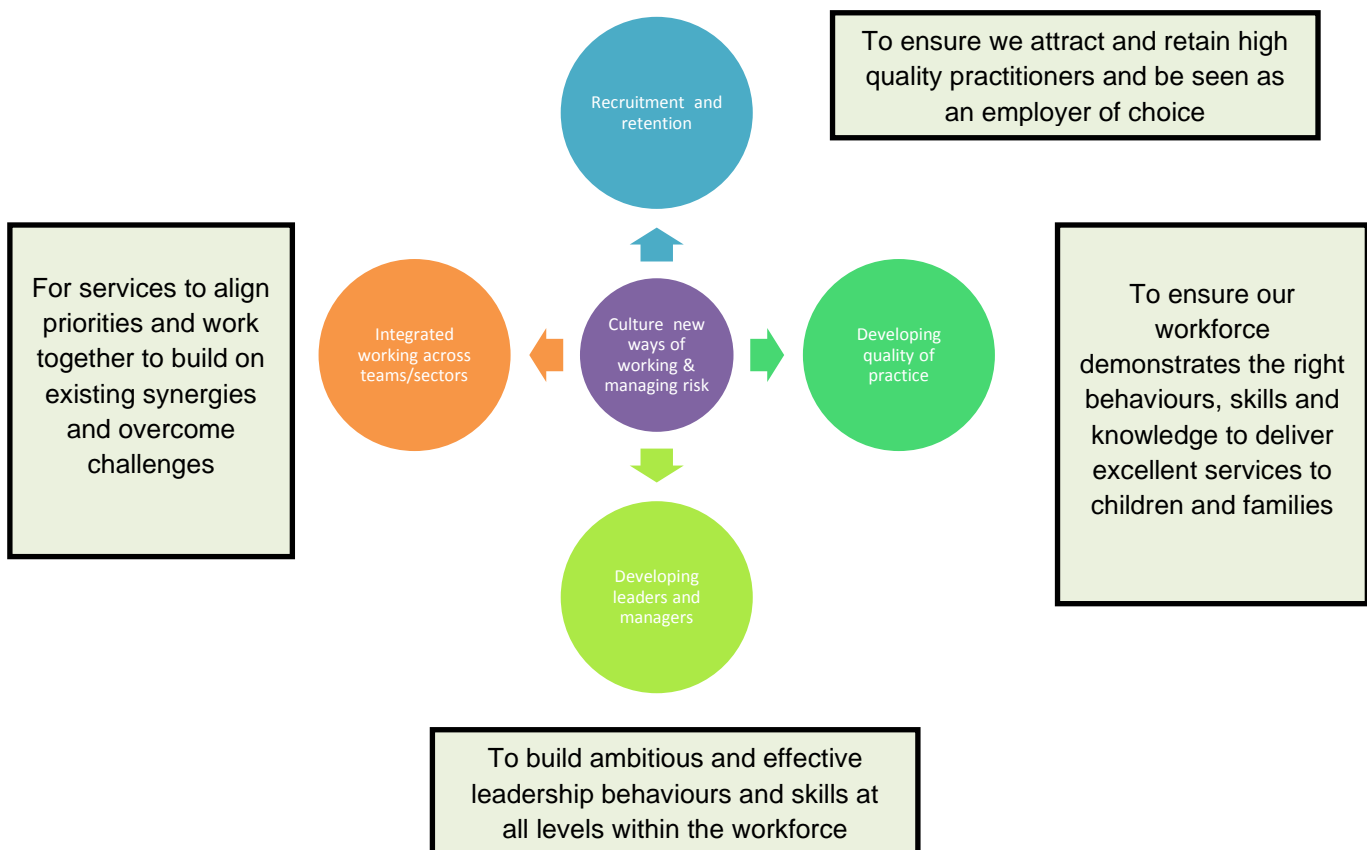
Transformation programme – This programme brings together a wide range of work streams and projects that are aimed at transforming the way in which Children’s Service at North Tyneside operates, increasing its ability to manage demand and, as a result, manage its resources in the most effective way. This work began in 2015 where the council undertook an in-depth analysis of the work that is carried out and how this could be done more effectively and efficiently. Since this time the council has reviewed evidence of “what works”, had feedback from a successful Ofsted inspection and started to implement a new practice model Signs of Safety. The Workforce Development Strategy is a key thread running through all of the work streams and projects on the transformation programme.

Partners in practice – North Tyneside’s Children’s Services has been designated as a Department of Education Partners in Practice. This designation means the local authority will support and work alongside other authorities to share their best practice and, as a result, develop more sustainable high performance in children’s social care across the country.

Health Visiting and School Nursing transferred to the authority on 1st April 2017, with the teams co-locating and integrating with the Prevention and Early Help Service in the locality teams. The health professionals are also fully integrated within the Multi Agency Safeguarding Hub. The 0-19 service has in place robust clinical governance frameworks to ensure the workforce develop and maintain professional registration in order to carry out their duties. A very positive CQC inspection took place in March 2018, identifying a number of strengths of the service and some outstanding areas of practice. The full report can be found at <https://www.cqc.org.uk/location/1-3512063675>

Workforce Strategic aims and priorities for action

Taking account of national, regional and local drivers the children’s workforce development strategy’s aims are outlined in the diagram below. The four key themes are interlinked and are dependant on each other. Only by addressing each of these will the Authority be able to make the culture shift, create new ways of working, continue to manage risk effectively and address our challenges moving forward.



1). Recruitment and retention – to ensure we attract and retain high quality practitioners and be seen as an employer of choice

This is about ensuring that we achieve stability within the workforce and that we have robust workforce plans in place to attract high talented individuals to the authority at the same time as minimise agency spend and grown our own talent to meet future needs. We will make North Tyneside Council an employer of choice for our children's workforce, where workers can learn, excel and progress, where innovation and creativity are the norm, where there is high support and high challenge, and where good practice is recognised and celebrated

Specifically we will:

- Deliver against a robust recruitment and retention plan to ensure we address issues surrounding social work capacity including but not limited to maximising entry routes in to social work, such as university placements, Step Up and apprenticeship social work degrees, progression pathways from Newly Qualified Social Worker through to Senior Management and provide a competitive reward and benefits package.
- Deliver against a robust recruitment process to attract educational psychologists to the council looking at opportunities to maximise entry routes into the profession. .
- Deliver a range of effective marketing and recruitment activities to help support the council's aspiration of being an employer of choice through showcasing good practice across children's services and attracting talent through both local and regional recruitment fairs/open days.
- Develop our programme of activity to support building resilience and enhancing the health and wellbeing of the workforce at a time of significant change.
- Deliver a robust recruitment and retention plan for health visiting capacity, including work with neighbouring trusts and provide a competitive reward and benefits package.
- Develop robust recruitment and workforce plans across the service to ensure we have suitable succession and career plans in place to meet future needs such as 0-19 service, early help and prevention, educational psychology, schools support team, employment and skills team.
- Increase opportunities for work experience and apprenticeships (including an increase in higher level apprenticeships) within the local authority so that it becomes a career of choice and in turn we become perceived as an employer of choice.
- Deliver a supported, but challenging assessed and supported year in employment (ASYE) for all newly qualified social workers so that they are able to flourish within the role.
- Provide good quality practice placements within the 0-19 service to help ensure that trainees are aware of opportunities to work for North Tyneside Council
- Review, refresh and implement the children's services induction programme to ensure consistency in delivery across the workforce.
- Continue to offer the Specialist Community Public Health Nursing (SCPHN) Programme & recruitment package (guaranteed job at the end of the programme) to new recruits within the 0-19 service to enhance North Tyneside as an employer of choice.
- Implement regular engagement activity across children's services to monitor the effectiveness and supportiveness of the working environment in order for our teams to flourish and learn such as biannual staff survey, annual health check, annual mental health and wellbeing survey.

2). Developing quality of practice – to ensure our workforce demonstrates the right behaviours, skills and knowledge to deliver excellent services to children and families

This is about ensuring we continue to equip our workforce with the knowledge, skills and behaviours necessary to deliver and improve services to children, young people and their families and meet our ambitious current and future priorities. It is about ensuring that we maintain professional practice across all our teams and provide opportunities for people to reflect on practice and learn from local, regional and national cases ensuring dissemination across the workforce. This section is also about enhancing the workforce's ability to build safety and manage risk effectively. Finally it is about ensuring that health and wellbeing is at the heart of developing our workforce so that they are not only equip with the necessary skills and knowledge, but also can flourish with the right working environment to enhance their practice and build the resilience in times of change. With this in mind we will:

- Develop and implement the annual workforce development plan to ensure we continue to develop our teams in line with priorities.
- Develop and implement robust career pathways for our workforce.
- Ensure all employees have the opportunity for an annual and 6 month Individual Performance Review to regularly review their progress and impact.
- Ensure all employees, where relevant, have access to monthly supervision.
- Deliver two Children's Services staff conferences annually to ensure effective engagement across the service on key priority actions/plans.
- Prepare social work staff for new regulatory body – Social Work England
- Ensure that the KSS are embedded and cross referenced within all learning and development opportunities for social work staff
- Develop and deliver a mechanism for identifying social work staff to be nominated for the National Assessment and Accreditation Service (NAAS)
- Develop and implement a robust Continuous improvement system for the ASYE programme as required by Skills for Care
- Ensure Social Work England and Nursing and Midwifery Council (NMC) professional registration is up to date.
- Provide support for registered nurses, midwives, health visitors and school nurses for NMC revalidation
- Continue to embed Signs of Safety as an approach / model of practice across Children's services by providing opportunities for further development, reflection and impact on practice. Explicitly linked to Sign of Safety is the effective understanding and managing of safe uncertainty. This is also about working with our partners in the private, voluntary and public sector to embed Signs of Safety as the way in which everyone in the Borough works with children and young people
- Ensure all core and mandatory training is provided for staff commensurate with their role, duties and responsibilities.
- Increase opportunities for continuous professional development and up skilling of the workforce by maximising the apprenticeship levy where appropriate.
- Ensure all staff has access to multi agency training that is appropriate to their role and supports Working Together Better.
- Deliver against succession plans to support staff through change as new delivery models are implemented such as keeping connected, children's disability team, North of Tyne Collaboration.

- Develop our workforce to better understand and respond to issues relating to children and young people's mental health and emotional well-being. Including implementing the Anna Freud Mental Health Services and Schools Link Pilot to improve mental health skills and capacity in schools and improve multi agency working and develop a plan for the roll out of perinatal mental health training following train the trainer programme.
- Develop our workforce to better understand and respond to issues relating to improving health and wellbeing of children generally such as promoting health weight, breastfeeding, healthy eating, physical activity, smoke free childhood, alcohol free childhood, good relationship and sex education, through Making Every Contact Count.
- Implement Trauma Recovery Model training to social care workforce to improve mental health to young people in the criminal justice system or at risk of entering the criminal justice system.
- Develop our Workforce to better understand and respond to the needs of children with special education needs and disabilities including the legal framework, pathways of support and the use of Education, Health and Care Plans.
- Develop and deliver a programme of initiatives to support mental health and wellbeing of the workforce and ensure a productive working environment.
- Deliver services with a focus on a trauma informed approach across all of our children's accommodation.
- To continue to provide opportunities to our workforce for continuing professional development such as links with Institute of Health Visiting (iHV), School and Public Nursing National Association (SAPHNA), Skills for Care, Community Care, Professional Forums, Staff Conference, Communities of Practice etc.
- Develop a multi-agency response to reducing parental conflict achieving the following: build awareness, confidence and the skills of front-line practitioners working with families to identify parental conflict, offering initial help and referring on to available local support resources

3). Building leadership and management capacity and capability – To build ambitious and effective leadership behaviours and skills at all levels within the workforce

This is about ensuring we have highly qualified, motivational, supportive and engaging leaders at all levels of the organisation that can adapt and flex to the changing landscape of children's services and drive our culture shift. In doing so not only flourish themselves, but also take their teams with them and encourage innovation and flexibility along the way. It is also about making sure we create a pipeline of future leaders and managers of Children's Services through growing our own and up skilling.

- Maximise the apprenticeship levy to access leadership and management qualifications for up skilling those within current roles as well as those aspiring managers for future requirements.
- Ensure all managers complete core and mandatory management training to meet the needs of both corporate and service specific priorities.
- Coordinate and develop additional leadership programmes specific to children services as and when required linking to local, regional and national programmes/priorities.
- Deliver against Partners in Practice and Sector-led improvement programme within the leadership team and ensure we share best practice within the council and help support our transformation programme

- Deliver bi annual managers briefings to all management roles across Children's Services.
- Provide succession planning opportunities for North Tyneside council managers to access regional and national leadership programmes as and when necessary.

4). Integrated services – for services to align priorities and work together to build on existing synergies and overcome challenges

This is about redesigning our services in order to address funding challenges as well as wide ranging public sector reforms to ensure we work across multi-agencies in order to deliver positive outcomes for children, young people and their families. Through the transformation programme North Tyneside's Children's Services has already embarked on a number of integrated services such as:

- the Multi Agency Safeguarding Hub (MASH) bringing together Police, 0-19 Public Health Service, Northumbria Healthcare Trust, Housing, Education, Domestic Abuse service (Harbour), Early Help, Probation, Youth Offending Team and social care teams being co-located
- the children and adults disability teams being co-located in order to strengthen the while life disability model,
- the 0-19 service working alongside the early help and prevention teams within localities social care and housing i.e. New Beginnings
- the 0-19 services works closely with leisure services facilitating well baby clinics and meeting families to undertake developmental assessments in our leisure centres. This provides the opportunity to discuss physical activity and the opportunities for families to be involved in their community.
- Delivery of the PHE funded project Bottled Up - supporting children of alcohol dependent parents

We recognise there is more to do. In order to continue to strengthen front line services whilst cutting costs, redesigning services to support people being more independent and having a focus on preventative and early help interventions will require consideration of further integration across teams and public bodies. There are a number of projects that are currently exploring more integrated working across the region's local authorities (North of Tyne collaboration) as well as across teams within the council (such as children's services, adults social care and housing teams). As with any organisational transformation the workforce is at the heart of these changes and we need to ensure we support the required shift in culture such as:

- new roles and teams emerging with new working practices, addressing professional boundaries to ensure positive outcomes for children, young people and their families
- new terms and conditions to allow more flexible service provision
- supporting our teams to work alongside their colleagues on different terms and conditions,
- supporting our teams with robust workforce development programmes to embed new ways of working practices within teams and the sharpening of skills and knowledge
- engage with the wider workforce who may be effected by the integrated working in order for new working practices to function effectively

In order to deliver against this priority we will:

- Contribute and support the North of Tyne Collaboration programme and opportunities arising from it.
- Deliver against the workforce plan for the edge of care service including working with health partners such as CAMHS, the Police, Schools and Voluntary and Community Sector partners to deliver more effective integration, particularly around adolescent and high risk behaviour.
- Explore integration across social care and Housing, starting with consideration to the linkages between children's services and new beginnings within the housing team.
- Consider how we maximise our strengths and skills across teams to support service redesign. For example how do we tap into the knowledge and expertise within the educational psychology team to support the safeguarding and early help teams.
- Influence and have input into regional strategies and the following integration workforce groups to ensure workforce development and planning underpins health and social care integration specifically but not limited to Health Education England, Health Education England North East Health and Social Care Sub Groups.
- Increase commercialism across the school improvement team in order to open up delivery to North of Tyne and attract new business through commercial focus in delivery via new website.
- Deliver against a workforce plan for the Bottle Up project working with a range of partners to identify children of alcohol dependent parents, address parental conflict through the DWP funded training programme and encourage more parents in to treatment

Monitoring and Governance arrangements

It is critical that we monitor and measure the success of this Workforce Development Strategy and Action Plan to ensure that it continues to support the delivery of our strategic priorities. This will be achieved by:

- The workforce development action plan being reviewed annually alongside the North Tyneside Children and Young People Plan. Bi annual progress reports will be reported to the Children's senior Management Team. This will ensure the strategy and action plan is informed by service planning and allocation of resources.
- The Head of Finance overseeing the implementation of the Workforce Development Strategy and action plan on a monthly basis through current performance management arrangements.
- Evaluation processes in place to measure the impact of training across the children's workforce
- The Workforce Development Lead for Children and Young People meeting Senior Managers on a regular basis to review workforce development needs, priorities and capture emerging priorities to inform training budgets moving forward
- Implementing a quality assurance process to ensure we have a high quality delivery across single and multi-agency workforce development