

**Children and Younger Adults
Workforce Strategy: Services
for Children, Young People
and Families in Derbyshire
2014- 2017**

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1 Introduction

This workforce strategy refreshes the Derbyshire Children and Younger Adult's department (CAYA) vision and priorities for the Children's Workforce from 2014 - 2017, builds on the 2011 – 2014 strategy, and work already undertaken to achieve an integrated and developed workforce that delivers improved outcomes for children, young people, their families and carers.

The Council is facing unprecedented reductions in funding over the next four years, budget pressures and commissioning plans will affect the size of the Children's Workforce, range of services provided or commissioned by the Local Authority, and ways services are delivered.

The workforce strategy has been developed by the CAYA Workforce Steering group, with the involvement of workforce development key leads and in conjunction with partners.

2 Vision and Rationale

2.1 Vision

The department's vision for Children's Services –

“Working together to support and inspire children, young people and their families to be the best they can be; safe, healthy, happy, learning and working”

The focus of this strategy will be on delivering services with our partners guided by our 3 underpinning priorities -

- Children start school healthy and ready to learn;
- Keeping all children and young safe from abuse and neglect;
- Young people are ready to work.

2.2 Rationale

Our workforce strategy will guide the CAYA department in its workforce planning and decision making, in conjunction with the Derbyshire Children and Young People's Trust partnership and the Derbyshire and Derby Safeguarding Children Boards. Workforce reform and development focuses on the long term workforce issues and is a major element in achieving the goal of improving outcomes for local children, young people, their families and carers.

The ability to continuously improve is linked to –

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

The department has developed an Integrated Children's Training and Development Team with a host of innovative development opportunities available in an integrated training directory. Many of these are multi agency programmes with a range of venues, and training activities to assure flexibility and access.

3 Scope

Aims

The aims of this Workforce Strategy are to:-

- Provide an understanding and overview of the Children's Services Workforce
- Outline key strategic activities to enhance and develop the Children's Services workforce in particular:
 - i) Workforce planning
 - ii) Learning and Development
 - iii) Recruitment and Retention
 - iv) Pay and rewards
 - v) Performance Management
 - vi) Well-being

Scope of the workforce

This strategy is for all Derbyshire County Council's Children's Services workforce, there are other commissioned services and teams which are included within the remit of the strategy.

We recognise that we can only achieve our vision through effective partnership working across agencies, including schools and a wide variety of voluntary and community sector partners, placing families' needs at the centre of everything we do.

Three overarching themes will be embedded in everything we do:-

- safeguarding – in working together to improve and promote best practice at all levels to ensure that children and young people in Derbyshire are safeguarded and protected from harm;
- participation and involvement of children, young people, families and carers – it is vital that their views are sought and used in a meaningful way to shape our services, and a framework of participation and involvement will be implemented;
- promoting equalities and diversity to build a workforce to better reflect the local population, and encourage disabled young people into our workforce. Children and young people will be encouraged into our workforce through opportunities such as apprenticeships, student placements and work experience to develop the next generation of workers.

4 Context

4.1 National and Local Context

This strategy has been developed within the context of some key national and local documents, drivers and strategic groups including:-

The Children and Young People's Plan

The Children Act 2004

The Munro Review of Child Protection 2011

Ofsted Regulatory Inspections 2013

Academies Act 2010

The Children and Families Act 2014

Think Family

Working Together to Safeguard Children 2013

Keeping Children Safe in Education 2014

Early Help to Safeguarding Stronger Families Safer Children integrated operating model

Special Educational Needs and Disability reforms (SEND)

Rethinking Children's Social Work

Increasing opportunities for young people and helping them achieve their potential

Improving the quality and range of education and child care from 0 – 5 years old.

Raising the achievement of disadvantaged children.

Giving all children a Healthy Start in Life

Workforce decisions will need to be made in conjunction with service planning and budget setting arrangements.

4.2 Progress

Progress on this workforce strategy will be regularly reported to the CAYA Senior Management Team and reviewed by them. An annual workforce action plan to implement the strategy will be monitored by the CAYA workforce steering group and reported into the workforce sub group of the Children and Young People's Trust Board. Further progress has now been made on the following:

- Service reviews and restructures to provide more streamlined integrated services;
- A revised safeguarding multi agency training programme will be delivered following a review of safeguarding training;
- A learning and improvement framework has been developed;
- Early help single assessment training is being rolled out;
- Systemic training for social workers and managers is progressing;
- More informal learning is being developed;
- Competency frameworks are being drawn up for worker roles;
- The social worker professional capabilities framework is being embedded;
- Further work on joint health and social care workforce activities linked into adult services;
- Reflective practices, critical thinking and evidence based approaches implemented;
- The recruitment of apprentices in CAYA;

- The development of a CAYA leadership framework;
- The achievement of the Investors in People award;
- Embedding of reflective supervision and My Plan

5 Our priorities

5.1 Process

Priorities for workforce will be determined by national, local and service plan priorities, and best use of resources, supported by on-going needs analysis through:-

- Consultation with staff and partners, workforce leads and strategic managers;
- Analysis of data and local information, including performance information, workforce demographics, demand and capacity.

Priorities for the workforce strategy have been identified in the Children and Young People Plan, and CAYA service plan 2014 – 2017.

Governance, infrastructure and planning arrangements for workforce strategy, planning and development will overarch all the objectives to provide:-

- Linkage of the Children and Young People's Trust Board, Children's Safeguarding Boards, Health and Wellbeing Board and Children and Younger Adults Senior Management Team through the CAYA workforce steering and Children and Young People's Trust Board workforce sub group;
- Integration of workforce planning at the highest level through the Children and Young People Plan, workforce and budget plans, throughout the Children and Young People's Trust;
- Integrated workforce planning and development across Health and Social Care focussing on seven day services;
- Coordination of Learning, Training and Development planning and activities through integrated commissioning arrangements;
- Performance Management and Quality Assurance.

Priorities for governance will be determined through the Children and Young People's Trust Board Workforce Sub group, CAYA Workforce Steering group, and the Derby and Derbyshire Safeguarding Children Boards workforce and training providers groups.

5.2.1 Priorities – CAYA 2018 – Programme Management Framework

CAYA will have achieved the savings required of the department in response to the new budget settlement for Derbyshire County Council, whilst continuing the journey to becoming excellent and securing high quality services for children, young people and families. The 2018 programme is a flexible framework to co-ordinate, direct and oversee the implementation of a

set of projects that will deliver the necessary changes within CAYA and its services to achieve strategic objectives.

5.2.2 Safeguarding

Safeguarding children remains a key priority for children's services in all areas of work. The recent publication of the Independent Inquiry into Child Sexual Exploitation in Rotherham (1997 – 2013) has thrown into sharp relief the need for all workers and those with responsibility for children and families to have a fuller understanding of their roles and responsibilities regarding child sexual exploitation. Linked to this is the trafficking of children which does not just concern children being brought into the country but also those moved from town to town within the UK with the express purpose of sexual or physical exploitation and modern day slavery.

A report from the Prime Minister's Task Force on Tackling Radicalisation and Extremism was published in December 2013. The radicalisation of children and extremism is a growing area of concern and there is a need for the workforce to understand its impact on a child's life. Schools are well placed to notice changes in a child's attitudes and behaviours.

5.2.3 Integrated Working

Improving outcomes for children is at the heart of everything we do. An overarching framework will provide a seamless process to improve the Child's journey from Early Help – Safeguarding and Specialist Services and transitions to adult care. Improved participation of families and children, and the child's voice is evident and acted upon. There will be clarity and consistency around thresholds, with a shared operating model, shared language and shared processes to provide the ability to analyse and measure outcomes and impact. Starting Point will be the new Children's contact and referral service with a separate consultation and advice service.

5.2.4 Stronger Families Safer Children

An integrated safeguarding and wellbeing operating model has been developed to provide an overarching framework for all practitioners working across early help and safeguarding and specialist services. The model will help practitioners identify the level of intervention required; respond quickly and effectively to the needs identified by children and families with clear measured outcomes.

The stronger family's safer children model focuses on 4 key statements incorporated in the safety and well-being grid. Tools will be developed to support practitioners in engaging with families and young people ensuring the child's voice is prominent, listened to and acted on. Training on the model will be developed for all practitioners working with children and families.

5.2.5 Service Reviews

Reviews of services will be taking place to identify how services can be delivered through new ways of working, to be more flexible and responsive in the best possible way to support children and families within limited budgets.

Initial reviews will be on Supporting Families, Integrated Working, Children's Centres and Business Services Management.

5.2.6 Special Educational Needs and Disability Reforms (SEND)

From September 2014 there will be new processes in place for the assessment and support of children and young people with special educational needs and disabilities aged 0 – 25 years that will comply with new legislation and policy, with revised assessments and Education Health and Care Plans. Person Centred approaches will be developed to deliver high quality and efficient services to support families.

5.2.7 Social Care and rethinking children's social work

The priorities are to continue to embed social work programmes with a revised social worker career progression scheme, and to implement systemic practice approaches, reflective learning practices, critical thinking and analysis. There is a strong focus on developing a 24/7 integrated health and social care service based on core principles. These processes are managed by the reclaiming social work governance group.

5.2.8 Schools

The priorities for the school workforce are informed by the annual School Improvement Review process; the priorities of the Children and Young People's Plan; the workforce profile and the requirements of the new Education Act. These will be to Keep Children Safe in Education, improving progress and attainment rates, improving systems leadership, and a free school meals offer from September 2014.

The establishment of a Virtual School to measure the educational progress for Looked after Children will be in place in September 2014.

5.2.9 Specialist and professional services

The strategy will ensure there is a range of professional development opportunities and supervision so that the workforce are informed, skilled and confident in key areas in line with local and national priorities, and staff are aware of professional boundaries and limitations.

Specialist services will need to develop a coordinated programme of training, professional support and development to make best use of expertise within services for the benefit of the wider workforce.

5.2.10 Early Learning and Childcare

A revised Early Years Foundation Stage will provide networks and support for schools settings and child minders on its implementation, and the impact of the review on teaching and learning will be a priority. Free learning for 2 year olds for Derbyshire Families is a priority.

5.2.11 Support Services

The priorities will be to ensure that the support services workforce is recruited and developed with the appropriate skills and competencies; is managed and has the capacity and flexibility to work with and support the front line specialist and professional services within the department.

5.2.12 Public Health

The health promotion priorities for Children and Young People are – bullying, emotional health and well-being, dental decay and dental care in early years, breastfeeding, drug and alcohol misuse, teenage pregnancy, sexually transmitted infections, smoking, and obesity and weight management

6 Our Strategy

This workforce strategy identifies how the Children and Younger Adults department will address current priorities as identified in section 5, under the main themes, and also future priorities identified to 2017, in conjunction with partners in Derbyshire. These will be addressed through the development of annual workforce action plans by the CAYA Workforce Steering Group coordinated from service workforce plans, which identify the workforce priorities, actions to be implemented to address these, timescales and key leads to deliver them. The action plans will be based on achieving successful outcomes for workforce improvement.

7 Our Partners

The CAYA Workforce Steering Group will work proactively with all partner agencies and commissioned services to deliver the Children and Young People's workforce strategy, identifying specific groups to take actions forward, and jointly promote, monitor and evaluate the delivery and impact of the workforce strategy. Regular reports will be provided to the Children and Young People's Trust Board and its workforce sub group.

8 Children and Young People's engagement and participation

A framework on consulting and involving children and young people, their families and carers on the Children and Young People's Plan, and workforce strategy; how they perceive the workforce and the skills they see as important in the people that work with them, will be agreed, as an example of good practice.

9 Workforce planning

Workforce profile mapping and analysis exercises will be conducted across all sectors of the workforce to identify size, scope and makeup of the workforce and updated every two years.

Data will be analysed to identify gaps in workforce capacity, identify recruitment and retention challenges and address findings.

An audit of qualification and training requirements will be undertaken across all sectors linked to national occupational standards to identify any gaps in core skills, and plan future needs with services.

10 Quality and Monitoring

The CAYA workforce steering group will monitor and review the annual workforce action plan, and the Children and Young People's Trust Board workforce sub group will monitor and review all partners' workforce action plans, in their workforce planning and decision making, and oversee consistent methodology in evaluating and quality assuring development activities through the workforce development/commissioning training key leads group.

We will look to measure impact on outcomes for children and young people their families and carers, and to identify appropriate interventions to ensure the best use of available resources.

This strategy will be reviewed and priorities re-assessed on an annual basis, guided by the Children and Young People's Trust Board and Derbyshire Safeguarding Children Board.

Appendix A:

Organisations providing services to Children, Young People and Families in Derbyshire as at April 2014

- Local Authority
- Derby City Council
- NHS Foundation Trusts
- Public Health
- Derbyshire Community Health Services
- Police and Safer Derbyshire Partners
- Fire and Rescue
- East Midlands Ambulance Service
- Voluntary, Community and Independent Sector
- Childcare providers (Nurseries and child minders)
- Schools and Learning providers (including FE colleges and Academies)
- District and Borough Councils
- Private companies (childcare providers, independent fostering agencies and many others)
- Probation Service and Prisons
- Work based learning providers

Appendix B:

Needs Analysis

i. Process

The on-going needs analysis has been informed so far through a number of planned activities, and as at January 2014, was as follows:-

- Widespread consultation with staff, partners and interested parties regarding potential developments across the Children's Workforce, including DCC employee surveys;
- Development and planning sessions with workforce strategy and learning and development leads from the key partners across the Children's Trust;
- Workshops with key stakeholders within safeguarding and specialist services to identify key issues for social care reform;
- Analysis of available data regarding the workforce

ii. Profile of Derbyshire

Derbyshire is a large, mainly rural, county of moors, hills, small villages and busy towns. Levels of affluence and deprivation vary across the county from thriving tourist centres in areas of outstanding natural beauty to areas of decline such as those still suffering from the demise of the coal industry. Employment rates are in line with the national average. However average earnings are below the national average and unemployment is high in some areas especially in the north east of the county.

The overall population of Derbyshire is approximately 773,500 with approximately 155,800 children and young people under the age of 18 years; this is 20% of the population in the area. The population is overall older than that of England as a whole; the proportion aged over 40 being 55 % compared to 49%.

Derbyshire has 33 Multi Agency teams across the County. These teams bring together staff from different professional backgrounds, such as education support, youth workers, Children's Centres, health and social care under one manager who oversees support for children, young people and families within the local community. Youth workers are integrated into the Multi Agency Teams and develop a programme of youth activities in local communities, delivering from 22 youth centres and 5 mobile units as well as in schools and other community venues. 54 Children's Centres are also integrated into the Multi Agency Teams. There are 151 day nurseries, and 132 pre-schools, 233 out of school clubs including breakfast clubs and after school sports clubs, 17 crèches, 34 holiday schemes and 659 child minders. The County Council has 8 nursery schools, 63 infant schools, 52 junior schools, 232 primary schools, 31 secondary schools, 10 special schools and 3 support centres (pupil referral units). 18 schools have enhanced resource facilities for pupils with complex special educational needs.

The County is served by 3 post 16 Colleges and by Derby University which also offers post 16 provision. 18 secondary schools and 5 special schools have post 16

provision. Entry to Employment provision is offered by a range of providers including the County Council's Community Education service. Adult and community learning are delivered through the County Council's adult community education service. It also provides a wide range of family learning opportunities.

The geography of Derbyshire is covered by 5 Clinical Commissioning Groups (CCG's) –

- Southern Derbyshire CCG
- North Derbyshire CCG
- Hardwick CCG
- Erewash CCG
- Tameside and Glossop CCG

These CCG's are responsible for spending a large portion of the NHS budget on secondary care and community health services for the residents in their geographical area. The CCG's bring together local GPs and other NHS workers to plan and help shape health services for their residents.

Acute hospital services are largely provided at Chesterfield Royal Hospital NHS Foundation Trust and Royal Derby Hospitals NHS Foundation Trust. Some acute hospital services for residents in the north of the county, particularly maternity services are located at Stepping Hill Hospital, Stockport and at Tameside Hospital, Ashton-under-Lyne. Derbyshire's geography also means that acute services for other small parts of the population and for children with highly complex needs are delivered in or from hospitals outside the County.

Mental health services are covered by Chesterfield Royal Hospital NHS Foundation Trust for the north of the County and the Derbyshire Healthcare NHS Foundation Trust for the south. Mental health services for the Glossop area are provided by Pennine Care NHS Foundation Trust.

Social care services for children have 416 foster carers, 13 children's homes, 7 family support centres, 6 district-based locality teams and specialist services for disabled children.

All children and young people require universal services which meet their individual needs. Recent work has identified three primary sources of disadvantage affecting large numbers of children within Derbyshire. They are family breakup, domestic abuse and poverty. In addition bereavement and bullying have been identified as being additional significant disadvantages for large numbers of children.

This above data will be updated as the services and strategy are reviewed.

iii. Profile of the Workforce- Children and Younger adults department

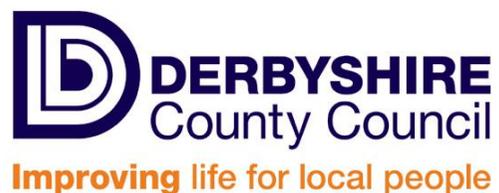
Workforce data profiles will be collated and updated on a two yearly basis, for all areas of the workforce, and will combine partner workforce data where meaningful and appropriate.

DERBYSHIRE COUNTY COUNCIL

CHILDREN AND YOUNGER ADULTS DEPARTMENT

WORKFORCE STRATEGY

ACTION PLAN 2014/15



This action plan will be delivered in conjunction with service planning and budget setting arrangements, and will be regularly reviewed and updated by the CAYA workforce steering group.

Key themes and actions/tasks/projects supporting the CAYA journey to excellence	Timescales	Action/Task/Project Leads	Success Criteria/key measurables	Monitoring of progress lead	Progress undertaken to date – RAG rated.
Workforce infrastructure, governance and planning					
Updated Workforce strategy for 2014/2017, and workforce action plan 2014/2015	April 2014	Workforce Development/Heads of Service	Implement the actions identified to support the strategy	Rosie Kightley, CAYA workforce steering group	
Implement a QA group to review QA processes for workforce strategy and development.	March 2015	Mandy Stafford Wood/Emma Crapper	QA group as part of workforce strategy governance.	Heads of Service/SMT	
Implement a CAYA Leadership Development Framework	March 2015	Workforce leads/Service leads	Leadership framework rolled out. Leadership development opportunities in place.	Rosie Kightley	
Encourage a responsive workforce to learning opportunities from Ofsted Inspections.	On-going learning	SMT/workforce	Improved Ofsted gradings.	Heads of Service/SMT	

Key themes and actions/tasks/projects supporting the CAYA journey to excellence	Timescales	Action/Task/Project Leads	Success Criteria/key measurables	Monitoring of progress lead	Progress undertaken to date – RAG rated.
Keeping Children and Young People Safe					
Implement an integrated operating model/Stronger Families Safer Children – <ul style="list-style-type: none"> - Clear thresholds - Starting Point - Single assessment - Think Family - Improve analysis - Assess risk - Support practitioners engaging with families - Evidence based practice 	Timescales March 2015	Tracey Hyslop/Deb Smith/Nicole Chavaudra/Dave Wallace/Tracy Marsh/Karla Capstick/Stuart Cottee	Flexible /effective workforce. Strengthened working practices and effective systems Developed links with Adult Care. Improved information gathering and risk assessments. Improved partnership working Workforce champions	SMT	

Safeguarding Children – <ul style="list-style-type: none"> - Implement working together 2013 - Keeping Children Safe in Education 2014 - Social Work programmes - - Systemic training 	March 2015	Ian Johnson Deputy Strategic Director -reclaiming social work Group	A child centred coordinated approach to safeguarding children. ASYE, Social worker progression scheme, Systemic approaches, Reflective learning practices, Critical thinking and analysis	Deputy Strategic Director/DSCB	
	March 2015	“ “			
	April 2014 - March 2015	“ “ Amanda Clarke	Innovative approaches to Children’s Social Work.	Sara Bartlett	
	Improvements to the effectiveness of the Derbyshire Safeguarding Children Board			Derbyshire commission for safeguarding training and streamlined multi agency training	“ “

Child sexual exploitation		Sara Bartlett	programme. Awareness raising for the workforce to understand the impact on a child's life	Ian Johnson	
Tackling radicalisation and extremism	March 2015	SMT	Awareness raising for the workforce, and strategies to tackle radicalisation and extremism	SMT	

Key themes and actions/tasks/projects supporting the CAYA journey to excellence	Timescales	Action/Task/Project Leads	Success Criteria/key measurables	Monitoring of progress lead	Progress undertaken to date – RAG rated.
Ensuring Children and Young People are ready to learn					
Improving quality and range of education and childcare from birth to 5 with evidence based support.	March 2015	Pennie Akehurst	Higher % of children attaining development. Effective introduction of the EYFS.	Kathryn Boulton	
Improve the health and wellbeing of young people.	March 2015	Assistant Director	Nutritional training, development to improve health outcomes – sexual health, substance misuse, child development.	SMT	
School leadership development	March 2015	Mark Emly	Effective school leadership	Kathryn Boulton	

Supporting a multi-agency integrated behaviour pathway	March 2015	Assistant Director	Reduction in behaviour issues and increased confidence in managing behaviour.	Assistant Director	
SEND reforms: briefings on the new code of practice, person centred approaches and implementation of Education Health Care Plans.	March 2015	Vicky Pealing	Implementation of the new code of practice.	Nicole Chavaudra	
Provision of a course and conference programme, good practice and guidance to support schools.	September 2014	Mark Emly	Improved attainment, attendance and progress.	Kathryn Boulton/Mark Emly	
Develop and deliver a competency framework for the Virtual School staff.	September 2014	CAYA workforce development /Kim Brookes	Skilled and competent staff to assess attainment of Looked After Children.	Kim Brookes, Virtual School Head.	 

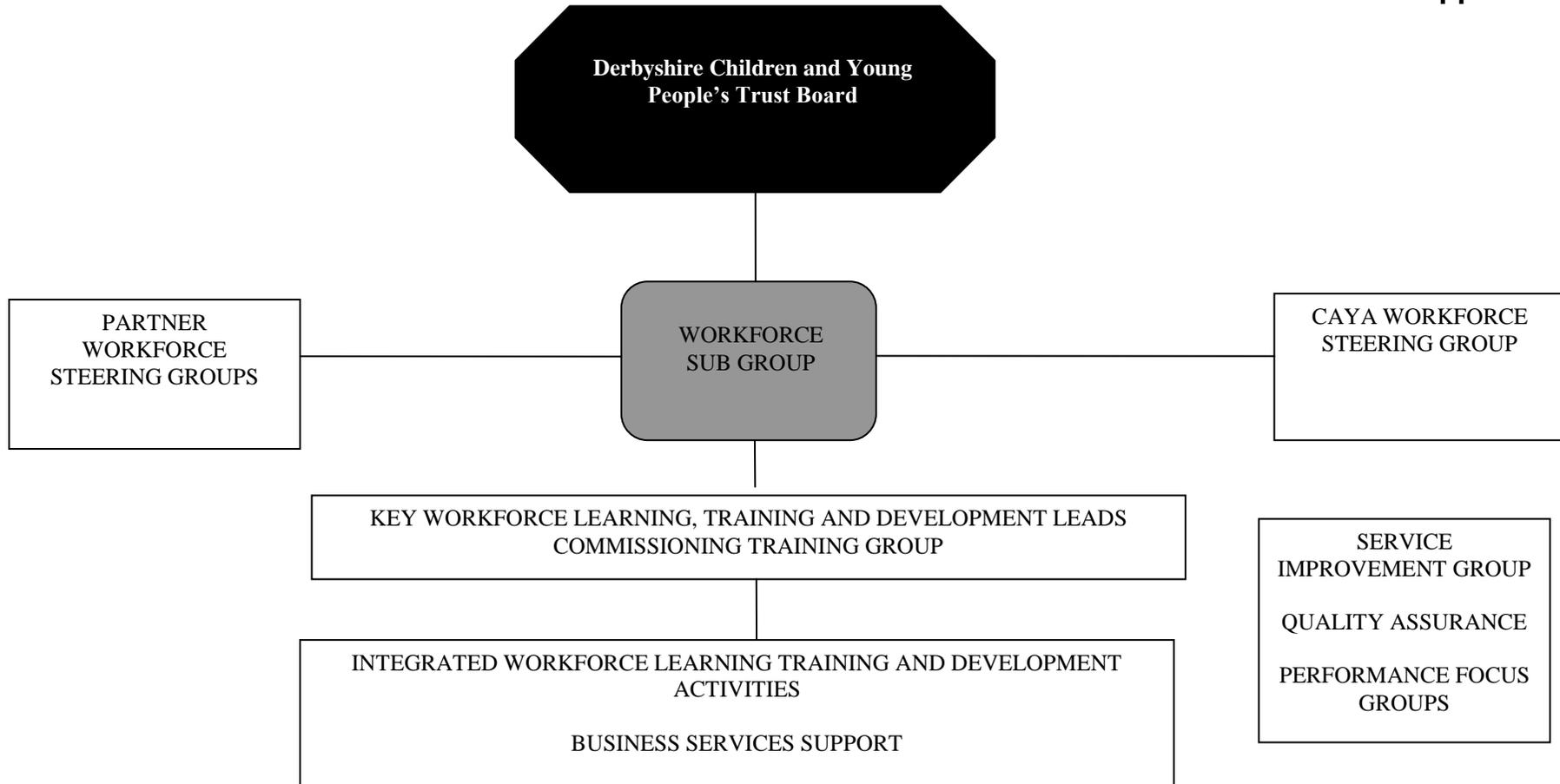
Key themes and actions/tasks/projects supporting the CAYA journey to excellence	Timescales	Action/Task/Project Leads	Success Criteria/key measurables	Monitoring of progress lead	Progress undertaken to date – RAG rated.
Ensuring young people and families are ready to work					
Develop arrangements for multi-agency teams.	March 2015	Mel Meggs	Development programmes in place – improved outcomes for Children and Young People.	SMT	
Improved family learning in priority areas.	September 2014	Mark Homer	Targeted learning in priority areas.	Kathryn Boulton	
Increase the quality of Apprenticeships, traineeships and work experience placements, supporting progression into permanent job roles.	September 2014	CAYA HR/Heads of Service	Apprentice recruitment plan 2014 implemented. Coordinated work experience placements.	SMT/Heads of Service	
Voluntary Community and Independent Sector					
Increase capacity to support young people	On-going	Service/workforce leads/VCI manager	Reduction in anti-social behaviour, alcohol related harm and reduced NEET figures.	Assistant Director and VCI Manager	

Key themes and actions/tasks/projects supporting the CAYA journey to excellence	Timescales	Action/Task/Project Leads	Success Criteria/key measurables	Monitoring of progress lead	Progress undertaken to date – RAG rated.
Children and Young People's Engagement and Participation - project					
Involving Children Young People and Families in workforce development	March 2015	Workforce development /Service leads	Children Young People and Families participation	Mel Meggs	
Workforce Planning Data					
Develop HR metrics for CAYA workforce planning	On-going	Emma Crapper HR Service Partner	HR workforce data to support workforce planning	HR/Service leads	
Evaluation and impact on outcomes - project					
Implement a CAYA evaluation strategy for workforce development	January 2015	Workforce development leads/Heads of Service/Service Managers	Development activities linked to impact on outcomes.	SMT/service managers	

CAYA Workforce Steering group – Key Workforce Risks and Challenges 2014/2015

Workforce Risk/Challenge	Contingency Plans	Lead	Outcomes
Workforce implications of service reviews and restructures	Workforce data Communications and consultations	CAYA HR Service Partner Service Managers	New workforce structures/reviewed services Streamlined, efficient and effective services
VR/VER schemes – loss of skills, knowledge and experience. Workforce projections Succession planning	Workforce Data Develop revised core competency frameworks Succession plans CPD and informal learning Occupational standards Career pathways	CAYA HR Service partner	Continued CPD through more informal and innovative learning activities.
Recruitment and retention of experienced staff. Timescales for training; addressing the implications of non-completion of required training.	Engage staff with innovation and improvement Informal learning, coaching, mentoring, shadowing My Plan/supervision, Career pathways	Service Managers/HR	Improved retention increased flexible, motivated and collaborative workforce
Having leadership skills to deliver transformational change	CAYA leadership framework, Management development activities, Communications and consultations, Succession planning Coaching, mentoring, shadowing	SMT CAYA HR and workforce development	Effective, capable leadership

Workforce implications of budget cuts/efficiency savings. Improving productivity as the workforce contracts.	Revised competency frameworks Succession plans Informal learning Career pathways	Service Managers/HR	New workforce structures/reviewed services. Streamlined, efficient and effective services Flexible workforce
Charged services – selling a quality service	Maintain a business focussed, skilled and efficient workforce that can deliver the charged services, and retain contracts to achieve income targets.	Heads of Charged services	Efficient effective workforce maintaining a quality charged service provision achieving income targets.
Integration, co-location and revised assessment	Partnership working, an integrated workforce and co located teams	Mel Meggs	Improved integrated services
Reduce the risk of poor inspection outcomes	A workforce informed about the inspection processes and confident in talking about their work and how it makes a difference to children and families.	Ian Johnson Deputy Strategic Director	Good/outstanding Ofsted reports



WORKFORCE GROUP – JOINT D&DSCB SUB-GROUP

TERMS OF REFERENCE

DRAFT

Purpose

The purpose of the Workforce Group is to:

- Promote awareness and understanding of safe recruitment practice and monitor the implementation of policies and procedures for checking the suitability of people applying for work with children
- Ensure the children's workforce is properly supervised and their safeguarding training needs identified
- Conduct a regular analysis of safeguarding training needs across the workforce, taking account of learning from Serious Case Reviews and Quality Assurance activity, and commission the necessary training
- evaluate safeguarding training to ensure that it is meeting local needs and monitor the impact on practice
- ensure policies, procedures and staff are in place so that allegations against staff and volunteers are dealt with properly and quickly, and notifications to ISA and professional bodies are made when appropriate
- ensure robust quality assurance processes are in place to monitor the reporting, investigation and resolution of allegations concerning persons working with children
- consider the impact on safeguarding practice of local or national developments in relation to workforce issues, including recruitment difficulties, funding cuts or opportunities and organisational change.

Reporting arrangements

The Workforce Group will:

- agree an action plan in respect of the above purpose and as required by each LSCB
- meet quarterly and report through the chair directly to each LSCB, highlighting issues both positive and negative which may need attention or action at Board level
- provide outcome, performance and quality assurance data to the Quality Assurance sub-group of each LSCB as required
- receive information from partner agencies relating to workforce issues including recruitment difficulties, learning needs of their staff and an evaluation of the impact of safeguarding training
- provide an annual commission to the training operational group to deliver a training programme according to identified needs and commission additional activity periodically as/when needs arise.

- receive reports from the training operational group on a quarterly basis, setting out:
 - Safeguarding training provided in the previous quarter
 - Attendance and non-attendance by profession/role and agency
 - Courses which are over- and under-subscribed
 and an annual report summarising the above, with:
 - Quality assurance processes and findings in relation to the safeguarding training delivered the LSCBs and others
 - Information regarding training providers including the respective DSCB training pools
 - Recommendations for changes to the commissioned training on the basis of feedback, observed shortfall and national or local developments
- Receive the annual reports of the Local Authority Designated Officers in relation to allegations against staff, considering any necessary action and reporting on to the Quality Assurance sub-groups.
- Make recommendations to the Policy and Procedures sub-group and individual agencies with regard to any changes to procedures

Membership

Chair: Local Authority Designated Officer (LADO) – City & County to alternate
 Representatives from LSCB partner agencies:

- Designated Officers
- Personnel Officers
- Legal advisers
- And/or training commissioners

It is recognised that not all roles will be represented directly by each agency but the group should include a mix of these roles and may invite additional people to attend for specific meetings to address a particular issue.

Roles of members

- To implement the T.O.R as above.
- To represent their agency and role at the group.
- To update the group with relevant information as above from their agency
- To bring specific information from identified services or individuals in their agency to cover the agenda at each meeting
- To disseminate information from the group to relevant services or individuals in their agency.
- To provide outcome and performance data and otherwise assist the on-going implementation of the action plan
- To contribute to and participate in work such as Task and Finish groups as required by the group

28/11/12

TRAINING PROVIDERS GROUP –

JOINT DERBY & DERBYSHIRE SCB'S GROUP

TERMS OF REFERENCE

Purpose

The purpose of the Training Providers Group is to:

- design and deliver a training programme according to needs identified and commissioned by the DSCB Workforce group
- commission additional activity periodically as/when needs arise e.g. from SCRs
- liaise with Adult Safeguarding Boards, partner agencies and relevant others in relation to shared delivery of training
- develop and implement a model of quality assurance to evaluate the quality and impact of training by DSCB, partner agencies and commissioned independent providers
- monitor attendance and take up of training by key staff
- make recommendations for changes to the commissioned training on the basis of feedback, observed shortfall and national or local developments
- develop a model for accreditation of independent providers commissioned by partners and implement
- recruit and develop a pool of trainers from partner agencies to deliver DSCB training, ensuring appropriate skills and/or accreditation

Reporting arrangements

The Training Providers Group will:

- report to the joint workforce sub-group of D & DSCB's
- produce reports on a quarterly basis, setting out:
 - Safeguarding training provided in the previous quarter
 - Attendance and non-attendance by profession/role and agency
 - Courses which are over- and under-subscribed and an annual report summarising the above, with:
 - Quality assurance processes and findings in relation to the safeguarding training delivered by the LSCBs and others
 - Information regarding training providers including the respective DSCB training pools
- Meet quarterly or more frequently as required

Membership

Chair: Elaine Schofield, Senior Learning and Development Consultant DCC
Training leads from each LSCB partner agency
Local Authority adult education lead
Derby University and colleges of further education

Roles of members

- To implement the T.O.R as above
- To represent their agency at the group and be responsible for the delivery of the agreed training
- To update the group with relevant information as above from their agency
- To bring specific information from identified services or individuals in their agency to cover the agenda at each meeting
- To implement the actions agreed.
- To provide outcome and performance data and otherwise assist the on-going implementation of the action plan
- To contribute to and participate in work such as Task and Finish groups as required by the group.

9/5/13 revised 24 September 2013