

**DERBYSHIRE COUNTY COUNCIL
CABINET MEMBER FOR YOUNG PEOPLE**

6 March 2018

Report of the Strategic Director for Children's Services

**DEVELOPING THE CHILDREN'S WORKFORCE - EARLY INTERVENTION
QUALIFICATION TRAINING**

1. Purpose of the Report

To seek approval to create and recruit to a two-year fixed-term Grade 11 post within Children's Services on behalf of the East Midlands Regional Improvement Workforce (EMRIPW) to develop an Early Intervention Training Programme to be delivered to the Early Help Workforce across the East Midlands

2. Information and Analysis

Background

Since 2014, the Strategic Director for Children's Services has been an active and leading member of the EMRIPW. The group has undertaken a review of the national provision of the Early Help workforce (pre-social work) and how to ensure a 'fit for purpose' workforce for the future.

Following this collaborative research, Derbyshire County Council was tasked to lead on a project on behalf of the group, to develop recognised learning and qualifications for this sector of staff. The main objective of the qualifications is to support the professionalisation of the multi-agency early interventions workforce and to provide a flexible progression route for those who work, or aspire to work, in this field. Qualifications already exist at a higher level but are not accessible to those just starting out in the field or middle management.

To enable the qualifications to be recognised it was necessary to work with an awarding body that would be flexible to the needs of the sector, all agencies and services, ensuring that the language was accessible to all and the qualifications could encompass change to remain current and valid.

Derbyshire County Council has worked in partnership with the support of Skills for Justice (SFJ), awarding organisation approved by the Qualification Regulators, and registered on the Regulated Qualification Framework (RQF) for the level 5 and 6 qualification. SFJ provided assistance to the EMRIPW

group to develop the qualifications from a business plan at no cost, whilst allowing the group to have autonomy over the content and updates.

The qualifications are a modular accredited qualification for all frontline services from birth to grave supporting the workforce in preventative measures prior to service thresholds being met. It also provides professional recognition and status to the wide spectrum of early help work across the sector as set out below:-

- SFJ Awards Level 2 Certificate in Understanding Early Interventions Work - Provides learners with the underpinning knowledge required for working in early interventions. This qualification does not require any work experience.
- SFJ Awards Level 3 Professional Certificate in Early Interventions Work - aims to provide the underpinning knowledge and skills required by practitioners who manage an early interventions caseload or work directly with families.
- SFJ Awards Level 4 Professional Certificate in Early Interventions Work - suitable for experienced practitioners, who wish to further develop, and have recognition of, their knowledge and competence in working with complex early interventions cases.

The suite of qualifications provides a professional pathway through to the level 5 and 6 qualifications (currently offered by some universities).

Following a national consultation, the qualifications became available on the RQF in February 2017.

Since the launch of this suite of qualifications, there has been a high demand with organisations and authorities requesting training and access to the qualifications at various levels for their employees (this includes six local authorities and two voluntary organisations). At this stage, we have not embarked on any marketing or promotional materials due to capacity and permission. The East Midlands group is holding a conference on 20th April 2018 to update the progress made so far and to formally launch the Early Intervention suite of qualifications. This training will support the workers in their roles, recognising the changing landscape of jobs and also ensure better outcomes for young people and their families (multi-generational) in Derbyshire. It is now necessary to develop a service model to enable the qualifications to be delivered. As Derbyshire County Council was fundamental in the development of the qualifications, the Authority is keen to develop this as it appears to be a viable business model. This concept identified how the Hub might provide capacity, brokerage, sharing and some new opportunities for more commercial business development.

It is proposed that the Council hosts a role and employs an individual on behalf of the EMRIP. This post would be supported by the Children's Services Workforce Development Team manager within the term of the post. The EMRIP group has agreed this approach in principle and has endorsed the development of the suggested strands

Within the project, there are **four clear strands** that the worker employed would develop over the 2 years.

Strand 1 Derbyshire County Council

Upskilling of the current/ future workforce of Derbyshire

To work with key initiatives and strategies within Derbyshire County Council such as the universal and targeted Early Help priorities, developing both DCC and partner agencies to work more effectively and knowledgeably to make appropriate interventions with emerging issues and needs. This would include all schools, health, police and voluntary organisations. The troubled families Criteria and Safeguarding Thresholds working within the framework for the level of intervention, once families have been identified.

In addition, we are linking with the DCC Care academy and Adult Care, to create stronger links and partnership working with Health and the Police. Derbyshire Police Commissioner Hardyal Dhindsa is supporting the qualifications and the development of the apprenticeship. This joint cross partnership and community development work will support aid and empower organisations to work together with complex situations and issues.

The qualifications can be delivered across multiple agencies allowing transparency and good practice to be shared; a shared understanding of the language used within agencies and partnerships with shared solution-focused outcomes that will support the breaking down of barriers and engagement with young people and Derbyshire families.

The qualifications aim to help build better relationships between all councils, and the voluntary and community sector by sharing good practice.

Strand 2 Sustainability of the post after 2 years. – East Midland Hub

The aim for this strand is to develop sustainability for the project, to assess and evaluate the growth, work collectively with other local and National Authorities of the implementation of the qualifications – putting Derbyshire on the national stage, by providing and delivering high-quality, value for money qualifications.

The qualifications were developed within the East Midlands hub but driven by Derbyshire County Council. SFJ (the awarding body) has locked down the

qualification to Derbyshire County Council which means that all delivery or interest of the qualifications level 2-4 will be directly passed to Derbyshire's Children's Services. Interest and referrals for the qualifications is rapidly increasing.

The Hub will enable Derbyshire, plus other partner authorities to be able to access and deliver National qualifications through a reliable, professional and secure source, working with local initiatives and key evidenced-based programmes. The delivery model will be bespoke, reducing costs accordingly. Derbyshire is key to the registration and quality assurance process and this is covered by the current workforce and there is full cost recovery for the percentage of time committed to the work (@125%). Management, support and organisation of the post holder will be overseen locally by the Workforce Development Manager, Children's Services.

Sales of qualifications is currently being managed and delivered within the current Workforce Development team, however the increasing demand on time and expertise now needs to be addressed to support the income generation further.

Associated sales of services include: Nottingham City July 2017, Assessors Award @ £3,700. This development of the delivery team (across partners) is crucial to the succession planning of the Hub, developing and utilising current staff and without this activity becoming a 'risk' to DCC.

Current and planned sales of the Early Intervention qualifications

Nottingham City Council have commissioned training between October 2017 & February 2020:

- Four Cohorts at level 4
- Two Cohorts at level 3
- One Cohort at level 2

As part of the first level 4 cohort we will be delivering together to ensure quality and standardisation of level and content. However, Derbyshire will be charging for the Internal Quality Assurance and administration fees.

Following a meeting with Leeds City Council, it has confirmed that it intends to initially purchase three courses at level 2, 3 and 4 and intends to link this to the national Partners in Practice programme, which is led and funded by the DfE. Within this, there are 7 Partners in Practice each supporting two authorities. Leeds is planning to encourage the other authorities to pilot the courses so that the outcomes can be evaluated by the DfE and the Early Intervention Foundation and therefore hopefully endorsed nationally. At this stage, the income generated would achieve full cost recovery plus administration and Quality Assurance costs.

Leeds City Council delivery plan:

- Level 4 February 2018
- Level 3 April 2018

Other interested authorities include:

- Brighton and Hove City Council
- Leicestershire County Council
- Young Leicestershire Ltd
- Oxfordshire County Council
- Rotherham Metropolitan Borough Council
- Cheshire West and Chester

Alongside this work, the aim is to develop a market business plan to support the sustainability of this work and to become income generating.

Strand 3 the continued development of an apprenticeship enabling Derbyshire access to the Levy

Current key development within this strand has led to the Department of Education wanting to integrate Personal Advisers for Care Leavers within the apprenticeship using the Early Intervention qualifications.

The benefits to Derbyshire is the opportunity to be able to recruit apprentices, including our Care Leavers to access the Levy funding. Derbyshire is leading on this work which will support the young people and families of Derbyshire and raise the profile of the County nationally.

Work is also been undertaken to try and achieve a 'licence to practice' for the qualifications which would mean mandatory requirement for individuals working in the profession.

Strand 4 Working with schools in Derbyshire

Within this strand, there are two development areas:

- 1) Ensuring the qualification is available to all Derbyshire school staff to provide additional professional development and skills to work with interventions within the Working Together to Safeguard Children 2015

This will support the emotional well-being of Derbyshire children and young people to achieve their best. The joint working and understanding or partners would ensure a consistent approach and/or additional resource for the Derbyshire children and young people.

- 2) The level 2 qualification was designed with school 6th formers in mind or individuals who are new to the sector and want to gain an understanding of the work undertaken. From a schools perspective, the qualification would need to have funding attached to it in order for them to consider offering it on the curriculum. This would be another development that the worker in the post would look at.

15 schools currently expressing interest to purchase the qualification

Pinxton Nursery	Wood Bridge Junior	David Nieper Academy
Alfreton Nursery	Granby junior	Ripley Academy
Church Gresley Pre-school	All Saints CE Primary Youlgreave	Anthony Gell School
Hazel Green Pear tree infant school	Hilton Primary school	Silver Hill
Pingle	Queen Elizabeth School	Derby Pride

Benefits to Derbyshire

This is an innovative piece of national work which Derbyshire County Council is leading. The work will continue to link into National Strategy, ensuring that Derbyshire becomes a centre of Excellence for delivery, and co-ordination of this work.

It is understood that there is organisational change within DCC and a programme of budget savings. The qualifications could offset some of the workforce training implications arising from this change.

As a joint piece of work with other agencies, Derbyshire will benefit from an intervention that is seamless and inclusive across all areas and work/job roles in the County. Our young people leaving care would have a supportive and directional profession that is accessible and achievable, and the transition into adult services would be effective and empathetic for both the workforce and the service user

Proposed Delivery Model

In order to establish a viable and sustainable project, it is anticipated that two years will be a timescale in which the Council would be able to review and evaluate the project.

The delivery model, being flexible, will depend on individual organisational requirements and therefore which strand is most appropriate.

3. HR Considerations

The proposed post, subject to approval, will be consistent with the Council's Organisational Design Principles and will enable and support qualification training development. The role will report to the Integrated Workforce Development Manager Children's Services as the most appropriate reporting line. A job profile will be created and confirmed at grade 11, in line with the HAY job evaluation scheme.

This post will be advertised in line with the Council's Recruitment and Selection policy, on a fixed-term basis for two years.

4. Financial Considerations

The work, to date, has been grant funded by the Department for Education Children's Services Innovation Programme – Seed Grant 2014.

The anticipated expenditure for the next two years on continuing the development work is set out below:-

Salary cost grade 11 for 2 year	£64,488
On costs	£19,179
Travel	£4,000
Exit costs	£2,000
Equipment	£1,000
Total	£90,667

The above costs will be met from Children's Services earmarked reserve and will also be offset by contributions as the packages are developed and offered to other authorities.

During the two years, the post will also further examine the opportunity for the work to become funded by trading alone.

Projected return on funds

Summary costings based on current delivery plans over the 2 years.

Option	Delivery method undertaken by the person in the role.	Project income	expenditure	(Surplus) / deficit
1	Assessment, travel & administration. +fee No delivery by DCC	£77,825	£113,372	£35,547
2	Co delivery of the course, assessment, travel and administration + fee	£77,825	£120,612	£42,787
3	Assessment and administration + fee	£77,825	£120,702	£42,877
4	IQA, administration + fee	£77,825	121,442	£43,617
5	Delivery and administration + fee	£77,825	£129,617	£51,792
6	Co delivery and administration +fee	£77,825	136587	£58,762
7	Administration + fee	£77,825	136,947	£59,122

With reference to the above figures, the worst scenario for a quick return on money invested would be option 7. With this option, there is a deficit of £59,122 without any further delivery of the qualifications across the 2 years. This option would allow the worker to have the time and capacity to develop the four strands mentioned above and raise the profile of the work undertaken within Derbyshire County Council nationally. A further two thirds of the current delivery would need to be sorted to cover the funds requested.

Option 1 would give a quicker return for the money invested, currently project deficit over the 2 years is £35,547 however this could be at the detriment of the growth and development of the overall project and long-term sustainability.

It is envisaged that there will be a blend of all the options over the 2-year period by the worker in the post, enabling growth of project and return on money required.

It is hoped that following the initial two-year period, this post will be self-funded and that an element of the surplus will be returned to Derbyshire to recover the initial outlay.

5 Social Value Considerations

Providing training to the early intervention workforce will increase the efficiency and effectiveness of the Derbyshire workforce. The training will be delivered at a lower cost to partners (covering all costs) through the Hub which will therefore provide a reliable and trustworthy quality and knowledgeable base across all authorities. Any requests from outside the Hub would be charged at a market rate.

The partnership work and delivery will enable a more reliable movement of staff, with a recognisable qualification, across borders and job roles, therefore retaining staff within the Early Intervention frontline work and developing staff to move into Social Care/work, if appropriate.

This initiative is key to developing a professional workforce and to give structure and direction to new employment opportunities, for example; Level 2 BSA development into frontline work or progression from the Level 2 in schools. It will also give transparency of language and outcomes, a more effective joined-up approach by all organisations; build capacity and enable income generation to support vital services.

6. Legal Considerations

The post holder will be employed by Derbyshire County Council. The Council will bear the all employment responsibilities, including, should it arise, the responsibility for any redundancy payments.

It is envisaged that it will take two years to develop the training programme. Therefore, it is appropriate for the post to be fixed-term for a duration of two years to enable this piece of work to be concluded.

7. Other Considerations

In preparing this report the relevance of the following factors has been considered: prevention of crime and disorder, equality of opportunity, human resources, environmental, health, property and transport considerations.

8. Background Papers

File held within the Workforce Development Team, Children's Services

9. Key Decision: No

10. Call-In Is it required that call-in be waived in respect of the decisions proposed in the report? No

Officer's Recommendation That approval be given to create and recruit to the fixed-term role of Project Officer, grade 11.

Jane Parfrement | Strategic Director for Children's Services