What is needed to make an excellent workforce? A case study from Suffolk

Rosalind Turner

Director for Children and Young People

Suffolk County Council

Suffolk's CYP Workforce Development Strategy

- We have brought together all workforce development from across LA children's services into a single team
- They have worked with all agencies across the Children's Trust to produce a single coherent workforce development strategy in line with CWDC framework
- There was extensive consultation and involvement of children, young people, parents and carers

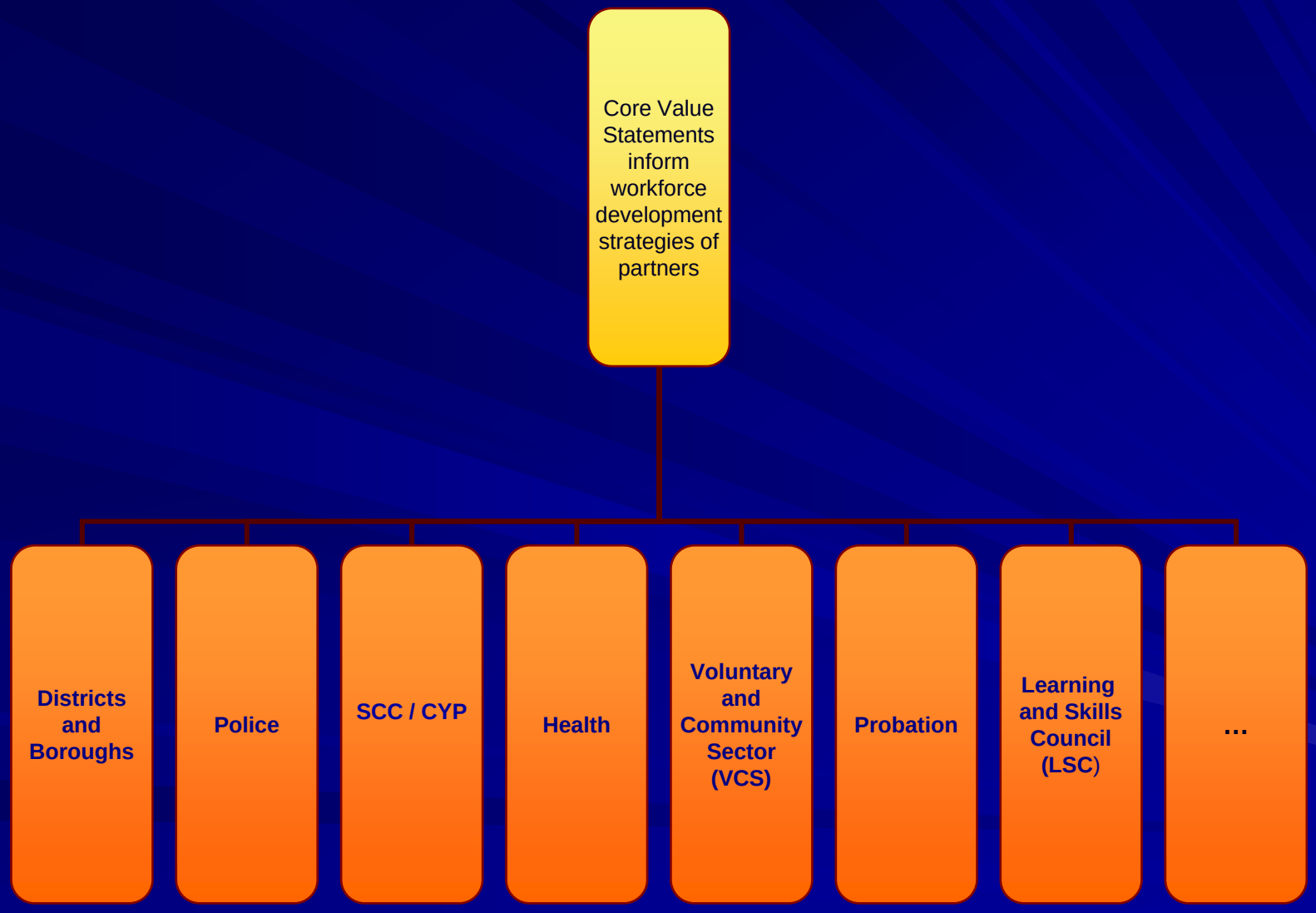
CYP Workforce Development Strategy

A coherent and integrated programme that:

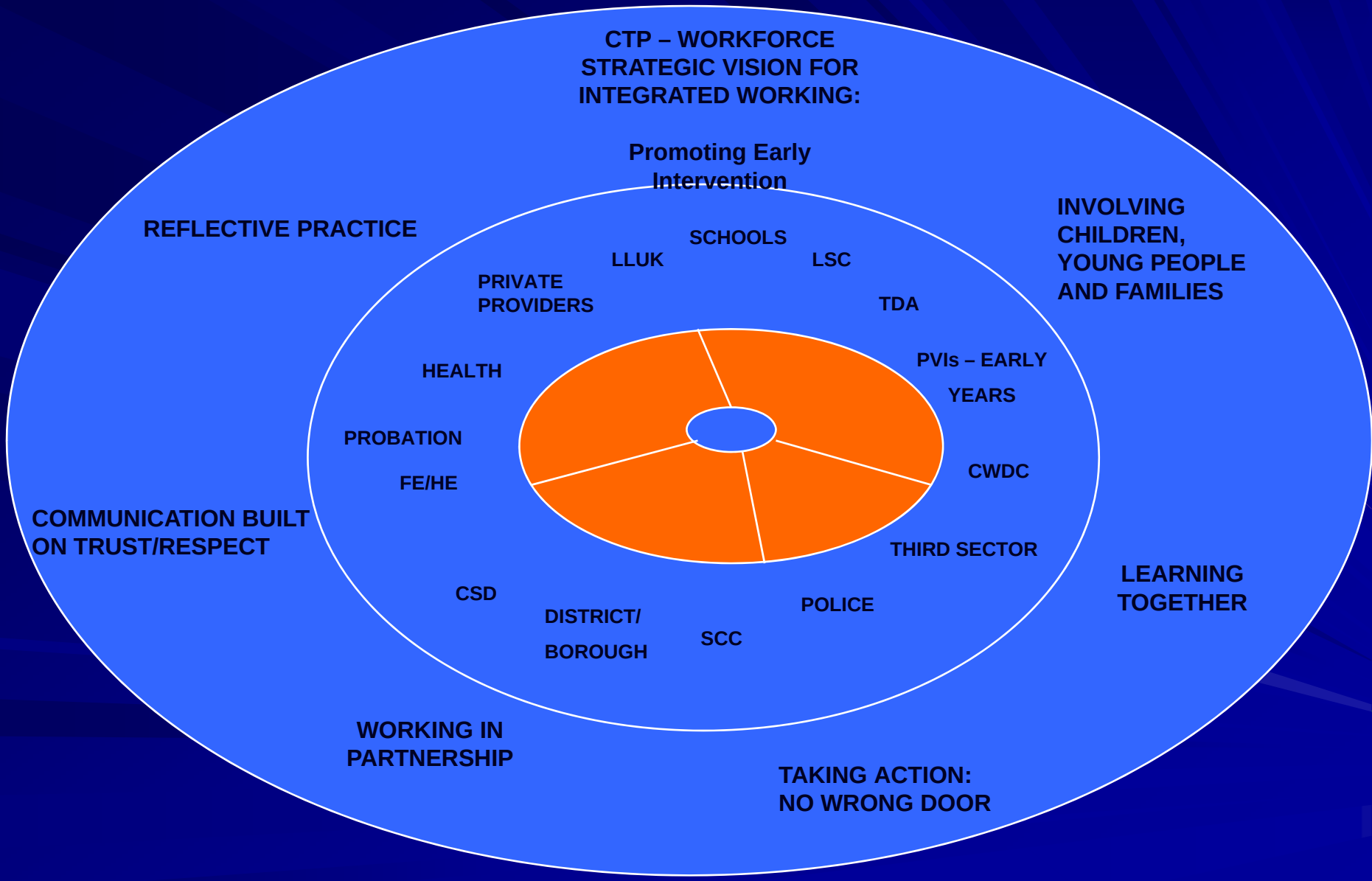
- **Reflects the current agenda and priorities for CYP including promotion of joint working, reflective practice and early intervention**
- **Provides access to both generic and role specific training at different levels according to need**
- **Ensures allocation of resources is cost effective, transparent and equitable**
- **Has impact – improving outcomes for children, young people and families**

CYP Workforce Development Strategy

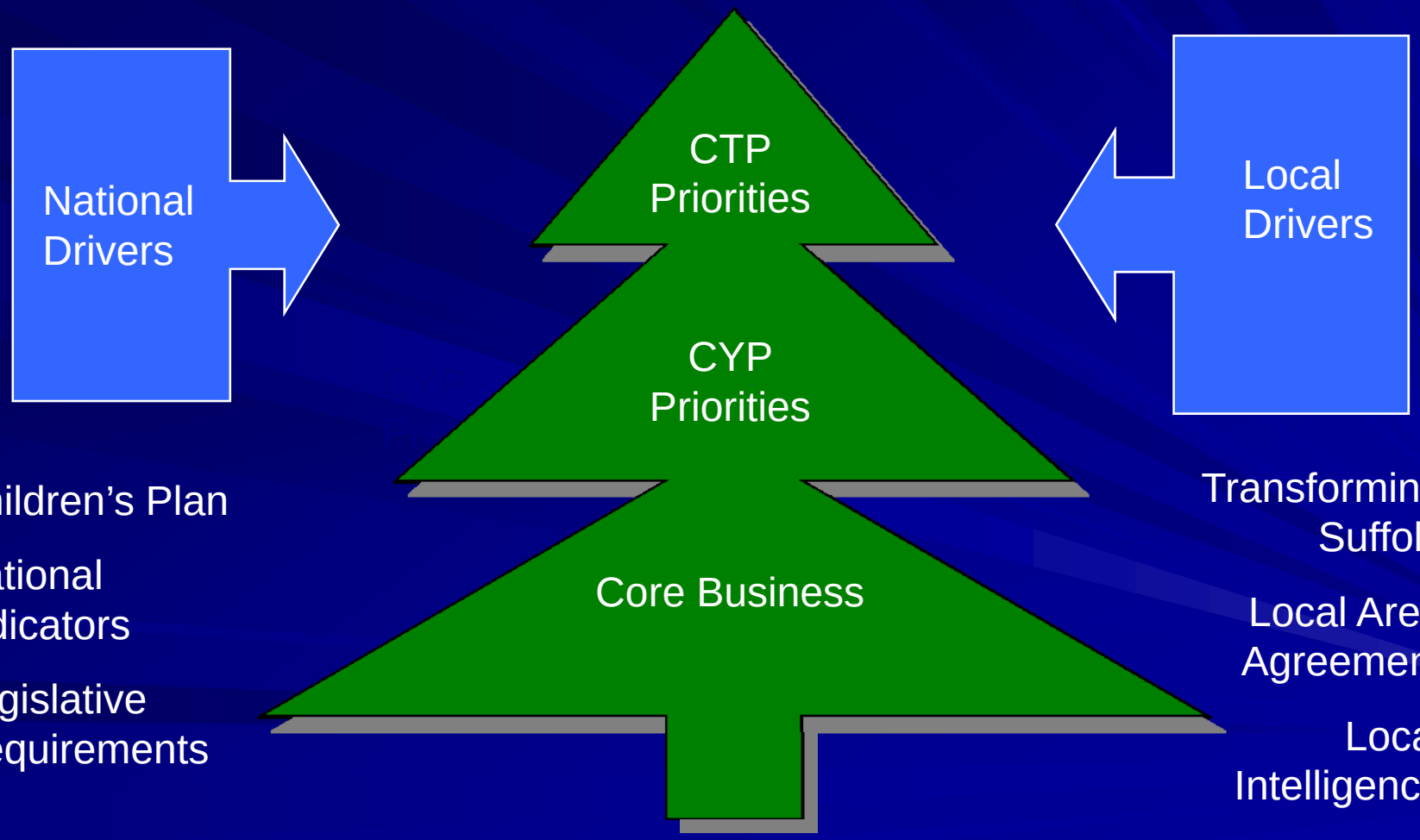
Suffolk Children's Trust: Strategic Vision for Integrated Working



SCC CYP Workforce Development Strategy



Workforce Development:
Supporting Core Business and the Priorities



CYP Workforce Action Plan: training and development

CYP
Workforce Development Action Plan
2009-2011

The development of role specific or specialist and bespoke skills to support core business and CYP priorities – on both the delivery and the commissioning side

Specialist Needs identified with priority leads

The development of generic skills to support core business and CYP priorities

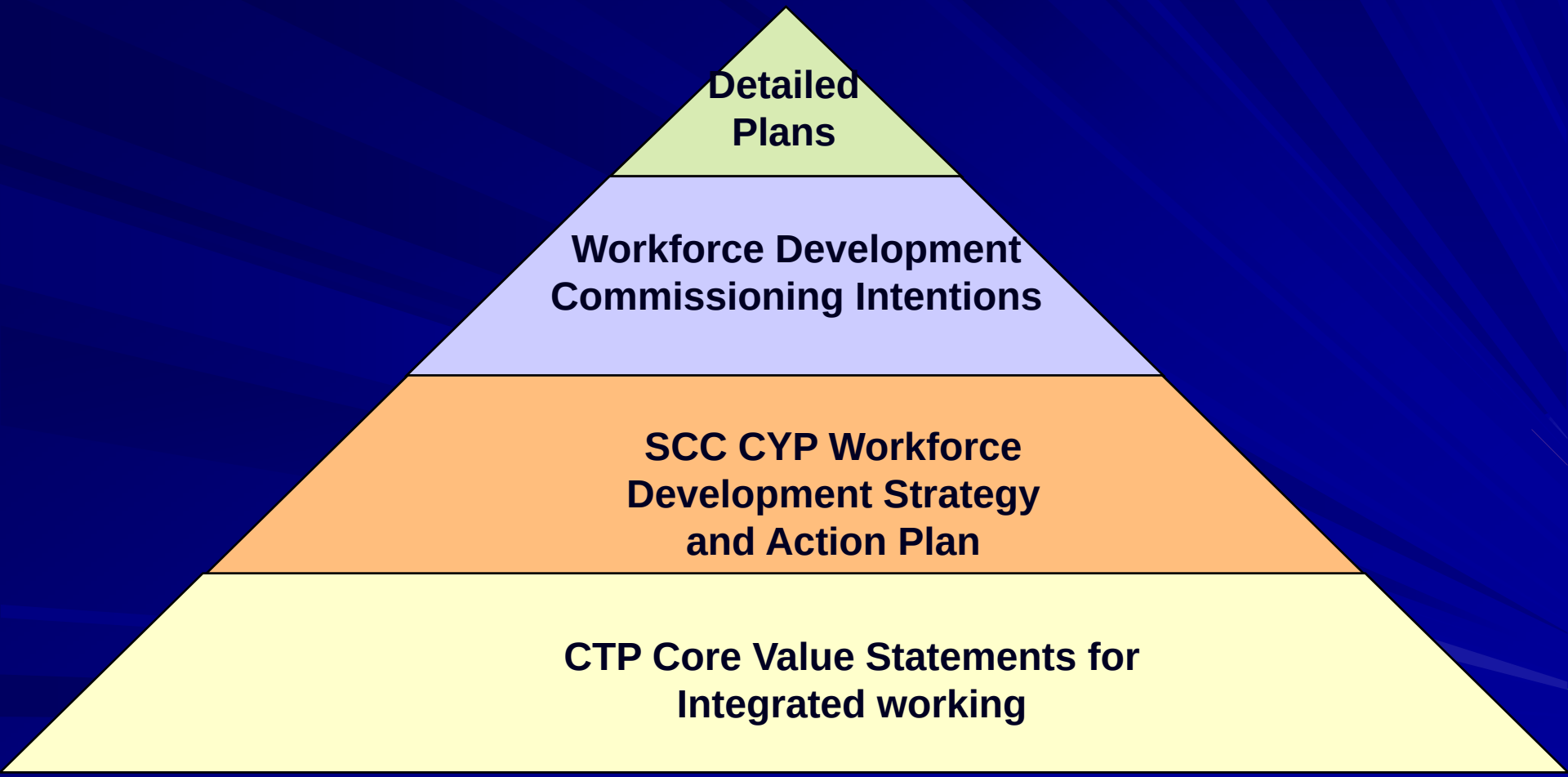
To include:

CAF + assessment
Induction - Practitioners
Integrated working - Leadership
Information sharing
Safeguarding
Commissioning /Procurement
Work with parents
Involving service users

The development of processes and systems to deliver generic and specialist skills

Combining budgets – identifying need
Online booking
Online Learning
Career journeys
Succession planning
Communication
Quality assurance
Commissioning processes
Accreditation

Workforce Development; Vision to implementation



Commissioning and Workforce Development

Workforce Development does not exist in isolation from the services it is designed to support. When commissioning new services or revisions to existing services, workforce development should be an integral part of the specification.

Identified Need

Revisions to existing service

Or

New service

Being clear about purpose

What do we want to achieve?

What do we need to do this - staffing, resources, time?

How will we know if we have achieved our outcomes?

Workforce Development Implications

What skills, knowledge and experience will people need if this service is to be implemented successfully?

How will these identified needs be met?

To what extent can we make use of existing resources (eg workshadowing other colleagues, making use of expertise within the team)?

What else will we need to access and who might provide that support (eg courses/mentoring/coaching)?

Producing the Specification
and commissioning the service

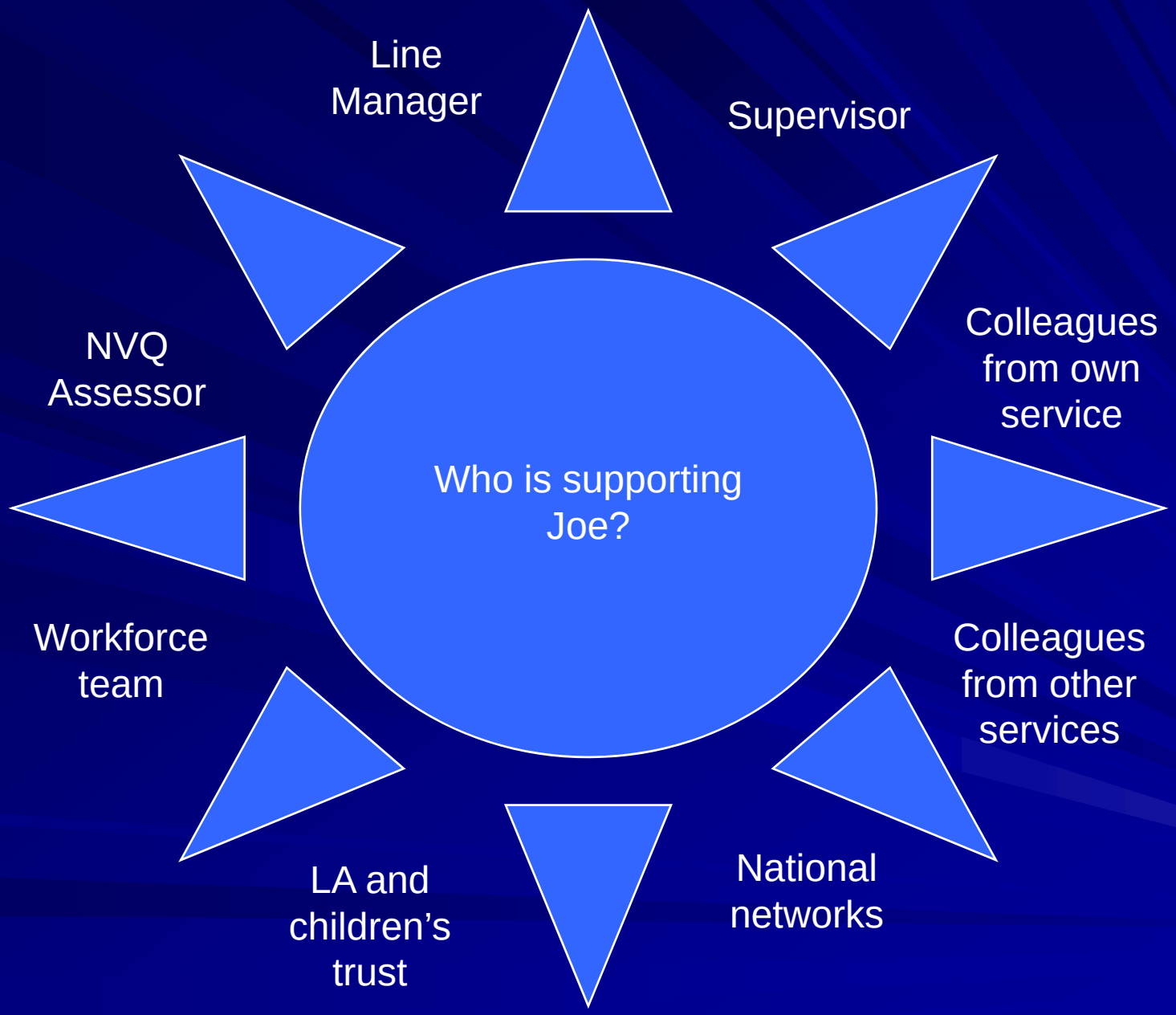
To be effective we need to share responsibility for Workforce Development

Workforce Development Team - supporting the CYP Workforce Development Strategy

- Working in partnership with strategic and operational teams
- Providing and analysing workforce data
- Succession Planning
- Recruitment and Retention
- Identifying need
- Commissioning workforce development activity
- Building capacity
- Helping services to understand and meet their needs
- Consultancy
- Quality assurance
- Co-ordination of workforce development activity
- Ensuring workforce development activity focuses on the core business and priorities of CYP

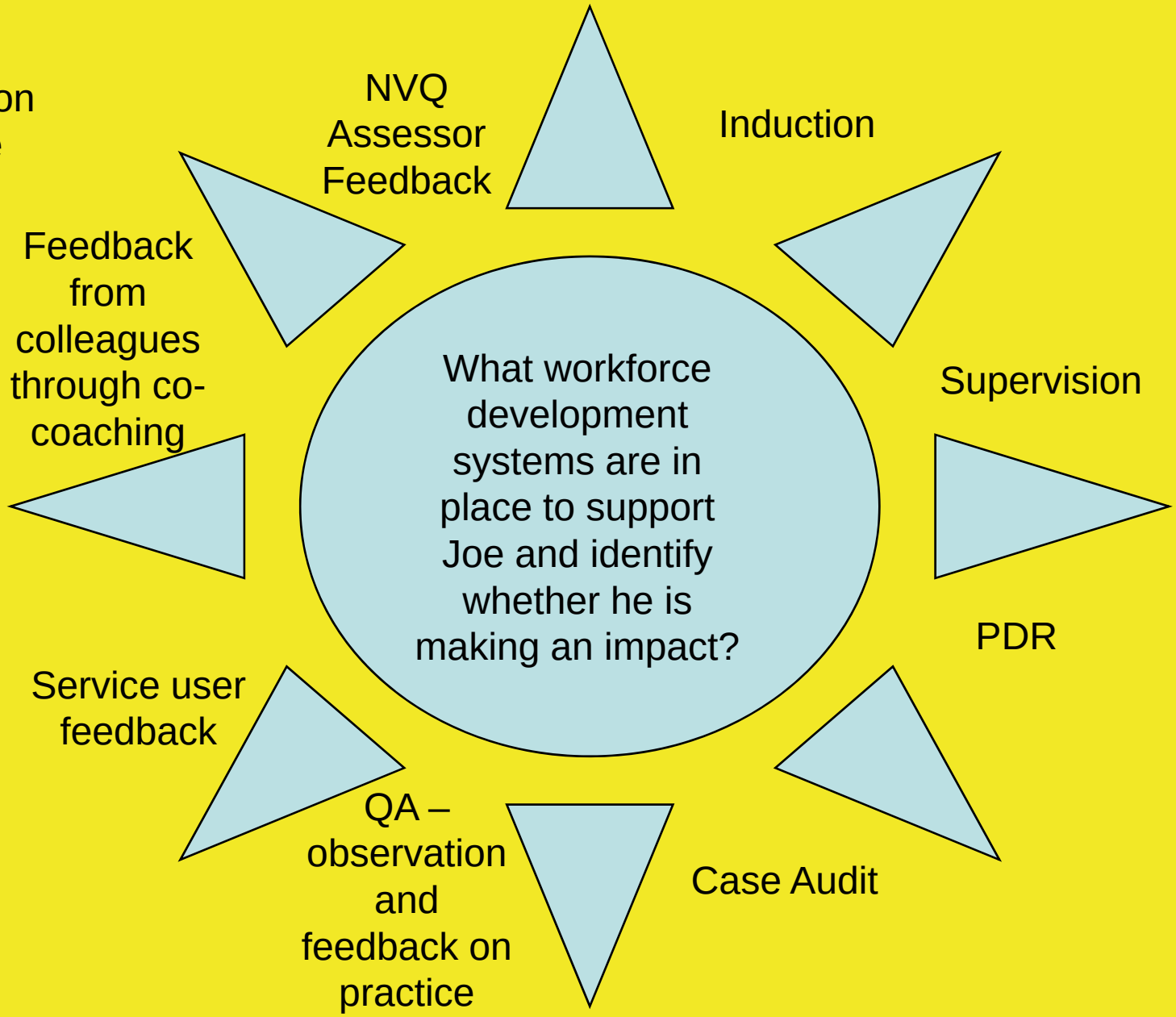
An Example: National Indicator and LAA(2) target

- Universal offer of high quality early education and childcare
- Joe is a childcare worker in voluntary sector, as part of a children's centre
- What workforce development support does he have to do his job effectively?



High quality early education and childcare

Provision of high quality early education and childcare



What training might Joe have received to support this priority

Generic:

Workplace Induction

Multi-agency integrated training

Equality and Diversity

CAF and Information Sharing

Safeguarding

Sector specific:

NVQ 2 – 4 early years and childcare

Database training

Working in children's centres

Information updates on education and training options

CYP Priority specific:

Working with families

Performance Development Review identifies and helps evaluate impact of training

Joe's Career Development: the vision

What?

- Senior practitioner within own service
- Manager of an integrated team
- Working in a related but different role in another part of the children's workforce eg. Teaching support assistant, family support
- Movement into a commissioning or developmental role

How?

Secondments

Work shadowing

Job Exchanges

Time limited cross service projects

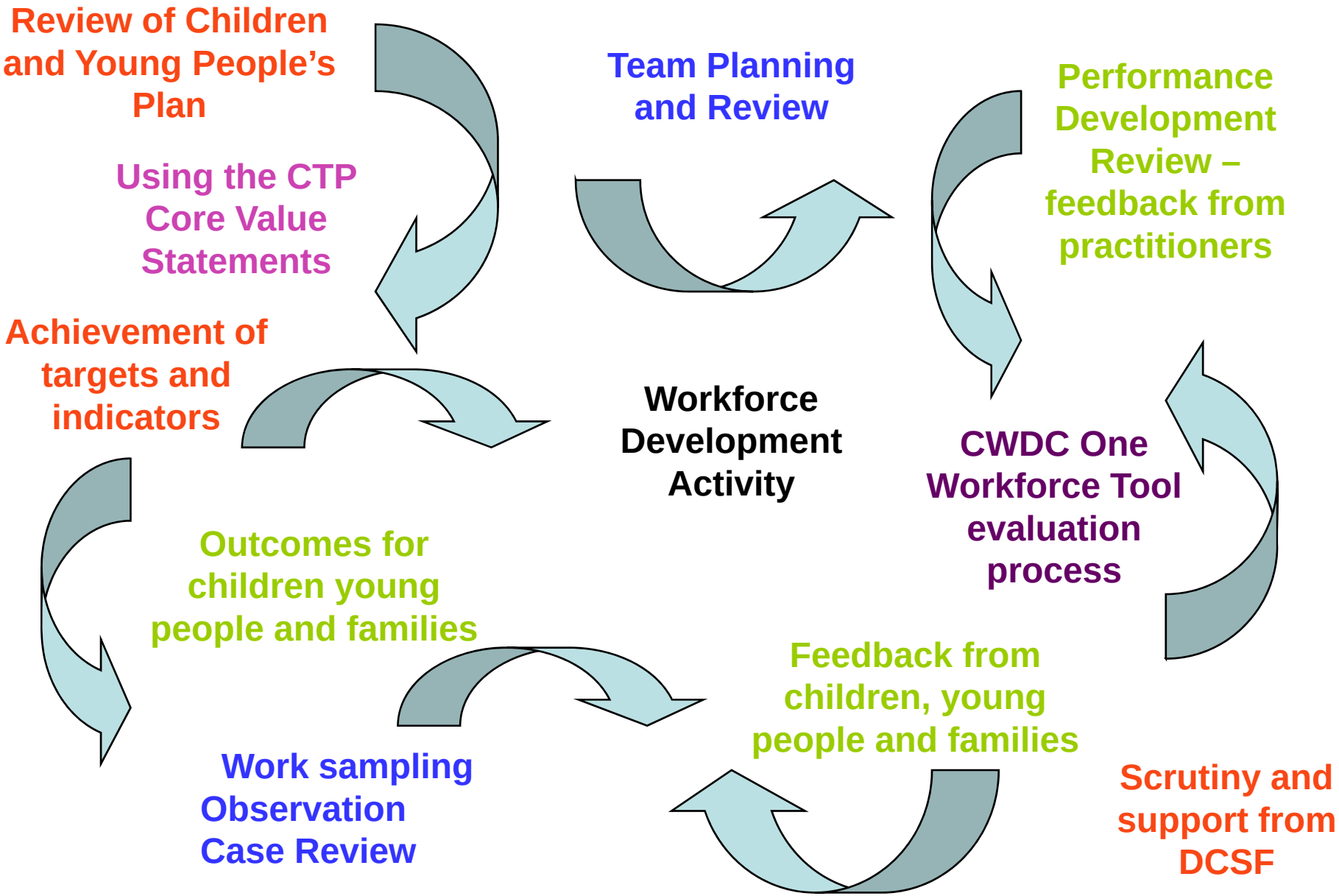
Formal training

Infrastructure requirements?

Brokerage

Career pathway information and advice

Evaluating Impact – an ongoing and multi-layered process



And finally ….

Leadership Through Partnership