

A workforce that works for all children

Welcome

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Chair, Workforce Development Policy
Committee and
Director of Children, Schools and Families,
Merton London Borough Council

A workforce fit for all children: history

- CWDC, field force reps, one workforce tool
- 2020 workforce strategy – broader workforce view considering ambition and principles across the spectrum
- Lack of national coordination/ repository
- Social work taskforce - recent national focus on social work reform at the expense of the wider workforce

Themes from DCS discussion

- Powerful sense that something needs to be done and we need to articulate the value of, and need for, a qualified, professional and experienced wider workforce
- Appreciation for the history and what has gone before but no desire to resort back to what was
- A focus on relationship / asset / strengths based approaches
- A need for a shared moral purpose, underpinned by shared values, principles, and a common language
- Qualification frameworks to support a holistic workforce
- The role of community and building community capacity

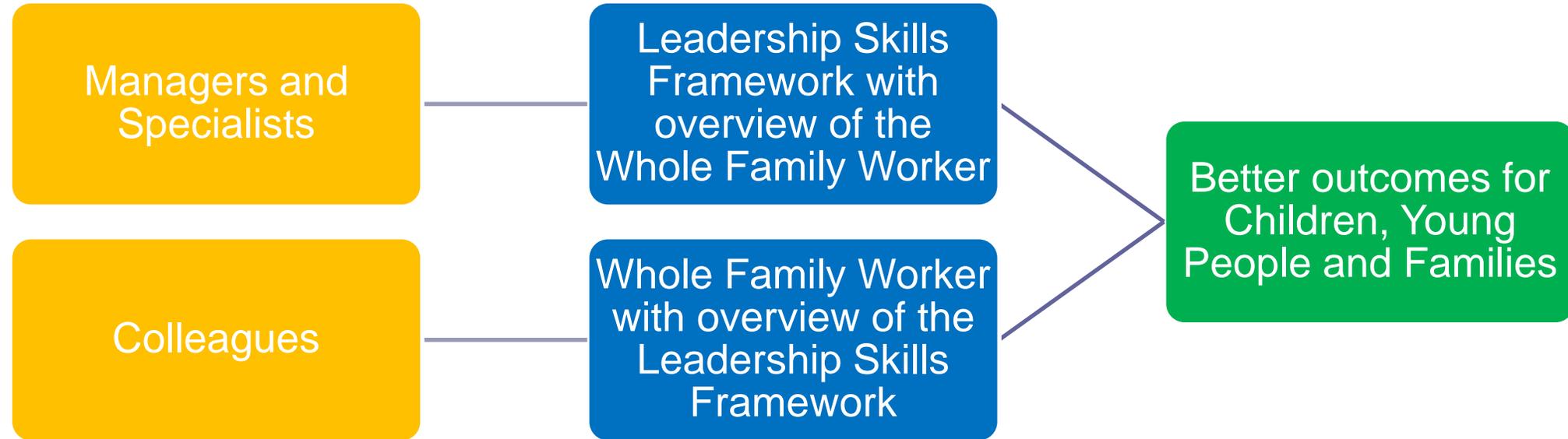
Investing in our Early Help Workforce

Helen Blackman, Director for Children's Integrated Services

Sophie Russell, Head of Children's Strategy and Improvement

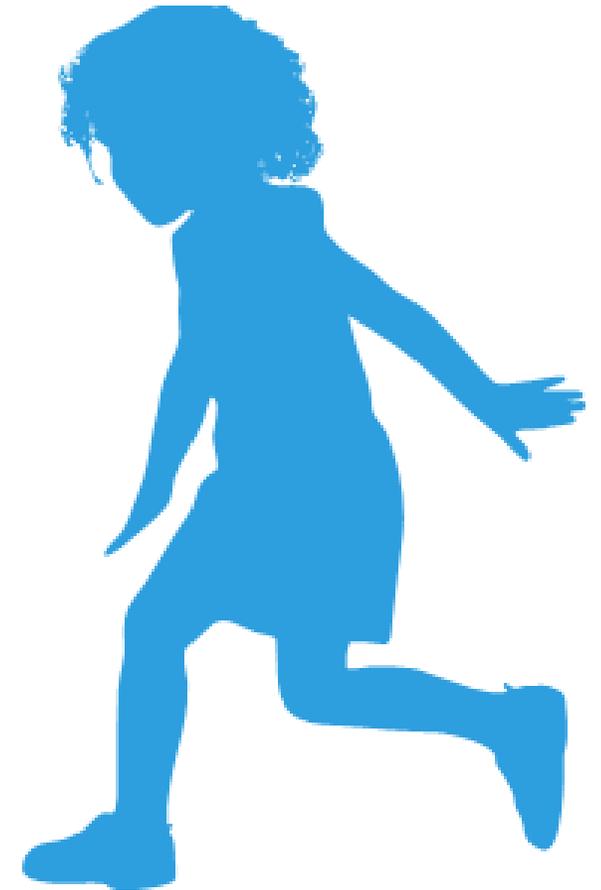


Nottingham's Early Help Qualification Programme



Rationale for the Programme

- Nottingham – ‘an early intervention City’.
- High levels of deprivation and demand for services.
- Nottingham’s Priority Families programme (a.k.a Troubled Families) – whole system change and transformation.
- A ‘stubborn’ partnership - Nottingham’s Core Development Standard.
- Children’s **Integrated** Services created in 2014 – early help workforce felt like the ‘poor relation’ – recognition and professionalisation.
- Case-holding circa 1500 children in over 500 complex families in our early help and targeted workforce at any time.
- Drive quality of practice, improve demand management interventions and deliver better outcomes for children and families.



Feedback from Participants

Whole Family Worker Programme



Julie Whitworth
Family Support Worker

Steven Thorpe
Targeted Youth Support Worker
a.k.a Tops



Children's Leadership Skills Framework-ILM



Sharanjeet Kaur
Early Support Specialist



Sam Danyluk
Service Manager,
Children's Duty





Exhibiting
Personal
Qualities



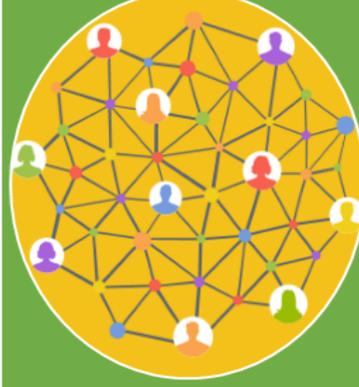
Applied
Practice



Accountability
for Family
Outcomes



Investing in
Team



Investing in
Connection



'I' Focussed



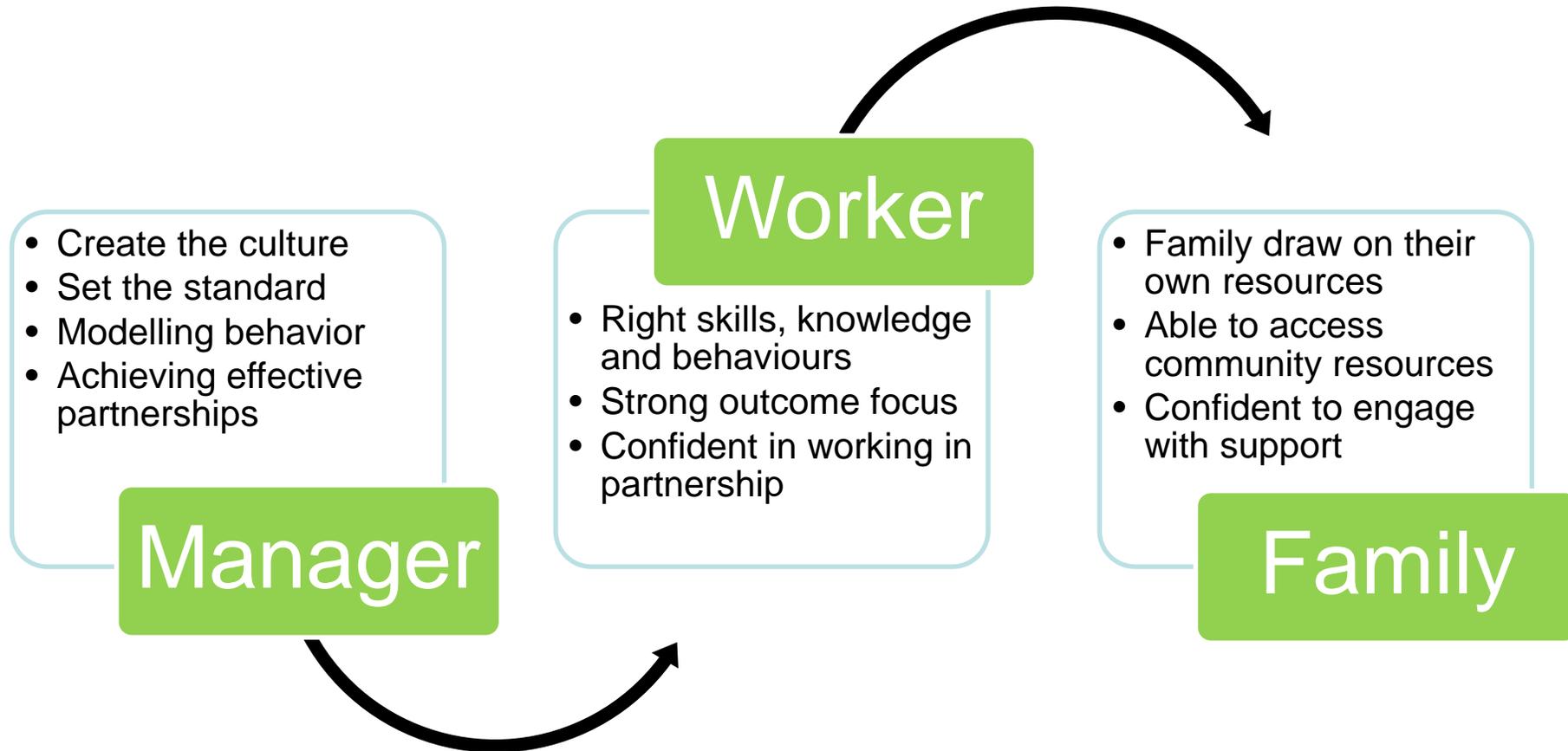
'WE' Focussed



'US' Focussed



A Behavioural Approach



Whole Family Worker – Mapped to Level 4 Certificate in Early Interventions Work



- **Knowledge** – Statutory responsibilities, holistic assessment, strategies with families
- **Competence** – Having difficult conversations, managing conflict, disguised compliance
- Safeguarding
- Effective and adaptive communication styles and skills
- Analytical skills and reflective practice
- Professional boundaries
- Managing self and caseloads



Leadership Skills Framework – Mapped to ILM Level 5

Becoming an Effective Leader

- Understand own ability to fulfil key responsibilities of the leadership role.
- Be able to evaluate own ability to lead others.

Develop Critical Thinking

- Be able to critically assess own beliefs, attitudes and value systems.
- Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values.

Partnership Working

- Understand the principles of partnership working.
- Understand how to meet the needs and expectation of partners.
- Understand how to reach a partnership working agreement.



Some considerations...

- Will depend on your delivery model...

For Nottingham City:

- Managing expectations – huge commitment
- Capacity – co-delivery of training with the frontline
- Support – significant investment in support (in-house assessors etc.)
- To accredit (or not to accredit!)
- Sustainability – post-2020 planning





Sefton Metropolitan Borough Council
Part of the Liverpool City Region
Sefton Community Adolescent Service

Dwayne Johnson
Vicky Buchanan

www.sefton.gov.uk

Sefton Council 

Community Adolescent Services (CAS)

- CAS focus on children and young people on the “Edge of Care”
- Concept of multi disciplinary teams located together with voluntary sector engagement; relationship based support from key workers; focus on family reunification; community and residential offers
- One of the DfE innovation programmes 2015-2016 and evaluated by ECORYs in January 2017 (evaluated process, impact, economic)
- Age range 12-17 years
- Intensive work with smaller caseloads 8 – 12 families, with strong pedagogy focus



CAS The Offer

- CAS worker role – stable professional relationship; trust; supporting family relationships; streamlining contact with other professionals
- Social pedagogy – all staff trained
- Residential short breaks – seamless community and residential offer 4 bed crisis/respite home Ofsted registered.
- Foster Carer Pilot
- Exemption from social worker requirement sought for section 20 cases to require a social worker, thereby allowing continuity in CAS key worker
- Apprentices scheme – 2 apprentices employed to support engagement, communication and social media strategy
- In total circa 30 staff in CAS



Ecorys Evaluation Findings

- Stronger/repaired relationships between family members
- Re-engagement with schools, improved attendance & behaviour
- Reduction in missing episodes
- Reductions in levels of illegal substance misuse through co-work
- Securing access to temporary accommodation for homeless young people

BUT

- Overall ability to measure change hindered by lack of centralised multi-agency data
- Some young people became LAC possibly because they were inappropriate to be referred
- Not a lot of evidence that savings were achieved



Conclusions

- Original blueprint for the CAS was overly ambitious, and lacked clear lines of accountability at a governance level; lost time and opportunities to test the model in full
- Piloted version leaner and more closely aligned with other services, finding a niche between early help and CSC for 12+ “edge of care” cohort. CAS brand and identity now much better known and recognised
- Key distinguishing features; multi-professional co-located team(s); voluntary engagement; relationship-based support for key worker/co-workers, with a focus on family reunification; community and residential offers.



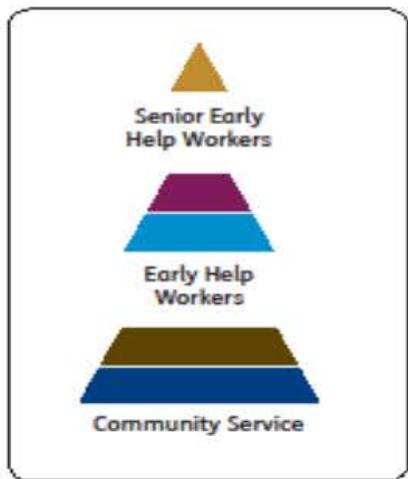
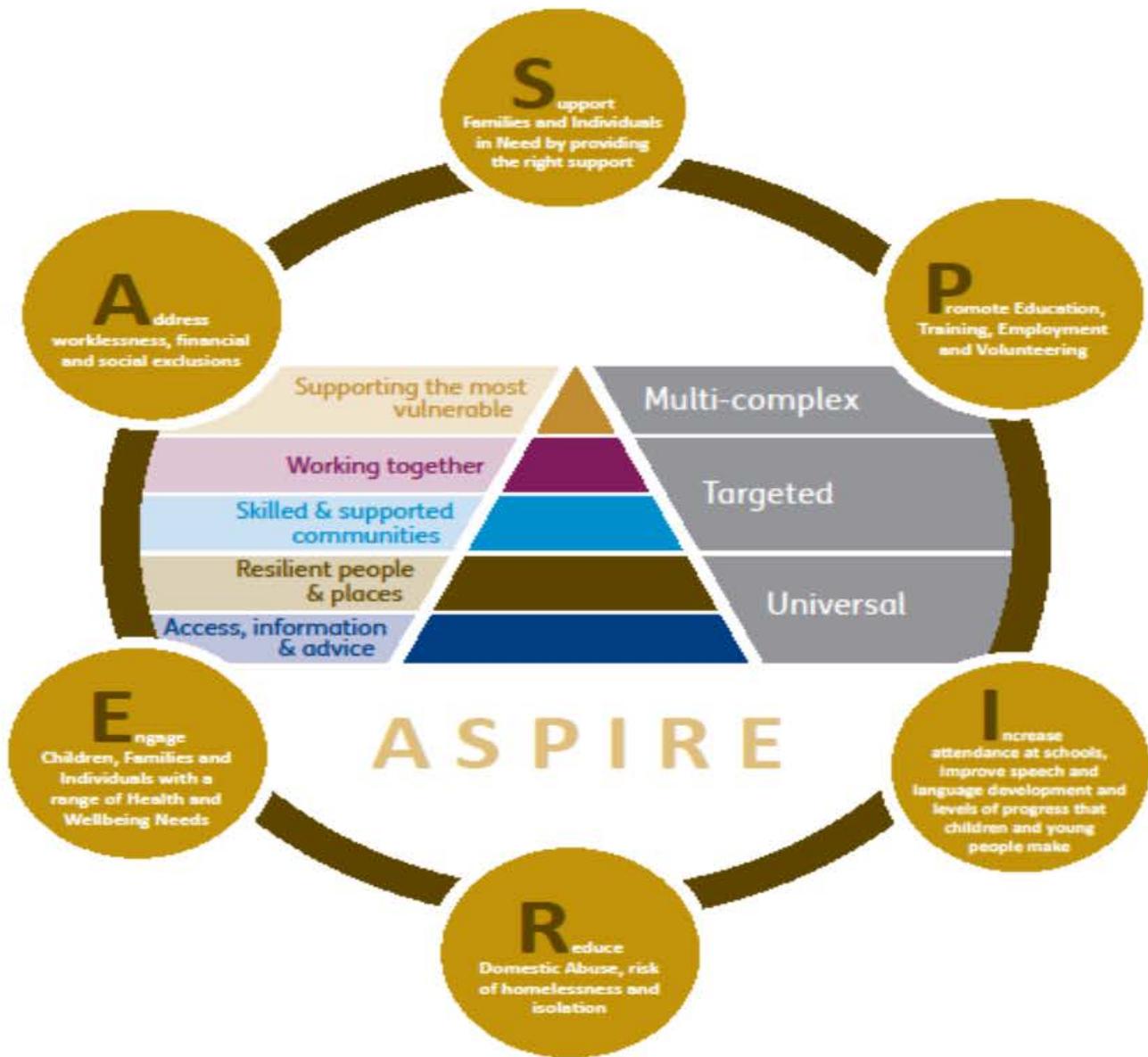
Next Steps

- CAS developed and 'mainstreamed' and part of core offer
- Strong focus on edge of care (CSC involvement)
- Whole family approach - Troubled Families outcomes
- Children from the age 9 - youngest 8 years
- Evolving all the time - support to SGO carers
- Social Pedagogy / Strengthening Families / Signs of Safety
- Emphasis on outreach support including evening and weekends.



Locality Model





Sefton Council 

Sefton Council 



How we will deliver – ASPIRE Model

Our key priorities are to:

- Address worklessness, financial and social exclusion
- Support families and individuals in need by providing the right support
- Promote education, training, employment and volunteering



- Increase attendance at schools, improve speech and language development and levels of progress that children and young people make
- Reduce domestic abuse, risk of homelessness and isolation
- Engage children, families and individuals with a range of health and wellbeing needs



Multi-Agency Working

Benefits for staff:

- Enhanced workforce support and network
- Improved development and training
- Free up capacity as duplication is removed
- More creative and innovative solutions
- Ability to act and respond more quickly



Multi-Agency Working

Benefits for organisations:

- Shared costs e.g. training, accommodation
- Richer and better data
- Reputational – improve customer service experience
- Shared resources
- Ambassador roles for one another
- Improved access to professionals
- Better information



Multi–Agency Working

Benefits for service users

- Residents have improved access to support within their locality
- Customers will receive a more co-ordinated offer from integrated services
- Effective use of shared data can enable a more timely and tailored response
- Reduction in duplication of activity and resource
- Shared resources offer financial resilience



Questions?

Have you considered joining the Workforce Development Policy Committee?

Visit www.adcs.org.uk/committees/wdpc
for further information