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Development of a CPD model for a children's integrated workforce

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Knowledge Exchange Voucher



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Southampton City Council



Background

- There are a range of centrally driven agendas aimed at encouraging or requiring Local Authorities to organise services so that they place the needs of the child first, through the provision of early help, in a way which is more integrated across agencies (DfE, 2015; DfE/DH, 2015).
- There has also been a number of reviews seeking to articulate the skills, abilities and standards within the workforce, particularly registered social work practitioners (HCPC, 2011; TCSW, 2011; Narey, 2014; Croisdale-Appelby, 2014).
- At Southampton City Council the organisational shift has been initiated by the “Transformation Agenda” introduced in 2012.
- High turnover of staff

Southampton City Council



Background

- 865 (total number of staff within Children's Services) 177 (qualified social workers, of that 77 posts are filled) and 59 (non-registered social care staff)
- Qualified social workers and non-registered social care staff situated in a number of teams that include:
 - Multi-agency Safeguarding Hubs (MASH)
 - Early Help 5-19 Education
 - Protection and Court Team (PaCT)
 - Youth Offending
 - Looked After Children
 - Adoption
 - Fostering

Research Question

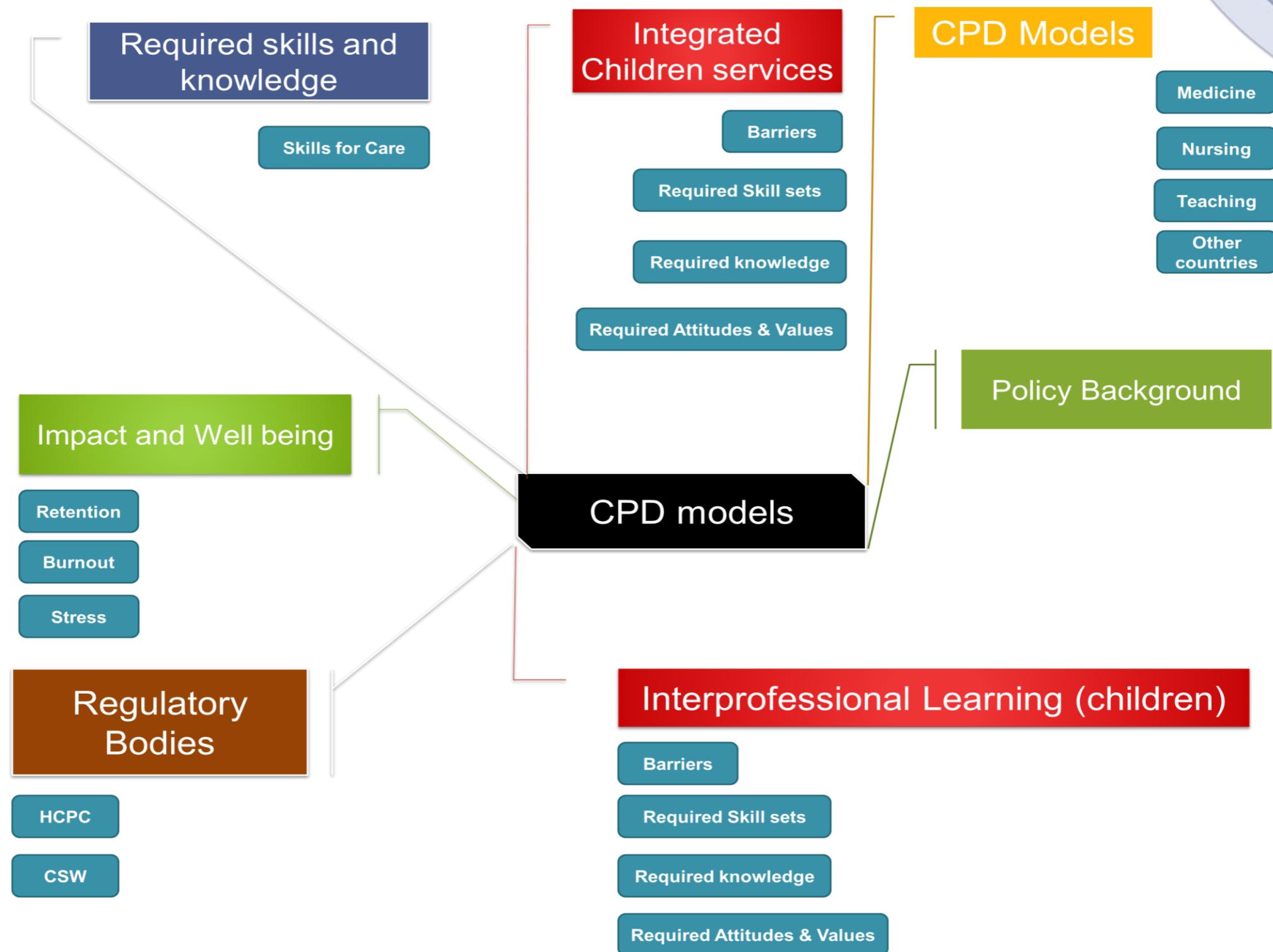
Aims

- To contribute to the knowledge and understanding of how Southampton City Council can respond to central government policy direction of development and delivery of social care services via an integrated children's services model.
- To work in conjunction with Southampton City Council to develop a CPD model that begins with qualified social workers and non-registered social care staff and then broadens to the other members of the workforce within the Children's Integrated Service. The purpose of the model being to map career pathways and their associated training and development.
- To develop a CPD model that will enable Southampton City Council to equip their staff to meet their statutory duties and enhance performance through its focus on development, staff support and retention.

Research Question

What models of CPD would provide Southampton City Council with a framework to support and develop their workforce within this context?

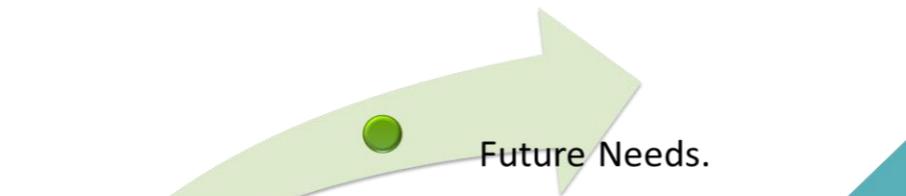
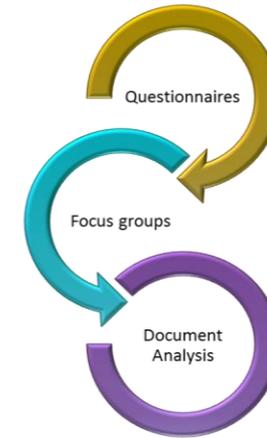
Literature Review



Journey to create CPD Models



Journey to Create CPD models



Learning Needs Assessments.

Social Care Workers.
 • Core.
 • Aspirational.

Gap Analysis.

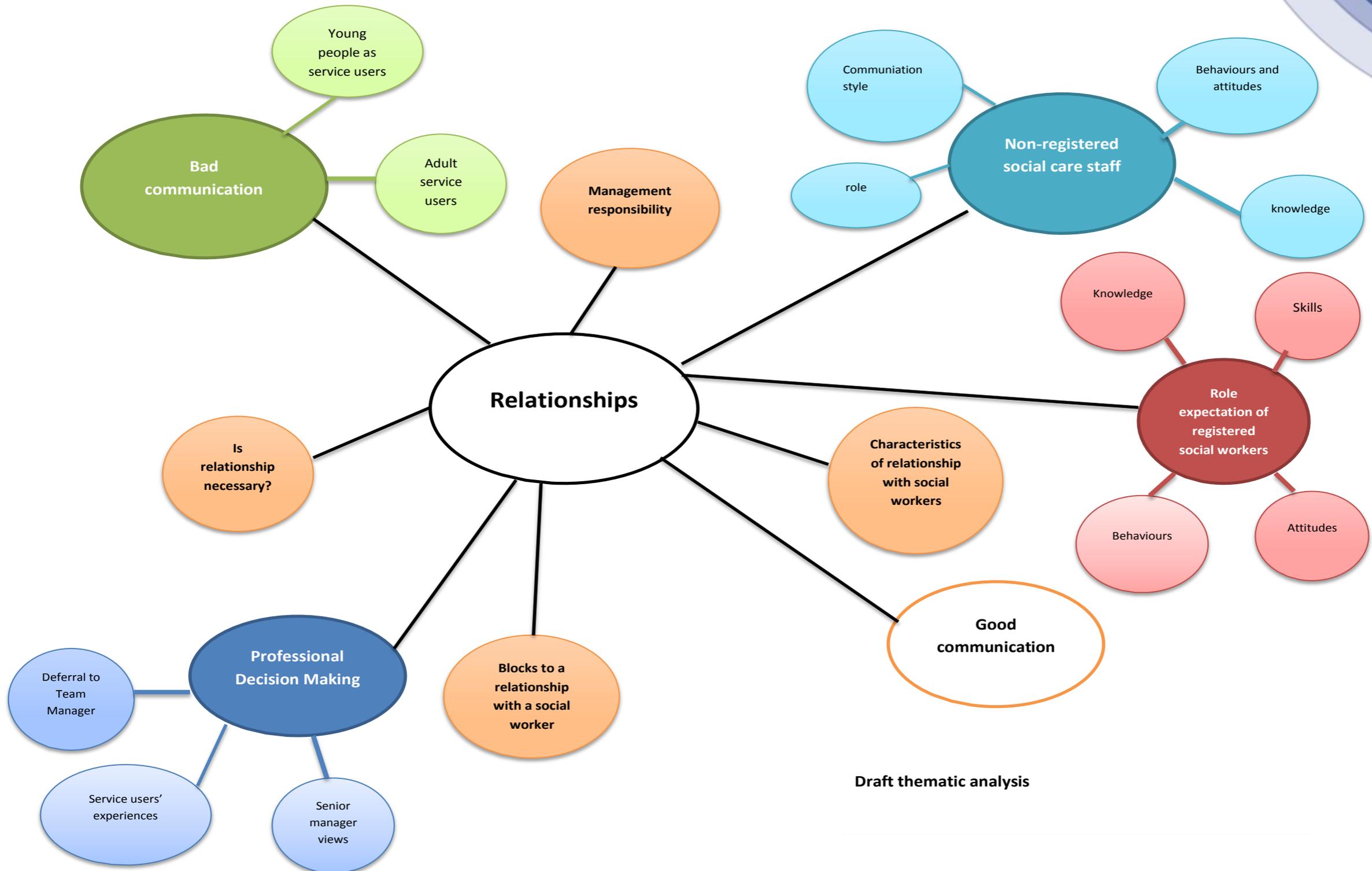
Data Analysis and Interpretation.

- Service users.
- Commissioners.
- Senior Managers.
- Staff Development Activity.

CPD models for Southampton City Council.

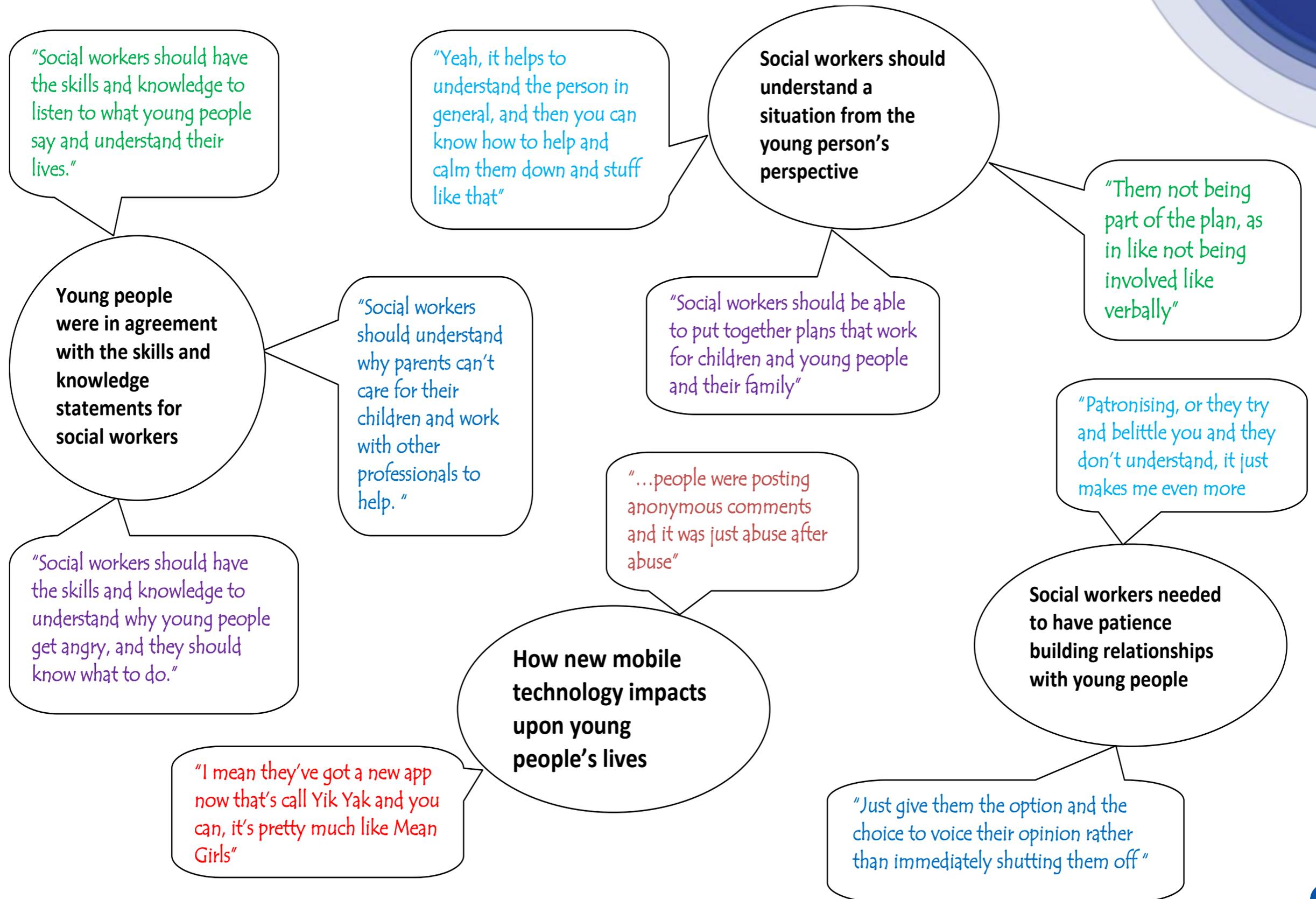
- Objectives of CPD _____
- Principles of CPD _____
- Evaluation. _____

Focus Groups Thematic Analysis



Draft thematic analysis

Findings



Findings



Findings

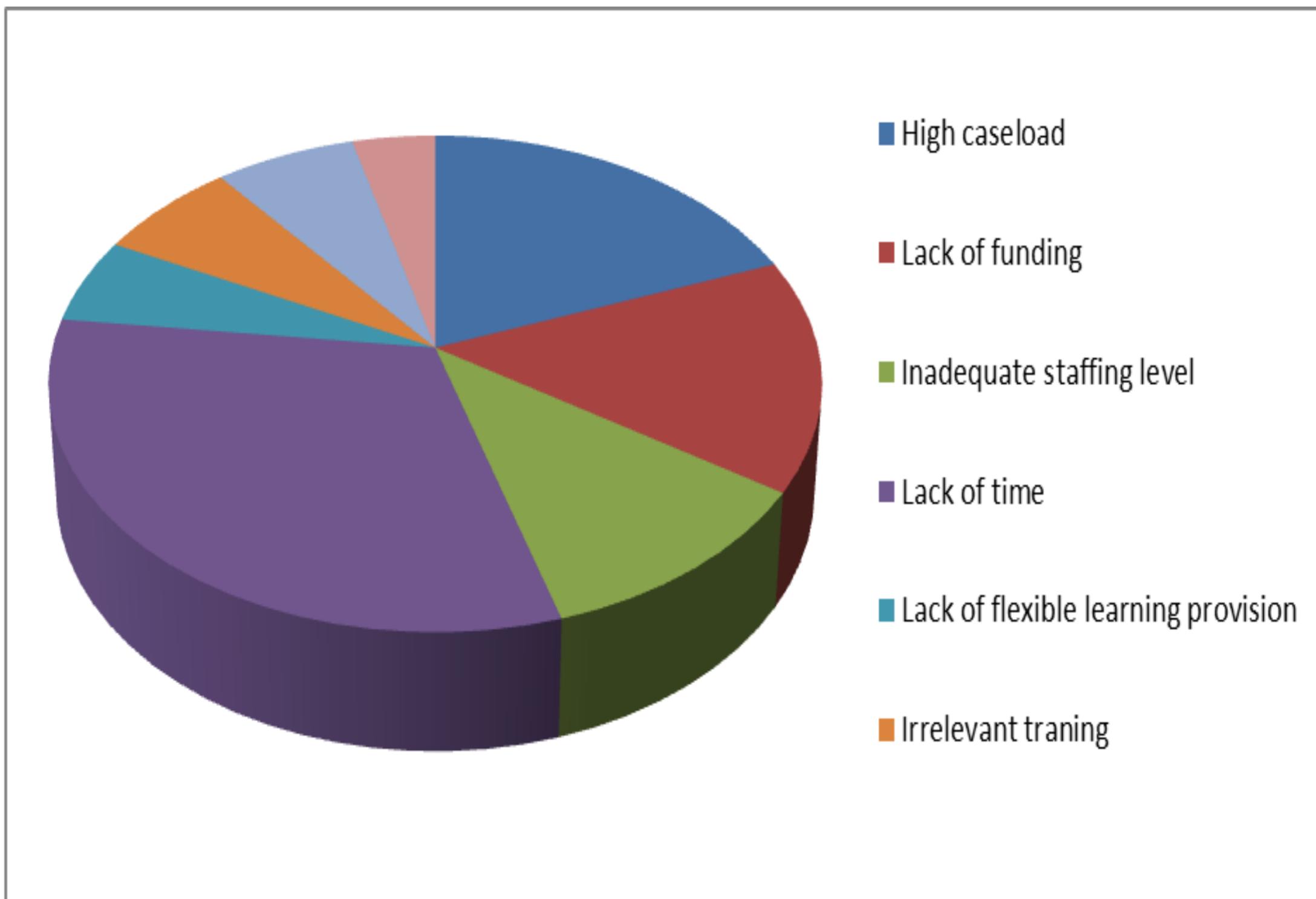
Overall, 104 social care workers participated in the survey and 4 social care commissioners. Out of 104 only 66 respondents answered all the questions. Out of 66 respondents, 43% are registered social workers and 57% are non-registered participated in this research

Demographic Details											
Age					Employed by SCC					Working pattern	
20-29	30-39	40-49	50-59	60-69	> a year	1-2 years	3-4 years	5-6 years	6+ years	Full time	Part time
10	25	33	27	5	23	12	12	6	47	64	36

Supervision – a mixed picture: 57% respondents indicated that supervision enable workers to discuss their learning and developmental needs, but 58% did not have continuous professional development plan.

Findings

Main barriers to access CPD



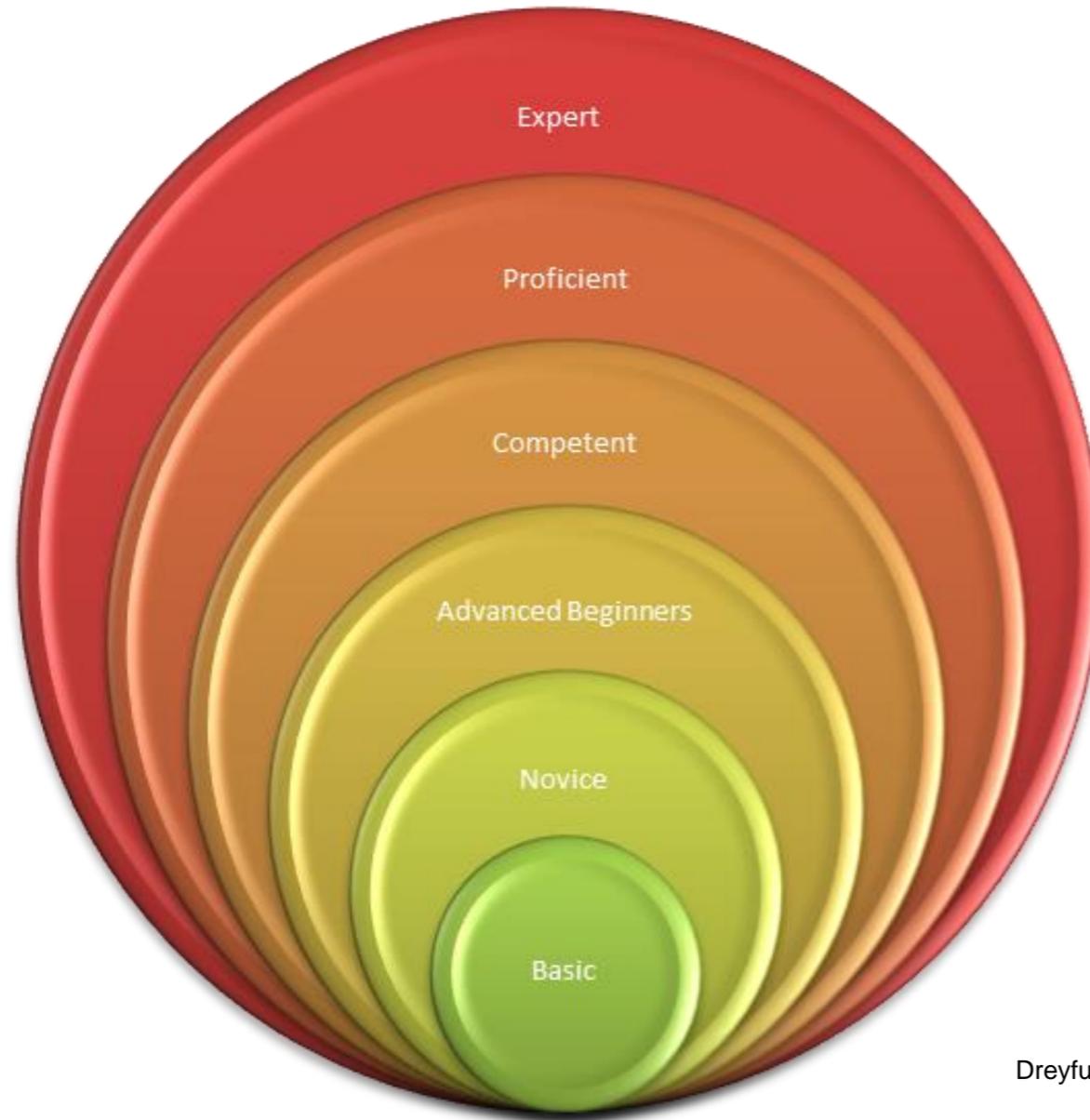
CPD 'wish list'

A comparison of what is working and what workers wish in relation to their CPD.

What is working		Wish list	
	Mean		Frequency of respondents
Questioning	3.87	Teams' away day	35
Critical discussion of cases	3.74	Supervision	31
Reflective learning	3.67	Attending workshop	29
Supervision	3.64	Critical reflection	29
Appraisal	3.42	Work shadowing	26
Attended workshops	3.41	Peer supervision	25
Attended Conferences	3.38	Mentoring	24
Observing	3.38	Attending conferences	24
Meetings	3.36	Appraisals	23
Role modelling	3.31	Secondment	21
Involved with project	3.26	Critical discussion of cases	21
Induction	3.2	Learning for qualifications	20
Analysing mistakes	3.19	Coaching	19
Teams' study day	3.12	Observing	19
Critical incident analysis	3.09	Involve in policy development	19

Devising the CPD Model(s)

Continuing professional development model (onion model)



Dreyfus and Dreyfus (1986)

Mapping existing training on the CPD model



Further work/next steps

- Finalise model (s)
- Pilot CPD model with sample social work team
- Presentation to SCC Senior Managers
- National Children and Adult Services Conference, Bournemouth - October 2015

References

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