



# **Workforce Strategy**

## **2010 -12**



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## Introduction

In our Children and Young People's plan we spelt out a vision that we wish to achieve the very best for all our children and young people, from 0 -19 (25 for those with complex needs).

In order to do this we need to ensure that all those who work or volunteer with children and young people are well trained, motivated and perform at the highest possible level; this is the ambition of Herefordshire Children's Trust's Workforce Strategy. In line with the national 2020 workforce strategy we want our entire workforce to be ambitious for every child and young person and excellent in their practice. Herefordshire's Children's Trust values its workforce and wants to ensure staff are respected and supported, particularly in effective integrated working.

Key to this is a well qualified, motivated and integrated workforce. Our recent assessment of integrated working, in June 2009, shows that whilst we have many strengths there is much work to do. Working alongside our local Herefordshire Safeguarding Children Board we aim to have well trained staff to safeguard and promote the safety and well-being of all children and young people and their families in Herefordshire. As a collection of partners we also recognise the importance of individual specialisms and professions and each individual agency has plans in place to support these, but the importance of working effectively together to improve the outcomes for children, young people and their families cannot be underestimated.

This Workforce Strategy will create a workforce in Herefordshire that:

- is highly skilled, motivated, valued, accountable and able to work effectively to provide excellent fully integrated services
- promotes participation from users
- Improves outcomes for children, young people and their families.

## Vision

Herefordshire Children's Trust's vision for children and young people is to deliver the best services possible to all our young people and their families through all partners working effectively together.

To support this vision our vision for the workforce is:

- **An effective integrated workforce that delivers improved outcomes for children and young people and their families.**
- **Where working in an integrated way, is seen as essential, desirable and routine and where the partners supporting children and their families are of equal importance and value.**
- **Where children and young people and their families only have to tell their story once in order to get the help and support they need.**

The Trust is committed to supporting all sectors and levels of the workforce through programmes to develop skills and qualifications so that they are well trained and motivated. In the next two years our delivery of some of our services through locality teams will provide us with the opportunity to do this. We also want all who work with, or have responsibility for, children and young people to be confident and well trained, are clear about their safeguarding role and practice, and have a clear set of shared values, within an ethos of a single workforce. Everyone needs to feel they are part of the same approach, working together to bring about the best outcomes for children and young people in Herefordshire.

This does not mean everyone being the same; indeed we must value and recognise the distinctive contributions of all the sectors.

In order to deliver our vision we need to make the most of our resources across Children's Trust partners and enable the workforce to gain qualifications, train and progress so that they can improve their practice, and meet the needs of those they serve especially those who are vulnerable to poor outcomes.

We want to adopt new ways of working but retain the working practice where professional expertise is valued and drawn upon and given willingly. We want agencies to work together well in partnership. We aim to ensure that all professionals are aware of each others' roles and complementary functions. Collaborative working is the preferred way to improve outcomes for children and young people.

It is essential that we deliver cost effective, quality assured, continuous professional development for all sectors of the Children's Workforce. In order to do this a co-ordinated and integrated CPD offer will be needed. Through this impact evaluation can be assessed effectively. This includes leadership and management development and developing a "can do" attitude within teams.

## Purpose of the workforce strategy

The Herefordshire Children's Trust has the responsibility for improving the lives of children and young people and their families. This Workforce Strategy will support the priorities set out in Herefordshire's Children and Young People's Plan as well as prioritising the actions to support effective workforce planning and development.

The purpose of the Workforce Strategy is to ensure there are enough suitably trained people in the workforce to deliver and support front-line services to meet the needs of children, young people and their families. In order to get maximum benefit of the workforce strategy it is envisaged that the member agencies of Herefordshire's Children's Trust will share resources, opportunities for training and perspectives to improve services for children and young people.

The Strategy identifies key priorities that will be delivered through a detailed action plan with targets and timescales.

## Scope of the strategy:

The Workforce Strategy Steering Group of the Children's Trust has taken an inclusive definition of the workforce. It includes both paid and unpaid workers in the statutory, maintained and PVI sectors (private, voluntary and independent). The workforce includes those with direct contact with children and young people as well as those members of the workforce who support these services whether directly or indirectly (i.e. assistants, administrators, finance and performance staff).



**Core Children's Workforce:** People who work or volunteer with children, young people and their families, or are responsible for their outcomes all the time.



**Wider Children's Workforce:** People who work or volunteer with children, young people and/or their families part of the time, or are responsible for their outcomes as part of their jobs.

Key services that will benefit from the Strategy include:

- Early years and childcare
- Education services, including schools and Higher Education
- Health services
- Social care, family and community support.(e.g. social workers, social care staff, foster carers, residential settings)
- Sport, Leisure and play
- Youth Justice and Police
- Youth Services

## Needs Analysis

In December 2008 Herefordshire Children's Trust embarked on an analysis called the "One Children's Workforce Tool" to see how far the workforce had moved towards being an integrated "one workforce". The analysis of this resulted in a rainbow for the Trust as below:



The Herefordshire Children's Trust "Rainbow" at June 2009

The results provided the start of our ongoing identification of where we should focus our activity to develop and support the workforce. Appendix E provides details of the analysis but broadly the results showed the following strengths and areas for development:

What are we really good at? What scored highly in the assessment?

- ▶ Clear understanding amongst staff of the vision.
- ▶ Strong sense of identity and belonging to an overall children's workforce.
- ▶ Vision and identity clear and explicit about delivering ambitious Every Child Matters (ECM) outcomes.
- ▶ Inspiring vision that is understood by all.
- ▶ The workforce being clear about delivering ambitious ECM outcomes.
- ▶ Readily available information in easily accessible formats.
- ▶ Right skills in place to contribute to integrated working and to ECM outcomes.
- ▶ Herefordshire's Children and Young People's Plan (C&YPP) clear about objectives for C&YP across the Trust.
- ▶ Highly accessible C&YPP which is regularly updated.

What do we think we need to improve? What scored very low in the assessment?

- ▶ Very limited shared understanding of what great behaviour will look like.
- ▶ No consistent way of mapping existing skills profile and future needs across the workforce.
- ▶ Significant gaps in baseline skills across the children's workforce.
- ▶ Regularly assess the need to update our skills base.
- ▶ Limited sense of involvement in creating the vision.
- ▶ Poor career and succession planning.

We need to build on this initial work to get a wider understanding of workforce needs over the next three years. A separate analysis for the Herefordshire Safeguarding Children Board is planned for spring 2010. We will work with the national Children's Workforce Development Council to develop our understanding and approach over the life of the Strategy to ensure

Herefordshire benefits from regional resources. However we also need to develop managers and leaders view of what workforce planning looks like and embed this and training and development requirements at all levels of service planning.

A range of factors and developments will inform the work to implement the Strategy over the next three years. These include:

- Some services for children and young people moving to locality based service teams.
- The need to embed effective integrated working to deliver better services.
- The county is sparsely populated, having the ninth lowest overall population density of all counties, with one third of the population living in Hereford City; services therefore need to be able to deliver to a high quality over this area.
- 4% of the population is from an ethnic minority and our services need to be ethnically and culturally aware and responsive.
- The county has an older age structure than England and Wales generally, with a net outward migration of young adults and the population over 65 is expected to be 65% higher in 2026 than in 2007; and our workforce mirrors this pattern in being highly weighted to older workers and potential retirements in the next few years.
- GCSE attainment levels are good but there is a lack of higher education provision in Herefordshire meaning the workforce often leave the county to access level 4 or professional study. Such study is limited to distance learning within Herefordshire.
- The gross median weekly earnings in Herefordshire are the thirteenth lowest out of the fourteen West Midlands authorities (£384.40 compared to £430 in 2007) but there are low levels of unemployment. In January 2008, the levels of registered unemployed were 1.5% compared to 3.4% for the region; we need to attract and keep highly motivated and well trained staff. Effective training and development can be seen to be an attraction to staff.
- There are relatively few large employers, but many small to medium sized business and the rates for self-employment are higher than the national average so opportunities to train are also reduced.
- There is a shortage of affordable housing with the 4<sup>th</sup> highest ratio of house price to income in the West Midlands so attracting new workforce members from regions beyond Herefordshire is very challenging.
- The impact of the recession across the county and country whose effects we do not yet know fully.
- There are falling rolls of school age children which means resources driven by numbers will become more limited and new ways of working will need to be developed.

As a result of these features of Herefordshire, recruiting staff particularly in the younger age brackets is more of a challenge. Given the falling population of children and young people we will need to use the available resources more effectively. To deliver on our priorities the Trust members need to pool financial and human resources, professional development opportunities, commissioning and using technology to best effect to develop our workforce.

The Workforce Strategy also links to the priorities in the governments 2020 Workforce Strategy which supports other wider policy documents such as Building Better Futures. These can be found in Appendix C.

The quality of data and information on the workforce varies markedly between different agencies. The work of the strategy will be improved as the data and information is improved and shared across services and agencies e.g. the Council has plans to introduce systems that capture data more effectively.

Similarly with regard to financial resources, more work has to be done on quantifying the existing resource available across partners and define exactly how much funding will be needed to be pooled in order to cover the strategy priorities.

### Financial Resources

Each partner organisation has its own financial resources, as well as training staff to enable workforce development. Coaching and mentoring opportunities are also available for some staff. Further work needs to take place to map the resources available so that these can effectively be used to contribute where appropriate to the delivery of the Strategy. The information below indicates some of the resources available through Herefordshire Council and the Childrens Trust.

Grants are received from:

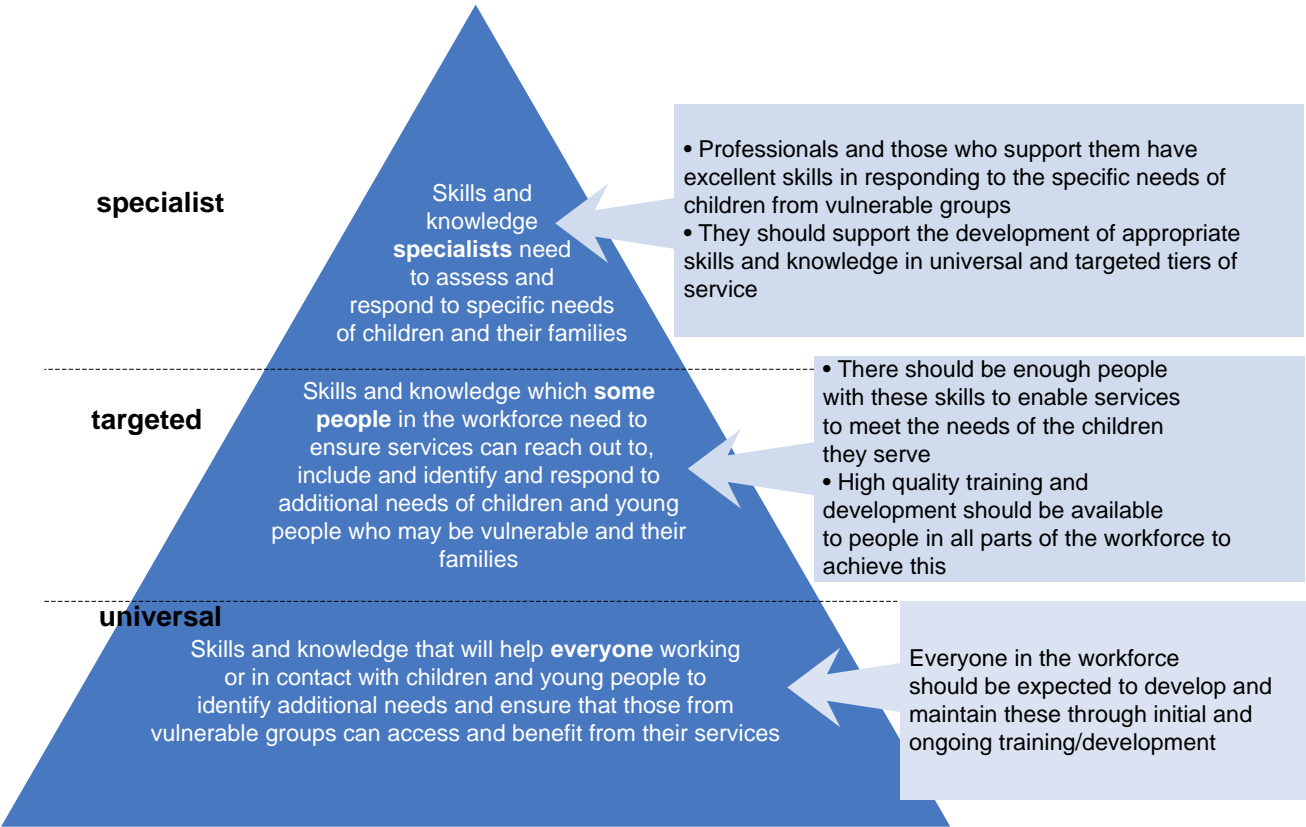
- Childrens Workforce Development Council
- Training and Development agency
- Strategic Health Authority
- National College
- Area Based Grant

## Priorities

The Children's Trust recognises that each area of the workforce will already have its own training and development programmes and approaches, including some specific actions on recruitment and retention. This Strategy identifies priorities that add value to what is already taking place, and drives a Children's Trust approach for Herefordshire, making the most of partnership working. In order to do this and deliver on the outcomes of the Children and Young People's Plan we need to:

1. Embed workforce planning in all service development and use effective strategies to attract, recruit and retain our workforce
2. Deliver high quality induction across the workforce, including the use of Artemis wherever appropriate.(the online induction programme)
3. Produce and roll out a training strategy and programme for safeguarding through the Herefordshire Safeguarding Children Board
4. Support continuing professional development and a career structure in all sectors
5. In order to support our locality teams and remodelling of services, develop integrated working practices and training that is accessible to all
6. Provide leadership and management development for all levels in all sectors
7. Ensure quality of training and development provision and introduce evaluation mechanisms, including sharing training opportunities across agencies and developing greater involvement children and young people.
8. Develop systems for recognition of the achievements of the workforce and improving a "one children's workforce" culture

These are overarching priorities that apply to the entire children’s workforce. Specific priorities for each sector of the workforce are contained at appendix B. These in turn are supported by specific action plans



## **Monitoring Performance and success indicators**

The Children's Trust Workforce Strategy Steering Group will be responsible for monitoring the strategy and its associated action plan.

The Workforce Strategy Steering Group will work across a range of groups including the Children's Trust Outcome Groups and report directly to the Management Group. One of its key roles will be to highlight workforce developments within agencies and explore how a Children's Trust approach could make more of such developments.

The Training and Development Sub-Group of Herefordshire Safeguarding Children Board reports to the Board and is chaired by the Workforce Strategy Manager, to ensure all safeguarding training plans and strategies are co-ordinated with the Children's Trust Workforce Strategy.

As part of this strategy development it was recognised that workforce data is underdeveloped across partners. In order to plan more effectively we need more reliable and comprehensive data. The impact and success of the Strategy will be measured through regular review of indicators.

A detailed Action Plan supports the strategy. It has been developed by the Workforce Strategy Steering Group and identifies key targets and indicators which will formally be reported quarterly to the management group of the Children's Trust. Key areas of measurement will be:

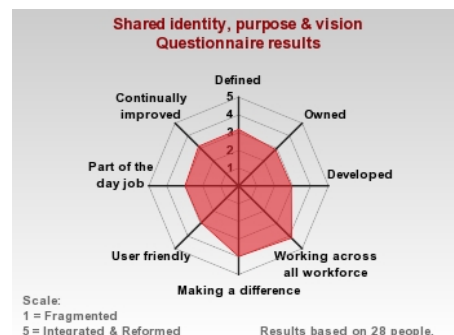
- The one children's workforce assessment tool to assess integrated working;
- Workforce data from each sector showing the patterns and projections for the workforce profile ( including age, gender, ethnicity, recruitment and retention data);
- Numbers attending training and evaluation of the impact of training (including e-learning);
- Feedback results from induction, and employee satisfaction data;
- Number of modern apprenticeships and number of staff gaining qualifications;
- The views of managers, practitioners, children, young people and the adults who look after them;

# Appendices

- A. Analysis of integrated working evidence (arcs of the rainbow)**
- B. Sector specific priorities**
- C. National local context and linked documentation**
- D. Membership of Steering Group**
- E. Analysis scores from the One Childrens Workforce Tool**

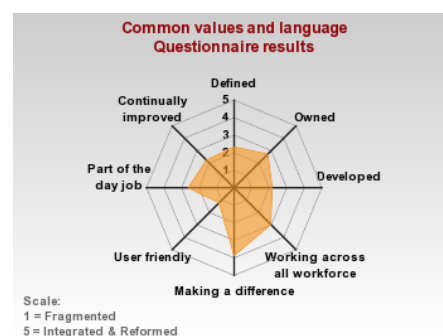
## Appendix A – Analysis of One Childrens Workforce Tool 2009 and actions to improve integrated working.

### a) Actions to improve our shared identity, purpose and vision.



- Strengthening the recruitment process to securely embed the values and vision expected of all in the workforce.
- A new Children's Trust induction package including Artemis to embed the values and vision further.
- A communication strategy that publicises and re-enforces the values and vision
- Delivering high quality cost-effective training, including leadership programmes, with a strong multi-agency approach.

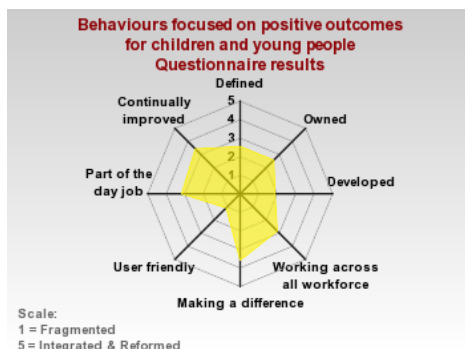
### b) Actions to improve Common values and language (orange arc)



The priorities of the red arc will support this arc but in addition the following will also be pursued.

- Clear procedures for multi-agency working (through the roll out of locality teams) including the thresholds of need and information sharing protocols.
- Development of clear messages and information for the workforce through the Children's Trust web-site
- Increase the opportunities for partnership working through joint training and other workforce events
- A commitment to "plain English" and the removal of jargon.

### c) Actions to improve behaviours focused on positive outcomes (yellow arc)

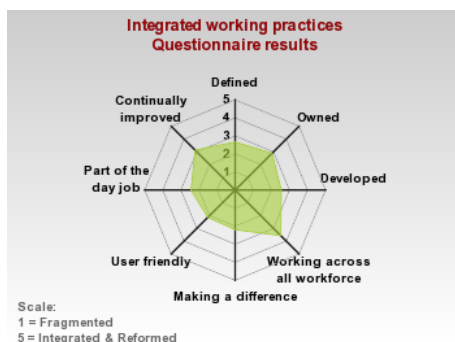


Successes in this arc will be represented by all staff feeling they are part of a team around the child and that everyone is responsible for the 5 outcomes. Lead professionals will be well established. We want to avoid people working in isolation in their own areas of expertise and take a holistic approach to the child or young person.

Priorities for achieving this in the yellow arc include as above:

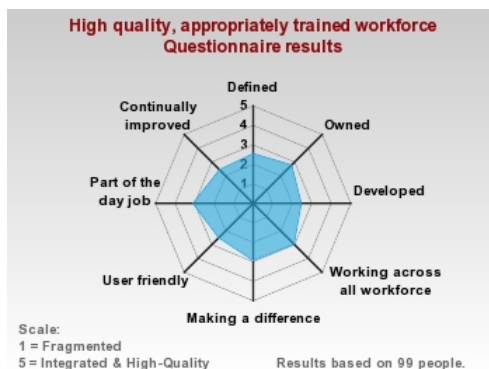
- Roll out of an integrated working training package across the Trust including as part of Leadership and management training.
- Lead professional training in place and numbers across the trust are significant.
- Continued training on CAF and safeguarding levels 1 and 2 with a multi-agency focus.
- Continued support for staff in children’s centres and extended services to support integrated working.
- Regularly consulting with service users to see if it is making a difference.

### d) Actions to improve integrated working practice (Green arc)



- We want to ensure the entire workforce is clear how their role contributes to improving outcomes for children and young people and their families.
- Lead professionals come from all agencies and are well supported.
- Best practice is celebrated and used to support new projects.
- “Think Family” approach will be used by all professionals working with families.
- Training in making quality assessments will be delivered.
- Leadership and management in integrated working will be delivered.

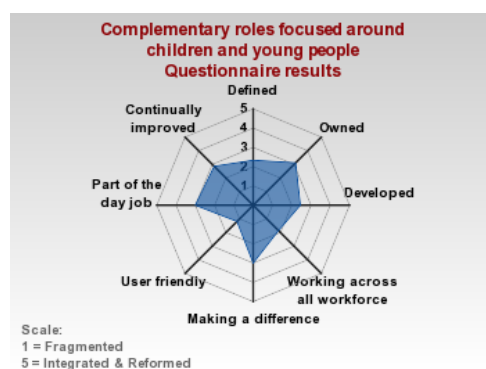
## e) Actions to improve appropriately trained workforce (Blue arc)



In order to meet the needs of this arc the Trust will:

- Develop quality assured cost effective induction, training and investing in the skills and qualifications of the trainers.
- Delivering an integrated Children's Trust CPD offer (web based) that all members can access
- Introducing a tiered approach to training with clearly identified training and skills identified for universal, targeted and specialist staff in the workforce.
- Continue to support sector specific and multi-agency leadership and management programmes.
- Support training needs analyses on a regular basis.

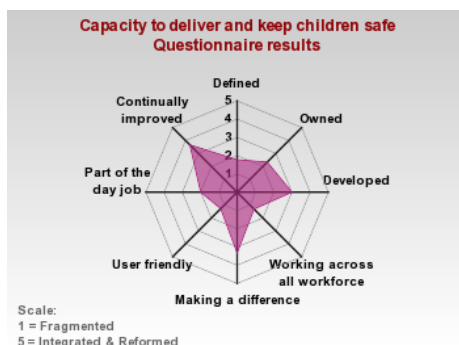
## f) Complementary roles (indigo)



Support for development of the indigo arc will be covered by the other arc priorities. However in addition the following will also be put in place:

- Everyone being clear how and when they should work together.
- Induction includes awareness of all sectors across the trust.
- Adult services being aware of the roles within children's services.
- Opportunities to coach and second across sector boundaries will be promoted where possible.

## g) Actions to keep children safe (violet arc)



A key priority for the Herefordshire's Children's Trust including the Herefordshire Safeguarding Children Board is to ensure this arc is robust and monitored. In order to be where we want to be the Trust will:

- Ensure all organisations have in place safer recruitment policies in place.
- Ratify a training and development plan for safeguarding to support all sectors.
- Insist all agencies keep up to date records of those trained and to what level.
- Communicate to the entire workforce its role in safeguarding and wider safeguarding issues.
- Ensure the wider children's workforce, including Adult services, understanding of the referral processes.
- Deliver a well developed, easily accessible inter-agency training programme for all.
- Ensure the learning from serious case reviews are adopted by all sectors and embedded in practice.

## **Appendix B Sector specific priorities**

These have been developed by the individual sectors and are in addition to the integrated working actions. The sector specific priorities are contained within the individual plans for these sectors but the priorities need to be recognised in order to make the most of a Children's Trust approach and to prioritise training across trust partners.

A new tiered model for training will be introduced to improve workforce planning throughout every sector.

### **Herefordshire Safeguarding Children Board**

The HSCB has now published its new business plan and the training and development sub group has a clear role in supporting the workforce strategy. This sub group is responsible for ensuring that single agency training is developed by each agency and that inter-agency training programmes on safeguarding and promoting the welfare of children/young people are provided to meet local needs. It also has the responsibility to ensure that both single and inter-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training as described in the draft revised Working Together 2010. It is chaired by the Workforce Strategic Manager of Herefordshire Council.

Herefordshire Safeguarding Children Strategic Board has four strategic priorities for the coming year. These have been identified as a result of learning from Serious Case Reviews in Herefordshire and from the national biennial review of Serious Case Reviews. These strategic priorities are:

- Information Exchange
- Hidden Harm and Domestic Violence
- E-safety and anti bullying
- Young people temporarily placed in Herefordshire

Training and workforce development are being designed to support these priorities. As a result of work commissioned by the Children's Trust Action for Children have advised HSCB in the development of its workforce strategy and these will be the priorities for the next two years.

- A clear training strategy linked to Working together 2010 Chapter 4
- A quality assurance scheme for single agency safeguarding training
- Improving the capacity for training to cover the new tiered model and priorities of HSCB
- Supporting improvements in knowledge, understanding and skills through induction training, e learning, network meetings etc.
- Communicating and informing staff of developments to keep the workforce up to date and aware of best practice and new developments in safeguarding.

Detailed plans can be found in the training and development work schedule for 2010 -11.

### **Early Years and Childcare Workforce**

Working with partners to build on the success of the 10 year childcare strategy we need to ensure that this is a highly skilled, well qualified workforce which attracts, retains and

develops people who can make a real difference for children in their earliest years within high quality settings. On release of updated 10 year childcare strategy this will be reviewed.

Current priorities for 2010 -12

- Support Early Years Professional (EYP) graduate leaders in all Full Day care Settings with emphasis on disadvantaged areas
- Level 3 EY as minimum qualification in all settings
- Support for leaders and managers in all Early Years settings.

## **Social, Family and Community Support Workforce**

Excellent social workers are vital to protecting children and young people from harm. They have a key role in working with other agencies to support vulnerable children, young people and families. Alongside national programmes we will be supporting the following initiatives for social workers.

- Programmes to support Newly Qualified Social Workers (NQSWS)
- Support programmes for the early professional development of social workers
- Support different routes into social work
- Support experienced social workers

Beyond social work itself are a wide number of diverse staff (paid and volunteer as well as parents themselves) who are vital to the well being of children. In order to support these staff we will prioritise;

- Improved CPD opportunities at level 3.
- Provide training and support for foster carers
- Work with employers, unions and Herefordshire Public Services to support care assistants, family support workers and similar roles.

## **Youth Workforce**

Based on the commitments outlined in Aiming High for Young People, Herefordshire will continue to support development of youth leaders through training for those running integrated youth support services, including support for those in the third sector. We will support the development of the youth professional status.

Priorities will be to:

- Create more training opportunities across the youth sector in all settings to enhance integrated working
- Improve Youth workforce training at levels 3 and 4

## **Education Workforce Development**

Continuing to develop the schools workforce is critical for achieving our vision of 21st Century Schools. We will continue to work on recruitment of high quality entrants, particularly in shortage subject areas and to build on the workforce remodelling undertaken over the last five years.

## **Schools workforce**

- Building on our work with continuing professional development (CPD) we will work on helping school to access the qualifications framework and will work with our Higher Education institutions (HEI's) to support introduction of the masters in teaching and learning. With reference to the further education workforce the 14 – 19 workforce development plan will support quality teaching and learning across all sectors for the 14 -19 population.
- Through our remodelling work we will continue to support a collaborative approach to CPD and the role of the CPD co-ordinator.
- As part of our Training Development Agency (TDA) grant we will develop the role of the personal tutor as part of our pathfinder status.
- We already support a wide variety of leadership programmes alongside a number of providers but will continue to support succession planning as we face increasing numbers of head teachers reaching retirement age. Through our leadership framework and support of workforce development we will support those at all stages of their careers. The strategy also recognises the importance of supporting governor training and development.
- We will continue to be pro-active in our support for business managers and support their collaboration, to ensure that resources are used effectively in 21st Century Schools to achieve the best outcomes for children and young people.
- School support staff have a crucial part to play in improving outcomes for pupils. We will continue to support our support staff and their professional development through development of a framework.
- Supporting the FE sector in their diverse delivery role including 14 – 19 developments.

## **Youth Justice Workforce**

In line with section E1 (Workforce Development) of the Hereford and Worcester YOT plan the Children's Trust will support the priorities identified across both authority areas. Career pathways have been facilitated by reviewing job descriptions so that a path can be followed from seasonal work to qualified YOS officer. However it is clear that the YOS workforce need to be involved in integrated workforce developments in the following areas: Safeguarding, Common assessment framework (CAF), Targeted Youth Support, The scaled approach and The Youth Rehabilitation Order.

In addition the following skills and training requirements have been identified: Induction, Assessment, Engagement, Intervention and communication skills.

## **Health Workforce**

Children's health and wellbeing is vital to the every child matters outcomes. The Health workforce covers a wide range of staff, working in universal, targeted and specialist services including health promotion as well as services that are required when children are ill (both acute and long term). These professionals are employed to work solely with children and young people liaising with other agencies, and colleagues in adult health services to ensure the health needs of the child and young person are met. The following list is not exhaustive but it indicates how many people are involved: paediatricians, children's nurses, midwives,

neo-natal nurses, school nurses, health visitors, paediatric surgeons, allied health professionals, child psychiatrists, clinical psychologists etc.

The Department of Health is introducing a national and co-ordinated modernising careers programme for nurses, doctors, allied health professionals and scientists. It is also exploring the opportunity and impact of moving towards a graduate registered nursing profession. Each Strategic Health Authority has recently published its strategic vision for their future health services.

A key issue for all parts of the workforce is appropriate training on child protection, to ensure all staff have the knowledge and skills to identify signs that a child may be at risk of harm and to respond appropriately.

## **Sport, Leisure and Play Workforce**

Sport and leisure contribute significantly to children and young people's good health and wellbeing and their enjoyment of school and life. In Herefordshire there is a rich tradition of both sport and leisure activities. However as resources become limited we need to ensure the universal delivery is maintained.

The people who work in school and community sport are key to delivering the offer of five hours of high quality PE and sport to children and young people which will be part of the inheritance of the London Olympics and beyond. The workforce includes professionals and volunteers and whilst the school and community sport workforce has been developing steadily since 1997, the priority is to continue to grow, embed and sustain it. This includes attracting and retaining the paid workforce and volunteers with clear career progression pathways.

Evidence shows that engaging in creative and cultural activities contributes to children and young people's social and personal development, providing the foundations for effective learning. A very diverse range of professionals deliver these opportunities for children. Some are within the formal education sector, others in museums and libraries and some are in less formal or freelance positions. This diverse workforce is led by a range of different bodies, and workforce development very varied. We also know that there are skills shortages in relation to cultural education across the whole sector and a need for clear ongoing professional development.

There is a national recognition that in order for children and young people to thrive, they need high quality play opportunities. The Children's Trust will continue to build the play workforce; Working with Skills active and CWDC to support the development of play leaders through a range of qualification and CPD opportunities.

Current priorities for 2010 – 2012

- Support the training of the Play Workforce through gaining relevant level 3 qualifications
- Support leadership and management programmes
- Improve the range of CPD and training available to all settings

## **Staff working with vulnerable Children, Young People and their families.**

In order to reduce inequalities and support those most at risk of disadvantage the Children's Trust wants to support those working with the most vulnerable children and young people. In order to do so, workforce development will be prioritised in the following areas:

- Support for Educational psychologist development and their CPD
- Support for those working with parents and families
- Support for those working with vulnerable children (including Looked After Children)
- Support for staff working in sex and relationships particularly those working with teenage pregnancy and in the field of sex and relationships education.
- Providing sufficient training and support for those working with substance misuse and domestic violence.

## Appendix C National context and drivers

There are a significant number of national and local drivers for workforce strategy arising from government policy, of which some of the main ones are set out below:

- The Children's Act 2004 and Every Child Matters make profound changes in models of service delivery and structures for young people, together with a statutory requirement to produce a children's workforce plan
- The Children's Workforce Strategy 2020. This document sets out the priorities for the children's workforce until 2020. (DCSF)
- Working together to safeguard children HMSO
- The Protection of Children in England: A Progress report by Lord Laming
- The NHS Next Stage Review (the 'Darzi' Review) is leading to fundamental reform in the NHS, including approaches to commissioning, care pathways and workforce planning. Herefordshire PCT is actively involved in all local work streams involved with implementation of the Review
- The NHS Operating Framework for 2009/10 sets out unchanged priorities for 2009/10.(Improving cleanliness, reducing infections, improving access to primary and secondary care, keeping adults and children well, improving their health and reducing health inequalities)
- Within local government, the most significant document is the Local Government Workforce Strategy 2007, which sets out 5 priority themes for action of organisational development, leadership development, skills development, recruitment and retention and pay and rewards

### Linked documentation

1. Shaping the challenges of today to meet the challenges of tomorrow  
The Workforce Strategy for the Further Education Sector in England, 2007 – 2012  
<http://www.lluk.org/fe-workforce-strategy.htm>
2. Quality training, Quality play 2006 – 2011
3. Ten year strategy for childcare
4. National standards for leaders in Children Centres
5. Social worker reference materials
6. New generic social work degree, National training strategy, integrated and qualified, National Social Care Leadership and Management Strategy, National common induction standards, PQ framework for social workers, National minimum standards for children's Residential Homes
7. Foster Care documentation. National framework for the support and training of foster care and adoptions. Care Matters and National minimum standards for Foster Care
8. Schools -School pay and conditions document and workforce monitoring agreement. LDSS occupational standards.
9. Youth Services - Youth Matters and Aiming high for young people.
10. Health - NHS knowledge and skills framework. Skills for Health competencies; Working with children.
11. PVi sectors. National and voluntary Community Sector Strategy.
12. Leading and managing children's Services.

Organisations used to inform the strategy:

- Training Development Agency
- National College for School Leadership
- Children's Workforce Development Council
- National Health Service Leadership Centre
- Local Government Association

## Appendix D

### **a) Workforce Strategy Steering Group Membership responsible for the production of this Strategy (April 2010)**

Chair: Sharron Goode, Workforce Strategy Manager (Children's Trust), Herefordshire Council  
Alison Murphy, Workforce Development Officer (Early Years), Herefordshire Council  
Andrew Hasler/ Lydia Bailey, Improvement (Workforce Strategy), Herefordshire Council  
Andy Preedy, Assistant Community Youth Service Manager (Youth Service), Herefordshire Council  
Kaye Berry, Manager, Connexions  
Liz Wallace, Human Resources Manager, Organisation Development, Herefordshire Council  
Melanie Ganderton, Human Resources Manager, Herefordshire Council  
Paul Nicholas, Workforce Development Advisor, Herefordshire Council  
Phil Kendrick, Youth Offending Service  
Vicky Turner, Police Constable, West Mercia Constabulary  
Richard Betterton, Third Sector workforce development advisor  
Roger Clarke – Learning & Workforce Development Advisor

### **b) Current Workforce Strategy Steering Group – responsible for monitoring and embedding the strategy June 2010 onwards**

Richard Betterton, CHIG representative workforce development  
Phil Kendrick, Youth Offending Service  
Liz Wallace, Human Resources Manager, Organisation Development, Herefordshire Council  
Melanie Ganderton, Human Resources Manager, Herefordshire Council  
Sharron Goode, Workforce Strategy Manager (Children's Trust), Herefordshire Council  
Police representative – representative to be confirmed  
Tim Fewell, Head of 11 -1 9 Integrated Services  
Lorraine Fewtrell, Principal housing advisory officer  
Lisa Green, Head of Service (Fieldwork)  
Tina McGrath, Head of locality services  
Jade Brooks, Service Improvement Manager (integrated commissioning)  
Health provider services – representative to be confirmed.

## Appendix E Scores from OCWT analysis

Red = very low

Green = very high

	Define what's needed	Get the right people to help	Develop it	Get it working across the workforce	Ensure it makes a difference	Make it user friendly	Get it established day-to-day	Regularly review and improve
Shared identity, purpose and vision	3.3	2.6	3.2	4.3	4.1	3.3	3.3	3.5
Common values and language	2.9	2.6	2.6	3.3	3.8	2.7	2.7	2.6
Behaviours focused on positive outcomes	2.8	2.5	2.3	3.1	3.4	2.7	3.3	3.4
Integrated working practices	2.8	2.9	2.5	3.3	3.8	2.8	2.7	3.2
High quality, appropriately trained workforce	2.6	2.8	2.5	3.0	2.9	2.5	3.1	2.4
Complementary roles	2.6	2.6	2.6	3.0	3.1	2.8	3.1	2.7
Capacity to deliver & keep children safe	2.5	2.2	3.2	2.9	3.5	3.1	2.4	3.3
FCM outcomes	3.7	2.8	3.6	3.6	3.1	4.2	3.6	4.1