

Wirral Children's Trust - Workforce Development Strategy Action Plan 2012 -15

Priority 1. Develop our leaders and managers								
Area of Focus	Action	Output	Responsibility	Timeframe	Milestones	Resources / Cost	Risk	Progress to date
1.1 Performance Management	1.1.1 Build performance management framework and have it agreed and in place	a. Performance management framework in place	GF	Sept 2013	<ul style="list-style-type: none"> Research the framework requirements Framework document produced Document shared and approved by group 	OD LB		Draft Framework developed
		b. 250 people trained per annum	GF	December 2014	<ul style="list-style-type: none"> Training programme produced Resources allocated Delivery undertaken 	OD HW	<ul style="list-style-type: none"> Staff do not make themselves available to do training 	
		c. Managers able to undertake high quality performance management sessions	GF	Within 3 months following undertaking formal training		OD Snr Manager assessment		

<p>1.2 Assess and Benchmark L&D Workforce Knowledge, Skills and Behaviour</p> <p><i>e.g. common induction framework</i></p>	<p>1.2.1 Review the Children's Trust Workforce generic L&M competencies to assess:</p> <ul style="list-style-type: none"> • Are they still relevant • Are they known • Are they used 	<p>a. Inform our L&D strategy / plan</p>	<p>SB</p>	<p>April 2013</p>	<ul style="list-style-type: none"> • Schedule time for review to take place 	<p>AH</p>		
<p><i>, leaders development & managers document</i></p>	<p>1.2.2 Assess if leadership and management development is informed by national policy, local policy and context (should this be moved up as it relates more to policy approaches rather than people)</p>	<p>a. Status against national policy is known and understood</p>	<p>HW</p>	<p>April 2013, annual review</p>	<ul style="list-style-type: none"> • Compile details of national policy etc to measure Wirral standard to 	<p>JD</p>	<ul style="list-style-type: none"> • Changes in national policy may conflict with deadlines i.e. new legislation passed after proposed completion date 	

	1.2.3 Benchmark generic L&M knowledge, skills and behaviour of the workforce	a. Inform our L&D strategy / plan	SB	April 2013		AH		
	1.2.4 Benchmark line management capacity against a range of common core competencies	a. Inform our L&D strategy / plan	SB	April 2014		AH		
	1.2.5 Assess if core behaviours are required across the partnership	a. Assessment undertaken and results identified	SB	December 2012	<ul style="list-style-type: none"> Undertake assessment 	AH YAB		
1.3 Training Needs Analysis	1.3.1 Undertake a joint training needs analysis to inform the L&D Strategy / plan	a. Needs clearly identified	SB/G F	April 2014	<ul style="list-style-type: none"> Design a training needs analysis process (as automated as possible) 	YAB	<ul style="list-style-type: none"> Low participation from CT membership 	

	1.3.2 competency / behaviour gap identified	a. Gaps identified	CWD G	June 2014				
1.4 Develop Strategy / plan	1.4.1 Develop a L&D strategy / plan to meet the partnership requirements identified	a. L&D Plan produced and in place	SB and GF	September 2014	<ul style="list-style-type: none"> • Conduct an EIA 	OD Team and HW		
	1.4.2 In line with findings from 1.2 - develop core behaviours framework in consultation with partners and people who use services	a. New methods of learning and development implemented, in differing locations – making the most of resources	CWD G	ongoing	<ul style="list-style-type: none"> • Contact partners and schedule time for the consultation 		<ul style="list-style-type: none"> • Not gaining an adequate sample of the CT to undertake consultation 	
1.5 Implement	1.5.1 Through actions outlined in Priority 2 – 5	a. Share plan with Children’s Trust and published in relevant places	SB	December 2014		Admin/secr etariat support	<ul style="list-style-type: none"> • The plan is not read and implemented by managers 	
1.6 Monitor and review	1.6.1 Review Integrated knowledge and skills framework	a. Monitor activity and milestones	SB	At bi monthly meetings		All meeting members		
		b. Review completed		December 2012				

	1.6.2 Inform leaders and managers about differing leadership approaches and their applicable e.g. distributed leadership, integrated leadership and matrix management	c. Bespoke leadership offer including as applicable training, conferences, networking developed in line with requirement	GF	June 2013	<ul style="list-style-type: none"> Leadership support package developed (1.6.1) 	CR		
1.7 Leader- ship Support	1.7.1 Develop a package of leadership support	a. Leadership support package in place	HW	Feb 2013		CR		
		b. Current leadership and development offer is utilised by appropriate parties e.g. ILM, Skills for Wirral Managers	CWD G	September 2012	<ul style="list-style-type: none"> Articulate the offer Market opportunities 	Chris Rollinson (ILM) OD team (Skills for Wirral Mgrs)	<ul style="list-style-type: none"> Inadequate capacity to meet training demands in a timely fashion 	
	1.7.3 Develop activities to share learning from current practice		AC	ongoing		AC		

1.8 Impact and Evaluate	1.8.1 Assess and evaluate impact of plan on leaders, managers, other employees, service users	a. Design and implement a mechanism for feedback	SB/G F	Dec 2014 and ongoing	<ul style="list-style-type: none"> • Look at IEA for milestones • employee appraisal • External audit/critical self assessment • Customer feedback sought and gained 	BS	<ul style="list-style-type: none"> • Difficult to identify the impact of other factors on outcomes 	•
	1.8.2 Review feedback provided and use to inform future plan		SB/G F		<ul style="list-style-type: none"> • Percentage of training uptake 	BS	<ul style="list-style-type: none"> • Only limited feedback 	•
	1.8.3 Share feedback with the workforce group		SB/G F	Bi monthly		BS		
1.9 Child Poverty	1.9.1 Develop child poverty e-learning	E learning package in place	LL	Oct 2012		JT		Completed ready for pilot rollout
	1.9.2 Deliver train-the-Trainer child poverty	Trainers trained on delivery of programme	LL	Oct 2012 Commence delivery		JT	Train trainer package developed	Train the trainer package developed and ready to roll out

Priority 2. Develop a strategic approach to attracting and developing opportunities for the joint children's workforce								
Area of Focus	Action	Output	Responsibility	Timeframe	Milestones	Resources / Cost	Risk	Progress to date
2.1 A collaborative approach to recruitment and selection	2.1.1 Identify key posts requiring a collaborative approach to recruitment and selection e.g. hard to fill posts	a. Posts identified	LE	Dec 2012		HR across partners	Gaining accurate post information whilst departments are being restructured	
	2.1.2 Scope options for collaboration and develop joint principles on issues including: <ul style="list-style-type: none"> • Interviews and selection processes • Involvement of children and adults (people who use services) • Practice 	a. Framework of opportunities developed	LE	April 2013	<ul style="list-style-type: none"> • Collate information on existing processes • Identify good practice • Assess commonalities and differences in processes • Draft principles from the above 	HR across partners		
	2.1.3 Undertake appropriate collaboration activities	a. Joint careers fairs, stakeholder panels etc	LE	ongoing	Inform group of any projects in the pipeline that could be collaborated on	HR across partners	Conflicting timetables could make joint events a challenge	

					Identify appropriate activities fro collaboration			
2.2 A C&YP induction framework and programme	2.2.1 Discuss the findings from the review and the common induction programme	a. Analyse to inform future direction	LL	March 2012				Completed
	2.2.2 Update common induction programme in line with review findings to ensure it is fit for purpose	a. Modernised common induction programme that is fit for purpose	LL	June 2012	Dependant on 2.2.1		<ul style="list-style-type: none"> Delays in the review being undertaken 	Completed
	2.2.3 E learning developed to support face to face delivery	a. E learning package developed and in place	LL	Sept 2012		Jon Taylor – OD team		Completed
2.3 Promote C&YP workforce as a career opportunity	2.3.1 Identify pathways into employment and agree a targeted approach	a. Attend careers events Apprenticeships Work experience	GF	ongoing	<ul style="list-style-type: none"> Discuss policy for LAC ring fencing or guaranteed interview 	HR / OD Team		

Priority 3. As an outcome of Priorities 1 and 2 – Delivery of development activities for children and young people’s workforce								
Area of Focus	Action	Output	Responsibility	Timeframe	Milestones	Resources / Cost	Risk	Progress
3.1 Assess and Benchmark Workforce Knowledge, Skills and Behaviour	3.1.1 Identify and review cross organisational generic competencies and capabilities	a. Findings inform job descriptions and person specifications	SB	April 2014	<ul style="list-style-type: none"> Create a monitoring framework 	All		Completed - initial assessment and TNA of competencies
	3.1.2 Identify key stakeholders e.g. DASS	a. Key stakeholders identified and engaged with the process	GF	ongoing	Liaise with Trust admin for details Research new additions to the third sector - see Charities commission and others	YAB		
	3.1.3 Identify and scope opportunities for early intervention and prevention	a. Opportunities identified and assessed	LE / SH / JD	April 2013	Using information from 3.1.1 review			
3.2 Review current training provision through training needs analysis	3.2.1 Assess current single and multi agency training undertaken across the Children’s Trust	a. Current training activity scoped	HW	Dec 2012	Draw up a template for returns (see 3.2.2) Contact Trust organisations to request information	JM JD SH ML LB	<ul style="list-style-type: none"> Inadequate number or returns from the training needs analysis 	Work in progress – almost completed

					Arrange meetings with strategic members and ad hoc meetings upon request Chase up returns			
	3.2.2 As part of assessment identify delivery methods, location, attendance levels etc	a. Informs future training needs in years 2 and 3	HW	March 2013	Include criterion e.g. method etc, in the returns template doc 3.2.1 data	JM JD SH ML LB		
	3.2.3 Develop appropriate development activities	a. Development activities developed	CWDG	March 2014		JM JD SH ML		
3.3 Learning and Development Strategy / Plan	3.3.1 Produce a learning and development strategy	a. Strategy implemented	HW	Dec 2013		Training partners		
	3.3.2 Development of a programme of joint activities to train the workforce in line with identified training needs	a. Joint L&D across the children's workforce and with SAPB as applicable	HW	March 2014		Training partners	Provision is to meet the diverse needs across the Trust	
		b. High quality,	HW	Following	• Monitor the uptake	Training partners		

		appropriately trained workforce through joint learning and development		learning and development	of training			
		a. At least 25% of staff trained and competent, delivering high quality services place	HW	December 2013	Provide the capacity for 25% of staff to undertake the training Monitor the uptake of training Encourage greater uptake where required Create a mechanism for trained staff to provide an update when they begin delivering on the training	Training partners		
		b. At least 50% of staff trained and competent, delivering high quality services place	HW	September 2015	As above	Training partners		

		c. At least 75% of staff trained and competent, delivering high quality services place	HW	April 2016	As above	Training partners		
	3.3.3 Develop capacity across the third sector	a. Capacity developed	LL	April 2014	<ul style="list-style-type: none"> • Invite third sector to training 	Training partners		
	3.3.4 Promote behaviours focussed on outcomes for young people	a. People are aware of and understand their role in relation to outcome focussed behaviours based upon the needs of the children and young people	JM	June 2013	<ul style="list-style-type: none"> • Produce a briefing that outlines the required information with practical guidance • Cascade information to the Trust and publish in relevant places 	Young people ML		
3.4 Implementation and Evaluation	3.4.1 Joint learning and development activities evaluated to inform ongoing	a. Training embedded in practice	SB/GF	With 3 months of training being undertaken	<ul style="list-style-type: none"> • Identify evaluation criterion 	Manager led assessment of competence		

	developments			ken		SB		
		b. Staff competence levels maintained	SB/GF	ongoing		Individual and line manager SB		
	3.4.2 Promotion and communication plan developed		SB/GF	June 2013		with CYPD Communications/ Nikki Mullineux SB		
3.5 A clear framework of career progression linked to generic competencies and capabilities	3.5.1 Develop career pathways for generic roles across CYPD workforce	a. Map of career pathways and associated qualifications / learning in place	DV and Connexions	January 2014	<ul style="list-style-type: none"> Contact HR for supporting information on the pathways 	Operational Managers HR across partnership (CSDT business analysts do processes mapping)?		
3.6 Generic key workers pilot	3.6.1 Support the pilot of key workers for intensive support with families identified as level four across the partnership.		LE	April 2013	<ul style="list-style-type: none"> Identify level four families Draw up terms for participation in the pilot 			
	3.6.2 Extend options for skills development, knowledge and		LE	April 2014				

	skills, identifying new ways of working, increasing capacity and improving outcomes to staff working with families at level two and three and work with staff to achieve this							
3.7 Child Poverty	3.7.1 Develop child poverty e-learning		LL	Oct 2012		JT	1.9.1 Develop child poverty e-learning	Completed
	3.7.2 Deliver train-the-Trainer child poverty		LL	Oct 2012 - delivery		JT	1.9.2 Deliver train-the-Trainer child poverty	Completed about to roll out

Priority 4. Develop integrated working								
Area of Focus	Action	Output	Responsibility	Timeframe	Milestones	Resources / Cost	Risk	Progress
4.1 Integrated workforce strategy	4.1.1 Identify learning points from integrated workforce strategy	a. Information available to inform future integration programmes	TC / JD	Ongoing	<ul style="list-style-type: none"> Develop process to share practise. 	AC		
	4.1.2 Identify mechanisms to	a. Facilitate two briefings		Two per	<ul style="list-style-type: none"> Outline content of 	AC		

	share good practice and information from 4.1.1 e.g. focus groups, briefings, conference etc	per annum relating to learning from current practice and other agreed sharing outlets		annum and ongoing	the brief <ul style="list-style-type: none"> • Draft brief and circulate before meeting 			
4.2 Raise awareness of integrated working	4.2.1 Use the LTP definition and egg timer model of 'integrated workforce'	a. Common definition and egg timer model in place	TC / JD	Align with LTP timeframe when known	<ul style="list-style-type: none"> • Identify channels including the above to cascade information 	LTP – work stream 3 (workforce re-modelling) lead		
	4.2.2 Hold communication activities to raise awareness	a. Awareness of integrated working enhanced	TC / JD	September 2012				
4.3 Research and share best practice	4.3.1 Gather learning from best practice to inform the support required with regard to integrated working	a. Support requirements realised	TC / JD	ongoing				
		b. Support plan in place and operational	TC / JD	ongoing	<ul style="list-style-type: none"> • Identify avenue to feedback good practise • Collect good practise examples 			
4.4 Joint learning and	4.4.1 Joint learning and	a. L&D opportunities	TC / JD	March 13		Training staff		

development	development opportunities identified	identified				across partnership HW SW OD Team		
	4.4.2 Key stakeholders identified e.g. DASS	a. Key stakeholders identified and engaged with the process	TC / JD	Dec 12				
	4.4.3 Joint learning and development activities undertaken	a. Joint L&D across the children's workforce and with SAPB as applicable	TC / JD	Sept 13	<ul style="list-style-type: none"> • Dependant on 4.4.1 	Training staff across partnership HW SW OD Team	Delay in identification of the joint learning and development activities	
	4.4.4 Joint learning and development activities evaluated to inform ongoing developments	a. Practice embedded	TC / JD	March 14	<ul style="list-style-type: none"> • Identify evaluation criteria 	Evaluation by line manager	Delay in identification and implementation of the joint learning and development activities	<ul style="list-style-type: none"> •
4.5 The removal of workforce barriers	4.5.1 Identify workforce barriers and options for removal	a. Workforce barrier identified	TC / JD	Sept 13				
		b. Plan to remove workforce barriers developed	TC / JD	Dec 13		HR across partnership		

Priority 5. Put safeguarding at the forefront of workforce development								
Area of Focus	Action	Output	Responsibility	Timeframe	Milestones	Resources / Cost	Risk	Progress
5.1 Monitor, review and feedback safeguarding activity	5.1.1 Report safeguarding L&D multi agency activity from LSCB to the Children's Trust including: <ul style="list-style-type: none"> • Attendance levels • Evaluation 	a. Regular updates on safeguarding to Children's Trust	SB / GF	Quarterly	Collate safeguarding data	Safeguarding Learning & Development sub committee SW DK	Programme development and activity	

Priority 6. Undertake effective workforce planning								
Area of Focus	Action	Output	Responsibility	Timeframe	Milestones	Resources / Cost	Risks	Progress
6.1 Workforce Planning	6.1.1 Agree workforce data gathering framework / approach	a. Single data collection method in place	SB	July 2012		YAB	A single tool for data collection is critical	Completed –method to gather workforce data as part of TNA Process
6.1.2 Gather and analyse current workforce data	a. Data collection undertaken across partners	JM	Oct 2012	Ensure access to available data	All YAB	Some data may not be available, therefore comparisons between		

						similar organisations may be required.		
6.1.3 Cross reference workforce data against key indicators e.g. the local population, social work graduate rates etc	a. Analysis completed	JM	Jan 2013	<ul style="list-style-type: none"> Collate key indicators data 	All YAB	Delivery of the raw data will inform the ability to analyse data within the timeframe set		
	b. Report of findings generated and shared with CWDSG	JM	Feb 2013		All YAB			
6.1.4 Undertake visioning sessions to develop the future vision and develop ownership and engagement	a. Individuals, teams and organisations own and are equipped to deliver the vision	JM	As required	Produce meeting agenda Schedule joint meeting for sessions to take place	OD Team HR / Training Service Managers			
6.1.6 Support workforce remodelling		JM	As required		HR			

6.1.7 Produce an annual workforce plan	a. Workforce plan in place	JM	Align to the business planning cycle	Produce a draft document Circulate Get agreement on the document	All	Future plans for sustainability cannot be developed without a WFP.		
6.1.8 Review NWEO WFP tool to consider appropriateness to CYPD workforce	a. benchmark of current WFP position	JM						