

Creating a world-class workforce
for children, young people and families



Local Workforce Strategy Partners Programme 2007 - 2010

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

**Engaging the third and private
sectors in Local Workforce
Strategies**

**Progress and
learning in 2007-08**

Contents

Introduction	03
Purpose of this report	04
How we collected information for this report	05
Background to the workforce strategy partners programme	06
Work supported through the fund	07
Who holds the WSPP contracts	09
How WSPP affects services to children, young people and families	11
How WSPP affects third and private sector networks	13
Key partners involved with WSPP	14
How WSPP affects partnership working	15
Challenges and learning	18
What WSPP projects did in 2007-08 (nationally and regionally)	19
Key lessons – next steps for CWDC	25
Appendices	29

Introduction

The local Workforce Strategy Partners Programme is CWDC's funding scheme to support third and private sector engagement in local workforce strategies. The Children's Plan (December 2007) outlines the vision for one workforce supporting our children. This one workforce is diverse and dynamic in its make up and is just beginning to develop its identity. These are crucial months for the third, private and statutory sectors to work together to develop the children's workforce and its identity. The task is not easy, and this report captures the local achievements and developments of WSPP during 2007-08, as well as the challenges faced. It also highlights the lessons learnt from WSPP projects which have significantly influenced CWDC's business plan this year.

I would like to thank all who have taken part in WSPP projects, particularly the organisations listed in appendix A. Without your effort, the first year of WSPP projects would never have happened. Thank you also for sharing your learning and contributing to the building identity of the children's workforce.

Best wishes



Deirdre Quill
CWDC Director of Workforce Reform and the Regions



Purpose of this report

The purpose of this report is to reflect on the first year of the CWDC local Workforce Strategy Partners Programme (WSPP 2007-8). It will be of interest to a wide range of audiences and inform future activity to support local integrated workforce reform strategies.

Those with a key interest in this review will include:

- CWDC
- WSPP contract holders
- Those leading and working on WSPP projects at local level in all sectors
- Strategic partners within local children's trusts
- Other parties who may be interested in learning about WSPP

At the time of collating information for this report, 125 local WSPP projects were operating across England and 118 people provided us with information including:

- WSPP contract holders
- Local Authority partners involved with WSPP
- Forums and networks involved with WSPP

This report considers what has changed as a result of WSPP during 2007-08; it is not an account of individual project descriptions. Not all of those involved with the programme have been able to provide us with information; therefore, this report is a snapshot of activity in 2007-08 and is not a verified and tested account of WSPP. Please note that statements given to us have not been verified by CWDC and are anecdotal.

How we collected information for this report

Between January and April 2008, WSPP partners were invited to attend a regional learning event or to complete a written feedback questionnaire. Each CWDC Regional Development Manager used the information gathered to produce a regional WSPP progress report. Information from the nine regional reports was collated to form the basis of this report. A reporting template was developed to ensure that each regional report was presented consistently and the same questions asked in each region. A copy of this template can be found at appendix B.

The following four regions held regional learning events:

- Yorkshire and the Humber
- East Midlands
- East of England
- South East of England

Five regions used questionnaires:

- North East of England
- North West of England
- West Midlands
- London
- South West of England

Style of the learning events and questionnaires

Learning events were designed to be open and relaxed to encourage information sharing and conversation between projects. WSPP partners were split into discussion groups and different projects within the same region were able to learn from each other and share their experiences. A sample agenda from an event can be found at appendix C.

Questionnaires were distributed to WSPP partners where an event was not held in a region and these were structured to allow for open responses to questions wherever possible. A copy of this questionnaire can be found at appendix D.

The events and questionnaires were both designed to focus on key themes and we were particularly interested to learn if and how WSPP has affected the role of third and private sector networks. We also wanted to find out about changes or developments in partnership working arrangements. WSPP partners also told us what challenges they had experienced in delivering their projects during 2007-08.

Background to the Workforce Strategy Partners Programme

In 2006/07 CWDC launched the PVI Fund; a scheme developed to support the involvement of private, voluntary and independent (PVI) employers in local workforce activity. This fund aimed to give PVI organisations the opportunity to become fully involved in planning and improving services for children and young people. It also aimed to identify what skills the third and private sector workforce needed to achieve this.

The PVI fund was later adapted to become the local Workforce Strategy Partners Programme (WSSP) in 2007/08. The overall aim of WSSP is to support the involvement and engagement of the third and private sectors in the development, delivery and review of local and regional integrated children's workforce strategies and their action plans.

In April 2007 WSSP funding was made available to each Children's Trust in England to support this work for a period of three years¹. The amounts allocated were:

- Up to £20,000 per year for unitary authorities, metropolitan boroughs and London boroughs
- Up to £30,000 per year for shire counties

A key focus of the local WSSP fund is partnership working. Whilst the fund supports activity relating to the third and private sectors, it also supports a range of sectors in working together to ensure integration. The application process was therefore designed so that only one proposal per Children's Trust area could be put forward and competing proposals were not received. To ensure the backing of key local partners in the third and private sectors, as well as commitment from the local authority, all applications were signed by the Director of Children's Services (or equivalent) and agreed through Children's Trust arrangements.

¹subject to CWDC receiving funding for this area of work throughout the full three years of the programme.

Work supported through the fund

The nature of WSPP projects differ from area to area, due to the focus on local workforce strategies, and the specific priorities within each local area.

The majority of WSPP projects undertake work on a number of workforce development activities throughout the lifespan of their programme. However, the most popular areas of work during 2007-08 have been:

- mapping the third and private sector workforce
- undertaking training needs analysis
- supporting capacity building within the third and private sectors

Significant delivery of training has also taken place, with over 5,000 individuals receiving training.

WSPP project leads were invited to select their **top five** key areas of activity planned for each year of their programme. 97 projects provided us this with this information and the list on the following page shows the key areas of activity project leads were asked to select from, including the number of responses¹ (see page 8).

Where to find more details about local WSPP projects

Further details about local WSPP projects can be found by visiting the WSPP section of the CWDC website www.cwdcouncil.org.uk/WSPP. A national and regional list of project summaries is available and the **WSPP Infobank** also provides a breakdown of which local areas are working on the key areas of activity listed on page 8.

Activity in 2007/08	Number of projects self-selecting this topic
Mapping the private and third sectors / workforce data	41
Training Needs Analysis	38
Capacity building to support engagement in local workforce strategies	35
Holding events and conferences	31
Establishing and maintaining network and fora	29
Safeguarding	28
Extending existing training delivery	27
Production of resources, publicity and communications	26
Strengthening representation in workforce strategy development	24
Supporting and developing the Common Assessment Framework	22
Provision of bursaries and backfill for training	21
Development and delivery of new or bespoke training	18
Increasing third and private sector representation on strategic partnerships	17
Developing and implementing induction standards	16
Embedding the Common Core	16
Developing other types of integrated working	13
Identifying and sharing good practice	10
Recruitment / retention activity	10
Work with foster carers	9
Activity relating to Leadership and Management	5
Participation of children, young people and families	5
Lead Professional activity	5
Supporting accredited qualifications	5
Volunteer activity	5
Activity relating to children with disabilities	4
Development of 'grow your own' workforce initiatives	4

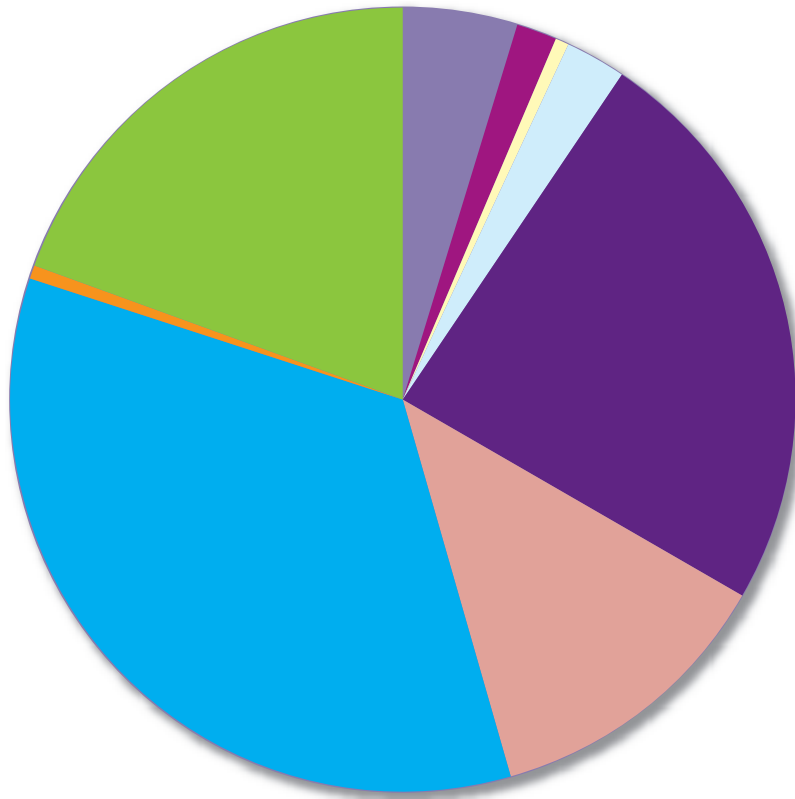
Activity in 2007/08	Number of projects self-selecting this topic
Development of 'grow your own' workforce initiatives	4
Activity relating to Early Year Professional status	3
Consulting children and young people on local workforce strategies	2
Supporting young people into the workforce	1
Work specifically with the private sector	0

Who holds the WSPP contracts

A key aim of WSPP is to support capacity building in the third and private sectors. For this reason we asked for contracts to be held by private or third sector partners wherever possible. The decision as to who should hold the contract was a local decision, however CWDC supported workplans which ensured that contract holders were appropriately linked into networks or structures that bring third/private sector organisations together. Where the contract is held by the local authority this is generally because no suitable third sector infrastructure body could be identified, or the arrangement was more suitable for contract management reasons. Where a third sector infrastructure organisation did not exist, we asked that the development of a forum formed one of the requirements during 2007-08.

The following page shows a breakdown of the contract holders at the time of gathering information for this report. Where contract holders have more than one function, we have selected what we understand to be the main function for the purposes of this breakdown. The largest category is generic local infrastructure organisations, which are predominantly councils for voluntary service, followed by local councils for voluntary youth services. There are regional variations of where local authorities hold the contract, with most regions having only a small number or none at all. London and the North West have the highest number of local authority contract holders, but also have the largest number of local authority areas overall due to the size of the regions.

Contract holder breakdown



Local Infrastructure Organisation (generic) - 43

Local Infrastructure Organisation (rural) - 1

Local Infrastructure Organisation (children, young people & families) - 15

Children, young people & families network/forum - 6

Children's Fund - 2

Children's Trust - 3

Connexions - 1

Local Authority - 30

Voluntary/Community Sector service provider - 24

How WSPP affects services to children, young people and families

We asked WSPP partners to comment on how WSPP has affected the role of the third and private sector in the delivery of services. Responses to this question tended to focus on changes to working practices, rather than outcomes for children and young people. It is clear from all regional reports that impact on service delivery during 2007-08 has been difficult or impossible to measure and has generally been assumed. The reasons for this are two-fold. Firstly, a significant amount of WSPP activity during 2007-08 has been focussed on improving representation and mapping workforce needs. For many WSPP projects, delivery of services or roll out of training was not planned to take place until year two of the programme. Therefore, it has been too early to identify the affects of WSPP on the delivery of services during 2007-08. Secondly, there are currently no mechanisms in place to measure the effects of WSPP on service delivery. It was suggested in one regional report that identifying and measuring the effects of WSPP on service delivery may be better assessed in years two and three of the programme. It was also suggested that this type of monitoring could be a possible area activity for a regional WSPP project or forum.

Despite the challenges reported in measuring the effects of WSPP on service delivery, the following three themes emerged which were expected to have a positive outcome:

- Raising awareness of workforce reform
- Improved representation of the third and private sectors
- Increased training opportunities

Raising awareness of workforce reform

All regions reported that WSPP has been successful in raising awareness of the workforce reform agenda, which in turn has provided a better understanding of how workforce development impacts on service delivery (even if this could not be measured during 2007-08). One regional report highlighted a raised awareness of the work of Sectors Skills Councils, leading to a wider understanding of workforce issues. Two regions reported that awareness raising through WSPP has been effective in identifying gaps in service provision. This has focussed minds on existing workforce development initiatives, the budgets available and helped to avoid duplication of activities.

Improved representation of the third and private sectors

Improved representation of the third and private sectors has been reported in seven regions. This has been achieved through greater involvement in strategic level working, sub-groups, discussions and training. Active inclusion on local groups, boards and networks has led to increased collaboration across the sectors. Through greater involvement in planning, comments were received from seven regions about the third and private sectors having more of a voice in strategy development and workforce initiatives. Engagement on strategic bodies and increased representation is expected to have a positive impact on service delivery.

Increased training opportunities

A significant characteristic of WSPP has been increased training opportunities for the third and private sectors. Training has been delivered in a number of key areas, including the Common Assessment Framework (CAF), Common Core, the role of the Lead Professional and Safeguarding. This is ultimately expected to lead to positive outcomes in the delivery of services to children, young people and families. Higher volumes of appropriate, accessible training have been developed and accessed by a wider range of organisations. It was fed back in one region that offering more diverse qualifications had increased the number of services able to be delivered by the third and private sector. It has also encouraged the use of a greater range of training providers. More accessible delivery of training has also been reported, with courses being delivered at evenings and weekends to accommodate third sector workers.

Although the majority of feedback for this section of the report was positive, comments were received from one region that the role of WSPP in service delivery may be diminished where partnerships have faced strong differences of expectation about what should be achieved through the funding. Another regional report told us that in some areas, WSPP funding could be seen as the main resource for third and private engagement in local workforce activity. It is important that WSPP adds value to mainstream activity and infrastructure and is not the sole resource.

How WSPP affects third and private sector networks

In this section, we asked WSPP partners if the programme had assisted or developed the role of third and/or private sector networks in their area. All regional reports told us that the profile of the third and private sector has been improved through WSPP funded activity in some way, particularly the profile of local third sector infrastructure networks. One region reported that work taking place through WSPP had championed the sector's training needs within Children's Trusts and workforce development strategies. It has also enabled the third and private sector to become recognised as an influential partner in local decision making.

Seven regions reported that improvements in communication and a higher profile had assisted the creation or development of more representative networks, partnerships and groups. There has also been increased capacity to keep third sector networks informed about training opportunities and capacity to deliver them. WSPP has helped align activity taking place within third sector networks to what is happening in local authorities and other organisations.

There has been an increase in capacity for engagement on strategic bodies, for example Local Safeguarding Children Boards. However, one region raised the concern that in some areas, increasing engagement with strategic groups has uncovered the full extent of the workforce reform agenda, and the sometimes different perspectives between the public, third and private sectors. This raised concerns in the region that the experience of the third sector may be undervalued as the workforce is increasingly professionalised.

Key partners involved with WSPP

As part of the regional reporting process, WSPP partners were asked to provide us with the names of the key partners involved with their projects and these are listed below. Please note that this list is not exhaustive:

- Black Minority Ethnic (BME) umbrella organisations
- Children & Young People's Partnerships
- Commissioning teams
- Community initiatives
- Connexions
- Councils for Voluntary Service
- Councils for Voluntary Youth Service
- Further education
- Government Offices
- Health
- Higher education
- Job Centre Plus
- Learning & Skills Council
- Local Authorities
- Local Safeguarding Children Boards (LSCB's)
- Local Strategic Partnerships (LSP's)
- Local training providers
- National charities
- NHS Trusts
- Primary Care Trusts (PCT's)
- Private / independent providers
- Schools
- Skills for Care
- Sure Start
- Third Sector Infrastructure bodies
- Youth services

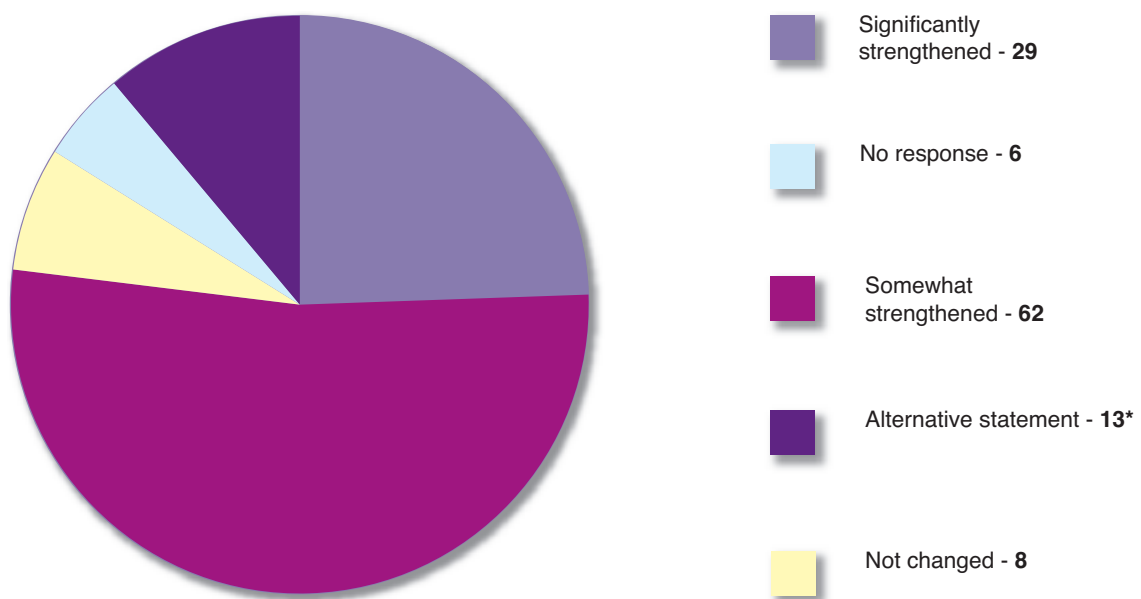
How WSPP affects partnership working

WSPP partners were asked to give an opinion about the extent to which partnership working through WSPP has affected the role of the third and private sectors in local workforce strategies. Respondents were asked to choose from three main categories:

1. Significantly strengthened
2. Somewhat strengthened
3. Not changed

A small number of people did not respond to this section and others wished to give an alternative statement. A breakdown of the responses received is illustrated below:

What has been the impact of partnership working on the role of the third/private sector in the development, delivery and review of local workforce strategies?



* Breakdown of alternative statements

- 'A better understanding has been gained of the third sectors needs' (2)
- 'Links have been established with workforce strategy developments' (4)
- 'Opportunities have been enhanced for partnership working' (2)
- 'Partnerships were already strong' (2)
- 'Work to date has been focussed on researching workforce development needs in order to develop a training programme. Until the programme is developed an evaluation of the effect of partnership working through WSPP cannot be given' (3)

Where partnership working has improved, the following changes have been identified:

Positive relationships and ways of working

- Improved interpersonal and professional relationships
- Greater respect and increased visibility for the third and private sectors
- Informal networking and joint working between organisations (that might not have happened before)
- Wide dissemination of information through partnership networks (leading to good responses to training courses on offer)
- Significant input into Joint Area Reviews
- Formal representation on children's trusts and other panels such as Local Safeguarding Children Boards
- Collaboration between areas; sharing resources and learning
- Working in partnership with the local authority children's information services and Human Resources (HR) on establishing baseline data
- Increased agreement that the third sector will be actively involved in multi-agency work
- More co-ordinated feedback on issues that affect the third sector

Other changes

- Allowed time for the third and private sector to develop it's own agenda and knowledge
- Increased awareness of recruitment and advertising opportunities for the third sector
- Better understanding of local and regional agenda

We asked WSPP partners to tell us about the challenges they had experienced during 2007-08 and to identify their key learning points. A number of common themes emerged and these are explained below.

Engagement of all services involving children, young people and families

One region reported that there is often an assumption that only childcare organisations work with children. Therefore, groups for whom work with children is not their prime function may not be engaged with the children's workforce development agenda because they cannot see it's relevance to them. This has meant that it has not been easy to develop a shared understanding of what workforce development is in the region, and to embed this with some stakeholders. Another region reported challenges in establishing which organisations in the area provide services to children, young people and families.

One regional report suggested the use of different marketing tools as a way to ensure that **all** groups that have contact with children understand how workforce reform applies to them. Comments from another region emphasised the importance of fostering a comfortable environment in which stakeholders feel able to explore new ways of working.

Engagement across sectors

One of the key elements of WSPP has been joint working between partners from the statutory and third sectors to deliver a common agenda. Partners from both the third sector and children's trusts have fed into this review, which highlights how local partnerships have developed and the significant commitment to an increase in joint working. Five regions, however, stated that engagement of the third sector with the statutory sector could be further improved. One regional report stated that restructuring within Local Authorities had a challenging effect on forging relationships and developing understanding of the role of the third and private sector in local areas. Changes to commissioning processes and developments within children's trusts have also been identified as a challenge when trying to develop and maintain relationships across the sectors.

Capacity issues

Some projects that have used WSPP funding to employ a development worker have reported challenges in recruiting a worker with the required skills and knowledge, particularly as in most cases only a part time worker can be

recruited with the budget available. Where the money has not been used to develop a post, capacity issues in delivering projects have been raised. One region expressed concern that the work generated by WSP activity can place extra pressure on existing workers with an already busy workload.

The regional learning events demonstrated the high level of energy, commitment and resources from those involved with WSP and this has added a great deal of value to the money allocated to each local area. However, feedback taken from one regional report highlighted that despite this, there needs to be recognition that time is needed as well as money because the agenda is so large.

Communication within the third sector

Two regional reports raised the importance of effective communication strategies within the third and private sectors and the value of sharing good practice. The review has highlighted that nothing about levels of understanding should be assumed and that breaking down the workforce reform agenda into small operational parts is helpful. Considering the size of the agenda, it is unrealistic to expect workers to understand it all at once.

Safeguarding

Development needs around safeguarding were raised in three regions. A local example was given of a voluntary group avoiding running holiday play schemes because of the fear of 'not doing it right'. This feedback may indicate that there needs to be a balance in ensuring that groups implement best practice with regard to safeguarding, whilst avoiding a creation of fear around running certain activities. One region emphasised that the involvement of the Local Safeguarding Children Board is crucial in this development.

Training

Training and development has been an area of success across all regions during 2007-08, with one region placing great emphasis on the need for continuation of training as projects progress. However, three regions reported that it had been difficult for some projects to engage smaller voluntary organisations in attending events. It was highlighted that to try and support attendance, training times need to be flexible, as many voluntary sector organisations cannot attend courses during the day. Also, that training should be spread across the year, as many courses have been scheduled between November and March.

Providing resources for backfill, travel expenses, childcare facilities, and support with transport to attend events were also seen as ways to facilitate the attendance of smaller voluntary groups.

What WSPP projects did in 2007-8 (nationally & regionally)

As part of the regional reporting process, WSPP partners were asked to report on a number of key measurable activities. The figures below are based on information provided by those who took part in regional reporting (118 individuals). This involvement was optional and some partners were not able to attend events or complete the questionnaire. Therefore, the numbers below are an indication of the national picture and do not include figures from all WSPP projects.

National overview of activities

Conferences / training events held	606
Individuals trained	6,319
Toolkits produced	230
Training Needs Analysis (TNA) reports completed	529
Mapping reports completed	63
Other *	281

*Activities described as 'other'

Learning / training activity

- Best practice webpages for practitioners
- Briefing papers
- Common Core leaflets
- Common Induction Standards leaflets
- Development of entry level programme
- Development of training programmes for the third sector (commissioning)
- E-learning tool developed
- Integrated training strategy and programme developed
- Integrated working DVD
- Quality improvement programme commissioned
- Roll out of Common Assessment Framework and Lead Professional training
- Secondment opportunity
- Skills sharing model
- Training bursaries
- Training packs / packages
- Visual learning environment

Workforce Data and planning

- Audits / Audit briefs
- Backfill arrangements
- Database of organisations
- Quality review
- Workforce analysis

Communications

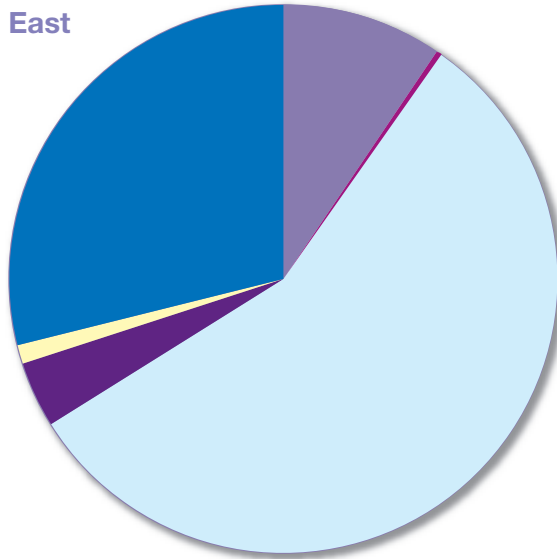
- Agreed policy documents
- Articles about CWDC in newsletters and CWDC displays at events
- Communication with organisations
- Consultation
- Designated websites
- Developing clear, leading edge brand and materials
- Formal representative groups established
- Information sheets
- Newsletters
- One-to-one support with organisations and managers
- Publications







Workforce planning

- Development of policy initiatives relevant to third sectors
- Evaluations
- Report and recommendations from PVI representatives on children and young people's partnership and subgroups
- Representation of third sectors on key workforce development groups
- Voluntary and Community Sector representation on strategic planning / local and multi-agency groups
- Workforce development steering group established

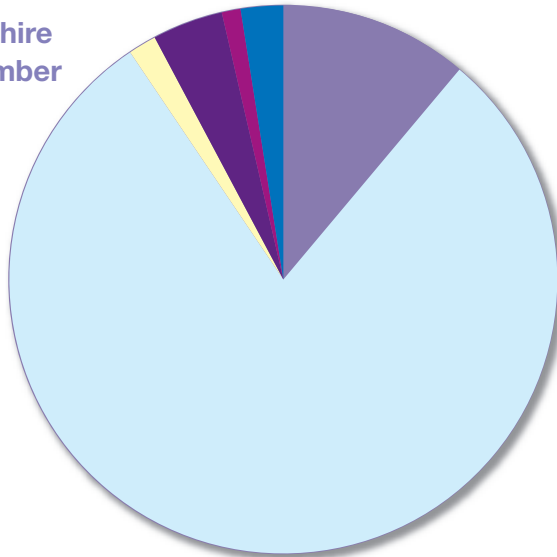
Regional breakdown of activities







North East



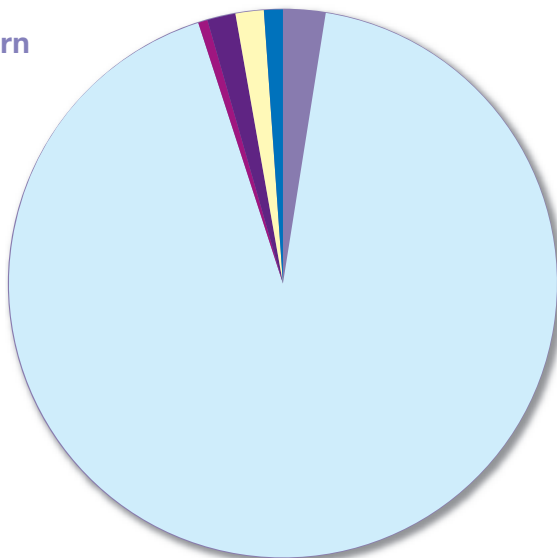
-  Conferences/training events - 67
-  Individuals trained - 393
-  Toolkits produced - 1
-  TNA's completed - 27
-  Mapping reports - 7
-  Other - 200







Yorkshire & Humber



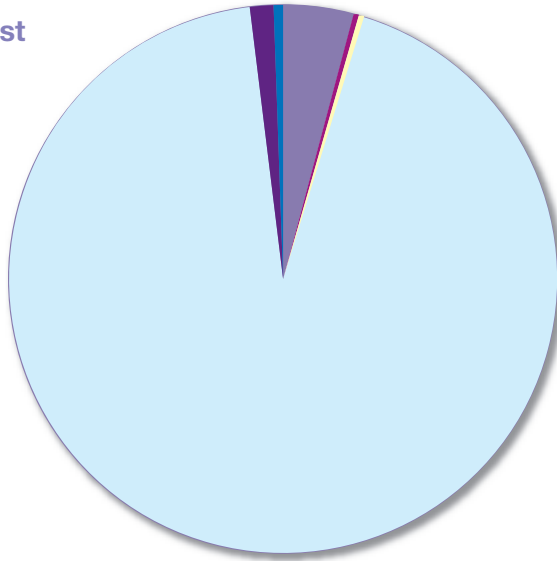
-  Conferences/training events - 19
-  Individuals trained - 135
-  Toolkits produced - 3
-  TNA's completed - 7
-  Mapping reports - 2
-  Other - 4



Eastern



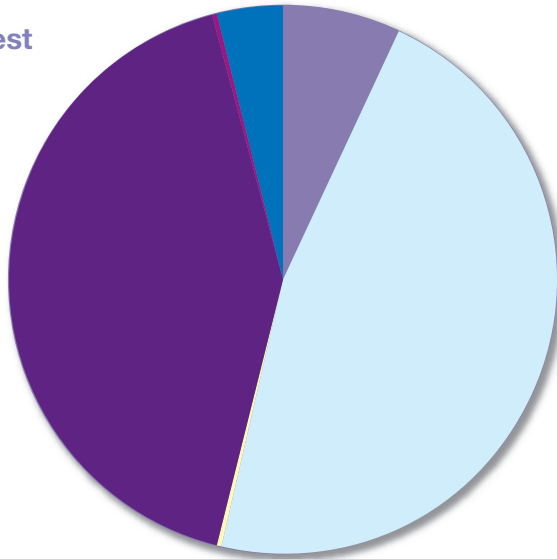
-  Conferences/training events - 15
-  Individuals trained - 500
-  Toolkits produced - 3
-  TNA's completed - 6
-  Mapping reports - 10
-  Other - 5







South East



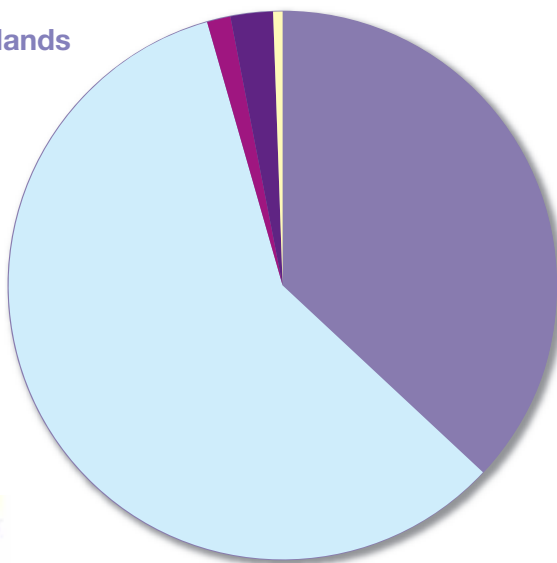
-  Conferences/training events - **94**
-  Individuals trained - **2009**
-  Toolkits produced - **3**
-  TNA's completed - **28**
-  Mapping reports - **3**
-  Other - **6**







South West



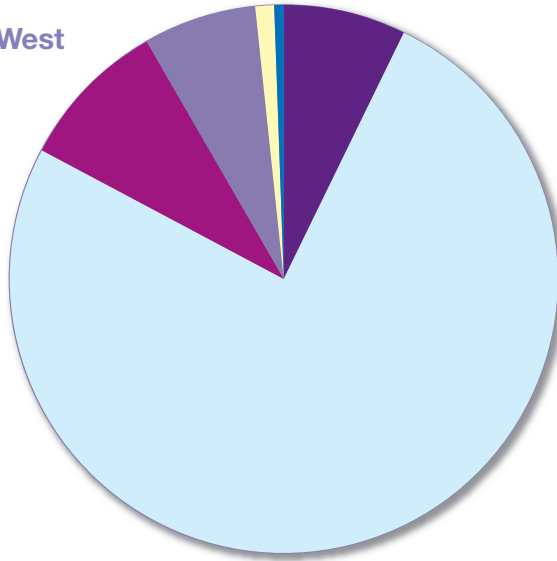
-  Conferences/training events - **48**
-  Individuals trained - **320**
-  Toolkits produced - **3**
-  TNA's completed - **286**
-  Mapping reports - **2**
-  Other - **26**

East Midlands



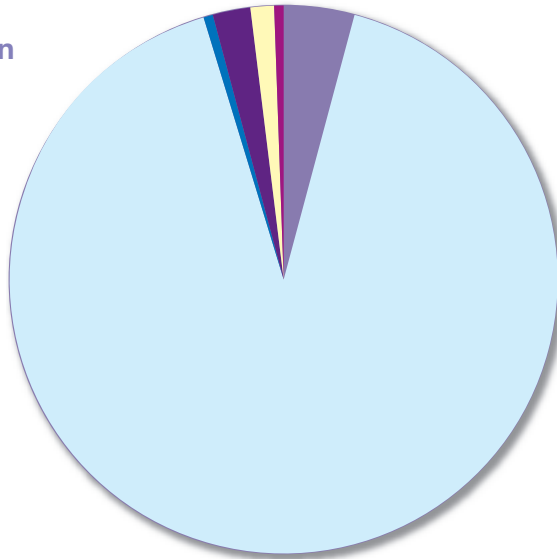
-  Conferences/training events - **87**
-  Individuals trained - **137**
-  Toolkits produced - **3**
-  TNA's completed - **6**
-  Mapping reports - **1**
-  Other -

North West



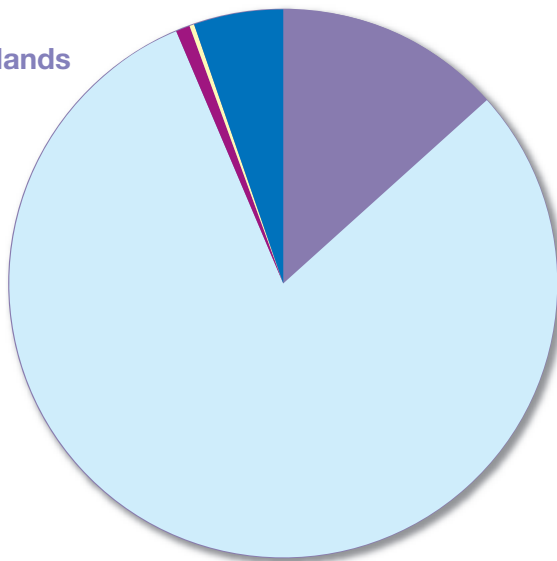
- Conferences/training events - 167
- Individuals trained - 1715
- Toolkits produced - 207
- TNA's completed - 151
- Mapping reports - 26
- Other - 7

London



- Conferences/training events - 29
- Individuals trained - 630
- Toolkits produced - 3
- TNA's completed - 16
- Mapping reports - 10
- Other - 2

West Midlands



- Conferences/training events - 80
- Individuals trained - 480
- Toolkits produced - 4
- TNA's completed -
- Mapping reports - 2
- Other - 31

Key lessons - next steps for CWDC

Throughout this reporting process, we have heard many accounts of positive outcomes achieved during the first year of the local WSPP. For some areas, WSPP has created new opportunities to engage in workforce reform. In other areas, the funding has built on previous work achieved through the PVI Fund during 2007-08. The enthusiasm and dedication of WSPP partners across sectors in developing their projects has been crucial to the delivery of this work.

Building foundations

The review has highlighted that engaging the third and private sectors in the workforce reform agenda at local level is still at an early stage. Mapping and data collection is the largest category of work, followed by training needs analysis and capacity building.

We have heard from WSPP partners that the size of the workforce reform agenda should not be underestimated and it will take time to achieve significant change. This would suggest that the decision to run WSPP as a three year programme¹ will allow time for projects to grow and develop.

The review has also shown that it is too early to assess the effect of the local WSPP on service delivery and in turn, on outcomes for children, young people and families. This is not surprising given the early stage we are at with regards to evaluation of the impact of children's trust arrangements on children, young people and families.

Delivery of training

It is clear from the number of individuals trained during 2007-08 that training is seen at local level as crucial way to further engage the private and third sectors in local workforce activity, and that the WSPP has provided a much needed funding source to support this training. This therefore raises a question about resources for training after 2010 when the local WSPP programme ends.

The emphasis on training during 2007-08 may highlight a need to enable further awareness within the third and private sector that training should be part of continuing professional development and seen as an ongoing aspect of workforce reform.

Raising awareness-raising and representation

One of the most prominent areas of positive feedback during 2007-08 has been the significant awareness raising of the workforce development agenda amongst third and private sector organisations. Representation of the sector in workforce planning and within partnerships has been strengthened; leading to reports of the sector being viewed as an influential partner in the delivery of services.

The extensive list of partners involved in the local WSPP is very encouraging but the review has highlighted there is still a significant amount work to do to extend relationships beyond existing partners. Engaging with the private sector and smaller third sector organisations has been a challenge for many projects. We have also heard that in some areas, further improvements could be achieved in the relationships between WSPP contract holders and local authorities.

The challenges reported in engaging with organisations for whom work with children is not their primary focus is particularly pertinent as we strive to become one children's workforce.

WSPP activity clearly needs to be linked into, or support the development of appropriate networks and structures. These structures need to reach as many third and private sector providers as possible, using existing networks or supporting new ones to take the work beyond the initial organisations. Marketing is also an important issue, to ensure that WSPP raises awareness of the workforce reform agenda across **all** local children's services providers.

Supporting development of skills at a local level

This review has enabled those working on WSPP to reflect on the challenges they have experienced working on an agenda which is not just new to the people they are trying to engage with, but is also new to them. A number of ideas for additional support were raised. Regional WSPP forums have been suggested as a way for local partners to come together and consider what is changing as a result of WSPP. Additionally, it is clear that there is considerable enthusiasm for a range of activities that support sharing of learning.

CWDC are currently engaged in a number of activities to support the local WSPP. They are:

National Learning Through Sharing Event

An event is being held in September 2008 in partnership with the National Council for Voluntary Youth Services (NCVYS) and the National Association for Voluntary and Community Action (NAVCA) to share practice and lessons learned from the delivery of WSPP projects.

WSPP Newsletter

The first issue of WSPP News, the bi-annual WSPP newsletter will be distributed in October 2008 and will include case studies and learning from individual projects.

Website development work

In October 2008 the CWDC website will include a resource sharing library where work produced through WSPP can be shared to inform others and support learning.

Next Steps for CWDC

As part of the work set out in *Building Brighter Futures: Next Steps for the Children's Workforce*, CWDC has been asked to develop a range of initiatives to support the local delivery of this. Some of these initiatives are across the wider children's workforce to embed integrated working and some are sector specific for children's social work, early years and the youth workforce.

CWDC will be offering support to local authorities, on behalf of their children's trust partners, to embed integrated working and progress workforce reform.

CWDC has developed a **core offer** of support to local areas for Integrated Working and Workforce Reform. This core offer is based on a workforce reform framework that is currently being developed with partners and it outlines what a reformed and integrated workforce will look like at a local level. It will be accompanied by a new self assessment tool, which is due to launch in October 2008 and aims to assist local areas in reviewing their progress against the framework. This will then inform an action plan to build on the existing local workforce reform strategy.

The framework and self assessment tool will be further supported by two other key areas of CWDC activity. Firstly, the self-assessment tool and action plan will help local areas to identify targeted support. A field support menu is being developed to enable the most appropriate support to be facilitated, including the potential for CWDC to organise its own field support, use of consultants and work with other partner organisations.

Lastly, a new integrated working and workforce reform grant has also been put in place. This grant, which will be paid to local authorities on behalf of their children's trust partners, will support local areas to take part in workforce reform. Although paid separately to the local WSPP fund, the links between the two are clear. Local authorities have been informed that the grant needs to be viewed alongside the local WSPP funding as part of CWDC's contribution to supporting workforce reform strategies and plans at local level. The information from this review will be essential in assisting in this range of developments.

The regional reporting events and questionnaires used to inform this review did not ask specifically for recommendations for CWDC. However, the conclusions suggest it would be helpful to consider areas for CWDC to focus on to assist the current journey towards a reformed workforce. A number of key areas for consideration have arisen from this report and are outlined on the next page.

Links to the workforce reform framework and self assessment tool	The findings and conclusions of this review will be fed directly into the development of the integrated working / workforce reform framework and self assessment tool.
Support for evaluation	Potential clearly exists for further work to develop or support clearer evaluation frameworks through which to assess progress of WSPP in local areas. This may be a possible area of activity to include in the support menu to local areas described on page 27 or in any new CWDC arrangements for support at local level. Specifically, the need to identify outcomes for children, young people and families should be a key element of any evaluation process.
The importance of local networks	The approach that local WSPP activity should be backed up by and linked to networks of providers (third and/or private sector) needs to be maintained in any future activity and supported through the work of the CWDC regional programme. Where local networks do not exist any reviews of project plans at local levels must continue to support their development.
Support for WSPP development workers	There is potential to think about the support for WSPP development workers as part of CWDC support packages and when local areas are reviewing their project plans.
Planning beyond 2010	The conclusions and lessons from this review need to inform work which will need to take place within CWDC to address the issue of funding to support the third and private sectors when the programme finishes in 2010.

Appendices

- Appendix A: List of WSPP contract holders at time of reporting**
- Appendix B: Regional reporting template**
- Appendix C: Sample Learning Event Agenda Outline**
- Appendix D: Questionnaire**

Appendix A: List of WSPP contract holders at time of reporting

Eastern

Children's Trust area	Contract Holder
Bedfordshire	Family Matters Institute
Hertfordshire	Dacorum Council for Voluntary Service
Peterborough	Peterborough Voluntary Sector Forum
Suffolk	Young Suffolk
Essex	Essex Council for Voluntary Youth Services
Cambridgeshire	Young Lives
Norfolk	Norfolk Council for Voluntary Youth Service
Luton	Voluntary Action Luton
Southend	Southend Association of Voluntary Services
Thurrock	Thurrock Council for Voluntary Service

East Midlands

Children's Trust area	Contract Holder
Derbyshire	Derbyshire County Council
Lincolnshire	Children's Links
Leicestershire, Leicester & Rutland	Voluntary Action Leicester
Northamptonshire	Northamptonshire County Council
Derby	Family Welfare Association
Nottingham	Base 51

London

Children's Trust area	Contract Holder
Enfield	Enfield Voluntary Action
Newham	Newmartin Community Youth Trust
Barnet	London Borough of Barnet
Ealing	Ealing Community & Voluntary Service
Harrow	Harrow Council
Hillingdon	Hillingdon Association of Voluntary Services (HAVS)
Islington	Children & Young People's Voluntary Sector Forum
Kensington & Chelsea	Early Years PVI Forum
Kingston	Kingston Voluntary Action
Richmond	Richmond Council for Voluntary Service
Southwark	Community Action Southwark
Westminster	Westminster City Council
Waltham Forest	Voluntary Action Waltham Forest
Sutton	Sutton Centre for the Voluntary Sector
City of London	City of London Corporation
Greenwich	Greenwich Council
Hackney	The Learning Trust
Wandsworth	Wandsworth Primary Play Association
Bexley	Bexley Council
Havering	HAVCO Council for Voluntary Services
Haringey	HAVCO Haringey

North East

Children's Trust area	Contract Holder
Durham	One Voice
Newcastle	Newcastle Council for Voluntary Service
Sunderland	Sunderland Voluntary Sector Youth Forum
Gateshead	Gateshead Voluntary Sector Organisations Council
Northumberland	National Children's Home
Darlington	Darlington Council for Voluntary Service
Middlesbrough	Middlesbrough Voluntary Development Agency (MVDA)
Redcar & Cleveland	Future Regeneration of Grangetown (FROG)
Stockton on Tees	Stockton Borough Council
North Tyneside	Voluntary Organisations Development Agency (VODA)

North West

Children's Trust area	Contract Holder
Wigan Council	Wigan Council
Blackburn with Darwen	Blackburn with Darwen Borough Council
Blackpool	Blackpool Council
Halton	Halton Borough Council
Lancashire	Lancashire County Council
Rochdale	REAL Trust
Tameside	Tameside Metropolitan Borough Council
Cumbria	Connexions Cumbria
Warrington	Youth Federation
Oldham	Positive Steps
Stockport	Together Trust
Trafford	Voluntary Community Action Trafford (VCAT)
Cheshire	Youth Federation
Bury	Bury Third Sector Development Agency (B3SDA)
Bolton	Bolton Council
Knowsley	Knowsley Metropolitan Borough Council
Liverpool	Liverpool Young Person's Advisory Service
Manchester	Voluntary Youth Manchester
Salford	Salford Council for Voluntary Service
Sefton	Sefton Council for Voluntary Service
Wirral	Forum Housing Association

South West

Children's Trust area	Contract Holder
South Gloucestershire	Council for Voluntary Service South Gloucestershire
Devon	Voluntary Youth Service Devon
Torbay Council	Torbay Council
Bournemouth	Bournemouth YMCA
Poole	Poole Council for Voluntary Service
North Somerset	North Somerset Council
Somerset	Children & Young People's Partnership (CHYPPS)
Cornwall	Cornwall County Council
Dorset	Dorset Youth Association
Plymouth	Routeways Centre Limited
Bath & N.E. Somerset	Bath Area Play Project
Gloucestershire	Gloucestershire County Council
Cheshire	Youth Federation
Wiltshire	Voluntary Action Kennet
Bristol	The Care Forum
Swindon	Swindon Borough Council

West Midlands

Children's Trust area	Contract Holder
Herefordshire	Herefordshire Council
Dudley	Dudley Council for Voluntary Services
Shropshire	Shropshire Children's Trust
Warwickshire	Warwickshire Association of Youth Clubs
Worcestershire	Worcester Council for Voluntary Youth Services
Stoke on Trent & Staffordshire	The Children's Fund
Telford & Wrekin	Telford & Wrekin Council
Sandwell	Sandwell Children & Young People's Trust Partnership
Wolverhampton	Youth Organisations Wolverhampton

Yorkshire & Humber

Children's Trust area	Contract Holder
Hull	North Bank Forum for Voluntary Organisations
N East Lincolnshire	Voluntary Action North East Lincolnshire
Barnsley	Barnardo's
Doncaster	Doncaster Council for Voluntary Service
N Lincolnshire	Voluntary Action North Lincolnshire
Wakefield	Wakefield Children's Fund (Barnardo's)
York	York Council for Voluntary Service
East Riding	East Riding Voluntary Action Services
Bradford	Bradford Community & Voluntary Service
Rotherham	GROW Project
North Yorkshire	North Yorkshire Forum for Voluntary Organisations
Calderdale	Barnardo's
Kirklees	Voluntary Action Kirklees
Leeds	Leeds Voice
Sheffield	Family Welfare Association
Knowsley	Knowsley Metropolitan Borough Council

South East

Children's Trust area	Contract Holder
Buckinghamshire	Youth Focus
East Sussex	East Sussex County Council
Hampshire	Hampshire Children & Families Forum
Kent	Kent Children's Fund Network
Oxfordshire	Oxfordshire Children & Voluntary Youth Services
West Sussex	West Sussex Council for Voluntary Youth Services
Bracknell Forest	Bracknell Forest Children's Fund
Brighton & Hove	Brighton & Hove Community & Voluntary Sector Forum
Isle of Wight	Rural Community Council
Medway Towns	Council for Voluntary Service Medway
Milton Keynes	Milton Keynes Council
Portsmouth	Portsmouth City Council
Reading	Reading YMCA
Slough	Slough Council for Voluntary Service
Southampton	Southampton Voluntary Services
West Berkshire	Berkshire Association of Clubs for Young People
Windsor and Maidenhead	Family Friends
Wokingham	Wokingham Borough Council
Salford	Salford Council for Voluntary Service
Sefton	Sefton Council for Voluntary Service
Wirral	Forum Housing Association

Appendix B: Regional reporting template

LOCAL WORKFORCE STRATEGY PARTNERS PROGRAMME 2007/8

Year 1 Regional Report

Guidance for completing this form

The purpose of this report is to critically reflect on the progress & learning from local WSPP in 07/08. Only **one** form should be returned for the region and it should be completed by the Regional Development Manager.

There are 4 sections to complete and an optional extra section for case studies or additional information you may want to provide. This template is 6 pages long – please answer the questions on all 6 pages.

The information in this form will be used to inform the national WSPP report, so please can you follow the guidance below. It will really help to transfer the information you give into the national report.

Please use the bullet points provided
Type in the greyed out areas
Use full sentences
Please do not use acronyms or abbreviations

Thank you.

Section 1: Impact

What has been the impact of WSPP on the role of the third & private sector in the delivery of services to children and young people? (list 3-10 areas with short description where necessary)

-
-
-

Has the fund assisted or developed the role of third and/or private sector networks in the region? If so, how? (list 3-10 areas with short description where necessary)

-
-
-

Section 2: Partnership Development

Please read the supporting document 'Partnership Guidance', which advises on the meaning of partnerships in this context.

Who have been the key partner organisations in your region? (List up to 10. Please do not use individual names – state the type of organisation it is, i.e. Local Authority, Third Sector Infrastructure Organisation)

-
-
-
-
-

What has been the impact of partnership working on the role of the third / private sector in the development, delivery & review of Local Workforce Strategies?

Statement	Approx proportion of people agreeing with this statement in your region (i.e. a third of those asked)
Partnership working through WSPP has significantly strengthened the role of the third / private sector in the development, delivery & review of Local Workforce Strategies	
Partnership working through WSPP has somewhat strengthened the role of the third / private sector in the development, delivery & review of Local Workforce Strategies	
Partnership working through WSPP has not changed the role of the third / private sector in the development, delivery & review of Local Workforce Strategies	
<i>Other statements (please list up to 3 other statements if responses do not fit into any of the above categories)</i>	Approx proportion of people agreeing with this statement in your region (i.e. a third of those asked)

What other outcomes have been achieved as a result of partnership working through WSPP? (list 3-10 areas with short description where necessary)

-
-
-

Section 3: Challenges and Learning

What challenges have been experienced? (list 3-10 areas with short description where necessary)

-
-
-

What are the top 3 learning points from year 1 of the programme?

-
-
-

Activity	Number
Conferences / training events held	
No of individuals trained	
Toolkits produced	
Training needs analysis' completed	
Mapping reports completed	
Other key products or activities – please list below	

Section 4: Measurable activities

Please state the amount of activity in each category to date.

Section 5 (OPTIONAL): Further information/case studies

Please use this section if you would like to add any extra comments or case studies from your region, where you think there has been a significant impact (please note that it is not clear until reports come back how this information will be used, or if it can be used for the national report. However it will help to build a picture of developments in your region).

Appendix C: Sample Learning Event Agenda Outline

East Midlands Workforce Strategy Partners Programme (WSPP)
Learning Event
Thursday 6 March, 9.30am - 3pm

Annotated Agenda

Aims

- To hear about and learn from each others' experiences of delivering projects funded through WSPP
- To provide information to CWDC that will help to reflect critically on the learning and progress from the WSPP in 07-08
- To consider what activity at regional level might add value to local projects in 08-09

Audience

- WSPP contract holders
- WSPP partners (local authority where contract holder is third sector organisation and lead third/private sector partner(s) where local authority is contract holder)
- Regional third sector networks including VCS Engage, NCVCCO, East Midlands Voluntary Youth, Single Platform East Midlands

Time	Activity
09.30	Tea and coffee
10.00	Welcome and introductions Who is doing what? Introduce yourself to someone at the table not from your local area and share one thing you feel has gone really well in your WSPP funded activity so far.
10.10	Purpose of day and overview of CWDC third sector strategy with WSPP in context

10.30	<p>What difference has WSPP made so far to the third and private sectors? Attach post-it notes to wall charts with examples of impact of WSPP on</p> <p>A. service delivery B. networks</p> <p>2 charts of each – split whole group into four. Swap between charts and cluster post-its around emerging themes.</p> <p>Brief feedback to full group on themes emerging from clustering on each chart.</p>
10.55	<p>What difference has WSPP made so far to strengthening local partnership between the third, private and public sectors? Use stickers to indicate which partners from list on wall chart have been involved.</p> <p>Use stickers to indicate which statement on strengthening partnership you agree with.</p> <p>General feedback of specific outcomes that have been achieved as a result of partnership working through WSPP – full group and recorded on flipchart.</p>
11.20	<p>What have the challenges and learning been? Small group discussion identifying challenges and learning and recorded on flipchart/template.</p> <p>Feedback to main group – one challenge, one piece of learning from each table.</p>
11.50	<p>What activity at a regional level might make a difference? Full group discussion, recorded on flipchart.</p>
12.10	<p>Measurable Activities Use the chart to record and post-its to add more information on key products and activities.</p>

**Appendix D: Questionnaire distributed to WSPP partners
in the regions where an event was not held**

**LOCAL WORKFORCE STRATEGY PARTNERS
PROGRAMME 2007/8**

Year 1 Local Report

Guidance for completing this form

The purpose of this form is to critically reflect on the progress & learning from local WSPP in 07/08.

This form is 6 pages long. Section 4 should be completed only by the contract holder and section 5 is optional.

The information in this form will be used to help your Regional Development Manager to create a progress report for their region. Please follow the guidance below, as it will help your Regional Development Manager to transfer the information into the full regional report. The regional reports will later be used to create a national report.

- Please use the bullet points provided
- Type in the greyed out areas
- Use full sentences
- Please do not use acronyms or abbreviations

Thank you.

Your details

Name:

Organisation:

Local Authority area:

Section 1: Impact

What has been the impact of WSPP on the role of the third & private sector in the delivery of services to children and young people in your area? (list 3-10 points with short description where necessary)

-
-
-

Has the fund assisted or developed the role of third and/or private sector networks in your area? If so, how? (list 3-10 points with short description where necessary)

-
-
-

Section 2: Partnership Development

Who have been the key partner organisations in your area? (List up to 10. Please do not use individual names – state the type of organisation it is, i.e. Local Authority, Third Sector Infrastructure Organisation)

-
-
-
-
-

What has been the impact of partnership working on the role of the third / private sector in the development, delivery & review of the Local Workforce Strategy in your area?

Statement	Click in the box which statement you agree with, if any
Partnership working through WSPP has significantly strengthened the role of the third / private sector in the development, delivery & review of the Local Workforce Strategy	<input type="checkbox"/>
Partnership working through WSPP has somewhat strengthened the role of the third / private sector in the development, delivery & review of the Local Workforce Strategy	<input type="checkbox"/>
Partnership working through WSPP has not changed the role of the third / private sector in the development, delivery & review of the Local Workforce Strategy	<input type="checkbox"/>
<i>Other statements (please list up to 3 other statements if you do not feel any of the above are appropriate)</i>	Approx proportion of people agreeing with this statement in your region (i.e. a third of those asked)

What other outcomes have been achieved in your area as a result of partnership working through WSPP? (list 3-10 points with short description where necessary)

Section 3: Challenges and Learning

What challenges have you experienced? (list 3-10 points with short description where necessary)

-
-
-

What are your top 3 learning points from year 1 of the programme?

-
-
-

Activity	Number
Conferences / training events held	
No of individuals trained	
Toolkits produced	
Training needs analysis' completed	
Mapping reports completed	
Other key products or activities – please list below	

Section 4: Measurable activities

TO BE FILLED IN BY THE CONTRACT HOLDER ONLY

Please state the amount of activity in each category to date in your area.

Section 5 (OPTIONAL): Further information / case studies

Please use this section if you would like to add any extra comments about WSPP funded work in your area, where you think there has been a significant impact. Please note that this information may not appear in the full regional report or the national report but will be held on record at CWDC.

Creating a world-class workforce
for children, young people and families



Local Workforce Strategy Partners Programme 2007 - 2010

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

**CWDC, 2nd Floor, City Exchange,
11 Albion Street, Leeds, LS1 5ES**

E-mail: **info@cwdcouncil.org.uk**

Telephone: **0113 244 6311**

Web: **www.cwdcouncil.org.uk**