

Inspiring leaders to
improve children's lives

Building and implementing an effective local workforce strategy

Module 7: designing the workforce strategy document
August 2010

Resource

Preface

Building and implementing an effective local workforce strategy is a valuable activity a local area can embark on to enable the delivery of its ambitions for children's services. Put simply, it is not "organisations", but the people within them, that make change happen – and workforce strategy is about people.

A workforce strategy summarises how each of the organisations working with children and young people intend to work together to make certain that everyone is excellent in their practice, committed to partnership and collaborative working, respected and valued as a professional and ambitious for every child and young person.

This local workforce strategy guide has been developed jointly by the National College for Leadership of Schools and Children's Services (National College), the Children's Workforce Development Council (CWDC) and the Training and Development Agency for Schools (TDA), working collaboratively to improve the support and service we can offer the children's workforce.

This is a practical, "how to" guide designed to provide support and a framework of guiding principles from the start to the end of the process of creating and implementing a local workforce strategy, no matter where the local area is on that journey. The guide has been written for the use of any individual or group whose professional role involves working towards helping children achieve more and securing the best possible results for children and families.¹

¹ As these materials have been published separately on the CWDC and National College websites there may be minor discrepancies in language between the two versions, although content remains largely consistent.

Introduction and overview

A local children and young people's² workforce strategy (workforce strategy) is a key document that draws together all that local organisations aim to do to attract, retain, support and develop everyone working with children and young people in their local area.

Building and implementing an effective local workforce strategy is a valuable activity a local area can embark on to enable the delivery of its ambitions for children and young people.

This practical, how to guide is designed to provide support at each stage of creating and implementing a workforce strategy, whether that is:

- **at the start:** trying to understand what a workforce strategy is and its local, regional and national context
- **already underway:** either reviewing or refining a workforce strategy
- **complete:** and ready to be promoted and implemented; or
- **being implemented:** requiring sustained focus and momentum, as well as regular review to ensure it is having the desired impact

There is a slide deck 'building and implementing an effective local workforce strategy' to accompany this how to guide, all slide references refer to this document.

Workforce strategy and other human resources (HR) activities

A workforce strategy, also sometimes known as "HR strategy" or "people strategy", provides the direction and principles which managers and practitioners need to guide decision making and in order to create their own, more detailed, people related plans.

In every agency and service area, and often at department level within them, one would hope to see a number of detailed plans and strategies being regularly developed and reviewed, such as:

- workforce plans³
- recruitment, reward and retention plans
- training and development plans (guided by skills and qualifications audits)
- continuous professional development plans
- leadership development plans
- succession plans
- their own workforce or HR strategies

The local workforce strategy does not seek to replace any of these, rather it seeks to be informed by them, respond to them and provide direction to them in an ongoing cycle (slide 4).

² Throughout this document children & young people should be read to include their families & carers where appropriate

³ Workforce planning is sometimes confused with workforce strategy. Workforce planning is focused on estimating an organisation's future staffing requirements and calculating the numbers, nature and sources of potential full time and temporary staff who might meet that demand.

Background to the guide

'Building and implementing an effective local workforce strategy' has been developed jointly by the **National College**, the **CWDC** and the **TDA**. The immediate focus of activity is support to local areas with workforce strategy and planning to ensure everyone working with children and young people is:

- ambitious for every child and young person
- excellent in their practice
- committed to partnership and integrated working
- respected and valued as a professional

Priorities

- Understanding the real time workforce issues facing local areas.
- Collaborating to achieve local solutions that encourage sustainable change.
- Working together to ensure best use of resources, shared efficiency and increased effectiveness.

Roles of development partners

The **National College** works to develop and inspire great leadership across children's centres, schools and children's services so that leaders and their teams can make a real and positive difference to the lives of children and young people. Our four key goals are:

- inspiring new leaders
- great leadership development
- inspiring successful leadership
- shaping future leadership

CWDC specialises in the development of the children and young people's workforce. Our immediate focus is on early years, social work, young people's workforce, social care and the integration of leadership and management of children's services in local authorities.

TDA focuses on developing the skills of the children's workforce in schools and ensures that schools can recruit good quality, well trained people who will continue to develop and improve their skills to support children's learning and development. We work to secure the supply and quality of the teaching workforce and promote teaching as a career. We also support the modernisation of the children's workforce in schools by helping schools to access the resources they need to remodel their workforce, deploy their staff effectively and introduce extended services.

Links

National College: www.nationalcollege.org.uk
CWDC: www.cwdcouncil.org.uk
TDA: www.tda.gov.uk

Overriding principles

By following this guide, the organisations involved can be certain that their efforts will result in a local workforce strategy that is not only well thought-out and achievable, but will also follow and promote a set of fundamental overriding principles:

- Involving children and young people, their families and carers in the decisions that affect them.
- Engaging staff from all levels in shaping the children's workforce of the future.
- Including all workforce groups (or sectors) working with children and young people in the process.
- Promoting integrated working and reducing barriers and obstacles to this approach wherever and whenever possible.
- Being focused, both in terms of how resources are deployed and on making a real, tangible difference in the lives of children and young people.
- Driving more efficient operations of children's services to achieve the best possible value for money from the continued investment.
- Ensuring a diverse children's workforce that is representative of the community it serves, and in which everybody is treated fairly and offered equal opportunities.
- Striving to create a fully engaged, motivated and enthusiastic children's workforce, made up of high performing teams.
- Investing in the ongoing development of those working with children and young people to ensure that they have the right levels of qualification and experience, skills and knowledge.
- Inspiring the children's workforce through visionary, expert leadership and creating a succession pipeline of capable managers and leaders for the future.
- Collecting, analysing and acting on data intelligently in order to drive performance and focus resources.

Who is the guide designed for?

This guide could be useful to a number of audience groups, such as:

- the person or group of people directly responsible for drafting and implementing the workforce strategy – the developers of the local workforce strategy and actions
- the main sponsor of the local workforce strategy activity
- other active senior stakeholders, senior managers and leaders in the organisations involved who act as internal advocates and sponsors within their relevant organisations
- actively involved human resources and training practitioners, policy and commissioning leads, or people involved in evidence gathering or implementation projects

Developers

The guide has been written primarily for local workforce strategy developers. If you are the developer of your local workforce strategy, you will find in each module an explanation of what it is about and why it is important, followed by a range of practical support materials such as individual or group exercises, case studies and useful links.

Sponsors

If you are a sponsor of the local workforce strategy activity you will find a checklist at the end of each section giving suggestions of how you, in your role, can best support and promote the activity in that module. You will find that the role of sponsor is not a passive one, there are many doors that require opening, obstacles to remove and, importantly, tough questions to be asked along the way.

Active stakeholders

The guide has been written in modules which allows you to dip in to the modules relating to the activity areas you have been asked to contribute to or participate in.

Module 7: designing the workforce strategy document

By the end of this module, you will have:

- created a skeleton structure of the workforce strategy document and had this signed off by the sponsor and other senior stakeholders
- assessed the needs of target audiences with respect to the contents, layout, design and format of the workforce strategy document as well as the media channels used to distribute it

The design of the workforce strategy document takes into consideration the structure and look and feel of the document to best suit the needs of the local children's workforce.

What structure do we need for our strategy?

It is important to have a strategy document that tells the story in the right way and that is understandable and logical to all stakeholders. There are two elements to the structure considered:

- the overall order and flow of the document
- the basis by which the strategic themes or key areas of focus are structured

Overall structure

There are no hard and fast rules regarding the workforce strategy contents or their order. Some generally accepted practices include:

- keeping the main document short with an emphasis on the strategic themes
- circulating output from workforce strategy development activities separately
- publishing the detailed action plan as a separate appendix available on request
- summarising the overall context in which it sits briefly, including the broader national context
- including summary feedback from consultations with children and young people, and managers and staff, about how they want to shape their children's workforce

Appendix 2 sets out possible section headers along with some hints and tips on what could be included within each chapter. This can help to create an initial skeleton structure for sign off, as suggested in Exercise 7.1.

Structuring the strategic themes

When it comes to structuring the strategic themes or key focus areas, there are four suggested alternatives (see slides 40 and 41), although you may have your own preferred approach.

What look and feel do we want for our strategy?

The design and layout of the workforce strategy is important to get right as it can assist or hinder a reader's comprehension, and also sends a message about the positioning and importance of the document. For example, if there is a desire to inject new energy and focus on workforce development, then a clear break from the previous version is advisable.

Considering the needs of the target audience groups

One of the difficulties facing the developers of workforce strategy is the wide range of stakeholders who will be the readers (or audience) of the workforce strategy document.

Each audience group will have its own preferences with regards to the contents and level of detail of the document, as well as how this is communicated and made available to them. This guide suggests that the developer first identifies the likely audience groups of the workforce strategy, and then considers their design needs and how best to meet them.

Exercise 7.2 suggests how to establish all the target audience groups for the workforce strategy document as well as their needs. A template (Template 8) for undertaking this activity is provided in Appendix 4. This exercise will explore:

- how they make use of the workforce strategy document
- their main areas of interest
- the level of detail required
- their preferences regarding format and media channels
- what can be done to meet these needs

Apart from adapting the layout and design elements of the document, other options include:

- producing other versions, such as presentation packs, fact sheets and detailed separate appendices
- publishing online as well as paper versions

Appendix 3 provides a list of links to various strategic documents that can be used to stimulate thinking around the various options of what it could and should look like.

Recommended activities

Exercise 7.1: creating a skeleton of the strategy document

Use the list of possible sections for the workforce strategy document provided in Appendix 2 to help shape a proposed outline for circulation and approval by the senior sector stakeholders and your sponsor. Include proposals regarding the headlines and structure of the strategic themes or key focus areas, and the layout and design of the document.

Exercise 7.2: identifying target audience groups

Template 8, provided in Appendix 4, lists a wide range of potential audience groups which you can use to help identify the groups you will be targeting. (These relate to the Stakeholder groups identified in Exercise 4.4). It also provides a number of headings to guide your thinking in terms of the contents and design of the workforce strategy document, as well as the format and media channels you should make use of.

Checklist for sponsors

Sponsors can support and enable the activities in this module by:

- contributing to the decision making regarding the right structure and design of the strategy document
- ensuring the skeleton structure of the workforce strategy document is circulated and approved by the key stakeholders
- sense checking that the right audience groups have been prioritised and that the design proposals meet their needs
- providing clarity regarding the resources and budget available for the publishing and promotion of the workforce strategy

Appendix 1: the local workforce strategy diagnostic

The following questions are designed to help give you a perspective on your workforce strategy and the process you have gone through to establish it.

Question	Useful modules	Useful exercises
Have we developed clear links between the workforce strategy and the children's plan?	1	
Have we identified the workforce implications of the children's plan?	1	1.1
Are the workforce strategy and children's plan cycles mapped and aligned?	1	1.2
Have we aligned the workforce strategy locally?	2	
Do we have a good understanding of who makes up our children's workforce, possibly presented in a stakeholder map?	2	2.1
Do we have a clear picture of the local partnership arrangements?	2	2.2
Have we identified the local priorities for the children's workforce by interviewing key stakeholders within each sector?	2	2.3
Have we identified the workforce implications of the local community strategy and local area agreements?	2	2.3
Do we understand the local workforce development priorities highlighted in the workforce strategies, people plans and other documents for each of the sectors in our children's trust?	2	2.3
Have we asked children, young people and their families how they would like the future children's workforce to be shaped?	2, 10	
Have we asked staff at all levels and managers from across the children's workforce to participate in shaping the future of the children's workforce?	2, 10	
Have we aligned our workforce strategy nationally and regionally?	3	

Question	Useful modules	Useful exercises
Do we understand the national context in which our workforce strategy sits?	3	
Have we identified the national priorities for the children's workforce?	3	3.1
Are we effectively project managing the workforce strategy activity and cycle?	4	
Have we decided on an overall model and approach to our strategy activity?	4	4.1
Have we considered the lessons we can learn from the past?	4	4.2
Has the children's partnership scoped the overall ambitions of the workforce strategy activity?	4	4.3
Have we scoped the HR elements to be included in the workforce strategy?	4	4.3
Do we know who to engage in the workforce strategy activities, and when?	4	4.4
Have we created a formal project plan or project charter for the workforce strategy activity?	4	4.1
Have we defined a shared vision of where we want to be?	5	
Have we created a clear and motivating vision statement?	5	5.1
Have we identified the key focus areas of strategic themes of the workforce strategy?	5	5.2
Are a core set of agreed principles in place?	5	5.3
Do we know what we have to do in order to achieve our vision?	6	
Have we conducted a gap analysis to determine where we are now?	6	6.1
Have we made use of evidence such as audit reports, Ofsted and other inspection reports ?	6	

Question	Useful modules	Useful exercises
Have we thought about how to use the children's workforce tool to establish a baseline and support our gap analysis?	6	
Have we developed a range of creative solutions to bridge the gaps?	6	6.2
Could we come up with more effective solutions by embracing creative techniques and engaging in group problem solving?	6	6.2
Are we confident that we have selected and prioritised the strategy actions which will have the greatest impact?	6	
Have we mapped the likely impact of workforce strategy actions?	6	6.3
Are our actions prioritised to ensure there are sufficient resources to deliver the action plan?	6	6.4
Have we assessed the likely impact of the proposed changes?	6	6.5
Do we have a detailed strategy action plan in place – and is it up to date?	6	
Are we confident about the implementation of our workforce strategy?	7	
Are we clear on what structure we need for the strategy document?	7	7.1
Do we know what look and feel we want for our strategy?	7	7.1
Have we taken the needs of our target audience groups into consideration?	7	7.2
Have we thought how best to launch and then promote and communication about the workforce strategy on an ongoing basis?	8	
Have we identified key formal and informal leaders to endorse the workforce strategy and the importance of workforce development?	8	

Question	Useful modules	Useful exercises
Have we established links, and possibly created a working group, of marketing and communications managers from across the children's partnership?	8	8.1
Do we know what the communication and marketing review and sign off procedures are in each of the partner organisations?	8	8.1
Have we planned an exciting launch of the workforce strategy?	8	8.2
Is there a communications plan in place which sets out the key messages and activities to move from awareness building to keep understanding?	8	8.3
Are we effectively implementing the workforce strategy actions?	9	
Have we identified the key internal factors enabling or blocking implementation at a local level?	9	9.1
Is there a programme of change in place?	9	
Are we fostering an innovative, creative and challenging approach to the implementation projects?	9	
Is there support for working in multi-agency or cross-functional teams wherever possible?	9	
Do we know who is responsible and who is accountable for the implementation of every action?	9	9.2
Does everybody implementing strategy actions understand what to report on, when and how?	9, 10	9.2
Are we helping individuals and teams to understand what the workforce strategy means for them personally?	9	9.3
Do we have an effective, agreed, workforce strategy cycle?	10	
Is the workforce strategy cycle linked into existing planning cycles and governance structures?	10	10.1

Question	Useful modules	Useful exercises
Are the workforce strategy cycle and children's plan cycle well aligned? Are commissioning and performance management cycles also taken into consideration?	10	10.1
Are we monitoring and measuring how effectively we're managing the workforce strategy cycle and activities?	11	11.1
Have we identified and mitigated any risks to the workforce strategy activity, and are we reviewing these appropriately?	11	11.2
Are we confident that we are doing the right things, and doing things right?	12	
Do we regularly review the impact the workforce strategy is having on meeting our children's plan and local area objectives?	12	12.1
Do we regularly review the impact the workforce strategy is having on the lives of children and young people, and do we consult them first hand as part of this process?	12	12.1
Do we regularly review the impact the workforce strategy is having on the working environment and job satisfaction of our staff and managers, and do we consult with them first had as part of the process?	12	12.1

Appendix 2: contents of a workforce strategy document

You may prefer to keep the workforce strategy document short and focused, or to produce a thoroughly detailed document instead. The table below provides a long list of possible sections and heading your workforce strategy could contain from which the workforce strategy developer can pick and choose.

Contents	Description	Options
foreword	<ul style="list-style-type: none"> – promotes importance of workforce development and the strategy – highlights achievements since previous version – thanks children’s workforce for progress made so far – encourages support for the implementation of the strategy 	<ul style="list-style-type: none"> – written by senior stakeholder such as director of children’s services (DCS) or the chair of the children’s trust board – could include signatures of all participating organisations – could include logos of the participating organisations
executive summary	<ul style="list-style-type: none"> – brief summary of the strategy providing a quick overview and highlighting the most important points 	<ul style="list-style-type: none"> – could also be titled “key messages”
introduction and background	<ul style="list-style-type: none"> – briefly sets out the approach taken to developing the workforce strategy – establishes who was involved and who is covered by the strategy – sets out why the strategy is being produced – its aims and objectives – explains briefly who is responsible for developing, monitoring and reviewing workforce strategy 	<ul style="list-style-type: none"> – could introduce the concept of integrated working
the strategic context	<ul style="list-style-type: none"> – briefly provides the local, regional and national and context – explains how the strategy is aligned – establish clear links with local objectives for children’s services 	<ul style="list-style-type: none"> – could provide a brief overview of the local area – demographics, dynamics – full list of policies, programmes and papers to which the strategy is aligned could be provided as an appendix – could summarise feedback from consultations if the Vision section is being excluded

Contents	Description	Options
vision for the children's workforce	<ul style="list-style-type: none"> - sets out and promotes the shared vision for the children's workforce - introduces the strategic themes or key focus areas - sets out the shared values of the children's workforce - summarises the feedback from consultation with children and young people - summarises the feedback from consultation with members of the children's workforce 	
key workforce challenges	<ul style="list-style-type: none"> - summarises the workforce priorities and key issues identified during the development of the workforce strategy 	<ul style="list-style-type: none"> - could provide a summary of workforce data for the children's workforce as a whole, and its implications - could go into more detail by listing the key workforce issues by each of the main workforce sectors
strategic priorities	<ul style="list-style-type: none"> - structured under the key focus areas or strategic themes, the strategic priorities include details such as: <ul style="list-style-type: none"> • why it is important • how it links to national and local priorities • the proposed approach to tackling the issue • the resource implications of this approach • how you will know you've been successful 	<ul style="list-style-type: none"> - could be set out a number of ways, such as under the headings of the children's plan priorities, the children's workforce framework or main areas or stages of workforce development activity.

Contents	Description	Options
detailed action plan (tackling the priorities)	<ul style="list-style-type: none"> - here you will need to take each of your key priorities in turn giving details such as: <ul style="list-style-type: none"> • name of priority • which strategic objective it meets • your vision for the priority, what you want to achieve • how you will achieve your vision • what resources you have and need • who will take responsibility for the action • timescales and key milestones • how will you know you have been successful • how will this be measured • how and when will this be monitored & reported 	
managing and monitoring progress	<ul style="list-style-type: none"> - describe the arrangements for the monitoring and reviewing of the workforce strategy and actions 	<ul style="list-style-type: none"> - could include an overview of the reporting structure and key stakeholders of the workforce strategy.
appendices		<ul style="list-style-type: none"> - some of the documents you may wish to include here include: <ul style="list-style-type: none"> - more detailed workforce data - more detailed feedback from consultations - groups or committees developed to ensure strategy implementation

Appendix 3: links to other strategic documents for insight and comparison

Nature of document	Link
Toyota Global Marketing Strategy Presentation	www.toyota.co.jp/en/ir/presentation/2003/041603.pdf
RBS 2010 Strategy Presentation	http://files.shareholder.com/downloads/RBS/0x0x263964/5242acb2-5cd2-4022-be3d-77a5171c5c2d/ML_Conference_Oct2005.pdf
NASA Transition Strategy	www.nasa.gov/pdf/282059main_NASA%20Transition%20Strategy%20v2.1.pdf
London 2012 Diversity and Inclusion Strategy	www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf
Waltham Forest 2012 Olympic Strategy	www.walthamforest.gov.uk/draft-olympic-strategy-270906.pdf
Liberal Democrats Globalisation Strategy	www.libdems.org.uk/siteFiles/resources/PDF/Thriving%20in%20a%20Globalised%20World.pdf
Birmingham 2026 Sustainable Community Strategy	www.birmingham.gov.uk/cs/Satellite/2026?packedargs=website%3D1&rendermode=live
Aston University 2012 Strategy	www1.aston.ac.uk/about/strategy/
Barclays Environmental Strategy	http://group.barclays.com/Sustainability/Reporting/Sustainability-Report-2008/Our-sustainability-themes/Environment/Environmental-strategy
HSBC Investor Relations Strategy	www.hsbc.com/1/2/investor-relations/strategy
MOD Innovation Strategy	www.mod.uk/NR/rdonlyres/4B1AECCB-8DA1-4AC7-B65D-CEDC3514324C/0/def_inn_strat.pdf
Forestry Commission Education Strategy	www.forestry.gov.uk/pdf/fcfc106.pdf/\$FILE/fcfc106.pdf

Appendix 4: templates and guidelines for exercises

Template 1 Local workforce priorities

Exercise 1.1: workforce development priorities from the children's plan

Reference	Priority area / issue / initiative	Importance (high, medium, low)	Workforce implications / comments

Template 1

Local workforce priorities

Exercise 2.3a: workforce development priorities from the local community strategy and local area agreement

Reference	Priority area / issue / initiative	Importance (high, medium, low)	Workforce implications / comments

Template 1

Local workforce priorities

Exercise 2.3b: workforce development priorities – interviews with sector leads

Reference	Priority area / issue / initiative	Importance (high, medium, low)	Workforce implications / comments

Sectors to consider are, for example: education, early years, health, justice and crime prevention, social, family and community support, sport and culture and the third sector.

Template 1 Local workforce priorities

Exercise 2.3b: workforce development priorities – sector level plans, strategies and data

Reference	Priority area / issue / initiative	Importance (high, medium, low)	Workforce implications / comments

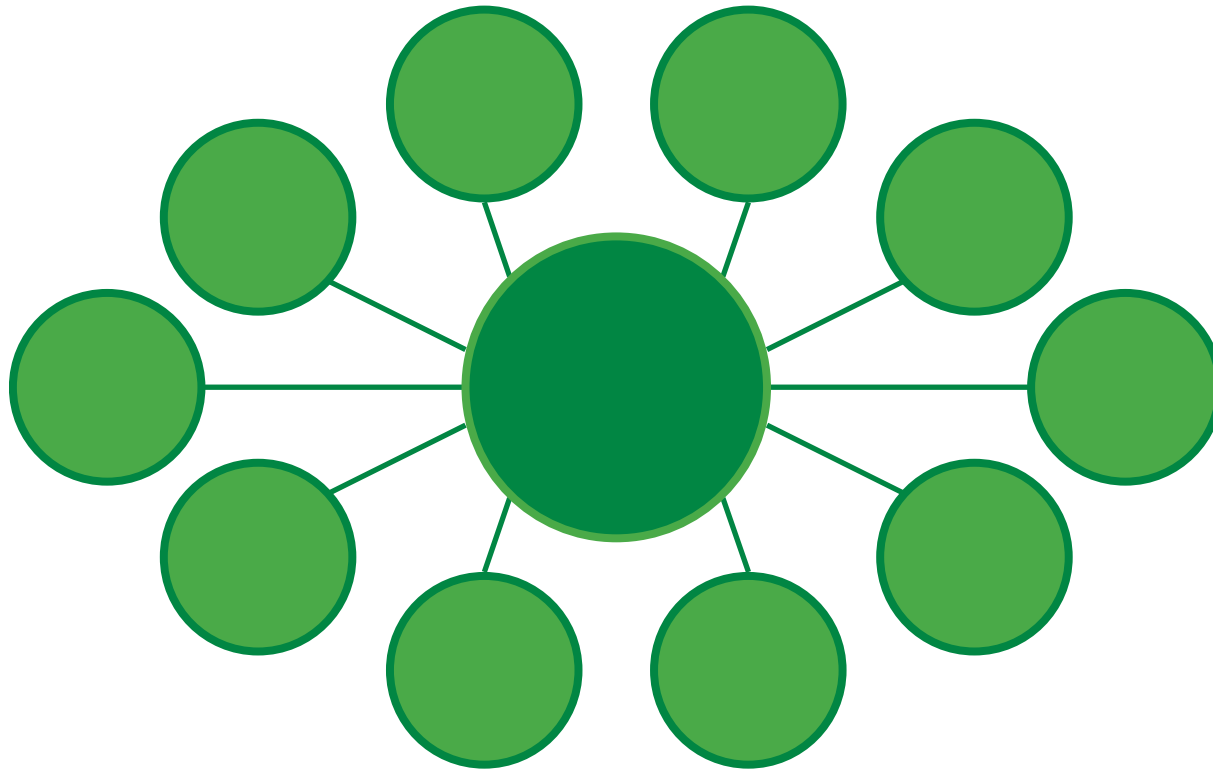
Sectors to consider are, for example: education, early years, health, justice and crime prevention, social, family and community support, sport and culture and the third sector.

Template 1
Local workforce priorities

Exercise 3.1: national and regional workforce development priorities

Reference	Priority area / issue / initiative	Importance (high, medium, low)	Workforce implications / comments

Template 2
Stakeholder map



Template 3
Workforce strategy project charter

Project summary

Aim	to... by...
Overall approach	— — — —
Key milestones	— — — —
Resource	— — — —

People directly involved

Developer		Sponsor	
Overseeing	(eg workforce development group)	Governance	(eg local partnership)
Other project team members	- - - - -	- - - - -	

The scope of the workforce strategy

Ambitions for the workforce strategy	<ul style="list-style-type: none">– (ie what is hoped will be achieved through the workforce strategy activity)––––	Elements of the workforce strategy	<ul style="list-style-type: none">– (ie what will be included or excluded from the workforce strategy)––––
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Key project objectives

Workforce strategy objectives	<ul style="list-style-type: none">– (ie the main achievements and activities planned)––––
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Template 4 Stakeholder engagement plan

Exercise 4.4: identify which stakeholder groups to engage with and when

Stakeholder group	Aligning the strategy	Designing the strategy	Implementing and promoting the strategy	Sustaining the strategy
The workforce strategy developer/s				
The local children's partnership - members and subgroups – most importantly the:				
– workforce development group				
Director of children's services				
Other senior level sponsors within each sector or organisation				
Other actively involved senior level stakeholders such as:				
– strategic partnership board				

Stakeholder group	Aligning the strategy	Designing the strategy	Implementing and promoting the strategy	Sustaining the strategy
– the local safeguarding children board				
– joint Commissioning Board				
– lead member for children’s services				
– other children’s workforce related councillors and politicians				
Actively involved HR or training managers, policy leads				
Commissioning leads				
Communications and marketing teams				
Staff – frontline and support				
Other leaders and managers				

Stakeholder group	Aligning the strategy	Designing the strategy	Implementing and promoting the strategy	Sustaining the strategy
Trade unions				
Associations and forums for voluntary and community organisations				
Children, young people, their families and carers				
– consultation and participation groups				

Template 5

Gap analysis

Exercise 6.1: conducting a gap analysis, where are we now?

The rating scale and criteria should be developed by the group conducting this exercise to ensure common understanding of what they are and mean. A suggested approach is to use High, Medium and Low for Importance and for current status a scale such as: Not yet begun, struggling, average or midpoint, making progress and excelling.

Key workforce objective – where we aim to be	Importance (impact on ECM outcomes)	Current status	Comments regarding current position

Template 6

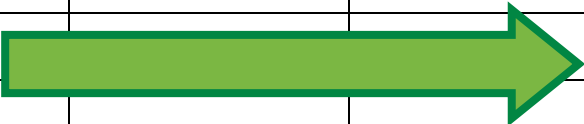
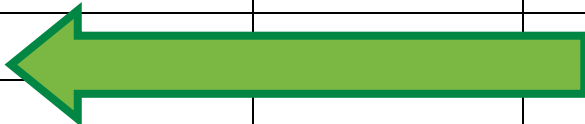
Action impact mapping

Exercise 6.3: mapping the likely impact of workforce strategy actions

Part a: The criteria for rating the actions should be discussed and agreed by the exercise participants. A simple rating could be high, medium and low.

Proposed workforce strategy action	Children's plan objective 1	Children's plan objective 2	Children's plan objective 3	Children's plan objective 4, etc

Part b:

Potential workforce strategy action	Desired response to activity	Desired outcome		How trust is measuring progress (KPI)	Potential root cause of issue	Local children's partnership objective
						

Template 7

Assessing the impact of change

Exercise 6.5: assessing the impact of change

Part a: The criteria for rating the level of impact (such as high, medium or low) should be discussed and agreed by the exercise participants.

Description of change	Who will it impact?	Level of impact	Nature of impact	Pressure points	Actions

Template 8

Target audience groups

Exercise 7.2: assessing the needs of the target audience groups

Stakeholder group	How they use the workforce strategy document	Main areas of interest	Level of detail required	Preferred format and media	How we will meet their needs
The local children's partnership - members and subgroups – most importantly the:					
– workforce development group					
Director of children's services					
Other senior level sponsors within each sector or organisation					
Other actively involved senior level stakeholders such as:					

Continued

Stakeholder group	How they use the workforce strategy document	Main areas of interest	Level of detail required	Preferred format and media	How we will meet their needs
– strategic partnership board					
– the local safeguarding children board					
– joint Commissioning Board					
– lead member for children's services					
– other children's workforce related councillors and politicians					

Stakeholder group	How they use the workforce strategy document	Main areas of interest	Level of detail required	Preferred format and media	How we will meet their needs
Actively involved HR or training managers, policy leads					
Commissioning leads					
Communications and marketing teams					
Staff – frontline and support					
Other leaders and managers					
Trade unions					
Associations and forums for voluntary and community organisations					
Children, young people, their families and carers					
– consultation and participation groups					
The community as a whole					
The press					

Template 9

Key internal factors

Exercise 9.1: identifying the key internal factors which could enable or block the implementation of strategy actions.

Key internal factor	Enabler or blocker	Degree of impact	How it could be leveraged / overcome
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-

Template 10 Team level impact assessment

Exercise 9.3: identifying the required tasks and likely impact of workforce strategy actions at team level.




Workforce strategy action	Tasks we are required to do	What changes we are likely to see for our team	Additional tasks and actions we will need to take
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-

Template 11 Project progress report

Exercise 11.1: project and action progress reporting.

		Stages of implementation						
	Action or project	Stage 1 (eg resourcing)	Stage 2 (eg designing)	Stage 3 (eg piloting)	Stage 4 (eg roll out)	Stage 5 (eg embedding)	Stage 6 (eg reviewing)	Comments
Strategic Theme 1	Project 1							
	Project 2							
	Project 3							
	Project 4							
Strategic Theme	Project 1							
	Project 2							
	Project 3							
	Project 4							
Strategic Theme	Project 1							
	Project 2							
	Project 3							
	Project 4							
Strategic Theme	Project 1							
	Project 2							
	Project 3							
	Project 4							

Copy and paste, then move into the box concerned:

-  **Red:** a significant problem requiring the help of a sponsor
-  **Amber:** a delay or hiccup which the project team can resolve themselves
-  **Green:** everything running smoothly
- NYS:** Not yet started, as planned

Note: Stages of implementation could be replaced by Months or Weeks.

Template 12 Risk register

Exercise 11.2: identifying and mitigating potential risks to the workforce strategy cycle

Part a: risk matrix

	IMPACT (most likely impact, if in doubt grade up, not down)				
Probability (likelihood of occurrence)	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
almost certain	5				
probable (highly likely)	4				
likely	3				
possible	2				
rare	1				

HIGH – plan immediate action, MEDIUM – review closely, LOW – limited action, long term plans

Part b: risk register

Risk identification	Risk assessment (H,M,L)	Actions on risks	When to monitor next
		-	
		-	
		-	
		-	
		-	
		-	
		-	
		-	
		-	
		-	

Template 13

Exercise 10.4: gauging the impact of workforce development.

Action	Desired / planned impacts	Impact achieved so far	Evidenced by	Comments / further actions

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