

Children's Workforce Development Council

corporate plan 2008-2011

IMAGE REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

Contents

- 03 **Foreword**
- 04 **Building our strategy and work plan**
- 08 **Our strategy for 2008-11**
- 10 **Funding and performance**
- 12 **Business Plan** Annex 1
- 33 **Performance management framework** Annex 2
- 34 **Workstream achievements 2007-08** Annex 3
- 38 **Footprint** Annex 4
- 39 **Board members, Members group and Directors** Annex 5

Children's Workforce Development Council (CWDC) Corporate Plan April 2008-March 2011 and Business Plan 2008-09



Foreword

In CWDC we are committed to making a difference to the lives of children and young people. Our role is twofold, a Sector Skills Body supporting around 500,000 people in our footprint (Annex 4) and a workforce reform body supporting change across the children's workforce. We work closely with the Training and Development Agency for Schools (TDA) and the

Children's Workforce Network (CWN) to address common issues across the wider children's workforce.

We have achieved a great deal in our first three years. We have done this with the support and engagement of all our partners, particularly children, young people and families. They inform and shape all we do, and we are proud of what we have achieved with their help.

We now need to build on our strong foundations as we grow and change to meet the challenges ahead. This plan sets out a clear strategy and actions for the next three years. It responds to the needs of our employers and their workforce as well as key strategic partners, including Government and the CWN.

The plan sets out our mission, strategy and activity. It explains:

- The development of our strategy including feedback from key partners
- Our key drivers and strategic objectives
- Our achievements in 2007-08
- Our detailed business plan and funding for 2008-09
- Our approach to performance management in 2008-09 and beyond.

I am confident that together we can support the children and young people's workforce to deliver the very best for children, young people and families.

Michael Leadbetter

Chair, CWDC

Building our strategy and work plan

Our achievements over the first three years

In our first three years we have responded to Every Child Matters and the Children's Workforce Strategy through a wide range of activities including support for the early years, social care, local workforce strategies and the development of integrated working. Annex 3 sets out our achievements in more detail. We have looked at those achievements and at what we still need to do in order to inform our 2008–11 strategy and business plan.

Establishing our priorities for the next three years

The Children's Plan: Building Brighter Futures, which was published in December 2007, reaffirms Every Child Matters and sets out the direction for all of us working in the sector until 2020. It aims to make England the best place for children and young people to grow up. It identified new priorities for CWDC in working with families and in supporting children and young people facing poverty, disadvantage and living with disability. We have taken account of those priorities in developing our strategy and work plan.

Stakeholder feedback

In developing our plan we also asked our employers, workforce and other key stakeholders what we should continue to do and where we needed to address new and developing issues. The chart below sets out **what they told us** and **what action we have taken** in response.

Work on the Integrated Qualifications Framework should be a key priority.

IQF remains a key priority for CWDC and the project will continue during 2008-09.

Our leadership role in relation to Integrated Working is vital.

This will be a substantial area of work for CWDC next year.

We need to develop a leadership and management module for front line managers in all sectors, especially in a multi-agency setting.

Leadership and Management will be a major project in 2008-09 with a focus on middle managers working in Children's Trust arrangements.

Our stakeholders would like us to take a more personal approach in communicating with them.

CWDC is allocating additional resources to communication.

We need to be more specific about what will be delivered on the ground and the measures of success to be used.

We have changed the format of the business plan to be more specific about the outcomes and products to be delivered on each project. We are also developing a balanced scorecard containing key strategic measures.

We should play a key leadership role in championing the effective inclusion and recognition of the third sector and the volunteer workforce and we should develop creative and flexible approaches to training and development of the third sector, both in funding and alternatives to information technology (IT) based delivery.

We will be undertaking a project on third sector workforce needs and perspectives and will ensure the work is embedded in all CWDC activities and funding streams.

Work to estimate the number of volunteers in the footprint will take place.

We have a comprehensive third sector strategy in place.

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We should ensure a strong employer and workforce voice in all our activities.

We will put in place a comprehensive private sector and employer strategy.

We will recruit a member of staff to lead this work and develop our employer services.

We should undertake research on the market for a range of children's services, how market forces affect recruitment and retention and the ability of children, young people and families to take up the services they need.

We will be taking this forward in 2008 as part of our research programme.

We should focus on the rollout of Post Qualifying awards in social care.

New arrangements to support this will be operational from next year and will be communicated in the near future.

We need to consider an alternative practice based career route for residential care workers and family support workers.

We will develop standards for residential care workers and ensure these are integrated in a professional career development framework for the wider social care workforce. We will be mapping the roles and skills of those who work with families in partnership with Training and Development Agency for Schools (TDA) and Lifelong Learning UK (LLUK).

We should give a high profile to the workforce implications of Care Matters and the development of the workforce supporting vulnerable children and young people.

We are researching the gap in skills and knowledge for the workforce supporting vulnerable young people and will be developing a training and qualifications strategy to reduce it.

We need to give a stronger focus to youth support services and in particular the learning and development implications of Youth Matters.

A major programme of work has been developed with CWDC in the lead to support delivery of the Youth Workforce Strategy.

We should provide advice and support on the relevant route into the workforce supporting 14-19 year olds.

We are supporting this work through the Children's Workforce Network and will look to ensure that this is sufficient going forward.

There was strong support for us to provide guidance on the quality and flexibility of training providers.

A new project has been developed to enable us to advise on the quality of training providers.

We should improve understanding and skills relating to safeguarding.

We will develop a new project on this issue.

We need to consider the support needs of people entering the children's workforce who may not have traditional qualifications or whose experience of working is limited.

This will be addressed through our work on minimum qualifications for the workforce.

We also asked children, young people and their families about their priorities for our work. They said:

Children and Young People

- They want workers who have been through the same experiences they are going through.
- They want workers who treat them well, with respect and consideration and don't take their frustrations out on them.
- They think workers should have time and anger management training, listening skills and disability awareness training.
- They think the workforce should involve young people in recruitment and in training workers and foster carers.
- They want more positive images of young people.
- They want to be involved and asked what they think.
- The top things they want all people who work with them to have are an understanding of equal opportunities, children's rights, child protection, disability awareness and confidentiality.

We will build these priorities into our 2008-11 strategy and business plan through our communications strategy and in our work on national occupational standards. They will also be addressed through our work in response to Care Matters and on safeguarding.

Parents and Carers

- Just over a quarter (28 per cent) think the people who work with them work together effectively; 66 per cent think this happens sometimes.
- They suggest the following might help better joint working: workers to have a better understanding of each others jobs, having one dedicated worker to co-ordinate all the other workers and for workers to be located in the same place.
- They suggest communication is a key issue, both between agencies and between workers and families.

These issues will be built into the plan through our work on integrated working and disability issues.

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Current Priorities

Many of our priorities have been addressed. However we have a number of priorities where work is ongoing and will remain a priority in the 2008-11 strategy and business plan. These are:

- Raising the skills levels of the Early Years workforce
- Delivering the Integrated Qualifications Framework
- Delivering our sector skills agreement and sector learning strategy.

New Priorities

The feedback from our stakeholders and the Children's Plan also helped us to identify additional key areas of work for the coming three years in particular:

- Additional focus and resource on poverty, disadvantage, disability and families
- Developing a single, integrated and coherent identity for the workforce
- Leadership on youth workforce reform
- A strong focus on social workers and the wider social care workforce
- Maintaining and developing a strong employer and employee voice
- Strong support at the regional and local level for workforce reform and integrated working.

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Our strategy for 2008-11

Our vision is that we will create a world-class workforce for children, young people and families that is:

- Inclusive
- Built on strong partnerships
- Focussed on excellence.

Our strategic objectives for 2008-11 are to:

- Drive forward workforce reform across children's services
- Be a proactive, excellent sector skills body.

We will do this by:

- Improving the lives of children and young people, their families and carers by ensuring that all people working with them have the best possible training, qualifications, support and advice
- Helping the children and young people's workforce to work together better so that the child is at the centre of all services
- Being the influential voice of employers and the workforce that is recognised by national and local government and key partners.

To help us achieve this our organisation will, over the next three years:

- Model what we expect of others
- Become even more effective
- Become more efficient and improve our financial management system
- Be made up of an excellent, diverse and skilled workforce.

The strategy map below explains how this fits together and how we will structure our activity to deliver this enhanced and demanding agenda.

Annex 1 sets out our business plan for 2008-09. It contains the priorities we have identified linked to our strategic objectives. It highlights which parts of the children's workforce are supported by each activity and gives clear outcomes and products (deliverables) for each strand of work.

Creating a World Class Workforce for Children, Young People and Families



Funding and performance

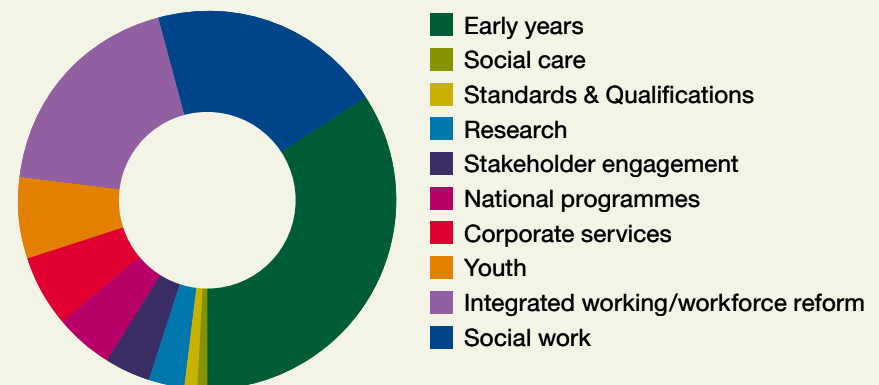
For the financial year 2008-09 the agreed core grant from the Department for Children Schools and Families (DCSF) is £81,692,000

Of this core grant the Department for Children, Schools and Families has indicated that the following sums should be allocated to specific areas:

Social Work	£12,455,000
Youth Workforce Reform	£5,000,000
Play Workforce Training	£3,500,000
Early Years Professionals	£27,221,000
Early Years Recruitment	£450,000
EYSEFD Student Support	£1,845,000

The following diagrams show how this funding is allocated to each of our programme areas and the percentage of our funding which is allocated to support frontline workers, to development work and CWDC's core costs to support the organisation's work.

Summary of 2008-09 Budget by Programme



Summary of 2008-09 Budget by Frontline/Development/Central

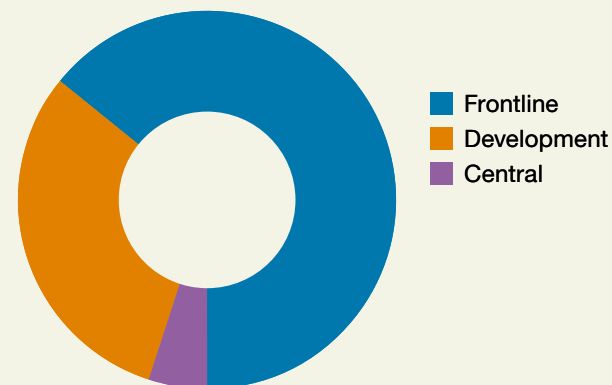


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Managing Performance

All our work is managed through Programme Boards which monitor progress and performance on a regular basis. The senior management team ensures that cross cutting work is properly co-ordinated.

We will report on progress to our Board every two months and to our members group twice yearly. We will also report to DCSF as our main funder on a quarterly basis. We will report through a balanced scorecard approach as detailed in Annex 2.

Managing our Risks

We have a comprehensive risk strategy in place which allows us to be innovative and responsive and ensures that risk is managed to an appropriate level. The strategy is underpinned by a comprehensive risk register which is reviewed monthly by the senior management team of the company. High level risks are reviewed by the Board on a regular basis.

Sustainable Development Action Plan

During 2008 CWDC will develop a Sustainable Development Action Plan in relation to both our policy development and operations. The Plan will outline our intention to promote sustainability in service delivery and be more sustainable internally within CWDC in areas such as:

- Saving energy and resources
- Buying goods and services
- Reducing waste and recycling
- Travel.

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Business Plan

Annex 1

To ensure we focus on our vision and strategic objectives we have aligned all our work with the Strategy Map detailed on page 9.

We have structured our business plan to show how each project we are undertaking helps meet one of our strategic objectives or is an enabler which supports the whole organisation in its delivery.

As stated on page 11 we are managing performance through a number of programme boards and these have also been aligned to our strategic objectives.

Therefore the business plan is structured as follows:

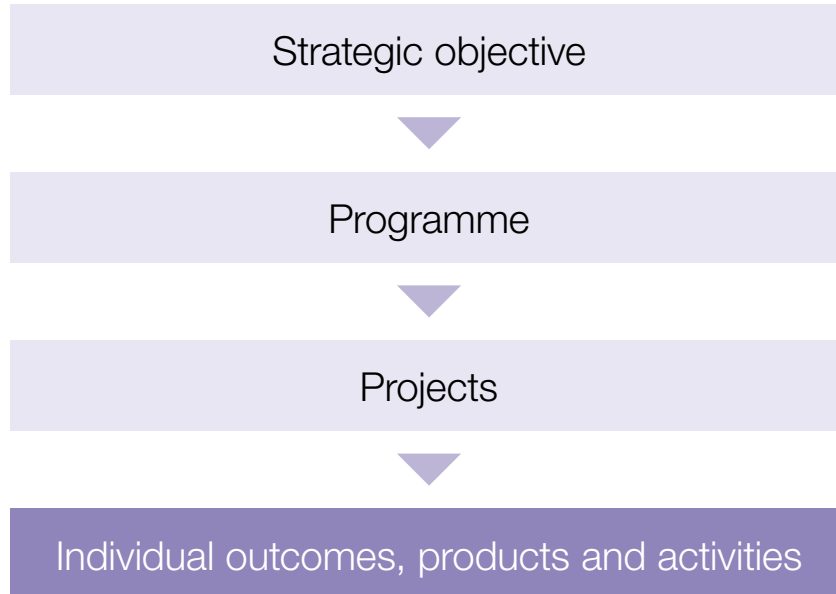


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Strategic objective – driving workforce reform

Promoting Integrated Working Improving Quality Increasing Capacity

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Social work		Footprint: Social Workers PSA link: 12,13	
Newly Qualified Social Worker Pilot	A three-year pilot programme of support and development for newly qualified social workers (NQSW) employed in a relevant children's context, to be supported by a set of outcome statements	Publication - NQSW outcome statements and guidance	August 2008
		Funding system established	July 2008
		Potential appraisal system established	August 2008
		Training and appraisal programme developed and implemented	September 2008
		Potential appeals system established	September 2008
		3,000 successful NQSWs trained and in employment	2011
		Evaluation of pilot programme published	2011
Communications action plan implemented	2011		
Remodelling Social Work Delivery Pilots	A view on a range of improvements in management arrangements of social work that will support improved multi-agency evidence based social work practice and free social worker time to enable more direct work with vulnerable children, young people and families, as well as more effective assessment and planning	Establishment of 11 innovative and evidence-based pilot practice aimed at remodelling current practice and improving social worker retention and outcomes for vulnerable children, young people and families	September 2008
		Learning sets across all pilot projects to foster learning and improve social work practice	June 2008
		Annual conference that shares and celebrates learning and sustain pilot morale, the first will be by October 2008	October 2008
		Annual contractor and evaluator reports that capture learning, help refine pilot practice, show added value and have value for improved national social work delivery	December 2008

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Early Professional Development for Social Workers (EPD)	Support for social workers in their second and third year of employment with additional support and training for supervisors of social workers	<p>Regional workshops for up to 200 employers which identify supervision needs and the structure of an EPD programme</p> <p>A small scale (50 people) pilot completing an EPD programme in the second year of employment</p> <p>80 per cent of those completing the NQSW programme in August 2009, begin the EPD programme in Sept 2009</p> <p>1000 candidates enrol on the EPD programme by August 2009</p> <p>100 per cent of line managers complete supervision training for the pilot by Sept 2008 and for the full programme by Sept 2009</p>	<p>June 2008</p> <p>September 2008</p> <p>September 2009</p> <p>August 2009</p> <p>September 08 – September 09</p>
Fast track route to qualifying as a social worker	Develop a new way to train as a social worker	<p>A small scale pilot developed</p> <p>Depending on subsequent decisions and options, a larger scheme will start from September 2009. Work will include:</p> <ul style="list-style-type: none"> • Publishing the eligibility criteria • Options appraisal • Deciding who provides the training • Programme design • Consultation • Pilot from January 2009 	<p>January 2009</p> <p>September 2009</p>
Support for 'grow your own' social workers	Support for Local Authorities seeking to recruit and train their own staff with additional support and training for supervisors of social workers	Up to 200 additional candidates on "grow your own" schemes	September 2008

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Marketing the social worker role	Understand better what motivates people to be social workers in a children's context	<p>Extensive market research that sets out key motivations for different segments of the social work market, barriers to entry and current perceptions.</p> <p>Costed recommendations on how to promote social work to the different market segments</p> <p>At least 100 case studies of people who are currently working as social workers in a children's setting</p> <p>At least 400 NQSWs complete a questionnaire explaining their motivations for starting the training and taking a job in a children's setting</p>	April 2008-June 2011
Career framework for social workers	More social workers remain in front line roles	<p>Regional workshops for local authority employers</p> <p>Options are produced and agreed with DCSF and Association of Directors of Children's Services</p>	September 2008 November 2008
Social Work Education Partnership	A service level agreement is in place with Skills for Care and Development	<p>Service level agreement agreed with Skills for Care and Development to:</p> <ul style="list-style-type: none"> • Deliver CWDC priorities in relation to practice learning and Continuous Professional Development (including PQ); • Establish the partnership board with clear and agreed terms of reference (agreement between Department of Health, DCSF, CWDC and Skills for Care) and governance arrangements <p>Increase in quality and number practice learning for children's social work students</p> <p>Employers fully involved and able to influence direction and content of social work education developments</p>	April 2008 - March 2009

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Vision for social workers in a children's setting	An agreed statement about what can be expected from social workers who work with children and their families	Working group, led by a Director of Children's Services, set up Consultation Agreed statement	May 2008 September 2008 September 2008
Peer to peer support for social workers	Senior social workers are better supported and this helps to change the culture and behaviours in local authorities – particularly in terms of supervision	Consultation on project design Materials published to support the project Pilot project starts	September 2008 November 2008 January 2009
Social care		Footprint: Social Care Workers PSA link: 13	
Children's Social Care Workforce Development Framework	An overarching framework that sets out the expected standards based on core behaviours and likely career pathways from induction onwards for children's social care workforce	Framework and supporting materials agreed by reference group Consultation process completed Revised draft framework and supporting materials following wider consultation Framework and supporting materials endorsed by DCSF and key partners Implementation plan including communications strategy agreed by programme board	June 2008 September 2008 November 2008 January 2009 March 2009
New Types of Worker	Evidence-based models for the support and development of sustainable new types of workers and new ways of working is effectively communicated	A report evaluating the CWDC New Types of Worker pilot projects Dissemination plan delivered	October 2008 January 2009

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Standards for Residential Child Care Workers	Design and delivery of a set of standards for residential care workers	Standards drafted for consultation Consultation process completed Implementation plan agreed by programme board Standards agreed by DCSF and key partners Guidance agreed by DCSF and key partners Test and trial phase completed Implementation plan delivered	July 2008 November 2008 January 2009 January 2009 March 2009 October 2009 March 2010
Higher Level Foster Care Standards	Design and delivery of a set of higher level standards describing core behaviours for foster carers	Standards drafted for consultation Consultation process completed Implementation plan agreed by programme board Standards agreed by DCSF Guidance agreed by DCSF Test and trial phase completed Implementation plan delivered	July 2008 November 2008 January 2009 January 2009 March 2009 October 2009 March 2010
Early years		Footprint: Early Years Sector PSA link: 10, 11, 13	
Support for Early Years Professionals	EYPs are supported through networks and professional development arrangements	EYP support package delivered Current EYP support package for 2007-08 reviewed and local authority evaluation of impact of EYPs communicated Options for sustaining support to EYP development with partners reported	September 2008 November 2008 December 2008

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Level 3 for the early years workforce	Plan to the DCSF on arrangements to deliver Level 3 as the minimum qualification for practitioners working in Early Years settings.	<p>Stage One</p> <ul style="list-style-type: none"> • A Qualifications List for the Early Years Register • Workforce targets for Level 3 qualifications across setting/provision type agreed with DCSF <p>Stage Two</p> <ul style="list-style-type: none"> • Action plan for increasing percentage of workforce with Level 3 qualification agreed by DCSF • Recommendations suggesting changes to Statutory Framework for delivery of EYFS 	<p>July 2008</p> <p>March 2009</p> <p>July 2009</p> <p>July 2009</p>
Communication activity for Early Years projects	Effectively and efficiently fulfil the communications requirements of all Early Years projects	<p>Annual communications plan completed and agreed by project board</p> <p>Reviews of implementation demonstrating high performance presented to project board biannually</p>	<p>April 2008-09</p> <p>July 2008 and January 2009</p>
Promoting Sustainability in the Private, Voluntary and Independent (PVI) Sector	Improved understanding of the capacity of the Early Years PVI sector in relation to business skills	Research and costed options for further development	June 2008
Supply of EYP's in day care settings	Supply of Early Years Professional's working in settings is sufficient to meet the Government's target of an EYP in every full day care setting by 2015	<p>Local, regional, and national qualification levels of staff in PVI settings measured</p> <p>A market profile for potential EYPS candidates is developed to provide the evidence base for targeted EYPS recruitment and awareness raising activity planned for 2008-2011</p> <p>New routes to achieve EYPS are developed and modelled with the number of people working in PVI settings who might be potential candidates for EYPS</p>	<p>March 2009</p> <p>March 2009</p> <p>November 2009</p>

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Routes to Early Years Professional Status	Barriers to accessing EYPS minimised for all the current workforce by 2011	A strategy to overcome barriers for Level 3 to EYPS is agreed and in place Level 3 to EYPS additional route(s) are piloted CWDC Early Years strategy for development of childminders and nannies operating Revised arrangements for sector endorsement are in place	September 2008 September 2008 April 2009 September 2008
Early Years Professional training and assessment	High quality training and assessment for EYPS is delivered and available in sufficient quantities to match Government aims	Regular system update reports produced Quality assurance report produced Full pathway review completed	May, November 2008 and March 2009 July 08 – January 09 October 2008
Early Years Sector Endorsed Foundation Degree (EYSEFD)	Funding is allocated efficiently and effectively for the EYSEFD	Student Support Programme funding is delivered to all core providers Student Support Programme funding reports finalised	During 2008-09 June 2009
Early Years Professionals Recruitment Campaign	Positive raised awareness of EYP, engaging all stakeholders and enabling recruitment targets to be achieved	Support for local activity: <ul style="list-style-type: none"> • Regional employer events • Support for training providers • Local advertising National Awareness Raising activity including national advertising and web response line National sector activity including direct marketing, targeted advertising Evaluation of impact	June 2008 April 2008 May 2008 December 2008 May 2008 October 2008 and March 2009

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Play		Footprint: Play Workers PSA link: 12	
Play Work	Support the training and development of the play workforce in order to meet DCSF commitments in the Children's Plan	<p>Publish findings from a research programme which identifies the potential role of a professionally trained graduate leader in play work</p> <p>Recruit 2000 candidates to a Level 3 NVQ in Playwork</p> <p>Design and fund a short management programme for front line play workers which can be piloted</p> <p>Design and implement a marketing strategy, from April 2008, which supports the workforce implications of the DCSF's Play Strategy and Children's Workforce Action Plan</p>	<p>December 2008</p> <p>September 2008</p> <p>April 2009 onwards</p>
Educational psychologists		Footprint: Education Psychologists PSA link: 10,11,14	
Initial Training and Funding of Educational Psychologists	A workforce demand driven funding process is in place for the training of Educational Psychologists	<p>A new cohort of students starts Educational Psychology training in funded places</p> <p>An initial national educational psychology promotional campaign is run</p> <p>A system is established for funding and administering initial educational psychology training</p> <p>Contracts for September 2009 training places awarded</p>	<p>September 2008</p> <p>September 2008</p> <p>June 2008</p> <p>Summer 2008</p>
Integrated working		Footprint: Whole Children's workforce or all areas of footprint, depending on the project PSA link: 10 – 15	
Cross Sector Workforce Reform	Children's Workforce Network deliverables in the Workforce Action Plan delivered sustainably	<p>A set of short, medium and long-term projects that will deliver agreed products derived from the Workforce Action Plan</p> <p>A set of appropriate contracts and working arrangements agreed with partner Sector Skills Councils</p>	<p>June 2008</p> <p>May 2008</p>

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Occupational Group Funding (OGF)	40 - 50 organisations supported to start new or undertake innovative activities to address deliverables in the Children's Workforce Action Plan.	A funding scheme in place supporting 40-50 contracts. Showcase/celebration activity to support sharing of learning from OGF Evaluation of OGF	July 2008 Dec 2008 Dec 2008
Workforce Strategy Partners Programme (WSPP)	Third and private sectors are supported to develop and/or engage with workforce reform strategies at local, regional and national level.	150 third and private sector organisations supported to engage with the local workforce strategy in each local children's trust area A pilot of 30 private/third sector national and regional organisations and networks supported around development of workforce reform strategies	April 2008-March 2009
Workforce Reform Framework	The CWDC model of workforce reform is understood and implemented	Workforce Reform Framework Advice to DCSF Expert Group on Workforce reform framework Description of the Framework, Graphic Model and Generic Presentation slides Self Assessment Tool, with guide Guidance to write a Workforce Reform Action Plan Guidance for Government Office to interpret Self Assessment Tool and/or Workforce Reform Strategies	June 2008 June 2008 June 2008 September 2008 September 2008
Leading the Integrated Workforce	Children's trust arrangements are better supported to lead and manage integrated Working so that the Children's Plan 2010 commitment on prevention and early intervention is delivered	Support and advice to DCSF and key partners on development and content of a strategy for Leadership and Management for all Children's Trust partners Review emerging models of supervision in integrated Children's Services and provide information for the workforce on the journey towards implementing effective supervision in integrated settings Recommendations to DCSF and key partners for the structure and content of a middle managers development programme	March 2009 March 2009 March 2009

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Understanding Integrated Working	To improve the understanding of integrated working, including the common core, with key stake holders	An Integrated Working, Common Core, and Leading and Managing children's services, Communications Campaign Advice on a beacon award for integrated working Developing a range of products to support integrated working Reviewing the arrangements for delivering training on integrated working processes and practices	April 2008- March 2009
Supporting Delivery of Integrated Working	Children's Trusts have improved integrated working arrangements focussed on early intervention and prevention	Support for a 150 local children's trusts areas to implement integrated working focussed on early intervention and prevention, as part of a core offer to support workforce reform. This includes: a) A grant and set of deliverables for 150 local areas to support the implementation of integrated working and build capacity in the context of workforce reform b) A national menu of support for those designated as leading Integrated working and workforce reform at a local level , which will be delivered with the regional programme c) Regional network support for IW and workforce reform designated leads Integrated Working self assessment tool with guidance and support materials as part of the workforce reform core offer A 'Progress Towards Integrated Working Report'	June 2008 May 2008 June 2008 November 2008 March 2009
Common Approaches to Induction	The development of common approaches to Induction within the CWDC footprint	Review of accreditation of induction Revision. re-branding and re-publication of CWDC Induction Standards and supporting material Advice to DCSF and key partners on extension of common approaches	November 2008 October 2008 March 2009

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Regional Programme	<p>A mechanism in place to deliver CWDC strategic objectives at a regional & local level through the regional programme</p> <p>A mechanism for the effective critique of local impact of national projects against an agreed quality criteria to inform national team plans</p>	<p>Local</p> <p>A clear local offer articulated to each children's trust area that is jointly agreed with partners providing support and challenge to local areas implementing the Workforce Reform and Integrated Working framework</p> <p>Regional</p> <p>Nine regional project plans set against this framework including regional SSA plans that enable us to broker deals with regional funding bodies on behalf of our workforce</p> <p>A mechanism for engaging with employers within our footprint in each region that provides them with access to CWDC key messages and enables assessment of the impact of CWDC's work</p> <p>A mechanism for dispersal of funding to support Level 3 attainment in social care (TSI funding) through regional partnerships</p> <p>National</p> <p>A standardised regional/local impact report for CWDC national teams and programmes</p> <p>A mechanism is in place to deliver a single line budget to local areas for workforce reform that will streamline funding arrangements</p> <p>Intermediate products: feasibility study on streamlining funding streams and recommendations by Dec 08; advice on how TSI funding can be incorporated in to WSPP structures</p>	<p>March 2009</p> <p>June 2008</p> <p>June 2008</p> <p>April 2008</p> <p>June 2008</p> <p>March 2009</p> <p>December 2008</p>

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Integrated Qualifications Framework (IQF)	A qualifications framework that is clear and assists coherence and rationalisation of qualifications in the children's workforce.	<p>A set of qualifications developed applying the IQF inclusion principles and processes</p> <p>An evaluation of the principles and processes</p> <p>A revised set of cross-sector units</p> <p>A revised set of transitional units</p> <p>A functional map of the children's sector</p> <p>An agreed process that enables Higher Education qualifications to be submitted onto the IQF</p> <p>An IT product that holds and disseminates the agreed set of information and data on IQF qualifications</p> <p>The agreed communication products (to include newsletters and other media releases)</p>	<p>October 2008</p> <p>October 2008</p> <p>April 2009</p> <p>September 2008</p> <p>September 2008</p> <p>September 2008</p> <p>March 2009</p> <p>October 2008</p>

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Learning, Development and Support Services (LDSS)	Well-trained and supported Learning Development and Support Services (LDSS) workers and managers who can be deployed to more effectively meet the needs of children and young people	Nine consultation events (one in each Government Office region) to include participation from children and young people to help determine the development of the LDSS workforce (Connexions, Learning Mentor and Education Welfare provision)	March 2009
		The existing Learning Mentor standards website migrated into the new CWDC website	May 2008
		An effective, sustainable Level 3 / 4 CWDC induction training programme for Connexions workers and the LDSS workforce is field tested by employers in 12 areas	September 2008
		Materials for Level 1 / 2 induction training programme are developed and field tested by employers in ten areas	March 2009
		The Integrated Qualification Framework will be identified and publicised, based on research completed	November 2008
		Coordinated communications campaign to promote the LDSS workforce	April 2008
		Research into career pathways for LDSS workers will be published	November 2008

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
National programmes		Footprint: Whole Children's workforce PSA link: 10-14	
Safeguarding	Guidance and training on safer recruitment for the children's workforce	Education sector guidance reviewed and amended Web based training developed Guidance and web training launched	July 2008 September 2008 October 2008
Parent and Family Support	Clear career framework supported by appropriate training and development for workers supporting parents and families	Map of core tasks and skills of workforce supporting parents Career framework supported by training and development agreed	September 2008 January 2009
Supporting working with Disabled children and young people	Strategy and action plan for children's workforce agreed with DCSF	Map of work, currently being undertaken to support Children's Workforce working with disabilities agreed internally and shared with DCSF Strategy, action plan including new project mandates for spending review period agreed with DCSF	May 2008 July 2008
Supporting working with disadvantage	Strategy and Action Plan for children's workforce agreed with DCSF	Scoping study completed Strategy, action plan including new project mandates for spending review period agreed with DCSF Strategy for communication to workforce on substance misuse issues	August 2008 July 2008 June 2008

Strategic objective – excellent sector skills body

Standards for Skills Development – Research and Evidence Based Practice

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Standards and qualifications		Footprint: Whole Children's workforce or areas of footprint depending on the project PSA link: 14	
Children's Care, Learning and Development Apprenticeship (CCLD)	CCLD apprenticeship maintained and supported	New Employments Rights and Responsibilities Workbook produced	July 2008
		Revised Children's Care, Learning and Development Framework launched	November 2008
		Options paper on future entry at Level 3 to the Children's Workforce	Dec 2008
		Apprenticeship marketing campaign delivered to sector	March 2009
Training Quality Provision	Training quality standards give greater assurance to employers of children'	CWDC Part B guidance promoted & reviewed	March 2009
		Skills Pledge promoted	June 2008
		Pilot to support promotion of standard with third sector providers	Dec 2008
		Sector quality standards for training provision developed and promoted	Mar 2009
Children's Workforce Foundation Degrees	Children's workforce foundation degrees widely available supported by providers and employers	Current status report produced	July 2008
		Common Sector Endorsed process implemented	December 2008
		Ten foundation degree development pilots started	March 2009
		Pilot degree initial learning evaluated and disseminated	January 2010
		Children's workforce foundation degree framework published	June 2010
		Pilot degree implementation learning evaluated and disseminated	March 2011

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Sector Qualification Strategy	Deliver sector qualifications strategy in line with the Sector Qualification Reform Program's rationalisation and simplification of qualifications agenda.	Report produced identifying priority qualifications An approvals process implemented Full level 2 and 3 Early Years Qualification defined Accreditation of employer led training and learning report produced	June 2008 September 2008 December 2008 March 2009
National Occupational Standards (NOS)	Comprehensive set of NOS that are relevant and appropriate for employers in the Children's workforce in England.	Employer toolkit produced and launched CCLD and LDSS NOS and Qualifications Framework launched Health and Social Care NOS and Qualifications Framework launched Social Work NOS and Qualifications Framework launched	November 2008 July 2008 June 2008 March 2009
Sector Learning Strategy	Action plan for the Sector Learning Strategy (SLS) is updated	SLS action plan approved by CWDC Board Action plan published SLS refresh approved by CWDC Board SLS refresh published	July 2008 September 2008 July 2009 September 2009

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
Research		Footprint: Whole Children's workforce or areas of footprint depending on the project PSA link: 10-14	
Workforce Intelligence	Improved intelligence on the children and young people's workforce based on an increase in the availability of accurate, relevant and comparable data	National Minimum Data Set – Social Care data on children's social care occupations analysed and reported on a monthly basis Report on the State of the Children's Workforce published	October 2008 March 2009
Research Programme	A strong evidence base in which to support the strategic direction of CWDC	<p>Practitioner led research</p> <p>Up to 100 practitioner-led research reports completed</p> <p>Nine regional events held</p> <p>One national event held</p> <p>Early Years longitudinal study of first cohorts of EYP's</p> <p>First annual progress report completed</p> <p>Annual progress reports completed</p> <p>Final report completed</p> <p>Longitudinal study of Newly Qualified Social Workers</p> <p>First annual progress report completed</p> <p>Annual progress reports completed</p> <p>Final report completed</p>	<p>February 2009</p> <p>March 2009</p> <p>April 2009</p> <p>June 2009</p> <p>June 2010-2013</p> <p>Sept 2013</p> <p>May 2009</p> <p>May 2010-2011</p> <p>July 2011</p>

Enablers

Project Title	Project Outcomes	Outline Products and Activities	Timescale
Stakeholder engagement		Footprint: Whole of children's workforce or areas of footprint PSA link: 13, 14	
CWDC Communications and Marketing Programme	Increased awareness and promotion of CWDC, the Children's workforce and the Children's Workforce Action Plan	Scoping and research: defining current perceptions and scoping possible messaging and targeting	June 2008
		A strategic approach to creating and delivering the communications campaign to employers, employees and other stakeholders agreed	August 2008
		Campaign development: clear messaging defined and tested and creative executions developed across a range of media	September 2008
		Campaign launch: project goes live	October 2008
		Campaign evaluation: report on campaign impact	March 2009
		Communications vehicles to radically improve stakeholder involvement and contribution	Sept 2008
Participation Of Children, Young People and Families	Increased involvement of CYPF in the development and training of the workforce including in policy and priority planning in CWDC	A network of 500 engaged and supported children and young people ready for involvement in our work and across the children's workforce	March 2009
		A strategy and implementation plan for involving parents and families in our work and across the children's workforce	July 2008
		Delivery of a Participation Fund to support CYPF participation	March 2009
		Increased awareness, skills and capacity development within staff at CWDC through a series of training events, workshops and inclusion within competency framework	March 2009
		Development and implementation of CWDC's safeguarding policy	March 2009

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Project Title	Project Outcomes	Outline Products and Activities	Timescale
<p>Diversity in the children's workforce</p>	<p>Diversity in the Children's workforce has improved</p>	<p>2007/08 Diversity proofing guidance implemented CWDC Diversity and Equality Strategy published CWDC Equality and Diversity Communications strategy Employer recruitment incentives identified to recruit more people from underrepresented groups</p>	<p>April 2008 March 2009 March 2009</p>
<p>Third Sector</p>	<p>Children and families third sector workforce needs and perspectives are embedded in all CWDC products, activities and funding streams and workforce reform is increasingly recognised by third sector organisations</p>	<p>Internal training plan delivered Internal consultancy service delivered Third sector Strategy Action Plan developed and delivered Third sector communications plan agreed and delivered Compact Action Plan agreed and delivered, overseen by a Compact Steering Group A service level agreement in place to work with each national children's charities and local and regional third sector children's organisations through a national third sector infrastructure organisation A service level agreement in place to work through local infrastructure organisations that support organisations that provide services to children but are not identified as children's specific organisations Database of all children, young people and families related charities in place Advice to DCSF and key partners on a volunteer strategy</p>	<p>April 2008 – March 2009</p>

Performance management framework

Annex 2

We have developed a Performance Management Framework to ensure we focus on delivery and have processes in place to scrutinise performance across all our work. As part of the Framework we have developed a balanced scorecard approach to performance management, which will report progress across four perspectives on a monthly, quarterly or annual basis depending on the indicator. As a new process the scorecard will be kept under review and adjustments and developments made in light of experience. The outline scorecard is given below.

Service Delivery

The service delivery perspective will monitor progress in delivering the priorities in our programmes as detailed in Annex 1.

Reports will be presented on a monthly basis indicating success in delivering outcomes and products.

Customers and Stakeholders

Stakeholder satisfaction – annual survey

Compliments/complaints – monthly report

Usage of our website – monthly report

Participation of CYPF in our activities including progress in meeting 'Hear by Right' standards – annual assessment

Efficiency and Business Processes

Invoices paid in 30 days

Variances to spend profiles

Telephone answering

IT helpdesk queries and IT network-up time

Procurement – average time to contract issue

All will be monthly reports. We will develop this further to cover sustainable development once the action plan is agreed.

People

Working days lost to sickness absence – monthly report

Time taken to recruit - monthly report

Diversity of the workforce – quarterly report

Percentage of staff with objectives and training delivered – quarterly report

Staff perceptions – annual survey

CWDC Workstreams achievements 2007-08

Annex 3

Strategy

Name of Project	Achievements
Participation	<p>A strategic approach for involving children and young people in our governance</p> <p>An action plan based on the 'Hear by Rights' standard which is in accordance with the United Nations Convention on the Rights of the Child</p> <p>Supported participation in local and regional workforce development (£25k in each region)</p>
Recruitment, retention and rewards follow up	Advice given to the DCSF on recruitment, retention and rewards
Strategic relationships	Stronger relationships established with key partners including the Training and Development Agency (TDA), National College for School Leadership (NCSL), Association of Directors of Children's Services and the Children's Workforce Network (CWN)
Research	<p>85 projects supported under the practitioner led research programme</p> <p>Regional research programme</p>
Sector Skills Agreement (including workforce data)	<p>Stage of the sector skills agreement completed on time</p> <p>Publication of the 2007 occupational summary sheets setting out the latest information on workforce data</p>

Integration

Name of Project	Achievements
Promoting, Supporting and evaluating integrated working	<p>Published progress report 'Towards Integrated Working'</p> <p>Evaluation of Integrated Working</p> <p>63 publications to support integrated working in the field</p> <p>Induction standards developed and tested across our footprint</p> <p>Established nine local authority share sites to disseminate and promote emerging practice</p>
Developing proposals for youth matters implementation	<p>Field-testing Induction Training for Connexions workers</p> <p>An Incremental Review of the Learning, Development and Support Services National Occupational Standards which cover Connexions workers</p> <p>Working with LLUK and DCSF throughout 2007-08 on an England-wide programme of youth workforce reform, taking forward the proposals in Aiming High, the Government's Ten Year Strategy for Youth</p> <p>Leading and funding two substantial pieces of research, including costed options for youth workforce leadership and management development</p> <p>Working since the summer with the National Association of Connexions Partners, the employer representative body, on new training and development plans for Connexions workers</p>

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Name of Project	Achievements
	<p>Meeting other sector leaders to share and develop our workforce strategy</p> <p>Established Programme Board to implement the reform via the CWN</p>
Supporting Vulnerable Children and Young People	<p>Developed web resources for those working with children with disabilities</p> <p>Developed and promoted standards for training and support of foster carers and provided guidance for employers and foster carers</p>
Support for local and regional workforce reform	<p>Appointed a Regional Development Manager for each of the 9 Government Office regions, developed and implemented Regional Plans and developed employer networks</p> <p>Convened joint regional events with other workforce development agencies to address strategic issues, share good practice and identify priorities including:</p> <ul style="list-style-type: none"> • South East Children's Workforce Skills Summit • East Midlands Public Services Alliance Workshop • East of England Children's Centres Workshop <p>Supported local and regional early years, social care and youth networks</p> <p>Supported involvement of the Private, Voluntary and Independent (PVI) sectors in workforce reform through funding of £2.7m across local authority areas</p>

Name of Project	Achievements
Diversity in the Children's workforce	<p>Case studies on diversity published</p> <p>Information available on diversity funds for under-represented groups</p> <p>Guidance on diversity issues on all CWDC projects</p> <p>Diversity proofing evaluation commenced</p>
Occupational Group Funding	<p>Schemes and funding of £660k for different occupational groups</p>
Integrated Qualifications Framework	<p>Agreed the principles and processes for including units of qualification in the IQF</p> <p>Testing begun of five qualifications put forward by Children's Workforce Network (CWN) partners</p>

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Sector Activity

Name of Project	Achievements
Early Years	<p>Sector endorsement of Early Years Foundation Degree delivered</p> <p>Put in place trainers and funding to deliver early years foundation stage units</p> <p>1,091 employees achieved early years professional status</p> <p>Funding made available to local authorities to help them develop 150 support and local networks for EYP's after they have received the status</p>
Learning Mentors	<p>Research carried out on emerging practice</p> <p>Induction training manuals published</p> <p>Field Training Team established</p> <p>'Raise the profile of Learning Mentors' competition held</p>
Options for excellence, recruitment, retention and implementation	<p>Awarded contracts for the establishment of nine pilots to investigate and evaluate ways of remodelling and transforming social work delivery</p> <p>Leadership and Management – implemented the supervision module and induction for managers</p>
New Types of Worker	<p>Developed nine New Types of Worker projects covering issues such as the needs of volunteer workers, working with children and young people who experience domestic abuse and supporting people from local communities to gain social care qualifications</p>

Name of Project	Achievements
Develop and support entry routes into Children's Workforce	<p>Supported CWN partners in development of Society Health and Development diploma</p> <p>Reviewed the offer to the sector on the apprenticeship framework and improvement in completion rates</p>
Sector Skills Council Role	<p>Developed and operated a system for qualification approval in accordance with Skills for Care and Development (SfCD) processes</p> <p>National Occupational Standards developed or revised for Leadership and Management, sensory impairment and commissioning and procurement and contracting</p>
Provide ECM support	<p>Developed a new standard of vocational excellence for training providers</p> <p>Achieved enhanced inter-professional working and supported IQF development through work with the Higher Education Academy subject centres</p>
Educational Psychologists (EP)	<p>Agreement reached with key stakeholders on way forward on delivering psychology services for children and young people</p> <p>Future funding arrangements agreed for EP training</p>

Company Development

Name of Project	Achievements
Organisational Development	Successfully implemented transition to Executive Non-Departmental Public Body (ENDPB) status including rationalisation of the Board and establishment of the membership body
Customer Service	Developed specification and carried out tendering process for a Customer Relations Management system to provide a centralised knowledge base and call tracking to improve the quality of the service to CWDC customers
Staff Training and Development	Provided increased resources for training and development to serve the needs of the individual and CWDC
Resourcing	Planned and acquired new office accommodation to cater for the future growth of CWDC. Developed IT systems to support the efficient and effective running of the organisation such as the Early years payment management system
Human Resources IT System	Implemented an HR software system, which improves data collation, analysis and reporting
Communication Strategy & Action Plan	Developed a Communications Strategy and action plan to raise the profile and status of work with children, young people and families in England. Work began in March 2008.

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CWDC Footprint

Annex 4

CWDC works in the interest of over 500,000 people working with children, young people, families and carers in England and around 250,000 volunteers. We refer to the types of workers we represent as our footprint.

Broadly, our footprint includes those working in the following roles in delivering services for children, young people and families.

- All those working in early years provision in
 - playgroups
 - children's centres
 - day nurseries
 - nursery schools
 - nursery classes in primary schools
- Registered childminders
- Nannies
- Portage workers (a home-visiting educational service for pre-school children and their families requiring additional support)
- Foster carers including private foster carers
- Children and families social workers
- Registered managers of children's homes, their deputies and assistants plus all residential child care workers
- Family centre workers
- Day centre workers
- Outreach/family support workers
- Learning mentors
- Education welfare officers
- Behaviour and education support teams
- Education psychologists and other therapists working with children
- Connexions personal advisers
- Children and Family Court Advisory and Support Service family court advisers
- Lead inspectors of registered children's services within the footprint
- Support workers in the above settings
- Anyone who works with children and young people in the voluntary sector, including volunteers, who are not covered by another sector skills body

Board members, Members group and Directors

Annex 5

The governance structure of CWDC comprises a Board of Directors who are responsible for the development of strategy and control of day to day operations and a Members Group who play an active role in shaping and influencing the business of the company and are responsible for approving the Corporate Plan and Business Plan.

The Board and Members Group are supported by a Senior Management Team who manage the running of the company and ensure the strategy set by the Board and Members Group is implemented.

CWDC Board

Michael Leadbetter (Chair)

Dorit Braun

Howard Cooper

Jane Haywood

Jane Held

Nigel Pursey

Jon Richards

Jonathan Vickers

Members Group

A number of members are likely to change in 2008 and an up-to-date list is available on the CWDC website.

Senior Management Team

Jane Haywood – Chief Executive Officer

Keith Brumfitt – Director of Strategy

Steve Crisp – Director of Stakeholder Engagement

Dave Poulsom – Director of Finance and Company Secretary

Deirdre Quill – Director of Workforce Reform and the Regions

Brian Tytherleigh – Director of National Programmes

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Directors and Members at the Board meeting held on 18th March 2008

The Children's Workforce Development Council's (CWDC's) vision is to build a world-class workforce for children, young people and families.

CWDC exists to improve the lives of children, young people, their families and carers by ensuring that all people working with them have the best possible training, qualifications, support and advice. It also helps children and young people's organisations and services to work together better so that the child is at the centre of all services.

Contact us to receive this information in a different format or language, such as large print or audio tape.

For more information please call

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