

Solihull Children and Young People's Workforce Strategy (2009 – 2012)

ACTION PLAN

*“flexible, competent, confident
and safe workforce”*

Workforce Planning and Recruitment					
Priorities	Actions	Timescales	Resources	Lead	Milestones / Commentary
1. Full engagement with the whole of the workforce	Launch and disseminate strategy	September - November 2009	Children's Trust	Claire Moore / Trust Communications Lead Officer	Sept 09: Launch Strategy in place
	Produce a communications plan for the Workforce Strategy	September 2009	n/a	Claire Moore / Jane Wilton	<ul style="list-style-type: none"> ▪ Linked to Integrated Working Strategy, developing a common language ▪ Middle managers identified as crucial stakeholders
	Deliver communications plan	Sept 09 – March 10	n/a	Claire Moore / Jane Wilton	
	Develop a brand for the CYP workforce in Solihull	December 2009	Children's Trust	Claire Moore	
2. Understanding our workforce	Agree a data set for the core workforce	By December 2009	n/a	Bernice Lingard	<ul style="list-style-type: none"> ▪ Demographic data qualifications/CPD data as baseline for workforce audit ▪ Solihull MBC introducing electronic workforce audit tool (Hoishin), timescales tbc. ▪ Year 2: Build on initial Hoishin audit and and secure Workforce Audit tool (£); carry out multi-agency audit. ▪ Establish single process for booking and monitoring multi-agency training
	Hoishin workforce audit of Council staff – light touch audit focusing on staff qualifications	By December 2009	n/a	Jeanette Lovegrove / Jane Cooper	
	Establish a booking and monitoring process for ContactPoint training	By September 2009	ContactPoint Grant	Sue Stimson	
	Explore systems and methods for collecting data	September 2009 - 2010	External Suppliers	Claire Moore / Steve Fenton	
	Agree an information sharing protocol for sharing anonymised workforce data	By March 2010	n/a	Andy Killeen	

Workforce Planning and Recruitment

Priorities	Actions	Timescales	Resources	Lead	Milestones / Commentary
3. Planning our workforce together, ensuring quality and value for money (continued: 3. Planning our workforce together, ensuring quality and value for money)	Develop a children's social work workforce plan/strategy to reflect the requirements of the local transforming children's social work service project and the national Social Work Taskforce report	By October 2009	CWDC / ABG / Margaret Ruane	Vanessa Bishop Michelle Whiting	Children's social work workforce highlighted as a priority nationally by Laming (March 2009) 2020 W/F strategy. This early work used to inform wider strategic workforce planning framework. Year 2: <ul style="list-style-type: none"> ▪ Agree and roll out workforce planning framework & cycle. ▪ Train key managers in workforce planning framework. ▪ Develop a model for pooling and aligning training resources ▪ Roll out Children's Trust commissioning framework and procurement process for training across all sectors ▪ Develop a parenting support Workforce Plan ▪ Develop a sport/leisure/culture workforce plan ▪ Reflect best practice in succession planning ▪ Develop Quality Assurance frameworks for training delivery Year 3 : All sectors to have a strategic workforce plan completed in a consistent and timely way based on a standard format.
	Establish an early years workforce plan/strategy	By March 2010	n/a	Lorraine Lord	
	Define strategic workforce planning, and relationship between sector specific workforce plans	By March 2010	n/a	Claire Moore Derek Williams Viv Lawrence	
	Apply the Children's Trust commissioning framework and procurement process for Early Years Training	By December 2009	Surestart Grant CWDC grants TDA grants	Claire Moore / Lorraine Lord	
	Develop workforce plan for short breaks for disabled children	December 2009	n/a	Claire Moore	
	Develop a strategic workforce plan for IYSS	February 2009	tbc	Alan Michell / IYSS Strategic Workforce Lead	
	Identify lead for Parenting Support Workforce	November 2009	Children's Centres Grant / DCATCH	Claire Moore	
	Clarify roles and responsibilities within the Parenting Support workforce	April 2010	Children's Centres Grant / DCATCH	Claire Moore	
	Develop a strategic workforce plan for Children's Health	By March 2010	tbc	Derek Williams	

Workforce Planning and Recruitment

Priorities	Actions	Timescales	Resources	Lead	Milestones / Commentary
	Define the sport/leisure/culture segment and the workforce it covers	December 2009	n/a	Nick Garnett	
	Define model behaviour, values, knowledge and skills for the core children and young people's workforce	December 2009	n/a	Alan Michell / IYSS Strategic Workforce Lead	Year 2 : <ul style="list-style-type: none"> • Communicate across the workforce. ▪ Confirm common performance management processes for embedding model behaviour, values, knowledge and skills
	Develop and agree Common Core checklist (to enable Common Induction to be tailored to the individual)	By December 2009	n/a	Bernice Lingard, Viv Lawrence	<ul style="list-style-type: none"> ▪ To be agreed with workforce/learning and development leads. ▪ Crucial link with partner methodologies ▪ Delivery task: see Priority 5.
	Agree strategic whole workforce training needs analysis methodology	By March 2010	n/a	Bernice Lingard (SMBC & Care Trust Organisational Development Teams)	<ul style="list-style-type: none"> ▪ CAF & Safeguarding TNA by November 09, testing methodology. ▪ TNA to follow workforce planning cycle.
	Agree a common training plan proforma	By April 2010	n/a	Bernice Lingard/Derek Williams	<ul style="list-style-type: none"> ▪ Learning and development staff to apply

Workforce Planning and Recruitment

4. Recruiting the right workforce	Develop co-ordinated recruitment approach to priority areas of the workforce, improving workforce diversity	By December 2009	n/a	Jackie Berry	Targeted recruitment in specialist press for the Black and Minority Ethnic Community
	Strengthen recruitment to children's social work services, and children's health services (health visitors) as urgent priority due to the current recruitment crisis	April 2010	tbc	Michelle Whiting Derek Williams	Recruit more people with a Learning Disability as per Economic Development recruitment project Year 2: Establish Recruitment Strategy
	Support partner agencies to plan for the introduction of the new Vetting & Barring Scheme	By June 2010	tbc	Strategic Workforce leads	VBS goes live in July 2010.
	Agree arrangements for monitoring compliance with Vetting and Barring Scheme	By June 2010	n/a	Ben Lewing, Liz Murphy, Noreen Lomasney	Ensure commissioned services within the CYP workforce operate within safer recruitment standards.
	Support partner agencies to develop procedures to embed safer recruitment processes.	December 2009	tbc	Strategic Workforce leads	Pool of trainers to be identified
	Develop and introduce training on safer recruitment processes	November 2009	n/a	Tony McGregor	Roll out of Safer Communities toolkit for VCS – link to CWDC funding for VCS workforce development
	Agree arrangements for monitoring compliance with safer recruitment processes	December 2009	n/a	Ben Lewing, Liz Murphy, Noreen Lomasney	
	Agree policy on apprenticeships	April 2010	n/a	Claire Moore / Viv Lawrence / John Lander/Derek Williams, Ivor James	Link to 14 – 19 Strategy and Corporate Parenting responsibilities

Retention and Development

Priorities	Actions	Timescales	Resources	Lead	Milestones / Commentary
5. Tackling Skills Gaps	Development of career progression pathways for Newly Qualified Social Workers	Before December 2009	CWDC	Margaret Ruane	
	Roll out Common Core Checklist	From January 2009	n/a	Workforce Development Coordinator	Checklist to be agreed by all key stakeholders by December 2009.
	Conduct CAF, ContactPoint & Safeguarding Training Needs Analysis	By November 2009	n/a	Tony McGregor, Bernice Lingard	<ul style="list-style-type: none"> ▪ Early years PVI sector already identified as a priority. ▪ Sport/Leisure/Culture Services to be included in year 1 TNA. ▪ Year 2 full TNA to be conducted, including areas such as corporate parenting, equality and diversity and leaders & managers. ▪ Year 2: TNA to also consider succession planning for future leaders.
	Complete training plans using standard proforma	From April 2010	n/a	Children and Young People's Workforce Team	
	Develop corporate parenting training plan	By April 2010	n/a	Yvonne Byrne	<ul style="list-style-type: none"> ▪ Training delivered to SMBC Elected Members by October 2009. ▪ Key link with safeguarding training.

Retention and Development					
Priorities	Actions	Timescales	Resources	Lead	Milestones / Commentary
6. Training and Development to Support Integrated Working	Map learning outcomes from Integrated Working / Safeguarding and Solihull Approach training to ensure coherence	By Dec 2009	n/a	Bernice Lingard, Tony McGregor	<ul style="list-style-type: none"> ▪ Year 2: Coherence check with Children's Social Work training
	Agree Integrated Working Training Plan, including Safeguarding	By April 2010	Joint pool of trainers	Tony McGregor, Bernice Lingard	<ul style="list-style-type: none"> ▪ ContactPoint training plan to be ready by September 2009, and merged in due course. ▪ CAF training plan to be revised by November 2009 ▪ Safeguarding training to consider interface between adults and children safeguarding, impact of domestic violence, and wider reach of training across the workforce. ▪ Year 2: planning for equality and diversity training.
	Develop and publish Integrated Working Training Portfolio	July 2009	tbc	Bernice Lingard	<ul style="list-style-type: none"> ▪ Portfolio to include CAMHs mellow parenting courses. ▪ Year 2 to include safeguarding training – one website, one brochure ▪ Year 3 to include wider training for the children's workforce, for example IAG.
	Deliver Solihull Common Induction	From December 2009	CWDC, Schools Forum, DCATCH, Sure Start Grant, trainer pool	Workforce Development Coordinator	<ul style="list-style-type: none"> ▪ Agree model and funding by September 2009 ▪ Model based on pool of trainers ▪ Includes equality and diversity training.

Leadership and Management					
Priorities	Actions	Timescales	Resources	Lead	Milestones / Commentary
7. Developing current leaders and managers	Establish standard definition of 'leaders and managers' across core workforce	By March 2010	n/a	Claire Moore Derek Williams Viv Lawrence	<ul style="list-style-type: none"> ▪ Building on emerging work of National College for Leadership of Schools and Children's Services ▪ Year 2: Mapping Leaders and Managers across children and young people's workforce in Solihull
	Map local and national leadership and management programmes	By April 2010	n/a	Claire Moore Kathy Slinn Viv Lawrence	<ul style="list-style-type: none"> ▪ CWDC and NCLSCS leading and funding range of programmes delivered at a local level.
	Ensure take up of NCLSCS leadership and management programme amongst senior management team	By April 2010	NCLSCS	Lesley Heale	<ul style="list-style-type: none"> ▪ Year 2: Conduct a Training Needs Analysis of leaders and managers of the core workforce. ▪ Year 2: Training plan for leaders and managers
	Ensure take-up of national Commissioning Skills Partnership 'train the trainer' programme in commissioning	By April 2010	CSP	Claire Moore	
	Develop safeguarding training programme for senior leaders & managers, including elected members & board members	By March 2010	tbc	Tony McGregor	<ul style="list-style-type: none"> ▪ CWDC developing a training programme for LSCB members ▪ Also to consider corporate parenting responsibilities.

Leadership and Management					
8. Developing future leaders	Map succession planning approaches and best practice in relation to training for future Directors / Assistant Directors of Children Services	By March 2010	n/a	Claire Moore / Viv Lawrence / Derek Williams	<ul style="list-style-type: none"> ▪ Year 2: Develop and implement a clear succession planning strategy. ▪ CWDC to guide this nationally, starting with Social Work Managers.
	Ensure middle managers and aspirant leaders and managers are exposed to the NCSL leadership and management programme	By March 2010	n/a	Claire Moore	
	Collaborate with NCLSCS to develop a 'middle managers' development programme	By April 2010	NCLSCS / LALTs	Ben Lewing	