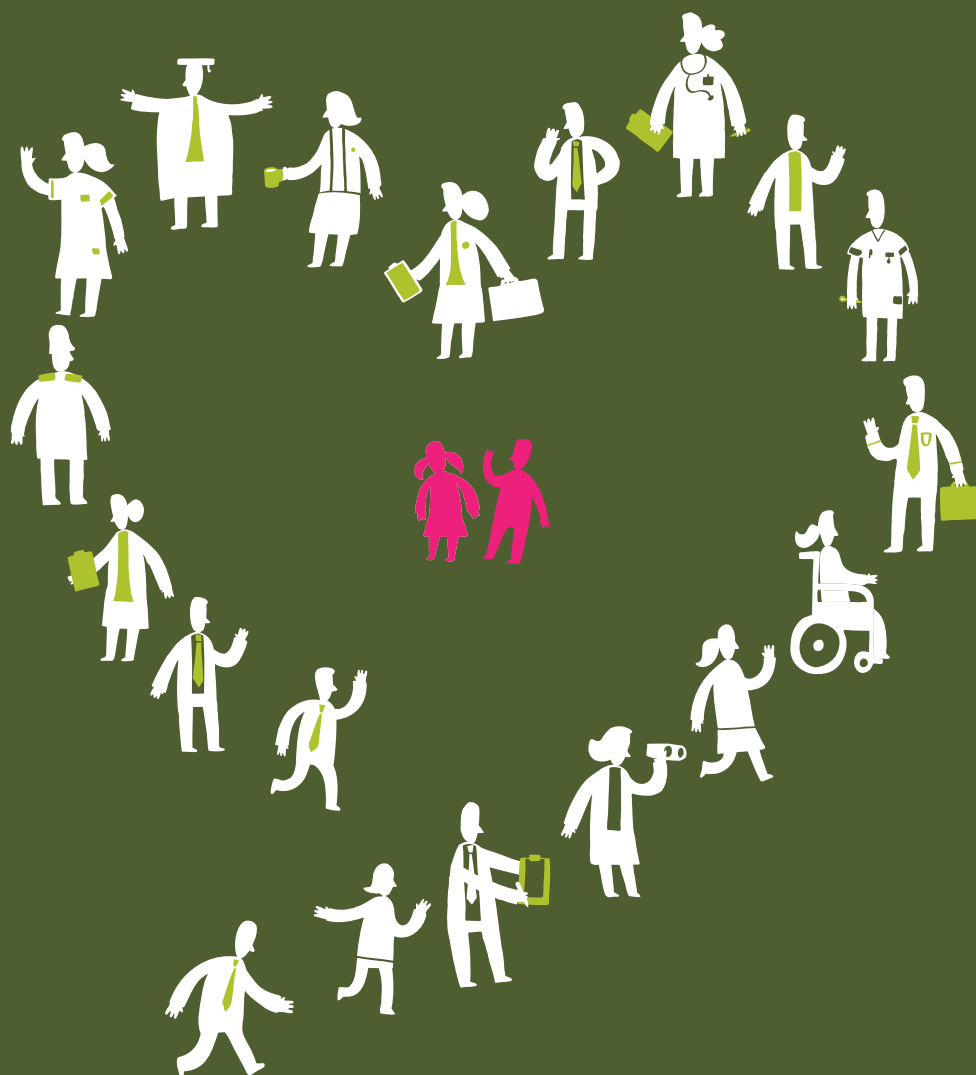


The children and young people's workforce

cwfdc

Children's Workforce
Development Council



Children's Workforce Matters

Business Plan 2011/2012

Our vision

England will have a workforce that is respected and valued for the positive difference it makes to the lives of children, young people and families.

Our strategic objectives

Workforce skills and competences are improved by investment in training and development.

Integrated working practices are embedded across the workforce.

Capacity, quality and capability issues are addressed where a national perspective adds more value.

The sector will be supported to lead local workforce development.

Work will be transferred efficiently to new delivery arrangements.

Our values

Strong Collaborative Accountable Informed



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*** To be published May 2011**

Chairman's introduction



**Sir Paul Ennals, Chair
Children's Workforce Development Council**

Every day I am struck by the passion, commitment and ingenuity of the people who work, or volunteer, with children. They come from all walks of life with different motivations. What they share is a dedication to achieve the very best for children, young people and their families. Our job is to help them and the people who employ them.

We believe that an integrated and skilled workforce – one that combines the talents of people with different job titles and backgrounds – is more effective. A workforce made up of people and volunteers that understand each others' roles can keep children and young people safer, make sure they flourish, and help them overcome the barriers they face.

The year ahead presents great challenges. Local authorities and charities are reeling from unprecedented budget restrictions, and are making tough decisions. Now, more than ever, we

rely on the skills, motivation and resourcefulness of those who work with children and young people. Now, more than ever, we should work in an integrated way.

Since we began in 2005, the Children's Workforce Development Council (CWDC) has transformed the face of the children's workforce, trained thousands of professionals and supported the workforce to value itself for its unique and essential contribution to our society. We learnt what works best, and by listening to the workforce we provided them with the support they needed to improve children's lives. We will continue to do so. We all want to see children and young people flourish and families grow closer.

To achieve this we must strengthen and support our workforce, which we will continue to do and continue to do well.

“I know that CWDC has made a significant contribution in leading workforce reform and improving life chances for children and young people throughout the country.”

Michael Gove, Secretary of State, Department for Education

“Families Going Forward training has helped me to reflect on my own work and understand the importance of it. I take time to think about how I am working with a family more often. This helps me to find better ways of working with them and improve the outcomes for them.”

Justin Hannam , Family Support Outreach Worker. Hampshire County Council

“Try talking to me in a way I understand. And please show respect for my life that you’re holding in your hands.”

Sophie, 15, Anna, 11 and Zara, 16

“We knew we needed a co-ordinated approach – to do it ourselves without CWDC would have been impossible.”

Anthea Anthony, Step Up Manager, West London Alliance Partnership

Chief Executive's introduction



**Jane Haywood, MBE, Chief Executive
Children's Workforce Development Council**

Welcome to our Business Plan 2011/12.

We know that for children to have the best possible chances in life, we need a workforce that is respected by peers and valued for the positive difference it makes to young lives. To achieve this vision we must keep working together to increase the quality and capacity of the workforce in key areas.

This business plan reflects the greater demands on our budget and resources. In recognition of the tighter fiscal climate, and in response to what our employers have told us, we will be shifting our delivery from mostly publications and events, to provide more online tools. This will help our employers access the information they want when they want it, in a format that works for them. In addition, to support local settings know what's best for children and families, we will continue to build an evidence-base of successful practice and share this with the workforce.

Throughout 2011/12, we will continue to invest in children's workforce development, with a total budget from the Department for Education of £113.4m. This clearly demonstrates the importance of continuing to support the people who work and volunteer with children, young people and families.

As a sector-led organisation, we will work with employers and the workforce to help steer sector-led development in areas such as the young people's workforce, safeguarding and fostering. In particular, we aim to demonstrate how encouraging agencies, volunteers and

professionals to work more effectively together makes a real difference to children, young people and their families' lives.

In addition, the remit of work from the Department details how we will help employers drive social work reform; improve the standards and status of the early years' workforce; maintain entry training for educational psychologists; support the parenting and families' workforce; and continue the residential care Professional Practice Standards pilots.

This year we will support the Department for Education in creating its new workforce executive agency. Some of our work will transfer to this agency and at the time of going to press, the detail of this is not clear.

Against this backdrop of change, we remain focused on what really matters. The interests of children, young people and families and those that work with them remain at our heart. Our vision of a united workforce working together has not changed, nor our commitment to improving young lives.

We know that to every problem, it is the workforce who has the answer. We continue to support the workforce do the very best job it can.

Throughout this year, and beyond, as part of Skills for Care and Development we will continue to be the voice of employers for our footprint in the children and young people's workforce by fulfilling our role in relation to qualifications and standards.

Achievements of the last five years

Groundbreaking programmes to recruit and retain social workers, pioneering approaches to embed integrated working practices, and the development of the first professional qualification for early year workers are just some of our achievements.

We have successfully responded to employer's need to improve skills and provide development for both early and later intervention staff and volunteers and will continue to do so.

We've launched new initiatives that empower employers to support their local workforce.

- Responding to the needs of local authorities, we developed the Portal - a single payment processing point which distributed £30m in its first six months.
- We've delivered over 22,000 accredited training places to build capacity in the voluntary and community sector young people's workforce.
- 200 middle managers in local areas are taking part in social work peer support programmes to tackle issues and share learning.
- 29 experienced senior social workers now support local areas to improve social work practices by implementing local change strategies.

We've supported employers to improve results by joining up services.

- 97% of local authorities have signed up to the Voluntary Sector Engagement fund to support workforce reform activities with a voluntary sector partner.
- All 152 children's trusts in England used the One Children's Workforce framework to help their professionals understand how to work better together.

- 90% of local areas have completed an integrated working self assessment, to help them (and us) understand better what works and what doesn't.
- We trained 1,625 young people's workforce managers to work in an atmosphere of radical change and to work better with other leaders and managers across the sector. This is the culmination of a three-year programme that has successfully trained over 5,900 existing leaders and managers and aspiring leaders.
- 44% of local authorities have training plans for roll out of the common core.
- 100% of local authorities access one or more help and advice sessions.

We've invested in the workforce to raise standards and encourage continuous professional development.

- 15,300 people have registered on our online safer recruitment training and 4,866 have completed the training course.
- Over 4,000 playworkers are supported by our playwork programme.
- More than 7,000 practitioners working in children's residential and foster care have accessed the Increasing Skills in Social Care Fund for NVQ and Diploma training.

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www.cwdcouncil.org.uk/whats-new/e-bulletin-sign-up

- In the young people's workforce we have funded training for 53 graduates, 165 foundation degree students and 181 advanced apprentices, through nine statutory and voluntary consortia across England.
- Our Leadership programme was fully subscribed with 44 people completing the programme.
- We've launched a set of standards and induction materials for short break carers.

We've improved the workforce's skills and qualifications.

- We launched the Level 2 Certificate and the Level 3 Diploma for the Children and Young People's Workforce.
- Current delivery of the Level 3 Diploma for the Children and Young People's Workforce is across England, Wales and Scotland.
- We published a new Foundation Degree Framework for Working Together with Young People, which gives learners training in specialist skills as well as broader placement experience and an understanding of integrated working.
- We published the Skills Development Framework, which employers, training providers, sector skills councils and workforce development managers are now using to inform workforce training and qualifications. It describes the skills and competences needed by everyone working within integrated settings at different levels in the young people's workforce.
- We refreshed our common and sector-specific induction training materials at the start of this year. In total over 2010/2011 we have issued 2,632 induction training certificates to 1,645 individuals.

... and in Early Intervention.

- 6,944 people have gained Early Years Professional Status with a further 3,638 in training.
- We launched the New Leaders in Early Years project.
- 1,059 family intervention key workers and practitioners working in Sure Start children's centres and extended services received training on evidence based parenting programmes.
- 1,116 outreach practitioners have started training or are registered on Families Going Forward training programmes.
- There was such high demand for the 600 places on Working with Parents qualifications - we had to start a waiting list in the first week of launch.

We encouraged people to Be the Difference and improved professional standards in social work.

- 57,000 people responded to our Be the Difference campaign to recruit more social workers and there was a direct increase in registrants applying for a social work course in 2010.
- Over 5,000 newly qualified social workers have now joined our Newly Qualified Social Worker (NQS) programme, with over 1,400 progressing onto our Early Professional Development (EPD) programme to support their 2nd or 3rd year of employment.
- Around 320 candidates have been supported to take their masters degree in social work through our Graduate Recruitment Scheme (GRS).

- Over 2,000 potential candidates applied for the Step Up to Social Work programme, which has led to eight regional partnerships participating and has resulted in nearly 200 trainees on their way to qualifying for a Masters in Social Work.
- We've supported over 400 qualified social workers to return to the profession on our Return to Social Work project.
- 130 local authorities, over 6,800 employers and 45,965 members of the workforce are now using the Early Years Workforce Qualifications Audit Tool.
- We asked early years employers to help us revise the apprenticeship framework.
- We approached 800 employers from the private, voluntary and community sectors for their views on their workforce, which provided significant information in a National Survey.

We've increased our understanding of the workforce and the needs of employers.

- Last year 691,771 unique visitors visited our website.
- We launched an information line service and handled over 12,200 calls or emails from employers in the first nine months of operation.
- We published research to inform the development of professional pathways for the children's workforce.
- 80% of practitioners felt having Early Years Professional Status (EYPS) increased their confidence and confirmed the programme had an impact on their ability to make positive change in their settings.

We've delivered extensive efficiency savings without compromising on the quality of our work.

- Our National Audit Office report showed our corporate services are among the most efficient in the Department for Education family.
- We adapted to a budget reduction of £15m and then further reduced our budget by £6.5m. We also saved £515k as a result of an internal review.
- We successfully managed the transition of work from the National Academy of Parenting Practitioners in April 2010.

“This programme has been very well timed for me and has definitely increased my confidence to lead on specific programmes I have responsibility for.”

Diane Calverley, Senior Workforce Development Officer, Kirklees

How we will deliver our work 2011/2012

What we do and how we do it

We support employers to stimulate sector-led improvements so everyone who works or volunteers with children, young people and families is able to do the best job they can.

We hear and respond to the voices of:

- **Employers**
- **Children, young people and their families**
- **Employees**

The key to our success is a close working relationship with the 7.6m professionals and volunteers who work with children and young people, and partnership working with like-minded organisations and delivery bodies.

The workforce is surprisingly diverse – there are more than 100 professions and occupations, and even more distinct job roles that bring the challenge of competing resources, time and capacity. Work is often delivered in small teams, typically not office-based and asked to deliver to target or task.

As part of our sector skills role, we are directly responsible for investing in certain sectors and improving the skills and standards of over 500,000 people. These areas include early years, qualified social workers, social care, young people's workforce (excluding education and health), playwork, educational psychologists and learning development support services.

Transforming practice across the workforce is complex. There are many different bodies involved, each with a distinct role that often has interdependencies with other bodies. Over the coming months this will become more streamlined, although our work is no less challenging as social enterprises and charities become more active in workforce development as they support local areas and employers to develop their staff.

We are uniquely placed to understand these issues. We recognise that sector improvements

can only happen when led locally and we work closely with employers, local authorities and bodies to make sure we do the very best for children. We are the voice of the employer, and our decisions and actions are informed by constant dialogue with employers, the workforce, children, young people and their families.

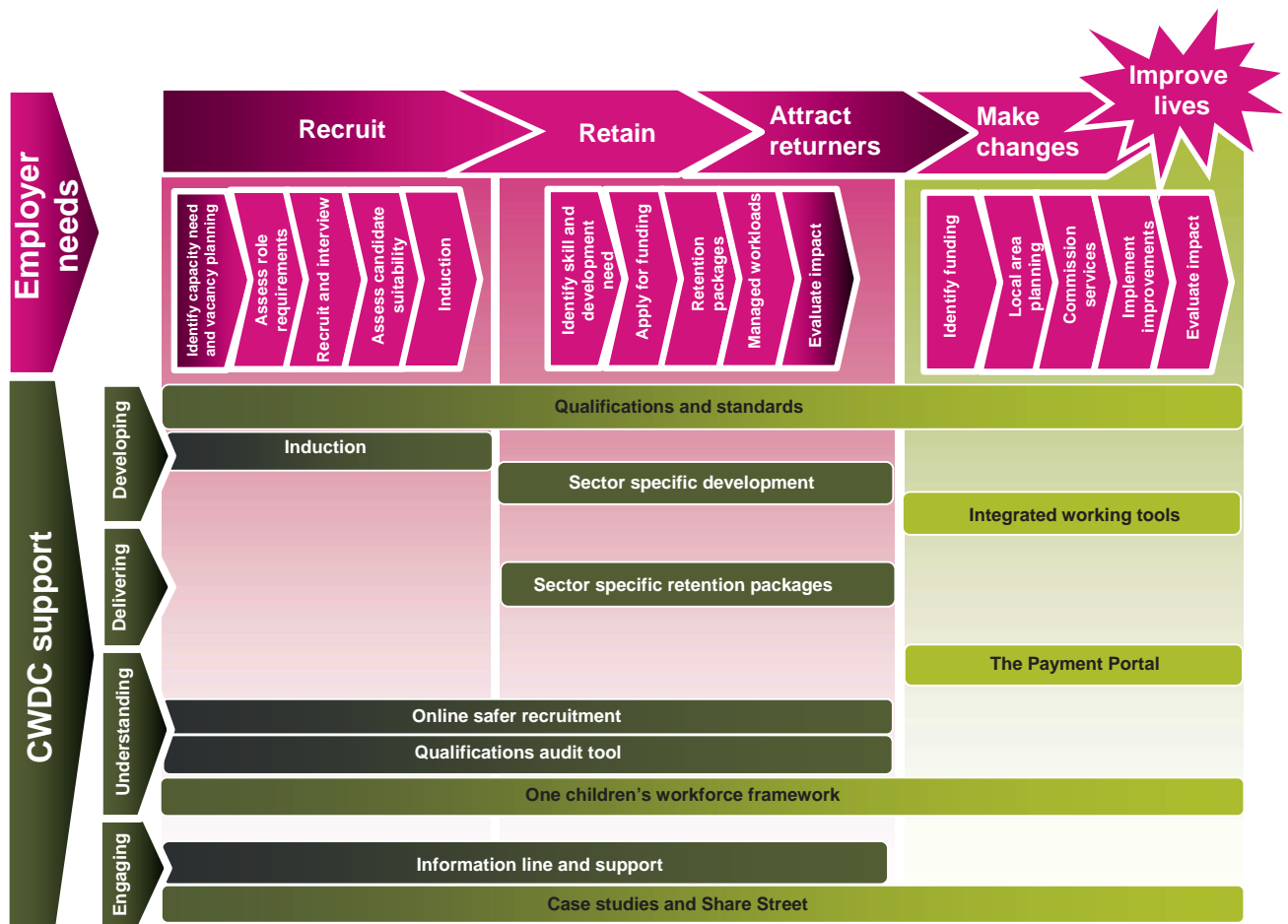
This close partnership working allows us to develop informed solutions that resonate with employers, helping transform their practice and make a positive difference to children and young people's lives.

Key to meeting employers' needs and stimulating sector-led improvements cost effectively is our ability to respond quickly and efficiently. Providing the information the workforce need in a time and format they can work with reduces costs and duplication, empowers local areas and responds to demand.

This year, our delivery will evolve as we make best use of available technologies. We will digitalise our delivery of learning and information, and join up our information, providing it in a format that makes sense to our audiences.

Our continued commitment to ensuring a fully integrated multi-agency team around the child and family is at the heart of the training and standards we develop. We will continue to share this best practice and recognise the incredible difference the workforce makes by working together.

Diagram representing how an employer develops their workforce and reforms their service

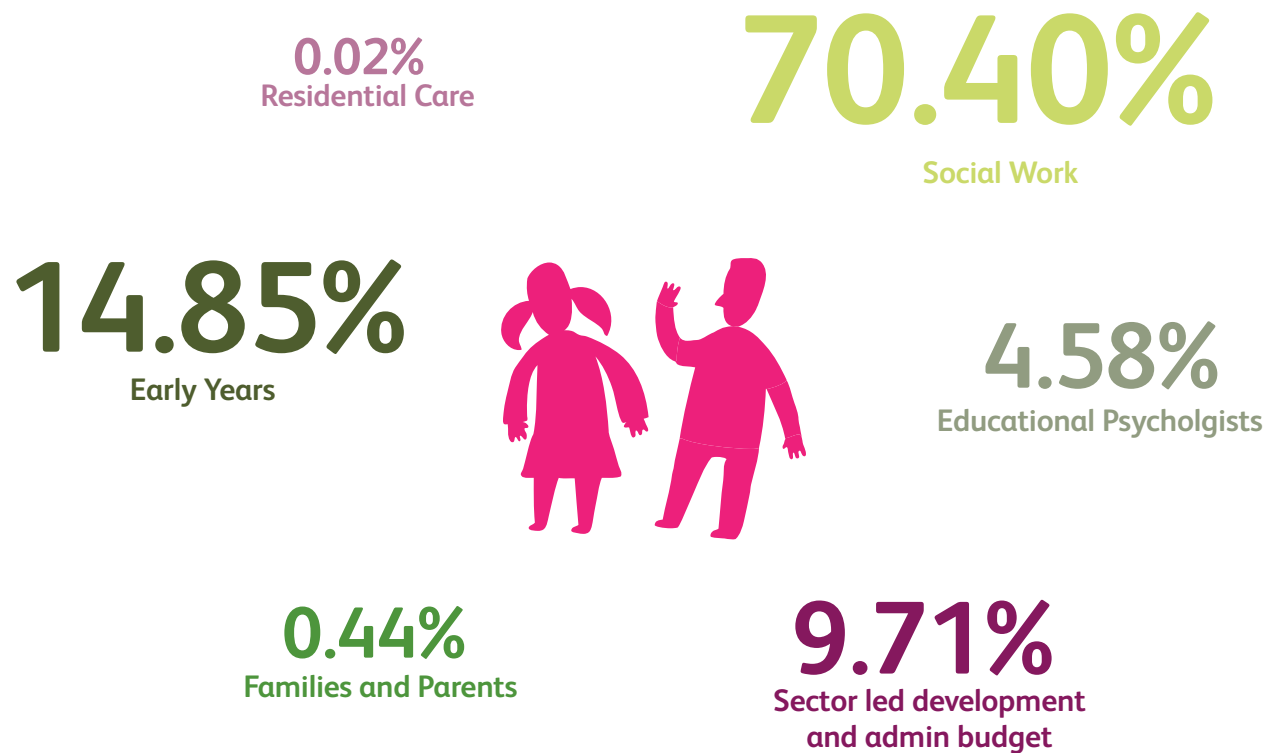


“We have a close working relationship with CWDC. It needed CWDC to be there to pull all the partners together. It would have been hard for a region to start from nothing and do it all ourselves.”

Larissa Barker, Workforce Development Team Manager, East Midlands Partnership

Our Budget

Our total budget for 2011/2012 of £113.4m is invested as follows:



Why we do it

We are driven by the need to achieve the very best for children, young people and families. We believe the quality of our front line services is entirely dependent on the quality and capacity of the people who work in them.

We know that although schools play an important part, ¹85 % of a child's success at school depends on the type of support their parents are able to offer them. We support the people who work with children, young people and families who are not part of the education system.

Leadership plays a crucial role in ensuring children get the very best service and better chances in life.

We work with employers to help them drive leadership throughout their organisations.

The tighter fiscal climate means we need to work differently. Reducing duplication, breaking silo-working, and creating consistency and cohesion will allow the workforce to face challenges in a cost-efficient and effective way.

There are many reasons why we continue to support employers improve the workforce - but one truth remains constant. Our work is important because every child and young person matters.

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www.cwdcouncil.org.uk/whats-new/e-bulletin-sign-up

¹Fair Chance at School? Save the Children, 2009

Meeting the needs of employers

Our Sector Skills Council (SSC) role requires that we support employers in our footprint to identify current and future skills needs, increase the skills of those in the sector workforce and improve services.

Between October and December 2010 we contacted Directors of Children's Services and approached 800 employers from the private, voluntary and community sectors and asked them to tell us about the key priorities for their workforce. We had a substantial and very positive response.

They told us that whilst they currently have "well qualified and experienced" people to do the job, there is nevertheless still a demand for more, appropriately qualified, skilled staff and that they require access to the right kind of training and support to develop staff and address skills gaps.

Our employers particularly highlighted the need for staff with strong leadership and business skills to lead change and meet the challenges of developing the business, including income

generation, tendering, project management, IT and the skills to manage and lead volunteers; communication skills including communicating with children, young people and families; child protection/safeguarding training and sector specific training.

Many of our employers use the internet as a key source of information, advice and guidance, but continue to value the importance of local networks and forums. They would like to be able to access more "relevant" information in order to "make informed choices" and to be able to better see the links between local, regional and national practice.

Finally all our employers tell us that they are as committed as ever to improving outcomes for children, young people and their families.



“There is a real positive impact supporting and being supported with and through similar experiences.”

Mark Ambrose, Deputy Manager, Workforce Development Team, Leeds

“CWDC have been vital in bringing universities and employers together. They have co-ordinated the programme well. Given the tight timescales it would have been extremely difficult. They have helped us to make it work.”

Liz Pell, Project lead, Manchester Metropolitan University

“We had a visit from CWDC’s SWIF advisor and she was invaluable in helping us think through how we might work the ASWP status into our existing structure. She helped us work together and form our own conclusion in taking it forward.”

Wendy Allen, Service Manager, Workforce Planning and Development, Thurrock Council

Listening to children, young people and families

We are passionate about involving children, young people and families in the decisions we make. We have signed up to the UN Convention of the Rights of the Child and a panel of young people monitor our implementation of the Hear by Right framework on a quarterly basis.

We asked children, young people and families what they valued in their workers. They said:

- Have a meaningful relationship with us
 - take the time to get to know us
- Respect us and our families, including our confidentiality
- Explain what is happening in a way we understand
- Listen to us
- Help us with our problems, adapt your work to meet our needs
 - we are all different
- Show you care about us and our future
- Make us laugh and have fun with us!

Young people told us that it is vital that we make sure that our focus is on meeting the needs of children, young people and families and the people who work with them.

In 2011/2012 we will continue to involve children, young people and families in the decisions we make across our programmes and in our governance. We will also continue to support the children's workforce to understand children's rights and develop their skills so that they can listen to and involve children, young people and families everyday.

“Listen and don't judge or prejudge me.”

Yeni, 16, CWDC Get Involved 2009

“It winds me up... having to say the same thing over and over again.”

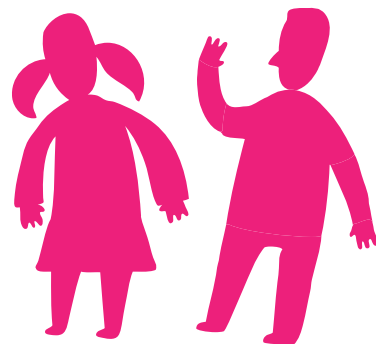
Micah, 9, CWDC Get Involved 2009

“Social workers are a real good helpline for any children needing to talk.”

Reece, 16, CWDC Get Involved 2009

“I’ve had 23 social workers in 11 years – you can’t build a relationship.”

Child X, CWDC Get Involved 2009



Our work 2011/2012

Throughout 2011/2012, CWDC's work will continue to be clearly linked to the Department's and the government's wider aim of a society where all children and young people are able to achieve their potential.

As the final year of a remit process, the Department will look to CWDC to work with them as an active and supportive partner in making the transition to the new delivery arrangements, including the creation of new executive agencies, a success.

CWDC will continue to support workforce development in the children's workforce throughout 2011/2012 and beyond.

The Department's policy approach has evolved:

1. Where government support is needed to increase the numbers and improve the skills of those working in priority areas, such as Early Years, Children, Young People and Families' Social Work and Educational Psychology, the government will continue some funding for programmes, but in ways which support employers and professionals to take over responsibility themselves; and
2. Where government involvement is unhelpful, no longer represents the best use of resources or where numbers and skills issues have been sufficiently addressed, the government will stop centrally funded programmes but continue to support those working in these areas to take greater responsibility for training and development.

The funded programmes fall into the first category. In relation to the second category, there will be some areas the Department needs to step back from completely. The government will need to consider when and how we can help employers and professionals take greater responsibility, and this will influence how the CWDC's administrative resources are allocated.

CWDC will also be expected to work closely with officials to develop the workforce response to key reviews, such as the Early Years Foundation Stage,

Child Poverty, Early Intervention Review, Child Protection, Family Justice and Special Educational Needs (SEN) Green paper.

Funded programmes

£102.4m (including £79.9m for social work of which £43.9m is allocated to SWIF, and £16.85m for early years)

Social work reform

- To improve the quality of social work (including social workers who work with adults) to provide better services for children young people and families.
- To help local authorities improve social work services by:
 - Supporting them share expertise and experience in reviewing services and planning for improvement;
 - Administering the Social Work Improvement Fund (SWIF); and
 - Share experiences and learning about improved measures undertaken by local authorities through the 2010/2011 SWIF.
- To help employers and managers of social workers take greater ownership of initiatives to improve the quality of social workers.
- To improve social work recruitment and quality.
- To work with other national bodies to implement recommendations of Professor Munro's review and proposals from the Social Work Reform Board.
- To continue to evaluate the impact of these programmes.

- To continue to reduce bureaucratic burden on employers and managers by streamlining administration and reporting.

Early years

- To deliver work on recruitment and retention and to increase the quality of the workforce.
- To consider the implications of Early Years Foundation Stage, Early Intervention and Child Poverty reviews and take appropriate account of the SEN green paper.
- To develop detailed proposals for redevelopment of Early Years Professional Status from 2011/2012.
- To continue the roll-out of New Leaders in Early Years.
- To continue work to approve qualifications at Level 2 and Level 3.

Educational psychologists

- To maintain viable entry training arrangements.
- To carry out preparatory action for a training cohort to start September 2012.
- To support the review of educational psychologist training.

Families and Parenting

- To continue work with the Further Education sector and voluntary and private sector suppliers and local employers to secure the quality of support on offer:
 - To build their capacity;
 - To roll out accredited training for family and parenting workers who are providing intensive support for families with multiple problems;
 - To respond to local demands for accredited training for family and parenting workers; and
 - To provide intensive support to families in the future.
- To work alongside national and local partners in Families with Multiple Problems Programme launched by the Prime Minister in December 2010

Continuation of the residential care Professional Practice Standards pilots

- To complete the Professional Practice Standards pilot across ten sites.

“CWDC were really helpful with both funding and in the management of the project. It helped us meet our timescales. We found the support with the assessment centre particularly helpful.”

Hannah Smith, Work-based Learning Co-ordinator, East Partnership

Support for sector led development

£11m (this covers CWDC staffing and operational costs)

This work includes ensuring training materials and other resources developed are kept up to date and made available to employers and individuals so that they can take over responsibility for their development.

Young People's workforce

- To complete the Apprenticeship Framework and Level 2/Level 3.
- To continue to make accessible the full range of resources developed throughout the Young People's Workforce Reform programme.
- To support the Department activities to develop the workforce supporting vulnerable young people and those delivering the National Citizen Service.

Safeguarding

- To continue to deliver and maintain recruitment guidance and training.
- To support employers encouraging them to share effective practice and to develop a better informed workforce and to sustainably improve recruitment practice.

Measuring our success

All our programmes will identify the benefits they will deliver to the work and development of the children, young people and families' workforce. All projects will have clearly defined outputs and specific quantitative and or qualitative success measures that link to their programme's benefits.

A detailed appendix of our programme of work to respond to our remit will be published in May 2011 and available from our website.

Integrated Working

- To continue to embed integrated working across the wider workforce and promote and disseminate good practice.

Child Poverty and Disadvantage

- To support the implementation of child poverty needs assessments and strategies effectively by developing guidance based on evidence emerging from the child poverty pilots and validated practice and training materials.

Disability Capacity

- To continue to support short break carers.
- To continue with general disability awareness training.
- To support the Department to develop the capacity of the non-schools workforce to support and service disabled children and young people.

Residential care and fostering

- To support the Department's challenge and improvement programme for residential care.
- To support the implementation of the TSD standards.

Preparing for 2012/2013

From 1 April 2012 CWDC's role will change, as we do not expect to receive government funding from this date. We intend to continue to support employers and fulfil the role as the Sector Skills Body for those who work with children, young people and their families in England.

The new role would operate in a commercial environment and would provide services for individuals, employers and employer organisations.

Our intention is to continue to promote and support workforce development and continue to move closer towards the vision of a united workforce which comes together to provide support and services that meet the needs of children, young people and families'.

To prepare for this role, we will be working alongside employers, partner organisations and representative bodies to understand how CWDC's unique contribution to supporting the children, young people and families' workforce can be strengthened. The support to employers from 2012 will go beyond the range of activities traditionally undertaken by a Sector Skills Body as we seek to support others to improve outcomes for children and young people.



“After the first day I was inspired to write up a draft workforce induction that evening – was very keen to put what I learnt into practise.”

Jill Hustwitt, Training and Development Officer, Services for Young People, Stockport

CWDC board and members group

The governance structure of CWDC comprises of 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 ratifying the Corporate Plan and Business Plan.

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

CWDC Board

Sir Paul Ennals (Chair)

Dorit Braun
Howard Cooper
Jane Haywood
Jane Held
Javed Khan
Jon Richards
Jonathan Vickers
Nigel Pursey

Members Group

The Members Group comprises representatives from our employer organisations.

Executive Management Team

Jane Haywood
Chief Executive

Deirdre Quill
Director, Delivery

Keith Brumfitt
Director, Delivery

Steve Crisp
Director, Delivery

Dave Poulosom
Director, Finance and Company Secretary

Brian Tytherleigh
Director, Business Development and Performance

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Glossary

ASWP	Advanced Social Work Professional
ASYE	Assessed and Supported Year in Employment
CWDC	Children's Workforce Development Council
CYPN	<i>Children and Young People Now</i>
DCSF	Department for Children, Schools and Families
DfE	Department for Education
EPD	Early Professional Development
EYP	Early Years Professional
EYPS	Early Years Professional Status
GRS	Graduate Recruitment Scheme
NQSW	Newly Qualified Social Worker
NVQ	National Vocational Qualification
RTSW	Return to Social Worker
SfCD	Skills for Care and Development
SSC	Sector Skills Council
SWIF	Social Work Improvement Fund
TSD	Training Support and Development standards
UN	United Nations

“Remember the starting point, we all have children at the heart of what we do.”

Practitioner, CWDC National Conference Tour

Introduction

CWDC's work schedule for 2011/2012 is directly informed by the priorities of Children and Young People, our Employers and the Department for Education. Outlined in the following pages is the work we will do in the coming year to help make a society where children and young people can fulfil their potential.

This appendix details the programmes and projects that will meet CWDC's remit for 2011/2012. It highlights our priority areas and the key milestones we will deliver to ensure the people we work with and for continue to do the very best they can for children and young people and their families.

We will review this workplan in July to take account of emerging policy requirements.



Social Work Programme

Projects

1. Newly Qualified Social Workers (NQSW)
2. Early Professional Development (EPD)
3. Supervision Training For Managers
4. Step Up
5. Return To Social Work (RTSW)
6. Social Work Improvement Fund (SWIF)
7. Advanced Social Work Practitioner (ASWP)
8. Other potential projects/initiatives, such as ASYE, New Routes, Professor Munro review
9. Transition Project

Programme Benefits

1. Public trust and respect for the social work profession increases.
2. Children and young people who are at risk or in need are protected more effectively because social workers are well trained and supported.
3. Employers are actively engaged with workforce development which leads to sustainable year on year improvements.

What the programme will deliver in 2011/2012
1. Support regional partnerships to recruit between 200 and 240 people on Step Up courses starting in early 2012.
2. Reduce the drop out rate of the Step Up course.
3. After completion of the RTSW course 95 % of candidates are deemed by the employers that are running the course, to be suitable for immediate employment as a social worker in children's services.
4. The majority of local authorities in England are involved in NQSW in 2011/2012.
5. The majority of employers in England are involved in EPD in 2011/2012.
6. By March 2012, 95 % of local authorities have improvement/development plans for children and families social work in place.
7. By March 2012, positive feedback on the support available to social workers will have been obtained from 95 % of employers.
8. By March 2012, 300 SWIF visits will have taken place.
9. By March 2012, employers will report a greater confidence in the competence of social workers entering the profession compared with those coming through other routes – measured by Step Up to Social Work evaluation, the RTSW evaluation and other feedback from employers.
10. By March 2012, 75 % of employers taking part in NQSW will report that they are confident in the abilities and skills of their social workers that have completed NQSW.
11. 85 % of local authorities will rate their SWIF Advisor visits as 'good' or 'very good' in supporting them in developing process improvements.
12. Successfully manage the transition of the Social Work Programme to new arrangements.

Resources

£79,900,000 plus staffing resource

Early Years Programme

Projects

1. Early Years graduate leadership professional accreditation
2. Supporting employers and practitioners in the early years sector
3. Transition Project

Programme benefits

1. The workforce is better qualified.
2. Workforce development is of better quality, more cost effective and designed around the needs of children.
3. Employers are better able to recruit the staff they need.
4. Employers can plan strategically to deploy their staff more cost effectively.

What the programme will deliver in 2011/2012

1. By February 2012, a minimum of 1,500 additional candidates will start on Early Years Professional Status (EYPS) training.
2. By March 2012, 2,620 candidates will complete EYPS reaching an overall total of 9,600 professionals by 31 March 2012.
3. By March 2012 at least 50% of EYPS candidates will be satisfied with their training and assessment.
4. By October 2011 a second cohort of 30 candidates will start the New Leaders in Early Years scheme.
5. By September 2011 we will advise the Department on a schedule of work for a possible September 2012 intake on the New Leaders scheme using learning from the scheme to date.
6. By March 2012, 50% of registered early years settings and 5% of childminders will have completed the Early Years Workforce Qualifications Audit Tool.
7. By March 2012, all early years qualifications submitted to CWDC will be mapped and added to the Qualifications List as appropriate.
8. By February 2012 we will support EYPS training providers to increase the percentage of male candidates who are recruited to the new entrant pathways.
9. By May 2011 we will produce and publish the final report on the Graduate Leader Fund.
10. By March 2012 we will produce the Early Years Professional (EYP) longitudinal study interim evaluation report (yr3). The Final report is due July 2012
11. Successfully manage the transition of the Early Years Programme to new arrangements.

Resources

£ 16,850,000 plus staffing resource

Sector Leadership Programme

Projects

1. Vulnerable Children and Young People
2. Leading and working across professional boundaries
3. Families with multiple needs
4. Transition Project

Programme Benefits

1. Employers are better able to take responsibility for the development of their workforce by using CWDC tools and materials.
2. Workforce development is more responsive to employer and community needs.
3. More effective local solutions to local issues using local knowledge and expertise are available.
4. More targeted support for those who work with vulnerable children and young people is available.
5. More children and young people with multiple needs are identified and given help earlier.

What the programme will deliver in 2011/2012	
1.	A simplified version of the Training Support and Development standards (TSD) and workbook for Foster Care will be available in digital format by September 2011 and a suite of guidance and tools for foster carers is available for providers by December 2011.
2.	Exploration of viability of further development for Integrated Youth Services Apprenticeship Framework by June 2011.
3.	Make available a range of young people's workforce products in a digital format on the CWDC website by September 2011.
4.	Advise the DfE and the Office for Civil Society on developing the workforce supporting vulnerable young people through the National Citizen Service.
5.	Completion of the Residential Care Professional Practice Standards 12 month test and trial and production of the final evaluation report and dissemination to stakeholders by December 2011.
6.	Provide support to DfE Challenge and Improvement Programme for residential care.
7.	Over 10,000 candidates from the wider children, young people and families' workforce will access the Safer Recruitment online training by March 2012.
8.	Make available the Safer Recruitment online training to the schools workforce.
9.	Provide up to 80 train the trainer places to deliver the level 4 qualification for key workers providing intense support for families with multiple needs by March 2012.
10.	Support partners to develop sustainable strategies for delivering the level 4 qualification for key workers providing intense support for families with multiple needs, by March 2012.
11.	To make available a suite of digital tools and guidance, which reflect current policy and all promote "Working together better" (Integrated Working) which takes account of the Allen, Tickell and Professor Munro reviews.
12.	Produce a suite of tools for employers including a guide to support improved communication and engagement with children and young people, and to embed the Common Induction.

What the programme will deliver in 2011/2012

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| 13. Make available all CWDC leadership materials to the workforce, online and explore options for delivering multi-agency leadership training packages by June 2011. |
| 14. Investigate feasibility of options for recruitment of educational psychology trainees in 2012 by July 2011. |
| 15. Successfully manage the transition of the Sector Leadership Programme to new arrangements. |

Resources

£5,725,000 plus staffing resource

(up to £5,200,000 for Educational Psychologists)

Sector Skills Council and Organisational Development Programme

Projects

1. Frontline employers and employees
2. Communications
3. Digital
4. Sector Skills Council
5. Transition and governance
6. Future options
7. Employee engagement

Programme Benefits

1. Children's workforce employers have a trusted mechanism for representing and addressing their issues and skills needs so their employees can do the best possible job.
2. Children's workforce employers are able to signpost their workforce to effective, quality assured and accessible training.
3. Children's workforce employees have an umbrella organisation that champions their needs and makes them feel valued and respected for the positive difference they make to the lives of children, young people and families.
4. CWDC employees know they have made a valuable contribution to both the past and future of the children's workforce.
5. CWDC employees know that the values they signed up to will continue to be championed in the children and young people's workforce.
6. Organisations taking on elements of CWDC's business are provided with everything they need to support a good quality hand over.

What the programme will deliver in 2011/2012

1. This programme will oversee and support the transition of all of the work of CWDC into new delivery arrangements from March 2012. It will provide and maintain specialist corporate expertise, infrastructure and advice services (performance monitoring, digital, HR, transition and communications) to the whole of CWDC.
2. In addition it will deliver our core responsibilities as a Sector Skills Body:
 - Deliver the Skills for Care and Development (SfC&D) business plan contract to time and on budget.
 - Throughout 2011/2012 consult and engage with appropriate employers and other key workforce stakeholders in order to represent children's workforce employers nationally and advise DfE on workforce development.

Resources

£703,450 plus staffing resource

Corporate Services Programme

Projects

1. Finance
2. IT
3. Procurement
4. Estates and Facilities
5. Staff and travel costs
6. Capital Expenditure

2. The IT service will provide high quality infrastructure and services that are able to meet the technology and communications needs of the business in an efficient and effective manner whilst maintaining operational best practice and at the availability, accessibility, integrity and security of data in line with legal and government requirements.
3. Estates and facilities will ensure availability of suitable office accommodation and to ensure that it is operated and utilised in an efficient and effective manner. It will provide high quality reception service at the Leeds office. It will ensure that CWDC complies with Health & Safety legislation.
4. Procurement will adopt good practice principles and procedures to ensure that goods and services are procured efficiently and effectively from approved suppliers, whilst optimising value for money for CWDC.

Programme Benefits

1. The finance service will ensure CWDC has the appropriate internal financial controls in place to provide good governance assurance to the Board and to ensure effective and efficient management of financial resources made available from the public purse.

Resources

Administration budget and staffing resource

The Children's Workforce Development Council (CWDC) supports local areas to drive sector-led improvements so the millions of people and volunteers working with children and young people across England are able to do the best job they possibly can.

We want England's children, young people and families' workforce to be respected and valued for the positive difference it makes to children, young people and their families.

We work in partnership with lots of different organisations and support workers and employers who want the lives of all children and young people to be healthy, happy and fulfilling.

For more information please call 0300 123 1033
or visit www.cwdcouncil.org.uk

Or write to CWDC, 2nd Floor, City Exchange
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email info@cwdcouncil.org.uk

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

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