

**Appendix 1:  
YorOK Workforce Strategy  
Delivery Plan 2009/10**

Priority	Proposed Actions	Lead Group	Lead Person	Timescale
<b>Developing a shared identity, purpose and vision</b>	A communication plan is developed and implemented to ensure that the wider workforce is aware of, and understands, this workforce strategy and has opportunities to contribute to its ongoing development.	Information & Communication	KH	Ongoing
	The impact of this strategy and any activities arising from it will be assessed in terms of the six equality strands (age, disability, ethnicity, gender, religion or belief and sexual orientation) and any issues identified will be addressed.	Workforce Strategy Group	KH	Ongoing
	The practitioner section of the YorOK website is developed as an information resource for members of the workforce.	Information & Communication	KH, JM, NMcV, KD	Ongoing
	The CWDC One Workforce Tool is used on an ongoing basis to listen to the views and opinions of the workforce and children, young people and families to inform the ongoing development of the strategy.	Workforce Strategy Group	KH/Involvement group	Jun-10
	The YorOK Workforce Strategy is reviewed and amended as necessary.	Workforce Strategy Group	KH	Jun-10
	Members of the Workforce Strategy Group act as workforce champions within their sector and a conduit for two way communication between the workforce and the strategy group.	Workforce Strategy Group		Ongoing

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	The YorOK Induction includes the development of a module which provides an opportunity for members from across the workforce to find out more about the YorOK Children's Trust arrangements, the Children and Young People's Plan and their individual contribution to improving outcomes and narrowing the gap for children and young people as part of the YorOK workforce	Induction	KH	Apr-10
	The Workforce Strategy Group reports bi-annually to the YorOK Board on progress against the strategy and delivery plan.	Workforce Strategy Group		Ongoing
	A joint meeting is held between the YorOK Children's Trust strategic workforce leads and regional representatives from the TDA (Training & Development Agency for Schools) and CWDC (Children's Workforce Development Council) to facilitate further joint working.	Workforce Strategy Group	Sue F, JK, KH	Jan-10
<b>Establishing common values and language</b>	A glossary of common terms is developed and available on the YorOK website.	Information & Communication	KH/NMcV	Apr-10
	The Threshold Guidance (to help practitioners decide what level of concern they have about a child or young person) is reviewed and accessible to the whole workforce via the YorOK Induction, Integrated Working training and the YorOK website.	IWIG	Integrated Working Team	Feb-10
	Activities that allow members of the workforce to learn more about each others roles are developed with a view to embedding these within multi-agency training and events.	Training & Development	TDU & KH	Jul-10

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Focusing on positive outcomes for children and young people	The YorOK Induction is developed and accessible to the whole workforce.	Induction	KH	July 2010 onwards
	The Workforce Strategy Group agrees common elements to be included within job advertisements, job descriptions and appraisal processes. Discussions with City of York Council HR about embedding these with a view to rolling this out across the Children's Trust.	Future Workforce	KH	Jun-10
	The YorOK Induction and the above common elements are incorporated into commissioning processes via the Integrated Commissioning Group.	ICG & WSG	KH	Jun-10
Developing and Embedding Integrated Working Practice	Integrated working is embedded within the YorOK Induction.	Induction	KH	Apr-10
	Lead Practitioner network continues providing peer support for lead practitioners.	IWIG	IWTeam	Ongoing
	Integrated Working team continues to act as a point of advice, information and guidance for Lead Practitioners in York.	IWIG	IWTeam	Ongoing

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	Development of CAF champions in all partner organisations to support and advise Lead Practitioners in their own settings.	IWIG	IWIG	Aug-09
	Ongoing support for practitioners is embedded within supervision arrangements.	IWIG & Future Workforce	IWTeam and KH	Ongoing
	Information Sharing Guidance is embedded within the YorOK Induction and actively promoted within both adult and children's services.	Induction	KH & IWTeam	Apr-10
	CWDC One Workforce Tool is used to assess progress made.	WSG & IWIG	KH	March - June 2010
	Research into the type of support needed for the development of multi agency teams and a range of support is developed in response to this.	Training & Development	KH, JK & TDU	October 2009 - January 2010
	Practitioner section of the YorOK website promotes examples of effective models of workforce integration.	Information & Communication	KH	Nov-09

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	Full day multi-agency integrated working training continues to be available to members of the workforce. IW Team explore new models of training delivery such as 'drop in' information sessions.	IWIG	IWTeam	Ongoing
	CAF champions are developed to provide sector specific information, training and support to staff completing CAF.	IWIG	IWIG	Aug-09
	Specialist session delivered to priority partners as identified by the Integrated Working Implementation Group and Integrated Working Team.	IWIG	IWTeam	Ongoing
	The Family Intervention Programme (FIP - known locally as Catalyst), which is managed and co-ordinated by the YOT will develop the Think Family approach alongside the programme.	Think Family Steering Group		Ongoing
	Information about the Think Family approach will be disseminated across the workforce via training sessions and briefings. Think Family champions will be identified.	Think Family Steering Group		Ongoing
<b>A skilled, confident and appropriately trained workforce</b>	An audit is conducted of the mechanisms that exist to identify training and development needs and to feed these into the planning and delivery of training.	Training & Development	TDU	Jan-10
	The support available to leaders and managers is developed through appropriate training and development opportunities.	Workforce Strategy Group	KH	Apr-10

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	Information about the Common Core of Skills and Knowledge is available on the YorOK website to help employers to plan their induction and future training programmes.	Information & Communication	KH	Nov-09
	A skills audit, related to the common core of skills and knowledge is developed as part of the YorOK Induction. This information is used to inform future planning.	Training & Development	KH and TDU	Apr-10
	Quality assurance systems are developed to support the ongoing provision of training.	Training & Development	TDU	Apr-10
	The Training and Development Unit continues to ensure that appropriate information, advice and guidance about professional development opportunities is available to members of the workforce.	Training & Development	TDU	Ongoing
	Active promotion and profile raising of career opportunities within the children's workforce.	Information & Communication	KD	Apr-10
	Opportunities are explored to develop and enhance ways young people can find out more about, understand and experience, different career paths within the YorOK workforce.	Future Workforce	KH, KD, Steve F	Jul-10
	The YorOK website is developed as a hub of information for employers with regards to effective recruitment, selection and retention, including the involvement of children, young people and families in these processes	Future Workforce	KD	Ongoing
	The availability of multi-agency training opportunities is developed by looking at: the current needs across the workforce; current provision; and developing opportunities to jointly address training needs where appropriate.	Training & Development	TDU	Ongoing

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	The impact of multi-agency training provision in terms of the six equalities strands will be assessed and any issues identified will be addressed. This includes assessing the accessibility of multi-agency training in relation to differing skills, experience and knowledge and identifying actions that can be taken to ensure that training provided is accessible and appropriate to those attending.	Training & Development	WSG	Ongoing
	Protocols are developed to support the effective and efficient provision of multi-agency training.	Training & Development	TDU	Jun-10
	A reliable workforce profile is established, providing information about the size, scope and make up of the YorOK workforce. This information is then used to support workforce planning and development. As part of this project we will also work to better understand the composition of the workforce and where we identify any group that is underrepresented will take positive steps to address these disparities.	Workforce Strategy Group	KH	Sep-10

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<b>Complementary roles focused around children and young people</b>	Information currently available to practitioners about other services and contacts is identified.	Information & Communication	KH	Apr-10
	The YorOK website is utilised to provide information to practitioners about how to find out about other services in York.	Information & Communication	KH & NMcV	Jan-10
	Case studies are included on the YorOK website about different roles within the YorOK workforce.	Information & Communication	KH	Jan-10
	Shadowing opportunities will be actively promoted as part of the YorOK Induction.	Workforce Strategy Group	KH	Apr-10
	Opportunities for members of the YorOK workforce to come together and learn about each others roles will be embedded within the YorOK Induction.	Induction	KH	Apr-10

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<b>Keeping children safe</b>	Safeguarding to be embedded within the YorOK Induction.	Induction	KH	Apr-10
	Policy and procedure requirements around safeguarding are embedded within commissioning procedures via the Integrated Commissioning Group.	WSG & ICG & CYSCB	KH and CYSCB	Jun-10
	Safer recruitment training is available and accessible to organisations within the YorOK Children's Trust and advice and information is available on developing policies and practices.	Information & Communication & CYSCB	CYSCB	Ongoing
	Advice, information and training on safeguarding children and young people is available and members of the workforce know how to access this.	CYSCB		Ongoing
	Support is provided to the play sector to attain the relevant training, quality standards, policies and good practice to ensure the safe delivery of services to children and young people.		Play Team, KR, KD	Ongoing
	Promotion of the new guidance from Play England and DCSF - 'Managing Risk in Play Provisions', to raise awareness of the importance of letting children and young people take and manage their own risks, supported by the latest research and thinking within the play sector.		Play Team	Ongoing

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	Support is provided to the play sector to utilise the new risk assessment format that takes into consideration the benefit factor, when planning and delivering risky activities.		Play Team	Ongoing
	Information and advice about procedures for dealing with allegations against, and concerns about, members of the workforce are available to members of the workforce on the City of York Safeguarding Children Board (CYSCB) website.	CYSCB		Ongoing
	Policy and procedure requirements around allegations to be embedded within commissioning procedures via the Integrated Commissioning Group	WSG & ICG & CYSCB	KH and CYSCB	Jun-10
	Basic information about child development and transitions to be available to members of the workforce via the Thresholds Guidance, the CYSCB website and the YorOK Induction. Members of the workforce know where and when to obtain detailed advice and guidance.	WSG & CYSCB	KH, IWTeam, CYSCB	Ongoing
	Relevant organisations are represented on the CYSCB, including police, probation, adult mental health and adult drug and alcohol services. Referral processes for all members are understood and prioritise the protection and well-being of children.		CYSCB	Sep-09