

# **Children's Workforce Development Council**

## **Workforce Strategy Partners Programme**

### **Evaluation of the Hampshire Award Programme by Diana Wooldridge Consultancy**

**Commissioned by:**

**Hampshire Voluntary Sector Children  
& Young People's Alliance**

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# Hampshire Voluntary Sector Children & Young People's Alliance (*'the alliance'*)

## Post-programme evaluation of the Children's Workforce Development Council (CWDC) Workforce Strategy Partners Programme (WSPP) Hampshire Funding Award

### Objectives

To review the effectiveness of the programme with special reference to:

- effective management of the CWDC WSPP
- cost-effective use of CWDC WSPP funds
- marketing of CWDC WSPP funded workforce development training provided by *the alliance*
- the standard of training offered
- the standard of venues used
- the outcomes of the training for individuals, organisations and the wider children and young people's voluntary sector in Hampshire
- how well *the alliance* has responded to feedback from attendees at workforce development events and training workshops
- how the CWDC WSPP delivery in Hampshire has contributed to the engagement of the third and private sectors in local workforce development strategies

This report is structured as follows:

1. Introduction
2. Management of the programme
3. Contract milestones and compliance
4. Analysis of training needs
5. Course evaluations
6. Telephone interviews
7. Analysis of participants
8. Evaluation of outcomes
9. Learning points

### 1. Introduction

- 1.1 The Children's Workforce Development Council (CWDC) set up the local Workforce Strategy Partners Programme (WSPP) to support the engagement of the third and private sectors in local workforce strategies and workforce reform. In April 2007 an allocation of funding was made available to each Children's Trust in England to support this work for a period of three years. Hampshire was allocated £30,000 a year over the three year period. The intention was that the projects should be locally planned and delivered to meet the needs of local workforce strategies, and the specific priorities within each local area.
- 1.2 Hampshire Voluntary Sector Children & Young People's Alliance (known as *the alliance*) developed at the time of the Change-Up programme in 2006, linking in to the Hampshire Infrastructure Development Plan. Its aim is to provide a channel for communication between statutory organisations and the voluntary sector on issues

relating to children, young people and families, acting as a communication hub, avoiding duplication of effort and maximising the impact of the sector. *The* alliance was successful in its bid to the Children's Workforce Development Council Workforce Strategy Partners Programme (WSPP) 2007-10, supported by Hampshire County Council (HCC) Children's Services. A key aim of the WSPP was to support capacity building in the third and private sectors and so it was beneficial for *the* alliance to lead the programme. It was agreed that Hampshire Families (formerly Hampshire Children and Families Forum) should be the accountable body holding the contract with CWDC.

1.3 The aim of the Hampshire programme was set out by *the* alliance as follows:

To address the need for individuals and organisations in the third and private sectors to engage with the integrated workforce development strategy and access advice, guidance and opportunities for training and development.

## 2. Management of the Programme

2.1 The Children's Workforce Strategy Partners Programme award was used by *the* alliance to fund an extensive programme of free training primarily for the children and young people's voluntary sector in Hampshire, but also open to private sector organisations and individuals. In order to get the training under way as soon as possible the first programme of courses was organised by Sam Blakey, from Hampshire Families, appointed by *the* alliance on a temporary contract for 10 hours a week from November 2008 to May 2009. Considerable support and advice on the content and organisation of these first courses was provided by Debbie Simmons of the HCC Early Education and Childcare Unit. This enabled an initial programme to be organised providing five Basic Safeguarding courses in spring 2008 in five different venues across the county, attended by 222 people. The remainder of the programme was organised by *the* alliance Development Worker appointed in April 2008.

2.2 The events organised and those planned for the last phase of the programme in 2010 are listed below:

Date	Course	Location	Attendance numbers
Spring 2008	Initial child protection	Gosport Winchester Basingstoke Liphook Totton	222
October 2008	AGM and training day with workshops – Initial child protection, drug awareness, health & safety, parenting support issues	Marwell	107
Spring 2008	Youth work: the basics	Southampton	26
Spring 2008	Outcomes for funding applications	Winchester	14
Spring 2008	Cross-sector partnerships	Winchester	10

<b>Date</b>	<b>Course</b>	<b>Location</b>	<b>Attendance numbers</b>
Spring 2009	Advanced child protection	Havant Winchester Basingstoke Andover Totton	113
July 2009	AGM and training day with workshops – Initial child protection, drug & alcohol awareness, Independent Safeguarding Authority, information sharing	Winchester University	86
<b>Future scheduled events</b>			
January 2010	<i>Too busy to care? An exploration of how well those working with children, young people and families look after themselves.</i>	Fair Oak	
Spring 2010	<i>Initial child protection</i>	Alton Eastleigh Winchester	
Spring 2010	<i>Advanced child protection</i>	Fleet Winchester Totton	
Spring 2010	<i>Youth work: the basics</i>	Winchester	
Spring 2010	<i>Safer recruitment</i>	Basingstoke Eastleigh	

2.3 In addition to the above courses and events organised by *the* alliance, five places were funded through bursaries for third sector organisations for Children’s Workforce staff on an accredited management course “ILM Award in First Line Management” provided by CELD (Centre for Excellence in Learning and Development), run by Community Action Hampshire. This opportunity was offered to organisations who completed an application form setting out how the individual and the organisation would benefit from the training. This bursary opportunity will be offered again in 2010.

A full analysis of the training participants is in section 4 below

2.4 Funding was allocated for four workshop sessions in spring 2009 in district council areas to be led by local Councils for Voluntary Service (CVS) to increase third sector engagement in local children & young people’s partnerships. Applications for these funds were approved for Basingstoke, East Hampshire, Test Valley and Winchester. Details of the participants were available from the Basingstoke and Winchester events which were attended by 25 and 23 different organisations respectively. It proved difficult to get other district CVSs to take up this opportunity, in some cases because of the lack of staff capacity to organise such an event even though funding was available.

2.5 The existence of *the* alliance and the Development Worker post was a major advantage in enabling the efficient organisation of the project. The interim evaluation of the national WSPP project by the CWDC – “*Progress and Learning 2007-8*” – highlighted the capacity issues which arose in some parts of the country:

*“Some projects that have used WSPP funding to employ a development worker have reported challenges in recruiting a worker with the required skills and knowledge, particularly as in most cases only a part time worker can be recruited with the budget available. Where the money has not been used to develop a post, capacity issues in delivering projects have been raised.”*

The successful recruitment to *the* alliance post, which is also supported by HCC funding, and the continuity this has provided, has significantly contributed to the success of the Hampshire programme. This has been endorsed by Dianne Leyland, Children's Workforce Adviser at the National Association for Voluntary and Community Action (NAVCA), a partner agency in the CWDC programme, who commented that *the* alliance was ahead of most other counties in this activity.

- 2.6 To oversee the management of the programme, *the* alliance established a Workforce Development Sub Group, led by the Chair of *the* alliance. This comprised Debbie Simmons (HCC Early Education and Childcare Unit); Chris Halling (HCC Children's Workforce Development lead), later joined by Pamela Peskett, County Councillor (up to June 2009). Other representatives attended occasional Steering Group meetings but, despite efforts to widen the membership, it remained a small group. Although it was thus not widely representative it was felt by the members to be effective. It could be concluded that the representative role of *the* alliance and the regular meetings of the main Alliance Steering Group during the period of the programme provided adequate links to the wider voluntary sector children's workforce.

### **3. Contract milestones and compliance**

- 3.1 The original project bid from *the* alliance listed proposed outcomes, outputs and milestones for the three year period, and these formed the basis of the contract with the CWDC. The main outcomes identified are summarised below:

#### **Year 1**

- Programme plan, dedicated resources and project steering group in place
- Organised and usable information held about the third and private sector workforce
- Raised awareness in the sectors about *the* alliance, the integrated workforce initiative and events
- Increased awareness of Common Assessment Framework (CAF), child protection, information sharing and safe recruitment

#### **Year 2**

- Reviewed programme plan, dedicated resources and strategic engagement through project steering group
- Integrated development opportunities for managers and leaders
- Hosted a children's workforce development event
- Training and development opportunities to meet emerging priorities

#### **Year 3**

- As in Year 2, plus review and evaluation of the programme.

- 3.2 Contract variations were agreed with CWDC relating to “integrated development opportunities for managers and leaders”. This was because the CWDC South East Region Leadership & Management Working Group project had not developed as

envisaged. It was agreed instead to purchase five places on the Centre of Excellence for Learning & Development (CELD) course “ILM Award in First Line Management” for staff of third sector organisations, requiring applications for bursaries to produce a short report on the benefits which this training would bring to the individual and to their organisation.

- 3.3 In addition, the milestone relating to the Year 1 outcome “Organised and usable information held about the third and private sector workforce” was reviewed in discussion with the CWDC. It was decided that a survey of the CVSs to collect this data was not required as the information was already available on other county-wide databases – **eVOLVe**, an online directory of voluntary and community organisations within Hampshire and the Isle of Wight, and **Hantsfish**, the Family Information Service for Hampshire produced by Children’s Services.
- 3.4 The CDWC required regular submission of evidence demonstrating the achievement of all the milestones related to these outcomes, and this was linked to the payment schedule. All milestones have been completed and evidenced to the CWDC’s satisfaction and thus all the staged payments so far have been claimed and received. The outcomes identified by *the* alliance and an evaluation of how far they were achieved are considered in section 8 below, after the analysis of the available data.

#### **4. Analysis of training needs**

- 4.1 In order to get the programme up and running as quickly as possible it was decided to put on the initial series of Basic Safeguarding courses, targeted at a wide range of voluntary and private sector organisations and providers, and to ask participants at these events for their training needs and suggestions for future events. These were analysed as part of the programme evaluation produced by the course co-ordinator. The main areas of need identified were as follows:
- Health and safety
  - Data protection
  - Management and supervision
  - Child protection (initial and advanced)
  - Contracting
  - Financial management
- 4.2 These topics were reviewed by the Workforce Development Sub Group along with other needs identified by the group members, and informed the workshop sessions provided at the first training and information event organised at Marwell in October 2008. Similar analyses were done following the Marwell event and the subsequent training and information event in Winchester in July 2009. Priorities from the first of these were: Funding; Advanced Child Protection and Drug Awareness, and the feedback from 2009 was similar, with specific requests relating to the Independent Safeguarding Agency.
- 4.3 The continuity in these identified needs indicates that the initial programme in 2008 was appropriately targeted and subsequent training has met the broad range of identified needs. The wide range of potential participants (see analysis of

organisations in section 7.1) means that there was inevitably a large number of potential specialist training needs for individual organisations. Minutes of the Workforce Development Sub Group show that they considered these other possible training needs and where possible identified other means to make training available. For example the October 2008 meeting agreed that a blog should be put on the training page of *the* alliance website directing people to funding information and training resources, and that similar action should be taken for other relevant training needs, e.g. a drug e-learning package available on the DAAT website.

- 4.4 One specialist area not covered by this programme has been the special needs of children with disabilities. Again this was covered by signposting and facilitating access to specialist training provided by organisations within *the* alliance. An example of this was the decision at the February 2009 meeting of the Workforce Development Sub Group to market on *the* alliance website a disability awareness event held by the Rose Road Association, with a subsidy of 50% of the cost of up to 50 places for children and young people's voluntary sector organisations, as part of the overall training programme for 2009/10. This whole area of children's workforce development is now being covered through the Aiming High programme for children with disabilities. This demonstrates a cost-effective approach to the provision of more specialist training, avoiding duplication with other resources available to the sector.
- 4.5 The same approach has informed the increasingly effective partnership working with HCC's Children's Workforce Development team. As a result of the joint working on the Steering Group arrangements have been made for voluntary organisations to access training provided by HCC free of charge. This had previously been available for certain organisations within their own area of activity eg HCC Youth Services and voluntary youth clubs; the Early Education and Childcare Unit for voluntary child care providers. The benefit from this partnership working has been to make this more comprehensively available and accessible to the voluntary sector. From discussion with HCC's Workforce Development team it appears that in the earlier stages of this programme this was of more limited effectiveness as information on *the* alliance website was not always timely and up to date. However the upgraded and restructured website now enables *the* alliance to make this information about training available from HCC and other providers easily and comprehensively accessible. (See results of telephone interviews in section 6 for further feedback on this.)

## **5. Course evaluations**

- 5.1 Evaluation forms were collected for all the courses, and analyses of these were completed for the spring 2008 Initial Child Protection courses and for the Marwell and University of Winchester events. Feedback on future training needs is discussed in section 4 above. Different evaluation forms were used during the programme so direct comparisons are not possible for all the events. The quality ratings for course administration, and organisation, etc, were uniformly very positive, almost entirely falling within the top two categories throughout the programme. (These were categorised "excellent/good/satisfactory/poor" for the first round of courses and "good/fair/below expectation/poor" in subsequent courses

and events.) Comments on venues were generally favourable with criticisms tending to relate to individual tastes and expectations, eg catering, room temperatures, parking problems, which were not reflected by the majority.

- 5.2 The categorisation of scorings for training content and the trainer varied in the same way, but the comments on the quality of training recorded by participants were generally very favourable, especially for the Child Protection courses, which were felt to be necessary, useful and relevant. Again the top two ratings scored over 90% for almost all the event workshops and the training courses. The provision of memory sticks with course materials was especially appreciated giving resources which could be cascaded down within organisations. It is apparent that overall the training met to a very large extent the expectations of those who took part. This reflects the efficiency of the organisation provided by the original Co-ordinator and *the* alliance Development Worker, and also the expertise of the Workforce Development Sub Group in the selection of trainers and the brief given for courses that were outsourced.
- 5.3 Apart from the Child Protection training and the two workshop events, the more specialist courses such as Youth Work Basics, Outcomes for Funding Applications, and Cross-sector Partnerships, received evaluations of good/excellent, and positive comments on the value of the training to individuals and their organisations.
- 5.4 The five bursaries for the accredited First Line Management training were very much welcomed by those who applied. One successful applicant illustrated the relevance of this training to the overall objectives of the CWDC programme:  
“It will help me develop my leadership skills, gain a further insight in how to manage staff, how to keep staff motivated and to become more effective in the workplace. I would like to develop myself as a developer of people and gain a professional qualification” – a Home-Start Co-ordinator.
- Two of those interviewed for this evaluation were participants in this training – see comments below in section 6.

## 6. Telephone Interviews

- 6.1 Twenty telephone interviews were carried out covering a range of course participants, representing attendees on each of the courses, and other stakeholders, using a structured questionnaire. They were selected to cover a range of district and countywide organisations; paid staff, volunteers and trustees; private and voluntary sector; specialist and generalist organisations covering different client groups and service categories. Several of those interviewed were involved in children and young people’s services in more than one role. The participating organisations are described below:
- Home-Start, Eastleigh
  - Self employed childminder (also leads local childminders’ group and is a church child protection lead), East Hampshire
  - Alresford Youth Association - Chair of Trustees, Winchester
  - Appletree Support, Havant – locally based private company providing home care services

- Portchester Community Association – voluntary sector managed children’s centre, Fareham
- Young People’s Information Service (Trustee leading on fundraising), Basingstoke
- Phoenix Theatre - arts projects involving young people, East Hampshire
- Young people’s counselling service Chief Executive, Havant
- Neighbourhood Centre (child protection lead), Hart
- Open Sight (sight loss charity with services for children and families), Hampshire
- National Childminding Association- Hampshire Development Worker,
- Rose Road Association (services for young people with disabilities covering Southampton and Hampshire) – Chief Executive and Director of Services
- Church community and youth project, Test Valley
- Romsey Young Carers’ project, Test Valley
- Hampshire Families Co-ordinator, Eastleigh
- CVS Chief Executive (also Chair of Hampshire CVS Network), Basingstoke

- 6.2 Other stakeholders interviewed were the main members of the project steering group:
- Debbie Simmons, HCC Early Education and Childcare Unit (EECU)
  - Chris Halling, HCC Children’s Workforce Development lead
  - Pamela Peskett, County Councillor, (up to June 2009), also Trustee of local youth club and family support organisation

- 6.3 Initial fact-finding telephone conversations took place with *the* alliance Chair, the Development Worker, and the initial course Co-ordinator, and additional discussions with Eastleigh Borough Council, One Community Eastleigh, and Gosport Voluntary Action to follow up points that arose in the main telephone interviews.

A standard questionnaire, with some specific questions for particular interviewees, was used. The following summarises the points made under each question and issues raised in the course of the interviews.

**Q1. How did you learn about the training opportunities?**

The majority of those interviewed had responded to emails from *the* alliance, and the next largest category was newsletters from CVS’s or other organisations. Two had received the information through the EECU Horizons newsletter.

**Q2. Were the training courses relevant to your organisation’s needs?**

All interviewees agreed the courses were relevant; this included organisations ( eg an arts group and a church community centre) that were not primarily concerned with children and young people but appreciated the need for child protection training. Two organisations working with children with disabilities commented that the Child Protection courses failed to acknowledge the situation of children with special needs without verbal communication. Although this specialist area is now being addressed through training provided under Aiming High for Disabled Children, it may be appropriate to ensure that the issue is recognised in generalist safeguarding training.

**Q3. How well do you think the training was organised by *the* alliance?**

All interviewees thought the training was very well organised. The only comment made was the difficulty for people with hearing problems in venues where multiple workshop sessions took place in one room. The EECU representative who attended

a number of the sessions commented favourably on the organisation of the programme and its success in targeting a disparate sector.

**Q4. What did you personally gain in terms of knowledge/development?**

All interviewees said their understanding and knowledge of child protection issues had increased, and valued the opportunity to be brought up to date. Two commented that it had raised their level of knowledge above the generalist level acquired from in-house training sessions. A further comment was that the training had helped someone to understand what happened after a referral was made. An additional benefit was learning about other organisations' practice, and generally networking. This was especially valued by people working in non-children specific organisations.

Two bursary holders for the First Line Management course were interviewed. One was a volunteer, leading a team of volunteers in a church community and family project. He reported personal development in a more professional approach to volunteer management, which helped to bring in more professional standards, eg an appraisal system. The second was a children's centre co-ordinator employed within a community association, who commented that it had taken her a step up in her personal professional development, which would contribute to upskilling the staff team.

**Q5. What do you think was the benefit to the organisation?**

Seven of the voluntary sector respondents said that the main value to their organisations was in enabling them to cascade down the training received, and the provision of course resources on memory sticks was very much appreciated.

Two of the respondents reported that they were able to use the learning in their roles in different organisations, eg a youth club trustee board chair who was also a school governor commented that the Health & Safety workshop was relevant to both roles; a self-employed childminder also led a local childminders' group, and was a church Child Protection nominated person.

The youth club trustee also commented that the Youth Work Basics course was a useful introduction for him as a trustee and helped to build his confidence in contact with young club members. Increased confidence was also reported as a benefit by a trustee who attended the Outcomes for Funding training.

One respondent summed up the programme as "a broad range of training, long overdue".

**Q6. How do you keep up to date with the changes in child protection requirements, CAF, etc?**

Most of the interviewees had access to information from a wide variety of sources – E-bulletins, including from *the* alliance; HCC, including the EECU, Extended Services, contract monitoring officers; national websites and information from their parent organisations. The Churches' Child Protection Advisory Service was highlighted as a source of expertise.

**Q7. Do you get mailings - from *the alliance*?**

Fifteen of the interviewees received Alliance emails; two thought they had previously but might have fallen off the list. This indicates the success of the original plan to invite all course participants to be added to *the alliance* email list.

**Other mailing lists - Hampshire Families**

Seven interviewees received Hampshire Families mailings, mainly those working with younger children. A couple commented that this had become sporadic with changes in the local co-ordinators.

**Other organisations**

Various specialist mailings are used – the most common general source of email bulletins was the local CVS, but this varied according to the district.

A general comment was the large volume of emails most received – the point was made that a clear subject heading, eg “Child protection training” was necessary to alert people to the importance of opening the email.

**Q8. Do you look at *the alliance* website?**

Eight respondents used the website, notably fewer than received the email bulletins. This suggests that people need regular emails to alert them to look at the website. It was commented that the new website had become much easier to navigate – one respondent described it as “brilliant”. The HCC CWDC officer commented that in the earlier stages the website had not held up to date information, eg about HCC courses available. This was now rectified with a direct link to the HCC website.

**Q9. Do you have further training needs?**

Answers to this question supplement the feedback already obtained by *the alliance* from the training evaluation forms. The topic most generally mentioned was the Independent Safeguarding Authority Vetting and Barring Scheme. There was also a demand for further refresher training to enable continuing cascading of up to date child protection requirements and practice. This should be met by the spring 2010 programme now advertised on *the alliance* website.

The topic of commissioning and tendering was raised by senior managers interviewed. While, as was discussed in the Workforce Development Sub Group meetings, this is not attractive or relevant to all organisations, there may be a significant demand at management level in organisations currently or potentially involved in contracting. One respondent had attended a course on this subject organised by One Community Portsmouth using an outside trainer and this was regarded as excellent.

Other more specialist areas of interest highlighted by individual attendees included youth offending/ Youth Inclusion Support Panel and teenage pregnancy.

**Q10. What other sources of training do you use?**

Four respondents also used CVS organised training, which is likely to cover more general voluntary sector topics such as funding, volunteer management, etc. Better links between *the alliance* Training website and the Hampshire CVS Network

Training page would help to increase children's workforce organisations awareness of these other training opportunities.

A number of respondents said that the free training offer had been really important as their organisations could not afford to buy in external professional training. In some cases training was available in house or through parent organisations eg Home-Start, but *the* alliance programme enabled them to access higher level training that would not otherwise be available to them.

**Q.11. Have you accessed HCC training open to the VCS?**

Eight of the respondents had taken advantage of training courses organised by HCC Children's Services. Those working with the Early Education and Childcare Unit were very much aware of this opportunity for OFSTED registered providers. Some other organisations were not so aware of this and the telephone interview gave an opportunity to suggest they looked at *the* alliance website for this.

One organisation based in Southampton, but providing services across Hampshire by contract, said that their right to access HCC training was not always easy to evidence and that this needed clarification.

**Q12. Are you aware of a Children & Young People Partnership (CYPP) in your district council area?**

Five of those interviewed were aware of the partnership in their district – in Basingstoke, Hart, Fareham, Test Valley and Eastleigh. Where the respondent was a staff member there may have been more involvement in partnership working at senior management level. In some cases this was through the district CVS.

**Q13. Have you been to any local forums for children and or young people's organisations in your district?**

There was a much higher level of involvement in the more special interest forums and networks at local level, eg Extended Schools, youth forums, locality community forums, Drug and Alcohol Reference Group, which are more likely to attract participation at practitioner level.

**Q14. Do you feel more able to engage with this as a result of *the* alliance's activity?**

There was no real indication that the training programme had built capacity for partnership working in the wider sector, except for those who attended the Cross-sector Partnerships course (only five voluntary organisations and five statutory participants). The main benefit interviewees perceived was in networking and increased understanding of other organisations, which may contribute to a wider perspective and scope for future partnership working.

6.4 Additional telephone discussions took place with *the* alliance Chair, Development Worker, and the initial course Co-ordinator, to get more background briefing for this evaluation. In addition telephone discussions were held with others to explore further questions about local take-up and participation in the programme - Helen Coleman, Eastleigh Borough Council; Voluntary Sector Services Manager, One Community Eastleigh; and the Chief Executive, Gosport Voluntary Action.

## 7. Analysis of programme participants

### 7.1 Course attendances

The following table shows the numbers of participants for each event, broken down according to the roles of the individuals.

Course	Paid staff	Volunteer	Trustee	Total
Basic Child Protection 5 courses, Spring 08	156	61	5	222
Advanced Child Protection 5 courses, Spring 09	99	10	4	113
Youth Work Basics, Spring 09	14	11	1	26
Outcomes for Funding, Spring 09	11	2	1	14
Cross-Sector Partnerships, Spring 09	10	0	0	10
Marwell AGM and training day, Oct. 08	95	8	4	107
University of Winchester, AGM and training day July 09	76	8	2	86
Bursaries	5			5
<b>TOTAL</b>	<b>466</b>	<b>100</b>	<b>17</b>	<b>583</b>

This shows a majority of paid staff, which is to be expected in a workforce development programme. The largest number of volunteers attended the Initial Child Protection courses, which meets the aims of this training. Volunteers also took a large proportion of the Youth Work Basics training, which may be due to the significant role played by volunteers in youth work. However volunteers and volunteer managers interviewed in this evaluation commented that it was difficult for volunteers, often in other paid jobs, to attend daytime weekday courses and it is noteworthy that the youth work course was the only one provided at a weekend. This may also apply to trustees – again it is difficult for many of them to access daytime training.

### 7.2 Analysis of participating organisations

a. The following table shows the categories of organisations taking part:

Service category	Number of organisations
Pre-school	37
Youth services/ activities	25
Childcare (incl 5 childminders)	14
Church	13
Disability	13

<b>Service category</b>	<b>Number of organisations</b>
Sport	13
Family support	12
CVS/Volunteering development	9
School (incl extended schools)	8
Adoption & fostering	7
Counselling	7
Community Association	6
Training/employment	6
Arts	5
Children's centre	5
Domestic abuse	5
Housing	5
Health	4
General children's services	3
BME	3
College	3
Crime (drugs/youth offending)	3
Local authorities	3
Other	1
Fire service	1
<b>Total</b>	<b>211</b>

This demonstrates success in attracting a very wide range of organisations working with children and young people, including a substantial proportion (roughly 50%) which were not children and young people specific. The involvement of these generalist organisations, most of which attended the Initial Child Protection and the two workshop events, indicates the success of *the* alliance in reaching organisations which would not normally have been targeted for training in this area. The booking forms all gave organisations the opportunity to be added to the mailing list, which contributed to the mapping and data collection objectives of the programme.

It was originally the intention to target sports clubs as a part of the third sector with a substantial number of paid staff and particularly volunteers working with children and young people. Although there was some limited success in this, mainly on the first round of Initial Child Protection courses, it proved difficult to engage with this sector. Discussions at the time with the Hampshire County Council Sport Child Protection lead, and subsequently during the research for this report, suggested that the requirement for accreditation of training with the national sports bodies would make it difficult to get a higher level of sports club participation in the CWDC programme. It is apparent that there are a number of accredited child protection courses for sports clubs, at a reasonable price, and that there is therefore not a significant gap in provision to be filled by a county level generic programme. Another sector where there is also well-established provision of training and advice is the churches, and this was referred to in the telephone interviews.

b. The following table shows the sector breakdown of the participating organisations:

<b>Organisations by sector</b>	<b>Number of organisations</b>
Voluntary sector	146
Business	41
* incl. 5 childminders	
** not enough information from booking details to classify all pre-schools accurately	
Statutory	24
<b>Total</b>	<b>211</b>

This illustrates that it was much harder to engage the private sector workforce. It was commented by a private sector care provider in the telephone interviews that it was not always clear from the promotion of training events that private sector organisations were eligible. As indicated above it was not possible to identify from booking forms for the Initial Child Protection courses whether nurseries/pre-schools were voluntary or private sector, so the breakdown above is not statistically reliable. Also these private sector providers, and also self-employed childminders, are already well served by training provided through the EECU. Indeed the childminder interviewed was not clear whether the child protection course she had attended was run by *the* alliance or the EECU. A further problem in getting staff to attend training courses was the timing – it was commented that it was almost impossible for childminders to attend daytime courses, and it would probably be equally difficult for pre-schools and nurseries to free up staff in the daytime.

c. Participation in the programme was also analysed by local authority district:

<b>LA District</b>	<b>Number of organisations</b>
Basingstoke	20
East Hants	10
Eastleigh	6
Fareham	12
Gosport	4
Hart	9
Havant	14
New Forest	20
Rushmoor	4
Test Valley	22
Winchester	26
Hants/national	43
Portsmouth, Southampton & Isle of Wight	16
Other non Hants	5
<b>Total</b>	<b>211</b>

All Hampshire districts were represented, but there were wide variations in the numbers of participants. To understand this variation, additional interviews were held with key stakeholders in two of the districts with the lowest participation rates – Gosport and Eastleigh. There seem to be a number of relevant factors:

- People are most likely to attend training that is local to them, especially in local community organisations. The Initial and Advanced Child Protection courses were each held in five venues across the county, and it is evident from the course bookings that local community organisations, pre-schools, nurseries and childminders attended largely only courses in their own districts. This was particularly evident in the case of Gosport, which had good representation on the Initial Child Protection course held in the borough in the first phase of the programme, but no-one from Gosport attended any subsequent events. In discussion with the Chief Executive of Gosport Voluntary Action, the comment was made that Gosport groups were very insular, partly because of their geographical situation on a peninsular, and that the traffic and transport problems made them very reluctant to travel to other locations.  
This point was also made by the Hampshire Families Co-ordinator in Eastleigh that, even though transport links with Eastleigh are good and it has a much more central position in the county, people are still reluctant to travel any distance, particularly part-time workers who have to get back for the end of the school day.
- The strength of local networks affects the level of communication with local groups. During the period of the programme Gosport had no Hampshire Families Co-ordinator in post, so this may have affected communication with local groups.
- The involvement of the district CVS seems also to be significant. The highest participation rates were in districts where the CVS has an active engagement with the local children and young people's groups. In the case of Winchester, Test Valley, New Forest and Fareham, this has been strengthened by the CVS leading the Children's Fund Local Partnership Group over the previous five years, which has encouraged links with local groups. Another factor in this is where CVSs have led local children's or youth forums – Basingstoke is playing a leading role in this. This varying level of engagement on the part of CVSs is reflected in their effectiveness in cascading information about the programme through newsletters and email bulletins – in the telephone interviews, Hart, Basingstoke, Test Valley, Fareham and Winchester were mentioned as a source of information about the programme through these channels.
- It seems that the district councils children and young people lead officers were not all aware of the programme, unless through the local CVS. In Eastleigh, the borough council leads the local youth forum, but the officer concerned was not aware of *the* alliance or its Workforce Development programme, so there was no cascading of information through the forum.
- The districts where local partnership engagement events were held (Basingstoke, East Hampshire, Test Valley and Winchester) were among those where the local CVSs, as indicated above, was already well engaged with the local CYP third sector and had prioritised this area of work. This meant that staff capacity was available to take on the organisation of the event, with support of the relevant district council officers.

## 8. Evaluation of outcomes - impact of the Hampshire programme

- 8.1 The aims of the Hampshire programme were stated by *the* alliance as follows:  
“To address the need for individuals and organisations in the third and private sectors to engage with the integrated workforce development strategy and access advice, guidance and opportunities for training and development.”
- 8.2 In summary, the outputs were the successful provision of the training and information events as described above, plus the four district voluntary sector partnership events. To evaluate its impact we need to look at the anticipated outcomes in pursuit of these aims set out in the original programme proposal from *the* alliance:
1. to find out more about the sector, its workforce and its development priorities
  2. to raise awareness of workforce development
  3. to deliver training in child protection, safe recruiting, CAF awareness and information sharing
  4. to explore and develop opportunities for management and leadership development across the sectors and with statutory colleagues
- 8.3 Additionally it is relevant to look at the outcomes identified by the CWDC in its first year review of the Workforce Strategy Partners Programme:
1. to assess the impact of the third and private sectors in the delivery of services
  2. to assess the development of third and private sector networks
  3. to assess the impact of partnership working on the role of the third and private sectors in the development, delivery and review of local workforce strategy.

### 8.4 Comments on *the* alliance’s achievements in delivery of these outcomes

#### 1. To find out more about the sector, its workforce and their development priorities

Total participation in the programme involved a total of 187 third sector and private organisations (approximately 146 third sector and 41 private, see table b. on page 15).

The evidence from course bookings and evaluations demonstrates increased use of *the* alliance email bulletins and website by children’s workforce organisations, which has been used to build up an extended mailing list. These organisations cover a wide range of the third sector across the county, even if the level of involvement varied across the different districts. It is also significant that a substantial proportion of these were community and other organisations where children’s services were not the primary focus of activity. The process of requesting feedback about further training needs after each course has also added to knowledge of the sector’s development needs; this has been taken into account in planning each subsequent round of training.

## **2. To raise awareness of workforce development**

The extensive promotion of the programme over the past two and a half years has raised awareness of children's workforce development needs, through direct marketing and through other networks. The development of *the alliance* website has increased third sector access to information on workforce development and other relevant topics. The programmes of the two events at Marwell and University of Winchester were effective in bringing this to a wide audience.

## **3. To deliver training in child protection, safe recruiting, CAF awareness and information sharing**

Training was successfully delivered in all these topics and on others identified by the sector as training needs. This was of a high standard, scoring consistently good or above in all the course evaluations, both for organisation and quality of content/presentation, and was well received. A number of organisations commented on the value of having this made available free of charge, with the possibility of subsidy for travel costs. This was certainly beneficial for smaller organisations without allocated training budgets. The provision of course materials on memory sticks to enable participants to cascade the training within their organisations was especially welcomed. It was clear from the feedback on course evaluation forms and the telephone interviews that there is a continuing demand for this training, in terms of refresher training to keep up to date with new developments, especially in relation to ISO and vetting and barring.

## **4. To explore and develop opportunities for management and leadership development across the sectors and with statutory colleagues**

The decision to pursue this by giving bursaries for five third sector staff members to go on the accredited First Line Management course run by the Centre for Excellence in Learning and Development (CELD) was successful for the five bursary holders. The two interviewed for this evaluation felt this improved their management skills in leading staff and volunteers. The Working in Partnership course which had five third sector and five statutory participants also contributed to leadership skills, with the added benefit of increasing understanding between local authority and third sector staff, although the total number attending was disappointingly low. An additional benefit of these courses was the links established with CELD, which may contribute to making accredited training opportunities more widely available – this however will depend on the level of course fees and the scope for subsidy if it is to be accessible across the whole range of the sector, especially to smaller organisations.

## **5. To assess the impact of the third and private sectors in the delivery of services**

The role of *the alliance* in promoting the role of the third and private sectors in service delivery has been strengthened by the additional resources of this programme and the regular working with HCC Children's Services. At the same time the organisations have been made more aware of HCC's Children and Young People's Plan. However progress in opening up more service delivery to third sector organisations has been slow. This is partly due to the slow progress in developing a joint commissioning process for children and young people's

services. In addition the general trends to more large scale tendering has, as in other service areas, been more to the advantage of larger organisations rather than the local third sector. *The* alliance has been there to work with HCC through its representation on the CYP Partnership Board and the developing Children's Trust structure, and has been able to challenge the commissioning and grant funding processes when it felt necessary.

**6. To assess the development of third and private sector networks**

The events organised through this programme have certainly contributed to increased networking opportunities, particularly the large events at Marwell and University of Winchester. Course evaluations and the interviews carried out show that this was much appreciated by participants from all sectors. Moreover *the* alliance's role in delivering the programme has increased awareness of its role as a county level networking and representative organisation. It proved however harder to engage private sector providers in these networks, although in some cases they have their own networks, eg local childminders' groups and local play networks. The telephone interviews indicated that more specialist /smaller providers were more likely to be involved in more service specific specialist networks. Local partnership events such as those in Basingstoke and Winchester helped to bring people together from different local networks. Following the Basingstoke event the CVS committed itself to the development of a local CYP alliance, building on existing regular voluntary sector forum meetings. In Winchester there was agreement that the various local forums should co-ordinate their activities more and a common mailing list was put together by the CVS.

It is noteworthy that the four district engagement events took place in districts where local strategic partnership working, including the development of a locality Children and Young People's Partnership (CYPP), was already well under way. However the development of this locality partnership working has been held back by the delays in HCC deciding on the most appropriate structure for locality partnership working, bearing in mind the different networks around district LSP structures and the Extended Schools cluster areas.

**7. To assess the impact of partnership working on the role of the third and private sectors in the development, delivery and review of local workforce strategy.**

The programme has raised the profile of *the* alliance with the third sector and Hampshire Children's Services. The representational role of *the* alliance in multi-agency partnership working has continued to develop in the following ways:

- contributing to the review and implementation of the Hampshire Children and Young People's Plan
- working to achieve more input from the third sector in the commissioning process
- efforts to secure a more level playing field for local third sector organisations in tendering and the administration of the grants programme

Although there have been some setbacks in the development of this partnership working, the CWDC programme has contributed to closer working relationships

with statutory colleagues in the Workforce Development Sub-Group in the delivery of the programme and in the Cross-Sector Partnerships course. The opportunities for networking between the sectors have also been increased through improved access to HCC training and the attendance of HCC and other statutory colleagues at the Marwell and University of Winchester events.

However there is little evidence that the opportunities for private sector providers in the development, delivery and review of local workforce strategy as a result of the programme. There was some limited success in getting them to take up training opportunities, particularly through the existing relationships built up by the Early Education and Child Care Unit with childminders and daycare providers, but it has not been easy to engage with the private sector at a more strategic level. It was interesting that one private sector provider expressed confusion about what free training they could access through the programme. It could be argued that the CWDC aim of a programme to be delivered jointly through both the third and private sectors was inherently unrealistic, and that an organisation such as *the alliance* built on third sector representation could not be expected to deliver the outcomes in relation to the private sector.

## 9. Future programmes - learning points

- 9.1 Training organisation - more options for evening/weekend workshops would make it easier to attract volunteers and trustees, and also providers such as childminders/pre-schools, etc., who cannot easily take off time during service delivery hours.
- 9.2 Ideally courses should be spread more evenly over the year and not have too many during the winter months (although timing of funding streams may make this difficult.)
- 9.3 Training locations – to achieve more even participation across the county it may be necessary to target venues in some of the harder to reach locations, eg Gosport, as well as more central venues. Travel time, especially for part-time workers with family responsibilities, may be more of a problem than travel costs.
- 9.4 Training needs – if there are to be further programmes offering third sector training for the children’s workforce, there could be some value in mapping those parts of the sector where there is already good provision, eg sports clubs, churches, national organisations providing training for local branches, and those where there are significant gaps.
- 9.5 Marketing and promotional material needs to make clear, for every training opportunity, the eligibility in terms of third, private and statutory sectors; also geographical eligibility for organisations based outside Hampshire but providing services within the county.
- 9.6 Communication through the district CVSs needs to be more consistent; this could include Alliance mailings specifically requesting that they forward the information to their own networks/incorporate it in their newsletters/email bulletins etc. Two way links between *the alliance* and CVS websites need to be more specifically encouraged, particularly using the Hampshire CVS Network training webpages. At the more strategic level it would be helpful for *the alliance* Chair and/or Development Worker to give an updating briefing at a CVS Chief Officers meeting.
- 9.7 *The alliance* could make better links with all the borough and district councils’ CYP lead officers, possibly via their group which meets occasionally.

### **Priorities for future programmes**

- 9.8 *The* alliance has achieved over the past three years a strong third sector network to lead on Workforce Development and work with statutory partners in the developing Children's Trust in Hampshire. There is scope for strengthening this network by closer partnership working with the CVSs to involve more of the hard to reach groups in the third sector across all the Hampshire districts, and to target volunteers in the workforce.
- 9.9 A more targeted approach to involve private sector providers, including consultation on their workforce development training needs and the most appropriate ways to fill any gaps, could contribute to a more integrated children's workforce. It would be necessary to clarify and publicise their eligibility if free or subsidised training were available.
- 9.10 There is a continuing need for updating training on safeguarding, recruitment, etc., and in particular for opportunities for key staff to cascade this down within their organisations. In any future programmes it may be beneficial to identify and market the basic level training of this nature.
- 9.11 To continue to build more integrated working practices across the statutory, private and third sectors; further multi-agency events with opportunities to share practice and experience on different topics would be extremely valuable.
- 9.12 More specialist training in management, skills and areas of expertise such as commissioning, etc, would be appreciated by more senior staff and in some cases volunteers or trustees. If this could be provided on a multi-agency basis it would be particularly beneficial to both third and statutory sectors.
- 9.13 As Hampshire Children's Trust develops the framework for local CYP partnerships, there is the opportunity for *the* alliance to take a lead to work with the CVS Network and the district and borough councils to support locality based partnership working and the role of the third sector in this. There is good practice in some districts which could be shared more widely, but this would require resources of staff time for capacity building, working with local CVSs and Hampshire Families local networks.

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