

THINKING ABOUT YOUR WORKFORCE

A guide to conducting a
workforce self assessment



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Visit <https://foundations.org.uk/our-work/reports/family-hubs-planning-framework> to download the other Family Hubs Planning Framework resources.

About Foundations

At Foundations, the national What Works Centre for Children & Families, we believe all children should have the foundational relationships they need to thrive in life. By researching and evaluating the effectiveness of family support services and interventions, we're generating the actionable evidence needed to improve them, so more vulnerable children can live safely and happily at home and lead happier, healthier lives. Foundations was formed through the merger of What Works for Children's Social Care (WWCSC) and the Early Intervention Foundation (EIF).

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INTRODUCTION

Getting started

To improve children's outcomes in the early years of life, it's important that the people in your workforce have the skills and capacity to provide effective wraparound support to children and their families. As a whole the workforce needs to be well integrated and multi-skilled.

The best start for life: a vision for the 1,001 critical days¹ prioritises 'developing a modern, skilled workforce to meet the changing needs of families'. The practical guidance in this resource will support you to act on this priority. The guidance is based on the premise that integrated services and interprofessional working are the most effective and efficient ways of providing services for families – especially those from disadvantaged or marginalised backgrounds. To achieve this, we need to attend to the 'fragmentation' and 'silos' that hamper the delivery of services for children and families at a local level.²

Working through this guidance with your stakeholders will help you to:

- assess your workforce approach now
- map the needs and priorities for your workforce over the next 12 months
- encourage agencies to develop a shared approach to workforce planning, culture and values
- align or join up processes for improving the workforce
- better understand the workforce needs for your Family Hub in the future.

The guidance includes:

- a workforce self-assessment tool
- a 'how to' section to support your assessment
- a checklist for building a workforce culture for your Family Hub
- suggestions for workforce improvement outcomes
- practice-based examples from existing Family Hubs
- seven key considerations for workforce priorities in the Family Hubs transformation programme (**appendix A**).

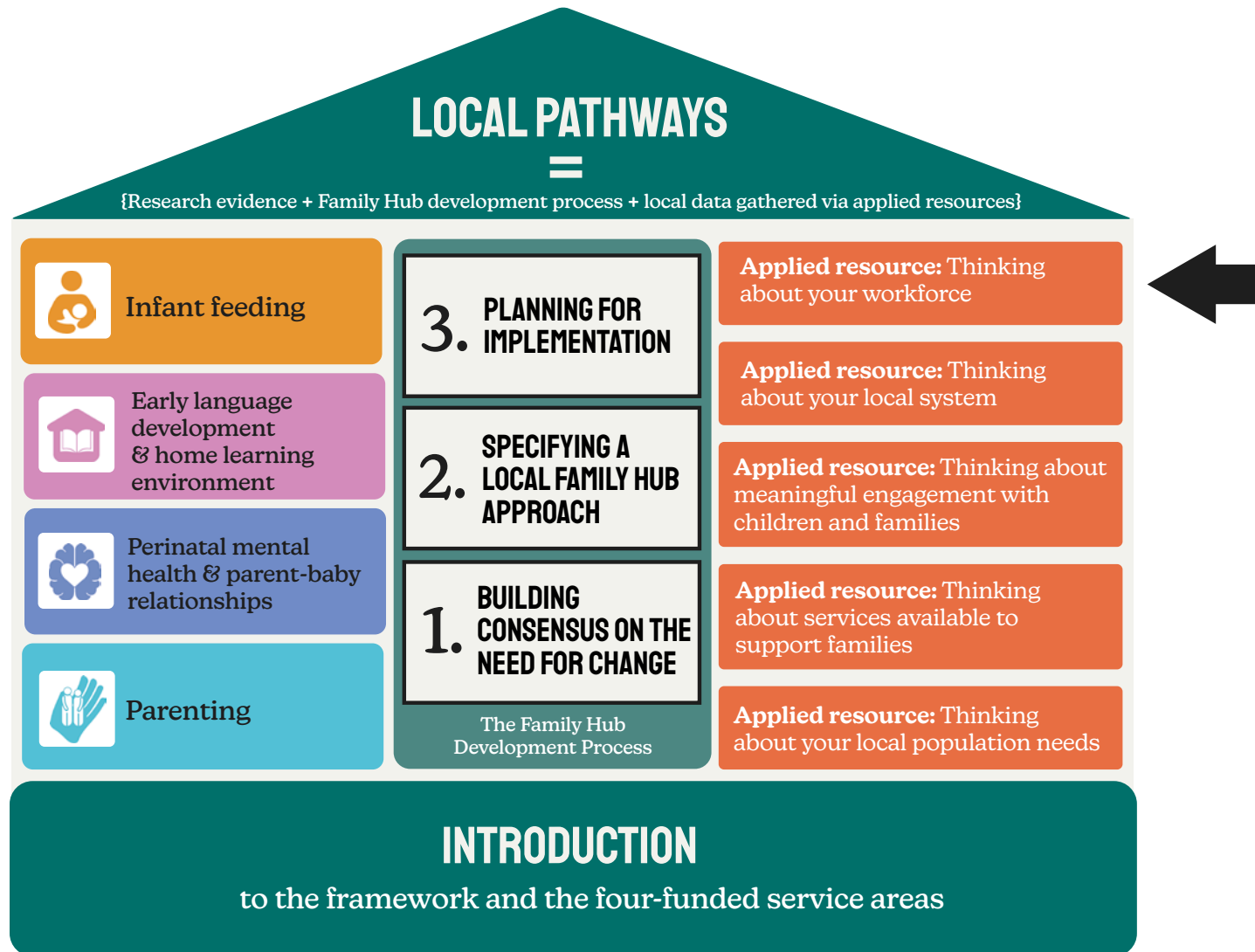
Thinking about your workforce is one part of a thorough assessment of local needs that will help you to develop your local Family Hub approach.

¹ See <https://www.gov.uk/government/publications/the-best-start-for-life-a-vision-for-the-1001-critical-days>

² Tunstill, J., Meadows, P., Akhurst, S., Allnock, D., Chrysanthou, J., Garbers, C., & Morley, A. (2005). Implementing Sure Start local programmes: an integrated overview of the first four years. Department for Education and Skills. National Evaluation of Sure Start. NESS/2005/FR/010. <http://www.ness.bbk.ac.uk/implementation/documents/861.pdf>

Figure 1

The overall structure of the Family Hubs Planning Framework alongside the processes necessary for planning and implementing the Family Hub model in your local area



The arrow shows where thinking about your workforce sits within the wider framework of resources and processes.

What is the workforce self-assessment and how will it help me?

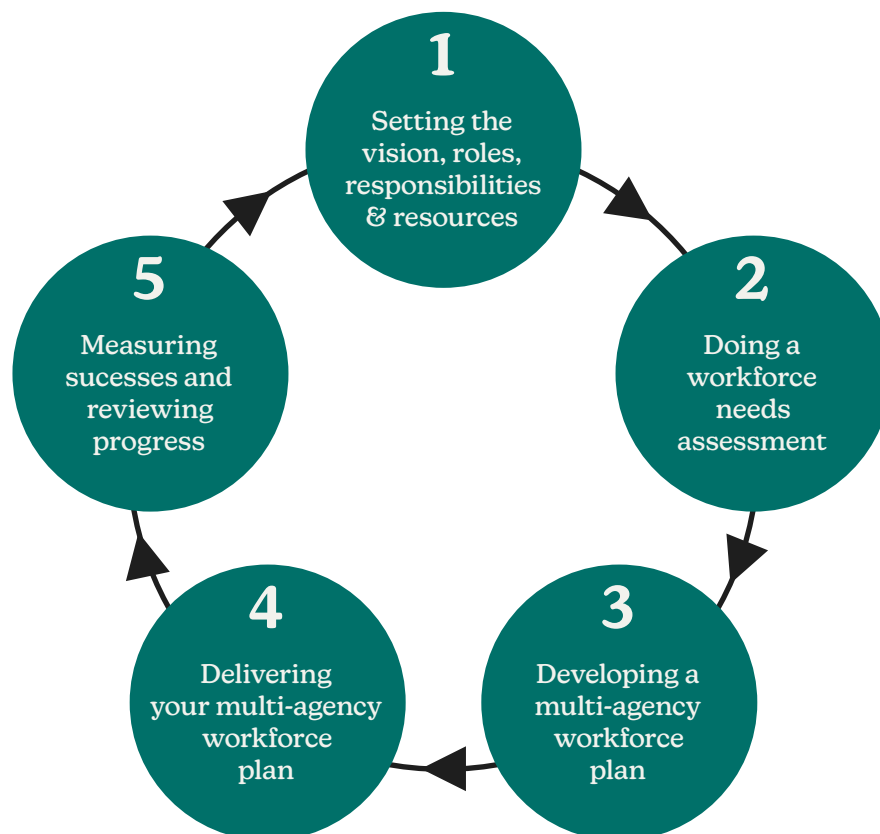
The workforce self-assessment in this resource supports all agencies involved in delivering Family Hub services to take a system-wide approach to developing and improving their workforce. With your local partners, you can use the self-assessment to:

- understand the current position of the workforce
- support you to develop interventions for the workforce
- identify areas for improvement
- encourage multiple agencies to work together effectively.

The workforce self-assessment is split into five steps (figure 2):

Figure 2

Steps in the workforce self-assessment



How to use the workforce self-assessment

You can use this self-assessment as a tool to help you consider what position you will be starting from when you develop your workforce approach. When you are developing your Family Hub, the best approach to improving the workforce will depend on your

local needs. In other words, there is no ‘one size fits all’ approach. As a first step, it is worth going through the entire self-assessment to see what your current position is. For example, you may already have well-established workforce partnerships or joint workforce training.

The self-assessment uses a simple scoring system to describe your current position (see figure 3). The scores range from 0 to 5 and represent the amount of progress made in a particular area. A score of 0 means that no progress has been made in that area or no work has started. At the other end of the scale, a score of 5 means that you have clear evidence of a well-established, embedded multi-agency approach to workforce improvement.

Figure 3

The scoring system for the workforce self-assessment

0	1	2	3	4	5
Not started	Work has started and is at an early stage of development. It is too early to have any evidence of the impact	There is some evidence that we are implementing this across more than one agency	There is some good evidence that we are making progress to some extent or across two to three agencies	This is largely in place across all agencies but not yet fully embedded in all	This is in place and well established, and we have evidence of progress on a multi-agency basis

You can use the workforce self-assessment to:

- measure the progress you have made so far
- guide your planning
- set a baseline so you can track progress over time.

This will help you make the local approach to workforce development more effective.

You can use the self-assessment tool with individuals, in a group discussion, or both. Participants rate the local area against each item in the five sections and consider the barriers to change and the priorities for action.

The self-assessment works best when a range of people, with different experiences and perspectives, take part, and when they can hear and moderate each other’s contributions to build a fuller picture. To consider a broader perspective and gain wider insights, engage with families early in your workforce self-assessment and planning.

SHOULD I DO THE ASSESSMENT IN GROUPS OR INDIVIDUALLY?

- **Group discussions:** You can use the self-assessment to structure a conversation or workshop with stakeholders. This will help you share different views and build consensus about progress and priorities.
- **Individuals:** You can ask key stakeholders to complete the self-assessment individually. This will only provide one perspective on the local workforce approach, but it can help stakeholders to prepare for a discussion when they come together.

The 'how to' guidance will support you to reflect on each step of your workforce assessment. It will also help you identify other resources to use when defining your workforce plan and building a shared commitment to workforce development.

The workforce self-assessment tool

Use this tool [[Download the template](#)] to score yourself against the criteria using the scoring grid above. The 'how to' guidance below can help you to assess your current position.

Step 1: Setting priorities, roles, responsibilities and resources

	Description	Score
1	Local partners have agreed to work together on multi-agency workforce issues.	
2	Clear responsibilities have been assigned to roles that will lead the multi-agency workforce approach for the Family Hub.	
3	The initial resources for developing the multi-agency workforce have been identified.	
4	Workforce roles are identified by services in the Family Hub, supervision is identified, role of the key contact confirmed and workforce support that facilitates early intervention that meets the priority areas for your family hub, for example parent-infant relationships, or the home learning environment.	

Step 2: Doing a workforce needs assessment

	Description	Score
5	A mapping exercise has been completed across the Family Hub workforce (for instance, to map diversity, qualifications, professional status, skills, wellbeing issues, and capacity).	
6	A strengths, weaknesses, opportunities, threats (SWOT) analysis or appreciative enquiry has been done through employee focus groups to identify workforce strengths and areas for improvement.	
7	An initial training needs analysis is done as part of all inductions to the Family Hub.	
8	Work has begun to develop a unified culture for the Family Hub multi-agency workforce – starting with developing values and behaviours.	

Step 3: Developing a multi-agency workforce plan

	Description	Score
9	The diversity, capacity, skills and knowledge needed in the multi-agency workforce have been analysed. Those needs have been communicated and understood across the Family Hub workforce.	
10	Clear workforce outcomes have been identified, and key performance indicators (KPIs) have been agreed for employees' performance, awareness and satisfaction.	
11	There is a plan for meeting the workforce outcomes needed to deliver a successful Family Hub.	
12	The workforce culture is described in the Family Hub values and behaviours, which have been communicated to all employees.	

Step 4: Delivering multi-agency workforce development

	Description	Score
13	Training has been delivered across all agencies in specialist areas required to start the Family Hub (for instance, all employees have been on an induction programme, skills gaps have been addressed, and specialist training is taking place).	
14	Leadership development has been delivered, focusing on effective partnership working to achieve Family Hub outcomes.	
15	As part of the workforce plan, other interventions have started (for example, supervision training and wellbeing support).	
16	Data is being collected on the KPIs in the workforce plan (for example, the impact on employees' performance, awareness and satisfaction), and early reporting on this is positive.	

Step 5: Measuring success and reviewing progress

	Description	Score
17	Documents describe the diversity, capacity, skills and knowledge that will be needed in the workforce to achieve the desired family Hub outcomes. These needs are widely understood across the multi-agency workforce, and there are well-developed training pathways to meet service demand.	
18	High-quality Family Hub training and supervision are supporting the workforce to use the latest evidence in practice.	
19	There is one workforce culture across the Family Hub, and values and behaviours are embedded in workforce processes (such as performance reviews, recruitment and development).	
20	Employees see the Family Hub workforce approach as the most effective way to improve. This is demonstrated by high retention rates, successful recruitment and strong work performance.	

HOW TO DO YOUR WORKFORCE SELF-ASSESSMENT

You can use the following guidance alongside the [self-assessment template](#) as you work through the workforce self-assessment tool. Under each statement, you will find guidance and suggestions that will help you to develop your approach to your Family Hub workforce.

Step 1: Setting priorities, roles, responsibilities, and resources

Local partners have agreed to work together on multi-agency workforce issues

A shared commitment to developing the workforce is a priority in the government's policy on Family Hubs. At the basic level, this means partners will need to agree to develop a joint workforce plan and commit to working together to deliver the plan and develop it further. Any agreement will rely on an effective partnership between the agencies in your area.³

Consider establishing your **workforce approach, purpose and vision** by focusing on families and their strengths and by taking a whole-family working approach. It is important to agree **clear improvement outcomes** for your Family Hub workforce. These will help you define the actions in your workforce plan, measure your progress and assess the impact of your workforce interventions.

The interventions you make will depend on:

- your local needs assessment
- your workforce assessment (see the criteria in step 2)
- your workforce ambition.

Gaining agreement on the interventions needed is a positive first step. Many existing Family Hubs started from the principle of working together to produce a workforce plan. Often, the first step was to agree to develop a shared vision and shared values and behaviours.

Clear responsibilities have been assigned to roles that will lead the multi-agency workforce approach for the Family Hub

Senior leaders in the Family Hub should assign a senior responsible officer (SRO) to the workforce approach. The SRO should be part of the leadership team and work across the partnership.

³ See: [Thinking about your local system: A guide to conducting a system assessment](#)

Most Family Hubs set up a joint project team to lead the workforce approach, supported by the SRO. Set out clear project-management principles for your project group and define the terms of reference. Use the workforce self-assessment tool to set out actions that will get you started.



PRACTICE EXAMPLE: ASSIGNING CLEAR RESPONSIBILITIES

Many existing Family Hubs established a project team to bring together specialists from the start. In the project team they included key people from partner agencies, such as a public health lead, a commissioning manager, a finance director, a member of the comms team, service managers representing early help, and a health partner. With this collaborative project team in place, the Family Hub was able to develop the workforce plan faster.

One local area reflected on the importance of involving workforce specialists across the partnership from the start. Establishing this as a key workstream with senior sponsorship and building on existing relationships can accelerate your development. Consider how your existing governance mechanisms can facilitate this.

The initial resources for developing the multi-agency workforce have been identified

It is important to understand what resources (time and money) are available from the outset. Be clear about:

- how much time the SRO and the project team will need to commit to the project
- the timescales and deadlines, with milestones for each quarter for the first 12 months.

The government guidance on Family Hubs explains what you can use funding for in a workforce context (see [appendix A](#)). Transparency and open dialogue across the partnership will help to build a shared understanding of what resources are available to improve the Family Hub workforce.

Services in the Family Hub have identified workforce roles and supervision, confirmed the role of the key contact and prioritised support for early intervention in perinatal mental health and parent-infant relationships

Once you have identified which services you are going to deliver, you will need to decide which staff teams to bring together across the Family Hub. As a starting point, you can use the early help system guide,⁴ which includes a tool for assessing the early help workforce. The table in the ‘multi-agency workforce’ section of the guidance define the likely roles of different types of practitioners in the early help system. This information was developed with local areas and relevant government departments. Keep in mind that

⁴ Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1078299/Early_Help_System_Guide.pdf

it does not provide a full list of roles, the identified roles may have different names, and there will be other service teams in the Family Hub.

At this stage, it is also important to consider supervision and the role of the key contact. These are a priority in the government's guidance on Family Hubs (for more details, see [appendix A](#)).

Step 2: Doing a workforce needs assessment

A mapping exercise has been completed across the Family Hub workforce (for instance, to map diversity, qualifications, professional status, skills, wellbeing issues, and capacity)

When planning for your Family Hub, it is important to map (or survey) your workforce to understand the current knowledge, skills and attitudes within it. As a minimum, you can use existing data on employees from partners across the Family Hub. This information will tell you about:

- the diversity, capacity, skills and knowledge in your workforce
- how different roles depend on each other
- how supervision works for certain types of roles.

You can also include continuing professional development (CPD) and skills gaps in your mapping. The information from this work will help you begin to identify the priorities for your Family Hub workforce. An example of how you may approach a Family Hub training needs analysis is included in [appendix C](#).

A SWOT analysis or appreciative enquiry has been done through employee focus groups to identify strengths and areas for improvement

Once you have identified the roles and teams in your workforce, consider the strengths, weakness, opportunities and threats (SWOT) of your current workforce approach and how they currently interact. Use SWOT and appreciative enquiry tools to understand the strengths of your current workforce approach and areas for improvement. At this stage, it is also important to understand employees' views. To do so, consider using simple workforce surveys and employee focus groups.

Initial Training needs are met as part of the Family Hub induction

It is important that everyone understands the purpose of the Family Hub and the procedures, plans and processes for this new approach. One way to do this early on is to provide an induction for everyone who will work across the Family Hub. The aim of the induction is make sure everyone understands:

- the key principles of how the Family Hub will operate
- systems and procedures for sharing data
- the role of key contacts

- how supervision will work
- where to go for help or to report issues.

The induction can also include basic information about operational issues (such as sharing contact details) and roles and responsibilities. If physical spaces will be shared, consider including some practical considerations such as parking, desk use, timekeeping and claiming expenses. It is important to understand and clarify any misconceptions, bust any myths, reduce fears and build a foundation of understanding.

Work has begun to develop a unified culture for the Family Hub multi-agency workforce – starting with developing values and behaviours

For many Family Hubs, the biggest workforce aspect to get right is the culture. For the Family Hub to be successful, it is vital that everyone recognises the importance of taking a one workforce culture approach. It is important at an early stage to create an identity for the Family Hub, set out a clear mission or vision, and start to develop your values and behaviours.

Culture change needs to be led from the top. It should be driven by leaders, managers and employees, whose behaviour should demonstrate what the new ways of working are.

Culture is defined as ‘how we work together’ under a single vision, and it is demonstrated in what we all do day to day. Agreeing this with all stakeholders is important. To build this shared workplace culture, you can use the checklist in **table 1** below. This checklist is based on what existing Family Hubs have learned from their workforce approaches.

Table 1

Checklist: building a Family Hub workplace culture

Aspect of building a workplace culture that values diversity of experiences & of backgrounds	Actions
Building a common purpose and shared outcomes.	Arrange a workshop on establishing a common purpose (senior leaders and employees).
Taking time to develop relationships.	<p>Build specific time into the working week for team debriefs and establish clear terminology.</p> <p>Set aside days each month for clinical practitioners to share their learning.</p> <p>Learn from peers across other Family Hubs.</p>
Building and investing in interpersonal and team relationships, individually and together.	Use team tools (Examples of these are, Emergenetics, Belbin, Strengths Tool) to build team relationships, identify team strengths and recognise areas for joint development.
Having one workplace culture, described by values and behaviours.	<p>Organise a workshop to develop a set of shared values and behaviours for the Family Hub approach.</p> <p>Ask employees to complete a survey to check for any issues and understand sentiment.</p> <p>Provide guidance to teams on how to run a staff focus group about values and behaviours.</p>
Having a shared understanding of terms.	<p>Hold training sessions on specific topics to create a common language and shared terminology.</p> <p>Share learning from other integrated Family Hub services.</p>
<p>Providing joint training that benefits everyone, at all levels.</p> <p>Focusing on the quality of conversations and interactions in the workforce.</p>	<p>Do a training needs analysis and use it to develop training plans.</p> <p>Develop approaches to shape managers' conversational practice and performance management.</p>
It's not about where you do it but how you do it – working in the same physical space is not essential and is more suited to some places than others.	<p>Consider developing policies on new ways of working.</p> <p>Develop workflows and approaches to caseload management.</p>
Enabling practitioners from different partners and agencies to work together to deliver interventions.	Learn from peers in other Family Hubs that have made progress.
Using the power of data to bring people together – sharing data on the families that different agencies work with.	Set up action learning with other Family Hubs (including those that have made progress).

Step 3: Developing a multi-agency workforce plan

By this stage, you will have a clear statement of commitment to develop a shared workforce plan, you will have done your workforce mapping and you will have analysed your workforce data. You will have defined the workforce priorities for the Family Hub and started to develop values and behaviours. These will be the building blocks for developing a Family Hub multi-agency workforce plan and setting workforce KPIs against clearly defined outcomes.

To make sure you are meeting all your obligations for your Family Hub workforce, check the government's seven key considerations from their Family Hub guidance. These are set out in [appendix A](#) of this guide.

The diversity, capacity, skills and knowledge needed in the multi-agency workforce have been analysed. Those needs have been communicated and understood across the Family Hub workforce

Two-way communication between employees is fundamental to the success of your Family Hub approach. You will already have involved all staff in the workforce mapping process or [training needs analysis](#), and is it vital that people see the outcome of that early work. At this stage, use team briefings and one-to-ones to check that people understand what the priority workforce needs are and how they relate to their roles.

It is important to make sure that:

- everyone in the workforce feels that their voice is heard through employee groups, surveys and focus groups
- the right needs have been identified
- gaps in skills and knowledge can be filled in an appropriate timescale and within the budget.
- When reviewing the multi-agency workforce needs, check that the shared resources identified in step 1 are sufficient.



PAUSE & REFLECT: TOWARDS AN INCLUSIVE WORKFORCE

It is important to identify and address racial disparities present in the workforce. Is the workforce representative of your local population? Across the workforce are there approaches to de-biasing recruitment and career progression? This is important in making the workforce more equitable and necessitates thinking about inclusive recruitment and career development. An important aspect of creating inclusive workplaces is the provision of mandatory training for all staff that includes but also extends beyond 'unconscious bias' or cultural competency training to prioritising embedded anti-racist approaches, ongoing reflection and open discussion around race.

Clear workforce outcomes have been identified, and workforce KPIs have been agreed for employees' performance, awareness and satisfaction

Family Hubs need to set clear outcomes for the workforce. The seven outcomes to consider (see [appendix A](#)) include increasing the capacity of your workforce by:

- making the best use of skills in the workforce
- creating a joined-up workforce
- providing multi-agency training to address any skills gaps and put empathy at the heart of practice
- focusing on CPD to update people on the latest evidence
- raising awareness of inclusion, equality and diversity issues
- providing support and training to improve awareness of the importance of parent-infant relationships.

You will have already started to get a clearer picture of how your workforce maps to these outcomes at the moment, and your own priorities will have started to emerge. To help you set your own workforce outcomes, we have provided some examples from existing Family Hubs in table 2 below. The outcomes are broken down into improvements in **workforce delivery, employees, and integrated working**.

Once you have set your outcomes, you can use them to set workforce measures that are based on your needs. These will be the basis of your reporting measures, key milestones and KPIs. You can find examples in [appendix A](#).

Table 2

Example workforce improvement outcomes

Delivery improvement outcomes	Employee improvement outcomes	Integration improvement outcomes
The relationships between families and the multi-agency team are more trusting.	Employees have improved skills, competencies and knowledge (as identified in your 'knowledge, skills and attitudes' analysis or your training needs analysis).	Leaders, employees and services have a shared vision of outcomes and success .
Multiple agencies are exchanging information and data more effectively, with clear and easy ways for employees to use and access it.	Employees are more engaged (they feel more supported and connected).	Teams are working in an integrated way around one care plan
There is effective and appropriate supervision across the multi-agency workforce.	Employees are more satisfied.	There is more effective information sharing between teams.
Restorative approaches are extensively embedded.	Employees feel more confident in their role.	There are better referral pathways.
There is more confidence that the workforce can support families with complex needs.	Employees believe their jobs are more stable.	There is better reporting on case management.
Practice is more consistent.	Fewer employees are leaving / new recruits are well inducted and stay.	
Better outreach support is provided.		
The workforce is delivering a wider support offer for families, including through virtual delivery models.		
The workforce is effective in providing early intervention around perinatal mental health and parent–infant relationships.		

There is a plan for meeting the workforce outcomes needed to deliver a successful Family Hub

You should now be able develop a multi-agency workforce plan for the Family Hub, based on your vision, values and behaviours work, your mapping, and your data analysis. The workforce plan should include:

- a clear vision statement
- a foreword from the SRO who led the workforce project team
- a clear timeline for the future development of the workforce

- a clear aim and a set of outcomes which are specific, measurable, achievable, realistic and timebound (SMART) and identify the relevant resources.

If any workforce interventions have started since the Family Hub work began, you can align them and include them in your workforce plan. The workforce plan needs to support the Family Hub to deliver services, so you will need clear measures to show how each intervention in the workforce plan is contributing to this.

The workforce culture is described in the Family Hub values and behaviours, which have been communicated to all staff

This step can be challenging, because any new change can be met with resistance or, at worst, indifference. This can result in confusion and reluctance to accept the changes.

By working through the building a Family Hub workplace culture checklist (table 1), you will have developed a set of values and behaviours that are owned by the workforce. When you communicate these, make sure the statements you develop are easily understood by everyone, with no ambiguity. If you have a clear vision for the Family Hub, which is visible to everyone, this will add to the sense of shared ownership.

To communicate your values and behaviours and embed them across the Family Hub, you can do the following:

- Let leaders know they need to demonstrate the new values in how they manage people and in what they say and do.
- Achieve some quick successes in response to employees' feedback to embed your new way of working.
- Give positive feedback when behaviours have been demonstrated is key and this kind of feedback should be encouraged and rewarded.
- Use one-to-ones and supervision sessions to ask people for feedback on how they believe the values are working.
- Create opportunities to share your values and behaviours with families and encourage feedback. Consider how other agencies and community leaders can support this to enable you to hear from a wide range of voices that are representative of your local communities.

- Embed the new values and behaviours in your training and development processes, performance appraisals and recruitment processes.
- Use values-based recruitment to bring people into the Family Hub who already work in the ways you need them to.



PAUSE & REFLECT: LOOKING AT YOUR WORKFORCE FROM FAMILIES' PERSPECTIVE

Consider as a multidisciplinary group, a range of families and their journey within your Family Hub system. Which roles are they likely to meet in your core workforce? What are the essential awareness, knowledge, and training needs for these roles? How will you ensure these remain current? How do you know these are the right aspects to focus on? Taking a 'walk through' from a families' perspective can provide great insight, alongside gathering the views of families.

Step 4: Delivering multi-agency workforce development

Step 4 is about putting your workforce plan into action. You might have already begun some training and development to establish joint working – for example, by providing induction training for everyone across the Family Hub. At this stage, it is important to:

- evaluate any workforce interventions, and share the results so you can keep improving
- track progress in delivering your plan and change timescales and resources if appropriate.
- share your learning on progress with other Family Hubs to enhance your approach.

The government's Family Hub guidance (see [appendix A](#)) emphasises the role of supervision, the role of the key contact, and the importance of building the knowledge and skills across the workforce to facilitate effective support for families that builds on evidence around early childhood development and parent-infant relationships. Make sure you have considered these needs in your delivery plans and that the workforce is supported to meet them.

Training has been provided across all agencies in specialist areas required to start the Family Hub (for instance, all employees have been on an induction programme, skills gaps have been addressed, and specialist training is taking place)

Giving people opportunities to learn and develop can lead to stronger working relationships and bring people together across agencies to focus on a particular shared outcome. Development opportunities can start to bring professionals together – formally and informally – in the workplace.



PRACTICE EXAMPLE: USING TRAINING AND DEVELOPMENT TO BRING TEAMS TOGETHER

Many Family Hubs have used specific training programmes (such as training on restorative practice) to bring different teams together. Others have found it helpful to use motivational interview training to bring people together. Involving employees in producing training and development has also led to workforce integration. Some Family Hubs have developed career pathways for early help, working with employee focus groups to create 'grow your own' schemes using apprenticeship standards. Others have used an early intervention qualification as a starting point for all employees, helping to integrate the training across the Family Hub partnership.

Leadership development has been delivered, focusing on effective partnership working to achieve Family Hub outcomes

At an early stage, it is important to recognise that developing leadership is a key to success.

As part of the workforce plan, other workforce interventions have started (for example, supervision training and wellbeing support)

Based on the information provided by your workforce training needs analysis, you can start to deliver joint training and wellbeing support. It is important to:

- set joint milestones with your local partners
- make sure all partners report on progress towards your outcomes and KPIs – ideally, every three months.

Incorporate your evaluation criteria into the workforce plan. It is good practice to use the Kirkpatrick model to evaluate training and development activities.



PRACTICE EXAMPLE: TRAINING & DEVELOPMENT APPROACHES

One Family Hub is basing their approach on the National Professional Qualification for Integrated Leadership (developed by the Centre for Leadership). The content of the 12-month course had already been tailored for senior leaders who managed Sure Start, so it contained many resources that are now relevant to people who are leading an integrated Family Hub. Revisiting the tools from that qualification has enabled the leadership team to focus together on the priorities for their Family Hub approach. Another Family Hub has launched a joint leadership development programme for the integrated leadership team. They have done this at an early stage, recognising the importance of joined-up learning.

Data is being collected on the KPIs in the workforce plan (for example, the impact on employees' performance, awareness and satisfaction) and early reporting on this is positive

Collecting and reporting information is a key part of monitoring your workforce plan. It can also help to keep everyone focused on making sure improvements in the workforce lead to progress in developing your Family Hub.

How you decide to collect data will depend on your workforce outcomes. Whatever method you use, it is important to use a variety of data sources so you can:

- check that what the data is telling you makes sense
- check if information from different sources agrees
- see how successfully the workforce outcomes are being met.

Make sure you include data from service users, and involve all your stakeholders. To help with this, you can:

- use surveys
- gather feedback from one-to-ones and performance reviews
- use data from service audits
- feedback from service users themselves – in direct conversations or through surveys or focus groups. Utilising different methods, and existing community links, can help you to hear from a wide range of people representative of your local communities.



PRACTICE EXAMPLE: ALIGNING WORKFORCE OUTCOMES BETWEEN THE FAMILY HUB & LOCAL HEALTH STRATEGY

The Family Hub needs to be seen as an integral part of health and social care across your local area. By embedding the Family Hub approach into your area's health strategy, you can help make sure it is visible and has an impact at a strategic level. One Family Hub has done this by aligning the outcomes for their Family Hub with the three-year strategy for health, and then maintaining clear two-way communication with senior leaders in their partner agencies, as a starting point for all employees, helping to integrate the training across the Family Hub partnership.

Step 5: Measuring success

Step 5 is about measuring your progress and celebrating your success. The four statements below describe the position your workforce should be in after the previous 16 steps are complete. You can use the scoring system to measure your progress towards each statement. This should give you evidence for any further steps you need to take.

- Documents describe the diversity, capacity, skills and knowledge that will be needed in the workforce to improve Family Hub outcomes. These needs are widely understood across the multi-agency workforce, and there are well-developed training pathways to meet service demand
- High-quality Family Hub training and supervision are supporting the workforce to use the latest evidence in practice
- There is one workforce culture across the Family Hub, and values and behaviours are embedded in workforce processes (such as performance reviews, recruitment and development)
- Employees see the Family Hub workforce approach as the most effective way to improve. This is demonstrated by high retention rates, successful recruitment and strong work performance.

REFLECTIONS

By working through your self-assessment and responding to the supporting guidance, you will be better prepared to develop your Family Hub approach and you will have a better view of your current workforce position.

You should now have a more thorough understanding of what workforce issues to consider as the system develops and matures. You should also now have a better understanding of some of the tools available to you and how you might tackle workforce issues.

- Do you feel better equipped to make progress in building your Family Hub approach to workforce issues?
- Have you used the checklist to build a shared workforce culture among your stakeholders?
- Has reflecting on considerations with your key stakeholders helped you to identify your local strengths and areas for development?
- Do you have some clear next steps for developing your Family Hub approach?

APPENDIX A: THE GOVERNMENT'S PRIORITIES FOR THE FAMILY HUB WORKFORCE

In this appendix, we explain the guidance from the government that is relevant to your Family Hub workforce approach.⁵ We have identified seven priorities to consider:

1. Setting minimum workforce requirements
2. Setting clear workforce outcomes
3. The role of supervision
4. The role of the key contact
5. Providing workforce support for good perinatal mental health and parent–infant relationship support
6. Using funding effectively to increase the capacity and capability of your Family Hub workforce
7. Developing reporting measures for your Family Hub workforce.

1. Setting minimum workforce requirements

To take part in the Family Hubs and Start for Life programme, local authorities need to meet minimum workforce expectations⁶

Level 1: A basic model

- You need to produce ‘an initial version of a multi-agency workforce development plan, in which training offers are coordinated to help all partners in the Family Hub network understand and identify need early, and work in a whole-family way’.
- There must be a shared commitment to delivering the plan and developing it further.

Level 2: A developed model

- You need to develop ‘an agreed and high-quality training and supervision offer that supports the Family Hub network’s workforce to apply the latest evidence to their practice’.
- It is widely understood across all agencies and delivery partners that an integrated approach to workforce diversity, capacity, skills and knowledge is required to positively impact on children and young people and family outcomes through a family hub model.

⁵ See: <https://www.gov.uk/government/publications/family-hubs-and-start-for-life-programme-local-authority-guide>

⁶ See: https://assets.publishing.service.gov.uk/media/62f0ed04d3bf7f75bc16c0d7/Annex_E_-_family_hub_model_framework.pdf

Going further

- As you develop your Family Hub, it will demonstrate a learning culture, with feedback that informs future training and practice across all agencies.
- There will be development pathways for existing and new employees, to help retain employees.
- Your workforce approach will make it possible to develop employees' capacity and capability to meet future needs.

2. Setting clear workforce outcomes

The government's guidance outlines specific workforce outcomes as measures of success.⁷ You should consider including these outcomes in your workforce plan. The outcomes include:

- creating capacity through new workforce models that incorporate skills mix
- joining up the multi-professional workforce to provide continuity of care to all families
- improving multi-agency training, addressing skills gaps, and putting empathy at the heart of practice
- supporting the workforce to stay up to date on training and guidance relating to Start for Life services to make sure the advice they give is accurate, helpful and consistent
- supporting and training the workforce to be aware of the needs of families with protected characteristics, such as disability, race, sex or sexual orientation
- supporting and training the workforce to be more aware of the importance of parent-infant relationships.

3. The role of supervision

It is important to make sure all agencies provide effective and appropriate supervision. Appropriate supervision is essential for delivering Family Hub services as effectively as possible. For example, mental health and health professionals (who are involved in the Start for Life programme through Family Hubs) need to be given the capacity to provide clinical leadership and supervision for teams of people with different skills. If this expertise and capacity is not available in your local area, you could consider making co-funding arrangements with local qualified people to support you to develop this expertise, as appropriate. This may be especially useful where there are interactions between the clinical support provided through Start for Life and the local statutory mental health services and programmes.

⁷ See: https://assets.publishing.service.gov.uk/media/62f0ed04d3bf7f75bc16c0d7/Annex_E_-_family_hub_model_framework.pdf

4. The role of the key contact

Trust is at the heart of the relationship with families. The key contact must develop, nurture and maintain this trust with the family. In the context of universal services, this person could either support the family with their needs or connect them to other support – under clinical supervision if appropriate. If a family is moving from one type of support to another, this transfer should be done seamlessly.

The key contact will probably be a member of the Family Hub’s multidisciplinary team of workers; for instance, a health visitor, an early years worker, or a paid or volunteer peer supporter under supervision. If a family has multiple needs, a ‘lead practitioner’ should still be appointed to arrange a whole-family assessment and put a whole-family plan in place. The purpose of the lead practitioner role is outlined in the Early Help System Guide.⁸

5. Providing workforce support to underpin effective perinatal mental health and parent–infant relationship support

In part, the success of a Family Hub will be measured by how effective it is in providing early intervention around perinatal mental health and parent–infant relationship support. Good perinatal mental health and parent–infant relationship support is underpinned by a knowledgeable, skilled and confident workforce.

There is a training framework that guides local decision-makers on the skills employees need to support families. You can use the framework to develop tiers of training for different types of practitioners and to match your local needs. It is linked to the Infant Mental Health Competency Framework (AIMH-UK).

Also consider how you can provide training that encourages different types of support to come together – for example, multi-agency professionals and volunteers.

6. Using funding effectively to increase the capacity and capability of your Family Hub workforce

You can use the Family Hub funding provided by the government to develop your workforce approach. The guidance outlines the areas where this is most appropriate:

- Recruiting and training people to improve workforce capacity for delivering the Family Hub.
- Providing training (and covering the costs of providing cover while people attend training) for new and existing employees that will make the workforce more capable.

⁸ See: <https://www.gov.uk/government/publications/supporting-families-early-help-system-guide>

- Developing or expanding a peer-support service that includes regular high-quality training and has a clear supervision structure.
- Investing in the infant-feeding workforce so it is well-trained, well-supervised, and able to provide high-quality care.
- Investing in extra core training places for clinical psychologists and child and adolescent psychotherapists to make sure the workforce can be maintained in the future.
- Investing in employees and volunteers so they receive appropriate accredited training and know how to work with other agencies and settings to provide seamless support, with appropriate supervision in place
- Supporting the workforce to stay up to date with training and clinical guidance, so their advice is accurate, helpful and consistent.

7. Developing reporting measures for your Family Hub workforce

You will need to report on your Family Hub workforce and the progress you are making. The government has outlined the following general reporting requirements:

- **Employee numbers** – number of employees; type of employees by service or profession; employee turnover; and workforce maturity (for example, metrics on collaboration between different types of professionals).
- **Training and development** – numbers of people receiving training; professional time for CPD; the focus on knowledge-sharing among agencies; and the impact of training on employees' confidence and skills.
- **Workforce satisfaction and experience** – for example, using information from employee surveys or focus groups.

APPENDIX B: RESOURCES FOR THE FAMILY HUB WORKFORCE

- Anna Freud National Centre for Children and Families. Children and young people mental health workforce development. Available at: <https://www.annafreud.org/services/services-for-professionals/cyp-mh-workforce-development/>
- NHS Employers. (2022). Integrated workforce thinking across systems: practical solutions to support integrated care systems. Available at: <https://www.nhsemployers.org/publications/integrated-workforce-thinking-across-systems>
- NHS Health Education England. (2018). Competency framework for perinatal mental health. Available at: <https://www.hee.nhs.uk/our-work/mental-health/perinatal-mental-health/competency-framework-perinatal-mental-health>
- NHS Health Education England. About the perinatal mental health programme. Available at: <https://www.e-lfh.org.uk/programmes/perinatal-mental-health/>

APPENDIX C: TEMPLATES

1. Workforce assessment: self-assessment tool [\[Download\]](#)
2. Workforce assessment: training needs analysis tool [\[Download\]](#)