

## 2. A workforce strategy to support the delivery of the CYPP

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### What's the story?

Everyone who works with, and comes into contact with, children and young people will have an effect on them. Depending on circumstances this could be a brief moment, or an impact that could influence their whole lives.

There are national frameworks and targets to develop the workforce, including volunteers. The number of people in Devon currently working with children and young people is at least 35,000. This includes:

- 15,435 in maintained schools
- 2,000 engaged in education or training young people beyond the age of 16 such as staff in colleges of further education and at Connexions
- 4,000 working in early years and childcare services
- 6,000 in the voluntary sector - which includes some of those in early years and childcare
- 5,400 school and college governors
- 3,852 in Devon County Council's Children and Young People's Services (CYPS) Directorate
- 500 working in children's services in Devon Primary Care Trust
- 30 specialising in work with young people in Devon & Cornwall Police.

There are also many people, such as other police officers and GPs, who will work with

children and young people as part of their job; and we know that there will be many more volunteers than are captured in these groups.

All services are undergoing significant cultural and structural change to meet the expectations of Every Child Matters. Every service, statutory, private or voluntary, will have specific workforce needs, as well as the needs organisations have in common.

### What are the key objectives?

- Recruit, develop and retain a high quality workforce.
- Engage staff and draw on their experience and commitment.
- Establish a learning culture across all organisations.
- Address attitudes to diversity so that differences are recognised and valued.
- Support workforce remodelling to promote effective inter-agency and multi-disciplinary working.
- Develop integrated support structures to efficiently, effectively and economically deliver the workforce strategy.

### What are we doing?

- Identifying agreed priorities, pooled budgets and support systems.
- Establishing principles and good practice around governance, accountability and professionalism.
- Supporting the transformation of the workforce to new cultures and ways of working.



- Developing programmes in the Children's Trust Learning and Development Group to use resources better.
- Facilitating informal meetings of Unions across organisations, so that we can convert policies and principles into working practice.

### What are we going to do in 2008-2009?

- Develop a multi-agency recruitment and retention strategy.
- Develop common induction standards for all levels of the workforce.
- Agree a single programme for workforce development across partners.
- Develop a strategy for managing change and a framework to develop the lead professional role.
- Make sure all the diversity needs of children, young people and their parents and carers are fully integrated.
- Develop, where appropriate, a single integrated structure for managing and administering workforce development activity.
- Establish a partnership team which addresses joint employment issues.
- Develop a single process for sharing, managing and reporting on workforce data.
- Make sure all children with additional and complex needs have key workers or lead professionals.
- Make sure that all policy development reflects the needs of the workforce.



### How will we know we are making it better?

It is difficult to assess the direct impact on children and young people. The indicators which will identify the impact our workforce plan has on staff, and so on the work they do, are:

- recruitment and retention data – the percentage of new employees leaving posts in the first twelve months of employment
- access to learning and development opportunities – the number of staff attending multi-agency training and development activities
- attendance and absence data
- ways of assessing quality which will be determined by the Children's Trust Workforce Strategy Group.

