Plymouth
Children and Young People’s Trust

Workforce Development Strategy

shared identity, purpose and vision
common values and language
integrated working practices
behaviours focused on positive outcomes for children and young people
high quality, appropriately trained workforce
capacity to deliver and keep children safe
complementary roles focused around children and young people

Be healthy
Stay safe
Enjoy and achieve
Make a positive contribution
Achieve economic well-being
Plymouth
Workforce Development Strategy

Strategy Mission Statement

This strategy sets out Plymouth’s Children and Young People’s Trust’s vision for its children and young people’s workforce for the next five years.

The strategy is built upon our consultation with children and young people and relates to those working with and supporting children and young people from 0 to 19 years of age, as well as those aged 20 and over who are leaving Local Authority Care, and those with learning difficulties to the age of 25.

Our goal is to improve outcomes for all children and young people in Plymouth by delivering the best possible services through a skilled and stable workforce, in sufficient numbers, led and deployed effectively around the needs of children and young people.

Our aspiration is to create a workforce that embraces the culture of lifelong learning, where everyone feels valued and is able to reach their full potential. Whatever their role, we must ensure that the workforce has the skills and knowledge necessary to help children and young people develop and succeed across the five Every Child Matters outcomes:

- Being Safe
- Staying Healthy
- Enjoying and Achieving
- Making a Positive Contribution and
- Achieving Economic Well-being.
Introduction

Our strategy is closely linked with national, regional and local strategies and priorities. The 2020 workforce strategy sets the government’s direction for the children and young people’s workforce over the next ten years and has been a key influence in determining the priorities we have set.

Our strategy is also aligned with the Government Office South West Children and Young People’s Workforce Strategy which seeks to set coherent priorities across the region. The actions that will come from this strategy will see Plymouth well placed to deliver on the priorities of the Plymouth Children and Young People’s Plan.

In line with the Government’s vision for children and young people, Plymouth’s overarching vision for children and young people is that: ‘We want all our children to live, grow, achieve and exceed in their hopes for the future’

The Plymouth Children and Young People’s Trust promotes the following principles for the delivery and planning of services:

- **Aspirations, Opportunities and Inspiration** for all children and young people in Plymouth;
- **Prevention and early intervention** are pivotal underpinning themes in all we do;
- **Closing the inequalities gap** between communities to improve the life chances of children and young people in Plymouth;
- **Supporting parents to parent** and to provide timely, focused and minimal interventions to families;
- **Inclusive services and inclusive opportunities** so that no child or young person is prevented from accessing learning, leisure or employment;
- **Valuing children, young people and their families**, their views and their role in developing Plymouth’s future.

To achieve our vision we need to provide high quality and appropriate services in the right place and at the right time. The focus of all the work is to provide integrated, locally delivered children and young people’s services that focus on prevention, and timely targeted intervention.

To achieve this we, the partners within the Plymouth Children and Young People’s trust will work together to deliver high quality, safe parent and family support services, whilst also refocusing our services towards prevention and early intervention. We will also develop a locality delivery structure to enable all targeted and some specialist services to be delivered locally.
National Context

Plymouth’s vision and priorities for its children and young people’s workforce are set within the national context.

The *Children’s Plan: Building Brighter Futures*, published in 2007, clearly set out the government’s vision to make Britain the best place in the world for children and young people to grow up. The plan recognised that a world class workforce was vital in achieving this goal.

In *Building Brighter Futures: next steps for the Children’s Workforce* (April 2008), the Department for Children, Schools and Families (DCSF) defined the children and young people’s workforce as crossing the full range of sectors of employment, including both the ‘core’ of people whose primary purpose is to work with children and young people and their families, or be responsible for their outcomes, and the wider workforce; this includes people who work only partly with children, young people or their families, or who have some responsibility for their outcomes as a part of a wider primary role.

The graphic below defines the core and wider children and young people’s workforce:

![Diagram showing the core and wider children’s workforce](image)

**Figure 1. The core and wider children’s workforce: everyone who works with children and young people and their families – or who is responsible for their outcomes**

- **Core Children’s Workforce**: People who work or volunteer with children, young people and their families, or are responsible for their outcomes all the time.

- **Wider Children’s Workforce**: People who work or volunteer with children, young people and/or their families part of the time, or are responsible for their outcomes as part of their jobs.
The Government’s **2020 Children and Young People’s Strategy** (published in December 2008) set out ambitions for the recruitment, retention, status, training and reward of the children and young people’s workforce.

The government has said that it wants everyone who works with children and young people to be:

- Ambitious for every child and young person;
- Excellent in their practice;
- Committed to partnership and integrated working;
- Respected and valued as professionals.

The strategy identifies key areas where the government will work with partners to secure improvements across the children and young people’s workforce, including:

- a more integrated approach to the development of leaders and managers;
- a strategic approach to recruitment, including raising the profile of jobs in the children and young people’s workforce;
- ensuring everyone in the children and young people’s workforce is clear when and how they should work together;
- developing a shared set of values and access to training in the common core of skills and knowledge to enable people to develop the skills and behaviours required to work effectively with children, young people and parents;
- ensuring that qualifications, training and progression routes are accessible and of a high quality;
- ensuring those within the workforce are safe to work with children and young people and understands their responsibilities for safeguarding;
- ensuring the workforce have the skills and knowledge to support children and young people who are particularly vulnerable;
- developing a knowledge bank for the workforce to ensure their practice and training is firmly based on evidence.

The strategy also identified areas of development for every part of the children and young people’s workforce:

- In social work a Task Force is being set up to examine front line social work practice and advise on improvements related to quality, recruitment and retention and clarity of purpose.
- Within the youth support workforce a programme of work will provide leadership and management training, support the development of people in the third sector, establish a skills and knowledge framework, including a youth professional status and test a fast track graduate recruitment programme.
- For the childcare and early year’s workforce, the government is considering requiring all full day care settings to be graduate led by 2015.
• For the schools’ workforce the government is working with partners to look at a CPD entitlement for every teacher and at making teaching a masters-level profession.

Regional context

The South West Children and Young People’s Workforce Strategy was published in 2009. It was developed by the Southwest Children and Young People’s Workforce Steering Group, whose members include:

• National College for School Leadership and Children’s Services Leadership;
• National Academy for Parenting Practitioners;
• Lifelong Learning UK;
• Children’s Workforce Development Council;
• Southwest Development Centre;
• Training and Development Agency for Schools;
• Association for Colleges;
• Government Office South West;
• Youth Justice Board;
• Strategic Health Authority;
• Skills Active;
• Children England and
• Together for Children.

The strategy sets out a coherent children and young people’s workforce plan across the Southwest to help partners work together around a core set of regional priorities and to identify overlaps in opportunities for funding, support and sharing good practice.

Their identified priorities are:

• Leadership and Management;
• Integrated / Multi-agency Working;
• Safeguarding;
• Induction;
• Strategic or regional workforce data and its refinement / analysis.

Our strategy echoes the priorities identified at a regional level.
Our National / Regional Partners

The successful implementation of this workforce strategy will involve working with a range of partner agencies to ensure that we are all working together in an integrated way with common goals and approaches.

The Children’s Workforce Development Council (CWDC) leads change so that the thousands of people and volunteers working with children and young people across England are able to do the best job they possibly can. One of the ways they do this is by helping the children and young people’s workforce work effectively together to put the child, young person or family at the centre of all services, ensuring they meet all needs and improve their lives.

The CWDC has been asked by the Department for Children, Schools and Families (DCSF) to implement integrated working across the children and young people’s workforce. CWDC has worked with local areas and national partners to develop the One Children’s Workforce Framework and online tools. This is used to help every children’s trust to establish the progress they have made in developing a reformed and integrated workforce at a local level. It has an associated online self assessment tool for children’s trusts which helps Directors of Children’s Services assess their workforce needs against the framework, identifies areas for support and informs local workforce strategy as part of the local Children and Young People’s Plan.

A team of Integrated Workforce Managers work in Government Office regions with partners to support children’s trusts, in particular Strategic Workforce Leads, in their role leading workforce reform and supporting the implementation of national products.

Training and Development Agency for Schools (TDA) is the national agency and recognised sector body responsible for the training and development of the children’s workforce in schools in England. The TDA have a central role in supporting the workforce to help children and young people meet the outcomes of the Every Child Matters agenda. The TDA creates standards and development opportunities for all staff, to ensure that schools can recruit good quality, well-trained people who will continue to develop and improve their skills to support children’s learning. The TDA works to ensure that the supply and quality of teacher training meets demand, and promote teaching as a career. In addition they also support the modernisation of the school workforce to help schools access the resources they need to remodel their workforce, deploy staff effectively and introduce extended services.

Plymouth City Council plays a vital role in helping the TDA to achieve their goals locally. The TDA provides Plymouth County Council with direct support through one of their Regional Delivery Partnerships (RDPs). These embrace specialist support for training providers, Higher Level Teaching Assistant (HLTA) assessment and training schools.
The RDPs provide a range of solutions linked to the current and emerging priorities of local areas and contribute to the joint improvement support plans. The TDA also allocates a number of funding streams to all 152 LAs in England, including:
- grants to support the training and development of school support staff – including the HLTA programme and the support work in schools suite of qualifications;
- workforce modernisation and development; and
- ‘Golden Hellos’ for newly qualified school teachers.

SkillsActive is the sector skills council for the active leisure and learning industry. SkillsActive takes the lead from employers and is a government-backed organisation. The active leisure and learning sector is made up of five sub-sectors: sport and recreation, health and fitness, playwork, the outdoors, and caravans. SkillsActive works with employers and training providers to increase the demand for, the quality and the supply of skills provision, to bring all areas together in collaboration, and to lobby funding agencies and policy makers for improvements to the sector. SkillsActive is currently working in partnership in a number of areas with Plymouth County Council and associated organisations.

Regional Youth Work Unit at Learning Southwest
The Regional Youth Work Unit (RYWU) provides support, advice and tailored project work to youth work managers and staff in local authorities and voluntary organisations across the SouthWest. RYWU facilitates regional networks to enable partners to share best practice and develop regional responses to government initiatives and priorities for young people. One of these is the Regional YouthWork Trainers Group, which draws together the local authority lead officers for youth workforce development with training providers from Further Education and Higher Education and representatives from voluntary and community organisations. This group has produced guidance on implementing staff supervision, running Youth Support Worker qualifying programmes, and is currently working on a Regional Youth Work Workforce Strategy to ensure that we have the right supply of qualification and other staff development opportunities to meet the demands of a changing workforce and the integration agenda. The RYWU has led work funded by the CWDC Participation Fund since 2007, providing hundreds of training opportunities for partners in the region to help them engage children and young people in planning and decision making. The project has also produced toolkits to assist the participation process.
Government Office for the South West (GOSW)

The regional Children and Learners Directorate is based at Government Office for the South West (GOSW). GOSW’s role is to work with the SW Local Authorities and wider improvement partners to provide both support and challenge in order to bring about continuous improvement in services offered to children, young people and their families. The GOSW Children's Services Adviser covering Plymouth provides the direct challenge, support and advice to colleagues at Plymouth Local Authority and to local partners to enable us to focus on improving outcomes for children and young people. GOSW Safeguarding Advisers are also responsible for developing a safer children’s workforce and links with colleagues from the Local Safeguarding Children's Board amongst others.

One of GOSW's key regional priorities in 2009-10 is the successful development and delivery of the regional workforce strategy. A SW Regional Board for Workforce has been established and reports to the Children’s Services Board. GOSW provides the strategic role, using regional intelligence and analysis to drive and commission activity. Directors of Children's Services and LA Workforce Leads are key partners in this work.
The children and young people of Plymouth will only achieve the five outcomes of Every Child Matters if the workforce that supports them is of the highest calibre.

Our aim is to achieve our targets of developing a workforce that:
• Is competent and confident;
• People aspire to be part of and want to remain in – where they can develop their skills and build satisfying and rewarding careers;
• Parents, carers, children and young people respect.

Who is the strategy for?
The workforce includes everyone who works with children, young people and families, both paid and unpaid. The strategy recognises all sectors of the “core” and “wider” workforce. The strategy is not about everyone being the same, but valuing and recognising the diverse nature of the workforce and the different contributions everyone has to make to improve outcomes for children, young people and families.

How the plan was developed
The Workforce Development Strategic Group – made up of stakeholders from the local authority, health, children’s social care, youth, other national and local agencies, and the private, voluntary and independent sectors of the children and young people’s workforce meets to identify local objectives, priorities and actions.
The Workforce Strategy Group leads the development of the workforce strategy. The group will continue to seek the views of practitioners, managers, children, young people and families to inform, along side national agendas, the development of the strategy.

The Workforce Development Team within Services for Children and Young People is responsible for the implementation, with other partners, of the Workforce Development Plan. It reports regularly to the Children’s Trust.

The workforce priorities identified for the next five years are:
• Leadership and management
• Induction
• Integrated working
• Recruitment and retention
• Data
Alongside these priorities there are three overarching themes that will be embedded in everything we do. These are as follows:

**Safeguarding**: we will work to improve and promote best practice at all organisational levels to ensure that children and young people in Plymouth are safeguarded and protected from harm. We will provide high quality training including the development of new courses according to practitioner needs;

**Participation of children and young people**: it is vital that their views are sought and used in a meaningful way to shape our services. We must also encourage young people into our workforce through opportunities such as apprenticeships to develop the next generation of workers;

**Equality and Diversity**: we will promote equal opportunities for people from all sections of our diverse community and build a workforce to better reflect the local population. We must encourage men and people with disabilities into the children and young people’s workforce.

---

**The One Children’s Workforce Framework**

This is a national framework for workforce reform, which sets out key areas for development to enable Children’s Trusts to make progress in order to improve outcomes for children, young people and families. The Framework incorporates an online tool to help Trusts assess their progress towards a single, reformed and integrated workforce. The tool will facilitate dialogue across areas of the workforce and provide sources of data to support planning. This plan has been aligned to each arc of the rainbow framework.

The arcs are:

- Capacity to deliver and keep children safe;
- Complementary roles focused around children and young people;
- High quality, appropriately trained workforce;
- Integrated working practices;
- Behaviours focused on positive outcomes for children and young people;
- Common values and language;
- Shared identity, purpose and visions;
- Outcomes focus.
The Workforce Strategic Vision and Strategy:

1. Capacity to deliver and keep children safe.

**Vision:** We have the capacity to deliver and keep children safe; Safeguarding is everyone’s business.

**Objective:** Everyone in the workforce understands their responsibilities for safeguarding, has access to information and training to enable them to recognise safeguarding issues and what to do if they have any concerns.

**We will achieve this if:**
- We have a comprehensive children's workforce strategy and action plan. It is clear what improvement is needed and what action we will take together to achieve this.
- There is a strong commitment to diversity across the children’s workforce. This is reflected in consistent policies.
- We have people with the right skills, knowledge and experience are working together in flexible ways. It’s a good place to work.
- The workforce is diverse and represents the children and young people we serve. Diversity policies are put into practice well.
- We can show that our workforce strategy and action plan are having an impact on improvements to local Every Child Matters outcomes.
- Staff movement is well managed and succession planning is in place. We have enough staff with the right skills.
- Policy and procedure requirements around safeguarding are embedded within commissioning procedures.
- We regularly monitor and review this.

**What we need to do:**
In order to achieve the above we will need to undertake the following:
- A protocol for training needs will be established across the Trust detailing level of training needed by different postholders.
- Linking with the Plymouth Safeguarding Board and the Plymouth Safeguarding Business Team in order to facilitate integrated approaches to learning and development around safeguarding.
- Look to supporting research into how the PVI sector can better access safeguarding training.
- Continue to support Safer Recruitment Training - and its roll out to the wider children and young people's workforce, especially seeking to further develop this provision in the PVI sector.
- Engage, where appropriate, with the CWDC Safer Recruitment on-line package.
- Create a succession planning and talent management strategy across services to ensure capacity.

**How we will review progress**
- Monitor the numbers of staff accessing safer recruitment training.
- Use of the Safeguarding section of the One Children's Workforce Tool.
2. Complementary roles focussed around children and young people

**Vision**: our workforce consists of complementary roles focussed around children and young people

**Objective**: across the workforce, difference roles and specialisms are recognised, understood and valued and everyone recognises the advantages of collaborative working.

**We will achieve this if:**
- We appreciate each other’s roles and skills and the advantages of collaboration. There are strong relationships across the different parts of the children's workforce.
- Jobs are done by the person with the most appropriate skills. Overall, skills are deployed to meet needs.
- Everyone adheres to the protocols – they understand why they are important.
- We regularly monitor and review this

**What we need to do**
In order to achieve the above we will need to undertake the following:
- Further use of the One Children's Workforce Tool - and then sharing relevant information through the Trust's website
- Map existing integrated training to the rainbow arcs, thereby identifying strengths and areas for development
- Support research projects that seek to identify those areas of the workforce that are not mainstream and what their training needs are
- Build on existing information networks to develop case studies about different roles within the workforce to be shared on the Trust and workforce development websites
- Review common elements to be included in role profiles across the Trust linked to development
- Create multi-agency experiential learning schemes across the Trust such as job shadowing, coaching and mentoring
- Ensure protocols and procedures support complementary and remodelled roles.
- Support unqualified staff, e.g. assistant level, to develop their roles within a flexible and collaborative working culture.

**How we will review progress**
- Use of the One Children’s Workforce Tool to identify gaps
3. High quality, appropriately trained workforce

Vision: we have a high quality, appropriately trained workforce.

Objective: A range of high quality training and development opportunities is available across the workforce and delivered in a multi-agency way to multi-agency participants.

We will achieve this if:

- Our approach is joined up with a common approach across the children's workforce to commissioning, induction, qualifications, accreditation and continual professional development. We are planning for the introduction of the Integrated Qualifications Framework
- All practitioners across the children’s workforce have the full set of baseline skills. The right people are in the right place with the right skills
- All leaders and managers across the children’s workforce have the skills they need to deliver integrated working and improve local Every Child Matters outcomes. The right people are in the right place with the right skills
- Skill development has a clear purpose – to improve local Every Child Matters outcomes for children and young people and their families. The work we have done to develop skills is having an impact
- We regularly monitor and review this

What we need to do

In order to achieve the above we will need to undertake the following:

- Set up a task group, consisting of representatives from across the Trust, to consider the current provision - and to also set up a collaborative Leadership Development Programme
- Ensure leadership development is multi-agency and that the child and young person is the focus rather than the particular sector/service
- Ensure leadership development is aligned to the Brighter Futures agenda
- Ensure that 'Professional Discussion' and 'Supervision' training are core elements of training programmes
- Use the Training and Development Agency and South West Advisers' Learning Framework for School Staff as a springboard for developing a Learning Framework for all the Trust's workers
- Support recruitment and retention across the Trust through shared workforce data
- Build requirements of induction into Job Description / Role Profiles across the Trust.
- link with the newly appointed Localities Managers and the Local Authority Localities Lead to consider rolling out the CWDC Induction within localities, thereby planning for sustainable, localised and flexible provision
- Ensure the Common Core of Skills and Knowledge is embedded in all training.
- Ensure training and development opportunities relate to the CYPP.
- Develop new progression pathways based on a shared culture.
- Map existing training available across the Trust
- Support the development of e-learning across the Trust.
- Share clear targets within each sector for improvement in education and qualification levels linked to the 2020 Workforce Strategy
- Ensure information about training and development opportunities is accessible for all staff in all sectors
- Support Continuing Professional Development for professional licence / registration as a model for leaders and managers for integrated working
- Progress the development of support staff training including those in administrative roles
- Prepare for the introduction of the Integrated Qualifications Framework
- Develop a Competency Framework for staff

How we will review progress
- Share workforce data and methodologies and tools for data collection across the Trust to develop a reliable workforce profile.
- Track the numbers of learners achieving relevant National Vocational Qualifications, adult literacy and numeracy etc against agreed targets
- Use the One Children’s Workforce Tool to gauge progress
4. Integrated working practice

**Vision**: our children and young people’s workforce demonstrates effective integrated working practice

**Objective**: The workforce is supported to engage with new ways of working using tools, processes and structures to provide responsive services to children, young people and their families.

**We will achieve this if:**
- We can show that integrated working practices are having a positive impact on outcomes for children and young people and their families
- We have developed integrated working practices together
- Our tools and processes are fully developed
- Infrastructure for integrated working is fully developed
- We have procedures and protocols for sharing information – and these are complied with
- There are common service standards across the children’s workforce. This provides consistent services
- We have integrated centres delivering a range of universal services – and local people can easily get to one of these

**What we need to do**
In order to achieve the above we will need to undertake the following:
- Using the One Children’s Workforce toolkit, roll out Localities Workshops - this will entail leading workshops in all six localities, working closely with the Locality Lead from the Local Authority and the newly identified locality Managers.
- Use Focus Groups and the Scenario Workshops to help build locality teams.
- Support a variety of locality team building activities through sharing proven successful provision and good practice.
- Use the Common Assessment Framework training programme to embed multi-agency practices and shared language, thereby achieving early intervention and prevention.
- Ensure that support for lead professionals is embedded within supervision arrangements.
- Ensure that lessons learned from successful integrated working are shared and further effective practice created.
- Develop new models of integrated training delivery.
- Ensure information about the ‘Think Family’ agenda is incorporated into training sessions across the Trust.
- Share plans with staff and encourage ownership.
- Align staff from all agencies into an employment matrix.

**How we will review progress**
- Use the One Children’s Workforce tool to evaluate and assess progress made. (DCSF Self Assessment audit / “week in the life of” evaluation tool)
5. Behaviours focused on positive outcomes for children and young people

Vision: the behaviours of our children and young people’s workforce are focused on positive outcomes for children and young people

Objective: everyone in the workforce understands how their role contributes to achieving and improving outcomes for children, young people and their families.

We will achieve this if:
- We have a single set of desired behaviours for all of the children’s workforce
- Our desired behaviours are practical and make explicit that they are about helping deliver ambitious local Every Child Matters outcomes and that integrated working and children and young people are at their heart
- Our leaders and managers act as role models for working in partnership and for integrated working
- Our information about desired behaviours has been designed to be available in a range of formats and media so that they are available to everyone
- All members of the workforce, whilst having a particular specialism or focus, understand their contribution to the Every Child Matters outcomes.
- We regularly monitor and review this

What we need to do
- Create professional development pathways for our workforce, building on a common induction experience, promoting specialist professional development within a multi-agency context.
- Develop shared training programmes for aspirant leaders and managers
- Ensure information is accessible for all members of the workforce
- Support the development of models of supervision throughout the Trust
- Involve children and young people in the development of training materials
- Involve service users in recruitment processes.

How we will review progress
- Track staff understanding and perceptions through the One Children’s Workforce Tool
6. Common values and language

Vision: we have common values and language across the children and young people’s workforce

Objective: Members of the workforce are able to communicate and work together effectively through the development of common values and language.

We will achieve this if:
- We have a single set of common values for all of the children’s workforce
- Our values make explicit that they are about helping deliver ambitious local Every Child Matters outcomes and that integrated working and children and young people are at their heart
- Our values and standard terminology/common glossary have been designed to be available in a range of formats and media so that they are available to everyone
- There is a commitment across the Trust workforce to use plain language with both, colleagues, children, young people and families.
- A glossary of common terms is available on the Trust website
- We regularly monitor and review this

What we need to do
- Continue to promote and support the General Teaching Council, General Social Care Council and Nursing and Midwifery Council Statement of Inter-professional Values
- Promote the Children’s Workforce Network vision and principles for induction to the Children and Young People’s workforce
- Engage with the development of the Trust website re glossaries
- Engage with the Trust’s communication strategy

How we will review progress
- Use the One Children’s Workforce Tool to gather feedback from staff and service users
Shared identity, purpose and vision

Vision: we have a shared identity, purpose and vision

Objective: Across the workforce there is a shared identity and a shared vision of improved outcomes for children, young people and families. This strategy is not about all roles becoming the same but is about valuing and recognising the diverse nature of the workforce and the different contributions everyone has to make to improving outcomes for children, young people and families.

We will achieve this if:

- Our vision and identity make explicit that they are about helping deliver ambitious local Every Child Matters outcomes and that children and young people are at their heart
- The vision paints an inspiring picture of a better future where it will look and feel different to everyone who works with children and young people
- When we decide to do new things or do them differently, this is explicitly linked to the vision and what we are trying to achieve for children and young people
- The workforce strategy is owned and visibly promoted by the Trust Board, managers and practitioners across the workforce

What we need to do

- Continue to support the CWDC Induction through the work of the Workforce Development Officer
- Ensure all members of the children and young people’s workforce are presented with the same vision, values, and standards through a common induction process.
- Develop shared leadership development training and opportunities
- Investigate the opportunities to extend the range of organisations who participate in the CWDC provision
- Share training overseen by the Trust that will reinforce the Trust’s identity and significance.
- Share core modules of training to help create a single workforce
- Link with the Trust’s communication strategy

How we will review progress

- Use the One Children’s Workforce Tool to listen to the views and opinions of the workforce, children, young people and families to help review the workforce strategy.
8. Outcomes Focus

**Vision**: we are Outcomes focused

**Objective**: services are based in and responsive to the needs and voices of children, young people and families. We evaluate the impact of workforce development and activities against outcomes for children.

**We will achieve this if:**
- We can show that we are significantly improving the lives of children and young people
- Leaders and managers set an example by talking about outcomes for children and young people and linking this to what people do day to day
- Thinking about better performance and how to achieve better outcomes for children and young people is a systematic part of what our people do day to day

**What we need to do:**
- The Workforce Strategy Plan is regularly reviewed and refreshed and aligned to the Children and Young Peoples Plan reviews
- Use outcome based accountability to measure effectiveness
- We support and share relevant research
- Ensure that access to information and opportunities is shared across the workforce

**How we will review progress**
- Regular reporting to the Trust and use of the Trust Website to share these reports in an open and transparent way
**Views of Children and Young People – results from consultation**

We recognise that the views of children and young people should be at the heart of our services. We therefore undertook consultation with children and young people across the city. A range of groups took part in workshops to give their views and experiences of the children and young people’s workforce, and what they wanted or needed from the workforce in the future.

**Children and young people told us they were concerned about the Workforce:**

- Treating them unfairly
- Not listening to them
- Labelling and stereotyping them
- Making assumptions about them
- Not doing enough to stop bullying
- Talking down to them
- Getting angry and shouting
- Not really wanting to be with them

**Children and young people gave the following advice to the workforce:**

- Don’t judge us badly and stop others putting us down
- Be prepared to see things from our point of view
- Spend more time getting to know us as individuals
- Assess situations properly – don’t just jump to conclusions
- Show us respect
- Stay calm and be patient, but don’t ignore stuff like bullying
- Don’t work with us unless you enjoy it
- Talk with us, not about us
- Respect our right to confidentiality
- Tell us who else you are going to be talking about us to, and give us a choice
- Keep giving us responsibility and rewards when things go well.

**Children and young people said the workforce should be trained in:**

- Communication - including listening and empathy
- Respecting them and not being judgmental
- Respecting confidentiality
- Knowing how children and young people develop
- How to help them with difficult problems without making it worse
- Learning how to assess situations objectively
- How to work with others to get the help and information they need
- Dealing with difficult behaviour without losing their temper
- Challenging negative stuff about young people in the media.

It is important that our children and young people do not face discrimination when accessing services we provide. Alongside the consultations a DVD “Someone Who Listens” has been produced showing some of the young people talking about their views and experiences. This DVD will be used as a tool in training, particularly for the Common Induction where all staff will be given the opportunity to reflect on its messages, and use the information to inform their working practice.
Conclusion

Following the approval and subsequent publication of this strategy there will be an Implementation Plan drawn up. The Children and Young People’s Trust’s Workforce Development Implementation Plan will be developed collaboratively, with all partners and stakeholders contributing and taking responsibility for the agreed actions.

The Implementation Plan will be constructed in such a manner that milestones, timescales and accountabilities will be identified within it. As such, ownership of the Implementation Plan will sit with the Plymouth Children and Young People’s Trust Board, with the monitoring of the projected outcomes sitting with the Executive.

The Implementation Plan will be an ongoing process so that Plymouth works towards achieving the aims of the 2020 Workforce Strategy. Obviously, consultation with children, young people and their families will underpin this work, and our gathering of workforce data will sit alongside it.

Prepared by:

Wendy Roderick:
Acting Principal Adviser, Workforce Development, Lifelong Learning
working with
Julie Reed:
Business Manager, Workforce Development, Lifelong Learning

November 2009