

Title of paper:	Nottingham Children's Partnership Workforce Strategy 2010-2014	
Report to:	Nottingham Children's Partnership Board	
Date:	30 th June 2010	
Director(s)/Corporate Director(s):	Candida Brudenell, Director of Quality and Commissioning Children's and Families	Wards affected: All
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Other officers who have provided input:	Children's Partnership Workforce Strategy Group	

Relevant Children and Young People's Plan (CYPP) objectives(s):		
Safeguarding and Early Intervention - Children, young people and families will benefit from early and effective support and protection to empower them to overcome difficulties		✓
Strong families - More families will be strong and healthy, providing an enjoyable and safe place for children to grow up		✓
Healthy and positive children and young people - Children and young people will be healthier, fitter, more emotionally resilient and better able to make mature decisions		✓
Achievement - All children and young people will leave school with the best skills and qualifications they can achieve and will be ready for work or further learning		✓
Economic well-being - Child poverty will be significantly reduced		✓

Summary of issues (including benefits to customers/service users):
<p>This report provides the Board with the opportunity to:</p> <ul style="list-style-type: none"> • Approve the Nottingham Children's Partnership Workforce Strategy 2010-2014 • To note the line of sight with the Children and Young People's Plan • To note the wider engagement and involvement in each Sector to produce the Strategy and Action Plan. <p>The Workforce is central to achievement of the Children and Young People's Plan. We can only achieve the Partnership's vision through recognising this central role the workforce plays through dedication and tenacity to improve outcomes for children and young people in the City. We need to understand and respect individual professional specialism across the Partnership organisations and this will require more integrated services that can intervene earlier and prevent problems escalating for all families. The knowledge, skill and behaviour of our colleagues in each sector to keep engaging a family through a strengths-based approach and by making collaborative decisions about what support is needed will be the focus of how we ensure every child grows up to achieve their full potential.</p>

Recommendations:	
1	The Partnership Board approves the Workforce Strategy to support alignment of workforce interventions with the delivery of the objectives within the Children and Young People's Plan.
2	The Partnership Board approves the Action Plan in principle and works towards a collaborative commissioning model to deliver joint actions.
3	The Children's Partnership Workforce Strategy Group monitor and report back progress to the Senior Officers Group on the Action Plan on a regular basis and flag up risks and mitigating actions for consideration in this changing environment.

1. BACKGROUND AND PROPOSALS

This Workforce Strategy has been developed by our Children's Workforce Partnership Group; representatives drawn from each sector to support a collaborative and cohesive approach to whole workforce matters. This Group have met regularly and shown commitment to integrated processes and practices and has collaborated on a number of projects across the Partnership. We have also engaged with the Schools Workforce Succession Planning Steering Group and the Workforce Agreement Monitoring Group and we have made links with other sector specific workforce plans and engaged a small group of voluntary sector representatives to consult on the vision for the workforce and cross-cutting themes.

We have also developed this Strategy in line with the Children and Young People's Plan consultation exercise. We included some questions within the Consultation on how young people perceived our colleagues across the Partnership and what skills they would like to see in our workforce. We had very clear messages from the 100 children consulted about the type of skills they saw as important in the people that work with them. Namely, to show respect, to listen, to understand to be non judgemental and to have experienced similar life circumstances.

This Strategy, for the first time, outlines an overview of each Sector within Nottingham's Children's Partnership so we gain a better understanding of professional roles and boundaries, so we can see value added when we work to provide an integrated service. There are some specific activities and challenges that are sector specific and we need to know where we can support one another in achieving our organisation's targets. If we understand the drivers for each sector we can value what each can bring to enhance the experience of the Child or Young Person and their family.

We include a detailed Action Plan based on the Children and Young People's Plan Objectives. Some of these actions will be funded from Sector specific budgets whilst others will need a level of collaboration by a number of agencies to get the project moving. The Children's Partnership Workforce Strategy Group is tasked with monitoring these actions and reporting regularly to the Senior Officers Group. When support is needed on a specific project, this will be scoped by the Group and a paper presented to commission the work to Senior Officers Group.

2. RISKS

This Strategy will support the achievement of the objectives within the Children and Young People's Plan. The risks in delivering this Strategy are associated with ensuring all Partners are fully engaged with CYPP and this Strategy is seen as meeting the needs of the Partnership's core and wider workforce. The risk of not undertaking these activities is that

the central role the workforce plays in achieving the CYPP vision is lost and opportunities to collaborate for the benefit of Children and Young People may not be realised.

3. FINANCIAL IMPLICATIONS

The development of a Local Workforce Strategy is part of the requirements for receipt of Children's Workforce Development Council integrated workforce grant and associated Schools Workforce Development Grant from the Training and Development Agency.

4. LEGAL IMPLICATIONS

None

5. CLIENT GROUP

This Strategy is associated with CYPP and aspires to meet the needs of all children, young people and their families in Nottingham with particular regard to groups vulnerable to poor outcomes.

6. IMPACT ON EQUALITIES ISSUES

The Strategy is aligned to the CYPP and aims to address inequalities of outcome of vulnerable groups through better connectivity of the workforce to intervene early with families in a systematic cohesive way. The Family Pledge quality assurance monitoring and evaluation process will enable us to respond more intelligently to the needs and aspirations of children young people and their families; in turn informing the way we develop tools and resources to meet workforce development needs.

7. OUTCOMES AND PRIORITIES AFFECTED

This is the first time we have overtly aligned the Workforce Strategy to the Children and Young People's Plan. It is hoped the whole workforce will be able to identify themselves in some aspects of the Workforce Strategy and see where the fit in. This will help us benefit from identifying common aims and goals across the Partnership that every individual can contribute to.

8. CONTACT DETAILS

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Nottingham's Children's
Partnership
Our Workforce Strategy
2010 – 2014

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1. Foreword

“Don’t judge each day by the harvest you reap, but by the seeds you plant”.
Robert L Stevenson

Nottingham Children’s Partnership brings together core services relating to children, young people and families. The Children and Young People’s Plan (CYPP) sets a clear direction for the Partnership and other One Nottingham Partners; as the welfare of children, young people and families is a collective responsibility for all of us.

Working with children and young people is one of the most rewarding jobs anyone can do and can also be the most demanding. We realise that we will only achieve our CYPP vision and priorities by recognizing and acknowledging the dedication and tenacity of our One Children’s Workforce to improve outcomes for children and young people in the City of Nottingham.

The diversity of professions and occupations that makes up this workforce – from social workers to sports coaches, childminders to paediatricians, teachers to police officers – this coming together of complementary sectors gives us our main strength. Our challenge in writing this strategy has been to produce a vision and direction which all colleagues of the One Children’s Workforce can relate to and which helps to create a shared identity to help develop seamless services that do intervene earlier with better results for every family in Nottingham.

The Workforce Strategy has been developed by our Children’s Partnership Workforce Strategy Group; representatives drawn from each sector to support a collaborative and cohesive approach to whole workforce matters. Over the past two years of our first Workforce Strategy we have been able to develop a range of multi agency training and development and integrated ways of working. We intend to now build on this good progress but we are aware there is still much to do. In our Action Plan outlined in this document, we have set out the actions that we believe will support our workforce to be confident and competent. Much of the content reflects the rapidly changing environment within which we all work and therefore this document will be reviewed in line with the CYP Plan review to ensure continued relevance.

Thank you for taking the time to read through this Strategy and I hope you can identify with the vision and action plan within it.

“A child can always teach an adult three things; To be happy for no reason, To always be busy with something, And to know how to demand with all their might that which they desire” - Paulo Coelho

Councillor David Mellen
Nottingham City Council
Chair of Nottingham Children’s Partnership Board

2. Introduction

“Coming together is a beginning, staying together is progress, and working together is success”. Henry Ford

This Strategy builds on the 2007-2009 Children and Young People’s Workforce Strategy and sets out our vision and aspirations for Nottingham Children’s Partnership One Workforce.

This document will refer to ‘the One Children’s Workforce’ which does encompass everyone who works, both paid and unpaid, full time or part time with children and young people in the City (aged 0-19 and young people leaving care, beyond the age of 20 and 25 if young people have learning difficulties and/or disabilities) and their families.

This document has been developed by the Nottingham Children’s Partnership Workforce Strategy Group, in consultation with a number of associated groups and agencies.

2.1 Review of Our Workforce Strategy from 2007-2009

The review and evaluation of the previous strategy showed :

Strengths:

- The document was aspirational and well laid out with key messages
- It gave good guidance by giving an overview of key strands for development for the whole workforce, regardless of which agency

Development areas:

- We need better involvement and consultation with all sectors of the workforce for better buy-in/ownership
- Actions need to be clearly specified and accountable linked to the Children and Young People’s Plan
- Clear performance management of the document and all contributing sectors to be clearly visible

We will endeavour to address these points in this strategy. The new strategy will be communicated to all levels and sectors to get the benefit of a common understanding of what aspirations we have for a ‘world class children and young people’s workforce’, as stated in the National 2020 Children’s Workforce Strategy .

The **success** of delivery on a number of projects over the last strategy period includes:

- Review of Inter- agency Safeguarding Children training and a new and updated training programme and work is also underway to support the development and quality assurance of single agency training.
- 1885 practitioners have been trained in using the Common Assessment Framework (CAF) and role of Lead Professional, supporting 990 Assessments being initiated between the official launch of CAF, 1st April 2008 and 31st March 2010.

- The Voluntary Sector has promoted and gained benefit from a Mentoring programme to support smaller organisations to be commissioning ready and the feedback has been positive with 17 organisations engaged as mentees and 9 as mentors.
- A series of Whole Workforce Conferences and Events on cross-cutting themes have been developed to bring together a range of colleagues who would not normally work together to give them an opportunity to share practice and make the links.

2.2 Children and Young People’s Engagement and Participation

As part of the consultation on the Children and Young People’s Plan some questions were included on how young people perceived our workforce and what skills they would like to see in a worker. There was a very clear message about the type of skills they saw as important in the people that work with them. Namely, to show respect, to listen, to understand to be non judgemental and to have experienced similar life circumstances.

There are also many examples of good practice around involving children and young people in improving service provision, training and recruitment processes; however, we know there is more to be done to ensure participation is embedded as ‘just the way we do things’ in all service areas and ensure this becomes increasingly common practice.

As part of the Children and Young People’s Plan the Family Pledge programme will provide practitioners from across the Nottingham Children’s Partnership with a framework for effectively involving children and young people, and their parents and carers, in the improvement of services through a continual process of engagement. Two charters, the Children’s Charter and the Parents and Carers Charter will be supported by a partnership-wide engagement programme. Also, the Family Pledge quality assurance monitoring and evaluation process will enable us to evaluate the depth and impact of our engagement work and enable us to respond more intelligently to the needs and aspirations of children and young people; in turn informing the way we develop tools and resources to meet workforce development needs.

2.3 Nottingham Children’s Partnership

The Nottingham Children’s Partnership has responsibility for working together to improve services for children, young people and families in Nottingham. It is the statutory Children’s Trust for Nottingham, established in April 2009. The partners are responsible, through the Children’s Partnership Board, for the development and implementation of the Children and Young People’s Plan. This One Children’s Workforce Strategy should be seen as a supplement to the Plan in outlining how, through our colleagues, we can achieve the ambitious intentions.

The Vision for the Partnership from the Children and Young People’s Plan is:

“A city where every child and young person can enjoy their childhood in a warm and supporting environment, free from poverty and safe from harm; a city where every child grows up to achieve their full potential”.

We can only achieve this vision for the Partnership through recognising the central role the workforce plays through dedication and tenacity to improve outcomes for children and young people in the City of Nottingham. We need to understand and respect individual professional specialism across the Partnership organisations and this will require more **integrated services** that can **intervene earlier** and prevent problems escalating.

We will need to ensure our One Children’s Workforce ‘Think Family’ - have a commitment to integrate our services to deliver a more holistic impact for families and better value for money. This means integrating health, education and social care services into a seamless service for those in need. We will need to work to promote the empowerment of families, not create greater dependency on public services but to help them to help themselves and ensure we increase choices for children and young people.

Early Intervention: Nottingham is striving to be a leading City for early intervention work nationally. Our One Children’s Workforce is key to driving this success and linking early intervention work and supporting aspiration. Universal settings and services, for example through schools, children’s centres and our Family Community Teams are often the places where emerging problems can first be spotted, or where children, young people and their families seek help. They are also the services and settings where additional support can be brokered and delivered, which may include targeted and more specialist help. Building relationships of trust and working in a more holistic way with whole families is important for successful outcomes. This includes the tenacity and skills to keep engaging a family through a strengths-based approach and collaborative decisions about what support is needed. Outreach is a very important part of this work. Good assessment is the pivotal part of the early intervention process.

The CAF (**Common Assessment Framework**) is the right tool to drive conversations around need between a family and the agencies involved, before agreeing what action and support is best. Early intervention is not a ‘one off fix’, but a sophisticated process. Children and young people will move in and out of risk through the different stages of their life.

Part of the future early intervention work in the City includes supporting our workforce by:

- Agreeing a set of formal early intervention processes, programmes and assessment tools within the core standard for the workforce
- Working towards a more standard approach to evaluating impact of early intervention programmes
- Helping to remove duplication of effort, where many agencies are involved with a family, through clearer referral pathways and easier data sharing
- Sharing examples of excellent practice in the City and evidence of what works

An Aspiring Integrated Workforce: The Nottingham Plan to 2020 sets out a clear ambition to raise the aspirations of children, young people, families and communities in the city of Nottingham. This is in recognition of the importance of aspiration in determining how we ultimately live our lives; our achievement and our well-being. Yet this perceived lack in aspiration in some of our communities continues to be a real challenge to address successfully. We know that a relatively tight set of factors influence the aspirations of children, families and communities. Young people are most influenced by their family and friends and by what they see to be the norm. We can widen the circle of influence by providing information and inspiration for people to see the range of options for their lives, and enabling them to develop the self-esteem and self-belief to pursue their goals.

The workforce holds the key to changing the way in which our services support people to develop and achieve their aspirations. Our Aspiring Nottingham plan is still in development, but workforce will be one of its key themes. We plan to:

- Ensure all members of the workforce understand the key messages around aspiration and have a sense of purpose to raise the aspirations of their customers and communities
- Invest in training our staff in motivational, strength-based, forward-looking approaches to working with children and families.
- Provide opportunities to the workforce to develop their personal aspirations, sharing the expertise and skills of partners

We have also set up a new 'Integrated Processes Board' that will monitor and evaluate each organisation's efforts to deliver on integrated process and practice. We are looking to clarify an inter-agency care pathway to enable professionals and parents to access support appropriately and this will also include the remodelling of family support and parenting. Communication and engagement with the whole workforce is paramount to the success of this strategy and therefore we have committed to a series of whole workforce conferences and events i.e. Every Colleague Matters. We are also currently undertaking a Training and Development Review with key Partners to develop a Children's Partnership core training standard and an authorised assessment tool kit to be accessed by the core and wider integrated Workforce.

Safeguarding Board: The statutory responsibilities of Nottingham's Local Safeguarding Children Board are set out in the Children Act 2004, and detailed in the latest Working Together Practice Guidance published in March 2010. The Board is committed to the provision of quality multi agency training in relation to child protection and safeguarding issues and the support of single agency training provision in these areas. As well as core Introduction, Working Together and Update training, this includes training in relation to Child Death Rapid Response Procedures, Serious Case Reviews and a number of specialist areas. The Board is currently working hard to develop a robust quality assurance scheme through audits, thematic action plans and other work streams.

Leadership and Management: Within the Partnership the complexity of managing and leading in a multi-professional and integrated setting is challenging and we need to ensure we provide support and development to all

levels of manager and leader. It is critical that our leaders are skilled at setting clear vision and direction for the workforce and can bridge cultures and ensure our systems and practice is effective and robust. We will look for opportunities to bring leaders and managers together across organisational boundaries when developing them, to sustain a culture of leadership that will improve outcomes through implementation of the Children and Young People's Plan.

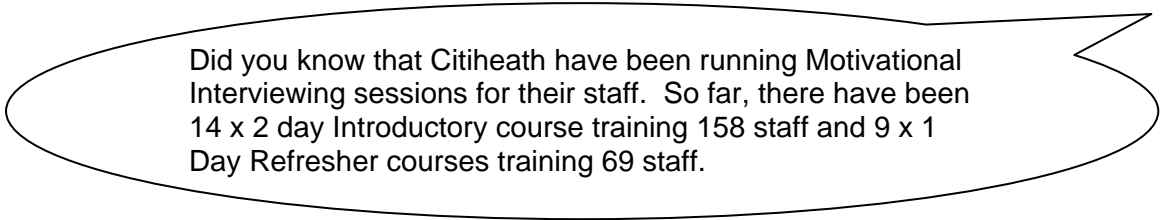
"Leaders are those that empower others" - Bill Gates

2.4 The Local Picture

The population of Nottingham is 292,400 (2008) and is rising and we have just over 60,000 children and young people to support in the City, with 30% of these being under 5 years of age, 32% are 5-11 and of primary school age, with 38% 12 to 18 years old. There are particular needs within the City that we are working to address through the Children and Young People's Plan across all agencies in the Partnership. The Children and Young Peoples Plan gives more detail on each of these challenges under the headings of **Safeguarding and Early Intervention; Healthy living; Substance Misuse; Anti Social Behaviour and Young Offenders; Mental and Emotional Health; Achievement & Attendance; Economic wellbeing.**

Most specialist need seems to be on the increase in Nottingham and we are committed to a long term shift in our mainstream resources towards greater prevention and early intervention so that we reduce this demand for these specialist services. We need to secure competent, creative and enthusiastic individuals to work in a more integrated way to ensure our children and young people receive the best possible earliest input to maximise their potential.

We also have an increasing number of disabled children in the City and this has increased substantially in recent years to around 4,000 disabled children in the City. The National Project on Aiming High will provide much needed funding to support this work and we will need to ensure the whole workforce can be inclusive in delivering universal services to this group.



Did you know that Citiheath have been running Motivational Interviewing sessions for their staff. So far, there have been 14 x 2 day Introductory course training 158 staff and 9 x 1 Day Refresher courses training 69 staff.

3. Who is included the Nottingham Children's Workforce?

The one children's workforce, as defined by the Children's Workforce Development Council (CWDC), looks at a core of people who work or volunteer with children, young people and their families and those that may do these activities as a part of their role. The workforce is therefore wide reaching and inclusive of anyone who contributes to better outcomes for children and young people. See the Children's and Young People's Workforce diagram created by the CWDC below:



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.

One definition is that the Nottingham's One Children's Workforce is, 'anyone that works with children and young people in the City'. This definition can create a few problems in gathering data on this size of workforce. We believe there are approximately 12,000 colleagues who work with children and young people in the City on a full time basis. To look at the whole workforce we would need to include voluntary, private and independent (some of these figures are unknown e.g. volunteers working with children on Saturday morning sports clubs, etc). It is important to consider the wider workforce, as we need to be mindful of the impact this provision provides and the opportunities to improve lives through disseminating key messages on early intervention, prevention and safeguarding to this extended workforce (possibly extending the workforce to well over 25,000 workers in the City).

Organisations can provide quantitative data on their own paid employees and we can quantify to some extent other workers, i.e. early years. We do need to drill down on some of this work to be able to plan effective workforce interventions which can identify service gaps, succession plan and to be able to influence outcomes based on intelligence about diversity, age profile and skill level of the whole workforce.

Over the next 3 years we will work to better understand the needs of the whole children's workforce to identify relevance to those who contribute but might not necessarily see themselves as part of the whole.

Did you know that Nottingham's Family Intervention Project was invited to visit 10 Downing Street as leading practice?

4. Vision for the One Children's Workforce

We need a shared vision that can relate to the whole integrated workforce and this has been a challenge to create a shared identity across a diverse range of organisations, professions and sectors. We will need to further engage with the core and wider workforce to reinforce and develop more integrated ways of working to be able to 'feel' part of a one children's workforce.

"We have a vision that our workforce is passionate about empowering all children and young people in the City to thrive and achieve".

Nottingham Children's Workforce – Investing now for the Future!

In support of the 7 cross cutting principles in delivering the Children and Young People's Plan we will ensure that the One Children's Workforce is;

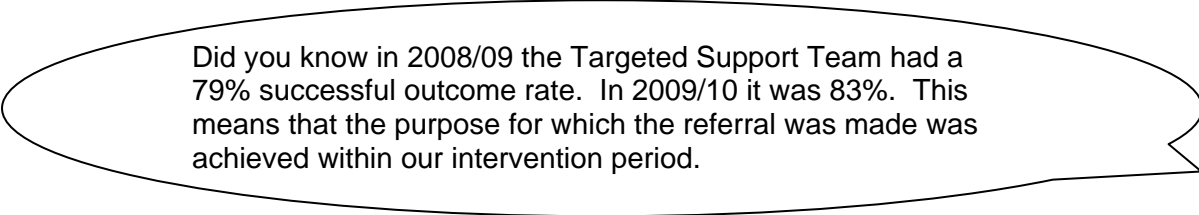
- Recruited robustly, inducted and developed to ensure the best possible quality of service to CYP that reflects the diversity of the community we serve.
- Lead and managed so that the interests of the CYP are at the heart of everything we do.
- Skilled in identifying when children and young people are not achieving their full potential including those who are most vulnerable and engage them as soon as possible to enable them to thrive and achieve.
- Actively promoting the involvement of children and young people and parents in service improvement to shape our future.
- Effectively working in multi-agency settings and teams to support child centred/family focused working and deliver integrated practices.
- Able to understand their responsibilities for safeguarding and welfare.
- Aspirational for themselves and the children and young people and families they support.

5. National Context

National 2020 Children's Workforce Strategy (Department for Children, Schools and Families 2009) – the Ambition;

'is that Britain is the best country in the world for children and young people grow up in, everyone in the workforce in 2020 will need to be:

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

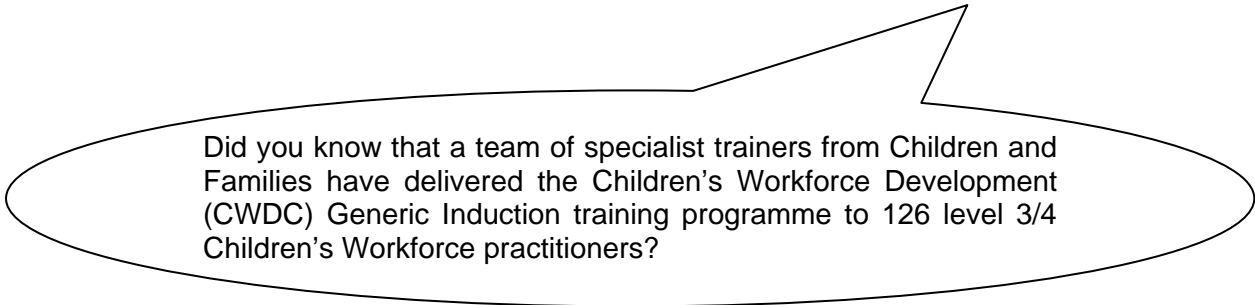


Did you know in 2008/09 the Targeted Support Team had a 79% successful outcome rate. In 2009/10 it was 83%. This means that the purpose for which the referral was made was achieved within our intervention period.

The Children's Act 2004 stresses the importance of a "highly skilled and competent children's workforce, which is supported by effective shared systems and processes".

The National Children's Plan 2007 states an aspiration that the children's workforce should be graduate-led and where appropriate, is qualified to Level 3. Some areas are already progressing this aspiration, such as Early Years. We need to look at a cohesive strategy to ensure the whole children's workforce in each sector has the skills, knowledge and behaviour, through appropriate qualification and development, that will improve lives of children and young people in Nottingham City.

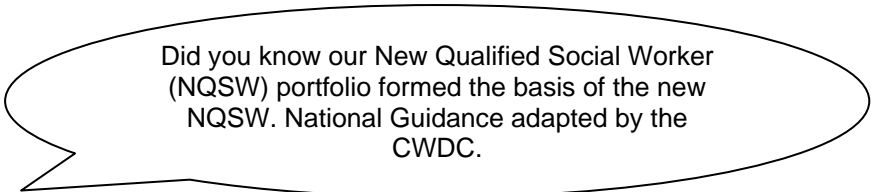
Please note there was a change of government during the creation of this strategy. In the light of this, the strategy may no longer reflect current government policy. The Department for Education was formed on 12 May 2010 and is responsible for education and children's services. Updates on policy will be made as they emerge from the new government.



Did you know that a team of specialist trainers from Children and Families have delivered the Children's Workforce Development (CWDC) Generic Induction training programme to 126 level 3/4 Children's Workforce practitioners?

6. Local Workforce Sector specific Challenges

There has been significant change within individual sectors to support integration to promote the child being the centre of activity and services being brought into support round that child or young person. However, there are some specific activities and challenges that are sector specific. If we understand the drivers for each sector we can value what each can bring to enhance the experience of the Child or Young Person. Tabled below is an overview of each Sector so we gain a better understanding of professional roles and boundaries so we can see value added when we provide an integrated Service.



Did you know our New Qualified Social Worker (NQS) portfolio formed the basis of the new NQS. National Guidance adapted by the CWDC.

Sector Specific Details	
Sector Overview	Specific Challenges
<p>Social Care Social Care has a critical role in supporting children, young people and families, including some of the most vulnerable. The workforce approximately includes;</p> <ul style="list-style-type: none"> • 143 front line Social Workers • 43 Fostering support workers, 3 Drug & Alcohol Team, 3 Parenting • 106 Family support workers • 89 Children in Care workers • Plus 181 Foster Caring Households (could be 1 or 2 carers) <p>Housing and private care workers are not included in these figures.</p>	<ul style="list-style-type: none"> ○ Recommendations of the Social work Task Force Report in recruiting and retaining Social Workers in inner city. ○ To build on the success of the Newly Qualified Social Worker Pilot Scheme to support workers in their first year of employment. ○ Peer Support for Middle Managers. ○ ‘Complex assessment and risk analysis’ training for social work teams in response to the recommendations from Serious Case Reviews is needed. ○ Implementing Aiming High for Disabled Children. ○ Shared model of attachment and parenting across the Nottingham City Partnership is needed.
<p>Health CitiHealth provide a programme of progressive universal and specialist community health services using the Healthy Child programme; a progressive early intervention programme. The Workforce includes:</p> <ul style="list-style-type: none"> • Approx 500 employees in CitiHealth, NHS Nottingham Children’s Services Dept. <p>Numbers for acute services, GPs, Dentists are not included here.</p>	<ul style="list-style-type: none"> ○ There is a National shortage of Health Visitors, and Nottingham is the 13th most deprived district in England. Recruitment and retention is an issue. The main drivers for this year are: ○ Embedding strengths based model of working across Nottingham’s Children’s partnership; Motivational Interviewing and Solihull Approach. ○ Family Nurse Partnership- intensive home visiting programme for first time pregnant teenagers aged 19 and under.
<p>Schools Workforce The total number of schools and academies is just under 100. The Workforce includes:</p> <ul style="list-style-type: none"> • Approx 5,000 employees work in Nottingham City Schools this includes around 2,000 teachers and 3,000 support staff employed in primary, secondary and special schools and academies. 	<ul style="list-style-type: none"> ○ Recruitment and retention of good quality staff to meet school and community needs and raise standards. ○ Effective leadership and Succession Planning. ○ Improving the diversity and representation of the workforce. ○ Meeting statutory requirements on workforce change and modernisation. ○ Developing and sustaining partnership between schools. ○ Developing and sustaining community links and work with parents. <p>N.B. The deployment of the schools workforce is the leadership responsibility of the Head Teacher</p>

Did you know the Nottingham Primary SCITT (school centred initial teacher training) has successfully trained 176 teachers and more than half work in our City’

<p>Youth Support Youth workers work primarily with young people aged 13 and 19, but may in some cases extend this to those aged 11 to 13 and 19 to 25. Their work seeks to promote young people's personal and social development and enable them to have a voice, influence and place in their communities and society as a whole.</p> <p>The workforce includes approx:</p> <ul style="list-style-type: none"> • 166 Local Authority Youth employees • 110 Connexions employees <p>A large percentage of provision will be provided outside of Local Authority (see Voluntary and Sports and Culture section).</p>	<ul style="list-style-type: none"> ○ Rationalising existing Youth Work Qualifications, also resources to facilitate qualifications/qualified assessors. ○ Establishing a seamless service from Integrated into Targeted Youth support. ○ Managing Future Jobs Funding (FJF) – resources for delivering training to trainees who fall into this category. ○ Voluntary Sector Youth Provision need support in risk assessment, bid writing with young people, de-escalation and minimum standards. ○ Advice and Guidance on Careers, education, health, sex and relationships. ○ Providing Opportunities for Community & Volunteering.
<p>Justice and Crime Prevention Colleagues in Justice and Crime need sophisticated assessment skills to recognise indicators of need and risk with a resistant client group.</p> <p>The Workforce includes:</p> <ul style="list-style-type: none"> • Approx 80 colleagues in the Youth Offending team in Local Authority • 248 Probationary Service Officers (this is a total figure as those working with Children and Young People can't be disaggregated) <p>Police, youth offending institutions, secure homes will all play a significant part but are not included here.</p>	<ul style="list-style-type: none"> ○ Identify the wide range of engagement skills to be able to meet the complex and diverse needs of a resistant client group. ○ Undertake analysis and develop intervention plans based on evidence based effective practice. ○ Understanding the criminal justice system, proportionality, risk and vulnerability and defensible decision making. ○ Ability to negotiate with other agencies and manage multi agency meetings.
<p>Early Years Early Years workforce work closely with schools and childcare providers to support parents in choices around child care provision.</p> <p>The Workforce includes approx:</p> <ul style="list-style-type: none"> • 4,500 Registered childcare practitioners. • 151 workers in the Play service. 	<ul style="list-style-type: none"> ○ Committed to fund early years childcare practitioners to obtain a level 3 qualification including play workers who work in Out of School Childcare registered provision. ○ Have a graduate leading practice in every full daycare setting, with two graduates in settings in disadvantaged areas, by 2015 through the Graduate Leader Fund. ○ Nottingham Nursery School and

<p>Non registered early years, such as Nannies, Au Pairs, etc are not included in these figures.</p>	<p>Training Centre as a centre of early years excellence.</p>
<p>Voluntary Sector</p> <p>The Children’s Network Meeting (VCS) meets monthly to exchange information and is a link between the Children’s Partnership and the sector.</p> <p>Due to the broad nature of the VCS it is uncertain how many are in the VCS workforce.</p> <p>The Workforce includes:</p> <ul style="list-style-type: none"> • Over 200 organisations registered with NCVS working with children and young people <p>There are some groups which may be operating within their own communities and not connected to current workforce practice.</p>	<p>Challenges include:</p> <ul style="list-style-type: none"> ○ Commissioning ○ Reduction in grant aid ○ Short term funding ○ Training for workers ○ Changes in recruitment i.e. vetting and barring <p>Opportunities include:</p> <ul style="list-style-type: none"> ○ Learning from the Mentoring programme ○ NCVS programme/One Nottingham link ○ Children’s Network Meeting (VCS) and Advocates for the sector ○ Link the sector to national changes to this Local workforce strategy ○ Pool resources
<p>Sports and Culture</p> <p>There are a wide range of groups working with CYP beyond the extensive council provision, mostly the voluntary sector, but there are also a sizeable range of “commercial” organisations making provision.</p> <p>This would include music, drama and dance groups, uniformed organisations, sports clubs and special interest and ethically focussed groups.</p> <p>The Workforce includes:</p> <ul style="list-style-type: none"> • 984 Local Authority Leisure Centre workers • 277 Library staff • 192 Cultural Services, inc. museums, etc <p>It is difficult to quantify voluntary sports coaches as no central records.</p>	<ul style="list-style-type: none"> ○ The people who provide these services may not consider that they belong to a wider professional workforce but they have a critical role in the lives of many children, young people and families in the City. ○ Awareness of engagement is by degree, for example a football/swimming coach should see themselves in the “business” of working with YP. However, management groups of such organisations often do not see that they also have a role, albeit second hand. ○ The size of this cohort of “providers” is well into the thousands and the main challenge is getting and keeping contact. Achieving the latter would give an enormous boost to the tracking if C&YP activity and the reporting we are expected to make.

7. Action Plan

CYPP Priority	Workforce Action	Responsibility Lead?	Timescale Completed by	Themes			
				Recruiting	Modernisin	Developing	Deploying
Developing an Aspirational Workforce	Undertake a review all of the assessment tools and processes which enable effective early intervention and support for aspirations. We will agree a series of assessment tools/formal processes for use consistently by all Partner agencies.	Katy Ball	Nov 2010				
	Host a series of whole Workforce Conferences, Aspirational and Well-Being Events (Every Colleague Matters) for the promotion of key Children's Partnership messages to engage all who work with CYP in the City to promote better lives for our young people.	Elaine Mitchell	Quarterly events throughout the year			✓	
	Review of Training & Development across the Partnership. The review will include developing and agreeing a Nottingham Core training standard to ensure our colleagues are confident to support Children and Young People.	Elaine Mitchell	June 2010		✓	✓	✓
	Develop a Quarterly Children's Partnership Welcome Event to support Profession and Sector specific induction and to introduce the refreshed	Elaine Mitchell	July 2010 Oct 2010	✓			

	Common Core of skills and knowledge. This event will outline what is expected from all who work with CYP.						
	Develop and rollout a programme of training & development to support newly formed community based teams.	Mark Andrews/Candida Brudenell	Sept 2010			✓	
	Engagement in Road show activities to develop understanding of Participation Strategy including six principles of participation and the Hear by Right standards. Develop and implement toolkits for monitoring and evaluating scope and impact of Family pledge engagement and participation work via Integrated Processes Board and Participation Champions Network.	Jon Rea	June to Sept 2010 Nov 2010			✓	
	Commissioning services that have a strong commitment and processes in place to support integrated working (CAF), which employs skilled staff able to meet the common core skills, and who offer staff access to quality supervision.	Candida Brudenell	March 2011				
1. Early Intervention and Safeguarding: getting a good start and being safe	Publish updated Cross Authority Inter-Agency Safeguarding Procedures.	NCSCB Board Manager & Paul Langley	Jan to April 2010			✓	
	3 hr 'Safeguarding Across The Generations' training to be delivered to all City Council staff (12,000) to raise awareness of safeguarding children & vulnerable adults responsibilities.	Dorne Collinson	June 2010 – March 2011			✓	

	Identify funding and training providers to offer increased level of access to safeguarding training for the voluntary and community sector	Paul Langley / Janet Lewis	March 2011			✓	
	Implementation of a WFD tracking system to record the identity of practitioners who hold designated Safeguarding Officer post within Early Years setting.	Chris Annable/Louise Meadows	June 2010		✓		
	Develop a programme of continuous professional development (CPD) focused on ensuring all providers understand their legal responsibilities for Safeguarding and Wellbeing. (Early Years)	Chris Annable/Louise Meadows	Completed April 2010			✓	
	Ensure that staff are adequately trained in respect of the trilogy of key risk factors (domestic violence, parental substance use and mental health).	NCSCB Workforce Management & Development Group / Paul Langley	December 2010			✓	
2. Strong families: more families will be strong and healthy, providing an enjoyable and safe place for children to grow up.	Continue to promote and publicise CAF documentation, information and any new guidance developed as a result of the integrated pathways on Children's Partnership website. The Integrated Processes Board will performance manage CAF and the role of Lead Professional To implement the regional quality standards for	Mandy Smith	On-going December		✓		

	CAF will give us clear indicators to further support colleagues delivering CAF and support an audit of the quality of the interventions.		2010				
	Creation of an inter-agency Guidance to enable professionals and parents to access (and exit from) support services appropriately and effectively. This will support the Inter-agency Care pathway.	Trudy Sanders	Sept 2010		✓		✓
	Remodelling of Family Support and Parenting. The integrated care pathway will identify gaps in and/or duplication of services. Existing provision will be reviewed with a view to reshaping services if necessary. This will ensure that the support children & families receive is effective and makes a real difference in terms of outcomes.	Viv McCrossen	December 2010.		✓		✓
	Embedding of the Think Family Approach across Children's and Adults Services to include police, housing, health and other key partners in the NCP by inviting secondees to the Family Intervention Project to see the approach in use for themselves so they can begin to identify and implement changes to working practises in their own area thus becoming change agents.	Paul Martin	March 2011		✓		
	Aiming High is a transformation of services for disabled children and this will establish wholly inclusive services. A workforce awareness programme will be rolled out to address developing inclusive service delivery.	Toby Beck	March 2011		✓	✓	✓

3. Healthy and Positive children and young people: CYP will be healthier, fitter, more emotionally resilient and better able to make mature decisions.	Establish framework & local standards for healthy eating and good nutrition in early years settings.	Phyllis Brackenbury	March 2011		✓		
	Develop a shared understanding of Attachment Theory across the Partnership that will support 'strengthening positive behaviour'- use of Solihull Approach to be widened to include all front line practitioners where appropriate.	Phyllis Brackenbury	March 2011		✓	✓	
	Identify Practitioners who would need to use Motivational Interviewing techniques to engage our families and young people to promote empowerment and informed choice.	Phyllis Brackenbury	March 2011		✓	✓	
	Establish core training needs in relation to addressing health and behavioural issues including substance use and sexual health.	Jeannette Harrison	March 2011				
4. Achievement: All children and young people will leave school with the best skills and qualification they can achieve and will be ready for work or further learning.	Securing the supply of the school workforce: <ul style="list-style-type: none"> • Succession planning • Leadership development • Shortage curriculum areas • Improving diversity • Access to quality data 	Catherine Waddington	March 2011	✓			
	Supporting the on-going modernisation of the schools workforce: <ul style="list-style-type: none"> • Compliance with N.A. • Work with Social Partners • Career Development and effective Performance Management • Work Life Balance Research in effective deployment of support staff	Catherine Waddington	March 2011		✓		

	Supporting the Development of the schools workforce: Effective career and qualification information and planning tools available for all school staff CPD Leadership and leaders development Effective induction Accredited programmes accessed i.e. CSBM, NPQH, HLTA, SWiS, PSA	Suzanne Scrivens	March 2011			✓	
	Enable school leaders and governors to consider the most effective MoL and partnerships for their school. Develop school partnership working.	Pat Whitby	March 2011				✓
5. Economic Well-Being: Child Poverty will be significantly reduced	Engage with the new duties being placed on local authorities and identify impact on colleagues across the Partnership after Royal Assent has been given to the Child Poverty Act.	John Yarham	March 2011	✓		✓	
	Ensure that the workforce delivering 14-19 education and training has the knowledge skills and attitudes to deliver the 14-19 entitlement and enable all 17 and 18 year olds to remain in learning.	Tracey Keeling	March 2013		✓	✓	
6. Neighbourhoods for families: Every neighbourhood will be safe and	Skills Pledge – addressing the numeracy and literacy skills across the Partnership to support communities we live and work in.	John Yarham	March 2012	✓		✓	
	Clarify our workforce data to include those parts	Colin Monckton	March 2012	✓	✓	✓	✓

attractive for families	of the workforce that may not necessarily see themselves as part of the Partnership but nevertheless play a crucial role.						
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8. Evaluation and Quality Assurance

We will look to ensure we have a consistent methodology in evaluating and quality assuring development across the Partnership. The Partnership Workforce Strategy Group is tasked with monitoring the actions within this plan and to report regularly to the Senior Officers Group of the Partnership Board. We will look to measure impact on outcomes for children and young people and to identify crucial interventions that we will need to develop longitudinal evaluation to ensure value for money and benefit.

10. Communication and Engagement

We will work to engage with all the one children's workforce through a range of media from direct contact to large whole workforce events to securing better up to date information on the Partnership website.

We will specifically engage with each sector to promote and consult on this Local Workforce Strategy to keep it relevant and useful within this rapidly changing environment.

11. Resources

Resources for the actions outlined will be through sector specific budgets and those actions that need joint/pooled budgets will be made available through:

- Work undertaken by the named lead officers and the Partnership Board to align planning and budget processes within partner agencies to the CYPP objectives and associated development plans;
- Development of the Joint Commissioning Framework and pooled budgets.

12. Appendices

12.1 Membership of Workforce Strategy Group

<u>Name</u>	<u>Job title</u>	<u>Sector</u>	<u>Email</u>	<u>Telephone Number</u>
Andrew Burton	Chief Inspector	Nottinghamshire Police	andrew.burton@nottinghamshire.pnn.police.uk	07748578991
Cathy Waddington	School workforce advisor	Children and families	catherine.waddington@nottinghamcity.gov.uk	0115 9157829
Chris Annable	Service Manager Sufficiency & Support	Children and families	chris.annable@nottinghamcity.gov.uk	0115 9150791
Chris Shooter	CAF	Children and families	chris.shooter@nottinghamcity.gov.uk	01159158943
Elizabeth Thornton	Senior Parenting Practitioner for the Parenting Strategy	Children and families	elizabeth.thornton@nottinghamcity.gov.uk	0115 9150834
Jane McCombe	Children's Workforce Development Planning Manager	Nottinghamshire Health and Social Care Community Workforce Team	jane.mccombe@nottspct.nhs.uk	
Janet Lewis	Chief Executive	Base 51	j.lewis@base51.org.uk	0115 9525040
Jeremy Lyn-Cook	Information Management Policy Officer	Children and families	jeremy.lyncook@nottinghamcity.gov.uk	0115 9150640
Karen Mistry	Acting Team Manager	Children and families	karen.mistry@nottinghamcity.gov.uk	0115 9152415
Louise Meadows	Workforce development	Children and families	louise.meadows@nottinghamcity.gov.uk	0115 9158862
Michelle Wright	Operations Manager	Connexions	michelle.wright@cnxnotts.co.uk	

Nigel Brown	Training Officer – Family Community Teams	Children and families	nigel.brown@nottinghamcity.gov.uk	0115 9158636
Pat Whitby	EIP Strategy Manager	Children and families	pat.whitby@nottinghamcity.gov.uk	0115 9150951
Paul Langley	NCSCB Training Co-ordinator	Childrens Safeguarding Board	paul.langley@nottinghamcity.gov.uk	0115 9159309
Sharon Krause	Aspiration Development Officer	Children and Families	Sharon.krause@nottinghamcity.gov.uk	0115 9150959
Toby Beck	Project Manager- Aiming High Short Breaks	Children and families	toby.beck@nottinghamcity.gov.uk	0115 9157544
Trudy Sanders	North Locality Manager - Children's Centres	Children and families	trudy.sanders@nottinghamcity.gov.uk	0115 9150350
Yvette Oliver-Mighten	Independent Sector	Home child care	yvette@homechildcare.co.uk	0845 0760 042
Clare Gilbert	Young People's drug and alcohol Strategic Lead	Children and families	clare.gilbert@nottinghamcity.gov.uk	0115 9150796
Jane Wilson	CitiHealth North Locality Manager	CitiHealth	jane.wilson@nottinghamcity-pct.nhs.uk	

12.2 List of connected National Strategies

Social Work Taskforce Report - Published by DCSF, December 2009
Established in 2008 to conduct a 'nuts and bolts' review of the profession and to advise on the shape and content of a comprehensive reform programme for social work; the final report of the Social Work Task Force was published on Tuesday 1 December 2009, and makes a challenging set of recommendations to the Government for social work reform.

<http://www.dcsf.gov.uk/swtf/>

21st Century Schools - Published by DCSF, 2008.

A whitepaper developing the commitment in The Children's Plan to establish Britain as the best place in the world to grow up, with world-class schools and world-class standards for every community.

Key aspects include the promise to extend school participation to age 18, to offer children additional learning support and greater tailoring to individuals, to focus on wider personal skills, and encourage parental engagement.

<http://publications.dcsf.gov.uk/eOrderingDownload/DCSF-01044-2008.pdf>

Aiming High for Disabled Children - Published by DCSF and DOH, May 2007.

A review of service provision across the board for disabled children and their families; the review focuses on three priority areas – access and empowerment, responsive and timely support, and improving care and capacity.

The review document outlines a core offer for service users and a national indicator to measure progress against this standard.

<http://www.dcsf.gov.uk/everychildmatters/resources-and-practice/IG00222/>

Healthy Child Programme 2009 - Published by DOH, October 2009

A replacement for the Child Health Promotion Programme; an early intervention, clinical and prevention public health programme, which begins in pregnancy and extends through childhood into the end of the teenage years.

http://www.dh.gov.uk/en/Healthcare/Children/Maternity/DH_081642

Healthy Lives, Brighter Futures - Published by DCSF and DOH, February 2009

A long-term strategy to improve health outcomes for all children and young people; sets out how government will work in partnership with local authorities, primary care trusts and those working across children's health services to build the quality of support for families at key stages in their children's lives.

<http://publications.dcsf.gov.uk/eOrderingDownload/285374a.pdf>

Common Core of skills, knowledge - Published by CWDC, March 2010

The common core describes the skills and knowledge that everyone who works with children and young people (including volunteers) is expected to have. The six areas of expertise in the common core offer a single framework to underpin multi-agency and integrated working, professional standards, training and qualifications across the children and young people's workforce.

<http://www.cwdcouncil.org.uk/common-core>

Working Together - Published by DCSF, 2010

Working Together sets out how organisations and individuals should work together to safeguard and promote the welfare of children and young people in accordance with the Children Act 1989 and the Children Act 2004.

Think Family – Published by DCSF, 2009

Guidance and protocols calling on adults and children's services, health and voluntary sector partners to work more closely together and take a whole family approach to secure better outcomes for children from families with complex needs.

<http://www.dcsf.gov.uk/everychildmatters/strategy/parents/ID91askclient/thinkfamily/tf/>

Integrated Qualifications Framework – Ongoing development by CWDC

The Integrated Qualifications Framework (IQF) will be a set of approved qualifications that allows progression, continuing professional development and mobility across the children and young people's workforce.

<http://www.childrensworkforce.org.uk/workstreams/iqf/>

14-19 Entitlement – DCSF, 2009

Guidance on how the national reforms for 14-19 education and training will be implemented, including the entitlement that all 14-19 year olds will have by 2013 to access a wide range of qualifications and increase the age that young people are required to remain in some form of learning.

<http://www.dcsf.gov.uk/14->

[19/index.cfm?go=site.home&sid=42&pid=532&ctype=None&ptype=Contents](http://www.dcsf.gov.uk/14-19/index.cfm?go=site.home&sid=42&pid=532&ctype=None&ptype=Contents)

12.3 List of common Abbreviations used in Nottingham

Organisations

- **ATL** Association of Teachers and Lecturers
- **CWDC** Children's Workforce Development Council
- **DCSF** Department for Children, Schools and Families
- **DfE** Department for Education
- **DOH** Department of Health
- **GTC** General Teaching Council
- **GTCE** General Teaching Council for England
- **HPA** Health Protection Agency
- **LA** Local Authority
- **LSC** Learning and Skills Council
- **NAHT** National Association of Head Teachers
- **NASUWT** National Association of Schoolmasters and Union of Women Teachers
- **NCC** Nottingham City Council
- **NCLSCS** National College for Leadership of Schools and Children's Services
- **NCSCB** Nottingham City Safeguarding Children Board
- **NUT** National Union of Teachers
- **OfSTED** Office for Standards in Education
- **PAT** Professional Association of Teachers
- **PATRA** Positive Action Training & Recruitment Agency
- **PCT** Primary Care Trust
- **QCA** Qualifications and Curriculum Authority
- **SHA** Strategic Health Authority
- **SHA** Secondary Heads Association
- **TDA** Training and Development Agency for Schools

Job Titles

- **AST** Advanced Skills Teacher
- **DCS** Director of Children's Services
- **DPH** Director of Public Health

- **ESRA** Extended Schools Remodelling Adviser
- **HT** Head Teacher (Headteacher)
- **NQT** Newly Qualified Teacher
- **OTT** Overseas Trained Teacher
- **QTS** Qualified Teacher Status
- **SENCO** Special Educational Needs Coordinator

Plans

- **BSF** Building Schools for the Future
- **CYPP** Children and Young People's Plan
- **EAZ** Education Action Zone
- **ECM** Every Child Matters
- **IEP** Individual Education Plan

Service

- **CAMHS** Childhood and Adolescent Mental Health Service
- **EIP** Education Improvement Partnership
- **FIP** Family Intervention Partnership
- **FIS** Family Information Services
- **FNP** Family Nurse Partnership
- **MALTs** Multi Agency Locality Teams

Qualification/Education

- **CEDP** Career Entry Development Profile
- **CPD** Continuous Professional Development
- **DHC** Diploma in Home-based Childcare
- **EYSEFD** Early Years Sector – Endorsed Foundation Degree
- **FE** Further Education
- **GTP** Graduate Teacher Programme
- **HE** Higher Education
- **ITT** Initial Teacher Training
- **KS** Key Stage
- **NPQH** National Professional Qualification for Headship

- **SCITT** School Centred Initial Teacher Training

Other

- **APA** Annual Performance Assessment
- **BME** Black and Minority Ethnic (groups)
- **CAA** Comprehensive Area Assessment
- **CAF** Common Assessment Framework
- **ESF** European Social Fund
- **EYFS** Early Years Foundation Stage
- **EYPS** Early Years Professional Status
- **HMI** Her Majesty's Inspectors
- **ICT** Information and Communications Technology
- **ISP** Individualised Support Programme
- **JAR** Joint Area Review
- **LJ4LP** Local Jobs for Local People
- **NSF** National Service Framework
- **PVI** Private, Voluntary and Independent
- **SEF** Self Evaluation Form
- **SEN** Special Educational Needs
- **SIPs** School Improvement Partners
- **TP** Teenage Pregnancy