

Title of paper:	Nottingham Children's Partnership Workforce Strategy 2011/12 refresh Action Plan	
Report to:	Nottingham Children's Partnership Board	
Date:	29 th June 2011	
Director(s)/Corporate Director(s):	Candida Brudenell, Director of Quality and Commissioning Children's and Families	Wards affected: All
Contact Officer(s) and contact details:	Elaine Mitchell, Integrated Workforce Strategy Manager Pat Whitby, Partnership Manager (Schools) Phyllis Brackenbury, Assistant Director of Children, Young People & Family Services, CityCare Partnership Janet Lewis, Chief Executive Base 51	
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 Partnership Board with the opportunity to:</p> <ul style="list-style-type: none"> To note the achievements and changes of circumstance from the 2010/11 Action Plan. Approve the Nottingham Children's Partnership Workforce Strategy refreshed Action Plan 2011-2012 (attached). 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 refreshed 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. The Partnership Board agreed the Partnership Workforce Strategy 2010 - 2014 and first year actions in June 2010. This report outlines the next steps for 2011/12, in line with the Children and Young People's Plan refresh.</p>		

Recommendations:	
1	That the Board approves the Partnership Workforce Strategy Action Plan for 2011/12.
2	The Children's Partnership Workforce Strategy Group monitor and report back progress to the Senior Officers Group/Partnership Board on the Action Plan in an end of year report.

1. BACKGROUND AND PROPOSALS

1.1 The Workforce Strategy has been developed by our Children's Workforce Partnership Group and this Action Plan is the second year of the action planning process; representatives are 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.

1.2 Of the 34 identified actions in the previous Plan, 6 actions (18%) were reported as having been completed, with a further 19 actions (55%) progressing as intended, and expected to meet their initial deadlines. Some 5 actions (15%) were experiencing issues, meaning delay in their progress, with 4 actions (12%) abandoned due to change of priorities or circumstances – the most common of which being withdrawal of government expectation or funding. The attached Appendices detail each objectives and its progress. Some of our major successes have been in providing clarity on a partnership wide Core Training Standard, delivering Every Colleague Matters Events for the whole Partnership, delivering Safeguarding for the Voluntary Sector, remodelling of our Family Support, introducing CAF standards and gaining agreement on a workforce data set to support workforce planning across all agencies. Learning from our first year, we have cut down the number of actions that are manageable in a 12 month period (down to 23 Actions) and provided descriptors/indicators of what tasks these actions will involve.

1.3 We have also developed this new Action Plan for 2011/12 in line with the Children and Young People's Plan Refresh and collaborated on reviewing changes to policy and practice by the Coalition Government which will have impacted on workforce issues (listed at the beginning of the Action Plan).

1.4 There are some specific activities and challenges that are sector specific and the changes in funding/grants now mean more than ever that we need to 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 outcomes of the Child or Young Person and their family.

1.5 We include a detailed second year Action Plan based on the Children and Young People's Plan cross cutting principles (appended). 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 projects moving. All actions will be monitored by the Workforce Strategy Group. We will also need to consider in the coming year links with our Adult workforce and economies of scale for efficiencies of services.

2. RISKS

This Strategy will support the achievement of the objectives within the Children and Young People's Plan. The risks in delivering the Action Plan are associated with ensuring all Partners are fully engaged with CYPP, even though this is no longer a statutory requirement. The risk of not undertaking these activities is that the central role the workforce plays and the integration to realise benefits for Children and Young People will not be achieved.

3. FINANCIAL IMPLICATIONS

The development of a Local Workforce Strategy was a requirement for receipt of Children's Workforce Development Council (CWDC) and Training and Development Agency (TDA) grants, however, these have both now ceased. We will need to look to pooled budgets and using more effectively our internal resources to add benefit to the wider workforce. We will still receive CWDC grant for Social Work Development in 2011/12, which we will need to use creatively.

4. LEGAL IMPLICATIONS

None

5. CLIENT GROUP

This Action Plan is part of the Workforce Strategy and 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 and Plan 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.

7. OUTCOMES AND PRIORITIES AFFECTED

7.1 This is the second year of planning whole Partnership workforce actions to help deliver the Children and Young People's Plan. This will help us benefit from identifying common aims and goals across the Partnership that every colleague can contribute to.

7.2 Developing integrated processes/budgets/working will reflect economies of scale if we can identify those interventions that bring the largest benefit. We must not lose sight of outcome focused activity and joint needs identification and commissioning needs to be a priority for the Partnership in this coming year.

8. CONTACT DETAILS

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Workforce Strategy Progress Reports Summary (March 2011)

Completed	6 of 34 (18%)			
Progressing as intended	19 of 34 (55%)			
Issues encountered	5 of 34 (15%)			
In difficulty/Abandoned	4 of 34 (12%)			
Actions undertaken	Completed	Progressing as intended	Issues encountered	In difficulty/ Abandoned
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.	X Research complete; recommendations made and accepted			
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.	X Funding agreed to undertake again next year			
Supporting the on-going modernization of the school's workforce: - Research in effective deployment of support staff	X Research completed, with no funding for implementation; work now ended			
Implementation of a workforce development tracking system to record the identity of practitioners who hold designated Safeguarding Officer posts within Early Years setting.	X Completed for 2010/11			
Develop a programme of continuous professional development (CPD) focused on ensuring all providers understand their legal responsibilities for Safeguarding and Wellbeing. (Early Years)	X Completed for 2010/11			
Publish updated Cross Authority Inter-Agency Safeguarding Procedures.	X Completed July 2010			
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.		X In house 'train the trainer' for Solihull Approach agreed, to upskill selected partners		
Identify practitioners who would need to use Motivational Interviewing techniques to engage our families and young people to promote empowerment and informed choice.		X MI practitioner employed through Health; Talent and Skills to develop a programme of Solution Focused and Motivational Interviewing to be offered to partners		
Embedding of the Thinking Family holistic approach across Children 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 practices in their own area thus becoming change agents.		X Seven secondees to date (5 through Total Place); each returning to roles with detailed action plans		
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.		X Pilot completed with positive feedback; wider launch commenced with Every Colleague Matters		
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.		X Meetings ongoing to develop a Child Poverty needs assessment and strategy		
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.		X Toolkits developed but awaiting public launch		
Engagement in road show activities to develop understanding of Participation Strategy including six principles of participation and the Hear by Right standards.		X 2010 dates completed, with further dates planned in 2011		
Enable school leaders and governors to consider the most effective MoL and partnerships for their school.		X Partnership agreements and SLAs planned for April 2011; next year new model due to reductions in supporting funding		
Develop school partnership working.		X Partnership agreements and SLAs planned for April 2011; next year new model due to reductions in supporting funding		

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.		X Update of web pages, information and materials ongoing, with support of Esme MacCauley		
The Integrated Processes Board will performance manage CAF and the role of Lead Professional.		X IPB and SOG statement agreed, offering guidance, targets and performance management processes		
To implement the regional quality standards for CAF will give us clear indicators to further support colleagues delivering CAF and support an audit of the quality of the interventions.		X Agreed quality assurance framework, with audits underway		
Ensure that staff are adequately trained in respect of the trilogy of key risk factors (domestic violence, parental substance use and mental health).		X Scheduled for delivery 24 March 2011; recruitment ongoing		
Identify funding and training providers to offer increased level of access to safeguarding training for the voluntary and community sector.		X Range of organisational training days delivered within programme for January – 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.		X Intended outcomes achieved but government changes mean delivery of 14-19 entitlement no longer a requirement		
Develop and rollout a programme of training & development to support newly formed community based teams.		X Awaiting confirmation of SLA		
Creation of a Pathway to Family support services - an inter-agency guidance to enable professionals and parents to access (and exit from) support services appropriately and effectively. This will support the Family Support Strategy		X Also dependent on SLA. Roadshows to occur May 2011		
Remodeling of Family Support and Parenting. The Family Support Strategy highlights Nottingham City's priorities in terms of delivering the right support at the right time to those families in need. Strategic Choices in early 2010 reshaped existing Family Support provision in Children's Services by amalgamating Children's Centres, Play, Youth, YOT, MALT and the Disabled Children's Team. The Family Community Team,s directorate, along with partners in schools, health, social care and the voluntary sector will ensure that the support children & families receive across the 'continuum of need' (universal/targeted and specialist) is effective and makes a real difference in terms of outcomes.		X Also dependent on SLA. Roadshows to occur May 2011		
Establish framework & local standards for healthy eating and good nutrition in early years settings.		X Content developed and training ongoing, with all Children's Centres to achieve standard within 2011; however concerns about future capacity with roles changing and posts going		
Clarify our workforce data to include those parts of the workforce that may not necessarily see themselves as part of the Partnership but nevertheless play a crucial role.			X Poor quality initial dataset	
Securing the Supply of the school workforce: - Succession planning - Leadership development -			X Change of lead Headteacher Change of funding arrangements and geography of co-ordination	
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.			X Organisational restructures impacting on capacity, attempts to mitigate through structured SLA. Delayed implementation of Learning Management System timescales due to slow progress agreeing formal contract.	
3 hour 'Safeguarding Across The Generations' basic awareness training to be delivered to all City Council staff (9,000) to raise basic awareness of safeguarding children & vulnerable adults by 31 March 2011.			X All staff training target will not be met; new promotions being undertaken, and training to form part of new staff induction	
Supporting the development of the schools workforce: - Effective career and qualification information and planning tools available for all staff - CPD Leadership and leaders development - Effective induction - Accredited programmes accessed i.e. CSBM, NPQH, HLTA, SWIS, PSA			X Tools available online, but support staff training and development grant funding cut, inhibiting take-up. Online career development tool abandoned.	

Develop a quarterly Children's Partnership Welcome Event to support Profession and Sector specific induction and to introduce the refreshed Common Core of Skills and Knowledge. This event will outline what is expected from all who work with CYP.				<p style="text-align: center;">X Delivered 2010/11 but not cost effective to continue</p>
Skills Pledge – addressing the numeracy and literacy skills across the Partnership to support communities we live and work in.				<p style="text-align: center;">X Responsibility and funding removed by central government</p>
Securing the Supply of the school workforce: <ul style="list-style-type: none"> - Shortage curriculum areas - Improving Diversity - Access to quality data 				<p style="text-align: center;">X TDA support & funding withdrawn; work will not continue</p>
Supporting the on-going modernization 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 				<p style="text-align: center;">X TDA support & funding withdrawn; work will not continue</p>

Children's Partnership Workforce Strategy

Action Plan for 2011/12

NATIONAL OVERVIEW

- **Cuts in budgets across the public sector will force changes not just on services provided but on the way we work together - focus on eliminating duplication.**
- Personal Budgets will change relationship of front line worker with clients, as new way of working or advising and not directing will be required.
- Community budgets are likely to be rolled out nationally which will enable joint commissioning to a Partnership Plan.
- **A pioneering approach to working with families with complex needs (total place approach) will improve data sharing, quality inter agency collaboration and support more effective and efficient services.**
- Support services may be pooled across local authorities and other service providers.
- VCS has access to transitional funding - but existing short term withdrawal of funding will lead to contraction of the sector and VCS services.
- **The changes to the NHS over the next three years may disrupt existing patterns of joint working and service integration.**
- A greater role for the NCVS and private providers with services increasingly being commissioned through competitive tendering and delivered to agreed outcome measures.
- End of the National Indicator Set will have implications for local areas and how we will monitor for continuous improvement.
- Munro Review – implications for reducing defensive Social Work processes and recording and focusing back on effective multi-agency working, stripping out unnecessary central prescription.
- More academies and more autonomy for maintained schools could lead to disengagement from the wider ECM goals and partnership work.

LOCAL OVERVIEW

- A new social enterprise (CityCare Partnership) has being created to provide city health services: links into a 'joint venture agreement' (JVA) with NEMs CBS (*Nottingham Emergency Medical Service, Community Benefit Services Ltd*) and the City Council. This agreement formalises the arrangements for partnership working and provides a framework for implementation of Joint Service Delivery teams and also for sharing support services functions.
- Total Place is developing a new data sharing system (ContactSearch) so that practitioners can obtain information on who else is working with a child or family.
- Sure Start: Nottingham has complete city coverage of Children's Centres with strong outreach programmes. Future local service integration may depend on commissioning strategy of the GP consortium and the use of grants.
- Early Intervention – some decommissioning of services and re-commissioning may result from a reduced resource base (the Early Intervention Grant)
- GP consortium relationship with other partners (e.g. through the Children's Partnership or with the emerging Health and Well-Being Board) has to be developed.
- Health and Well-Being Board will have statutory powers to co-ordinate commissioning through a Health and Well-Being Strategy – it will link children and adult health more closely and so provide a strong family focus to services (obvious examples in mental health and obesity strategies).

Children's Partnership Workforce Strategy Action Plan for 2011/12

<p>1.Support better early intervention and safeguarding at universal and targeted services level in the voluntary sector;</p> <ul style="list-style-type: none"> • Ensure the Children and Young People's Network is active in communicating between the Voluntary Sector and the Local Authority • Continue to hold regular Children and Young People's Network Meetings • Research ways for the Children's Partnership to support, engage and potentially fund the Children's Network to ensure they continue. 	Dec 2011	Janet Lewis
<p>2. Skill the workforce to continue to develop School Partnerships in response to local need;</p> <ul style="list-style-type: none"> • Partnership activity between schools and partners which has a direct and positive impact on pupils' outcomes e.g. Police • Develop and deliver a strategic vision into local plans in collaboration with professional, voluntary and community partners. • Promote children's and staff learning and well being in the school and community. • Promote collaborative working to support and develop leadership and management skills at all levels. 	June 2011	Pat Whitby
<p>3. Secure the supply and develop the quality of the school workforce (including governors).</p> <ul style="list-style-type: none"> • Succession Planning – Pathfinder feedback due May 2011 • Leadership Development – LLE (Local leaders Education) 2nd cohort training starts May 2011. Feedback on 1st Cohort which have been deployed in June 2011. • Feedback to the workforce strategy group with reference to the transferability of the frameworks and outcomes to all sectors (July/September 11) 	October 2011	Pat Whitby
<p>4. Embed the Family Pledge engagement and participation programme within the Children's Partnership Workforce.</p> <ul style="list-style-type: none"> • Refresh the Participation Strategy to reflect changes in the partnership and CYPP priorities • Implement toolkits for monitoring and evaluating scope, quality and impact of participation work in the partnership • Initiate service-specific workforce development activities on participation in commissioning and customer insight and information gathering processes • Promote Family Pledge at workforce events and conferences and undertake activities to promote the 	Dec 2011	Jon Rea

Children's Partnership Workforce Strategy Action Plan for 2011/12

Children's Charter		
<p>5. Ensure a Robust, Quality Assured and cost effective Safeguarding Training Programme deliverable to all practitioners in the Children's Partnership.</p> <ul style="list-style-type: none"> • Review method of delivery of Safeguarding Training (Sept 2011) • Review course content in light of the Family Support Strategy, the Munroe Review, and other government guidance (Sept 2011). • Refresh training pool to ensure continuity and sufficient capacity to meet training obligations (Jan 2012). • Quality assure training in line with cross authority standards and scheme (March 2012). 	March 2012	Paul Langley
<p>6. Embed into practice CAF support for the vulnerable groups identified and agreed by the partnership:</p> <ul style="list-style-type: none"> • Full publication and information of those groups who mandatory will need a CAF initiating of those groups identified - Communication activity should be completed Summer 2011. • Monitoring performance achievements in the above • Implement the regional minimum standards including a quality assurance framework to improve the quality of the CAF experience for workers and families. Activity will be reported on by end May 2011 further 10% will be audited in Oct / November time. • Embedding the tools will probably realistically take 'till Dec 2011. 	Jan 2012	Chris Shooter
<p>7. Whole Workforce is aware of Disabled Children's needs and their role in meeting requirements</p> <ul style="list-style-type: none"> • New package of E-learning developed to support agencies in working with disabled children and their families. • KIDS e-learning package to be available on the Partnership website and marketed for all to use. • The new FCPP will address issues of access for disabled children. • Ensure specialist disabled children colleagues are up skilled to meet personalisation agenda. 	Dec 2011	Karen Mistry
<p>8. Pilot a Family Community Practitioner Programme (FCPP)</p> <ul style="list-style-type: none"> • Develop Specific programme of training events for Family Community Teams. • Link to "peer mentoring" support on each cohort. • Assessment and evaluation through portfolio development. • To Deliver to 10 managers and 30 practitioners numbers over 3 cohorts to be confirmed. • To explore extending Programme to Partner agencies 	March 2012 cohort 1 June 2012 cohorts 2&3	Karen Mistry

Children's Partnership Workforce Strategy Action Plan for 2011/12

<p>9. Ensure the Solihull approach to attachment is the methodology used across the partnership</p> <ul style="list-style-type: none"> • A review of who has been trained and who is still outstanding - gap analysis, to target training. • Pilot developed of half day review for evidence of implementation and to offer peer support. • Case work review to include evidence of use of Solihull approach and effectiveness. • Widen the offer of Solihull training to colleagues such as Foster Carers. 	Oct 2011	Karen Mistry
<p>10. Review Supervision across the Partnership.</p> <ul style="list-style-type: none"> • Scope range of supervision models being used across the Partnership and see if this could be rationalised including case supervision, 1 to 1's, Appraisal, Therapeutic, etc. • Supervision Mentoring Programme for managing Social Workers to look at extending across Partnership, • Provide training support for a supervision model – skills set to enable reflective supervision. 	Dec 2011	Elaine Mitchell
<p>11. Continue to build on and embed Aiming High Short Break Strategy</p> <ul style="list-style-type: none"> • Develop specialist staff training specifically for Deaf Children - British Sign Language (BSL). • Develop and implementation of action plan to embed "short breaks" care standards training. • Move towards Integrated Services with Health with regard to assessment, short breaks and occupational Health service. • Increase the number of disabled Children referred to the Disabled Childrens Team who have had a CAF. 	March 2012	Marie Halford
<p>12. Deliver healthy eating and childhood nutrition training to a wider audience to promote consistency of information and increase capacity.</p> <ul style="list-style-type: none"> • To identify number of staff in family community teams requiring healthy eating and nutrition training (July 2011) • To promote and deliver healthy eating training to a wider audience following promotion through the Children's Partnership (Deliver from Autumn 2011) • To support family and community team staff who have previously been trained to embed and share learning (ongoing summer 2011) 	Oct 2011	Vicki Watson
<p>13. Family Support Pathway to be finalised and a toolkit to be developed and embedded in to every day practice through out the Partnership.</p> <ul style="list-style-type: none"> • Delivery of roadshows to promote the Family Support 	Sept 2011	Viv McCrossen

Children's Partnership Workforce Strategy Action Plan for 2011/12

<p>Pathway and strategy.</p> <ul style="list-style-type: none"> • Review/scope linkage with other strategies such as CYPP, EI, Disabled Children, Teenage Pregnancy. • Toolkit for family support interventions linked to CAF developed and promoted • Design and develop interventions to meet new ways of working. 		
<p>14. Leadership – to develop the regional ALICSE programme participants to become change agents within the Partnership.</p> <ul style="list-style-type: none"> • To clearly define a change agent role within with Partnership to support new ways of working (July 2011) • Ian Curryer to lead/meet with the group on a regular basis. • To identify new emerging leaders in the Partnership. • Identify links with other Leadership programmes to identify added value. 	Oct 2011	Elaine Mitchell
<p>15. Review Parenting programmes in light of the Early Intervention Paper recommendations.</p> <ul style="list-style-type: none"> • Identify outcomes from existing programmes to rationalise delivery on value for money. • Consider link with Health 'Preparation for birth and beyond' National programme. • Consider the on-line booking system maintenance and ensuring referrals are made by sound assessment of need and readiness for intervention. • Assess on-going costs of 'train the trainer' programme and scope alternative methods to provision. 	July 2011	Chris Wallbanks
<p>16. Ensure a partnership information system is in place by April 2012 to gather, integrate and disseminate strategic management data on all members of the partnership's wider workforce, as defined by the CWDC.</p> <ul style="list-style-type: none"> • Gather initial extract of workforce data items from Nottingham City Council, Probation, Police, Connexions, Health Data Sources (June 2012). • Upgrade FOCUS Database (Aug 2011) • Import First Data Set into FOCUS database (Sept 2011). • Release of first set of reports to partners (Dec 2011) • Process in place for annual data updates from partners (April 2012) 	April 2012	Anthony Childs
<p>17. Introduce the use of ContactSearch to the Nottingham Childrens Partnership</p> <ul style="list-style-type: none"> • ContactSearch Pilot Completed 1st July 2011 • Communicate ContactSearch Project to Partnership 1st August 2011 • Identify Phase 1 Partner ContactSearch Leads 1st August 2011 	April 2012	Anthony Childs

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<ul style="list-style-type: none"> • Accredited Partners to use ContactSearch 1st November 2011 • Initial Roll-Out Complete to all phase 1 partners (1st April 2012) 		
<p>18. To continue to embed Early Intervention and Raising Aspirations Principles across the Children's Partnership:</p> <ul style="list-style-type: none"> • Introduce the principles into the commissioning cycle within Children and Families – NCC and share the learning with the Partnership. • Further test Raising Aspirations Toolkit, gathering robust evidence of impact from the pilot with the view of future roll out within the children's workforce if appropriate. 	March 2012	Chris Wallbanks
<p>19. Review the range of engagement events and networks to ensure that we have cross workforce consulted on Key issues and Early Intervention:</p> <ul style="list-style-type: none"> • Annual Workforce Conferences • Every Colleague Matters Events • Review Networks – <ul style="list-style-type: none"> • Participation Champions Network (June 2011) • Children's Provider Network • Teenage Pregnancy Networks • Children in Care Outcomes Group 	Dec 2011	Elaine Mitchell
<p>20. Develop and deliver partnership activity between adult and children's services to embed a whole family approach.</p> <ul style="list-style-type: none"> • Target Specialist staff within adult and children's services to ensure they are trained to assess and respond to the trilogy of risks. • Promote referrals by children and family services into the 'caring for kids' workshop affected by substance misuse delivered by an adult treatment service. • NDVF (Nottingham Domestic Violence Forum) to offer a pilot for a Children & Families Community team for staff on domestic violence awareness, challenging domestic violence and working with children and young people (Dec 2011). 	March 2012	Mandy Goodenough
<p>21. Scope the opportunities to develop a truly Partnership Health and Social Care Apprenticeship Scheme;</p> <ul style="list-style-type: none"> • Nottinghamshire Health and Social Care Community Workforce Team has established a scoping group to explore opportunities across Health and Social Care which meets on a quarterly basis. A small pot of funding has been granted by Skills for Care to scope this work. • This group is exploring opportunities to coordinate an agreed Job description, align Terms and Conditions and select an appropriate Educational Provider. 	March 2012	Jackie Brocklehurst

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<ul style="list-style-type: none"> The first wave of expressions of interest is due by 31st May 2011. Nottingham City Health and Social Care partners are currently exploring funding opportunities for such posts in Nottingham City. 		
<p>22. Scope development to new programme across Health & Social Care on communication styles when working with clients</p> <ul style="list-style-type: none"> Based on solution focused therapy and motivational interviewing for strengths based approach Programme to be introduced top down for buy-in from Senior teams/managers Key is 'parallel processing' for good role modelling in supervision/leadership Course to be piloted from September 2011 Embedding the way of working to be supported by peer review Refresher/coaching sessions offered by Family Nurse Partnership Review of impact evaluation due March 2012 	March 2012	Elaine Mitchell
<p>23. To increase the number of Health Visitors across Nottingham City in line with the Governments drive to increase the number of Health Visitors nationally by 4,000 over the next 3 years.</p> <ul style="list-style-type: none"> Recruitment drive to increase numbers Targeting return to practice Health Visitors Double numbers in training for 2011-12 Pilot dual field qualification for Health Visitors and School Nurses Develop a career pathway for newly qualified nurses within the community setting. 	March 2014	Jackie Brocklehurst