

<b>Title of paper:</b> Nottingham Children's Partnership Workforce Strategy 2011/12 refresh Action Plan			
Report to:	Nottingham Children's Partnership Board		
Date:	29 <sup>th</sup> June 2011		
Director(s)/Corporate	Candida Brudenell, Director of Wards affected: All		
Director(s):	Quality and Commissioning		
	Children's and Families		
Contact Officer(s)	Elaine Mitchell, Integrated Workforce Strategy Manager		
and contact details:	Pat Whitby, Partnership Manager (Schools)		
	Phyllis Brackenbury, Assistant Director of Children, Young P	eople &	
	Family Services, CityCare Partnership		
	Janet Lewis, Chief Executive Base 51		
Other officers who	Children's Partnership Workforce Strategy Group		
have provided input:			
	Young People's Plan (CYPP) objectives(s):		
	Intervention - Children, young people and families will benefit		
from early and effective su	upport and protection to empower them to overcome difficulties	✓	
Strong families - More fa	milies 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 emo	tionally resilient and better able to make mature decisions	✓	
<b>Achievement -</b> 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 - C	child poverty will be significantly reduced		
		✓	
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## Summary of issues (including benefits to customers/service users):

This report provides the Partnership Board with the opportunity to:

- 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.

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.

Rec	ommendations:
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 loose 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

Candida Brudenell Director of Quality and Commissioning Children and Families Tel: 0115 8763609

Elaine Mitchell Integrated Workforce Strategy Manager Children and Families Tel: 0115 8764819 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	mended		
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.	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)	Completed for 2010/11			
Publish updated Cross Authority Inter-Agency Safeguarding Procedures.	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.		In house 'train the trainer' for Solihull Aproach 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 secondee's 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.		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.		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.		Partnership agreements and SLAs planned for April 2011; next year new model due to reductions in supporting funding		

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	l de la companya del companya de la companya del companya de la co	training to form part of new staff
induction V	Comparing the development of the schools workforce.	induction
Supporting the development of the schools workforce:		
- Effective career and qualification information and planning tools available for all staff		Tools available online, but support staff
- CPD Leadership and leaders development training and development grant funding		training and development grant funding
- Effective induction  cut, inhibiting take-up. Online career		cut, innibiting take-up. Online career
- Accredited programmes accessed i.e. CSBM, NPQH, HLTA, SWIS, PSA development tool abandoned.	- Accreated programmes accessed i.e. CSBM, NPQH, HLTA, SWIS, PSA	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	X
and Knowledge. This event will outline what is expected from all who work with CYP.	Delivered 2010/11 but not cost
	effective to continue
Skills Pledge – addressing the numeracy and literacy skills across the Partnership to support communities we live and work in.	X
	Responsibility and funding removed by
	central government
Securing the Supply of the school workforce:	X
- Shortage curriculum areas	TDA support & funding withdrawn;
- Improving Diversity	work will not continue
- Access to quality data	
Supporting the on-going modernization of the schools workforce:	X
- Compliance with N.A.	TDA support & funding withdrawn;
- Work with social partners	work will not continue
- Career development and effective performance management	
- Work life balance	

### 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).

at	Support better early intervention and safeguarding universal and targeted services level in the luntary sector;	Dec 2011	Janet Lewis
•	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.		
2.	Skill the workforce to continue to develop School	June 2011	Pat Whitby
	rtnerships in response to local need;		
•	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.		
3.	Secure the supply and develop the quality of the	October 2011	Pat Whitby
	hool workforce (including governors).	00.0000	
•	Succession Planning – Pathfinder feedback due May 2011		
•	Leadership Development – LLE (Local leaders		
	Education) 2 <sup>nd</sup> cohort training starts May 2011.		
	Feedback on 1 <sup>st</sup> 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)		
	Embed the Family Pledge engagement and	Dec 2011	Jon Rea
-	rticipation programme within the Children's		
Pa	rtnership Workforce.		
•	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		

Children's Charter		
<ul> <li>5. Ensure a Robust, Quality Assured and cost effective Safeguarding Training Programme deliverable to all practitioners in the Children's Partnership.</li> <li>Review method of delivery of Safeguarding Training (Sept 2011)</li> <li>Review course content in light of the Family Support Strategy, the Munroe Review, and other government guidance (Sept 2011).</li> <li>Refresh training pool to ensure continuity and sufficient capacity to meet training obligations(Jan 2012).</li> <li>Quality assure training in line with cross authority standards and scheme (March 2012).</li> </ul>	March 2012	Paul Langley
<ul> <li>6. Embed into practice CAF support for the vulnerable groups identified and agreed by the partnership:</li> <li>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.</li> <li>Monitoring performance achievements in the above</li> <li>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.</li> <li>Embedding the tools will probably realistically take 'till Dec 2011.</li> </ul>	Jan 2012	Chris Shooter
<ul> <li>7. Whole Workforce is aware of Disabled Children's needs and their role in meeting requirements</li> <li>New package of E-learning developed to support agencies in working with disabled children and their families.</li> <li>KIDS e-learning package to be available on the Partnership website and marketed for all to use.</li> <li>The new FCPP will address issues of access for disabled children.</li> <li>Ensure specialist disabled children colleagues are up skilled to meet personalisation agenda.</li> </ul>	Dec 2011	Karen Mistry
<ul> <li>8. Pilot a Family Community Practitioner Programme (FCPP)</li> <li>Develop Specific programme of training events for Family Community Teams.</li> <li>Link to "peer mentoring" support on each cohort.</li> <li>Assessment and evaluation through portfolio development.</li> <li>To Deliver to 10 managers and 30 practitioners numbers over 3 cohorts to be confirmed.</li> <li>To explore extending Programme to Partner agencies</li> </ul>	March 2012 cohort 1 June 2012 cohorts 2&3	Karen Mistry

<ul> <li>9. Ensure the Solihull approach to attachment is the methodology used across the partnership</li> <li>A review of who has been trained and who is still outstanding - gap analysis, to target training.</li> <li>Pilot developed of half day review for evidence of implementation and to offer peer support.</li> <li>Case work review to include evidence of use of Solihull approach and effectiveness.</li> <li>Widen the offer of Solihull training to colleagues such as Foster Carers.</li> </ul>	Oct 2011	Karen Mistry
<ul> <li>10. Review Supervision across the Partnership.</li> <li>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.</li> <li>Supervision Mentoring Programme for managing Social Workers to look at extending across Partnership,</li> <li>Provide training support for a supervision model – skills set to enable reflective supervision.</li> </ul>	Dec 2011	Elaine Mitchell
<ul> <li>11. Continue to build on and embed Aiming High Short Break Strategy</li> <li>Develop specialist staff training specifically for Deaf Children - British Sign Language (BSL).</li> <li>Develop and implementation of action plan to embed "short breaks" care standards training.</li> <li>Move towards Integrated Services with Health with regard to assessment, short breaks and occupational Health service.</li> <li>Increase the number of disabled Children referred to the Disabled Childrens Team who have had a CAF.</li> </ul>	March 2012	Marie Halford
<ul> <li>12. Deliver healthy eating and childhood nutrition training to a wider audience to promote consistency of information and increase capacity.</li> <li>To identify number of staff in family community teams requiring healthy eating and nutrition training (July 2011)</li> <li>To promote and deliver healthy eating training to a wider audience following promotion through the Children's Partnership (Deliver from Autumn 2011)</li> <li>To support family and community team staff who have previously been trained to embed and share learning (ongoing summer 2011)</li> </ul>	Oct 2011	Vicki Watson
<ul> <li>13. Family Support Pathway to be finalised and a toolkit to be developed and embedded in to every day practice through out the Partnership.</li> <li>Delivery of roadshows to promote the Family Support</li> </ul>	Sept 2011	Viv McCrossen

<ul> <li>Pathway and strategy.</li> <li>Review/scope linkage with other strategies such as CYPP, EI, Disabled Children, Teenage Pregnancy.</li> <li>Toolkit for family support interventions linked to CAF developed and promoted</li> <li>Design and develop interventions to meet new ways of working.</li> </ul>		
14. Leadership – to develop the regional ALICSE	Oct 2011	Elaine
<ul> <li>programme participants to become change agents within the Partnership.</li> <li>To clearly define a change agent role within with Partnership to support new ways of working (July 2011)</li> <li>Ian Curryer to lead/meet with the group on a regular basis.</li> </ul>		Mitchell
<ul> <li>To identify new emerging leaders in the Partnership.</li> <li>Identify links with other Leadership programmes to identify added value.</li> </ul>		
<ul> <li>15. Review Parenting programmes in light of the Early Intervention Paper recommendations.</li> <li>Identify outcomes from existing programmes to rationalise delivery on value for money.</li> <li>Consider link with Health 'Preparation for birth and beyond' National programme.</li> <li>Consider the on-line booking system maintenance and ensuring referrals are made by sound assessment of need and readiness for intervention.</li> <li>Assess on-going costs of 'train the trainer' programme and scope alternative methods to provision.</li> </ul>	July 2011	Chris Wallbanks
<ul> <li>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.</li> <li>Gather initial extract of workforce data items from Nottingham City Council, Probation, Police, Connexions, Health Data Sources (June 2012).</li> <li>Upgrade FOCUS Database (Aug 2011)</li> <li>Import First Data Set into FOCUS database (Sept 2011).</li> <li>Release of first set of reports to partners (Dec 2011)</li> <li>Process in place for annual data updates from partners (April 2012)</li> </ul>	April 2012	Anthony Childs
<ul> <li>17. Introduce the use of ContactSearch to the Nottingham Childrens Partnership</li> <li>ContactSearch Pilot Completed 1st July 2011</li> <li>Communicate ContactSearch Project to Partnership 1st August 2011</li> <li>Identify Phase 1 Partner ContactSearch Leads 1st August 2011</li> </ul>	April 2012	Anthony Childs

<ul> <li>Accredit Partners to use ContactSearch 1st November 2011</li> </ul>		
<ul> <li>Initial Roll-Out Complete to all phase 1 partners (1st</li> </ul>		
April 2012)		
18. To continue to embed Early Intervention and	March 2012	Chris
Raising Aspirations Principles across the Children's Partnership:		Wallbanks
<ul> <li>Introduce the principles into the commissioning cycle</li> </ul>		
within Children and Families – NCC and share the		
learning with the Partnership.		
<ul> <li>Further test Raising Aspirations Toolkit, gathering</li> </ul>		
robust evidence of impact from the pilot with the view		
of future roll out within the children's workforce if appropriate.		
19. Review the range of engagement events and	Dec 2011	Elaine
networks to ensure that we have cross workforce		Mitchell
consulted on Key issues and Early Intervention:		
Annual Workforce Conferences		
Every Colleague Matters Events		
Review Networks —     Participation Champions Network (June 2011)		
<ul><li>Participation Champions Network (June 2011)</li><li>Children's Provider Network</li></ul>		
Teenage Pregnancy Networks		
Children in Care Outcomes Group		
20. Develop and deliver partnership activity between	March 2012	Mandy
adult and children's services to embed a whole family		Goodenough
approach.		
<ul> <li>Target Specialist staff within adult and children's services to ensure they are trained to assess and</li> </ul>		
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.		
<ul> <li>NDVF (Nottingham Domestic Violence Forum) to offer a pilot for a Children &amp; Families Community team for</li> </ul>		
staff on domestic violence awareness, challenging		
domestic violence and working with children and		
young people (Dec 2011).		
	NA 1 00 10	
21. Scope the opportunities to develop a truly Partnership Health and Social Care Apprenticeship	March 2012	Jackie Brocklehurst
Scheme;		PIOCKICIIUISI
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.		
<ul> <li>This group is exploring opportunities to coordinate an</li> </ul>		
agreed Job description, align Terms and Conditions		
and select an appropriate Educational Provider.		

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.		
<ul> <li>22. Scope development to new programme across Health &amp; Social Care on communication styles when working with clients</li> <li>Based on solution focused therapy and motivational interviewing for strengths based approach</li> <li>Programme to be introduced top down for buy-in from Senior teams/managers</li> <li>Key is 'parallel processing' for good role modelling in supervision/leadership</li> <li>Course to be piloted from September 2011</li> <li>Embedding the way of working to be supported by peer review</li> <li>Refresher/coaching sessions offered by Family Nurse Partnership</li> <li>Review of impact evaluation due March 2012</li> </ul>	March 2012	Elaine Mitchell
<ul> <li>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.</li> <li>Recruitment drive to increase numbers</li> <li>Targeting return to practice Health Visitors</li> <li>Double numbers in training for 2011-12</li> <li>Pilot dual field qualification for Health Visitors and School Nurses</li> <li>Develop a career pathway for newly qualified nurses within the community setting.</li> </ul>	March 2014	Jackie Brocklehurst