

Title of paper:	Nottingham Children's Partnership Workforce Strategy 2012/13 refresh Action Plan	
Report to:	Nottingham Children's Partnership Board	
Date:		
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) Jackie Brocklehurst, Head of Workforce and Organisational Development, 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 2011/12 Action Plan (Appendix B). • Approve the Nottingham Children's Partnership Workforce Strategy refreshed Action Plan 2012-2013 (Appendix A). • 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 2012/13 and the third Action Plan, in line with</p>		

the Children and Young People's Plan refresh.	
Recommendations:	
1	That the Board approves the Partnership Workforce Strategy Action Plan for 2012/13.
2	The Children's Partnership Workforce Strategy Group monitor and report back progress to the 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 third 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 23 identified actions in the 2011/12 Plan, 14 actions (61%) were reported as having been completed, 8 (35%) had parts completed but have encountered issues and have experienced delay in total completion. 1 action (4%) has been put on hold until further notice, as decided by the Partnership Board in January 2012, on workforce data collection across the Partnership. The attached **Appendix B** details each objective and its progress. Some of our major successes have been in delivering Every Colleague Matters Events building a better understanding between Children & Families and Adults Service, promoting a "Whole Family Approach" with integrated working practices between Childrens and Adults Services, Piloting a Family Community Practitioner Programme (FCPP), increasing capacity and updating content on Safeguarding Training, increasing numbers of Health Visitors is on target and KIDS E-learning has been rolled out, as well as having a cross agency mix of candidates on the Regional Leadership Integrated Children's Services programme within the Childrens Partnership.

1.3 We include a detailed third year Action Plan based on the Children and Young People's Plan cross cutting principles (**Appended A**). The new Action Plan for 2012/13, has been developed and aligned with the Children and Young People's Plan Refresh and we have reviewed changes to policy and practice nationally and locally which will impact on workforce issues.

1.4. Within the new Plan we have carried over existing actions that have been delayed but are progressing, such as, implementing ContactSearch across a range of agencies (220 users) as this is really taking off now with additional funding being sourced, developing the Family support pathway tool-kit and building on the package of development to jointly train health and social care together i.e. strengths based communication, solution focused therapy.

1.5 New Actions are very much identified to build on the good work already in place and new ways of working in an integrated setting. We have actions around 'Troubled Families', locally referred to as Priority Families of developing a new training package for colleagues supporting this new work stream, including identifying Signs of Safety approach; contributing to building a quality school workforce; embedding a new Supervision policy and framework across the Partnership; taking learning from the newly formed Domestic Abuse Referral Team (DART) to support integrated working practices for the Multi Agency Safeguarding Hub (MASH) which will take all safeguarding adult and child protection enquiries in the City. We have 17 Actions to be monitored over the next 12 month period, which will be reported to this Board.

1.5 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. We will also need to consider in the coming year links with our Vulnerable Adult workforce and economies of scale for efficiencies of services. This year we are extending our annual conference to include our Adult colleagues on the topic of Embedding Good Supervision Practice.

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. The City Council now receive Department for Education grant monies specifically for Social Work Improvement in 2012/13, which is much reduced. We will need to look at other funding streams accessed by all Partners that we can use creatively to develop the City's Children's Workforce.

4. LEGAL IMPLICATIONS

None

5. CLIENT GROUP

This Action Plan is part of the Children and Young Peoples Workforce Strategy and is associated with CYP Plan 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 CYP Plan 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 third 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

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

Elaine Mitchell
Integrated Workforce Lead
Children and Families
Tel: 0115 8764819

Appendix A :Children’s Partnership Workforce Strategy 2010-2014 Updated Action Plan for 2012/13



Summary

The Nottingham Children’s Partnership Board agreed the Partnership Workforce Strategy for 2010 – 2014. This report outlines the next steps for 2012/13 aligned to the cross cutting principles from the Children and Young People’s Plan refresh. See below an overview of changes this year that will impact on the Children’s Workforce, Nationally and Locally since the introduction of the strategy in 2010.

National Overview

The core principle of a ‘shared commitment’ to improve the lives of children, young people and families – enshrined in the Children Act 2004 section 10 ‘duty to co-operate’ – remains as important as ever, even though the Children’s Partnership is no longer a statutory Board. The focal point for decision-making about local children is still to be shaped by local considerations.

This change in Children’s Trusts is consistent with the introduction of the new Health and Wellbeing Boards. Both are part of an ongoing shift towards greater local autonomy which includes: removing or revising much of the statutory guidance for schools and local authorities; streamlining the inspection framework; reviewing and rationalising central government data collections and removing ringfenced grants.

The Government did plan to remove schools and colleges from the ‘duty to cooperate’ in 2011 but was persuaded to retain the duty while interested parties work through how best to implement the reforms outlined in the Special Educational Needs and Disability Green Paper. Also, due to the Health and Social Care Act 2012, the section 10 duty (duty to co-operate) will be transferred to the NHS Commissioning Board and Clinical Commissioning Groups.

Through this Act there will be strong duties for the health service to promote integration of services. The responsibility for local Public Health services will transfer to local authorities to ensure that work done by the NHS, social care, housing, environmental health, leisure and transport services are pulled together.

The Director of Children’s Services (DCS) is responsible for ensuring that effective systems are in place for discharging Children’s Services functions, including where a local authority has commissioned any services from another provider rather than delivering them itself. The DCS should have regard to the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people themselves are included in the scope of local authority planning, as well as involving the local voluntary and community sector, charities, social enterprises and the private sector, when commissioning and delivering children’s services. Children’s Services need also to be integrated across the council, for example to support a smooth transition from children’s to adults’ services.

Local Authorities are also required to set up a Local Safeguarding Children’s Board (LSCB) to coordinate the effectiveness of arrangements to safeguard and promote the welfare of children and young people. The NHS are statutory members of this Board, but with the new Health and Social

Care Act, statutory responsibility will transfer from Primary Care Trusts (PCTs) and Strategic Health Authorities (SHAs) to Clinical Commissioning Groups (CCGs) and the NHS Commissioning Board (NHS CB). The statutory responsibilities of NHS providers for safeguarding children will not change.

Munro Review (April 2011) - Implications on the range of recommendations for Social Work improvement in reducing defensive Social Work processes and recording, to strengthening better, more well-informed judgements based on up to date evidence and free from unnecessary bureaucracy. Social work task force, social work reform board and the family justice review all form part of implementing key change for the improvement of Social Care. One of the governments responses to the recommendations was to have a full revision of the **Working Together to Safeguard Children**; 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. The revision has seen the document drastically reduced in size to be a framework and set of principles which Local Safeguarding Children's Boards can own specific local arrangements using professional guidance and directions from research. The draft revision is in open consultation until the 4 September 2012.

Troubled Families Scheme (2012) - Local authorities will get financial incentives to tackle some of the 120,000 families said to cost the taxpayer £9bn every year across the Country. If a local authority manages to cut a family's level of truancy, anti-social behaviour, or benefit dependency, it will receive extra payment by results.

Local Overview

- We are signed up to the **Troubled Families Scheme** (locally called "**Priority Families**") in Nottingham and have identified 400 families to work with in the pilot phase. This is working with families with complex needs (troubled families, payment by results approach). This scheme will hopefully improve data sharing, quality inter agency collaboration and support more effective and efficient services.
- **Public Health are moving to Local Authority** control and the new Clinical Commissioning Group should help improve outcomes with joint planning through the Health and Wellbeing Board as they develop a joint strategic needs assessment (JSNA) and a joint health and wellbeing strategy.
- A greater role for the **NCVS and private providers** with services increasingly being commissioned through competitive tendering and being delivered to agreed outcomes.
- **Munro Review** – Nottingham has received a short term Social Work Improvement Fund to implement Munro's recommendations. An improvement plan of systems and processes is underway as well as a comprehensive development programme.
- **Personal Budgets** will change the relationship of front line workers with clients, as new way of working will be advising/brokerage and not directing.
- We are developing a DART (**Domestic Abuse Referral Team**) which is a multi-agency team of people who continue to be employed by their individual agencies (local authority, police and health services). This multi-agency team will deal exclusively with domestic abuse concerns within the City, the DART will go live on 20th June 2012. It is envisaged in the early part of 2013 the DART will be superseded by the Multi-Agency Safeguarding Hub (MASH) which will be the central resource for the whole of City receiving all safeguarding adult and child protection enquiries.

- The **Nottingham Learning Trust (NLT)** will be a local partnership bringing together most primary schools in the City of Nottingham. It will build on previous joint working and represents a new era of working together to get the best outcomes for all children and young people in Nottingham. The overarching principle driving the Trust is that it will be fully inclusive for ALL schools in Nottingham including Maintained Schools, Academies, Voluntary Schools, Community Schools and Nurseries.
- **Nottingham City Homes** is decommissioning and demolishing over 900 flats and maisonettes over the next five years and has pressure on funding and the continuing need for further efficiencies and savings, while seeking to improve services. This will impact on a significant number of families in the City and we will need to ensure the workforce is aware.
- **We have developed an Aspiration Strategy for Nottingham.** While Nottingham is a City with many opportunities we also face many challenges which impact on the aspirations of our citizens. Our workforce, in its widest sense, is the key strategic lever in raising aspiration. Encouraging and supporting individuals and communities to understand what is possible in their lives and enabling them to have the necessary information, confidence and belief to move forwards is a core function of our workforce.

Action Plan

CYPP Cross Cutting Themes	Specific Challenges	Timescale completed	Responsibility Lead
	To Raise Aspirations		
To manage transitions through all aspects of children's lives	Priority Families Development: <ul style="list-style-type: none"> • develop package for roll-out of Signs of Safety training and system of implementation(Dec. 12) • Hub Supervisor role developed and training given in teams to include Lead Co-ordinators (July. 12) • link with team training motivational interviewing & solution focus therapy • identify colleagues that can deliver parenting support for families with complex needs(Dec. 12) and • evaluate the impact of development package on the Priority Families Project(Mar. 13) 	March 2013	Elaine Mitchell and Mandy Goodenough
	Embed new Supervision process across the Partnership: <ul style="list-style-type: none"> • produce new Supervision Framework Guidance for Children's Partnership to implement recommendations of the Supervision Review 2012 (Jul. 12) • create communication plan and launch Supervision Framework to the Partnership (Sep. 12) • management realignment process in Family Community Teams to drive new ways of working and best practice in supervision (including consultation forums, reflective and therapeutic practice, peer support etc (Oct. 12) and • link Signs of Safety Training to the Supervision Framework (Mar. 13) 	March 2013	Trudy Sanders/Viv McCrossen
	To develop and embed an impact evaluation model for Early Intervention Programmes and Approaches for use across the Partnership: <ul style="list-style-type: none"> • to develop a generic impact evaluation model to use within all new Adult Social Care and Children and Family Early Intervention Programmes and Approaches • to ensure all Project Leads and the Early Intervention Projects are familiar with the model and adhere to it and • to develop a Social Return on Investment (SROI) model to apply to appropriate Early Intervention Projects. 	March 2013	Chris Wallbanks
	Support children and families to achieve a healthy weight through workforce development: <ul style="list-style-type: none"> • develop the workforce to support the healthy weight agenda through provision of healthy eating and nutrition training and • deliver briefings/training to embed the healthy weight agenda and develop the knowledge, skills and confidence of the workforce to support families to achieve a healthy weight. 	March 2013	Vicki Watson

	<p>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"> • to recruit further Health Visiting Students for 2012-13 in line with the workforce action plan • to attract qualified Health Visitors to work in Nottingham City • to recruit qualified Health Visitors to return to practice • to ensure mentorship and practice support is in place • to support newly qualified Health Visitors in practice and • to transform the Health Visiting service to meet the needs of the community it serves. 	March 2014	Jackie Brocklehurst
<p>To ensure that all services are accessible by and take account of the needs of vulnerable groups</p>	<p>Whole Workforce is aware of Disabled Children's needs and their role in meeting requirements:</p> <ul style="list-style-type: none"> • continue to market and monitor the use of KIDS E-learning throughout the Partnership (Mar. 13) • review and develop training around person-centred approaches for the workforce working with disabled children (Dec. 12) • raise awareness of opportunities to develop understanding of personalised budgets and direct payments and • promote and deliver community based training delivered by registered nurses for anyone caring for a child or young person with complex health needs. 	March 2013	Marie Halford/ Lorraine McPherson Bravo/Caroline Eames
	<p>Family Support Toolkit to be developed and embedded in to every day practice through out the Partnership:</p> <ul style="list-style-type: none"> • complete Toolkit (Jun. 12) • approval from Family Support Implementation Group (Jul. 12) • develop communication plan and launch webpages(Sept. 12) and • develop a quality assurance system for ongoing review of tools hosted on the webpage(Oct. 12) 	November 2012	Viv McCrossen/ Family Support Implementation group
	<p>Support the setting up of the Multi Agency Safeguarding Hub (MASH):</p> <ul style="list-style-type: none"> • identify the workforce development aspects of the effective Implementation of Domestic Abuse Referral Team (Jun. 12) and use the learning from this to apply to the MASH • consider the workforce implications of setting up the Hub and identify system changes and new working practices that need to be embedded • review skill/capability of key colleagues to ensure standards of service measured and improved and • develop a culture change model to assess if beliefs and values are modelled through leadership. 	February 2013	Elaine Mitchell and Mandy Goodenough

To engage with and listen to service users and stakeholders in developing our services	<p>Introduce ContactSearch to the Nottingham Childrens Partnership. (<i>Contact Search is data sharing system that practitioners can obtain information on who else is working with a child or family</i>):</p> <ul style="list-style-type: none"> • CitiHealth users live on system (Jun. 12) • safeguarding users live on system (Jun. 12) • Nott'm Futures users live on system(Jun. 12) • Youth Offending Team users live on system (Jun. 12) • Probation users live on system (Aug. 12) and • Health & probation data into system (Dec. 12) 	January 2013	Anthony Childs
	<p>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 (Mar. 13) • develop & implement toolkits for monitoring and evaluating scope, quality and impact of participation work in the partnership (Mar.13) • support for implementation of FCT locality engagement plans(Sept. 12) • ensure integration of Family Pledge standards into Vulnerable Adults Plan and Health and Well-Being Board work(Sept. 12) and • Support development of HealthWatch programme including workforce training (Mar. 13). 	March 2013	Jon Rea
	<p>Raise awareness of the decommissioning and demolition of 973 Nottingham City Council flats and maisonettes to the support services involved with the affected tenants and their households (e.g. GPs, schools, Childrens & Vulnerable Adults Services and tenancy support):</p> <ul style="list-style-type: none"> • identify the support services working with the tenants and any potential gaps by completing local impact assessments (Aug. 12) • create a plan of how to ensure transitions of service and supply of any new services to the tenants as they move to other accommodation. (Sept. 12) and • carry out a check on the transition of services at a settling-in visit with each tenant within 6 weeks of their moving(Mar. 13). 	March 2013	Stuart Smith
To promote the environmental sustainability of investments and services sustainability	<p>Secure the supply and develop the quality of the school workforce (including governors):</p> <ul style="list-style-type: none"> • Leadership Development Partnership Group developed a Succession Plan –2012-2013 <ul style="list-style-type: none"> ○ Leadership, Talent Spotting & Development for Schools ○ Aspiring for Leaders in Schools Course and • Leadership Development Programme– LLE (Local Leaders Education), NLG (National Leaders Governance) and NCSL (National Colleges for Schools and Leadership) 	July 2013	Pat Whitby and Rachel Harvey

<p>To gather and use evidence of impact more creatively and intensively</p>	<p>Developing an increased understanding of our partnership approach to workforce development around community capacity building:</p> <ul style="list-style-type: none"> • scope community capacity building workforce development activities in Nottingham City • explore befriending and mentoring development needs in the City and • embed community capacity building in Early Intervention approaches 	<p>March 2013</p>	<p>Teresa Flower/ Voluntary Sector Representative</p>
<p>To work with others to build a city for children and for families</p>	<p>Leadership – to develop the regional ALICSE programme participants to become change agents within the Partnership:</p> <ul style="list-style-type: none"> • to recruit and encourage emerging leaders to attend across all agencies within the City for 2012/13 intake • DCS to lead/meet with the change agent group on a regular basis. • to develop a colleague engagement programme to support distributed leadership and • identify links with other Leadership programmes to identify added value. 	<p>September 2012</p>	<p>Elaine Mitchell and Lisa Hazell</p>
	<p>Ensure a Robust quality assured safeguarding training programme is available across the City for Children’s workforce:</p> <ul style="list-style-type: none"> • continue and complete the quality assuring of key partner agency Introduction to Safeguarding Children training(Sept. 12) • identify options for income generation through training activities, to guard against the impact of budget reductions (Sept. 12) • to continue to pilot a scheme to evaluate the impact of training on safeguarding practice across all agencies(Sept. 12) and • to effectively deliver a programme of Introduction, Working Together and Refresher training (Mar. 13) 	<p>March 2013</p>	<p>Paul Langley</p>
	<p>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 • 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 and • promote collaborative working to support and develop leadership and management skills at all levels. 	<p>March 2013</p>	<p>Pat Whitby</p>

For more information please contact

Lisa Hazell
Integrated Workforce Project Officer
lisa.hazell@nottinghamcity.gov.uk
01158764820

Alternatively contact the responsibility lead for the specific challenges listed above.

Name	Job title	Email
Anthony Childs	Information Manager	anthony.childs@nottinghamcity.gov.uk
Caroline Eames	Training Coordinator	caroline.eames2@nuh.nhs.uk
Chris Wallbanks	Programme Manager for Early Intervention and Partnerships	chris.wallbanks@nottinghamcity.gov.uk
Elaine Mitchell	Integrated Workforce Manager	elaine.mitchell@nottinghamcity.gov.uk
Jackie Brocklehurst	Head of Workforce and Organisational Development	jackie.brocklehurst@nottinghamcitycare.nhs.uk
Jon Rea	Engagement & Participation Lead Officer	jon.rea@nottinghamcity.gov.uk
Lorraine McPherson-Bravo	Development Consultant	Lorraine.McPherson-Bravo@nottinghamcity.gov.uk
Mandy Goodenough	Trilogy of Risk Manager	mandy.goodenough@nottinghamcity.gov.uk
Marie Halford	Service Manager	marie.halford@nottinghamcity.gov.uk
Paul Langley	NCSCB Training Co-ordinator	paul.langley@nottinghamcity.gov.uk
Pat Whitby	Partnership Manager	pat.whitby@nottinghamcity.gov.uk
Rachael Harvey	Admin Team Leader	rachael.harvey@nottinghamcity.gov.uk
Stuart Smith	Policy and Partnership Officer	Stuart.Smith@nottinghamcityhomes.org.uk
Teresa Flower	Aspiration Strategy Manager	teresa.flower@nottinghamcity.gov.uk
Trudy Sanders	Project Manager	trudy.sanders@nottinghamcity.gov.uk
Vicki Watson	Specialist Public Health Dietitian	vicki.watson@nottinghamcitycare.nhs.uk
Viv McCrossen	Head of Family Community Team (Central)	viv.mccrossen@nottinghamcity.gov.uk

Please visit our website to view the main Workforce Strategy Document from 2010-2014
www.mynottingham.gov.uk/IntegratedWorkforce

Appendix B Workforce Strategy Progress Reports Summary (April 2012)

Completed/continuing to next year	61% (14 out of 23)		
Delayed but continuing (some after revision)	35% (8 out of 23)		
In difficulty/ Abandoned	4% (1 out of 23)		
Actions undertaken	Completed/continuing to next year	Delayed but continuing (some after revision)	In difficulty/ Abandoned
Skill the workforce to continue to develop School Partnerships in response to local need.	X		
Embed into practice CAF support for the vulnerable groups identified and agreed by the partnership.	X		
Whole Workforce is aware of Disabled Childrens needs and their role in meeting requirements.	X		
Review Supervision across the Partnership.	X		
Leadership – to develop the regional ALICSE programme participants to become change agents within the Partnership.	X		
Review Parenting programmes in light of the Early Intervention Paper recommendations.	X		
Develop and deliver partnership activity between adult and children’s services to embed a whole family approach.	X		
Scope the opportunities to develop a truly Partnership Health and Social Care Apprenticeship Scheme.	X		
Scope development to new programme across Health & Social Care on communication styles when working with clients.	X		
Support better early intervention and safeguarding at universal and targeted services level in the voluntary sector.	X		
Review the range of engagement events and networks to ensure that we have cross workforce consulted on Key issues and Early Intervention.	X		
Secure the supply and develop the quality of the school workforce (including governors).	X		
Pilot a Family Community Practitioner Programme (FCPP)	X		
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.	X		
Embed the Family Pledge engagement and participation programme within the Children’s Partnership Workforce.		X	
Ensure a Robust, Quality Assured and cost effective Safeguarding Training Programme deliverable to all practitioners in the Children’s Partnership.		X	
Introduce the use of ContactSearch to the Nottingham Childrens Partnership		X	
Ensure the Solihull approach to attachment is the methodology used across the partnership.		X	
Continue to build on and embed Aiming High Short Break Strategy.		X	
Deliver healthy eating and childhood nutrition training to a wider audience to promote consistency of information and increase capacity.		X	
Family Support Pathway to be finalised and a toolkit to be developed and embedded in to every day practice through out the Partnership.		X	
To continue to embed Early Intervention and Raising Aspirations Principles across the Children’s Partnership.		X	
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.			X