

Title of paper:	Nottingham Children's Partnership Workforce Strategy 2013/14 refresh Action Plan	
Report to:	Nottingham Children's Partnership Board	
Date:	25 September 2013	
Director(s)/Corporate Director(s):	Katy Ball, Joint Interim Director of Quality and Commissioning, Children and Families	Wards affected: All
Contact Officer(s) and contact details:	Elaine Mitchell, Integrated Workforce Strategy Manager Pat Whitby, Partnership Manager (Schools) Anne-Louise Ottewell, Assistant Director of Workforce Management, Nottingham CityCare Partnership	
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 2012/13 Action Plan (Appendix A). Approve the Nottingham Children's Partnership Workforce Strategy refreshed Action Plan 2013-2014 (Appendix B). 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 which 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 has approved yearly action plans and progress reports up to this date. This report outlines the next</p>		

steps for 2013/14 and the third Action Plan, in line with the Children and Young People's Plan refresh.	
Recommendations:	
1	That the Board approves the Partnership Workforce Strategy Action Plan for 2013/14.
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 fourth 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 17 identified actions in the 2012/13 Plan, 11 actions (65%) were reported as having been completed, 4 (24%) had parts completed but have encountered issues and have experienced delay in total completion. 2 action (11%) has been put on hold until further notice. The attached **Appendix A** details each objective and its progress. Some of our major successes have been the roll out Signs of Safety training, delivery of the Every Colleague Matters Event; attendance on the ALICSE programme; increasing numbers of Health Visitors is on target and Ensure a Robust quality assured safeguarding training programme is available across the City for Children's workforce.

1.3 We include a detailed fourth year Action Plan based on the Children and Young People's Plan cross cutting principles (**Appended B**). The new Action Plan for 2013/14, 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, building community capacity and implementing the Supervision Framework.

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 "Implementation of the Munro Review"; Every Colleague Matters Event; Transformation of the School Nursing Service; our response to Domestic Abuse across the city; develop and implement Phase two of Nottingham as an Early Intervention City and Scope the workforce development needs around chronic neglect in children. 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.

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

We will achieve these actions within existing budgets, however, we are looking to pooled budgets and using more effectively our internal resources to add benefit to the wider workforce. We are also working with LETC to open up other funding opportunities across Health and Social Care. 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 People's 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 fourth 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 are evidence based and proven to bring benefits to our whole system of providing quality services for Children and their families in the city.

8. CONTACT DETAILS

Katy Ball
Joint Interim Director of Quality and Commissioning
Children and Families
Tel: 0115 8764814

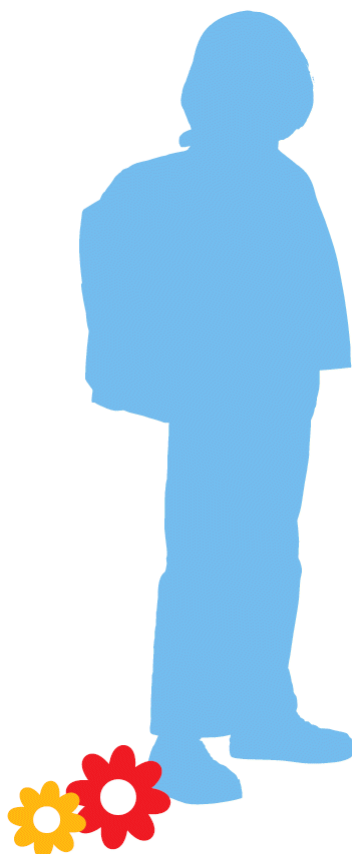
Elaine Mitchell
Integrated Workforce Lead
Children and Families. Tel: 0115 8764819

Appendix A: Workforce Strategy Progress Reports Summary (April 2013)

Completed/continuing to next year	65% (11 out of 17)		
Delayed but continuing (some after revision)	24% (4 out of 17)		
In difficulty/ Abandoned	11 % (2 out of 17)		
Specific Challenges	Completed/cont inuing to next year	Delayed but continuing (some after revision)	In difficulty/ Abandoned
Develop packages for roll out of Signs of Safety training and system of implementation	X		
Every Colleague Matters Event 2013: Building and Empowered and Resilient Childrens and Vulnerable Adults Workforce	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		
Whole Workforce is aware of Disabled Children's needs and their role in meeting requirements.	X		
Introduce ContactSearch to the Nottingham Childrens Partnership. (Contact Search is data sharing system that practitioners can obtain information on who else is working with a child or family):	X		
Embed the Family Pledge engagement and participation programme within the Children's Partnership Workforce:	X		
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	X		
Secure the supply and develop the quality of the school workforce (including governors):	X		
Leadership – to develop the regional ALICSE programme participants to become change agents within the Partnership:	X		
Ensure a Robust quality assured safeguarding training programme is available across the City for Children's workforce:	X		
Skill the workforce to continue to develop School Partnerships in response to local need:	X		
To develop and embed an impact evaluation model for Early Intervention Programmes and Approaches for use across the Partnership:		X	
Support children and families to achieve a healthy weight through workforce development:		X	
Embed new Supervision process across the Partnership:		X	
Developing an increased understanding of our partnership approach to workforce development around community capacity building:		X	
Support the setting up of the Multi Agency Safeguarding Hub (MASH):			X
Family Support Toolkit to be developed and embedded in to every day practice through out the Partnership:			X

Appendix B

Children's Partnership Workforce Strategy 2010-2014 Updated Action Plan for 2013/14



Summary

The Nottingham Children's Partnership Board agreed the Partnership Workforce Strategy for 2010 – 2014. This report outlines the next steps for the final year of this strategy for 2013/14 aligned to the existing Children and Young People's Plan refresh 2011-13. See below an overview of National and Local key policy/initiatives in this coming year that we will need to consider impact on the City's Children's Workforce.

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. There is still a requirement for each local authority to have a Children's Trust Board which must include representatives of the local authority and each of the Children's Trust 'relevant partners'. But there are no longer any regulations or central guidance on how this should be done.

Local areas are free to ensure the **Children's Trust Board** fits within newly emerging structures in ways that best reflect and meet local needs. There is no longer a requirement on the Children's Trust Board to prepare a Children and Young People's Plan. The focal point for decision-making about local children is still to be shaped by local considerations.

Health and Wellbeing Boards are hosted by Local Authorities, bringing together NHS, Public Health, adult social care and children's services, also including elected representatives and the local Healthwatch.

The **Health and Social Care Act 2012**, section 10 duty (duty to co-operate) has been 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 has transferred to local authorities to ensure that work done by the NHS, social care, housing, environmental health, leisure and transport services are better integrated.

Children's Improvement Board has been notified in April 2013 that it will no longer receive funding from the Department for Education. This Board was set up 2 years ago to facilitate Local Government to improve Children's Services and implementing government policies through sector lead improvement.

The **Local Safeguarding Children's Board** (LSCB) coordinates 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 for safeguarding is now with the 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. The 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 review **Working Together to Safeguard Children**; Working Together is now a framework that 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 **Children and Families Bill 2013** underpins wider reforms to ensure that all children and young people can succeed, no matter what background. This Bill will reform the systems for adoption, looked after children, family justice and special educational need. It will encourage growth in the childcare sector and introduce shared parental leave. One of the main provisions is having a 'virtual school head' to champion the education of children in the local authority care. The Bill will also extend the Special Educational Needs (SEN) system from birth to 25, to include personal budgets and an emphasis on health and local authorities working better together.

Troubled Families Scheme (2012 - 2014) has now been extended. More funding will be available from 2015/16 and - over five years - will see another 400,000 vulnerable families Nationally provided with intensive help. This will be a next step in trying to reach this cohort before they reach the crisis points that would have qualified them for the current Troubled Families programme. At present, an estimated 84% of public spending on these families is reactive, with only 16% being invested to try and improve their lives.

A new **Early Intervention Foundation has been set up** which will champion every baby, child and young person to realise their potential by having the basic social and emotional skills that most take for granted. The ethos behind the foundation is to help break the intergenerational cycles of dysfunction, reduce the cost to the taxpayer and strengthen local communities.

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. The statutory role of the DCS is presently being consulted upon.

Leadership arrangements in partner agencies are also changing, with the introduction of Clinical Commissioning Groups and the NHS commissioning boards and the election of police and crime commissioners we can see more change in partnership arrangements. New partnerships are forming with the local members of the judiciary in efforts to improve the family justice system. We will need to work more collaboratively and in a more integrated way to meet national agendas.

- We are signed up to the **Troubled Families Scheme** (locally called “**Priority Families**”) in Nottingham and have identified the first 400 families to work with in the pilot phase. This is working with families with complex needs (troubled families, payment by results approach). We will now work with this 5 year extension to the programme starting from 2015/16, creating an 8 year programme, will possible further extension based on results.
- **Public Health are now part of the Local Authority** 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.
- **Early intervention** The Early Intervention Programme was launched by One Nottingham in April 2008, through £4m Area Based Grant funding, and soon achieved a strong national profile. We are building the next phase of Early intervention and prevention (or early help) as it remains a consistent theme in national policy, and seems even more important in the current budget climate. Nottingham’s Children’s Partnership remains committed to an Early Intervention approach and to its 20 year mission. We need to build on the successes of the first five years and continue to improve outcomes for our children and families.
- **Signs of Safety** – is our culture change strengths-based approach to working with families and we are comprehensively planning to embed in our systems, procedures and every day practice. The ‘Signs of Safety’ training has also recently been endorsed by the Local Safeguarding Children’s Board as part of the recommendations relating to a serious case review. All partners agreed to implement this approach in the City.
- **Domestic Violence/Abuse** continues to be a key priority for us to tackle in Nottingham. We will be working hard to supply appropriate development with training and tools to work with whole families, particularly with those who still live in the same house with a perpetrator.
- **Chronic Neglect** is an issue that has been highlighted in our Serious Case Reviews and we intend to scope a whole workforce response through appropriate training, tools to help identify earlier and follow up with process and procedure change where needed. The Safeguarding Board have prioritised Neglect as a key to address this year.
- **Personal Budgets** will change the relationship of front line workers with clients, as new way of working will be advising/brokerage and not directing. This has been a process embedded in Adult social care but is just coming into play across children’s and particularly with children and young people with special educational needs (SEN).
- We are developing a **new Operating Model** through a review of early intervention, safeguarding children and children in care. The purpose of a new model is to have a clearer pathway through our system, with as few access points as possible and to be needs led around the family and child’s voice, with solution focused interventions.
- The **Nottingham Learning Trust** (NLT) is a local schools led venture, incorporated independently, 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.
- The **School Partnerships in Nottingham** aim to build sustainable partnerships that work towards developing an integrated approach to improving outcomes for children and young people through schools working together with public, private, community and voluntary partners. The school partnerships have developed into mature collaborations building on

trusted relationships between schools and partners. Partnerships include primary, secondary and special schools and academies. Each partnership has an action plan to improve jointly agreed areas of focus. A summary of the work of the partnerships is available to download on the right. Primary schools in the City may also be part of the NLT (Nottingham Learning Trust). There are two TSA's (Teaching School Alliance) in the City. Secondary schools and academies in the City work in partnership to deliver improvement in outcomes for young people

- There will be a greater role for the **Voluntary and Community Services and private providers** with services increasingly being commissioned through competitive tendering and being delivered to agreed outcomes moving from niche and grant based projects to the delivery of mainstream services, where appropriate.

Action Plan

CYPP Cross Cutting Themes	Specific Challenges	Timescale completed	Responsibility Lead
<p>To manage transitions through all aspects of children's lives</p>	<p>To Raise Aspirations</p>		
	<p>1. Implement Year two of the Priority Families Project</p> <ul style="list-style-type: none"> • Group of pilot workers tested the operating model (Sept'13) • Dedicated Priority Families Workforce Development project officer in place(Jun'13) • Workforce survey conducted identifying relevant skills, qualifications and training, including for delivery of parenting programmes, to inform and target training action plan(Sept'13) • Reviewed learning from the pilot and used to inform further development of the delivery plan and the workforce training action plan (Sept'13) • Partnership workforce development and training programme commences • Performance management, monitoring and local evaluation processes implemented to enable evidencing of outcomes and impact on families (Mar'14) 	<p>March 2014</p>	<p>Nicky Dawson</p>
	<p>2. Implementing the Supervision Framework</p> <ul style="list-style-type: none"> • Review the Supervision audit template used by service managers and team managers in Childrens Social Care and identify wider application. • Evaluate the findings from the Therapeutic support pilot and implications for wider application • To share learning across the partnership from the new 'restorative' supervision being implemented within Health. This is to include learning from the implementation process, costs and benefits. 		<p>Lorraine McPherson-Bravo, Mandy Goodenough and Jayne Riley</p>
	<p>3. Implementation of Munro review</p> <ul style="list-style-type: none"> • Identify systems and processes that need to be adapted to Signs of Safety way of working. • Identify improvements in practice and outcomes for children. • Roll out of Signs of Safety training across LA and CityCare • Deliver the workforce conference about the new ways of working to the wider partnership. • Conduct and publish gap analysis for safeguarding and participation framework to ensure children's voice is documented. 		<p>Mandy Goodenough Jon Rea</p>

	<p>4. Transformation of the Health Visiting Service in line with the HV Implementation Plan</p> <ul style="list-style-type: none"> Transformation has started Dec 2012 and will continue until 2015. Developing appropriate best practice pathways is crucial for a rejuvenated service which gives the highest quality of care. The development of new pathways, new service delivery model will enable greater access to health visiting services across the partnership. 	March 2014	Jayne Riley
	<p>5. Transformation of the School Nursing Service in line with the School Nurse Implementation Plan</p> <ul style="list-style-type: none"> Commissioning of the SN service has moved to the local authority from 1st April 2013. Stakeholders being engaged in relation to future needs from the service across the partnership. Review of service to be completed by December 2013 including staff engagement. Development of new model of services. 	March 2014	Jane Wilson and Lynne McNiven
<p>To ensure that all services are accessible by and take account of the needs of vulnerable groups</p>	<p>6. Deliver an offer of Child Mental Health Training across Partnership Workforce</p> <ul style="list-style-type: none"> Offer to all Central schools a full day training on Mental health awareness week (October 19th), will be Introduction to Child mental Health Deliver bespoke training in September and December tailored to schools needs on identified inset days, or as requested. Deliver training to all 3 localities a minimum of twice a year covering child mental health. The bespoke training we will offer would cover one of the below: <ul style="list-style-type: none"> Introduction to child mental health Bereavement and loss Self harm Working with parental mental health Attachment 	March 2014	Anna Andrukiewicz
	<p>7. Develop how we respond to Domestic abuse across the city</p> <ul style="list-style-type: none"> Review DART (Domestic Abuse Performance Team) and identify the learning from it to support better multi-agency working. Scope delivery of a Nottingham Conference with focus on Domestic Abuse & Earlier Intervention. Undertake a review of Safe from Harm contracts and reshape city wide support. 	March 2014	Elaine Mitchell, Viv McCrossen and Rasool Gore
	<p>8. Scope the workforce development needs around Chronic Neglect in Children</p> <ul style="list-style-type: none"> Undertake research on Chronic Neglect including National research and serious case reviews Design tools for the workforce to use Deliver a whole workforce conference Deliver a programme of specific training for the workforce 	March 2014	Marie Grantham and Paul Langley

To engage with and listen to service users and stakeholders in developing our services	<p>9. Embed ContactSearch within 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"> • Expand user-base to include Police, Probation, Schools, Family Nurse Partnership and appropriate VCS partners – 01/01/2014 • Survey users to measure the benefits of the system to colleagues and citizens – 01/09/2013 • Include additional datasets from Probation, Family Nurse Partnership and appropriate VCS partners. - 01/03/2014 	March 2014	Anthony Childs
	<p>10. Develop and implement Phase two of the Nottingham as an Early Intervention City;</p> <ul style="list-style-type: none"> ○ Review where we currently are ○ Design and deliver a Partnership Visioning Event on the 7 June to advise on the creation of a 5 year plan ○ Develop the 5 year plan and outcomes of where we want to be as a Children's Partnership. ○ Develop and implement a monitoring and evaluation framework ○ Implement new evidence based programmes and approaches and expand current programmes that are showing impact. ○ Identify the workforce implications of the next phase and how to inform about any changes. 	April 2014	Chris Wallbanks
To promote the environmental sustainability of investments and services sustainability	<p>11. Secure the supply and develop the quality of the school workforce (including governors):</p> <ul style="list-style-type: none"> • Leadership Progression Action plan 2013-14 <ul style="list-style-type: none"> ○ Supporting a self improving system ○ Leadership, Talent Spotting & Development for Schools ○ Aspiring Leaders in Schools Course and Leadership Development Programme– LLE (Local Leaders Education), NLG (National Leaders Governance), NCTL (National Colleges for Teaching and Leadership) and SLE(Specialist Leaders of Education) • Ensure Early Years Foundation Stage Profile (EYFSP) moderation process is implemented (Education act 2011) • Develop and make available EYFS CPD opportunities for all Foundation Stage and Key Stage 1. 	March 2014	Pat Whitby and Louise Meadows

<p>To gather and use evidence of impact more creatively and intensively</p>	<p>12. Identify workforce development activities arising from the Community Capacity Building review within the City:</p> <ul style="list-style-type: none"> • Scope, analyse and plan how to promote a universal approach to increasing community capacity(Sept '14) • Scope, analyse and plan a pilot project in an area of the city to trial an area based approach to community capacity building (April'14) • Scope, analyse and plan how to work with cross-sections of people to “help people to help themselves”. (Jan'14) • Introduce new post called Health Visitor (Community Development). This post will have a reduced caseload to enable them to work closely with the Children’s centre to develop community capacity. 	<p>Sept' 14</p>	<p>Laura Haxton, Kevin Banfield, Michelle Battlemuch and Yesmean Khalil</p>
<p>To work with others to build a city for children and for families</p>	<p>13. To ensure a robust quality assured safeguarding training programme is available across the City for the Children’s workforce, and that safeguarding practice is improved when learning is identified</p> <ul style="list-style-type: none"> • To establish a joint adult and children safeguarding training sub group. (Sept 2013) • To develop a multi-agency Children’s Safeguarding Learning & Improvement Strategy. (March 2014) • To effectively deliver a programme of Introduction, Working Together and Refresher training. (March 2014) • To continue to develop an approach to effectively evaluate the impact of safeguarding children training. (March 2014) • To update training materials and Quality Assurance criteria to effectively integrate the Signs of Safety way of working.(Sept'13) • To deliver a cross-authority Multi-agency programme of awareness raising initiatives about Child Sexual Exploitation including training events for staff who work directly with Children (March'14) 	<p>March 2014</p>	<p>Paul Langley</p>
	<p>14. Support appropriate management and leadership capacity and capability across the sector</p> <ul style="list-style-type: none"> • Identify development opportunities for leadership and management across the partnership. • Bring leaders and managers together across organisational boundaries to scope enhanced integration of social care and health. • Learn from Regional ALICSE programme design and content for application locally. • Support engagement of the workforce by leaders in re-design of operating models. 	<p>Sept 2014</p>	<p>Elaine Mitchell</p>
	<p>15. Refresh the Core Training Standard</p> <ul style="list-style-type: none"> • Identify Skills mix for Practitioners • Simplify levels of skills shown on the standard • Update the name to “Strategic Core Development Standard”. • Comprehensively scope the development packages. 	<p>October 2013</p>	<p>Lisa Hazell and Elaine Mitchell</p>

	<p>16. Design, deliver and evaluate across City Every Colleague Matters 2 week Event to support the integration of Adult and Children's agenda (3 Feb to 14 Feb'14)</p> <ul style="list-style-type: none"> • Develop a theme around better integration, sharing resources and motivating and valuing our workforce • Consult with WFSG on the outline of the event (<i>October 2013</i>) • Advertise event across the City by December 2013 • Deliver event within budget over 2 weeks in February 2013 • Evaluate and produce briefing note for HWB Board beginning of March 2014. 	March 2014	Lisa Hazell
	<p>17. Skill the workforce to continue to develop School /Academy and Private, Voluntary and Independent (PVI) 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. • Continue to work in partnership with PVI funded Early Learning providers to support transition into school 	March 2014	Pat Whitby and Louise Meadows

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.

<u>Name</u>	<u>Job title</u>	<u>Email</u>
Anna Andrukiewicz	Targeted Family Support Manager	anna.andrukiewicz@nottinghamcity.gov.uk
Anthony Childs	Information Manager	anthony.childs@nottinghamcity.gov.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
Jane Wilson	Locality Manager,	Jane.wilson@nottinghamcitycare.nhs.uk
Jayne Riley	Clinical Team Leader	Jane.riley@nottinghamcitycare.nhs.uk

Jon Rea	Engagement & Participation Lead Officer	jon.rea@nottinghamcity.gov.uk
Kevin Banfield	Commissioning Change Programme Manager	kevin.banfield@nottinghamcity.gov.uk
Laura Haxton	Commissioning Manager	laura.haxton@nottinghamcity.gov.uk
Lisa Hazell	Integrated Workforce Project Officer	Lisa.hazell@nottinghamcity.gov.uk
Lorraine McPherson-Bravo	Development Consultant	Lorraine.McPherson-Bravo@nottinghamcity.gov.uk
Louise Meadows	Workforce Development Officer	Louise.meadows@nottinghamcity.gov.uk
Lynne McNiven	Public Health Consultant	Lynne.McNiven@nottinghamcity.gov.uk
Marie Grantham	Development Consultant	Marie.grantham@nottinghamcity.gov.uk
Mandy Goodenough	Systemic Social Work Lead	mandy.goodenough@nottinghamcity.gov.uk
Michelle Battlemuch	Children & Families 0-19 Locality Manager	Michelle.Battlemuch@nottinghamcitycare.nhs.uk
Nicky Dawson	Priority Families Programme Manager	nicky.dawson@nottinghamcity.gov.uk
Paul Langley	NCSCB Training Co-ordinator	paul.langley@nottinghamcity.gov.uk
Pat Whitby	Partnership Manager	pat.whitby@nottinghamcity.gov.uk
Rasool Gore	Lead Commissioning Manager	rasool.gore@nottinghamcity.gov.uk
Viv McCrossen	Head of Family Community Teams Central	viv.mccrossen@nottinghamcity.gov.uk
Yesmean Khalil	Head Of Health Promotion Commissioning	yesmean.khalil@nottinghamcity.gov.uk

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

