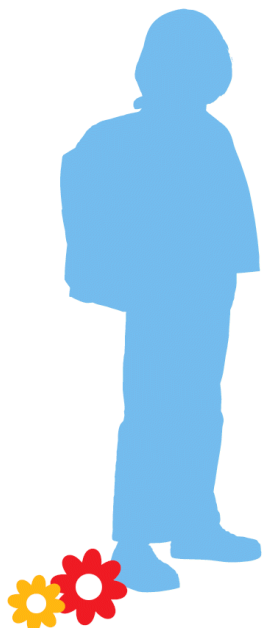


Nottingham Children's Partnership Workforce Strategy Updated Action Plan for September 2017 to December 2019



Aims of the plan are to address having;

- A confident and competent workforce
- Supported Early Help
- Coordinated Partnership Working
- Integration for effective response of all agencies involved
- Targeted specialist support when needed
- Developing future workforce

Nottingham and Nottinghamshire have a Sustainability and Transformation Plan (STP). This includes multiple health and social care organisations, covers Adults and Childrens services and is one of the biggest transformation agendas the sector has ever seen and is one of 44 STP areas across the Country. There are two delivery arms of the Nottingham and Nottinghamshire STP, Mid-Notts Alliance and Greater Nottingham and they share a common vision and common set of system wide aims. These are to establish sustainable, joined-up high quality health and social care services that maximise the health and wellbeing of the local population.

There are a number of challenges to transform services and achieve better health and well-being for the population. Three gaps have been identified from the STP:

Health & wellbeing.....our population is growing, diverse and ageing.

Care & Quality.....need to achieve consistent and equitable standards of care for the local population.

Finance & Efficiency.....there is more demand for NHS and social care services than there is money to pay for them.

“The changes we plan to bring about are profound and on a very large scale, and although we have some important strengths to build on, such as strong clinical engagement in service change, we acknowledge as a system that we have a sizeable ‘fourth gap’ which we need to close, which is one of mind-sets and capabilities.”

(David Pearson, Sustainability and Transformation Plan Lead (2016))

Greater Nottingham (which includes the City) are looking to develop an Accountable Care System (ACS) which will require a step change in the way we work.

It has been recognised the central role the workforce plays and we need to understand and respect individual professional specialisms across the Children's Partnership organisations and this will require more **integrated services** that can **intervene earlier** and prevent problems escalating. We need to deliver a more holistic impact for families and better value for money. We will need to work to promote the empowerment of families, not create greater dependency on public services but to help them to help themselves and ensure we increase choices for children and young people.

Greater Nottingham STP published - 24/11/16 <http://beta.nottinghamcity.gov.uk/health-and-social-care/adult-social-care/sustainability-and-transformation-plan-stp/>

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 **Child Development Review** resulted in a number of recommendations being made in relation to service delivery, system change, workforce development and further research. In terms of improving service delivery, a shared outcomes framework has been developed in order for the workforce to work towards one set of outcomes, rather than a number. A new updated 'pathway of support' has been developed, based on best practice, which incorporates evidence-based programmes and approaches and a number of SSBC Programmes. A key aim of the review was to consider how children's public health services could integrate with NCC children's teams in order to utilise the workforce more effectively and simplify the system for families. The new integrated service model will go out for procurement later this year when potential providers will have the opportunity to say how they will work with our internal children's teams to deliver it. The new service will commence in April 2018.

The **Early Intervention Foundation** 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. Nottingham City Council is one of 20 Local Authorities who are deemed a Pioneering Place which shows we are committed to early intervention and prevention. The Early Intervention Foundation will continue to provide up to date evidence of what works to improve outcomes for children and young people through published reports accessible on their website; <http://www.eif.org.uk/>

School Collaborations in Nottingham have built 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. These mature collaborations build on trusted professional relationships. In the wider partnership our role is to identify and share good evidence based practice and quality assurance.

National policy is increasing the autonomy of schools and academies and encouraging them to work together to deliver improvement through system leadership including initial teacher training, continuing professional and leadership development and school to school support. System leadership describes leaders who build leadership capacity within their own school at the same time as working with, and supporting, the wider system.

Small Steps Big Changes (SSBC) is a £45m transformation programme hosted by Nottingham Citycare Partnership CIC supported by Big Lottery Funds 'A Better Start' (ABS) initiative. SSBC is a partnership of parents and professionals working together through co-production and parent powered change to drive the delivery of the programme and focus on helping children to live happy, healthy and fulfilled lives.

In Nottingham the SSBC programme operates across four communities (Aspley, Bulwell, Arboretum & St Ann's) and seeks to positively impact outcomes for 0-3 year old children in the areas of communication and language, social and emotional development and nutrition.

SSBC is built on the foundation of the universal healthy child programme. Using evidence and science based activities and approaches to enhance and compliment this.

In addition to the child development outcomes, a key focus for the SSBC partnership is System Change. This has two key elements which are: to improve the impact of service delivery by enabling parents, professionals and communities to participate in the design and commissioning of those services; and, by improving outcomes, allow more money to be invested in services focussed on prevention and the early years of life.

Nottingham City Early Years Team provides city wide statutory and non- statutory Continuing Professional Development (CPD) for Early Years practitioners in the maintained, Private, Voluntary, Community and Independent (PVCi) sector. The training is tailored towards working with children 0 – 5 years and is directly linked to the Early Years Foundation Stage (EYFS) including the SEND Code of Practice which underpins the provision of eligible funded 2, 3 and 4 year olds. This also includes pathways to registration supporting new providers to meet Ofsted requirements and evidenced based CPD to support the moderation process of the Early Years Foundation stage Profile (EYFSP). For more information please go to: www.nottinghamcity.gov.uk/earlyyears/

The Nottingham City Safeguarding Children Board and Children's Partnership **Family Support Pathway document** sets out the threshold for access to support and safeguarding services for professionals working with children and families. The Family Support Pathway includes updates on new legislation and national policy; learning and themes identified through Serious Case Reviews; Principles and Model for Prevention, Early Help, Priority Families and Specialist Services; Levels of Need and Access to Support and Decision Making.

The Principles for early Help

- Ensure the right children, get the right help, at the right time
- Talking and listening to children, families and professional
- Help families to help themselves

Nationally, the term Early Help Assessment is replacing the Common Assessment Framework (CAF) for the early identification and assessment for family support. Nottingham City Council is developing an Early Help Assessment for children and families, whilst across partnership agencies the CAF and Family Assessment are the tools for undertaking and recording quality assessments. The longer term plan is to transition to Early Help Assessments for the whole of the Children's Partnership. The Children's Partnership is committed to providing universal support which is available for all children, young people and families and support which is targeted to those who are more vulnerable. Follow this link to a copy of the Family Support Pathway www.nottinghamcity.gov.uk/familysupportpathway

The **Children and Young Peoples Provider Network (CYPPN)** offers a collective forum for engaging with voluntary and community sector organisations that provide services or support for children and young people in Nottingham City. It's administered by Nottingham Community and Voluntary Services (NCVS). It meets every 8 weeks and produces regular updates about consultations. The network aims to help child and young people's service providers to keep in touch with local, regional and national policy initiatives and consultations. To join the network you need to be a voluntary / community organisation providing a service for children and young people who live in Nottingham City. You do not need to be located in Nottingham, but you must with young people in

the city. You can find out more about the network from our website
www.nottinghamcvs.co.uk/cyppn.html

The **Local Safeguarding Children's Board (LSCB)** is the forum for agreeing how services and partner agencies safeguard children and improve their wellbeing. The Safeguarding Children Board is made up of representatives from around the area who have a role to play in the welfare of children, such as the NHS, Police, and Children's Social Care. The Safeguarding Children Board was previously joined with the Safeguarding Adult Board but has separated. In December 2015 the Government asked Sir Alan Wood to undertake a fundamental review of the role and functions of Local Safeguarding Children Boards (LSCBs) within the context of local strategic multi-agency working. The Review and Government Response was published in May 2016 and LSCBs will undergo a period of change following this but the timescales have not yet been indicated.

Recent **multi-agency learning reviews** have provided an opportunity to explore key issues in depth and draw out detailed practice implications. The key learning messages from local reviews are as follows;

- The voice of the child and their lived experience needs to be evident in assessments, inform planning and be present in meetings.
- The need to be aware of confirmatory bias and for practitioners to reflect on their own biases and ensure these do not cloud their work with children and families
- The value of using chronologies, including medical chronologies and medication reviews, where appropriate to support referrals to Children's Social Care and within assessments to provide clarity to all involved of the extent, pattern and severity of concern.
- The need for a better understanding of medical neglect and for practitioners to think differently about the established term 'did not attend' and consider it within a framework of 'was not brought.' Watch this two minute animation to support understanding of this - <https://youtu.be/dAdNL6d4lpk>
- The need for better analysis of information gathered, including historical information.
- The need to identify men in households
- Where information comes to the attention of practitioners which suggests that a primary age child has self-harmed serious consideration must be given to whether there are other underlying factors, including abuse
- The need to consider race and culture in assessments
- The need for strong multi-agency assessments
- The need to respond effectively to emotional abuse
- Where there are major differences in professional opinion in a network of professionals that are responsible for meeting the needs of a child, this indicates that no one agency has fully understood the child's situation - everyone should step back and reconsider a new approach.
- The need to include in assessments the wider network of the child. This should include all the people living in a household, or who visit regularly and extended family and parents not living in the household.

Training delivered by Partner agencies should reflect the updates detailed above. In addition the NCSCB are changing the way in which learning is being disseminated using workshop models to open up dialogue with front line practitioners and managers to better understand the reason why things happen and to empower the workforce to identify solutions to improve practice.

Signs of Safety – continues to be our culture change strengths-based approach to working with children and their families. We are committed to deepening the use and practice knowledge of SOS ensuring that processes, procedures and ways of working reflect SOS. The 'Signs of Safety' training

has been endorsed by and delivered through the Local Safeguarding Children's Board with all partners agreeing to support the embedding of this approach in the City.

The **SEND reforms** (special educational needs and disabilities) identified in **Section Three of the Children and Families Act 2014** is the biggest transformation to SEND support for 30 years. With a focus on co-production and the involvement of children, young people and their families / carers, the reforms require local authorities to provide consistent statutory rights and protections from birth through to age 25, introduce Education, Health and (social) Care Plans (EHCP) in place of Statements of SEN and Learning Difficulty Assessments, provide a service directory of information and advice through a 'Local Offer' website and the option of a personal budget, extending the choice and control of services to support unmet need. This will require a significant change in culture and the relationship of front line workers with clients, as new way of working will be advising / brokering and not directing. There is also a strong requirement to integrate services, identify where assessment processes can be streamlined and to commission education, health and social care services jointly with partners.

Neglect and Chronic Neglect is an issue which has been highlighted in our Serious Case Reviews and in national biannual analysis. A new training package around the subject of neglect has been implemented, to enable a whole workforce response through appropriate training and tools. This will enable colleagues to feel better equipped to help identify neglect earlier and follow up with the appropriate process and procedures. The training package consists of a newly designed course called "Don't Neglect the issue" this sits alongside another commissioned course that is being offered throughout the year. Nottingham City Council and CityCare have also been successful in piloting the N.S.P.C.C's graded care profile 2 tool which is a tool that helps to identify strengths and weaknesses in relation to potential neglectful care.

Domestic Violence/Abuse continues to be a key priority for us to tackle in Nottingham and is detailed in the Council Plan. 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.

Core Development Standard gives a framework to standardise essential training to be undertaken by individuals across the children's workforce, from those who have no direct contact with children and families to those who have intensive direct contact; ensuring that all individuals are trained adequately to do their jobs effectively and meet national guidance. It was developed in 2011 and has been updated regularly to ensure it is still relevant. The current version is available by going to <http://www.nottinghamchildrenspartnership.co.uk/integrated-workforce-development/articles-of-interest/core-development-standard/>

Troubled Families Scheme. The Troubled Families National Policy Change Initiative is known locally as Priority Families. Nottingham is a Wave 2 Early Starter for Phase 2 having achieved 100% of Phase 1 targets six months early and full funding of £4.5 million. Phase 2 runs from January 1st 2015 to April 2020, with a local target to support 3,840 families and expected income in excess of £8.6 million. Key criteria have widened from three to six and the five indicators of risk (identifiers) increased to thirty nine national indicators with some local indicators added to reflect local priorities. To be eligible for support a family must match a minimum of two criteria across two different members of the family. All indicators identified at the start of and during support must be fully resolved within the same time frame and outcomes sustained for an agreed period and evidenced and audited before a claim for payment by results can be submitted. Full details have been agreed by the partnership and set out in the Nottingham Outcomes Plan, along with Four Principles and Five Key Essentials determined by Government in July 2015. The Principles and Essentials set out the

national framework for the operating model and include some lead worker functions . Priority Families uses the framework to provide the structure for the team around the family, and Signs of Safety is the main approach used once the family has been allocated to a lead worker. Government has been explicit about high level outcomes, these are: Public Sector service transformation and savings to the public purse through partnership workforce development and integrated working. The Priority Families bespoke training package continues to be refined to support a whole system whole workforce change approach using existing resources in a more sustainable way to support families; both aligning with national outcomes and underpinning the Nottingham Workforce Strategy's six key aims . Learning from the Priority Families training has been embedded in new national family support training modules developed by the Core Cities Network and is currently being piloted in two core cities with Nottingham's support. The forward challenge strategically will be to mainstream the new way of working and embed the skills, characteristics and competencies required of the partnership workforce through core induction, targeted training and job descriptions/recruitment processes. It is anticipated that the 'tipping point' for HR will be reached during 2017/18 when mainstreaming of the new way of working is expected.

Mental Capacity Act 2005 (MCA) has become increasingly important pieces of legislation for the workforce who work with young people over the age of 16 following the publication of Children and Families Act 2014, specifically Part 3 section 80. This section refers to parents and young people lacking capacity and defines capacity using the definition within the Mental Capacity Act. The definition is that someone over the age of 16 lacks capacity in relation to a specific decision if they are unable to make the decision at a specific time due to an impairment of, or a disturbance in the functioning of, the mind or brain. This can be determined through an assessment which can be done by anyone caring for or supporting a person who may lack capacity, find out more [here](#), and can be in relation to matters ranging from care to finances to health. Deprivation of Liberty Safeguards 2007 (DoLS) was introduced to work in conjunction with the MCA to protect young people over the age of 18 who lack capacity in regards to restrictive care settings but has been increasingly become applied to young people under the age of 18 in care homes and foster placements where they are under constant supervision and not free to leave the premises. In 2017 a draft bill to replace or amend the Mental Capacity Act 2005 (MCA) and Deprivation of Liberty Safeguards 2007 (DoLS) has been published by the Law Commission, available [here](#), and it outlines some of the recommendations which include the age range being lowered to include 16-17 year olds for both DOLS and MCA, domestic settings being included in places where restrictive care can take place and an expanded list of what would constitute as restrictive care. This draft Bill will not be implemented until at least 2020 however this is supported through the current case law with courts beginning to hear cases for younger children being deprived of their liberty.

Action Plan

Specific Challenges	Timescale completed	Responsibility Lead
<p>Every Colleague Matters Strategy</p> <ul style="list-style-type: none"> • Deliver two Every Colleague Matters Events each year in February and October; • Maintain the Children's Partnership Core Development Standard and the supporting "Training and Skills for You!" webpages. http://www.nottinghamchildrenspartnership.co.uk/integrated-workforce-development/training-and-skills-for-you/ • Facilitate the delivery "Signs of Safety" half day briefings to the Children's Partnership Workforce. 	October 2019	Lisa Hazell
<p>Secure the supply and develop the quality of the school workforce (including governors):</p> <ul style="list-style-type: none"> ○ Deliver development events for NQTs and the processes as the NQT Appropriate body (on going) ○ Develop and promote routes to teaching (July 19) ○ Support partners with delivering good evidence based practice in the development of the TA workforce (July 19) ○ Promote collaborative working to support and develop leadership and management skills at all levels. (July 18) ○ Make Links with activities to the schools employability strategy http://www.nottinghamcity.gov.uk/nottinghamschools/CHHttpHandler.ashx?id=56932&p=0 (July 18) ○ Maintain the Teach Nottingham website and twitter account (EIB July 18) http://www.teachnottingham.org.uk/ • Leadership Progression Action plan 2017-19 (March 19) 	July 19	Pat Whitby
<p>Workforce priorities for Small Steps Big Changes for 2017/2018 in building the ideal future for workforce and learning over ten years will be:</p> <ul style="list-style-type: none"> • People in the Lead – SSBC will continue to drive community connection and build on the current level of involvement, engagement, training and delivery • System Change – SSBC will work with both local and antinoal partners to explore and deveop a framework so system change can be implemented 	Dec 2018	Nicola Whiteman
<p>Develop the quality of the early years workforce to influence the development of sufficient childcare including funded places for 2, 3 and 4 year olds.</p> <ul style="list-style-type: none"> ○ Continue to provide quality assured mandatory training to meet Ofsted requirements and specific CPD to improve practice broadening the range of certificated CPD offered by EY. ○ Provide a comprehensive package of training and support for new providers on pathways to registration 	July 2018	Louise Meadows

<ul style="list-style-type: none"> ○ Work in partnership to develop and support new and existing providers ○ Continue to review and develop a range of effective ways to develop the workforce to support implementation of the 30 hours and SEND Code of Practice <p>For more information please go to: www.nottinghamcity.gov.uk/earlyyears/</p>		
<p>Children and Young People's Provider Network (CYPPN), administered by Nottingham Community and Voluntary Services (NCVS) to continue to respond to the Training Needs of the Voluntary and Community Sector Children and Young Peoples Workforce</p> <ul style="list-style-type: none"> • Continue to identify and respond to the workforce development needs of the voluntary and community sector. • Working alongside partners to ensure that the sector has the right skills to deliver children's services with confidence. • Help to develop and deliver training to support the needs of the voluntary and community sector. • Continue to develop and deliver safeguarding children and young people training, CSE and Prevent training for the voluntary and community sector to ensure that staff and volunteers working with children and young people in the city have confidence in reporting, recording and challenging as appropriate. 	December 2019	To be confirmed
<p>To ensure that robust arrangements are in place to ensure that people working with children have quality safeguarding training and that it is to the right level in relation to their role</p> <ul style="list-style-type: none"> • Develop the communication and engagement role of the NCSCB through inclusion of more resources on the NCSCB website, newsletters, workforce survey, bite-size learning documents (March 2018) • Deliver the new Learning and Improvement Strategy (March 2018) • Develop and deliver a follow-up session to evaluate the effectiveness of the new workshop model which was used to embed the learning from recent Child J Serious Case Reviews (March 2018) • Continue to deliver the cross-authority training quality assurance scheme to provide the NCSCB with assurance that partners' safeguarding training meets minimum quality standards (March 2018) 	March 2018	Holly Bligh
<p>Workforce Implications of SEND reforms in Section Three of the Children's and Families Act 2014</p> <ul style="list-style-type: none"> • Raise awareness of the SEND reforms through review and amendment of existing training. • Development and distribution of additional bite sized 	March 2018	Sara-Jane Brighthouse

information, "What do you need to know about SEND Reforms".		
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For more information please contact

Lisa Hazell

Integrated Workforce Consultant

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>
Elaine Mitchell	Integrated Workforce Manager	elaine.mitchell@nottinghamcity.gov.uk
Lisa Hazell	Integrated Workforce Consultant	Lisa.hazell@nottinghamcity.gov.uk
Louise Meadows	EY Childcare Workforce Development Manager	Louise.meadows@nottinghamcity.gov.uk
Sara-Jane.Brighthouse	Programme Manager SEND (Special Educational Needs and/or Disability) Reforms	Sara-Jane.Brighthouse@nottinghamcity.gov.uk
TBC	Networks Officer - Children and Young People	communications@nottinghamcvs.co.uk
Mandy Goodenough	Systemic Social Work Lead	mandy.goodenough@nottinghamcity.gov.uk
Nicola Whiteman	Workforce & Learning Coordinator, Small Steps Big Changes	Nicola.Whiteman@nottinghamcitycare.nhs.uk
Holly Bligh	NCSCB Training Co-ordinator	holly.bligh@nottinghamcity.gov.uk
Pat Whitby	Education Partnership Strategy Manager	pat.whitby@nottinghamcity.gov.uk

Please visit our website to view the main Workforce Strategy Document from 2010-2014

<http://www.nottinghamchildrenspartnership.co.uk/integrated-workforce-development/articles-of-interest/childrens-workforce-strategy/>