

Nottingham Children's Partnership Workforce Strategy Updated Action Plan for 2015/16



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

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.

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.

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. The Care Act 2014 provides a new statutory basis for Safeguarding Adult Boards with effect from April 2015. Nottingham City already have a Safeguarding Adult Board which has joint meeting and working arrangements with the Safeguarding Children Board."

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 in place of Statements of SEN and Learning Difficulty Assessments, provide a service directory, 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.

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. Nottingham is likely to be an early adopter of phase 2 having achieved 100% of national targets by October 2014 and full phase 1 funding of £4.5 million. The two overarching outcomes for phase 2 of the national scheme are Public Sector Service Transformation and Workforce Development. Having taken a whole system whole workforce change approach from the start using existing resources in a more sustainable way to support families the Nottingham partnership has made good inroads on these outcomes. 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 2016/17.

The **Early Intervention Foundation** 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.

Signs of Safety – is our culture change strengths-based approach to working with families and we are comprehensively embedding in our systems, procedures and every day practice. The 'Signs of Safety' training has been endorsed by the Local Safeguarding Children's Board and 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.

Neglect and Chronic Neglect is an issue which has been highlighted in our Serious Case Reviews and in national biannual analysis. We have set up a scoping group to steer a whole workforce response to the assessment of neglect and to identify appropriate and effective interventions. We intend to scope a whole workforce response through appropriate training and tools to help identify earlier and follow up with process and procedure changes where needed. This will form part of the remit of the steering group. The Safeguarding Board have prioritised Neglect through delivery of their regional conference.

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

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 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 other schools in their localities. Sustained continuing improvement largely relies upon the values and behaviours.

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.

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. You need to be a voluntary / community organisation to join the network. You can find out more about the network from our website www.nottinghamcvs.co.uk/cyppn

Action Plan

Specific Challenges	Timescale completed	Responsibility Lead
<p>Priority Families Project - workforce capable of case holding Supporting the role of (new ways of working)</p> <ul style="list-style-type: none"> • Re-develop 3 day PF Induction programme and identify pool of trainers to co deliver (Sept 2014) • Develop and co deliver 2 day bespoke version of Investigative Interviewing as part of 'Whole Family Assessment Training Programme'. (March 2015) • Develop and deliver bespoke Mentoring Training for Accredited Practitioners (Jan 2015) • Adapt and deliver good assessment skills training to Accredited Practitioners and Family Partnership workers to include a Strength based/Signs of Safety approach (Aug 2015) • All PF accredited Practitioners to be trained in Complex Risk assessment in order to be fully competent in case holding and mentoring of family Partnership workers (Sept 2015) • Develop and deliver the following training for Accredited Practitioners; <ul style="list-style-type: none"> ○ Level 4 Award in Working with Parents for the Accredited Practitioners (March 2015) ○ Restorative Approaches training (March 2015) ○ Working with ADHD training(Jan 2015) 	Sept 2015	Paul Martin and Nigel Brown
<p>Workforce Development needs identified in assessing neglect and chronic neglect in Children and implementing effective interventions to work successfully with families.</p> <ul style="list-style-type: none"> • Researched various assessment tools and evidenced based practice to present to the Task and finish Group for their consideration (August 2014) • Arranged initial scoping meeting with Team Managers to form Task and Finish Group (Oct'14) • Task and Finish Group identified and agreed the specific development needs, assessment tools and interventions for early identification neglect as well as Long Term chronic neglect. • Development Pathway created to include Neglect (Jun'15) • Trialled and Quality Assured development pathway with Task and Finish Group(Sept'15) • Scope Every Colleague Matter Event with NCSCB, key stakeholders, partners and other agencies to share learning and good practice in relation to working with families where neglect is a concern (July '15) 	July 2015	Yasmin Kayani and Lisa Hazell

<p>Workforce Implications of SEND reforms in Section Three of the Children's and Families Act 2014</p> <ul style="list-style-type: none"> • Liaised with Integrated Workforce Team to scope workforce development implications including review of what's already in place and developing a common approach to this with partners; • Identified where there is need for new ways of working with partners and across the workforce related to the vision for the transition from early years to adulthood. 	31/03/16	Jonathan Allen & Justine Choo
<p>Review the Strategic Core Development Standard to bring into line with child development review, national capability and competency frameworks;</p> <ul style="list-style-type: none"> • Redesign the section for direct contact to have themes examples include; <ul style="list-style-type: none"> ○ Mental Health ○ Neglect ○ Domestic Violence ○ Foetal Alcohol Syndrome Disorder ○ Resilience ○ Supporting Adolescent ○ Teenage behaviour 	June 2015	Elaine Mitchell
<p>Secure the supply and develop the quality of the school workforce (including governors):</p> <ul style="list-style-type: none"> • Leadership Progression Action plan 2014-15 <ul style="list-style-type: none"> ○ Supporting a self-improving system by Local authority being involved in regional pilot for LLE (Local Leaders Education), ○ Leadership, Talent Spotting & Development for Schools ○ Promote collaborative working to support and develop leadership and management skills at all levels. ○ Develop the quality of Leadership with the schools leadership system 	July 2015	Pat Whitby
<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 ○ Provide a comprehensive package of training and support for new providers on pathways to registration ○ Work in partnership to develop and support new and existing providers ○ Review current packages of support and training linking to Right Support, Right Time and SSBC 	July 2015	Louise Meadows

<p>Design, deliver and evaluate a week long Every Colleague Matters Event delivered three times a year to support the integration of Adult and Children's agenda (June 2015)</p> <ul style="list-style-type: none"> • Consult and scope ideas for the Themes of the ECM events for 2015 and get senior management buy-in for activities. • Attend CFLT meeting to discuss ideas gathered for themes of the event and agree schedule for 2015(Oct 2014) • Consulted with Partner WFSG on the outline of the events (<i>Nov 2014</i>) • Develop Programme and Advertise event to Partnership two months prior • Manage Speakers/sessions to deliver quality inputs, including administration of bookings and venues • Deliver events within budget to a high quality standard in February, June and October. . • Evaluate and produce briefing note for CFLT after each event to show value for money and outcomes. 	Oct 2015	Lisa Hazell
<p>Recruitment and Retention: Social Work</p> <ul style="list-style-type: none"> • Review and improve rolling recruitment process • Review induction process for new starters • Review development programme for Social Workers • Support the implementation of 'Grow your own' 	July 2015	Lorraine McPherson-Bravo
<p>Implement full roll-out of Signs of Safety</p> <ul style="list-style-type: none"> • Work towards becoming an "implementing authority" working with Partners and neighbouring Local Authorities in the development of a regional forum. • Recruit and train SOS practice leaders to take the lead in implementing the approach driving SOS forward within and across services. • Continue training the workforce to deepen frontline colleague's use of Signs of Safety, growing breadth and depth in everyday practice. • Establish a steering group of decision makers to provide the strategic vision and authority to embed this approach into long term practice within Nottingham City Council and CityCare. 	Feb 2015	Mandy Goodenough

<p>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"> • Ensure an appropriate programme of multi-agency children's safeguarding training is provided (March 2015) • Ensure the continued effective quality assurance of safeguarding children and adult training across agencies (March 2015) • 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 2015) • To continue to develop an approach to effectively evaluate the impact of safeguarding children training. (March 2015) • To implement the Learning & improvement Process to ensure learning is clearly identified, disseminated and improves practice. (March 2015) 	<p>March 2015</p>	<p>Paul Langley</p>
<p>Children and Young People's Provider Network (CYPPN), administered by Nottingham Community and Voluntary Services (NCVS) to undertake a Training Needs Analysis of the Voluntary and Community Sector Children and Young Peoples Workforce</p> <ul style="list-style-type: none"> • Undertake a comprehensive review the workforce's skills, qualifications and training needs using the Right Support Right time, child development review Survey (Dec'14) and other surveys • Identify the workforce development needs and develop a plan to tailor some of the NCVS courses and signpost to training and briefings run by partners organisations including the local authority(July'15). 	<p>July 2015</p>	<p>Maria Ward</p>

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Please visit our website to view the main Workforce Strategy Document from 2010-2014
<http://www.nottinghamcity.gov.uk/ics/index.aspx?articleid=16353>