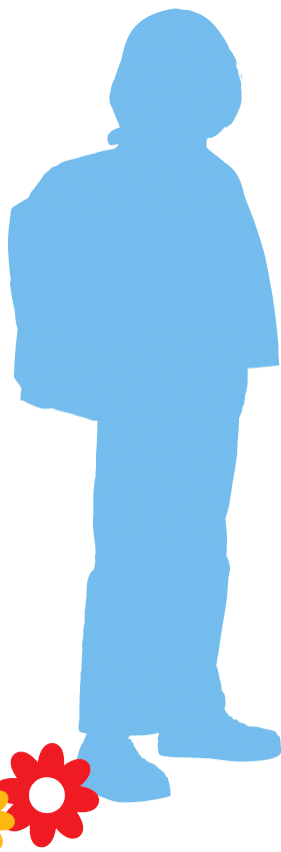


Nottingham Children's Partnership Workforce Strategy Updated Action Plan for January 2016 to June 2017



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 **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 **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 **Child Development Review** was triggered by the nationally proposed transfer of the commissioning responsibilities for Health Visitors and the Family Nurse Partnership from NHS England to Local Authorities in October 2015 and the associated need to consider greater integrated working with all 0-5s delivery teams. During early discussions, it was recognized that a Strategic Commissioning Review of existing service provision would provide a clear context for integration and

an opportunity to design an updated 'pathway' of services for pregnant women, babies, children and young people; strengthened through the increase of evidence based programmes and approaches. Through the co-productive redesign of service provision, it would be possible to increase integrated working, develop a consistent offer of services across the City, improve the quality of services to meet inspection requirements and as an Early Intervention City, to be very deliberate about which programmes and workforce approaches to invest in, or stop delivering, during this time of budgetary pressures, and to consider what system changes would add more value to our work. The review has been jointly undertaken between the Local Authority and the Clinical Commissioning Group and to date a draft pathway of services has been developed and during 2016/17 the workforce will be engaged in discussions on how it can be delivered in an integrated way which strengthens consistency, avoids duplication and improves families' experiences of universal and early help services.

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

Small Steps Big Changes is a £45m programme, supported by Big Lottery's 'A better start' funding programme to improve the lives of Nottingham's young children in four city wards (Aspley, Bulwell, Arboretum & St Ann's). SSBC is a partnership of parents and professionals - including Nottingham City Council, health partners, commissioners, the voluntary and community sector, parents and local communities. SSBC will seek to deliver successful outcomes for children in communication and language, social and emotional development, and nutrition, helping Nottingham's children to live happy, healthy and fulfilled lives. 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 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, rather than later targeted services aiming to fix problems once they have arisen. Partner workforces are represented alongside parents on the SSBC Community Partnerships, Steering Group and Board. These include Midwifery, Health Visiting, Early Years, Children's Centres, Family Mentors, Libraries, Housing and the Voluntary Sector.

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.

School Collaborations 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.

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 school.

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).

Core Training 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 www.nottinghamchildrenspartnership.co.uk/TrainingSkillsDevelopment.

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.nottinghamcvcs.co.uk/cyppn

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.

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.

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 of this have not yet been indicated.

Recent **serious case 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 need to use chronologies to inform assessments,
- the need to remain child focused, that practitioners be mindful that the needs of the parents, especially vulnerable parents, do not overshadow the needs of the child
- routinely involve fathers and other male figures in the family in assessing risk and in gathering all the information
- the need for plans to be specific, child focused and regularly reviewed

- for practitioners to be alert to , have an understanding of and ability to assess ;
 - self- harm (particularly in the context of younger children) the impact of early trauma
 - medical neglect
 - potential incidents of physical abuse
 - managing continence within a safeguarding framework
 - avoiding Confirmatory bias (looking for views/ information that support the case / hypothesis
- The need to manage multi agency meetings effectively to robustly challenge progress and case, ensure that records of meetings are first for purpose and circulated to all involved.
- The need to take into account the impact of family history and experience on potential SGO's applicants and the implications of this on their ability to care for children who have experienced trauma

These key themes have led to the following changes to the NCSCB (Nottingham City Safeguarding Children Board) updating the self-harm practice guidance, the Neglect practice guidance is in the process of being reviewed to cover the broader issues of medical neglect. The NCSCB procedures are being revised to include additional guidance for assessing non accidental injury, working with continence issues, referring to the NICE guidance, and the use of child centred discipline. 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 empower the workforce to identify solutions to stay child centred. Training delivered by Partner agencies should reflect the updates detailed above.

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 ensuing 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.

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.

The **Mental health and wellbeing** of children and young people in Nottingham is a key priority. The National Policy "*Future in Mind*" document underpins our local aim of achieving a local Transformation Plan for Children and Young People's Mental Health and Wellbeing. The priorities in our local strategy are to **promote resilience and early intervention, improve access to effective support**, and ensure that **care for the most vulnerable** is promoted, to hold **accountability and transparency**. The **development of the workforce** will be key by improving and making more training available around mental health to professionals working with children young people and their families.

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.

Action Plan

Specific Challenges	Timescale completed	Responsibility Lead
<p>Workforce priorities for 2016/2017 in building the ideal future for workforce and learning over ten years will be: Having an agreed integrated approach to workforce development and shared learning; seeing and valuing how each workforce will contribute to improving child development outcomes identified in the SSBC strategy.</p> <p>For the period 2015 / 2016 this will involve:</p> <ul style="list-style-type: none"> • Work with SSBC partners to identify best approaches for each element of the workforce to build engagement with SSBC and understanding of roles in achieving outcomes • Develop and deliver with partners integrated engagement events • Working with partners, identify workforce needs that support delivery of the SSBC programme and impact on early child development across the city. 	Dec 2017	Nicola Whiteman
<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 2016-17 <ul style="list-style-type: none"> ○ Leadership, Talent Spotting & Development for Schools (March 17) ○ Promote collaborative working to support and develop leadership and management skills at all levels. (March 17) ○ Develop the quality of Leadership with the schools leadership system (March 17) ○ Recruit Recruitment and Retention Officer to work closely with all city schools and institutions to improve access to high quality teachers in Nottingham. http://www.nottinghamschools.org/wp-content/uploads/2015/10/52233_AMBITION-2025_10-YR-STRAT-PLAN_WEB.pdf (June 16) ○ Make Links with activities to the schools employability strategy http://www.nottinghamcity.gov.uk/nottinghamschools/CHttpHandler.ashx?id=56932&p=0 (October 16) ○ Establish development events for NQTs, RQTs and teachers returning to the profession 	March 2017	Pat Whitby

<p>Workforce Implications of SEND reforms in Section Three of the Children's and Families Act 2014</p> <ul style="list-style-type: none"> • Deliver training to develop knowledge of the Mental Capacity Act and how to conduct the associated assessments, Deprivation of Liberty Safeguards and how to conduct the associated assessments and improving the writing of the outcomes within the Education, Health and Care Plans. (Dec 2016) • Commissioned Integrated Workforce Development Team(IWDT), Disabled Childrens Teams(DCT), Transitions team and Legal Services co-developed an e-learning package which introduces the topics of Mental Capacity Act, Deprivation of Liberty Safeguards and how these and their assessments are applicable to disabled young people aged primarily 16 years old or older (Jan 2016) • Commissioned IWDT, DCT, Transitions team and Legal Services co-developed a classroom based session which builds on the knowledge and insight gained from the e-learning. This course was developed to increase their knowledge and allow embedding of the knowledge through practical examples. (FEB 2016) • Commissioned IWDT and Legal Service to deliver 3 of the classroom based sessions to colleagues from a variety of areas sessions held 31st March, 28th April and 31st May 	<p>Jan 2017</p>	<p>Jonathan Allen</p>
<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 ○ With a focus on SEND develop a range of effective ways to develop the workforce to support implementation of the 30 hours and SEND Code of Practice 	<p>July 2017</p>	<p>Louise Meadows</p>

<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 2017)</p> <ul style="list-style-type: none"> • Consult and scope ideas for the Themes of the ECM events for 2017 and get senior management buy-in for activities. • Attend CFLT meeting to discuss ideas gathered for themes of the event and agree schedule for 2017(Oct 2016) • Consulted with Partner WFSG on the outline of the events (Nov 2016) • 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. 	June 2017	Lisa Hazell
<p>Implement full roll-out of Signs of Safety</p> <ul style="list-style-type: none"> • Continue to provide Partners with an induction to SOS • Continue training the workforce to deepen frontline colleague's use of Signs of Safety, growing breadth and depth in everyday practice. • Ensure staff who accessed SOS training over two years ago re- access this training • Ensure SOS is included in the induction of Agency Staff • If funding application to the DfE Innovation fund is successful become part of the Signs of Safety England Innovations Project – phase 2 with partnering local authorities. 	May 2017	Mandy Goodenough
<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"> • In light of recent changes to the structure of the LSCB, undertake a review of the current training, learning and improvement arrangements of the Nottingham City Safeguarding Children Board (NCSCB) • Develop a new Learning and Improvement strategy (December 2016) • Develop and deliver a robust learning session to embed the learning from recent Serious Case Reviews (October 2016) • Develop the cross-authority training quality assurance scheme to provide the NCSCB with assurance that partners' safeguarding training meets minimum quality standards (March 2017) • Review the Learning and Improvement Process and Framework, update as required, and promote to partner agencies (March 2017) 	March 2017	Holly Neill

<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. 	<p>December 2016</p>	<p>Maria Ward</p>
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<p>Priority Families Programme - Embed high quality systemic family support across the partnership so that 1750 families are engaged in the priority families programme of which 746 families achieve significant and claimable outcomes.</p> <ul style="list-style-type: none"> • Re-develop the two-day PF Induction Programme into a more bespoke training package so that it reflects the expanded operating model aligned to levels of need contained within the Family Support Pathway. • Continue to provide mentoring support to Family Partnership Workers. • Deliver PF awareness training to teams and staff that work alongside the programme but do not necessarily case-hold i.e. work coaches etc. • Update the workforce on modifications to the IT Platform and support the development of a training package for partnership staff who will eventually record PF cases onto Liquid Logic (Early Help Module). • Continue to provide bespoke assessment skills training to partnership staff. • Implement a quality assurance framework for priority families. • Accredited Practitioners will continue to provide operational support to their allocated schools across the city. • Embed the priority families approach in the 'Front Door' and across the Locality Hubs. • Through collaboration with colleagues in the Core Cities Consortium – develop a training programme for Managers and Supervisors (Nigel Brown). • Pilot the development and training of a cohort of staff that will concentrate on providing a 'rolling provision' of group programmes for parents and children across the city that have been identified in need of support. • Continue to support the 'Stride' project in the workplace delivery of domestic abuse training for staff working with survivors and/or perpetrators. 	<p>March 2017</p>	<p>Paul Martin</p>
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Please visit our website to view the main Workforce Strategy Document from 2010-2014

www.nottinghamchildrenspartnership.co.uk/childrensworkforcestrategy