



Brighton & Hove
Children and Young People's Trust

CYPT People Development Strategy 2009 – 2012



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Introduction

The purpose of this document is to bring together the learning and development aims for everyone who works and volunteers with children and young people as part of the Children & Young People's Trust Partnership, and those who contribute to our local Children & Young People's Plan (CYPP).

Our overall outcomes will be achieved by 2020. This Strategy sets out our strategic objectives, together with key activity for the next three years. Each of the objectives are supported by an action plan which reflect national recommendations, guidance and governance requirements.

Progress against actions and objectives will be monitored and reviewed by the CYPT Workforce Development Partnership Group and supported by the Training Consortium. The CYPT Board will receive reports of our progress as part of CYPP governance arrangements.

The information in this strategy is relevant to everyone who works or volunteers with children and young people in Brighton & Hove.

The CYPT People Development Strategy can be viewed online at:
www.brighton-hove.gov.uk/peopledevelopment



The local and national context

Brighton & Hove City Council hosts the Children & Young People's Trust (CYPT) which was formed in 2006. It is both a partnership and an organisation. The CYPT as an organisation provides and commissions education, health and social care services for children and young people in the city. It sits at the heart of the CYPT Partnership which includes NHS Brighton & Hove (previously the PCT), the Strategic Health Authority, the police and community, private, independent and third sector organisations, which provide a rich variety of services and opportunities for children, young people and their families in the city.

The CYPT Partnership works together to make children's services more effective and accessible, and focused around the needs of approximately 52,000 children and young people in the city.



The National Children's Workforce

Key

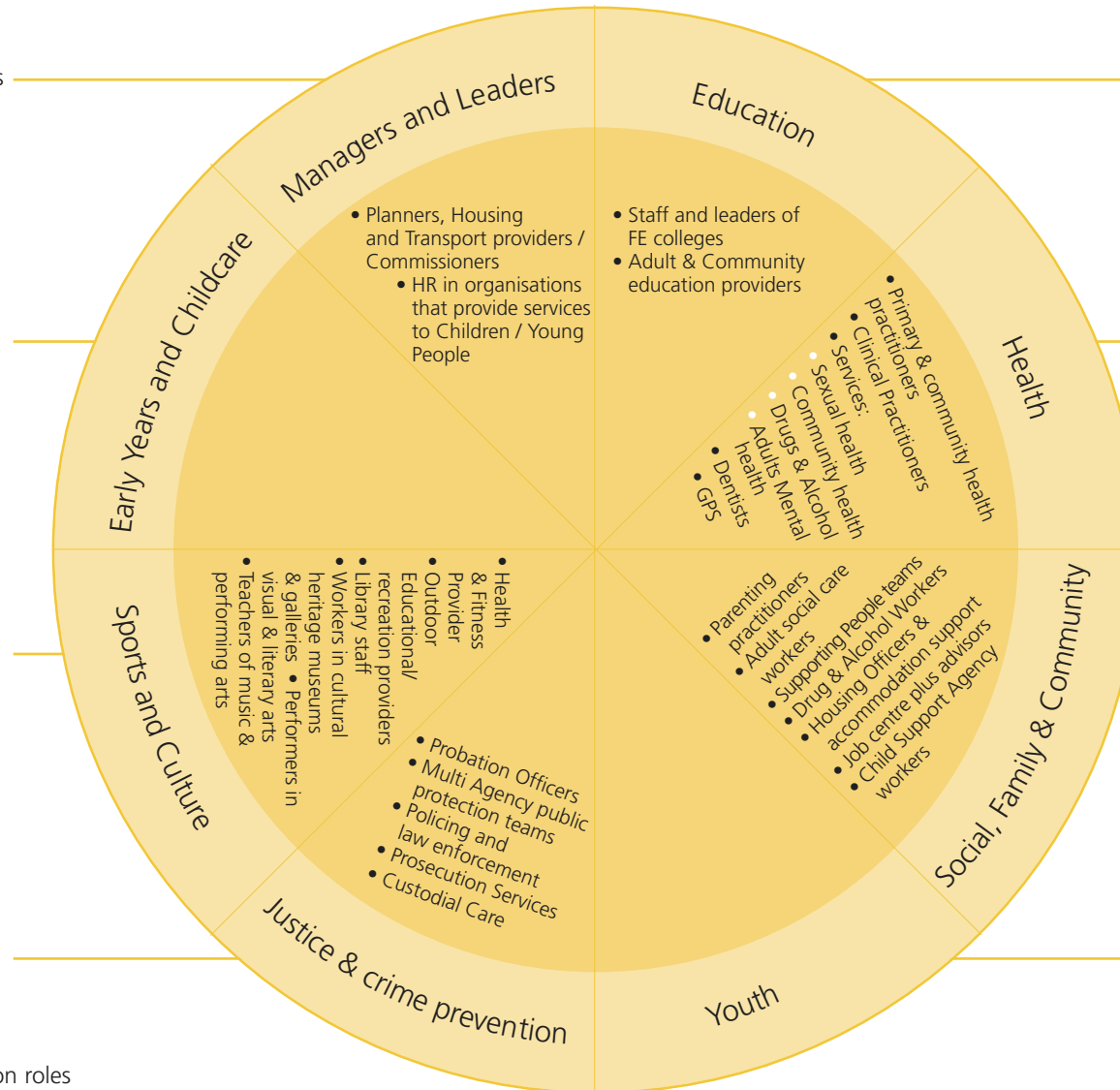
- People who work or volunteer with children, young people and / or their families part of the time, or are responsible for their outcomes as part of their jobs
- People who work or volunteer with children, young people and their families or are responsible for their outcomes all the time.

- Strategic, senior and middle managers in all Children's Trust partner organisations.
- All commissioners of services for children and/or young people

- Managers, deputies, assistants and workers in; Playgroups, Children's Centres, Day Nurseries, Nursery Schools, Nursery classes in Primary Schools
- Registered childminders and nannies
- Play workers

- Sports coaches and officials
- Sports and FE Sport Co-ordinators
- County Sports development officers
- Sport competitions managers
- School library service

- Youth Offending teams
- Staff and managers of: Youth Offending Institutions, Secure Training Centres, Secure Children's Homes
- Police in school liaison / child protection roles



- Head Teachers
- Teachers
- Providers of extended school activities
- Behaviour & educational support teams
- Educational Psychologists
- Learning mentors
- 14 – 19 providers
- Educational Welfare Officers
- School Support
- School Meal Staff

- Health Visiting teams
- School Nurses
- Community Children's Nurses
- Children's Nurses
- Child Psychologists
- CAMHS
- Paediatricians and sub-specialists
- Community paediatricians
- Children's Allied Health professionals
- Teenage pregnancy workers

- Children and families social workers
- CAFCASS Advertisers
- Foster carers
- Private foster carers
- Outreach and family support workers
- Managers and staff in: family centres, day centres and residential children's homes
- Portage workers
- Play workers

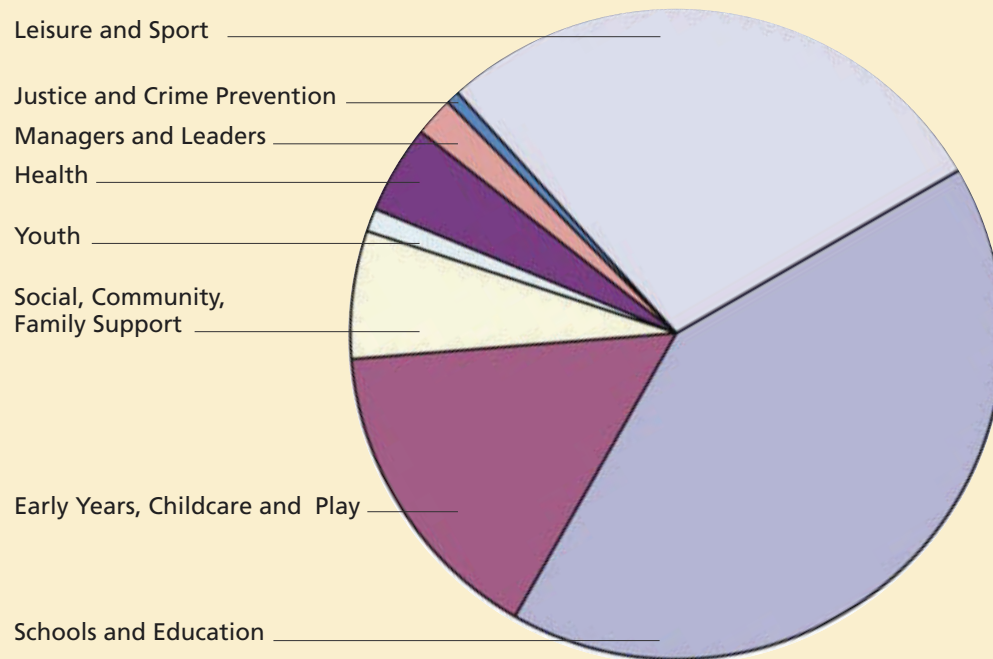
- Connexions personal advisors
- Youth Workers
- Youth support workers
- Youth workers in voluntary, community or faith sector
- Young Peoples housing and accommodation support workers

Workforce profile for CYPT Partnership

The CYPT as an organisation has a directly employed and managed workforce of local authority and health service staff of approximately 6,200 people. This includes the schools based workforce which accounts for approximately 78% of the local authority workforce. Of the directly employed workforce approximately 64% are part time and 80% are female.

The Local Picture:

Estimated Children's Workforce in Brighton & Hove



A key partnership within the wider CYPT is the third sector in Brighton & Hove, which includes an estimated 450 organisations / projects, delivering services targeted at children, young people and families (about one-third of the sector). Some of these deliver services commissioned by the CYPT, most are independently funded. Services include parent and toddler groups, pre-schools, sports and creative activities clubs, youth clubs, advice and advocacy services and many others. The third sector's employs about 1,500 paid staff (an average of 3 per organisation) of which about 60% are part-time, who work with children.

They also involve an estimated 6,000 regular volunteers working 5 hours or more per week (an average of 13 per organisation), equivalent to over 800 full-time staff. In addition there are approximately 1,730 paid staff and 225 volunteers in the early years, private and third sector providing services for younger children.

The Children & Young People's Trust vision

"Brighton & Hove should be the best place in the country for children and young people to grow up. We want to ensure all our children and young people have the best possible start in life, so that everyone has the opportunity to fulfil their potential, whatever that might be"

The overarching aims of the CYPT Partnership are to improve outcomes for all children and young people and to reduce inequalities between the most disadvantaged and the rest. This is achieved by working together to provide integrated services and support for all children, young people and their families, particularly where they are in danger of not meeting their potential. The CYPT's priorities are set out in the Children & Young People's Plan (CYPP) under the five 'Every Child Matters' outcomes:

To be healthy

Enjoying good physical and mental health and living a healthy lifestyle.

To stay safe

Being protected from harm and neglect and growing up able to look after themselves.

To enjoy and achieve

Getting the most out of life and developing broad skills for adulthood.

To make a positive contribution

To the community and to society and not engaging in anti-social or offending behaviour.

To achieve economic well being

Overcoming socio-economic disadvantages to achieve their full potential in life.

This *People Development Strategy* contributes to the CYPP by providing appropriate learning and development opportunities for everyone who has a role working or volunteering with children and young people, to develop their knowledge and skills. This will help them to work effectively and safely and improve the outcomes of all children and young people.

Our vision for everyone who works or volunteers with children and young people in Brighton & Hove

Brighton & Hove's Children & Young People's Trust supports local workers and volunteers through this *People Development Strategy*, which works towards the creation of a 'One Children's Workforce' in Brighton & Hove (see p7), which will be:

"a world-class children's workforce that is increasingly competent and confident, inspiring trust and respect from parents and carers, as well as from children and young people themselves."

We want a workforce which has:

- A shared identity and purpose
- Common values and plain language
- Behaviours focused on positive outcomes for children and young people
- Integrated working practices
- High quality and appropriate training for workers and volunteers
- Complementary roles focused around children and young people
- The capacity to deliver and keep children and young people safe
- The views of children, young people and their families central to service provision
- The ability to be flexible and which is representative of the community it serves
- Strong partnership working to provide a diverse range of services and support to children and young people to reach their full potential, whatever that may be

This Strategy actively promotes effective integrated / partnership and multi-disciplinary working across all the different parts of our local 'One Children's Workforce' (see next page). The Strategy commits to providing accessible development opportunities for everyone who works or volunteers with children and young people in partnership with the local third sector, which are informed by their local specialist knowledge and working.



Our principles

Everyone who works or volunteers with children and young people will:

- Work in ways which will engender the respect, confidence and trust of children and young people and their families and carers
- Ensure all children and young people are protected from harm and neglect
- Work together as a team around every child and their family where additional support is needed to achieve their potential
- Engage local children and young people and their families / carers who receive our services in the design, delivery and evaluation of learning and development
- Create opportunities to learn and develop together, learning across sectors wherever appropriate

Who is included in the 'One Children's Workforce'?

The government's '2020 Vision for the Children's Workforce' (Department for Children, Schools and Families, 2008) is that everyone whose work and / or volunteering is concerned with children and young people is part of the 'One Children's Workforce'. It includes people in the private, independent, third and public sector (including volunteers) with roles which primarily work with children and young people or those who manage / provide support to those whose primary role is to work with children, young people, their parents or carers. It also includes those who work (or volunteer) for part of their time with children and young people – eg. sports workers, adult social care workers and housing officers.

In Brighton & Hove Children & Young People's Trust, this includes for example:

- CYPT directly managed workforce (local authority and NHS)
- School workforce
- Third sector employed workforce
- Volunteers working with children and young people workers in any organisation
- Staff working in organisations delivering commissioned services
- Private / independent employed and self employed people who work with children and young people
- Third Sector Early Years and Childcare workforce
- Foster carers (including kinship carers)
- Health and public sector workers who work for all or some of their time with children and young people
- Further Education sector workforce (both those who train young people and those who train future members of the children's workforce)

The vital role of parents / carers in children and young people's upbringing is acknowledged and their needs are supported through the CYPT Parenting Strategy, which can be accessed at: brighton-hove.gov.uk/parentstrategy



This Strategy sets out the learning and development priorities for those who work or volunteer with children and young people over the next three years. To make these priorities and expectations clearer for the different groups reading this document, it is presented in three sections:

Part One: For everyone who works and volunteers with children and young people in Brighton & Hove

This part sets out what everyone who works or volunteers in any role with children and young people is expected to know and do as part of their role.

Part Two: Profession or role specific learning and development

This part sets out training and development required of people in specific sectors or roles in addition to section one where the CYPT as an organisation has a role or responsibility. These requirements have been set by government, sector skills or professional bodies.

Part Three: Workers who are directly managed or employed by the CYPT as an organisation

The final section sets out organisational plans and related training and development relevant to staff who are directly employed, managed or commissioned to provide services by the CYPT which are in addition to sections one and two.

Our Strategic Objectives

1 Expectations of everyone who works or volunteers with children and young people in Brighton & Hove

Objective 1.1:

We have a shared vision and values when working with children and young people in Brighton & Hove

Aim: To build a shared vision with everyone who works or volunteers with children and young people which is informed by the local priorities set out in the Children & Young People's Plan

Outcome: Everyone who works or volunteers with children and young people in the city will work together with common purpose and values to provide high quality services for children and young people, which are integrated and focused around the needs of children and families and proactively support local priorities. Every child / young person recognises that we work better together so they and their carers will get the help they need.

Key actions:

- Develop and reinforce a shared vision, values and language across the CYPT partnership
- Develop a shared understanding of the local priorities and challenges for children and young people in the city
- Develop and support partnership and integrated working processes to address local priorities
- Evaluate our progress and use our findings to inform how we can work better together.

Objective 1.2:

There are core knowledge, skills and behaviours for everyone working with children and young people in Brighton & Hove

Aim: To ensure everyone who works or volunteers with children and young people has a shared core of knowledge, skills and behaviours which underpin and informs the specialist knowledge of their specific role

Outcome: Everyone in a role working / volunteering with children and young people has and confidently uses shared core knowledge and skills appropriately. Children and young people have increasing confidence and trust in those who support them.

Key actions:

- Agree the core knowledge, skills and behaviours expected of all those who work and volunteer with children and young people in different roles
- Provide appropriate induction for any new people coming to work with children and young people in the city
- Provide support for using induction standards across the 'One Children's Workforce' for all those in roles that require them
- Provide a core skills learning programme (based on the Children's Workforce Development Council's 'common core of skills and knowledge') for everyone who works or volunteers with children and young people which is appropriate and accessible (including smaller third sector organisations).

Objective 1.3:**Children and young people are kept safe**

Aim: All those who work or volunteer with children and young people have the knowledge, skills and working practices that ensure all children and young people are protected from harm and neglect.

Outcome: All organisations who work or volunteer with children and young people fulfil their responsibility to ensure that their staff / volunteers have access to appropriate safeguarding children training and development, and use Pan-Sussex Safeguarding Children procedures so that the children and young people they work with are kept safe.

Key actions:

- Review, design, deliver and evaluate a comprehensive multi-agency safeguarding children training programme in line with Local Safeguarding Children's Board requirements (responding to Lord Laming report 2009 and local CVS Sector report 2009)
- Provide advice and guidance to specific organisation / sectors about fulfilling their responsibilities relating to safeguarding children training (including induction) for their staff and volunteers
- Provide advice and guidance to ensure safeguarding practices are secure and meet Pan-Sussex Safeguarding procedures, including making a referral, safer recruitment practices (including CRB checks) and other policies and procedures.

Objective 1.4:**Integrated working practices are in place and effective**

Aim: To ensure that everyone who works or volunteers with children and young people know about and use effective integrated working practices (e.g. Information Sharing and the Common Assessment Framework and the Lead Professional role). This will result in a 'team around the child / young person', working together to provide targeted or enhanced services.

Outcome: Children and young people (and their families) will receive effectively integrated services that meet their needs and puts them, and their family, at the centre.

Key actions:

- Promote the Common Assessment Framework so it can be used confidently and effectively by all frontline children's workers to bring a team around the child and family to provide additional help and support
- Promote and support knowledge and understanding of good practice in information sharing processes and tools (such as ContactPoint) so they are used appropriately by everyone who needs to
- Provide opportunities for those who work or volunteer with children and young people to develop the relationships and understanding between sectors and organisations, which result in effective integrated working, e.g. training to bring together staff / volunteers in different sectors, to develop relationships and understanding across different sectors.

2 Profession / role specific learning and development (in addition to the learning and development set out in part 1)

Each of the professions / roles below has specific national workforce development requirements (eg. newly qualified teachers or social workers, childminders and youth workers). These requirements are set by government or professional bodies and may apply to the private, third sector and statutory sector where there are people working in these roles.

Objective 2.1: Social Workers directly employed by the CYPT

Aim: With recognised national bodies, promote and develop excellence in social work practice and the leadership and management of social work teams through high quality education and continuing professional development of social workers and social work managers.

Outcomes: The professional practice of all social workers, from newly qualified social workers to experienced social workers and managers, is developed, improved and enhanced and leads to improved outcomes for children and young people.

Key actions:

- Continue to provide additional support to newly qualified social workers and their supervisors
- Improve the quality and availability of practice learning for social workers
- Promote and support increased participation of social workers and practice managers in accredited development, including post qualifying (PQ) wards
- Broaden approaches to recruiting and retaining social workers (including 'grow your own' and returner social workers).

Objective 2.2: Early Years and Childcare Workers in the private, voluntary and independent sector

Aim: To continue to raise the quality of private, voluntary and independent sector early years and childcare in the city and to support career progression and retention in the sector.

Outcomes: Increased number of staff with full and relevant childcare qualifications, increase numbers of Early Years Professionals leading practice.

Key actions:

- To support practitioners to undertake full and relevant qualifications
- To encourage childcare providers to train, employ and retain graduates to lead practice
- To provide a range of challenging and inspiring training courses.

Objective 2.3:**School based staff – Headteachers, governors, teachers and support staff**

Aim: To support the development of school based staff to enable them to deliver high quality learning for all the children and young people in their care.

Outcomes: A competent and confident school workforce who meet the development requirements of the Department for Children, Schools and Families (DCSF), professional bodies and undertake development required by statutory regulatory bodies.

Key actions:

- Work with the National Strategies Team to provide support and development needed to enable the school workforce to deliver an appropriate curriculum for all learners
- Work with the National College of School Leadership (NCSL) to secure necessary numbers and quality of school leaders to sustain the success of Brighton & Hove schools
- Work with the Training & Development Agency (TDA) to support the recruitment, induction, development, ongoing reform and deployment of the children's workforce in schools to meet the requirements of the National Agreement
- Support the recruitment and development and provide advice and guidance to school governors.

Objective 2.4:**Integrated Youth Support Services – private and third sector and those employed and commissioned by the CYPT organisation**

Aim: To continue the overall reform of Integrated Youth Support Service (IYSS) in accordance with the national Youth Workforce Reform Strategy

Outcomes: A city wide, shared vision is in place for all Integrated Youth Support Staff (IYSS) which includes our Targeted Youth Support Service (TYSS).

All IYSS staff have a skill set and core competences located within the skills development framework, whilst maintaining clear specific professional identities (e.g. youth worker, Connexions personal adviser, learning mentor, education welfare and attendance officer etc).

Key actions:

- Complete audit of current staff roles and training needs
- Develop exemplar models of context specific, integrated working
- Secure training and other staff development opportunities for practitioner and manager skills and performance development
- Secure youth professional status and NVQ accreditation opportunities.
- Develop routes for progression for staff from volunteer support worker to professional status, senior practitioner and service manager / leader
- Establish effective networking arrangements in the south east region to collaborate in order to implement national youth workforce reform developments.

Objective 2.5: **National Health Service / South Downs Health staff**

Aim: To support the development of health professionals from South Downs Health (SDH) working for the CYPT to enable them to deliver high quality care.

Outcomes: A competent and confident health workforce who meet the knowledge, skills and competency requirements of the Department of Health, Care Quality Commission, NHS Litigation Authority and their professional bodies.

To undertake developments required by registration bodies, such as GMC, NMC and HPC and to meet the requirements of any NHS inspection standards.

Key actions:

- All NHS staff have a Knowledge Skills Framework (KSF) for their job description and linked to their Personal Development Plan (PDP)
- All NHS staff undertake role specific compulsory and mandatory training
- All NHS staff undertake Continuing Professional Development in line with requirements of their professional registration bodies.

Objective 2.6: **Foster Carers**

Aim: To ensure that foster carers are trained in the skills required to provide high quality care and meet the needs of each child / young person placed in their care.

Outcomes: All carers to have completed the Children's Workforce Development Council (CWDC) Training, Support and Development Standards for Foster Care within 12 months of their approval (existing carers by April 2011).

All carers to complete the identified mandatory training courses within two years of approval, meeting National Minimum Standards for Fostering Services.

Key actions:

- To support carers in completing the Training, Support and Development Standards
- To provide a specialist training programme that enable carers to meet National Minimum Standards
- To support carers in completing the National Vocational Qualification (NVQ) in Health & Social Care (Children & Young People)
- To address any individual training needs identified
- To ensure ongoing evaluation of all training
- Maintain links with neighbouring authorities so that training is accessible to carers based outside Brighton & Hove.

3 The CYPT directly managed workforce (in addition to the learning and development set out in parts 1 & 2)

This section sets out the organisational plans and related training and development required of staff who are managed directly by or commissioned by the CYPT.

Objective 3.1: CYPT organisational workforce planning, recruitment and retention

Aim: To ensure the CYPT has the workforce it needs to commission and deliver children's services and the CYPP and which reflects our community.

Outcomes: The CYPT as an employer has the capacity to deliver and commission appropriate services and keep children safe.

Key actions:

- Establish workforce data to enable effective workforce planning
- Put in place plans which address current and predicted workforce hotspots
- Ensure safe and fair recruitment processes are in place
- Develop effective approaches to succession planning and talent spotting
- Ensure job descriptions and person specifications promote CYPT values and behaviours, particularly integrated working expectations
- Ensure all new staff meet induction and probation requirements of the CYPT and their employer.

Objective 3.2: Compulsory and specialist development, qualifications and career progression

Aim: To ensure that all CYPT directly managed staff meet the statutory and employer requirements for their role through access to appropriate specialist training, and can access learning and development in line with their individual plan and progress in their career.

Outcomes: All staff have their professional, mandatory and compulsory training requirements met and can access appropriate learning and development in line with their Individual Development Plan (IDP) and which contributes to their career aspirations. Evaluation of learning by staff and their managers shows a positive impact on their practice and value for money.

Key actions:

- Ensure supervision, performance development planning scheme and individual learning plans are consistently used and meet organisational and professional (including clinical) requirements
- Provide information and guidance to managers and staff about professional / mandatory / statutory job requirements
- Promote the effective use of 'Specialist Funding' to support individual and team development that cannot be met through national provision or the CYPT programme
- Promote and support access to National Vocational Qualifications

(NVQ) for staff who do not hold a qualification related to the post they hold

- Provide information about different career pathways within the children's workforce.

Objective 3.3: CYPT leadership and management

Aim: To ensure all leaders and managers directly managed within the CYPT have the knowledge, skills and behaviours required to lead and deliver their service to achieve the Children & Young People's Plan (CYPP) priorities.

Outcomes: All CYPT staff are led and supervised by managers with high quality leadership and management skills and behaviours which enable them to deliver safe, high quality services to children and young people and their families.

Key actions:

- Establish a leadership and management behavioural framework that defines the necessary behaviours of managers at all levels
- Provide a CYPT managers' induction and leadership development programme to support the behaviour framework
- Ensure rigorous and safe supervision and performance management processes are in place, which are applied consistently to improve practice
- Ensure the CYPT leadership and management development links to council, regional and national developments
- Support managers to use business planning processes used to inform service, team and individual objectives
- Support and develop 'world class' commissioning skills in managers.

Objective 3.4: CYPT staff

Aim: To ensure that the CYPT is an organisation that supports and enables all its directly managed staff to carry out their work for children and young people effectively. Ensure their views are taken into account and their achievements are recognised.

Outcomes: All staff are effective in their role. There is good communication and staff are recognised and rewarded for their contributions. Staff are consulted with and are able to contribute to the development of the CYPT.

Key actions:

- Ensure every member of staff receives effective line management
- Work towards consistency in staff pay and conditions
- Support and engage with the Workforce Agreement Monitoring Group (WAMG) and staff consultation groups
- Develop and improve two way communication through Information Communication Technology, staff events and other information routes
- Increase opportunities to recognise and reward staff contributions and achievements
- Involve and include staff and managers in organisations delivering commissioned services.

The One Children's Workforce Tool

The Children's Workforce Development Council (CWDC) has developed a national framework to support the development and implementation of children's workforce strategies. It sets out 8 key areas where Children's Trusts need to make progress to achieve a world-class workforce for children and young people and their families.

The framework provides an opportunity for Children's Trusts to self-assess themselves against the key areas. The CYPT intends to use this tool to evaluate and inform this People Development Strategy and to inform the monitoring of the Workforce Development Partnership group.

How the One Children's Workforce Framework and Tool works

The framework provides a description of a workforce that is reformed and integrated and makes the best contribution possible to local Every Child Matters outcomes and the Children & Young People's Plan. It identifies what a reformed and integrated workforce looks like from the perspectives of a child, a team, a service and a Children's Trust.

The framework is accompanied by an online tool which provides the opportunity to self assess against the One Children's Workforce Framework:

- Assess where their local area is in delivering a world-class workforce,
- Decide where they would like their local area to be in future against the framework.
- Develop an action plan to get to where they want to go.
- Identify support they would find useful to help them get there.



The support element of the tool is currently under development. It is intended that this support will be delivered through a partnership between CWDC, the Training and Development Agency for Schools (TDA), the National College for School Leadership (NCSL) and other partners.

The tool will also be refined further, in line with the 2020 Children's Workforce Strategy.

The One Children's Workforce Framework is available online for anyone to explore at <http://onechildrensworkforce.cwdcouncil.org.uk>

Glossary of Terms

ContactPoint

A new online contacts list for people who work with children and young people

CWDC

Children's Workforce Development Council

CYPP

The Children & Young People's Plan

CYPT

The Children & Young People's Trust

DCSF

Department for Children, Schools and Families

IDP

Individual development Plan

IYSS

Integrated Youth Support Services

KSF

Knowledge and Skills Framework

NCSL

National College for School Leaders

NVQ

National Vocational Qualification

PDP

Personal Development Plan

TDA

Training & development Agency

Third Sector

Charities, voluntary organisations, community groups and social enterprises / Community Interest Companies

WAMG

The Workforce Agreement Monitoring Group

WDPG

Workforce Development Partnership Group

Appendices

CYPT Workforce Development Partnership Group: Terms of reference and membership

The Workforce Development Partnership Group (WDPG) brings together key partners and experts in workforce development from across the city and plays a pivotal role in influencing, steering, sponsoring and evaluating the development of our children's workforce. The group brings expertise in initial, post qualifying (PQ), Continuing Professional Development (CPD) from education, early years, community and voluntary sector, social care and health fields. Through the chair it reports to the Children & Young People's Trust Board.

Several groups have responsibility to deliver specific objectives within the *People Development Strategy* and report their progress to the WDPG. These are:

- Recruitment & Retention group
- Common Assessment and Lead Professional group
- LSCB Sub training group
- LSCB Safer recruitment sub group
- Brighton & Hove HR Organisation Development
- CYPT HR Hub
- CYPT Training Consortium
- Sussex Consortium for Teacher Educational Research
- Post Qualification Consortium.

The Workforce Development Partnership group members work together proactively to champion our children's workforce development and remodelling agenda and will influence, steer, sponsor and evaluate the *People Development Strategy* by:

1. Being informed by research evidence and using this to act as a 'critical friend' to the development of the Strategy
2. Keeping under review the delivery and impact of the Strategy through receiving reports and giving feedback to groups / individuals with responsibility for delivering specific aspects of the Strategy
3. Giving informed professional advice and contribute to the evaluation of the outcomes and impact of the Strategy on building capacity in the workforce and improvements in the service provided
4. Establishing and developing links between initial and pre and post qualification training and CPD development and the Strategy (including PQ accreditation).
5. Informing and making links between the Strategy and other local and national workforce initiatives
6. Ensuring the Strategy maintains a focus on inter-professional learning and development
7. Finding ways to support the engagement of the private, voluntary and community sectors in the Trust partnership in training & development to help build their capacity
8. Influencing national sector skill developments by:
 1. responding to national consultations
 2. engaging in national , research and sharing knowledge of national developments
 3. acting as a pressure group both locally and nationally

Translation? Tick this box and take to any council office.

ترجمة؟ ضع علامة في المربع وخذها إلى مكتب البلدية. Arabic

অনুবাদ? কক্ষে টিক চিহ্ন দিয়ে কাউন্সিল অফিসে নিয়ে যান। Bengali

需要翻译? 请在这方格内加制, 并送回任何市议会的办事处。Cantonese

ترجمه؟ لطفاً این مربع را علامتگذاری نموده و آن را به هر یک از دفاتر شهرداری ارائه نمایید. Farsi

Traduction? Veuillez cocher la case et apporter au council. French

需要翻译? 请在这方格内加制, 并送回任何市议会的办事处。Mandarin

tłumaczenie? Zaznacz to okienko i zwróć do któregośkolwiek biura samorządu lokalnego (council office). Polish

Tradução? Coloque um visto na quadricula e leve a uma qualquer repartição de poder local (council office). Portuguese

Tercümesi için kareyi işaretleyiniz ve bir semt belediye bürosuna veriniz Turkish

other (please state)

This can also be made available in large print, Braille or on audio tape