

SOUTH GLOUCESTERSHIRE CHILDREN AND YOUNG PEOPLE WORKFORCE STRATEGY 2006-2009

UPDATE ON ACTIONS UNDERTAKEN 1st APRIL 06 – 31st MARCH 07



Table of Contents

1. Vision and scope.....	3
2. Current position and analysis.....	5
3. Workforce data and data issues	5
4. Addressing diversity.....	6
5. Views of children and young people	6
6. Priority Areas and Objectives, with action plans	8
PRIORITY AREA 1: Promoting the culture of a 'safe organisation'	8
PRIORITY AREA 2: Recruitment, retention and development of staff	16
PRIORITY AREA 3: Effective inter-agency and multi-agency working	25
PRIORITY AREA 4: Development of supervision skills and inter-agency leadership, management	29
PRIORITY AREA 5: Communications.....	32

**South Gloucestershire
Children and Young People
Workforce Strategy 2006-2009**

1. Vision and scope.

Our workforce strategy encompasses all the partner agencies, in the statutory, voluntary and private sector working with children and young people in South Gloucestershire.

The Children and Young People Plan 2006 - 2009 (CYP Plan) was developed through consultation with all partners and children and young people themselves. It sets out our shared vision to raise achievement and promote the well being of all children and young people in South Gloucestershire. The priorities of the Plan reflect the five key outcomes – be healthy, stay safe, enjoy and achieve, make a positive contribution, and achieve economic well-being. Our workforce strategy is closely linked to achieving the objectives and priorities identified in the plan. The cross cutting themes of the CYP Plan are also identified in the strategy. These are – developing better support for parents and carers, supporting inclusion and equalities, e-strategy and issues arising from legislation.

Our aim is to improve the lives of children and young people by ensuring that people working with children have the best possible training, (within resources available), qualifications, support and advice, and a clear framework for continuous learning and skills development and practice in which to work. The strategy is designed to drive forward the children's trust arrangements and reforms in partnership with stakeholders, and to ensure effective joint working. We want a confident and competent workforce that puts the child at the centre of all our services. The workforce strategy is aimed at delivering, by 2015, a highly skilled workforce that is committed, flexible and able to deliver tomorrow's services, however they are configured.

We recognise that we have a highly professional workforce, and are committed to ensuring that professionally qualified staff are supported in maintaining the requirements for professional registration and in extending their skills base to meet the requirements of the new multi agency working environment and context.

There are extensive cultural and operational challenges for all managers in facilitating effective multidisciplinary arrangements across the whole sector.

Our workforce priorities are to:

Ensure that all staff take account of safeguarding and promoting the welfare of children and young people

To support more effective inter-agency working, including multi-disciplinary team working around the needs of children and young people

To improve skills and career pathways by using a Common Core of Skills and Knowledge.

To ensure high quality provision and support for children and young people from pre-birth – 19, and beyond where appropriate.

Key strands in the strategy are therefore:

- Promoting the culture of a 'safe organisation'
- Recruitment, retention and development of staff
- Effective inter-agency and multi-agency working
- Development of supervision skills and inter-agency leadership and management
- Communications.

The strategy draws on the following national and local initiatives:

- The National Service Framework (NSF) for children, young people and maternity services
- National Standards: Early Years Foundation Stage
- Transformation Fund
- Working Together to Safeguard Children
- Children's Workforce Strategy – proposals for an integrated qualification framework
- Children's Fund
- The South Gloucestershire Children and Young People participation strategy
- The Every Child Matters survey of children and young people's views
- Safer South Gloucestershire Strategy.

It is informed by the following audits and reviews:

- Investors in People assessment
- Workforce analysis
- Caldicott audit
- Best value performance indicator monitoring
- Annual Review of Continuing Professional Development provision.

2. Current position and analysis

The Department for Children and Young People was established in April 2005. It brought together the education service, childcare, children's social services, the youth service and the Children's Fund. There is a strong commitment to the new integrated focus on children and young people and our vision for improving their outcomes. The shift towards much greater involvement of children and young people in the decisions which affect them is welcomed but poses challenges to existing ways of working to some teams. There is a tradition of effective partnership working which is being built on. Much of the provision in South Gloucestershire for Youth and Early Years is made through the voluntary and private sector, so particular emphasis is being given to the capacity building of these groups. The strategy initially focuses on the development of the more integrated working approaches within the Department for Children and Young People, but then shows how this will be extended with other partners, including the private and voluntary sectors. A conference day was held in October 2006 involving statutory, private and voluntary partners to engage all partners in considering each of the priority areas and identify key actions that will be needed to ensure we have implemented the strategy by 2015. The outcomes from the conference have been included in the strategy.

The analysis of need and provision across the region provides evidence for the development of three locality teams based in the three areas of greatest need. It is planned to drive this forward in the Severnvalle area during 2006-7, and the Yate and Kingswood areas in 2007. This has implications for cross boundary communication, employment and development, with reconfiguration of services to meet local need rather than a reliance on the status quo.

3. Workforce data and data issues

There are currently 4600 FTE staff within the Department for Children and Young People, which includes schools. This is 7200 posts in total. We do not have up to date figures on all the staff employed in the private and voluntary sectors. There are approximately 80 staff and volunteers employed by the voluntary sector on projects commissioned by the local authority in relation to youth service provision. An audit undertaken in January 2006 identified 1300 paid staff and 380 volunteers working in early years and childcare in the private and voluntary sectors and the CYP Information Service has currently 380 registered childminders. In the health service there are approximately 100 staff employed specifically to focus on children and young people in South Gloucestershire. This includes health visitors, school nurses, and therapists. The mapping of the current workforce to provide a benchmark for the actions undertaken as part of this strategy is a priority.

We fully endorse the recommendations of the Bichard report and consider safe recruitment to be a priority for all child safe organisations. All new staff who work with children within the council undertake safe recruitment checks including a CRB check before their employment involves contact with or access to sensitive information about children and young people. This is also true of childcare provision registered by Ofsted (nurseries, childminders, playgroups, after school and holiday play schemes.) These requirements need to be

consistent across the statutory, private and voluntary sector, through the review of contracts, commissioning and Service Level Agreements.

Within the Department for Children and Young People recruitment of youth workers is the most problematic, due to the part-time sessional nature of this work. Turnover is highest in catering, cleaning and the Youth Service. We are now experiencing the positive impact of a successful recruitment and retention strategy implemented in 2005/06 for qualified social care staff in terms of reduced turnover. We now need to focus on the career pathways for unqualified staff in social care and across the other sectors. Issues in relation to low pay are prevalent in childcare and nursery settings. The most challenging area in relation to developing locality teams will be the range of terms and conditions and the evident differences, with some more favourable than others. Long term we will need to develop an approach to manage this more equitably. This is likely to be an area where employment and equalities legislation implementation will also inform our priorities.

4. Addressing diversity

All South Gloucestershire Council functions and polices undergo equalities impact assessment as a matter of routine to identify any differential impact. The Council has an initiative on promoting employment for disabled people throughout the area, as this is low in relation to the population profile. Future issues show a growing population of white ethnic other – particularly eastern European workers who are bringing their families here for whom language acts as a barrier to employment. There is a predominantly older workforce so there are issues in relation to succession planning; this profile is particularly evident in relation to headteachers. Taken together, senior posts in the Department for Children and Young People show a predominantly male profile, when females hold 82.6% of posts. We are attracting applications from younger people, but they are not being appointed. This is an area we are investigating as a priority this year in enabling managers to recognise and build upon potential demonstrated by applicants in the recruitment process, rather than focussing upon traditional capabilities and approaches. The Age Discrimination Act 2006 will strengthen the need to address this. The profile within the private and voluntary sector is unknown.

5. Views of children and young people

A participation strategy is being implemented across the council and its partners. Children and young people are increasingly involved in appointment processes, although this is not yet fully established across all services. Training in recruitment practice for both young people and staff is being extended. Looked after children and children with disability are engaged in a range of effective participation which influences the way services are delivered for them.

At the Workforce Strategy Conference on October 2nd 2006, the group of young people who provided an input proposed the following ground rules to removing barriers to working with children and young people:

- Make sure any information is up to date and relevant;
- Try to make information on posters or websites interesting;

- Make sure that information is displayed where young people go or on websites they access;
- Make sure advice or information lines are open at times that young people will ring;
- Try not to confuse young people with too much jargon or a completely different language;
- Give feedback for all consultation work. It means people will be interested in the future;
- Try to ask opinions of different groups of young people rather than sticking to the same people.

It is proposed that these ground rules are accepted by all Partners in the Workforce Strategy.

This Strategy has been fully consulted upon in accordance with the South Gloucestershire Compact Agreement with the private, voluntary and independent sectors and ratified by the Children and Young People Strategic Partnership Board in March 2007. The progress during 2006/07, prior to ratification is noted.

The strategy 2007/08 implementation plan links directly to the Children and Young People's Implementation Plan for 2007/08 and will be confirmed by the Senior Officer Group in July and then published on the Council website.

6. Priority Areas and Objectives, with action plans

PRIORITY AREA 1: Promoting the culture of a 'safe organisation'				
1.1 'Safe organisation' best practice		CYP Plan ref: Priority- Stay Safe S1, S3		
Activity		Milestones and key dates	Lead Organisations & Personnel	Resources
A	Ensuring a 'Safe Organisation'. Safeguarding audit undertaken for CYP Department; Make audit toolkit available to all partner organisations	Audit to be agreed by the Local Safeguarding Children Board and then undertaken annually. Report in April 07 to LSCB with safeguarding performance indicators	Safeguarding Manager, CYP	To be undertaken within existing resources
<p>Update : 2006/2007 The first draft of the Climbé audit has been completed by the Safeguarding Manager who will then circulate to partner agencies for comment prior to a joint action plan being developed to address a small number of areas needing additional work.</p> <p>The audit tool kit has been distributed to key partnership agencies and will be made available to other agencies via the SGSCB website by the end of May 2007.</p>				
B	CRB Checks All staff in the Council, schools and all partner organisations who deal directly with children or have access to their personal information have up to date CRB checks	All department staff phased * All new staff on employment * All existing staff by end 2008	Head of Schools Personnel	To be undertaken within existing resources
<p>Update 2006/2007:</p> <ul style="list-style-type: none"> • CRB checks are undertaken for all relevant new starters on appointment. In the case of schools, the current DfES mandatory requirements are being fulfilled and exceeded but it should be noted that the mandatory requirement for a CRB check only applies for new entrants to the school workforce or those with a break in service of 3 months or longer. • The position of partner organisations has yet to be clarified. • The Government's new Vetting and Barring Scheme will be introduced during 2008 but does not envisage retrospective checks on all the current children's workforce being completed at the start date. Guidance and working practices established with schools will move incrementally towards a fully checked workforce. 				

C	Revise commissioning requirements from private and voluntary sector to include CRB checks for all relevant staff	Autumn 2008	Head of Resources for Department for CYP	To be undertaken within existing resources
<p>Update 2006/2007:</p> <p>Commissioning Strategy has now been agreed by the Strategic Partnership Board</p> <p>Commissioning Working Group has now been established.</p>				
D	Review of CRB checks for Department and schools;	Audit completed by December 2006	Head of Schools Personnel and relevant HR staff in partner organisations and the Council	To be undertaken within existing resources
E	Review of CRB checks for all partner organisations	Complete by Autumn 2007		
<p>Update 2006/2007:</p> <p>An audit of Central CYP staff was carried out in Autumn 2006 and gaps identified and followed up.</p> <p>An audit of LA files for all school employees was also undertaken and each individual school was provided with a report on outcomes sharing CRB, list 99 and 'old' style police checks undertaken.</p> <p>The position in other departments of the Council and in its partner organisations will be clarified during 2007/08.</p>				

<p>F</p>	<p><u>Safe Recruitment Practices</u> Issue up to date guidance to all statutory sectors on safe recruitment practices including use of references, employment history etc.</p>	<p>Guidance provided by September 2007</p>	<p>Head of Schools Personnel and HR Managers for the Council, PCT and NBHT</p>	<p>To be undertaken within existing resources</p>
<p>G</p>	<p>Engage with partners in the voluntary and private sectors to ensure that safe recruitment practices are understood and guidance is available</p>	<p>Guidance provided by end 2007</p>	<p>HR Manager for CYP and PVI Partner organisations</p>	<p>To be undertaken within existing resources</p>
<p>Update 2006/2007:</p>				
<p>Guidance on safer recruitment practice has been issued to all schools through Schools' Personnel Bulletins. This has been supported by briefing and training activities for Headteachers and Governors.</p>				
<p>Recruitment documentation for schools, including application forms and reference letters, has been revised to reflect safer recruitment guidance and was issued to schools/posted on the intranet in early 2007.</p>				
<p>There is further work to be done to produce and promote safer recruitment materials on a wider basis during 2008.</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> Monitoring to be aligned with that for the overarching 'Integrated Working' project. Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

PRIORITY AREA 1: Promoting the culture of a 'safe organisation'

1.2 Staff training

CYP Plan Ref: Priority – Stay Safe S1, S3

Activity	Milestones and key dates	Lead Organisations and Personnel	Resources
<p>A <u>Promoting a safe culture where:</u> a) there is a common understanding of risk management and judgement in relation to safeguarding; b) allegations against staff are dealt with quickly, fairly and with transparency without negating our paramount responsibility of ensuring children and young people are safe. Staff operate safe practice that does not leave them open to misunderstanding or malicious allegations; c) potential abusers cannot operate with impunity; d) staff are able to recognise concerns about children and take responsibility for acting quickly on those concerns;</p>	<p>Audit and processes defined by December 2006</p>	<p>Safeguarding Manager, and Safeguarding lead in all partner organisations</p>	<p>To be undertaken within existing resources</p>

Update 2006/2007:

We are currently in the process of identifying safeguarding leads and named officers in Partnership organisations. Procedures on allegations against staff are to be published on the SWCPP website on 31 March 2007. There is ongoing work, including a briefing by the Allegations Management Adviser on 28th March 2007, with a view that local policies and procedures can be ratified by SGSCB on 19th April 2007. The appointment of a Local Authority Designated Officer will ensure consistency across all organisations within the authority.

B	To ensure multi-agency child protection training is accessible to all statutory and PVI organisations	Jan 2008	Safeguarding Trainer and relevant trainers in all partner organisations	To be undertaken within existing resources
<p>Update 2006/2007:</p> <p>All SGSCB training is available to all statutory and PVI organisations. Details of these courses will be available through the SGSCB website. A Training Brochure is currently being published which will also be available to all agencies.</p>				
C	Child protection procedures developed to be consistent across all Council services (links across education welfare, social care, youth service and schools) and all partner organisations	Audit and processes defined by December 2006	Safeguarding Manager, CYP	To be undertaken within existing resources
<p>Update 2006/2007:</p> <p>The South West Child Protection Partnership (SWCPP) website was established in January 2007 and is being actively promoted throughout the region to ensure consistency across all council services and partner organisations. This is to be reinforced through the CYP Safeguarding Forum and the South Gloucestershire Safeguarding Childrens Board (SGSCB). Multi-agency training further embeds this consistency.</p>				
D	Allegations against staff within the Department for CYP - provide guidance on speedy, efficient and contained investigation process	May 2007	Safeguarding Manager, CYP	To be undertaken within existing resources
<p>Update 2006/2007:</p> <p>This is being provided as part of allegations management policies and procedures. Named Local Area Designated Officers (LADO) are being appointed to each Department within all agencies and this will help to embed ongoing work along with the ratification of policies by the SGSCB and training in relation to the investigation process.</p>				

E	Develop and circulate guidance to raise staff/volunteers' awareness of potential situations where allegations may be pursued	Leaflet designed and circulated to CYP staff/volunteers in September 2006	CYP Departmental Safeguarding Monitoring Group	To be undertaken within existing resources
F	Extend guidance to partner organisations via the Safeguarding website	Spring 2007	Safeguarding Manager	To be undertaken within existing resources
Update 2006/2007:				
<p>A leaflet has been designed and circulated regarding Safe Working Practice to all staff working for the Department for Children and Young People. Every new member of staff is given the leaflet as part of their induction pack. This information will be made available on the SGSCB website in due course so that other organisation can promote it to their staff . It will also be incorporated into existing training programmes and updates.</p> <p>(See also</p>				
G	Data protection e-learning module available to all relevant Council staff	Completed by December 2006	Relevant Council HR managers	To be undertaken within existing resources
H	Data protection training as part of CYP staff induction procedures;	From September 2007	HR Manager CYP	
I	Explore extending guidance to all partner organisations	Spring 2007	Council HR managers and relevant lead in partner organisations	
Update 2006/2007:				
<p>500 data protection e-learning licences were purchased for the Council in April 2006, 80 of these licences have been used in CYP to pilot this module. A further 100 licences will be purchased in April 2007 for staff in all CYP front line services and a review of induction processes will take place in the summer.</p>				

J	<p>Training staff dealing in managing and monitoring racist incidents, bullying and harassment within the Department for CYP and voluntary sectors who provide youth services to the Department.</p> <p>Ensure regular training opportunities available and extended to all partner organisations. (See also Priority Area 2.3)</p>	<p>All current staff trained by end 2007.</p> <p>Annually - published in Training programme commissioned by Department for CYP</p>	<p>Head of Communications, CYP, with support from SARI, EACH and other voluntary support agencies</p> <p>Safeguarding Trainer and HR Manager, CYP and relevant lead officers in all partner organisations</p>	<p>To be undertaken within existing resources or on a commission basis.</p> <p>Ongoing – funded as a traded service</p>
<p>Update 2006/2007: It is planned to allocate funding for 07/08 from the Central Department for CYP training budget to commission training developed by the Partnership Against Hate Crime on reporting and dealing with hate crime and prejudice based incidents. This training will also be made available to all partner agencies through the Children and Young People’s Workforce Professional Learning Community programme, to be launched in September 2007.</p>				
K	<p>Ensure regular training on child protection is provided by partners to ensure best practice is disseminated across all organisations</p>	<p>All current staff trained by end 2007.</p> <p>Annually - published in Training programme commissioned by Department for CYP</p>	<p>Safeguarding Trainer and HR Manager, CYP and relevant lead officers in all partner organisations</p>	<p>To be undertaken within existing resources</p>
<p>Update 2006/2007: An audit of current training provided by partner agencies will be undertaken over the coming months. The next stage will be quality monitoring of this training and this will identify priority areas for action.</p> <p>The SGSCB training sub committee is currently identifying core minimum standards which will be presented to the board in due course.</p>				

<p>L</p> <p>M</p>	<p>To develop training for new staff on safe recruitment and refresher courses for current staff.</p> <p>Deliver training four times a year; To extend training to all partner organisations</p>	<p>To begin assessment October 2006</p> <p>2008</p>	<p>Safeguarding Trainer and HR Manager, CYP and relevant lead officers in all partner organisations</p>	<p>To be assessed – additional resources required to satisfy DfES requirement for delivery of training</p>
<p>Update 2006/2007:</p> <p>The Safe Recruitment policies and procedures are being incorporated into current training delivery. Discussions have been scheduled through the CYP Safeguarding Forum regarding rolling out 'Training for Trainers' on Safer Recruitment, with the view to extend this to all partner organisations.</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> • Monitoring to be aligned with that for the overarching 'Integrated Working' project. • Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). • Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> • Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. • Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

PRIORITY AREA 2: Recruitment, retention and development of staff				
2.1 Recruitment		CYP Plan Priority – Stay Safe S1; Enjoy and Achieve EA2; Making a Positive Contribution PC3, PC4; CYP Plan Cross Cutting Themes – Supporting Inclusion and Equalities		
Activity		Milestones and key dates	Lead Organisations and Personnel	Resources
A	Mapping the workforce in all sectors – to provide benchmark data on existing posts, qualifications, salaries, gender, ethnicity, disability, age range, safe recruitment	Data collected by April 2007 and analysed	CYP Mapping Project Officer – appointed Nov 06 to March 2007	CWDC Workforce Strategy Fund for work with PVI sector
<p>Update 2006/2007: +1200 PVI contacts identified and survey sent out to collect data required. Data coming in but further work needed to increase returns from PVI sector organisations. Support from both CVS and Care Forum has been invaluable. For the statutory sector, data collection has been amalgamated with ISA survey to reduce the number of requests for information from organisations. To extend the time for responses the project has been extended until the end of May 2007 through funding from the ISA Project. The base data of PVI organisations will contribute to the baseline for the Adult Basic Data Set for the South Gloucestershire Children and Young People’s Workforce.</p>				
B	Design an advertising campaign to attract new recruits from across South Gloucestershire to work with children and young people, outlining the different roles available across the childrens’ workforce	Early 2007 - South Gloucestershire News publication	HR Manager, CYP	PRIME Project - to be assessed
<p>Update 2006/2007: The changes in CYP department structure have brought together the various sector recruitment teams and the back office processes are currently under review. The Council awarded a 3 year recruitment advertising contract to Tribal in March 2007 and work has already begun on updating the Council’s recruitment website to attract young people and to link to the monthly vacancy bulletins for the Early Years sector. Extending engagement to the private, voluntary and independent sectors to promote the wide range of work experience available in the children and young people’s sector.</p>				

C	Create work tasters to encourage potential future employees into the childrens' workforce, including under-represented groups	Review of workforce data in March 2007	HR Manager, CYP and lead officers in partner organisations	As above
Update 2006/2007: Work placements have been offered to potential future employees through the Council's Disability Confident project. A review of the current children's workforce data in April 2007 will highlight the priorities for 2007/08				
D	Offer alternative employment opportunities in the childrens' workforce to all candidates who have not been successfully appointed to an advertised role in the Council	April 2007 assess success for 06/07	HR Manager, CYP and Council HR manager (Recruitment)	As above
Update 2006/2007: There has been little opportunity to structure a process to support unsuccessful candidates during 2006/07, however the back office data captured by the Tribal recruitment advertising software will support the monitoring and tracking of applicant success. A process for looking at vacancies and applicant skills across the whole children's workforce to improve the chances of those unsuccessful candidates who wish to work with children is being developed during 2007. The aim is to eventually be able to signpost all work opportunities across other settings and organisations in South Gloucestershire.				
E	Revisiting advertising for posts and establishing effective avenues for gaining specialised staff and achieving optimum applications for hard to fill posts within the children and young people's workforce.	Review hard to fill posts, December 2006	HR Manager, CYP and Partner Organisation HR managers	As above
Update 2006/2007: During 2006/07, within the Council, posts which have been unsuccessfully filled at first advert have been reviewed in relation to the factors that affect successful employment eg. labour market, pay and conditions, alternative media and re-advertised if appropriate. In 2007 means of retraining across the sector to allow lateral moves will be investigated.				

F	Involving children and young people in the recruitment and selection process, in line with the agreed Participation Strategy.	Participation Strategy agreed Autumn 2006. Training developed for young people and managers by August 2007	HR Manager, CYP	PRIME Project – to be assessed
<p>Update 2006/2007:</p> <p>Through the 14-19 strategy, funding has been made available to create an application form specifically aimed at young people. In 2007, this form will be made available to all organisations employing young people. During the summer 2007, young people will be invited to contribute to the information and process which supports applications for work experience and apprenticeships.</p>				
G	<p>Creating career paths which attract staff to work across all sectors of the childrens' workforce, utilising the integrated qualifications framework and harmonising different terms and conditions of employment</p> <p>Extend this into the voluntary and private sectors</p>	<p>Integrated qualification framework mapped across CYPD staff groups by 2008. Voluntary and private sector engagement by 2010</p>	HR Manager, CYP	PRIME Project to be assessed following publication by CWDC of the IQF
<p>Update 2006/2007:</p> <p>The development of the IQF and associated career paths is being lead by the CWDC. During 2007 engagement with Further Education/ Higher Education sectors in South Gloucestershire will begin local development,</p>				

H	Revising job descriptions and selection criteria to include common core of competences, including flexible working, across agencies and services.	Qualification framework mapped across CYPD staff groups by 2008 Other statutory agencies and Vol. and private sector engagement by 2010	HR Manager, CYP	Included in above project
<p>Update 2006/2007: The CWDC Common Core of Skills and Knowledge developed for the children and young people services workforce is being rolled out nationally during 2007. South Gloucestershire partners are working with other south west organisations to develop a process for embedding an agreed set of competencies in job descriptions which will reflect work opportunities across the sector.</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> • Monitoring to be aligned with that for the overarching 'Integrated Working' project. • Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). • Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> • Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. • Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

PRIORITY AREA 2: Recruitment, retention and development of staff				
2.2 Retention		CYP Plan Priority – Stay Safe S1 CYP Cross Cutting Themes – Supporting Inclusion and Equalities		
Activity		Milestones and key dates	Lead Organisation and Personnel	Resources
A	Standard Induction implemented for all staff in the children’s workforce	By end 2007	HR Manager, CYP	Implement within existing resources. Pending publication of the National induction programme by CWDC
<p>Update 2006/2007: The CWDC have published induction standards for the social care workforce, including foster carers. Work has started on integrating these revised standards with current induction practice. During 2007, processes will be developed to facilitate the standards being embedded in induction processes across the sector in South Gloucestershire.</p>				
B	Accreditation for prior learning (APL) and experience	2008	Local HE/FE	To be advised –by CWDC
<p>Update 2006/2007: Discussions with local FE/HE sectors underway to enable APL to be expanded to incorporate accreditation for previous experience. FE/HE programmes being developed in 2007 will inform the process for accreditation for all sectors.</p>				

C	Create opportunities for qualified and unqualified staff to access the integrated qualifications framework at all levels to allow movement across professions and within sectors.	2009	HR Manager, CYP, local HE / FE, LSC	PRIME Project Time to be advised by CWDC
<p>Update 2006/2007:</p> <p>Waiting further information from CWDC and the relevant learning skills sectors involved in developing the framework.</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> • Monitoring to be aligned with that for the overarching 'Integrated Working' project. • Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). • Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> • Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. • Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

PRIORITY AREA 2: Recruitment, retention and development of staff

2.3 Development	CYP Plan Priority – Enjoy and Achieve EA1, EA2, EA3,; Making a Positive Contribution PC3, PC4; CYP Plan Cross Cutting Themes – Supporting equality and inclusion; e-strategy; Issues arising from legislation
------------------------	---

Activity		Milestones and key dates	Lead Organisation and Personnel	Resources
A	Create a modular programme of learning and development reflecting the Common Core of Skills and Knowledge for all children’s workforce staff	Mar 2007	HR Manager, CYP	PRIME Project

Update 2006/2007:

This is currently in development by the CWDC in connection with FE/HE. The Department for Children and Young People’s Professional Learning Community Programme is being developed as a vehicle for sharing skills and knowledge across all the sector organisations.

B	Offer Continuing Professional Development opportunities, linked to the integrated qualifications framework, in line with the Every Child Matters priorities for all agencies	Programme starting in the 2007/2008 academic year	HR Manager, CYP, inter-agency training officers	90 days –within existing resources
----------	--	---	---	------------------------------------

Update 2006/2007:

The development of a Professional Learning Community programme, to be launched in September 2007, supports CPD across the sector through multi-agency learning and development mapped onto the ECM priorities. The priority for 2007 will be making the programme available across the sector.

C	Development of the Lead Practitioner function	Pilot begins September 2006	Head of Social Care, CYP	Project Development Officer funded through ICS
<p>Update 2006/2007: This is being delivered as part of the integrated working project. Co-ordinators appointed and training to be integrated with the CAF(Common Assessment Framework) training and detailed project plan has been agreed and endorsed by the DFES. Revised Information Sharing protocol agreed and signed in February 2007, endorsed by the SOG to reflect updated government guidance</p>				
D	Ensure equalities awareness training and challenging discrimination and harassment for all CYP and school staff involving support agencies such as SARI and EACH.	End of 2007	CYP HR Manager	support from SARI/EACH/police/PAHC/Safer South Gloucestershire
E	Extend to other statutory organisations and PVI sector (see also Priority 1.2G,!2H and 1.2I)	End of 2008	Relevant lead officers in partner organisations	Joint Funding with PVI sector to be considered to develop training with support agencies.
<p>Update 2006/2007: It is planned to allocate funding for 07/08 from the Central Department for CYP training budget to commission training developed by the Partnership Against Hate Crime on reporting and dealing with hate crime and prejudice based incidents. This training will also be made available to all partner agencies through the Children and Young People's Workforce Professional Learning Community programme, to be launched in September 2007.</p>				

<p>F</p> <p>G</p>	<p>Engage and involve all staff in service planning, in line with the Investors in People standards</p> <p>Extend this good practice to all sectors</p>	<p>April 2007- annual review of progress</p> <p>End of 2008</p>	<p>CYP HR Manager and HR managers, Statutory organisations and PVI sector</p>	<p>within existing resources</p>
<p>Update 2006/2007: The Department for Children and Young People pilot of the council revised PDPR (Personal Development Performance Review) process was completed in March 2007. This provided an opportunity to discuss with both CYP managers and staff the need to involve all staff in the annual service planning process through team meetings and section away days which can be monitored through the central training budget expenditure. The Investors in People 3 year re-assessment will take place at the end 2008. During 2007 discussion will take place with partner organisations to ensure a consistent approach to planning that incorporates the good practice that can be identified through the IIP self assessment process to meet the IIP revised standards for business planning.</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> Monitoring to be aligned with that for the overarching 'Integrated Working' project. Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

PRIORITY AREA 3: Effective inter-agency and multi-agency working

<p>3.1 Implementation of the Common assessment framework and improved practice in information sharing</p>	<p>CYP Plan Priorities – Be Healthy H1, H3, H4; Stay Safe S1; Making a positive contribution PC2 CYP Plan cross cutting themes – Developing better support for parents and carers; Supporting inclusion and equalities; e-strategy; Issues arising from new legislation</p>
--	--

Activity	Milestones and key dates	Lead Organisations and Personnel	Resources
<p>A Improve access to early information advice and support for families through the development of three integrated locality 'hubs', operating as both a gateway to the network of local services and a base for a core of multi-agency staff from a range of disciplines, offering preventative and targeted services, against a backdrop of universal service provision;</p>	<p>2009</p>	<p>Deputy Director and Head of Social Care, CYP and relevant lead in Partner Organisations</p>	<p>In development – see Integrated Working and Locality Hubs Project Plan</p>

Update 2006/2007:
 Consultation with staff groups and community groups undertaken in accord with the COMPACT agreement. Full support achieved for the development of locality hubs.
 Sites for locality hubs in Yate and Kingswood agreed. Still to decide on site for Severnside hub.
 Phase 2 – Restructuring of Department for Children and Young People to establish Associate Directors for localities underway – implemented from April 2007. Staffing for localities identified April – September 2007. Virtual implementation commencing September 2007.

B	Develop 11 Sure Start Children's Centres, and extended school provision, as part of the network of services linking to the hubs;	Linked through Locality 1 Pilot. Commencing 2006/07	Head of Social Care, CYP and relevant lead in Partner Organisations	Sure Start and Extended schools Funding
<p>Update 2006/2007: Surestart Children's Centres are being developed in accordance with timescales – Staple Hill pilot proceeding well, and builders on site at Parkwall, Little Stoke, Winterbourne and Cadbury Heath currently. All 15 centre staff have now been appointed and will start work at the beginning of April 2007, with the rural provision mapping underway, and expected to be on line by MAY 2007. Work on extended schools parenting support also proceeding and update conference for headteachers on 29th March 2007</p>				
C	<p>Pilot a model for the Common Assessment Framework (CAF and the lead practitioner role):</p> <p>a. To familiarise all partners about CAF training of relevant staff in the pilot area;</p> <p>Facilitate the roll out of inter-agency training of relevant staff.</p>	<p>By 31 March 2007</p> <p>April 2006 – March 2007</p> <p>May 2007 – March 2008</p>	<p>ISA Project Team Local Safeguarding Children Board Head of Social Care, CYP</p> <p>Relevant lead in Partner organisations</p>	<p>Surestart, extended schools, Children's Fund as part of LAA funding arrangements, plus links to Information Sharing Index grant funding below</p>
<p>Update 2006/2007: Pilot completed and the evaluation considered by the Senior Officer group in February 2007 and recommendations agreed. Now re-badged as the Integrated Working Project, and the terminology now to be Lead Professional. The project will include the development of the child index, called Contact Point, and the setting up of preventative panels in each of the localities to oversee and manage the CAF process. This already in place in Locality 1, and to be in all 3 areas by September 2007. Training for all staff across agencies being rolled out from April 2007 – September 2007 and beyond.</p>				

D	<p>Improved information sharing linked to the Child Index:</p> <p>a) Common information sharing protocols, which adhere to the Compact Agreement established across the sector with all partner organisations fully involved, consulted and signed up;</p> <p>b) Implementation of child index and roll out of training across the whole workforce.</p>	<p>Jan 2007</p> <p>Autumn 2006 – March 2008</p>	<p>Local Safeguarding Children Board, Head of Social Care, CYP and relevant lead in Partner organisations</p>	<p>Currently being assessed for resources – some limited funding available through Information Sharing Index grant</p>
<p>Update 2006/2007: As above, this is being delivered as part of the integrated working project. Co-ordinators appointed and training to be integrated with the CAF training and detailed project plan has been agreed and endorsed by the DFES. Revised Information Sharing protocol agreed and signed in February 2007, endorsed by the SOG to reflect updated government guidance</p>				
E	<p>Consistent approach to data protection across all sectors – see also Priority 1.2G, 1.2H and 1.2I</p>	<p>December 2007</p>	<p>Head of Social Care, CYP and relevant lead in Partner organisations</p>	<p>As above</p>
<p>Update 2006/2007: As above</p>				

F	Consistent approach to Child Protection and adherence to responsibilities for ensuring staff are aware of their responsibilities in safeguarding children – see also Priority 1.2	December 2007	Local Safeguarding Children Board and relevant lead in Partner Organisations	LSCB Funding and Partner Organisations – to be assessed
<p>Update 2006/2007: Shared south west regional child protection procedures launched on 31st January 2007 and training and development package being rolled out to support this. Safeguarding audit has been undertaken and will report the Directorate in April for actions to be agreed and endorsed, and thereafter to the LSCB for wider agency engagement. This is reflected in the CYP Plan review and update</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> • Monitoring to be aligned with that for the overarching 'Integrated Working' project. • Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). • Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> • Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. • Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

PRIORITY AREA 4: Development of supervision skills and inter-agency leadership and management

Developing a shared set of skills, knowledge and behaviours for those leading and managing integrated children's services	CYP Plan Over-arching Priorities – Be Healthy; Stay Safe; Enjoy and achieve; Making a positive contribution; Achieving economic well being CYP Cross Cutting Themes – Developing better support for parents and carers; Supporting inclusion and equality; e-strategy; Issues arising from new legislation.
---	--

Activity		Milestones and key dates	Lead Organisations and Personnel	Resources
A	Investigate different models of supervision and promote good practice in professional discussion and performance management across all sectors	December 2007	HR Manager, CYP, and lead officers in partner organisations	To be undertaken within existing resources

Update 2006/2007:
During 2007, proposals for minimum standards of supervision and performance management will be developed based on best practice for informal and formal processes in partner organisations and the competencies and skills already identified by CWDC for managers of children and young people's services.

B	Define and implement a leadership and management strategy, as required by the Investors in People standards, for working in an inter-agency, multi-disciplinary environment	April 2007	HR Manager, CYP, and lead officers in partner organisations	To be undertaken within existing resources
----------	---	------------	---	--

Update 2006/2007:
Leadership and management strategy currently in development which supports the Council's leadership competency, the Investors in People revised standards and the work of the Leadership Academy. The DfES publication 'Championing Children' provides the foundation of leading and managing in a multi-agency environment and will support the emerging locality teams and associated partner organisations.

C	Create learning and development opportunities in supervision, leadership and management, recognising a range of skills and competencies for working with children, for all sectors of the childrens' workforce	End 2007	HR Manager, CYP, inter-agency training officers	To be undertaken within existing resources
<p>Update 2006/2007: In collaboration with partners, to roll out a series of modular learning opportunities based on the Common Core of Skills and Knowledge as part of the Professional Learning Community Programme.</p>				
D	Roll out of competency based PDPRs (Personal Development and Performance Review) before 1 April 2007 for the Department for Children and Young People.	End of 2007	HR Manager, CYP	To be undertaken within existing resources
E	Good practice in performance appraisal extended to all partners	End 2008	Relevant lead officers in partner organisations	
<p>Update 2006/2007: The Department for Children and Young People has completed the cascade of the revised PDPR (Personal Development Performance Review) process for centrally employed staff. During 2007/08 guidance on developing best practice for effective performance management will be made available to all organisations through multi-agency working groups and 'train the trainers' workshops.</p>				

Monitoring

- Monitoring to be aligned with that for the overarching 'Integrated Working' project.
- Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB).
- Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November.

Evaluation

- Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10.
- Reports will be to SPB, Council Scrutiny (CYP Select committee.)

PRIORITY AREA 5: Communications

Communicating effectively with the workforce, children and young people, parents and carers across the children's services sector

CYP Plan Over-arching Priorities – Be Healthy; Stay Safe; Enjoy and achieve; Making a positive contribution; Achieving economic well being
CYP Cross Cutting Themes – Developing better support for parents and carers; Supporting inclusion and equality; e-strategy; Issues arising from new legislation.

Activity**Milestones and key dates****Lead Organisations and Personnel****Resources**

A To develop a consultation framework across all sectors and adhering to the Compact Agreement with the PVI sector, starting with the implementation of locality centres and Sure Start Centres

December 2006

Head of Communications, CYP and HR leads for other organisations involved and all staff associations and unions

To be undertaken within existing resources

Update 2006/2007:

The proposals for developing locality hubs were given wide consultation within the timescales agreed in the COMPACT with the PVI Sector. In March 2007 staff consultations across the organisations involved in developing the Locality Centres commenced.

B	<p>Communication processes in place to provide all CYP staff with consistent information on work related developments through:</p> <ul style="list-style-type: none"> • Establishing a departmental staff communication forum; • A quarterly newsletter – Staff Matters; 	<p>June 2006</p> <p>July 2006</p>	<p>CYP HR Manager, and Information Officer/ e - Librarian</p>	<p>To be <i>undertaken within existing resources</i></p>
<p>Update 2006/2007: Staff communication processes in place for Department for Children and Young People. Staff Matters Group meets quarterly and allows information transfer up and down. The Director is a member of the Forum and each meeting a topical strategic issue, presented by the manager responsible for the project, is discussed.</p> <p>The CYP Staff Matters newsletter is published on the intranet quarterly and available to all Council staff. It provides information on celebratory events and good practice within the Department . The first edition published in April 2006 was downloaded more than 3,000 times and the December edition was downloaded over 4,000 times. The next edition is due to be published in summer 2007.</p>				
C	<p>Wider Childrens' and Young People's Services communication channel established</p>	<p>April 2007</p>	<p>Head of Communications, CYP and Lead officers in all sectors responsible for communication</p>	<p>Joint Partnership Funding required</p>
<p>Update 2006/2007: Work to commence from April 2007 to develop a Partner led approach to joint communication. This would include the development of a newsletter and researching the feasibility of a joint website that could be hosted on a Council server but available to all partners. All avenues of communication will depend upon the availability of staff resources, technical capacity and infrastructure.</p>				

D	Development and maintenance of web site for communicating all aspects of workforce strategy	Commence April 2007	Head of Communications, CYP and Lead officers in all sectors responsible for communication	Joint Partnership Funding required
<p>Update 2006/2007: Preliminary investigations to see whether a website, hosted by South Gloucestershire Council and maintained by the CYP Departmental web officer can be created which can be used across organisations working with children and young people to communicate good practice, professional learning opportunities, national and local developments and news. The Workforce Strategy consultation identified communication as a major area for development and in 2007/08 priority will be given to finding capacity to undertake this project.</p>				
E	Development and maintenance of a knowledge management database (officers willing to share their expertise) available across all partner organizations	Commence April 2007	As above	Joint Partnership Funding required
<p>Update 2006/2007: A database of statutory and PVI sector organisations is being created as part of the PVI workforce data project. The next stage, commencing in June 2007(pending funding being available) will be to use the information obtained to provide a means of communicating information, training opportunities and sharing of good practice to the small voluntary organisations that have previously been 'hard to reach'. Further 'Outreach' to engage small, local community groups is vital but this requires resources. Work will continue to search for funding sources to support communications.</p>				
<p>Monitoring</p> <ul style="list-style-type: none"> Monitoring to be aligned with that for the overarching 'Integrated Working' project. Report to the Project Steering Group, informing the overarching monitoring report of the project to the Strategic Partnership Board (SPB). Progress against actions will be presented to the SPB by Head of Resources in early Autumn; also informing priorities meeting in November. 		<p>Evaluation</p> <ul style="list-style-type: none"> Annual evaluation undertaken February 2007 and/or as defined in the 'Integrated Working' project; to inform the revised CYPP implementation plan for 07-08, 08-09 and full evaluation in 09-10. Reports will be to SPB, Council Scrutiny (CYP Select committee.) 		

DRAFT



Department for Children and Young People

Document Reference Cover Sheet

Please complete all fields in the first section.

Section 1

Document Purpose: (E.g. For information, for guidance etc)	For consultation
Document Title:	South Gloucestershire Council Department for Children and Young People. Workforce Strategy 2006-2009
Author:	PACT
Number of Pages:	14 pages
Publication Date:	November 2006
Target Audience:	All concerned with children's workforce, partner agencies, voluntary sector, early years and childcare provision
Also Sent To:	
Further Copies from:	Shirley Stephen PACT
Further Information from:	Bowling Hill, Chipping Sodbury, BS37
Price:	0
Document Reference:	C100-1-140-06
Keywords:	Workforce strategy, children's workforce, consultation, Children and young peoples plan, Every Child Matters, child care, multi agency, joined up services, qualifications, education, skills, training, safeguarding, child protection, information sharing, ISA, common assessment framework, CAF, leadership.
Summary:	The Children and Young People Plan sets out our shared vision to raise achievement and promote the well being of all children and young people in South Gloucestershire. Our workforce strategy is closely linked to achieving the objectives and priorities identified in the plan. Our aim is to improve the lives of children and young people by ensuring that people working with children have the best possible training, qualifications, support and advice. The strategy is designed to drive forward the children's trust arrangements and reforms in partnership with stakeholders, and to ensure effective approaches to joining up our approaches. We want a confident and competent workforce that puts the child at the centre of all our services. The workforce strategy is aimed at delivering, by 2010, a highly skilled workforce that is committed, flexible and able to deliver tomorrow's services, however they are configured. Our strategy encompasses therefore those working in the statutory partner agencies, in the voluntary sector and in early years and childcare provision.
Replaces/Updates/Relates To:	

Section 2 For PACS use only

Copyright:	
Internet/Intranet Address:	
Controlled Vocabulary Terms	

This information can be made available in other languages, in large print, braille or on audio tape. Please phone 01454 868686 if you need any of these or any other help to access Council services.

DRAFT

This information is also available in other languages, in large print, Braille or on audio tape. Please phone 01454 868686 if you need any of these or any other help to access Council services.

ALBANIAN

Ky informacion eshte gjithashtu I disponueshem edhe ne gjuhe te tjera, printuar me shkronja te medhaja, me sistem shkrimor per te verberit , apo ne audio kasete. Ju lutem telefoni ne 01454 868686 nese keni nevojte per ndonje prej ketyre sherbimeve apo nese doni ndihme mbi menyren se si te keni ne perdorimin tuaj sherbimet e keshillit.

BENGALI

এ তথ্যাদি অন্যান্য ভাষা, বড়ছাপা, ব্রেইল বা ওডিও টেইপে পাওয়া যাবে। এর যে কোনটির প্রয়োজন হলে বা কাউন্সিলের কোন সার্ভিস পাবার জন্য সাহায্যের প্রয়োজন হলে দয়াকরে 01454 868686 এ নাম্বারে টেলিফোন করুন।

CHINESE

這資料亦備有其他語言，大號字印刷，盲人摸字或聲帶。如果你需要任何這些或任何其他協助以取得市政府的服務，請致電01454 868686。

GUJARATI

આ માહિતી બીજા ભાષાઓમાં, મોટા અક્ષરોમાં, બ્રેઇલ-અંધ લિપીમાં કે ઓડિયો ટેપ પર પણ મળી શકશે. જો તમને કાઉન્સિલની સવિસ્તીર સેવાવા માટે આમાંની કોઈ કે બીજી કોઈ મદદ જોઈએ તો મહેરબાની કરીને 01454 868686 નં. પર ફોન કરો.

HINDI

यह जानकारी अन्य भाषाओं में, बड़े अक्षरों में, ब्रेल या टेप पर भी उपलब्ध है। यदि आपको इनमें से किसी भी आकार में जानकारी चाहिये या काउंसिल की सेवाओं तक पहुँचने में किसी और प्रकार की मदद चाहिये तो कृपया 01454 868686 पर फोन करें।

KURDISH

ئهم زانیاریانه ههروهه به زمانهکانی تر، به پیتی گهوره، به بریل (بۆ نابیناکان) وه یان لهسهه شریتی دهنگ به دهست دهکویت. ئهگهه پنیوستیت به ههه کام له ئهمانه یان ههه یارمهتیهکی تر بۆ به دهستهکوهنتی خزمهتگوزاریهکانی کاونسل بکه. 01454 868686 مهیه، تکایه ته لهفون بۆ ژماردی

PUNJABI

ਇਹ ਜਾਣਕਾਰੀ ਦੂਸਰੀਆਂ ਬੋਲੀਆਂ ਵਿੱਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿੱਚ ਛਪਾਈ ਦੇ ਰੂਪ ਵਿੱਚ, ਬਰੇਲ ਵਿੱਚ ਜਾਂ ਕੈਸਿਟ 'ਤੇ ਵੀ ਉਪਲਬਧ ਹੈ। ਕੌਂਸਲ ਦੀਆਂ ਸੇਵਾਵਾਂ ਪ੍ਰਾਪਤ ਕਰਨ ਲਈ ਜੇ ਤੁਹਾਨੂੰ ਇਹਨਾਂ 'ਚੋਂ ਕਿਸੇ ਦੀ ਜਾਂ ਹੋਰ ਕਿਸੇ ਪ੍ਰਕਾਰ ਦੀ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 01454 868686 'ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ।

SOMALI

Warkan wax kale oo lagu helaya luqada kale, dabacaada balaadhan, Biriyeel(Braille) ama ku jira cajalda la dhegaysto. Fadlan taleefanka garaac 01454 868686 hadaad doonayso wax ka mid ah kuwan ama wax kale oo caawimo ah sidaad u heli lahayd adeegaa konsuulka.

URDU

یہ معلومات دوسری زبانوں، بڑے الفاظ، بریل یا آڈیوٹیپ میں بھی موجود ہے۔ اگر آپ کو ان میں سے کسی کی ضرورت ہو۔ یا کونسل کی سروسز حاصل کرنے کی ضرورت ہو۔ تو برائے مہربانی 01454 868686 پر ٹیلی فون کریں۔

VIETNAMESE

Quý vị cũng có thể lấy tập tài liệu này bằng những thứ tiếng khác, in lớn nét, in chữ nổi, hay bằng băng thu âm. Xin điện thoại 01454 868686 nếu quý vị cần bất cứ những thứ này hay những sự giúp đỡ khác để hưởng thụ các dịch vụ hội đồng.