

# Working together for Children's services

Bedfordshire Children's Workforce Strategy 2006 -2009



Bedfordshire Children  
and Young People's  
Strategic Partnership

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# Foreword



**Our aspiration for all children and young people in Bedfordshire is that they will feel safe, valued and supported to realise their full potential and make a positive contribution to society.**

This Workforce Strategy and its operational plan support the Children and Young People's Plan, in helping to bring together our many services in the voluntary, public and private sectors (early years, social care, schools, health, police and the voluntary and community sector) to build new approaches to children's services. It promotes a skilled workforce that will deliver quality integrated services to children, young people and their families, where staff share a common language. It is one part of the major changes which are underway to reshape services for children in Bedfordshire.

The Children and Young People's Plan sets out how, over the next three years, we will work together to translate our aspirations into real improvements for all our children and young people, under the leadership of the Children and Young People's Strategic Partnership. During 2005, we undertook a detailed investigation into what children need in

Bedfordshire and we now have a much clearer view of those areas where children are doing well and where they need more support. We have also taken a critical look at the services that are provided for them and identified those that are of high quality and delivering good outcomes and those that need to be improved.

We need a children's workforce which is well trained, with workers developing their skills, through coherent career pathways. We need to recruit workers to bring fresh thinking and ideas and retain workers, particularly where there are staff shortages, undue use of agency staff and high staff turnover. We need to develop visionary leadership and leadership capacity.

We are confident that our joint objectives set out in our Operational Plan will deliver our aspiration for all children and young people. We will rigorously measure our progress in these areas as we are determined to make a real difference to children's lives in the county.

**Malcolm Newsam**  
**Director of Children's Services**  
**Bedfordshire County Council**

# Introduction

This Workforce Strategy has been developed as part of the Children and Young People's Plan. It aims to ensure that we have an integrated, skilled workforce to achieve the *Every Child Matters* outcomes for the children and young people of Bedfordshire and make Bedfordshire an employer of choice. A key part of the Strategy is the Operational Plan, which sets out how the aims and objectives will be achieved. It is a response to the Government's Children's Workforce Strategy: **Building a world-class workforce for children, young people and families.**

We are undertaking a detailed analysis of our current workforce, collecting and analysing data from all agencies. This will provide us with information on strengths, weaknesses and gaps in our current workforce and underpin the development of the Workforce Strategy.

The Strategy recognises the diversity of its workforce across the statutory, voluntary and independent (private) sectors. As well as employed staff, the children's workforce also includes large numbers of self-employed providers, carers and volunteers, whose needs will be fully addressed as part of the integrated Strategy.

The Strategy sets out the key priorities for a universal Children's Workforce that is able to achieve the priorities in the Children and Young People's Plan.

## Key aims:

- To develop an integrated Workforce Strategy, in consultation with children and young people and families and key stakeholders, to ensure our current and future workforce is fit for purpose now and in the future.
- To identify areas of development that will enable quick wins and take appropriate action to move forward, for example core common induction process and information for the Children and Young People's Workforce.
- To agree and establish a common data set in order to map and understand the composition of the Children and Young People's Workforce in Bedfordshire.

## The principal services covered by the Strategy are:

- early years and child care
- play
- primary and specialist health care
- schools and colleges, youth work
- sport and leisure
- family support
- children and young people's social care

as well as a range of specialist services.

We want to ensure we have the most efficient, effective and economic workforce that is able to respond to the changing needs of children and young people and achieve the five *Every Child Matters* Outcomes for all children - be healthy, stay safe, enjoy and achieve, make a positive contribution, and achieve economic well-being.

# Vision

We want Bedfordshire's childcare employers to provide a diverse and visionary workforce where people aspire to be employed and remain. We want customers to be at the heart of the Workforce Development agenda and for the workforce to be developed in response to identified needs, providing quality services that make a real difference for children and young people.

We anticipate that, over time, the local Children and Young People's Workforce will change considerably as a result of the action identified from our priorities, with a stronger focus on multi-agency teams providing early identification and prevention services, delivered locally around learning communities and children's centres.

We want employees to be inspired by our desire to develop their skill base and provide for satisfying and rewarding careers.

Our actions will support our aspiration for all children and young people in Bedfordshire to feel safe, valued and supported to realise their full potential and make a positive contribution to society.

We want children and young people to be confident that people working with them have the knowledge, skills and personal attributes needed to help them achieve their desired outcomes. We are looking to overcome the restrictive impact that professional and organisational boundaries can have so that increasingly professionals and practitioners from different sectors:

- Work more effectively together to meet the needs of children and young people and share an increasingly common language and understanding;

- Have coherent career pathways that allow them to progress within and across different sectors; focussing on early identification and prevention and strengthening protection for vulnerable children and young people.

# The Strategy's Priorities

## Recruit more high quality staff into the Children and Young People's workforce

We will develop objectives through shared workforce plans, which will lead to shared actions, to promote working with children and young people as a career. We will address recruitment and retention issues, including the shortages of appropriately skilled staff. We will introduce a comprehensive common induction programme for all new staff, based on the national occupational standards and reinforced by effective line management. We recognise and will take action to harness the potential of young people themselves as the future Children's Workforce and assist them in gaining practical experience, including volunteering.

We will prepare to identify future staff numbers and skills needed, taking into account the need for a diverse workforce, including gender, race and

disability. This will be done through a Workforce Audit. We will ensure that workforce planning is integrated into corporate and service planning, through Leaders and Chief Executives. This includes a focus on high-performance people management as a means of developing and retaining staff.

We are committed to tackling the recruitment and retention challenges in our Foster Care Workforce and are committed to ensuring that foster carers have the skills and support they need to meet the needs of vulnerable children and young people.

## Core Skills

We will identify and agree common core skills and qualifications for our workforce, alongside recognising the need for workers to have focused specialisms. We will develop robust recruitment and retention strategies to ensure

we increase and retain a competent and confident workforce. We will work closely with schools to ensure that children's services providers work more effectively with them, as well as with parents and carers to provide effective services that support children and young people to reach their full potential.

## Training and Development

We will strengthen workforce excellence through the creation of new training opportunities, career development opportunities and flexible career pathways between sectors. Inter-agency training and development can make a distinctive contribution to developing and maintaining effective inter-agency working. We will train managers and develop leaders who can support and drive forward the workforce agenda. We will develop systems that support professional training for qualifications. The Local

Safeguarding Children's Board (LSCB) will play a key role in the provision of multi-agency training to increase multi-agency protection of children and young people.

### **Integrated Teams**

In configuring services, we will work towards a position where all services for children and young people are:

- seamless and easily accessible;
- preventative, flexible and responsive in approach;
- needs-led and outcome-focused;
- co-ordinated and providing for the least disruption in children's and young people's lives, promoting independence at all times.

### **Developing the Role of Schools and Children's Centres**

We intend to work with schools to develop the following services offered within an "extended schools" model, known as the "core offer":

- High quality child care available 8am–6pm all year round;
- A varied menu of activities such as homework clubs, study support, sports, music tuition, dance and drama, special interest clubs;
- Parenting support, including family learning sessions;
- Swift and easy referral to a wide range of specialist support services;
- Wider community access to ICT, sports and arts facilities, including adult learning.

It is not intended that all schools would provide these services. They would however provide a single point of contact to direct children, young people and parents into these services. We will encourage schools to collaborate and establish networks across areas, including the Police, to create a safer environment for children to learn in. We will take every opportunity to develop provision to support local delivery of services. We will take account of the Review of the three tier system of lower, middle and upper schools, in the workforce planning.

We will ensure that the development and roll-out of Children's Centres across the county dovetails and complements the development of extended services provided in schools. Services will be developed according to local needs.

## The Common Assessment Framework and the Lead Professional Role

The Common Assessment Framework is a process for undertaking a common assessment, where appropriate, to help practitioners gather and understand information about the needs and strengths of the child, based on discussions with the child, their family and other practitioners as appropriate.

The Common Assessment Framework will:

- support earlier intervention by providing a tool that enables the systematic recording of children's and young people's needs and actions to be undertaken to meet these – this may be by those completing the common Assessment Framework, for example, schools, or by referral on to other more specialist services;
- improve the quality of assessments and referrals by encouraging all practitioners to operate according to the common standards provided by the Common Assessment Framework;
- improve information sharing by having a common approach to recording and analysing information;
- improve understanding of children's and young people's needs by creating a common language;

- reduce the number and scale of assessments that individual children undergo by enabling information to follow the child;
- introduce a lead professional role where children and young people are accessing a number of services. This will ensure a greater understanding of individual providers' roles and responsibilities, prevent duplication of services and, most importantly, provide children, young people and their families a link person who will ensure they are kept informed and act as an advocate on their behalf;
- support swift and easy access to a wide range of specialist support services.

We have developed an action plan to implement the Common Assessment Framework and Lead Professional Role. We are developing local multi-agency allocation groups (MAAGs) to provide for localised needs. We have integrated the Youth Inclusion and Support Panel into the MAAG. These groups will be comprised of local providers, they will receive referrals through the Common Assessment Framework identifying needs. The providers will develop, singularly or together, services to meet these needs. Where more than one provider is involved in delivering services, consideration will be given to appointing a lead professional. The use of the framework will be piloted, and then rolled out

across the county from 2006 to achieve full implementation by March 2008.

We will provide a detailed training programme, to be rolled out across agencies, organisations and schools, to raise the awareness and understanding of the Common Assessment Framework. An integral part of this training will be to promote a culture of shared responsibility to meet the needs of individual children and young people.

## Aligned Budgets

Aligning resources will be a key to delivering integrated services, especially resources related to training and development. We will map and collate resources that currently exist across the organisations to support workforce development and consider how realigning these can deliver services more efficiently and effectively and save money. Initially, we will explore how to re-align resources to provide early intervention services and support the implementation of the Common Assessment Framework.

## Diversity / Equality Training and Development

Ensuring our workforce reflects the diverse community in which we work is key to developing a Workforce Strategy. We will work in partnership to promote equality and diversity, to ensure

diversity principles are fully reflected in all that staff and contractors do. Managers and staff will be accountable through the appraisal process and performance targets. We need to understand the capacity and professional capabilities of our workforce and make necessary changes so that the workforce reflects the communities they serve.

We recognise the importance of training staff and volunteers to ensure they fully understand the requirement to work in an anti-discriminatory and anti-oppressive way. We will undertake Equalities Impact Assessments to identify diversity priorities.

### **Views and Needs of Children, Young People and Carers**

We will develop a culture of involving children and young people and enabling them to participate, by developing a toolkit to enable professionals and children and young people to share views and contribute to planning and decision making.

We will include children and young people in training and development and in induction and selection.

We will improve communication and information sharing between agencies to ensure that we have a list of:

- children and young people in their area;
- the services each child has had contact with; and
- the contact details of the relevant professionals who work with them.

We will work with children and young people to develop a participation strategy that aims to embed a culture which supports the routine and systematic involvement of children and young people in decisions that affect their lives.

### **Performance Management and Outcomes**

Our joint arrangements will enable us to agree clear targets and priorities for workforce development and to identify the actions and activities needed to achieve them, and ensure delivery. All agencies will have robust performance management systems for monitoring their staff, in order to provide quality services and ensure that this Strategy's objectives and outcomes are delivered for children and young people.

### **Monitoring and Evaluation**

The delivery of local change programmes will be monitored through the Children and Young People Strategic Partnership. Annual Performance Assessment and Joint Area Reviews. The Joint Area Review will examine the way in which we are working together locally to improve outcomes for children and young people, of which the Children's Workforce Strategy, its planning and implementation are key components.

Our key strategic planning arrangements are outlined in the diagram at appendix 1. The Children and Young People Strategic Partnership is the key multi-agency partnership group. It provides a focal point for collaboration and co-operation between agencies and is chaired by the Director of Children's Services. This group is tasked with producing the Children and Young People's Plan, developing and commissioning services and providing a framework for promoting shared responsibility and mutual accountability across key agencies. The Children and Young People Strategic Partnership, together with the Local Safeguarding Children's Board, will receive regular monitoring reports on the progress of the Children's Workforce Strategy.

# Workforce Data and Data Issues

We are undertaking a Workforce Audit across the partner agencies to establish a baseline of all staff engaged in the delivery of services to children and young people. We will examine job types, diversity issues (including gender and ethnicity) and recruitment difficulties across the workforce sector. We will determine the required changes in the local children and young people's workforce in order to implement the ten-year Childcare Strategy and the 14–19 White Paper plans to deliver the new curriculum and qualifications for 14–19 year old.

## Risks

It will be important that the partner agencies recognise the following risks for the development and implementation of the Children's Workforce Strategy:

- inadequate professional project support in place to support the Strategy and its implementation;
- inadequate links with associated activity already in place in Bedfordshire and regionally (duplication – disjointed);
- not all sectors are represented or engaged in project activity;
- Working Group loses strategic planning focus and concentrates on implementation;
- views of the children and young people's workforce and key stakeholders are not sought, or are ignored;

- management information systems are inadequate and unable to store, manipulate and produce multi agency workforce data in a meaningful way;
- we are not able to agree a strategic approach to aligning resources.

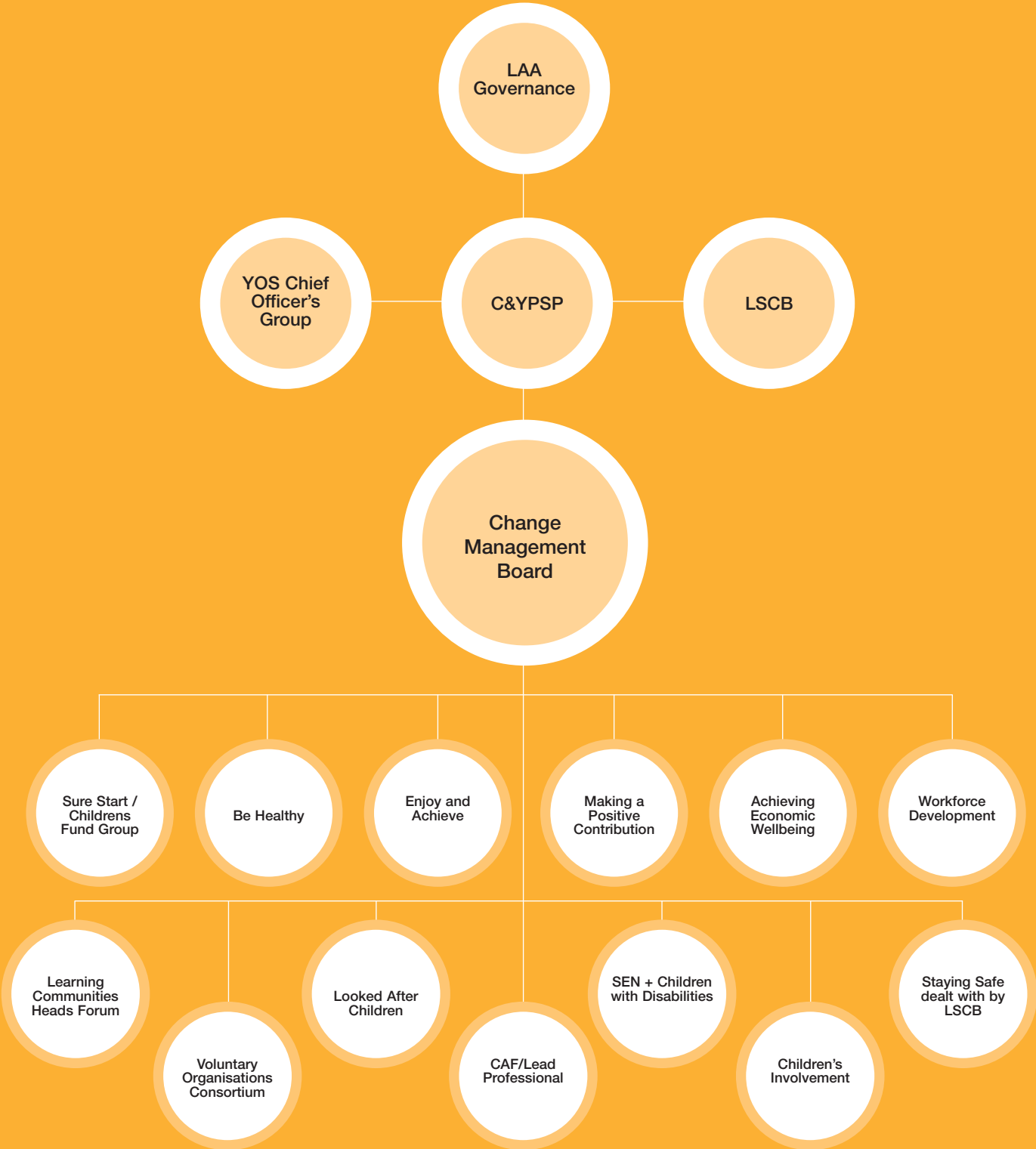
## Workforce Strategy Operational Plan

The Operational Plan sets out how we will deliver the objectives and strategy over the next three years. We recognise the importance of ensuring that all agencies and organisations understand the priorities and actions that are required to deliver the strategy. The Operational Plan will be action-orientated and outcome-focused with identified lead personnel on areas and clear targets and timescales.

We await the Government's advice on wider policy changes, such as the Children's Workforce Development Council's review of National Occupational Standards and a single qualifications framework. A visioning event will take place in Spring 2006 to help establish the vision and agree actions as to how the work will then be taken forward, including "quick wins" that will add momentum and secure commitment. The event will engage people from a wider range of organisations and engage staff and managers. For this reason, the Operational Plan is a working document, where further consultation and analyses will help us scope key objectives, to be delivered in years 2 and 3 of the Plan. The Operational Plan is attached at Appendix 2.

**The Children's Workforce Development Group  
February 2006**

# Children and Young People Strategic Partnership Structure



# Operational Plan Objectives for Implementation 2006 - 2009

Objectives	Objective	Lead Responsibility and Named Officer HR Managers	Timescale
1. Recruit more high quality staff into the children's workforce	1.1 Develop successful strategies in recruiting and retention, including safer recruiting procedures and the recruitment of foster carers, in accordance with the recommendations from the Warner and Bichard Inquiry Reports. 1.2 Develop universal quality standard(s) and monitoring team as a quality assurance system, to include the Investors in People initiative, in respect of skills, learning and development. 1.3 Develop initiatives that support and motivate the workforce for example, award ceremonies and seek staff feedback through communication. 1.4 Develop an information and communication strategy to cascade information on job vacancies through the partner organisations, including young people, parents and educators in educational settings and voluntary organisations, to support career opportunities, progression and enable those applying for work in one area of the workforce to receive information about jobs in others.	Training and Development managers	Year 1– 3
2. Core Skills	2.1 Identify key skills and core competences across the childcare sector, through a mapping process. 2.2 Complete the Baseline Audit questionnaire and analyse data to inform the strategy. 2.3 Consider a Common Management Development Programme for managing multi-disciplinary teams and the leadership and management responsibilities for supervision policies, appraisals, senior management commitment and investment, management of diversity issues. 2.4 Voluntary organisation managers to have access to the Management Development Strategy Programme.	Visioning Event to be held in Spring 2006	Year 1– 2
3. Training and Development	3.1 Undertake an audit of current training provision across the organisations to establish the types and levels and identify duplication. 3.2 Undertake a training needs analysis and develop a Portfolio of continuous professional development training produced, annually for any worker in the childcare sector. To begin this we will draw on the work already undertaken in Early Years and Childcare.	Training and Development Managers	Year 1– 2

Objectives	Objective	Lead Responsibility and Named Officer HR Managers	Timescale
	<p>3.3 Monitor the implementation of the Common Induction Standards (CIS) across different areas of the children's workforce for new practitioners. Consider the new Childcare, Learning and Development Standards (CCLD).</p> <p>3.4 Understand the regulation requirements of the Common Induction Standards and the implications of the revised national minimum standards.</p> <p>3.5 Demonstrate commitment to staff development through the development of a Staff Development Charter.</p> <p>3.6 Examine the need for a Qualification strategy linked to progression. The Workforce Baseline Audit will provide a map of current professional qualifications, starting with an examination of the Early Years and Childcare Workforce Strategy.</p> <p>3.7 Examine the training and development opportunities in the voluntary sector and the opportunities to link with those with the statutory sector.</p> <p>3.8 To monitor the national development of a single qualifications framework, to help identify those who have skills that would enable them to work in areas of the workforce they might not have considered.</p> <p>3.9 To develop ways of providing training for those already working in an organisation in a less qualified role, for example encouraging existing support staff, to train as fully qualified teachers or social workers as a 'grow your own' approach.</p> <p>3.10 Consider the common core training needs of specialist services such as Youth Service (in particular the impact of the Youth Matters and the new national standards for positive activities for young people), Police, Youth Offending Team, Children with Disabilities (CWD), Child and Adolescent Mental Health. Work with the Police is underway to improve communication between agencies and to increase mutual trust and information sharing, in order to help the children and young people be safe and reduce the risk of them becoming victims or offenders. Include in this safeguarding training to non-specialist staff who have contact with children.</p> <p>3.11 Improved support for social work placement students: Develop a joint work placement strategy and policy (A new Induction to Work-based Learning and Assessment pack is currently being issued, by Skills for Care and the Practice Learning Taskforce, to support the increased amount of practice learning social work students now undertake as part of the mandatory social work degree).</p>		<p>Year 2</p> <p>Year 1</p>

Objectives	Objective	Lead Responsibility and Named Officer HR Managers	Timescale
	<p>3.12 New Apprenticeship Framework (Awaiting outcome of review of the Children’s Care, Learning and Development (CCLD) and the guidance for training providers and employers.</p> <p>3.13 Develop a multi-agency training strategy to meet and support the national Occupational Standards.</p>		
<p>3a. Training and Development Career Development Opportunities (addressing funding for gaining qualifications / leadership training)</p>	<ol style="list-style-type: none"> <li>1. Analyse the current availability of bursaries and funding for career development opportunities.</li> <li>2. Education White Paper – develop school-based Personal Advisers training to help support achievement of key objectives for example: <ul style="list-style-type: none"> <li>- Raise Participation rates, Increase Vocational awareness</li> <li>- Develop a Local prospectus, Helping young people making earlier choices.</li> <li>- Advising parents/carers, advising on web-based learning and apprenticeships, engaging young people.</li> <li>- Offer high standards of information, advice and guidance, support pupils with Special Needs.</li> </ul> </li> </ol> <p><b>Higher Standards, Better Schools for All</b> Personal Advisers have the skills and knowledge base to;</p> <ul style="list-style-type: none"> <li>- Work with and advise parents/carers as per the ‘Choices Adviser’ role, Involve Young People, Increase vocational awareness.</li> <li>- Offer high standards of information, advice and guidance, Support pupils with Special Needs.</li> </ul> <ol style="list-style-type: none"> <li>3. National Schools Remodelling work, establish the priorities within the learning Communities initiative and ensure the Children’s Workforce initiative fits in with this.</li> </ol>	<p>HR Managers / Training and Development</p>	<p>Year 2– 3</p>
<p>3b. Health of Looked After Children</p>	<ol style="list-style-type: none"> <li>1. To ensure that the National Minimum Standards ensure ‘children live in a healthy environment and their health needs are identified and services are provided to meet them, and their good health is promoted’ are met locally through: <ul style="list-style-type: none"> <li>• Promoting children’s health – the Public Health White Paper</li> <li>• National Service Framework for Children sets standards for health and social services, leading to services being designed and delivered around the needs of children and families. It is aimed at everyone who comes into contact at with, or delivers services to children, young people or pregnant women.</li> </ul> </li> </ol>		<p>Year 1– 2</p>

Objectives	Objective	Lead Responsibility and Named Officer HR Managers	Timescale
	<p>The Standards include promoting health and well-being, identifying needs and intervening early, supporting parenting and safeguarding and promoting the welfare of children and young people and those with complex health needs and mental health.</p> <ul style="list-style-type: none"> <li>• Improving Child and Adolescent Mental Health</li> <li>• Teenage Pregnancy Strategy</li> <li>• Strengthening child protection: Local Safeguarding Children’s Boards.</li> </ul> <p>2. Examine the future of school nursing, health visiting, teenage pregnancy, substance misuse workers and other health professionals).</p> <p>3. Investigate the changing job roles that community health services face as they contribute to the development of the children’s trust approach.</p> <p>4. Examine the proposed Common Core of Skills and Knowledge for the development of shared training opportunities based on the common core. (Standard 3 P114 of the NSF for Children states that Primary Care Trusts and local authorities should “develop staff training programmes to ensure that staff at all levels within organisations have a common core of skills, knowledge and competences which are appropriate to their responsibilities and degree of contact with children and young people and families).</p>		Year 1
4. Integrated Teams	<p>4.1 Examine the implications of teams located as close as possible to where children, young people and their families live and consider how associated services should work closely together and be co-located wherever possible, for example, home/school liaison workers. Assess the developmental need for new posts, to support service developments around early intervention.</p> <p>4.2 Consider the following issues affecting the development of integrated teams/co-located teams: terms and conditions of employment, pay, professional accountability, performance management.</p>	Operational Managers HR Managers	Year 1– 2
5. Developing the Role of Schools and Children’s Centres	<p>5.1 Develop the role of Schools and Children’s Centres and establish the extent of the offer available in the learning communities of Bedfordshire, built on the remodelling schools.</p> <p>5.2 Ensure awareness of the workforce strategy with school governors and that they receive appropriate training.</p>		Year 2–3

Objectives	Objective	Lead Responsibility and Named Officer HR Managers	Timescale
6. Common Assessment Framework (CAF) and the Lead Professional Role	<p>6.1 CAF training will need to be delivered to the early years practitioners. All 0–5 settings will be required to deliver Early Years Foundation Stage 0–5. All settings will be required to deliver EYFS 0-5. Establish and agree the Lead Professional – (LP) one practitioner ensuring support for children with additional needs who require support from a number of teams.</p> <p>6.2 Review current Training delivered for SENCO Co-ordinators, the Foundation Stage Profile, Birth to Three Matters. Need to deliver CAF training to early years practitioners and review current Training delivered for SENCO Co-ordinators, the Foundation Stage Profile, Birth to Three Matters the new EYFS 0-5 in line with CAF.</p> <p>6.3 Workforce issues relating to the safeguarding agenda need to be addressed and the role of the Local Safeguarding Children Board needs to be agreed.</p>	CAF Leads	Year 1–2
7. Aligned Budgets	<p>7.1 Determine a process to align budgets to consider commissioning joint training programmes, including accredited and various ‘stand alone’ training with local agencies. Examine local examples of existing joint training and sharing of resources. Priority consideration should be given to pooling of resources for the CAF training</p> <p>7.2 Consider how Section 31 Agreements and the Children’s Fund can contribute to the development of the children’s workforce and maximise the effective use of resources available for service to children and young people</p> <p>7.3 Investigate funding opportunities such as the adult training of Further Education and Higher Education institutions.</p>		Year 1–2
8. Diversity Training and Development	<p>8.1 Develop a strategy for diversity training to form part of the core training.</p> <p>8.2 Undertake Equality Impact Assessments to identify specific actions required to improve equality practice.</p> <p>8.3 Utilise the findings from the Workforce Baseline Audit to interrogate BME information to establish a monitoring framework for the BME targets across the childcare sector.</p>	HR Leads -	Year 1–3
9. Consultation and participation (participation from CandYP). Build on a child centred approaches	<p>9.1 In developing a culture of participation, devise a toolkit of standards and good practice to enable all CYP to share views and contribute Need to build on the existing work of Connexions, Children’s Fund and Youth Services.</p>	Susan Gill – CYPSP Sub Group Involvement	Year 1

Objectives	Objective	Lead Responsibility and Named Officer HR Managers	Timescale
	9.2 Support the work of the CYPSP LAC Sub Group.		
10. Performance management and outcomes	10.1 Identify the existing framework for children's workforce performance measurement and monitoring across the sector and determine the framework, with a particular focus on safeguarding children. 10.2 Develop a multi-agency Supervision Code of Practice.	Human Resource Managers	Year 1-2
11. Monitoring and Evaluation	11.1 Develop a framework to monitor progress on implementing the strategy, the reporting framework. Progress will be evaluated against the five Every Child Matters outcomes for children and young people. 11.2 Consider how children and young people will be involved in evaluating success.	Chair of the Working Group	Year 1-2

# Finding out more



Plani për Fëmijët dhe të Rinjtë në Bedfordshire bën fjalë për punën e përbashkët të agjencive, në mënyrë që të gjithë fëmijët dhe të rinjtë në Bedfordshire të ndjehen të sigurtë, të vlerësuar dhe të përkrahur, të kuptojnë potencialin e tyre të plotë dhe të japin një kontribut pozitiv në shoqëri. Nëse këtë informacion e dëshironi në gjuhën tuaj amtare, ju lutemi të na shkruani në adresën e mëposhtme.

Bedfordshirski plan za djecu i mlade govori o načinu na koji agencije suraduju kako bi sva djeca i mladi u Bedfordshireu osjećali sigurnost, uvažavanje i podršku, ti kako bi ostvarili svoje pune potencijale i pozitivno doprinijeli društvu. Ako želite dobiti ovu informaciju na Vašem jeziku, molimo Vas pišite na dolje navedenu adresu.

ਬੰਡਰਸ਼ਾਇਰ ਬਾਲਾਂ ਅਤੇ ਨੌਜਵਾਨਾਂ ਦੀ ਵਿਉਂਤ ਵਿਚ ਕਿਹਾ ਗਿਆ ਹੈ ਕਿ ਏਜੰਸੀਆਂ ਕਿਵੇਂ ਇਕੱਠੇ ਹੋ ਕੇ ਕੰਮ ਕਰ ਰਹੀਆਂ ਹਨ ਤਾਂ ਕਿ ਬੰਡਰਸ਼ਾਇਰ ਵਿਚ ਸਾਰੇ ਬੱਚੇ ਅਤੇ ਨੌਜਵਾਨ ਸੁਖਮਿਤ, ਅੱਗੇ ਅਤੇ ਸਮਰਥਿਤ ਮਹਿਸੂਸ ਕਰ ਸਕਣ, ਅਪਣੇ ਸੰਪੂਰਨ ਯੋਗਤਾ ਨੂੰ ਸਿੱਧ ਕਰ ਸਕਣ ਅਤੇ ਸਮਾਜ ਵਿਚ ਇਕ ਸਰਕਾਰਮਕ ਯੋਗਦਾਨ ਦੇ ਸਕਣ। ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਅਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਦਿੱਤੇ ਪਤੇ ਉੱਪਰ ਸਾਨੂੰ ਲਿਖੋ।

إن خطة أطفال وياضي بدفورنشاير تنص على كيفية عمل الوكالات معا بحيث يمكن أن يشعر جميع الأطفال والياضيين في بدفورنشاير بأنهم آمنون وذوي قيمة ولهم دعم لكي يدرکوا إمكانياتهم الكاملة ويقدموا مساهمات فعالة في المجتمع. إذا كنتم تريدون الحصول على هذه المعلومات مكتوبة بلغتكم الخاصة فارجو أن تكتبوا إلينا على العنوان المدون أدناه.

طرح کودکان و نوجوانان شهرداری بدفورنشایر توضیح خواهد داد که چگونه این ژانسه‌ها دارند با همدیگر همکاری می‌کنند تا که کودکان و نوجوانان بدفورنشایر بتوانند احساس ایمنی، ارزش و پشتیبانی کنند و بتوانند از پتانسیل کامل خود استفاده کرده و نقش مثبتی در جامعه داشته باشند اگر مایلید که این اطلاعات را به زبان خودتان دریافت کنید لطفاً به آدرس زیر با تماس بگیرید

বেডফোর্ডশায়ারের সমস্ত শিশু এবং জুনিয়র ব্যক্তির সাথে নিজেদের সুস্থিত, মূল্যবান ও সমর্থিত বলে অনুভব করে, তারা যাতে তাদের সম্পূর্ণ সম্ভাবনা বাস্তবায়িত করতে পারে এবং সমাজের প্রতি ইতিবাচক অবদান দিতে পারে, সেই উদ্দেশ্যে সংশ্লিষ্ট কিভাবে একত্রে কাজ করছে, সেটা যা বেডফোর্ডশায়ার ডিসট্রিক্ট এবং ইয়ং পিপল'স প্ল্যান জানায়। আপনি এই তথ্যটি আপনার নিজের ভাষায় পেতে চাইলে অনুগ্রহ করে নিচের ঠিকানায় আমাদের লিখুন।

Il Programma del Bedfordshire per i Bambini e i Giovani prevede una collaborazione tra gli enti, volta a far sì che tutti i bambini e i giovani del Bedfordshire si sentano sicuri, apprezzati e assistiti, e possano realizzare appieno il proprio potenziale e dare un contributo positivo alla società. Se desiderate ricevere queste informazioni nella vostra lingua, siete pregati di scriverci all'indirizzo indicato qui sotto.

بيڈ فورڈ شائر کا بچوں اور نوجوانوں کے لئے منصوبہ یہ بتاتا ہے کہ کس طرح ایجنسیاں آپس میں مل کر کام کریں تاکہ بیڈ فورڈ شائر کے بچے اور نوجوان لوگ خود کو محفوظ، اہم اور مدد یافتہ تصور کر سکیں، اپنے پورے امکانات حاصل کریں اور سماج میں اپنا مثبت تعاون دیں۔ اگر آپ یہ معلومات اپنی زبان میں چاہتے ہیں تو براہ کرم ہمیں ذیل کے پتے پر لکھیں۔

(The translations say: The Bedfordshire Children and Young People's Plan says how agencies are working together so that all children and young people in Bedfordshire can feel safe, valued and supported, realise their full potential and make a positive contribution to society. If you would like this information in your own language, please write to us at the following address).

For a copy of the Children and Young People's Plan and/or the Children's Workforce Strategy - available in a range of languages, large print, audio or Braille - please contact:

Jonathan Edwards, Senior Communications Officer, Bedfordshire County Council, Cauldwell Street, Bedford, MK42 9AP  
Tel: 01234 276522, email: Jonathan.x.Edwards@bedscc.gov.uk

**Bedfordshire Children and Young People's Strategic Partnership represents:**

- the County Council's education and social care services
- schools

- the Health Service (primary care trusts, hospitals, mental health services)
- district and borough councils
- the police
- the Youth Offending Service
- Connexions
- the Learning and Skills Council
- the probation service
- voluntary, independent and community organisations.
- Bedfordshire and Luton Mental Health
- Social Care Partnership NHS Trust

**For further information please contact:**

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