

## Nottinghamshire Children’s Trust Participation Strategy 2009 - 2012

### Introduction

Nottinghamshire’s strategy for the participation of children and young people was originally endorsed by the Children and Young People’s Strategic Partnership in July 2006. It has been reviewed and revised over the last year, and this document sets out the revised strategy, which is intended for everyone working with children and young people aged 0 to 19 years<sup>1</sup> in Nottinghamshire. This includes people working directly with children and young people and people who manage staff, services or organisations that support children and young people. The strategy is also for organisations and partnerships whose work impacts on children and young people, for example housing services, transport services, crime and disorder reduction partnerships.

The strategy is primarily focussed on the participation of children and young people, promoting a rights-based approach based upon the United Nations Convention on the Rights of the Child. We also recognise that in many instances the involvement of parents and carers in service improvement will also be appropriate. This is taken forward through the parenting support strategy, however where it makes sense to adopt an integrated approach to participation we have done so, for example in developing training around involving children, young people, parents and carers in the recruitment and selection of staff.

The strategy intends to:

- set out our vision for participation
- clarify what participation involves,
- outline the legislative framework and benefits of participation
- identify good practice to date
- outline areas for further development and steps to achieve this
- clarify the role of the participation strategy group in supporting the implementation of the strategy and in monitoring its effectiveness

### Our Vision

“In Nottinghamshire, all children and young people will have the opportunity to participate in decisions which affect their lives. They will have access to services which they need and the opportunity to shape how these services are planned and delivered.”

<sup>1</sup> Or young people with learning difficulties up to the age of 25 and care leavers over the age of 20

Young people have told us that they agree with this vision, that they think it is a long term vision and that we need to take baby steps to get there, starting with promoting the vision to children and young people.

## **What we mean by participation**

There is sometimes confusion about what we mean when we talk about participation. These terms should help to clarify this. They have been adapted from *Listen and Change: A Guide to Children and Young People's Participation Rights*.<sup>2</sup>

**Participation** is the process by which individuals can influence decision-making and bring about change. This could mean individuals influencing decisions about their own lives, for example children who are supported by social care and health influencing their care plans, or it could mean young people influencing service planning, delivery and evaluation. There are many examples of participation. The following is not an exhaustive list:

- Recruiting and selecting staff
- Peer mentoring
- Deciding how money should be spent
- Planning, running and evaluating events
- Being on forums or councils that lead to change
- Assessing learning
- Involvement in commissioning services (identifying needs, drawing up service specifications, assessing tenders, inspecting services)
- Lobbying elected members
- Making positive changes in your local area

**Consultation** is the process by which children and young people are asked their opinions. Consultation requires a commitment to listen, give due weight to the views expressed and feed back outcomes to the children and young people consulted. It can be informal and everyday – a social worker or a youth worker seeking the views of individual children or young people, for instance – or it can be formal and one-off – a public body consulting on the voting age, for example.

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<sup>2</sup> Available to download at [www.participationworks.org.uk](http://www.participationworks.org.uk)

The Consultation Institute has identified five stages to the consultation process:

1. Design – consultations needs to be planned as an integral part of overall project plans, not just an afterthought once proposals / policies have been developed.
2. Targeting – consider who needs to be involved and where (locality).
3. Methods – consider the consultation from the child or young person's point of view; how they may wish to be approached and what kind of methods will make it interesting to them.
4. Feedback – children and young people need to know the results of the consultation and any decisions made as a result.
5. Influencing – sufficient time must be allowed for children and young people to be able to influence the decision making process.

Nottinghamshire County Council's Consultation Database holds details of consultations carried out by the County Council and partner agencies and is available to view at <http://www.nottinghamshire.gov.uk/publicconsultations.htm>  
Please upload the details of any consultations undertaken as part of the consultation process.

In Nottinghamshire, we are committed to promoting the active **participation** of children and young people wherever possible, although we recognise that the extent to which children and young people participate will depend on the situation. Hart's ladder<sup>3</sup> can be a useful way of helping you to think about how actively you are involving children and young people: rungs 1-3 are considered non-participation.

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<sup>3</sup> Source: Hart (1992) 'Children's Participation: from Tokenism to Citizenship', UNICEF/Save the Children (2000) 're:action: consultation toolkit'.

8. Children & young people Initiated, shared decisions with adults	Children and young people have the ideas, set up the project and invite adults to join with them in making decisions.
7. Children & young people are directed	Children and young people have the initial idea and decide how the project is carried out. Adults are available but do not take charge.
6. Adult initiated shared decisions with children and young people	Adults have the initial idea but children and young people are involved in every step of the planning and implementation. Not only are their views considered, but they are also involved in taking the decisions.
5. Consulted but informed	The project is designed and run by adults but children and young people are consulted. They have a full understanding of the process and their opinions are taken seriously.
4. Assigned but informed	Adults decided on the project and children and young people volunteer for it. Adults respect their views.
3. Tokenism	Children and young people are asked to say what they think about an issue but have little or no choice about the way they express those views or the scope of the ideas they can express.
2. Decoration	Children and young people take part in an event e.g. by signing, dancing or wearing t-shirts with logos on but they don't really understand the issue.
1. Manipulation	Children and young people do or say what adults suggest they do but have no real understanding of the issues, or are asked what they think. Adults use some of their ideas but do not tell them what influence they have had on the final decision.

## **Why promote participation**

### The legislative context

Children and young people have the **right** to be involved in the decisions which affect them; as individuals, and in the planning, delivery and evaluation of services that they access, including school, health services, libraries, information, advice and guidance services, leisure facilities, early years, play and youth settings. This is enshrined in the United Nations Convention on the Rights of the Child, ratified by the UK government in April 1991. It contains 54 articles, of which the following two are key to participation:

**Article 12 grants every person aged 17 and under the right to express their views and to have these views given due weight in all matters affecting them.**

**Article 13 grants children the right to receive and share information, as long as the information is not damaging to them or others.**

There are also legislative and policy drivers behind children and young people's right to participate:

- Children's Trusts need to empower young people: increasing their influence over the design and delivery of services (DCSF, Children's Trusts: Statutory Guidance on inter-agency cooperation to improve the wellbeing of children and families, 2008, page 23, para 2.19)
- Best value authorities (local authorities, police and fire authorities) have a duty to inform, consult and involve people if they plan to make changes to services. This includes children and young people. (Local Government and Public Involvement in Health Act 2007, Section 138)
- Children's Services Authorities should produce a Children and Young People's Plan, and when preparing the plan should consult with children and young people (Children Act 2004 Section 7(1) Children and Young People's Plan (England) Regulations 2005 Section 7(1)a)

### The Benefits of Participation

Our ambition to enable all children and young people to have the opportunity to participate in decisions which affect their lives is also driven by the belief that the process of participation brings about many benefits and improves outcomes:

For children and young people, through:

1. Skill development, aspiration raising and confidence building
2. Raising their awareness and knowledge about services and how organisations work
3. Promoting active citizenship
4. Enabling children and young people to make a positive contribution

For the community through

- Building a shared understanding
- A sense of belonging across generations
- A more vibrant local democracy
- Developing a positive image of children and young people as citizens

For service providers through

- Services meeting actual rather than assumed needs and thus leading to better value for money
- Children and young people bringing fresh perspectives and new ideas about services
- Feedback from children and young people leading to improved services

### **Nottinghamshire Principles for Participation**

In Nottinghamshire, our approach to participation is guided by the following principles:

1. *All* children and young people should have an equal opportunity to participate, should they *choose* to, so we will work to support those who face the greatest barriers
2. Children and young people should have the opportunity to participate in an age-appropriate way
3. Participation needs to lead to positive outcomes which are agreed with and communicated to children and young people
4. All organisations working with children and young people should work together to support and promote participation
5. We value *all* children and young people and will promote their successes
6. Organisations should seek to actively involve children and young people, rather than simply consult

### **How we know children and young people's participation is making a difference**

Since 2006, when the participation strategy was first launched, we have made significant progress in the extent to which children and young people are able to

influence decisions which affect their lives. The Joint Area Review that took place in 2008 found that:

- Consultation and participation arrangements in the county are very effective.
- Participation by looked after children in their reviews is very good
- Participation opportunities for children and young people with learning difficulties and/or disabilities are good.
- Participation by children and young people in CAMHS service design is good
- Strong emphasis is given to active participation by children and young people and their families in shaping the design and delivery of services.

A number of case studies outlining good practice across the Trust in involving children and young people can be found in appendix i.

### **Areas for Development**

We have used the Hear by Right<sup>4</sup> framework to assess where we are now and what we need to do to fully achieve our vision for participation and have identified three key areas for development:

1. Our strategic commitment to the participation of children and young people
2. Opportunities for children and young people to participate (including children and young person led opportunities)
3. Developing a workforce who have the skills, knowledge and commitment to supporting children and young people to participate

### Our strategic commitment to the participation of children and young people

#### ***Where we are now***

Nottinghamshire Children's Trust (the Trust) and its member organisations committed to promoting the participation of children and young people by endorsing the strategy for the participation of children and young people in 2006. The Trust has endorsed the 'ground rules' charter, developed by children and young people, which sets out the commitment of organisations to the children and young people they work with (see appendix ii). The representation of young people at Children's Trust Board level indicates the commitment of the Trust to giving young people a genuine influence at strategic decision making level. Participation is embedded within our Children and Young People's Plan 2009-11, with children and young people informing the plan and shaping activities to deliver improved outcomes.

#### ***Next Steps***

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<sup>4</sup> Hear by Right is a tried and tested standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people. [www.nya.org.uk/hear-by-right](http://www.nya.org.uk/hear-by-right)

To reinforce our strategic commitment to children and young people's participation, it is recommended that:

- The Trust, all subgroups and member organisations commit to the participation of children and young people and article 12 of the UNCRC in their terms of reference or equivalent
- The Trust and its member organisations adopt the ground rules charter, publicise it in their settings and work to the agreed standards
- The Trust Board identifies a champion to promote the participation strategy in the work of the board
- Each member organisation of the Trust identifies a senior participation lead. In large organisations there may need to be more than one named lead for different departments/functions. It is recommended that this person is at Head of Service level or equivalent. This person will be responsible for:
  - Receiving participation related information from the Participation Strategy Group and disseminating this amongst staff within their organisation/service area
  - Annually collating participation evidence from their organisation to share with the Participation Strategy Group to assess the impact of the strategy and inform the Comprehensive Area Assessment.
  - Ensuring that staff, where appropriate, are supported to spend time in this area e.g. to attend training, to provide feedback on children and young people's views to inform planning

Where an organisation has commissioning responsibilities, they will be responsible for ensuring that contracted organisations evidence the participation of children and young people, and for ensuring that participation is built into the commissioning process.

### Opportunities for children and young people to participate

#### ***Where we are now***

The Trust currently adopts a wide range of approaches to enable the participation of children and young people. This includes formal structures such as forums, assemblies, boards and school councils that link into adult decision-making structures (see appendix iii) and informal approaches, for example engaging younger children through play opportunities. Young people have been involved in needs analysis (being consulted on the Children and Young People's Plan), procuring services (contributing to service specifications and assessing tenders and bidders) and quality assurance work (inspecting services).

#### ***Next Steps***

To ensure that the opportunities we have in place enable all children and young people to participate (should they choose to) and influence decisions, it is recommended that:

- A review of our participation structures takes place, with a focus on:
  - How effectively they include vulnerable children and young people
  - How effectively they enable young people to influence decisions, including at locality level
  - How they enable engagement between young people and elected members
  - Mechanisms for under 11's
- Following this review:
  - information will be produced for children and young people on the opportunities for them to get involved
  - guidance will be produced for the Trust on the role of the participation structures
- Young people engaged in formal participation structures are offered appropriate training (accredited where possible) to enable them to make change happen, including in negotiation, presentation and finance
- A Citizen's Panel approach to children and young people's participation is adopted to provide statistically significant consultation information for high level strategic planning by the Children's Trust, the Nottinghamshire Partnership, Local Strategic Partnerships in the seven districts and other relevant bodies
- Information for children and young people about services should be developed with children and young people and in accessible formats for children and young people with additional needs

To ensure that all opportunities for children and young people's participation are safe, sound and effective, it is recommended that:

- The Participation Strategy Group brings together or develops where appropriate, policies to cover consent, safeguarding, safety, access, transport, compliments and complaints, incentives and rewards
- An annual audit of participation takes place, linked into existing performance monitoring arrangements. This will enable the Trust to celebrate change resulting from children and young people's participation and identify learning and support needs

Developing a workforce with the skills, knowledge and commitment to supporting children and young people to participate

### ***Where we are now***

Children and young people take an increasing role in the recruitment and selection of staff within some member organisations of the Trust. Some job descriptions and person specifications require a commitment to the participation of children and young people and the skills to enable this to happen. Over the last two years a training programme has been developed by a sub-group of the

Participation Strategy Group. Since November 2008, the following courses and been delivered: introduction to participation, research and evaluation, involving children, young people and families in recruitment and selection. A one off event delivering workshops on involving children and young people with additional needs reached over 100 staff.

Hosted within the strategic services division of children and young people's services, a development officer and project officer for children and young people's participation were recruited in 2008, and have provided capacity to support the implementation of the strategy through providing strategic and operational advice and guidance, coordinating consultation activity across the partnership, developing training programmes, accessing external funding to develop a young inspectors scheme.

### **Next Steps**

To further embed a culture of participation within the Trust it is recommended that:

- Member organisations include a commitment to the participation of children and young people in corporate/core requirements of job descriptions
- Children and young people are meaningfully involved in the recruitment, selection and induction of key staff. Training is available to support organisations that need to develop skills in order to be able to achieve this
- Supervision and appraisal processes include reviewing individual's contribution to enabling the effective influence of children and young people on the organisation
- Consideration is given to the resources required to fully embed the participation strategy, including reviewing existing staffing arrangements and associated budgets

To ensure that the workforce has the appropriate skills and knowledge to enable the effective participation of children and young people, it is recommended that:

- The participation training programme is further developed to ensure that training provided is meeting need
- Introductory participation training becomes a module in the common induction programme for the children's workforce
- Further develop and promote the Participation Zone website and Nottinghamshire Participation Network

These work areas will be progressed through the Workforce Strategy Board.

### **The role of the Participation Strategy Group**

This strategy has been developed by the Participation Strategy Group, with the involvement of the Young People's Board. The Participation Strategy Group is a subgroup of Nottinghamshire Children's Trust Board. Its membership (see appendix iv) includes staff working within Nottinghamshire County Council's Children and Young People's and Communities Departments, Nottinghamshire Teaching Primary Care Trust, Nottinghamshire Police, Nottinghamshire Connexions and the voluntary and community sector (represented through Networking Action for Voluntary Organisations (NAVO)).

The Participation Strategy Group is responsible for overseeing the implementation of the strategy. This includes:

1. Providing the strategic direction for the development of participation
2. Monitoring the impact of the participation strategy through annually assessing participation monitoring information, identifying any potential support needs and developing solutions to those needs (for example training)
3. Providing advice and guidance to colleagues developing participative practice
4. Disseminating good practice, through a variety of methods including the Participation Zone and the champions network  
<http://www.nottinghamshire.gov.uk/home/learningandwork/nottscyppartnership/cypparticipation.htm>
5. Having an overview of participative practice across the partnership
6. Ensuring the participation of children and young people in strategic planning, e.g. the Local Area Agreement, Children and Young People's Plan
7. Having an overview of the resources dedicated to participation

## Appendix i: Case Studies

### **1. Involving Under Fives: Talking Tables with Ollerton Primary School**

The Talking Table was set up in partnership with Ollerton Children's Centre Early Years Specialist Teacher and Speech and Language Therapist. It aimed to help raise the attainment at the Foundation Stage in Communication, Language and Literacy and to raise awareness of the importance of talking and listening to children and the long term impact this can have on their learning.

Each week the adult leading the Talking Table would walk around the unit with a chosen bear. Children would be invited to come and talk about what they thought the bear had been doing. Four children would come to each sitting through their own choice, no one was told they must come. The aim was for child centred and non-directive conversation using gesture, mark making and talking in order to address low levels of language development. An enticing range of objects based around various weekly themes was introduced each week, including 'The Seaside' and 'Picnic' to help encourage the children's story telling. They had a time to look at the objects and the bear and discuss, following this they drew a large picture of what they thought the bear had been doing and finally as they discussed their picture the adult scribed their ideas thus forming the story of the bear's adventure that week.

The Talking Table encouraged language development in all children, gave them an opportunity to express themselves and provided an opportunity to find out about the children's special interests and sustained shared thinking.

### **2. Involving Disabled Young People: Nottinghamshire Pioneers**

Four young people from Nottinghamshire Pioneers Young Disabled People's Youth Forum were involved in a training programme around interviewing skills provided by the Youth Service, Disability Support Team. After the training young people were part of the interview panel for the Lead Officer post for the Short Breaks Childcare Project. Young people said they enjoyed the experience and learnt a lot about interview skills that would be of great value for them as individuals.

Young people also took an active part in looking at the tenders for providers of short breaks for disabled children and young people. Young people listened to presentations from prospective providers and alongside a parents/carers panel they commented on their suitability to provide services. The adult panel commented on the professionalism of the young people, their honesty and insight into what was required from the providers.

Nottinghamshire Pioneers can be contacted via [andrea.spink@nottsc.gov.uk](mailto:andrea.spink@nottsc.gov.uk)

### **3. Diversity: United Voices**

United Voices was led by a young persons' steering group supported through the Nottingham and Nottinghamshire Racial Equality Council, Nottinghamshire County Council and other local organisations. Twenty young people from diverse backgrounds and seven staff came together to take part in workshops which helped create a team spirit and mutual understanding. The group produced "Top Ten Tips to Community Cohesion: Young People's Charter", summed up in two words: "respect and trust". Their feedback included: "...made me feel more confident in myself around other people and be confident to have my say..." (student, aged 16); "... I learnt new things about others lives...found out that I can be friends with people I wouldn't normally communicate with" (young carer,15); "...realised that many young people had unanswered questions about me... why I wear the hijab and why I pray?...they wanted to find out who I am rather than making assumptions" (student,18).

For further information, please contact Samira Basheer: [sbasheer@nottsrec.com](mailto:sbasheer@nottsrec.com)

### **4. Participation through Art: YaYa (Young Adults, Young Artists)**

This pilot project was established in Jan 09 drawing young people from across Nottingham and Nottinghamshire to take part in an ongoing 'young arts leaders project'. Arts Partnership Nottinghamshire is supporting young people aged 16-19 to experience inspirational arts activity nationally, to contribute and share creative ideas on [www.youngartsleaders.blogspot.com](http://www.youngartsleaders.blogspot.com) interactive blogspot, to work with arts professionals across Nottinghamshire and to develop their own skills as arts leaders. The group have selected the name YaYa (Young Adults, Young Artists) and are meeting weekly to take part in arts activities and to plan their own events. They are working towards an arts programme for summer 2010 including a festival on 21 August 2010. The group are currently signing up for the Young Peoples Arts Award while also writing funding bids to the Youth Bank and still managing to create exciting new art.

### **5. Young People as Researchers**

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Young Peoples Arts Award while also writing funding bids to the Youth Bank and still managing to create exciting new art.

For further information, please contact Lyndsey Woolmore; [lyndsey.woolmore@nottscc.gov.uk](mailto:lyndsey.woolmore@nottscc.gov.uk)

## **6. Members of Youth Parliament (MYPs)**

Members of Youth Parliament are young people, between the ages of 11 to 18 years, who are interested in getting the voice of young people heard locally, regionally and nationally. They are in post for two years and are the representatives for all young people in Nottinghamshire. Nottinghamshire has 4 Members of Youth Parliament and 5 Deputy Members of Youth Parliament.

At the local meetings, MYPs work on campaigns addressing issues which are of concern to young people in the county. The local campaign areas for this term in office are:

- Knife crime and young people
- Helping to create a positive Image of young people
- Publicising the role of MYP's

Each year Members of Youth Parliament are invited to attend the Annual Sitting of the UK Youth Parliament where they meet up with other young people from the four nations.

## **7. Nottinghamshire Young People's Board**

The Nottinghamshire Young People's Board is an elected group of young people who are proactive in giving young people an influence on services that involve them and impact on their lives and to ensure services that are provided are effective, well resourced and of high quality.

Made up of representatives from Nottinghamshire County Council, Connexions and young people from each of the districts, the Board meets every two months to discuss and make decisions on service provision and participation across Nottinghamshire. The young people on this board are aged between 13 and 19 (up to aged 25 for disabled young people) and are representatives from the seven District Youth Assemblies and Countywide forums such Children in Care Council and Young Pioneers. The board has direct links to adult decision making forums such as the Children's Trust Board.

The roles of young people on the Board are to:

- Represent young people from their local group/area

- Assess Youth Opportunity and Youth Capital Fund bids
- Promote young people's participation

## **8. Young People Influencing Health Issues**

Nottinghamshire Healthy Schools team combines consultation with fun by holding events for young people where they put on a range of activities (theatre make up, street dancing, DJing, kayaking, attempting an assault course, drama), alongside discussion workshops on issues such as bullying, positive images of young people, healthy eating and physical activity habits. Young people are recruited through secondary schools and out of school groups and receive feedback in the form of a newsletter on how their views have been taken forward. So far young people have influenced an anti-bullying poster and leaflet, a positive images media campaign and NHS policies around healthy eating and physical activity.

## **9. Informal participation at a residential for looked after young people: a worker's perspective**

We took a group of young people on a residential trip. One young person was very unhappy from the start of the trip. When asked how she was feeling she said that she was worried about going back to her current foster placement after the trip. She was unhappy in her placement and worried. We spent some time discussing issues raised, the young person felt she had no say in what happens to her, she told us she wanted to move placement, and asked if we could help her to have a voice. The young person found living with current carer difficult and wanted a move to the placement that she goes to for weekend breaks. She also wanted a health check. I confirmed with the young person that she wanted me to speak on her behalf and not keep this confidential.

On our return from the residential, I met with her social worker and fostering social worker. We discussed the issues on the young person's behalf. We found out that the young person had a hamster and that this limited placement choice. We later explained this to the young person so that she understood the constraints.

The young person has since phoned me to tell me she has now moved placement. She is very happy and has said that life is now an adventure: she loves school and is looking forward to new experiences. She was given the opportunity to have a voice, she took it and she has been able to experience the positive outcome.

**Our Rules for you**  
by the children & young people  
of Nottinghamshire

 Our Rules for you

 Please remember

 Welcome us

 Listen to us

 Help us to understand

 Try to think like us

 Do what you say you will do

 Give us the information we need to know



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When you work with us, these things are important to remember

**Treat us**

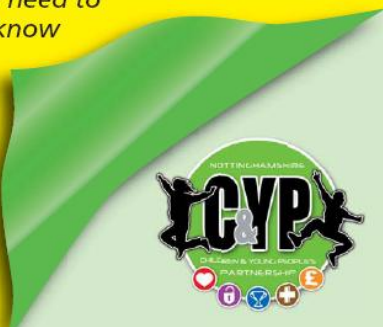
- With respect
- Equally • Responsibly
- Fairly
- As a person

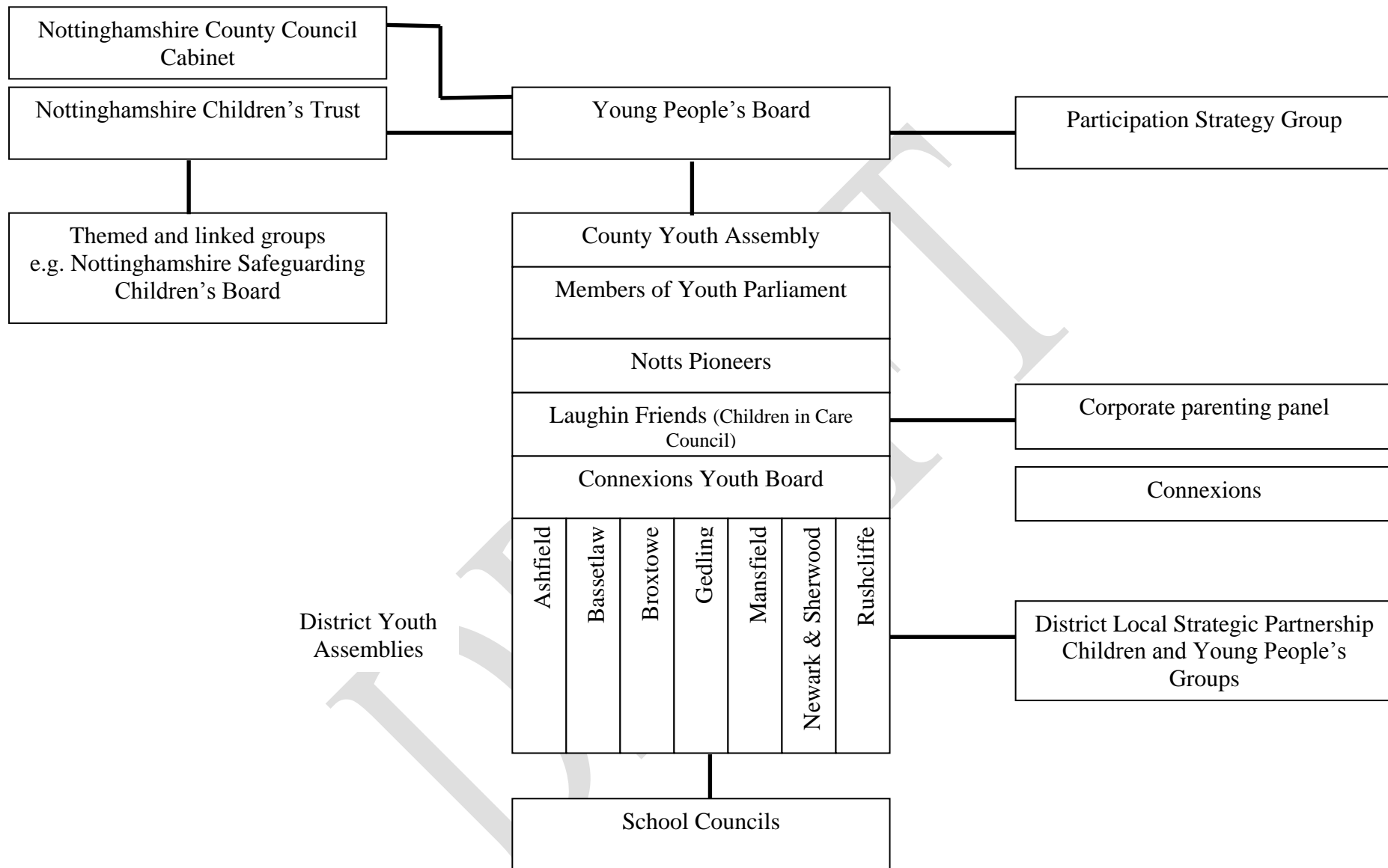
**Make us feel welcome**

- By training the staff who work with us
- By making the places where we meet bright and colourful

**Things you can do for us**

- Listen to us
- Get on our level:
  - Use language we can understand
  - Don't patronise us
  - Respect our space - try not to stand over us
- Don't judge us or give us labels
- Only talk about us:
  - When we say you can
  - When you need to
  - With the people that need to know
- Keep us up to date with information
  - Be consistent and reliable
- If we're not happy with something, help us make a complaint





Appendix iii: Participation Structures (11-19)

## Appendix iv: Participation Strategy Group membership

Name & Role		Service/Agency
Margaret Clement	Youth Work Manager (Disability Support Team), Youth Support Service	Engagement and Enrichment, Children & Young People's Service, Notts County Council
Chris Coverley	Healthy Schools Advisor	Nottinghamshire Teaching Primary Care Trust (Public Health Directorate)
John Endersby	Operations Director	Connexions Nottinghamshire
Philip Gawthorpe	Senior Education Officer, Education Access & Extended Services	Learning & Achievement, Children & Young People's Service, Notts County Council
Pat Harty	Service Manager, Homecare, Health & Community Development	Social Care & Health Children & Young People's Service, Notts County Council
Derek Higton (CHAIR)	Service Director	Engagement and Enrichment, Children & Young People's Service, Notts County Council
Sue Hollingworth - Shaw	Coordinator Youth Services, Looked After Young People, Corporate Parenting	Social Care & Health, Children & Young People's Service, Notts County Council
Sharon Khera	Restorative Justice Trainer and Coordinator	Nottinghamshire Police
Phil Kirkland	Personal, Social, Health & Citizenship Education Consultant	Engagement and Enrichment Children & Young People's Service, Notts County Council
Janice Lambert	Public Involvement Manager	Nottinghamshire Teaching Primary Care Trust
Jo Mathieson	Business Development Manager, Children's Trust Unit	Strategic Services Children & Young People's Service, Notts County Council
Neil McCarthy	Principal Play Officer, Play Service	Learning and Achievement, Children & Young People's Service, Notts County Council
Helen McClelland	Participation Coordinator	Connexions Nottinghamshire
Anne Murphy	Locality Development Manager, Integrated Services	Strategic Services Children & Young People's Service, Notts County Council
Sally Moorcroft	Strategic Manager	NAVO (Networking Action with Voluntary Organisations)
Lucy Peel	Development Officer (Children and Young People's Participation)	Strategic Planning & Commissioning Children & Young People's Service, Notts County Council
Sam Tasker	Project Officer (Children and Young People's Participation)	Strategic Planning & Commissioning Children & Young People's Service, Notts County Council
Karlie Thompson	Deputy Director of Communications	Nottinghamshire Teaching Primary Care Trust
Diane Tinklin	Senior Children's Centres Coordinator (Rushcliffe)	Early Years & Childcare Children & Young People's Service, Notts County Council
Mandy Tyson	Senior Youth Worker	Youth Engagement Team Children & Young People's Service, Notts County Council
Susan Wayne	Performance and Service Improvement Officer	Communities Department Notts County Council
Amber Walls	Strategic Development Officer, Education and Young People	Cultural Services (Arts) Communities Department Notts County Council