****

#

# CHILDREN AND YOUNG PEOPLE’S SERVICES

# INTEGRATED WORKFORCE DEVELOPMENT STRATEGY

**2014-2016**

**Draft Copy**

|  |  |
| --- | --- |
| **Version** | **4** |
| **Author** | **B Porter** |
| **Date** | **3/3/15** |

**CONTENTS PAGE**

1. Introduction and Context 3
2. Principles of Workforce Integration 5
3. The Children’s Workforce in Wakefield 7
4. Vision for the Children’s Workforce 10
5. Key priorities 13
6. Monitoring and Governance 14

Appendices

 Appendix 1 – Wakefield Continuum of Need and Service Provision

 Appendix 2 – Wakefield Together Partnership Map

 Further information and references

1. **INTRODUCTION AND CONTEXT**

Wakefield aims to deliver the best possible future for local children and young people, through working in partnership, and providing effective and timely services. Every child and young person in the Wakefield District deserves the opportunity to achieve their full potential irrespective of their circumstances. Partners from across Wakefield have already identified and agreed key strategic themes in the District Outcomes Framework 2014/15. These themes set out the priorities to be ‘ambitious for our young people’ and to improve outcomes through greater integration of services.

This strategy supports the priorities outlined in the District Outcomes Framework and in the Integrated Children and Young Peoples’ Strategy and Programme Plan (2014) which sets out the vision and aspirations for the children and families of Wakefield.

**Communities in the Wakefield District achieve the best possible outcomes for themselves and their families, facilitated by co-ordinated services, provided as** **close to home as possible**

The core principle of this vision is that of integrated working recognising that this is the key to successful delivery of the main priorities of the Children and Young People’s Partnership Board. This approach relies on integrated services and cooperative working at universal, targeted and specialist levels.

Public services are currently undergoing an unprecedented period of change requiring radical rethinking of how services are designed and delivered and it is essential that the shape and the skills of the workforce change too. Change will be achieved through the design and implementation of an integrated, high quality, sustainable and efficient local health, education and social care system which will provide seamless children and young people’s services. These integrated services will need to be delivered by a confident, motivated, knowledgeable and properly skilled workforce who works effectively together to improve the outcomes of the children and young people of Wakefield.

The Local Government Association suggests that current public spending is unsustainable without huge changes to the way services are delivered. The focus on integrated working and early intervention can be seen as a response to the need to reduce budgets and provide more efficient services that have greater impact. Legislative measures such as the Children and Families Act 2014, Health and Social Care Act 2012, Care Act 2014, The Localism Act 2011 and initiatives such as Troubled Families and Care Closer to Home have provided the opportunity to develop new ways of working which will inform how services are delivered in the future. Inevitably there will need to be some changes in the size and shape of the workforce and the values, skills and knowledge of the workforce will need to be developed to support these changes.

Nationally the demand for acute and reactive services has increased massively at huge cost to the public purse. However there is little or no evidence to show that these services are effective in their dealings with children and families. Locally a recent audit into Child in Need cases highlighted that some families had a lengthy intervention at a Child in Need level and yet the number of cases held by Children’s Social Care continues to rise indicating these interventions are having little effect.

At the same time much research has been undertaken into early intervention demonstrating the improved outcomes and cost effectiveness of intervening in families’ lives before problems become entrenched. The Allen report (2011), **Early Intervention: the next steps**states that a programme of early intervention is “the best sustainable…deficit reduction programme available”.

In 2011, C4EO published its detailed findings of what works in three strands of work relating to Families, Parents and Carers work. Across this comprehensive review they identified **three** key themes:

1. “Multi-agency, flexible and coordinated services, with an underpinning ‘think family’ ethos, are most effective in improving outcomes. This includes staff in adults’ services being able to identify children’s needs, and staff in children’s services being able to recognise adults’ needs. Such services are viewed positively by families and professionals alike.
2. Early intervention prevents problems becoming entrenched; the practical help, advice and emotional support which many parents value can often be given without referral to specialist services. Children and young people also prefer an informal approach.
3. In order to access services, parents must feel reassured that they are not being judged or stigmatised, and be helped to overcome their fears of having their children removed.

These research projects and initiatives have helped to create an environment where early intervention and integrated working, based on evidence-based interventions have become central to promoting change in families lives.

Every child and young person in the Wakefield District deserves the opportunity to achieve their full potential irrespective of their circumstances. The Children and Young People’s Strategy identifies an agreed set of principles:

* We will intervene early in life and in the emergence of problems
* We will work together and develop multi-agency integrated services
* Children and families will be at the centre of what we do
* We will work, where possible, with the whole family
* We will focus on outcomes and provide value for money
* We will, where possible, deliver services closer to home
* We will provide services that aim to empower and enable families to be self sufficient
* We will limit the number of professionals families have to tell their story to
* We are committed to sharing information
* Children, young people and families are able to access consistent and appropriate information to help them make choices
* We will use intelligence for risk stratification
* We will use the Better Care Fund single-pooled funding principles for children’s services
* Children, young people and their families and carers will be supported by professionals who are able to understand the cultural differences across the communities being supported
* We will support children, young people and their families and carers to be aware of the needs of the community and encourage them to take ownership and influence workforce development
* Professionals are able to understand the cultural differences across the communities being

These principles are the foundation on which our **key outcomes** for children and young people are based:

* Children and young people are supported and safe from harm
* Children and young people are healthy and resilient
* Children and young people are ambitious and achieve
* Young people have the necessary skills to make a successful transition to adulthood
* Wakefield is a great place to grow up
* Children and young people are engaged as productive citizens

This Integrated Workforce Strategy aims to ensure that the vision, principles and values are communicated to and understood by the whole of the children’s workforce and the wider workforce across the district. It will identify the necessary learning and development opportunities to ensure they have the core skills, competencies and knowledge necessary to deliver these outcomes and seek to co-ordinate the necessary learning and development with partners across the district and at local levels to meet the needs of local people and communities. It does not however suggest that all roles should be the same or that all workers require the same skill set.

Historically, services have had their own workforce development strategies and currently agencies provide professional development and training for their own workforce. Each has its own priorities for its workforce and will continue to have responsibility for its own individual staff performance, management and development

In addition a number of organisations provide training to a multi-agency audience but there is no shared vision of what the priorities should be or what the workforce should look like. Therefore, as we move to a more integrated workforce, there is a need for an overarching workforce development strategy to address the key strategic priorities to develop an integrated children and young people’s workforce.

The aim is to have one integrated strategy which will support the development and implementation of:-

* An agreed set of shared and principles values which the whole children’s workforce agrees and can adhere to
* An agreed approach to working with children and families
* A reduction in duplication of learning and development activities
* A more efficient sharing of learning and development resources across the partnership
* An agreed standard of quality
* A pooling of resources to provide high quality learning and development
* Individual partners providing specialist training specific to their professional competencies
1. **PRINCIPLES OF WORKFORCE INTEGRATION**

Workforce integration is the process of bringing together workers from different settings to reshape the services delivered. A workforce can only be truly integrated if it is viewed as a whole entity, crossing traditional boundaries. This only happens where workforce issues permeate all planning and development activity and is not seen as a separate issue. This workforce development strategy recognises that whilst an integrated workforce is the vision, this will take some time to achieve and will need to be supported by a workforce working collaboratively during the necessary change process.

A set of six key principles (Skills for Care, 2014: The principles of workforce integration) have been developed to support workforce integration. These principles aim to support managers and organisations to think through what are meant by integration, and in particular, how workforce development can contribute to its introduction, implementation and sustainability.

**Principle 1**: Successful workforce integration focuses on better outcomes for children, young people and their families

**Principle 2**: Workforce integration involves the whole system

**Principle 3**: To achieve genuine workforce integration, people need to acknowledge and overcome resistance to change and transition. There needs to be an acknowledgement of how integration will affect people’s roles and professional identities.

**Principle 4**: A confident, engaged, motivated, knowledgeable and properly skilled workforce supporting active and engaged communities is at the heart of workforce integration.

**Principle 5**: Process matters – it gives messages, creates opportunities and demonstrates the way in which the workforce is valued

**Principle 6**: Successful workforce integration creates new relationships, networks and ways of working. Integrated workforce commissioning strategies give each of these attention, creating the circumstances in which all can thrive.

These key principles will provide a framework to support the development of an integrated workforce. Senior leaders and team managers will require the skills and knowledge to effectively lead multi-disciplinary teams. The leadership and management development programmes will need to be reviewed and developed to ensure management capability to deliver this vision.

**Developing an integrated workforce**



Achieving an integrated workforce requires a sense of collective responsibility, supported through clearly articulated and shared goals which are underpinned by a shared value system that will focus on improving outcomes for the children, young people and their families. The Wakefield Together Partnership has already agreed the shared agenda and identified the key outcomes this strategy will support through the District Outcomes Framework 2014/15.

A key challenge in developing an integrated workforce is for managers to create a learning environment that draws on experiences of workers and maximises innovation and appropriate risk-taking, and supports the development of new models and ways of working. People learn in different ways and at different paces, and are affected by change to varying degrees. The design and implementation of integrated strategies resulting in new ways of working will create specific learning needs to enable individuals to work effectively. This strategy will support the development of a workforce who feel their perspectives and skills are recognised and valued by managers and colleagues and across organisations. This will result in a workforce that is more likely to feel confident, motivated and engaged with the changes.

1. **THE CHILDREN’S WORKFORCE IN WAKEFIELD**

The Children and Young People’s workforce is an important part of integrating services and a key challenge will be to ensure we have the right number of people with the right skills in the right place to maximise the impact on outcomes for children and young people and their families.

Wakefield Children and Young People’s Partnership Board considers the children’s workforce to mean **‘everyone who works and/or volunteers with children and young people and their families, or who is responsible for improving their outcomes.’**



We know that children, young people and their families gain great benefit fromthe range of skills and strengths that different people who work with them bring to their jobs. The Children’s Workforce in the Wakefield District encompasses a diverse range of professions and occupations. Individuals have very different levels and types of qualifications, training, employment arrangements, terms and conditions and work in all parts of the public, private and voluntary sectors.

This workforce ranges from those who:

* come into contact with families through undertaking their normal duties (For example, housing officers, firemen)
* have regular contact with families because this is the main focus of their work (For example, nursery and school teachers, school nurses, volunteers, youth workers, child minders, day nurseries)
* work specifically with vulnerable families (For example, Troubled Families Workers, Parent Support Workers, Learning Mentors, Health Visitors)
* work intensively with families providing specific interventions (For example, Integrated Team, CAMHS, YOT, Dual Diagnosis Workers)
* have a specific professional role with families who are accessing acute services (social workers , nurses) and have specific professional and regulatory workforce development requirements to meet.

Wakefield benefits from some very well trained staff that provide good interventions and support to families. There is generally a low workforce turnover in main statutory agencies which means we have some very experienced staff who have been invested in well. It is important to use these resources to best affect, ensuring equal opportunity for vulnerable families to access the services and interventions on offer.

The scope of this strategy extends across both the core of the children’s workforce of all partners and across the wider workforce. The strategy recognises that:-

* this workforce works or volunteers for employers of all sizes in the public, private and third sectors.
* many work with children or young people all of the time – for others, children’s outcomes are only one of their priorities
* there are some very strong professional identities within the workforce – and some parts of the workforce where identities are very weak
* different parts of the workforce are influenced by different parts of government, and in different ways
* there are lots of people who work in more than one “segment” – e.g. Educational Psychologists in youth, early years and family support

This strategy recognises the need to further establish partnerships with the wider workforce to work more effectively together to improve outcomes. Over the next two years we will work to better understand the needs of the whole workforce and to ensure that this strategy is equally relevant to them.

The purpose of this Integrated Workforce Strategy is not about all roles becoming the same but is about valuing and recognising the diverse nature of the workforce and the different contributions everyone has to make in improving outcomes for the children, young people and their families. Wakefield recognises the need to attract, support and retain skilled people even though the workforce may reduce. Wakefield is committed to motivating the workforce to perform to their potential and will support and monitor performance through an effective supervision and appraisal framework.

The Wakefield Together Partnership will ensure that the workforce reflects the profile of the community that it serves at all levels, and ensure that effective workforce planning is at the heart of our approach to provide services which positively impact on communities. Effective workforce planning and accurate workforce intelligence will ensure that we have the right size workforce with the right attitudes, values and skills organized in the right way within the available budget.

At this stage it is not possible to provide a complete statement and analysis of the current workforce supporting the children and young people of Wakefield due to the lack of consistent information and standard data collection tools. A standard framework for collating data will ensure for the future that consistent and updated information will be available. Close partnership working with the third sector will enhance the knowledge of the private, independent and voluntary sector workforces.

This strategy recognises the need to undertake further work to collate demographic information in relation to the children’s workforce location across the Wakefield District. As well as gathering information on the size and demography of the workforce, information needs to be gathered to identify what skills already exist. It is important that we use what we know about the future to its best potential and take a joined up approach between workforce intelligence, planning and development.

Every effort will be made to ensure that the right people are involved at every stage of the workforce planning and workforce development stages.

Local community

Local commissioners

Improved outcomes for the children, young people and their families/carers of Wakefield

Workforce profile

Organisational aims

Business plan

Integrated Workforce Development Strategy

Integrated Workforce Development Plan

1. **THE VISION FOR THE CHILDREN’S WORKFORCE**

Wakefield is committed to delivering the vision that everyone who works with children, young people and their families is confident, appropriately trained, qualified, empowered and equipped to provide services and interventions which improve outcomes for children, young people and their families and achieve the highest standards of practice, whilst ensuring that the workforce can maintain their sense of professional identity. Professional supervision and the opportunity to manage continuing professional development need to be incorporated into any service changes.

Through consultation and involvement, the children and young people of Wakefield have told us that they want a workforce:

* they can trust
* they can talk to
* who are highly skilled and know their job
* with whom they feel safe
* who are interested in what they think

The Strategic vision is for the workforce to be clear about shared objectives for families and to understand how their own skill set complements the skills of other workers to provide a holistic approach to families’ needs. Sharing skills and knowledge across professional disciplines will increase workforce knowledge and capacity. Working together effectively with a clear set of values and principles embedded underpins this vision for an integrated workforce.

The Integrated Workforce Strategy will support this vision by developing a workforce which is a modern public service and is ambitious for our children and young people.

This means that it:-

* puts the safety of children and young people at the very centre of its practice
* is well motivated, skilled and well qualified to achieve excellence
* is confident and safe to work with children and young people
* is respected and trusted by practitioners, parents, children and young people
* understands that working in a more collaborative and integrated manner will improve outcomes
* staff and volunteers will strive to be part of and want to achieve personal and professional development

Clear priorities within this vision for the workforce are to provide the children, young people and families of Wakefield with:-

* professional support for families from people who know a range of interventions and are able to undertake high quality assessments to identify the most appropriate support for families
* professionals who are able to engage with even the most reluctant families
* professionals who can assist families to achieve the best possible outcomes for their children
* reflective practitioners committed to continuous development

Wakefield recognises that a competent and confident workforce is at the centre of delivering the vision and commitment it has to the children, young people and families of Wakefield through effective safeguarding, appropriate integrated services and effective collaborative working through timely and targeted interventions. This workforce strategy will support the Wakefield Together vision for children and young people by creating a workforce that feels valued, listened to, well-informed, confident and competent. Partners will need to work together effectively to achieve transformation and to ensure that the needs of the workforce are an integral part in the development of more integrated services. Workforce planning and development will need to work in partnership with workforce commissioners to help deliver the vision to improve outcomes for the children and young people of Wakefield. The Integrated Children’s Workforce Strategy will be at the heart of the culture change programme required to deliver the vision for the children and young people of Wakefield.

The Integrated Early Help Offer is based on the creation of an Integrated Early Help Hub in each of the seven localities. The range and level of service provided in each locality will be determined by the needs of the children, young people and families in that locality. An improved Integrated Early Help Offer requires innovative and effective service design and changes to our current service delivery model.

As part of these significant changes we need to develop an integrated performance and commissioning culture which improves outcomes, aspirations and life chances for our most vulnerable citizens. We need to identify our commissioning priorities and objectives, and to ensure that these are reflected in our commissioning plans, along with those of our partners. The development of a Commissioning framework and Strategy which can be applied competently to any service/team and change management function across the Council will need to be incorporated within the next ‘Performing for Wakefield’ training programme.

The evaluation of the Troubled Families Programme through the South East Integrated Area Team Pilot has provided substantial evidence to demonstrate the impact a multi-skilled, multi-disciplined workforce working together to meet identified outcomes can have on children, young people and their families. Effective partnership engagement with key stakeholders at all levels has facilitated improved working relationships, a shared understanding, commitment and investment in achieving identified outcomes. This has been further supported by the team being based together delivering services which fully understand and are able to meet the needs of that local community.

Building on the successes of this pilot, the proposals set out in the Integrated Early Help Hub Model will change the shape of the workforce by bringing together further multi-disciplinary teams to provide an integrated service. The proposals set out the plans for the development of seven local Integrated Early Help Hubs (IEHH) which will run co-terminus with each of the seven Neighbourhood Policing Teams, GP networks and local authority areas.

Each of these Integrated Early Help Hubs will consist of multi-disciplinary teams, led and managed by a locality manager. Families will be able to access a co-ordinated Integrated Early Help offer through a service that is personalised, multi-agency and evidences based, utilising a whole, strengths based, family approach with a specific focus on achieving positive outcomes.

Effective leadership and clear communication will be essential in ensuring success in developing the new integrated teams proposed in the Integrated Early Help Hub model. The creation and maintenance of a positive qualitative difference will require strong leadership that is inclusive, that promotes the values of integration and that creates processes that support that difference.

Working Together to Safeguard Children 2013 states that the provision of early help services should form part of a continuum of help and support to respond to the different levels of need of individual children, young people and families. To support the delivery of the vision of the Children and Young People’s Strategy, Wakefield and District Safeguarding Children Board and the Wakefield Together Partnership have developed a continuum of need and provision. This will help the children’s and adults’ workforce to work together to support all children and young people to achieve their full potential and to protect those children who are at risk of harm. This continuum will be used in all settings that provide services for children and young people.

A copy of the Wakefield Continuum of Need and Service provision is attached at **Appendix 1**

A key purpose of the continuum is to encourage and support constructive working relationships between organisations and professionals by promoting a common language of children and young people’s needs throughout the continuum from universal and early help through to specialist protective services. In order to achieve change for the vulnerable children and families of Wakefield practitioners need to have the appropriate knowledge and skills to support them. The decision as to what these skills and knowledge will consist of will be based on a sound analysis of evidence based practice, linked to local needs. Embedding the Continuum of need into practice will be supported by the implementation of the Signs of Safety Programme which Wakefield District is now part of.

**Signs of Safety**

Wakefield District has been successful in joining a group ten Local Authority areas that will be developing and implementing the Signs of Safety Programme within the umbrella of the English Innovations Project. This project is being led by Professor Eileen Munro and is being supported and funded by the Department for Education.

The Signs of Safety Programme is an integrated framework for how to carry out child intervention work. This integrated framework includes the principles for practice, the disciplines for practitioners’ application of the approach, a range of tools for assessment and planning, decision making and engaging children and families, and processes through which the work is undertaken.

The key aims of the Signs of Safety Programme are to:-

* make families feel more empowered and able to understand and address the concerns and requirements of child protection authorities
* keep children safe
* provide practitioners with greater job satisfaction due to the clarity of the approach, the usefulness of the tools and the impact this approach has for children and families

The aim of Wakefield’s involvement in this project is to implement the Signs of Safety Programme effectively to ensure that this approach underpins the support and assessment process across all Children and Young People’s Services in Wakefield. To achieve this vision a comprehensive learning and development programme will be delivered to managers and frontline practitioners from across the full extent of the Wakefield Together Partnership.

Effective workforce development is at the centre of this approach and the development programme will be influenced by the key principles. These include:-

* the ability to develop effective working relationships with families and other professionals
* an ability to think critically
* the development and embedding of a culture of shared reflective practice
* ensuring that assessment and safety planning practice is based on every day practice
* embedding the use of plain language across all partners
* professionals ensuring that statements are based and focused on specific observable behaviours

Development and delivery of this learning plan will be monitored through the Signs of Safety project implementation plan. This will be supported by the Children and Young People’s Services Social Care Workforce Development Team.

1. **KEY PRIORITIES**

To deliver the vision for the workforce a set of workforce development priorities have been identified and agreed. These priorities will support the effective delivery of services by addressing the learning and development needs of the workforce at all levels, ensuring a breadth of opportunities for practitioners to improve practice and professionally progress. These key priorities will be developed, planned, monitored and delivered through an Integrated Workforce Development Plan.

Identified priorities to be addressed as part of this workforce strategy include:-

1. **Develop and embed shared vision, values and principles for the children’s workforce**
* Agree the shared vision, values and principles outlined in this strategy and the Children and Young People’s Partnership (CYPP) Strategy
* Provide appropriate learning and development on the Signs of Safety Programme to all practitioners and managers
* Ensure that the workforce understands and adheres to the vision and principles outlined in CYPP strategy
* Promote a culture which enshrines the values and principles of the CYPP
1. **Develop and embed an effective communication strategy**
* Engage staff through various communication mechanisms to promote integration and shared knowledge
* Involve staff in consultation/discussion processes to develop services
* Embed an open and transparent culture which will support the sharing of information and enhance the learning to improve outcomes
1. **Leadership and management development**
* Develop leadership capacity to competently lead workforce change
* Develop clear professional pathways to support the development of management and leadership skills and competencies
* Agree and implement management protocols across partners for multi-disciplinary teams
1. **Promote opportunities to develop integrated practices through workforce development**
* Agree shared learning and development opportunities enabling the children’s workforce to have a clear understanding of their roles and responsibilities
* Share and promote good practice for recruitment, supervision, appraisal, shadowing and mentoring
* Explore opportunities to enable managers to understand the complexities of managing integrated teams
* Share best practice relating to learning and development planning, commissioning and delivery
1. **Provide workers with the appropriate skills and knowledge to enable them to provide high quality support to families**
* Promote a learning culture within organisations
* Implement the Signs of Safety Programme
* Agree the key approaches to be used by the Integrated Teams and which might be adopted by the workforce
* Commission training to enable workers to utilise key approaches with families
* Evaluate key approaches to ensure good outcomes are being achieved
* Construct a picture of the current workforce skills of the integrated teams
1. **Ensure that high quality training and development is provided to workers and high quality services are provided to families**
	* Develop a comprehensive picture of what training is currently on offer, by which agency and at what cost
	* Identify areas of expertise
* Develop opportunities for shared quality assurance processes for recruitment, supervision, appraisal, shadowing and mentoring
* Share an evaluation, monitoring and review process to ensure direct training is of a high quality
* Share audit activity to ensure learning from training is implemented in practice
1. **Involvement of children, young people and families**
* Ensure the views of children and their families are incorporated into the strategy
* Agree process to ensure that feedback from families is incorporated into all learning and development
* Involve children, young people and their families in the development of specific tools and training
1. **MONITORING AND GOVERNANCE ARRANGEMENTS**

The Children and Young People’s Performance Framework will ultimately be the test of the success of the workforce strategy. However this is a long term aim. In the shorter term we need to ensure that the workforce have received high quality learning and development to enable them to carry out their work with families. We need to ensure that they are able to make use of their learning within the workplace and are supported to do that.

A programme of work needs to continually assess the appropriateness of the learning and development on offer and to ensure that national policy, local developments, research and good practice are incorporated into all learning and development activity. Robust evaluation of the training by workers and managers will assist in ensuring that it is of good quality and useful in our work with families. Evaluation involving children and families will enable us to identify the helpfulness of the approach and the needs of the workers in terms of on-going support and training.

Performance management of the workforce is integral to the success of this strategy. Shared approaches to supervision, appraisal, recruitment and induction will ensure that the strategy is successfully implemented across the workforce. This also provides opportunities for audit, shadowing and mentoring across the workforce enabling further the development of integrated working.

Most importantly, to continue to support and develop the competencies of our workforce, we need competent managers who are able to support workers and provide appropriate challenge to identify risk and determine when alternative approaches need to be tried. An agreed approach to training and development of managers will enable the workforce to be supported in their roles. To support this strategy a robust quality assurance framework will be developed to monitor impact on outcomes. Information will be collated and used intelligently to support workforce development activity and evaluate the impact on outcomes for the children and young people of Wakefield.

The Integrated Workforce Strategy and the underpinning Integrated Workforce Development Plan will be monitored and continually reviewed to ensure that the learning from Serious Case Reviews, Peer Reviews, Ofsted/CQC Inspections, legislative changes and any other influences both locally or nationally is fully incorporated into the priorities and reflected in the delivery plan to develop the children and young people’s workforce in Wakefield

The Workforce Development Strategy is one of the key themed programmes of work which underpin the Children and Young Peoples’ Programme Plan. The Programme Lead reports to the Children and Young People’s Partnership Board, which in turn reports to the Wakefield Together Local Services Board.

A map of the governance arrangements for the Wakefield Together Partnership is attached at **Appendix 2**

**Appendix 1**

|  |
| --- |
| **The Wakefield Continuum of Need and Service Provision** |
| **MANAGERS’ KNOWLEDGE/LEARNING & DEVELOPMENT****L EADERSHIP& MANAGEMENT** **Influenced by** |

**Appendix 2**

**Wakefield Together Partnership Map**

Third Sector Assembly

Wakefield Enterprise Partnership

Wakefield Together

Local Services Board

Wakefield Safeguarding Children’s Board

Health & Wellbeing Board

Community Safety Partnership

Children and Young People’s Partnership

Wakefield Safeguarding Adults Board

Transformation Board

Youth Offending Team Board

Integrated Workforce Development Strategy

Integrated Workforce Development Plan

Wakefield Together Co-ordinators Group

**FURTHER INFORMATION AND REFERENCES**

Wakefield’s Integrated Children and Young People’s Strategy and Programme Plan 2014

Wakefield District Outcomes Framework 2014/15

Children and Families Act 2014 (accessed October 2014 at [www.gov.uk](http://www.gov.uk) )

Care Act 2014 (accessed October 2014 at [www.gov.uk](http://www.gov.uk) )

The Localism Act 2011 (accessed October 2014 at [www.gov.uk](http://www.gov.uk) )

Health and Social Care Act 2012 (accessed October 2014 at [www.gov.uk](http://www.gov.uk) )

Working Together to Safeguard Children 2013 (accessed October 2013 at [www.gov.uk](http://www.gov.uk) )

Graham Allen (2011) Early Intervention: the next steps (available online); Tickell, C (2010)

Frank Field (2010) The Foundation Years: preventing poor children becoming poor adults (available online).

The Early years: Foundations for life, health and learning (available online); Easton, C., Gee, G., Durbin, B., and Teeman, D (2011).

Early intervention, using the CAF process, and its cost effectiveness Findings from LARC3. Slough: (NFER)

Grasping the Nettle: Early Intervention for Children and Families and Communities C4EO 2010

Better Care Fund (accessed September 2014 at [www.gov.uk/government/publications/better-care-fund](http://www.gov.uk/government/publications/better-care-fund)

Wakefield Children and Young People’s Partnership 2014 “Continuum of Need”

Wakefield Children and Young People’s Performance Framework

The Principles of Workforce Integration (accessed October 2014 [www.skillsforcare.org.uk](http://www.skillsforcare.org.uk) )

‘Think integration, think workforce: Three steps to workforce integration’. Centre for Workforce Intelligence & Institute for Public Care (2013)

Social Care Institute for Excellence (accessed at [www.scie.org.uk](http://www.scie.org.uk) )

Department of Health website (accessed at [www.dh.gov.uk](http://www.dh.gov.uk) )

Skills for Care website (accessed at [www.skillsforcare.org.uk](http://www.skillsforcare.org.uk) )