

progress towards **integrated working**  
2007/2008 evaluation

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

**executive summary**

## Contents

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES



## Contents

<b>Foreword</b>	4
<b>Introduction</b>	6
<b>Summary of main findings</b>	10
<b>Integrated working practices</b>	14
<b>Next steps – the response from CWDC</b>	20

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

The 2020 Children and Young People's Workforce Strategy describes the vision of a joined up children and young people's workforce, focussed on unlocking every child's potential.

## Foreword

*The Children's Plan: Building Brighter Futures* (DCSF, 2007) outlines the challenging aim to make England the best place in the world for children and young people to grow up.

*The 2020 Children and Young People's Workforce Strategy* and the *Children's Plan* aim to give everyone the confidence and courage to take a big step towards a reformed and integrated children and young people's workforce.

Integrated working is about building one workforce, with all professions and sectors working together, communicating effectively and putting children and young people at the centre of everything they do. It is not a new concept but, since 2006, specific tools and processes have helped extend integration more fully across the workforce.

This second annual evaluation of integrated working shows significant progress in the use of integrated tools and processes across the country. Use of the Common Assessment Framework, the lead professional role and information sharing practices are increasing, along with real culture changes. The report also details many models of multi-agency working developing across the country, responding to local contexts.

All these tools help workers support children and young people, ensuring they only tell their story once. The dedication and enthusiasm of practitioners, leaders and managers has been vital to this progress.

We still have a long way to go before every Children's Trust arrangement has implemented integrated working. The evaluation shows some sectors and professions are further along this journey than others, and there are important messages for those of us responsible for supporting the workforce. The Children's Workforce Development Council (CWDC) must ensure every worker understands the valuable contribution they make, and knows how to work with colleagues across sectors and professional disciplines.

Our challenge now is to make this progress sustainable and consistent across the whole workforce. This is the key to all children and young people achieving their full potential.



**Deirdre Quill**

Director of Workforce Reform and the Regions  
Children's Workforce Development Council

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

Integrated working is when everyone supporting children and young people works together effectively to put the child at the centre of all services in order to meet their needs and improve their lives.

## Introduction

CWDC has been charged with implementing integrated working in the children's workforce. We do this by working closely with the Department for Children, Schools and Families (DCSF), local and regional organisations across England and with the children's private, faith, community and third sector.

*The Children's Plan: Building Brighter Futures* (DCSF, 2007) and *Building Brighter Futures: Next Steps for the Children's Workforce* (DCSF, 2008) describe a vision that every Children's Trust arrangement is expected to understand and be able to deliver integrated working by 2010.

As part of the work to support the delivery of this vision, CWDC commissioned this study.

This research aims to build an understanding of the progress towards integrated working to date, the challenges local areas are facing and the successful support mechanisms which can help make integrated working a reality.

## Methodology

In 2006, CWDC commissioned a snap shot study, *'Moving Towards Integrated Working'* (CWDC, 2007). This study provided, for the first time, a national picture of integrated working in England. It highlighted the key trends in practice and the key challenges local areas faced in implementing integrated working. Building on the foundations of the first study, CWDC commissioned an evaluation of progress towards integrated working.

## Progress Towards Integrated Working, 2007-2008

The evidence for this evaluation was gathered in two phases: the first between September 2007 and March 2008 and the second between June and July 2008.

The first phase explored some of the issues highlighted in the 2006 report, while the second trialled an integrated working self-assessment tool.

The majority (146 out of 150) of local areas signed up to participate, and 143 completed the assessment.

Each Director of Children's Services nominated a strategic lead for integrated working who co-ordinated the area input to the self-assessment. They provided the overview and identified a manager from nine specific sectors of the workforce to contribute to the self-assessment.

### The nine contributing workforce sectors were:

- drug and alcohol services
- early years
- education
- health
- social care
- third sector
- youth support
- youth offending
- sport, play and leisure

## Introduction

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

### Key to data sources

Data taken from analysis of:

- ▲ strategic lead assessment (phase 2)
- the implementation managers' assessment (phase 2)
- \* both the strategic lead and implementation managers' assessment (phase 2)

## Introduction

### About this report

This report provides an executive summary of the key findings from the 2007-2008 evaluation. Sector specific analysis, regional and local reports and the full report are all available to download at [www.cwdcouncil.org.uk/implementing-integrated-working/evaluating](http://www.cwdcouncil.org.uk/implementing-integrated-working/evaluating)

The results from the self-assessment exercise provide a detailed picture of integrated working at a national, regional and local level. The local assessment includes a profile of progress across nine sectors of the workforce.

More detailed results, self-assessment data and definitions of terms used can be found in the full report.

The findings from these reports have been shared with members of the Children's Workforce Network (CWN), DCSF and the Home Office. Local areas have also received copies of their submissions. The findings will now be used by CWDC to shape planning priorities for 2009-2010, for integrated working. The data gathered in the regional reports will also be provided to local areas to help them understand how they fit with the national picture and to assist with local workforce planning.

The findings can also be used by Children's Trusts to inform their work on the One Children's Workforce Framework. CWDC, along with local and national partners, has developed the One Children's Workforce Framework and self-assessment tool – currently being trialled by Children's Trusts.

The 2020 Children and Young People's Workforce Strategy promotes the One Children's Workforce Framework and tool. The tool will help local leaders assess their progress in developing an integrated workforce and help them identify support. The resulting analysis will provide a basis for Children's Trusts to review their local integrated workforce strategies. In 2009 the One Children's Workforce tool will incorporate the integrated working self-assessment tool. To view the tool go to [www.cwdcouncil.org.uk/one-childrens-workforce-framework](http://www.cwdcouncil.org.uk/one-childrens-workforce-framework)

## Summary of main findings

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

The assessment asked local areas to review how well they had embedded a number of integrated working practices.

## Summary of main findings

### Progress towards integrated working

On the basis of the responses from strategic leads, the majority (89 per cent) thought that substantial or tremendous progress in integrated working had been made in the 12 months leading up to June 2008. In comparison to the 2006-2007 study there was a significant move from piloting integrated working processes towards systematic implementation across local areas.

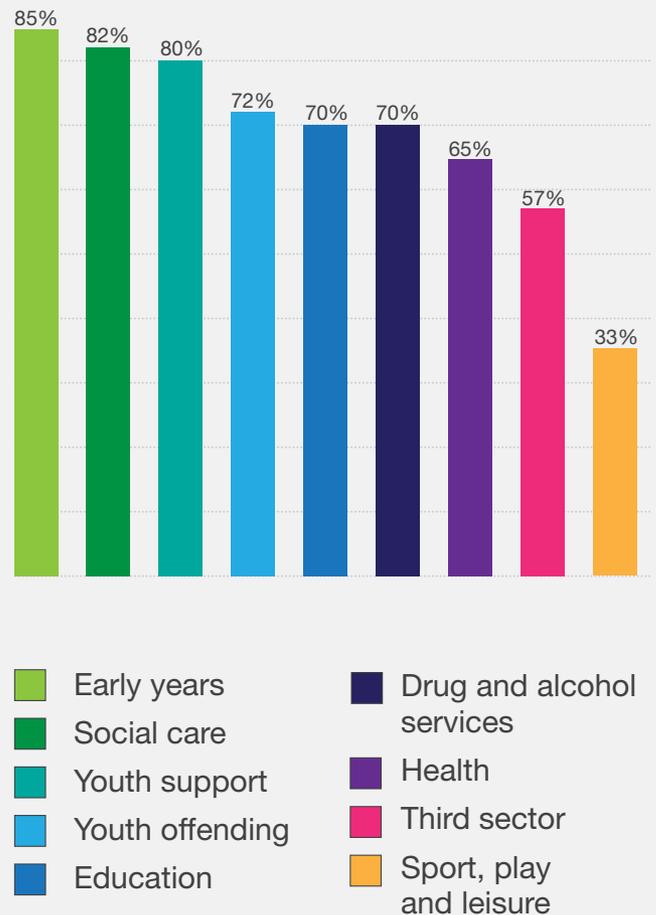
Around three-quarters of strategic leads reported that roll out of integrated working was managed by steering groups linked to their Children and Young People's Strategic Partnership/Children's Trust, which was working well. Some believed that the integrated working agenda was driving local areas to review how agencies were operating and how services were being delivered. However, there were variations in overall progress across the country and within different sectors of the workforce.

### The engagement of the different sectors of the workforce in integrated working\*

The strategic leads reported that those in early years, social care and youth support were the most engaged in integrated working, with sport, play and leisure and the third sector the least engaged.

The implementation managers reported that sport, play and leisure and the third sector were less likely than other sectors to have implemented the CAF, the role of the lead professional and information sharing arrangements.

Percentage fully or well engaged in integrated working within each sector



\* Data taken from analysis of both the strategic lead and implementation managers' assessment (phase 2)

## Summary of main findings

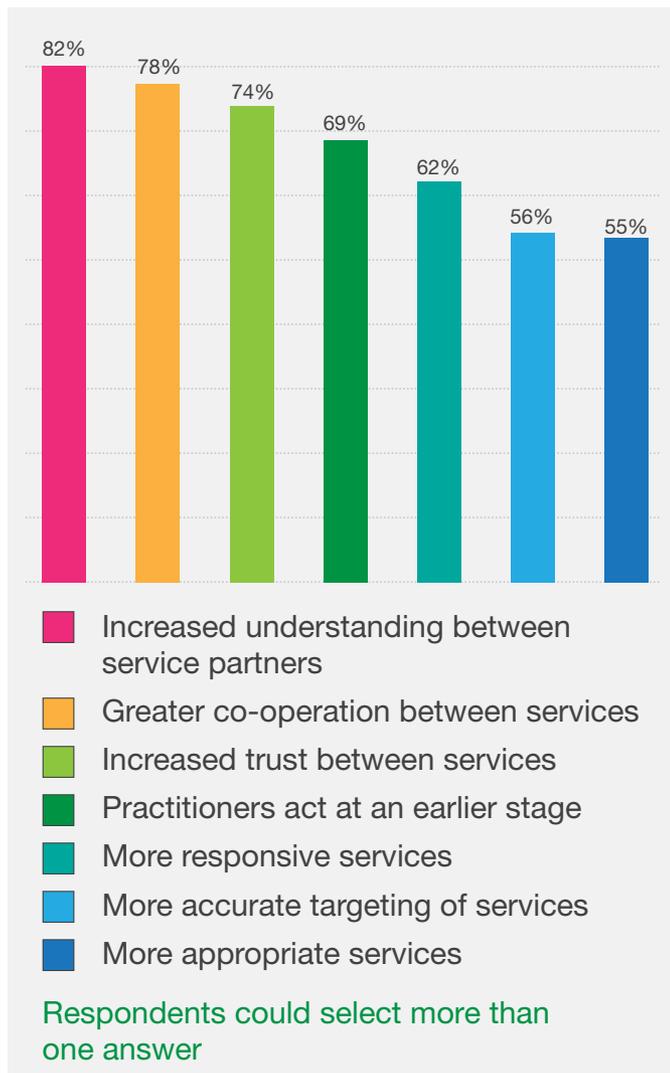
PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

“89 per cent of strategic leads reported substantial or tremendous progress in integrated working in the 12 months leading up to June 2008...a real move from piloting towards systematic implementation across local areas.”

## Summary of main findings

### Improvements as a consequence of integrated working<sup>▲</sup>

The improvements brought about by integrated working which were most commonly identified by strategic leads were:



### Key to successful integrated working<sup>▲</sup>

Almost all strategic leads cited leadership and commitment as key to making integrated working a success. At an implementation level, managers reported the most important factors for ensuring successful multi-agency working were:

- strategic leadership and commitment
- operational support from middle managers
- strategic joint planning and commissioning

### The barriers to integrated working<sup>▲</sup>

The strategic leads cited the greatest barriers to making integrated working a success were:

- the time that was required for new practices to embed
- the continued existence of professional silos and cultures
- inadequate resources and skills to support implementation
- failure to align national policy drivers or reconcile conflicting targets and performance agendas

### Evidence of improved outcomes as a result of integrated working<sup>▲</sup>

Most respondents said that they had some evidence of improvement in child outcomes as a result of integrated working: 67 per cent said that this evidence was qualitative; 50 per cent reported that they had quantitative evidence<sup>1</sup> and a small number described having anecdotal evidence.

### Engagement of children and young people<sup>▲</sup>

The most common way (80 per cent) local areas engaged with children and young people was by using a strategic plan to gather their views.

<sup>▲</sup>Data taken from analysis of strategic lead assessment (phase 2)

<sup>1</sup> The numbers will exceed 100 as there were those who reported multiple forms of evidence

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

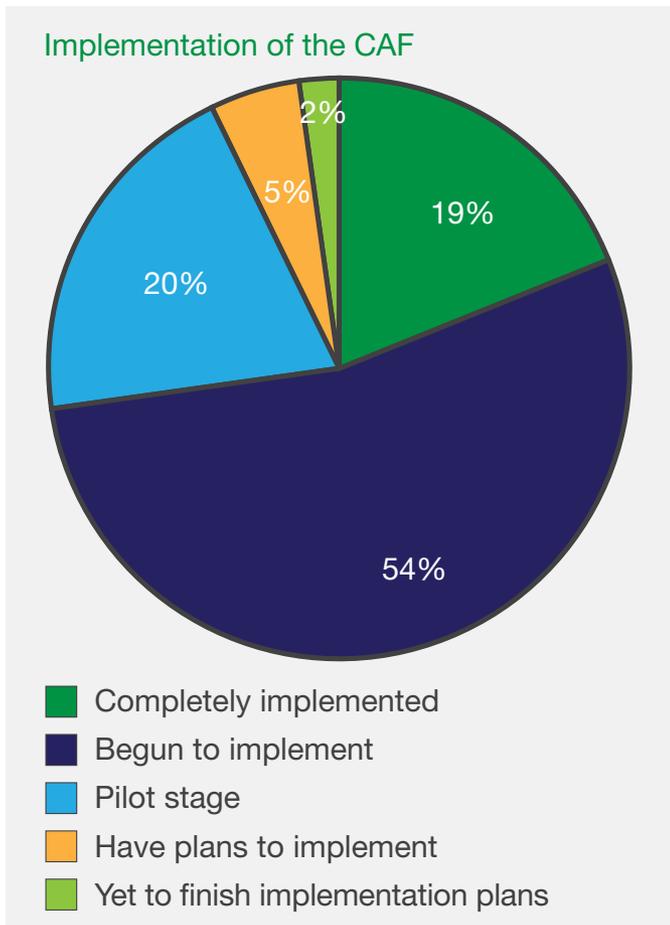
The assessment looked at a number of integrated working areas, including the Common Assessment Framework (CAF), the role of the lead professional, information sharing arrangements, multi-agency working and integrated working training and guidance.

## Integrated working practices

### Common Assessment Framework (CAF)<sup>■</sup>

- One in five respondents (19 per cent) considered that they had fully and successfully implemented the CAF. A further 54 per cent reported that they had begun implementation.
- The rate of implementation varied by sector, with nine out of ten respondents from health having begun or completed implementation compared to around half of the respondents from sport, play and leisure.
- Most of the respondents who had begun to implement the CAF were doing so in over half their localities.
- 22 per cent of respondents had shaped aspects of all or most of their service as a result of CAFs undertaken by others. Five per cent of respondents had reshaped all their services as a consequence of CAFs completed by others.

- The top four cited advantages of using the CAF were:
  - greater co-operation with other regions
  - makes better use of the service available
  - less duplication of effort
  - service more appropriate
- 30 per cent of respondents from drug and alcohol services said the CAF had enabled earlier identification of children and young people with drug problems.
- 64 per cent of respondents reported that they would use eCAF<sup>2</sup>.
- Around half of respondents said that children and young people were now more frequently involved in the assessment and delivery of services.



<sup>■</sup> Data taken from analysis of the implementation managers' assessment (phase 2)

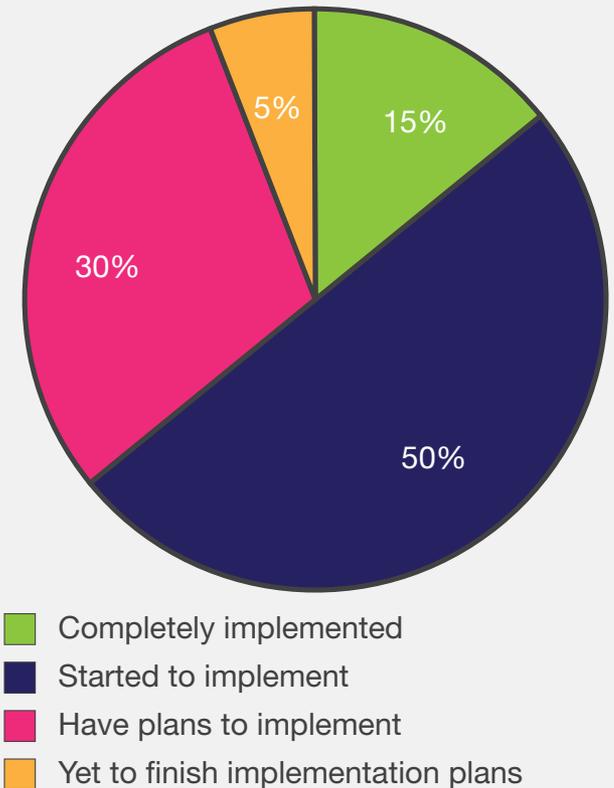
<sup>2</sup> National eCAF will be a single IT system to support the CAF. More information can be found at [www.everychildmatters.gov.uk/deliveringservices/caf/ecaf](http://www.everychildmatters.gov.uk/deliveringservices/caf/ecaf)

## Integrated working practices

### Lead professional<sup>■</sup>

- 15 per cent of respondents had fully implemented the lead professional role, with a further 50 per cent beginning to do so. This varied by sector, with the third sector less likely to have implemented the role and drug and alcohol services more likely to have done so.
- There was some variation by region with nearly three-quarters of respondents in the West Midlands having begun implementing the role compared to around half of the respondents from the East Midlands.
- 37 per cent of respondents had introduced the key worker role for disabled children. Three out of five reported that this was very similar to the lead professional role.
- 53 per cent of managers reported having agreed protocols for choosing the lead professional across all sectors and 33 per cent of respondents had linked this to a model of supervision.

Implementation of the lead professional role



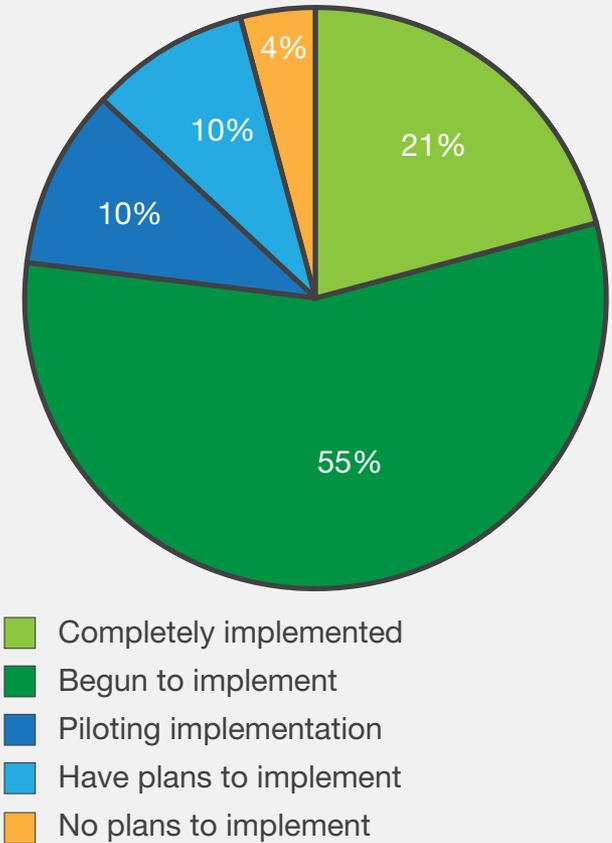
<sup>■</sup> Data taken from analysis of the implementation managers' assessment (phase 2)

## Integrated working practices

### Information sharing

- Over half (55 per cent) of respondents had begun to implement with one-fifth (21 per cent) having successfully implemented information sharing arrangements.
- When asked which sectors are sharing information in an improved way compared to a year ago, respondents reported that the most improved sector was education. The least improved sector was sport, play and leisure, but even then, over two-thirds thought there had been an improvement.
- 85 per cent reported that practitioners were slightly more willing to use their professional judgement in matters of information sharing, mainly as a result of organisational policies and training.
- 76 per cent stated that trust had increased between practitioners as a result of improved information sharing. Those in drug and alcohol and early years reported that trust between sectors increased the most, while those in the third sector and youth offending reported the least progress.

Implementation of arrangements for information sharing

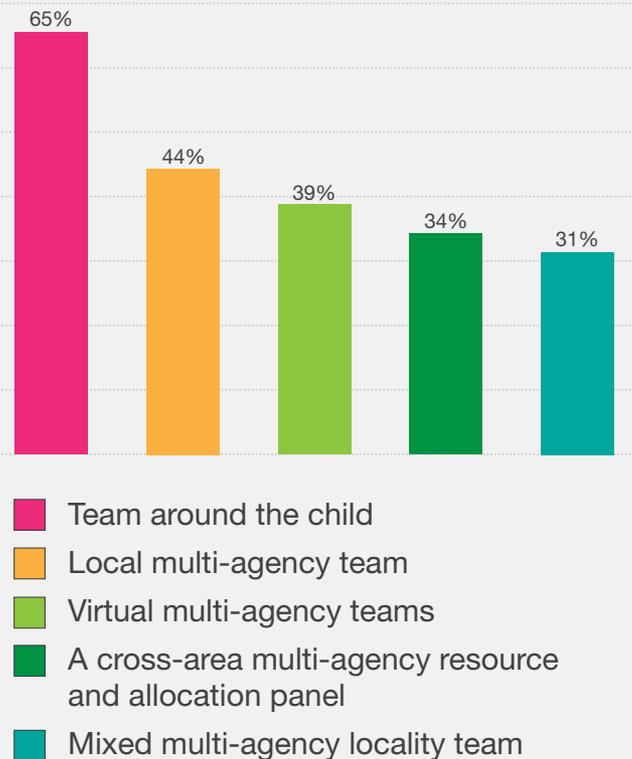


## Integrated working practices

### Establishing multi-agency teams<sup>▲</sup>

- Most local areas (65 per cent) have now set up effective team(s) around the child (TAC), and some have established other types of multi-agency team.
- Multi-agency teams were more likely to be virtual than co-located.
- Those working in social care, youth offending, education, the third sector and sport, play and leisure were more likely to be part of a co-located multi-agency team. While those working in drug and alcohol services, early years, health and youth support were more likely to be part of a virtual multi-agency team.

### Models of multi-agency working being used and found effective in local areas<sup>3</sup>



Respondents were able to select more than one model that was used effectively in their local area

<sup>▲</sup>Data taken from analysis of strategic lead assessment (phase 2)

<sup>3</sup> Definitions are available in the full report which can be downloaded at [www.cwdcouncil.org.uk/implementing-integrated-working/evaluating](http://www.cwdcouncil.org.uk/implementing-integrated-working/evaluating)

## Integrated working practices

### Guidance and training <sup>■</sup>

- The majority of respondents reported that all the guidance offered on the CAF, lead professional and information sharing was useful. There was some sector variation, with sport, play and leisure finding it the least useful, particularly the information sharing and lead professional guidance.
- The majority of respondents (84 per cent) were using the training materials, however, 67 per cent were modifying the materials to meet their needs. The health sector was more likely to have modified the training packages, while sport, play and leisure were the least likely to have done so.
- 40 per cent of training took place over a single day and was delivered face-to-face (72 per cent), in-house (55 per cent), was quality assured (73 per cent) and took place in multi-agency settings (88 per cent).
- Although many respondents were unsure where the funding for training came from, there was evidence that the third sector were finding external funders for their training including CWDC's Workforce Strategy Partners Programme (WSPP)<sup>4</sup>.
- The time between completing the training and implementation was seen as a key success factor, together with post-training support which was most commonly provided by the Common Assessment Co-ordinator. There was some sector variation with the third sector least likely to have access to any post-training support.

### Overview of implementation of integrated working processes <sup>■</sup>

Joint analysis of responses to the implementation of the CAF, role of the lead professional and information sharing arrangements found:

- 48 per cent reported having fully implemented or begun to implement the CAF, role of the lead professional and information sharing.
- a further 23 per cent had implemented or begun to implement two of the above elements, while 14 per cent of local areas had implemented or begun to implement one element. Ten per cent of local areas felt they had yet to start.
- social care and health were more likely to have implemented or begun to implement all three, while sport, play and leisure and the third sector were the least likely to have done so.
- respondents were more likely to have implemented information sharing arrangements than the CAF or the role of the lead professional.

<sup>■</sup> Data taken from analysis of the implementation managers' assessment (phase 2)

<sup>4</sup> More information about WSPP can be found at [www.cwdcouncil.org.uk/wspp](http://www.cwdcouncil.org.uk/wspp)

## Next steps – the response from CWDC

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES



CWDC is committed to supporting employers, practitioners and local areas to embed integrated working in order to improve the lives of children, young people and their families.

## Next steps – the response from CWDC

In order to achieve our vision for integrated working, CWDC has a robust programme of activity planned to support integrated working. CWDC is carrying out the following activities:

- producing 143 customised reports for local areas with their own submitted data sets and regional and national data for comparison, to support local planning and implementation.
- sharing this national report with the Department for Children, Schools and Families (DCSF) and the Minister, the Rt Hon. Beverley Hughes MP, so that the findings can be used to inform policy decisions.
- providing £6.5 million to all local authorities in 2008-2009, plus further support over the following two years, to strengthen and embed integrated working and workforce reform. This includes £525,000 every year, for the next two years, to encourage the participation of children, young people and families.
- providing £20,000 – £30,000 (£3 million in total) to local areas, to support the active participation of the third and private sector (WSSP).
- running an integrated working communications campaign which includes:
  - a monthly focus on one aspect of integrated working
  - a monthly newsletter and regular e-shots<sup>5</sup>
  - three national integrated working conferences
- continuing to build on our successful emerging practice project. CWDC “Share! 08-09”<sup>6</sup> focuses on the role of the lead professional (including budget holding), culture change and supervision in integrated settings.
- refreshing the CAF and lead professional guidance so that they are up to date and accessible to both practitioners and managers in the children’s workforce.
- reviewing arrangements for the delivery of integrated working training.
- utilising the findings from the commissioned research into teams around the child (TAC) and developing guidance highlighting emerging practice in multi-agency working.
- supporting 62 practitioner-led research projects on integrated working in 2008-2009<sup>7</sup>.
- trialling the ‘One Children’s Workforce Framework tool’ which will enable Children’s Trusts to assess where they are with regards to embedding integrated working and workforce reform.
- publishing a new suite of resources to share the learning from this report and to explain its impact on different sectors and roles in the children’s workforce in bringing about real change for children, young people and their families.

<sup>5</sup> Sign up at [www.integratedworking.com](http://www.integratedworking.com)

<sup>6</sup> Regular updates can be found at [www.cwdcouncil.org.uk/cwdc-share](http://www.cwdcouncil.org.uk/cwdc-share)

<sup>7</sup> More information can be found at [www.cwdcouncil.org.uk/plr-projects.2008-09](http://www.cwdcouncil.org.uk/plr-projects.2008-09)

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

## Find out more

For a full copy of the evaluation '*Progress Towards Integrated Working 2007-2008*' plus sector specific analysis and regional and local reports visit

**[www.cwdcouncil.org.uk/implementing-integrated-working/evaluating](http://www.cwdcouncil.org.uk/implementing-integrated-working/evaluating)**

For more information about integrated working visit

**[www.integratedworking.com](http://www.integratedworking.com)**

PHOTO REDACTED DUE TO THIRD PARTY RIGHTS OR OTHER LEGAL ISSUES

Contact us to receive this information in a different format or language,  
such as large print or audio tape.

For more information please call

**0113 244 6311**

**Visit [www.cwdcouncil.org.uk](http://www.cwdcouncil.org.uk)**

Write to CWDC, City Exchange, 11 Albion Street, Leeds LS1 5ES.

Email [integratedworking@cwdcouncil.org.uk](mailto:integratedworking@cwdcouncil.org.uk)