

leading integrated working

Leadership and Management in integrated settings

The *Every Child Matters* (ECM) agenda challenges leaders and managers to build integrated teams that put the child and family at the heart of all that they do.

It challenges leaders to work with colleagues from other professional backgrounds to find common ground to unite team members and bring together different working practices and expectations.

Strong and effective leadership is central to successful integrated working.

This factsheet signposts useful information for leaders and managers in the children's workforce to support working and leading across integrated settings.

Background

CWDC working with the Department for Children's Schools and Families (DCSF) is working to support the implementation of integrated leadership and management across children's services.

In 2008-09, CWDC, in conjunction with partners from across the Children's Workforce Network (CWN) will advise the DCSF on the development and content of a strategy for leadership and management for Children's Trust partners.

This will include advice on developing middle managers.

www.cwdcouncil.org.uk/integrated-working/leadership-and-management-strategy

Guidance material

Two useful guidance resources are available, providing support for leaders and managers, including those working in integrated settings:

1. **Championing Children (2006)**

Championing Children is a framework that establishes a shared set of skills, knowledge and behaviours for those who are leading and managing integrated children's services. It highlights seven critical aspects of leadership and/or management including:

- achieving outcomes
- safeguarding and promoting the welfare of the child
- providing direction
- leading and managing change
- working with people
- managing information
- communicating and engaging effectively with children, young people and families

CWDC is responsible for embedding Championing Children and developing supporting materials. In March 2007, CWDC published a resource book to support practitioners in using the framework and a report of the field testing and evaluation findings. Championing Children is available to download at www.cwdcouncil.org.uk/championing-children

2. Leading and Managing Children's Services in England: a national development framework (2008)

Published alongside *Building Brighter Futures: Next Steps for the Children's Workforce*, this framework complements and builds on *Championing Children* by describing the knowledge, skills and behaviours needed by senior leaders and managers of children's services.

The framework illustrates a three-stage process of development:

- induction: gaining an understanding of the role
- becoming a reflective manager: developing the management skills to run services within an integrated, multi-agency setting
- leading the system: ensuring that the organisation continuously improves services and secures better outcomes for children and young people and their families.

This resource is available to download at www.dcsf.gov.uk/publications/childrensplan/implement.shtml

Recent research

In addition to the guidance material, two pieces of research have also been published focussing on the training and development of leaders in children's services:

1. The training and development needs of leaders of Children's Services (2008)

The report looks at the key personal qualities and values required to support the training and development of the most senior leaders and managers of children's services in

local authorities. The research highlights the importance of strong leadership to the successful delivery of the Director of Children's Services (DCS) role.

The study also identified the development needs of tier 2 leaders, whose roles have changed significantly as a result of the ECM. Key development areas include gaining specific knowledge of sectors for which they had taken responsibility and enhanced skills associated with strong leadership. Further information is available at

www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectid=15262&resultspage=1

2. The training and development of middle managers in the Children's Workforce (2008)

Based on a survey of middle managers working in the children's workforce, this report makes a number of recommendations to improve sector-wide training and development of middle managers including:

- an integrated approach to leadership talent management including clear role profiles and career pathways, and structured opportunities for progression
 - a leadership and management programme
 - a performance management process that incorporates role profiles, accountability mapping and a skills matrix approach
 - a single communication channel to middle managers regarding leadership training and development opportunities
- www.cwdcouncil.org.uk/integrated-working/leadership-and-management-strategy

This factsheet is one of a series of integrated working factsheets. For more resources and information, visit: www.cwdcouncil.org.uk/integrated-working/leadership-and-management