

Functional Map of the Children and Young People's Workforce in England

The foundation of a coherent workforce

Functional Map of the Children and Young People's Workforce in England // Introduction



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// Introduction

The children and young people's workforce is made up of people who work with children and young people or their families. This functional map has been developed to help make sure that all these people have the skills and knowledge that they need.

The map shows the activities that are carried out by people when they work with children and young people. This involves everyone who works with children and young people, part or all of the time; whether employed, self-employed or in a voluntary capacity.

The map can be used in a variety of ways to support training and development, including the development of National Occupational Standards (NOS), professional and other standards and qualifications. It has been developed by the Children's Workforce Network (CWN) in consultation with people who work across the whole of the children and young people's workforce in England.

Full information on the functional map, how it has been developed and how it can be used, is set out in the following pages, including the map itself.

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What is a functional map?

A functional map is a visual representation of the core activities undertaken in a workforce. In this case, the map represents the core activities for the children and young people's workforce as agreed by CWN.

A functional map states the key purpose for the workforce, and lists the functions needed to achieve this purpose.

Who does it cover?

The definition of the children's workforce used to develop this functional map has been taken from Building Brighter Futures: Next Steps for the Children's Workforce:

“The workforce crosses the full range of sectors of employment and includes both the ‘core’ of people whose primary purpose is to work with children and young people and their families, or be responsible for their outcomes, and the wider workforce which includes people who work only partly with children, young people or their families or who have some responsibility for their outcomes as a part of a wider primary role.”

(Department for Children, Schools and Families, April 2008).

This definition includes volunteers.

The functional map covers all the sectors represented by the CWN. These are:

- Creative and Cultural Skills
- Children's Workforce Development Council
- General Social Care Council
- General Teaching Council for England
- Improvement and Development Agency for Local Government
- Lifelong Learning UK
- National College for School Leadership
- Nursing and Midwifery Council
- SkillsActive
- Skills for Health
- Skills for Justice
- Training and Development Agency for Schools

Which functions does this map describe?

The functional map identifies those activities that are common across the children and young people's workforce; for instance, safeguarding children and young people, or communicating and engaging with children and young people. Sector-specific functions, such as those of children's health workers, educational psychologists, early years workers, or Youth Offending Teams, are described in the sector-specific functional maps developed by the relevant Sector Skills Councils (SSCs).

Why has the functional map been developed?

The Children's Plan identifies a core and wider children's workforce. The qualifications which underpin the competence of the workforce will be specified on the Integrated Qualifications Framework (IQF). The CWN commissioned this functional map to be drawn up as a fundamental building block of the IQF.

The functional map defines the shared, high-level functions which are applicable to all the children's workforce sectors. It provides a coherent framework from which NOS and qualifications can be developed. It underpins the IQF and together they lead to a shared understanding of what qualifications the sector needs for career choices, progression and mobility. This agreed and unified approach to workforce activities and qualifications will ultimately improve outcomes for children and young people.

How was the map developed?

The functional map has been developed by CWDC on behalf of CWN. It involved a planned mixture of desk research and face-to-face consultations, including:

- A review of national policy documents including Every Child Matters (ECM), the Common Core of Skills and Knowledge for the children's workforce¹ and Building Brighter Futures
- A review of existing sector-based functional maps
- A sector-wide consultation, including four consultation workshops

¹ The Common Core sets out the six basic skills and areas of knowledge needed by all people (including volunteers) whose work brings them into regular contact with children, young people and families. The Common Core of Skills and Knowledge is prominently reflected in the functions described in the map. Although the Common Core does not separate out equality, diversity and participation, these have been specifically identified in the functional map.

What are the main functions detailed in the functional map?

These are:

Key purpose

To plan, manage and provide comprehensive, coherent, integrated services that improve the lives of and outcomes for children and young people and support their families and carers.

Function A

Develop and implement responsive strategic and operational plans and systems that are outcomes-focused and provide integrated services and support for children, young people, their families and carers.

Function B

Promote equality, participation and the rights of children and young people.

Function C

Communicate and maintain effective relationships with groups and individuals.

Function D

Safeguard children and young people.

Function E

Work in partnership with other agencies, service providers and individuals to ensure policies, services and systems are outcomes-focused and structured to facilitate integrated working.

Function F

Promote the wellbeing of children and young people to help them to achieve their potential.²

Click on the headings above to learn more about each function

² The definition of 'wellbeing' used in the functional map is legally defined in the Children's Plan of the five ECM outcomes: be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.

Who can use the functional map?

The activities described in the functional map are at the heart of all qualifications and NOS for the children and young people's workforce.

Employers

The functional map can be used as the basis for many human resource activities in order to ensure the agreed core functions are carried out, such as job role descriptions, performance reviews, progression interviews, organisational structure and management.

Sector skills bodies

The functional map can be used to identify overlaps or gaps in NOS and sector skills bodies should find it a solid base for development of new NOS or qualifications. As there is a consensus about the activities outlined in it, the functional map will also make it easier for organisations to work together on developing shared qualifications.

Awarding bodies and higher education institutions

The agreement about the core functions means that awarding bodies and higher education providers can be sure that any areas in which they wish to develop either new vocational or higher education qualifications will be directly relevant to the workforce.

Government partners

The functional map will enable the Department for Children, Schools and Families (DCSF) to communicate the main activities which relate to the core and wider workforce. This will help other government partners, such as the Department for Innovation, Universities and Skills, understand where their work overlaps and where there could be benefits from undertaking joint initiatives.

The functional map provides the foundation of a coherent workforce.

How can you get involved?

If you find this functional map useful, or if you have based any NOS or qualifications development on it, or used it to inform any other projects, we would be pleased to hear from you. If you would like any further information about the map and the work we will be doing as a result of this project, please contact the IQF project team at CWDC.

iqf@cwdcouncil.org.uk

Functional Map of the Children and Young People's Workforce in England // Functional Map



Functional Map of the Children and Young People's Workforce in England
// Functional Map

Key purpose
To plan, manage and provide comprehensive, coherent, integrated services that improve the lives of and outcomes for children and young people, and support their families and carers.

- Function A** Develop and implement responsive strategic and operational plans and systems that are outcomes-focused and provide integrated services and support for children, young people, their families and carers. *
- Function B** Promote equality, participation and the rights of children and young people.
- Function C** Communicate and maintain effective relationships with groups and individuals. *
- Function D** Safeguard children and young people. *
- Function E** Work in partnership with other agencies, service providers and individuals to ensure policies, services and systems are outcomes-focused and structured to facilitate integrated working. *
- Function F** Promote the wellbeing of children and young people to help them achieve their potential. *

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* Represents alignment with the Common Core

// **Function A**

Function A

Develop and implement responsive strategic and operational plans and systems that are outcomes-focused and provide integrated services and support for children, young people, their families and carers.

Sub-function A1 Provide responsive strategic direction for evidence-based integrated provision that improves outcomes for children and young people and supports their families and carers.

Sub-function A2 Plan, lead and manage responsive, integrated, outcomes-focused services in collaboration with others.

Sub-function A3 Contribute to strategy and delivery of integrated provision.

Sub-function A4 Develop and implement a system of continuous quality improvement of service provision in order to achieve results.

Sub-function A5 Work with others.

Sub-function A6 Manage self and professional development.

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Function B

Promote equality, participation and the rights of children and young people.

Sub-function B1 Embed the promotion of equality in practice with children and young people.

Sub-function B2 Develop and implement inclusive policies and practices that promote equality, value diversity and support the rights of all children and young people.

Sub-function B3 Promote the participation of children and young people in decisions and actions affecting their lives and support them to gain a voice, influence and place in society.

Sub-function B4 Enable children and young people to realise and respond to their rights and responsibilities.

Sub-function B5 Develop and promote ethical practice in working with children, young people, their families and carers.

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Function C

Communicate and maintain effective relationships with groups and individuals.

Sub-function C1 Communicate, support and engage appropriately with children and young people.

Sub-function C2 Communicate and engage appropriately with groups and individuals.

Sub-function C3 Communicate, support and engage appropriately with families and carers.

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Function D

Safeguard children and young people.

Sub-function D1 Develop and implement a strategy and protocols to safeguard the wellbeing of children and young people.

Sub-function D2 Work with others to safeguard the wellbeing of children and young people.

Sub-function D3 Promote, practise and comply with safeguarding procedures.

Sub-function D4 Work with other agencies to investigate suspected abuse of children and young people.

Sub-function D5 Work with others to provide a co-ordinated response where children and young people have been affected by harm or abuse.

Sub-function D6 Enable and encourage children and young people to make informed decisions and to recognise and evaluate risk to themselves and others.

Sub-function D7 Promote and practise compliance with health and safety requirements.

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Function E

Work in partnership with other agencies, service providers and individuals to ensure policies, services and systems are outcomes-focused and structured to facilitate integrated working.

Sub-function E1 Develop and implement protocols and procedures for integrated working.

Sub-function E2 Engage with other agencies, service providers and individuals to ensure policy, services, systems and practice are responsive and structured to optimise outcomes for children and young people and support their families and carers.

Sub-function E3 Develop and implement protocols and procedures for effective information sharing to optimise outcomes for children and young people.

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Function F

Promote the wellbeing of children and young people to help them to achieve their potential.

Sub-function F1 Develop and implement responsive policies, services, systems and practices that support children and young people to achieve their potential.

Sub-function F2 Support children and young people to manage transitions in their lives.

Sub-function F3 Encourage children and young people to identify personal aspirations and support them to take these forward.

Sub-function F4 Support children and young people to manage themselves and recognise the impact of their actions on others.

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The Children's Workforce
Development Council is
managing this project on
behalf of CWN



Children's Workforce
Development Council

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IQF09/0109

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