

GIRFEC Leadership Programme: Briefing for GIRFEC Lead Officers

Background

Further to discussion at previous meetings of the GIRFEC NISG, a Project Initiation Document for a GIRFEC Leadership Programme was endorsed at the October NISG meeting.

The PID acknowledged the continuing commitment to 'joined-up' or collaborative working through the *Getting it right for every child* approach and the National Practice Model. It also acknowledged the commitment of the Scottish Government to reinforce a common and shared narrative around children's services planning and service delivery.

This leadership offer recognised that the achievement of collaboration is complex and challenging. It can be difficult for local leaders to effect change alongside their day-to-day responsibilities, not least because the process can prove disruptive to routine business and challenge important and ongoing working relationships.

The added value of this project is that it will:

1. Build and reinforce the common narrative for children's services across professional disciplines, and with children and families.
2. Take a 'place-based' approach, providing necessary support to leaders at all levels in their local partnerships, enabling them to apply learning to live situations as part of the 'day job'.

The Scottish Government agreed to fund the development of the programme, and in March 2019 it was agreed to trial the programme in two partnerships over the subsequent 12/18 months. Lead Officers were updated about this by email

Trial Partnerships

All prospective trial partnerships were required to complete an application process. Seven applications were received, involving 12 CPPs. The applications were notable in their overall quality, ambition, and detail.

Applications were assessed against the selection criteria included in the application pack and were considered alongside advice from regulatory and other key bodies.

The selection panel identified the two trial partnership as Argyll & Bute and Fife, and it is intended that this work now commences before the summer break.

Regional Seminars

The work in these two Partnerships will commence in parallel with a series of collective leadership seminars, being organised in association with ADES, Social Work Scotland and the Third Sector GIRFEC Project.

The purpose of these events is to provide confidence for practitioners and managers about shared understanding and approaches to the leadership and delivery of services for children and families. They will utilise the collective leadership framework that has been developed for the Leadership Programme:

Governance There is an explicit and active governance structure across services for children, that enables collective decision making to deliver the GIRFEC Approach, while also providing clarity about management roles and responsibilities.

Vision and Values Partners share, articulate and evidence coherent vision and values about how to achieve the best possible outcomes for children and young people.

System Leadership Leaders demonstrate system leadership, working to collective priorities and partners embrace whole system change to redesign services to embed the GIRFEC approach.

Continuous improvement The Partnership uses strategic needs assessment, qualitative and quantitative data to inform service planning, drive continuous improvement and deploy resources to fulfil the vision.

Engagement Partners ensure that children, families, staff and other stakeholders are involved and engaged in development of the vision and in and service planning and improvement processes.

Collaboration Collaboration working is promoted across and between partners to achieve high levels of performance.

Distributive Senior managers enable distributive leadership to encourage as many people as possible to take responsibility and generate effective and innovative solutions.

Empowerment Work is appropriately delegated and staff are supported and successfully motivated and empowered to improve outcomes for children and young people.

Learning Culture Leaders have established a learning culture and are open to challenge new possibilities.

The series commences in Tayside on 18 September, and will continue on a monthly basis to involve:

- Fife, Lothian and the Borders
- Northern Alliance West
- Northern Alliance East
- Forth Valley
- Lanarkshire
- Greater Glasgow & Clyde
- Ayrshire and Dumfries & Galloway

These seminars will address common themes in children's services, and in particular focus on themes in relation to collaborative leadership, integrated practice and the refreshed GIRFEC guidance. They will have broadly the same content, albeit this should be fine-tuned with local partnerships to take account of the local context, including:

- The key elements of the common, shared narrative for all services working with Scotland's children and families, affirming the linkage across critical policy areas, and simplifying the policy maze.
- Opportunities to reflect on shared values and ethos.
- An overview of the refreshed GIRFEC guidance and National Practice Model.
- A collective leadership taster session
- A platform for local leaders to share local examples of best practice.
- Opportunities to refresh, build and sustain local networks.

GIRFEC 3rd and Independent Sector Stakeholder Meeting

AGENDA

Thursday 30 May 2019

10.30 – 12.30

Conference Room 1

Victoria Quay

Edinburgh

EH6 6QQ

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| 1 | Welcome & Introduction | (5 mins) |
| 2 | Introduction of the new GIRFEC 3rd Sector Advisor, [Redacted text] | (5 mins) |
| 2 | Update from the GIRFEC Policy team Question session on practice guidance update Practice Development Panel update | [Redacted text] (20 mins) |
| 3 | Explanation on UNCRC consultation | (10 mins) |
| 4 | Collective Leadership Programme Briefing Paper attached | [Redacted text] (30 mins) |
| | <i>Coffee Break</i> | (10 mins) |
| 5 | Self Evaluation | [Redacted text] (30 mins) |
| 5 | Arrangements for future meetings & the way forward | (10 mins) |
| 6 | AOB | (5 mins) |
| 7 | Close | |