

<b>Project Initiation Document</b>		<b>Date September 2018</b>
<b>Project Name</b>	GIRFEC Leadership Offer	
<b>Project Senior Responsible Owner (SRO)</b>	Deputy Director for Creating Positive Futures Division	
<b>Project Manager/ Lead</b>	tbc	
<b>Background/Business Case</b>		
<p><b>Purpose – To develop and test a leadership offer, comprising a toolkit and implementation support, for leaders of all levels working in children’s services</b></p> <p>Scotland’s children’s services are required to be delivered through integrated systems and leadership, at every level. However, current leadership development programmes focus on specific specialisms or professions, leaving a significant gap in leadership and workforce development where people learn and develop <i>across</i> their professional silos.</p> <p>Current programmes are also largely based on learning and development outwith the local partnerships and systems of the participants, meaning that there is a gap between theory and practice, and between learning and practical implementation.</p> <p>This programme aims to address that gap by working with leaders within their local systems and across the silos, achieving integrated leadership for the greater and shared interest of securing improved outcomes for children and families.</p> <p><b>The Need</b></p> <p>The independent chair of the Child Protection Improvement Programme has emphasised the need for leadership and effective management of change, taking forward that work. She says that we cannot assume that systems are effective, and we should aim for continuous improvement, checking that changes are based on data and evidence, and that they are implemented and sustained.</p> <p>Education Scotland’s priorities until 2021 include national collaborative professional learning networks, GIRFEC and ‘effective partnerships’. The Chief Executive has made clear that Education Scotland will be cognisant in their inspection and policy activity of the value and role of wider children’s services and will work to ensure there is no policy disconnect.</p> <p>The Care Inspectorate has reiterated the importance of collaborative leadership, as it comes to the end of the current series of Children’s Services Inspections. The Chief Executive has stated that there must be strong, respectful and collaborative relationships between Chief Officers, who need to demonstrate effective leadership, shared vision, effective early intervention and continuous improvement. She has noted that the most frequent poorer grades in the round of inspections, were for leadership.</p> <p>Partnerships will also need to consider making necessary preparations for the new round of children’s services inspections, where collaborative leadership will be a critical aspect. The Children and Young People (Scotland) Act art 3 of the Act places new duties on local authorities and health boards regarding the joint planning of children’s services to clarify the connections between these planning requirements and those of the Public Bodies (Joint Working) (Scotland) Act strategic planning duties (which may in some local areas include children’s services), and other related initiatives to reform children’s services. This offer provides a framework for leadership development within this context.</p>		

## **The Leadership Offer**

This project aims to develop a collaborative leadership programme involving all the components of the system around the child, across statutory, third and private sectors. The focus will be on building leadership capacity at a system level in localities – to get it right for every child. It will add value to existing sector specific programmes and enable the children’s sector as a whole to take a collective approach to improving the outcomes and experiences of Scotland’s children.

This programme will support collaborative leadership within each integrated children’s services partnership/CPP (principally Councils, Police, NHS and local third sector) based on existing principles, tools and, largely, with existing materials. It will draw from and provide an opportunity to, and result in developing a shared vision, values and aims relevant to the community, cultivate collaborative leadership, as part of the children’s services system, support ‘Strategic planning for continuous improvement ‘ and support ‘Implementing improvement and change’

The programme will cover knowledge (principally of GIRFEC and children’s services) and critically, the development and enhancement of the skills required to work in integrated and multi-disciplinary systems, including for leadership at every level. It will also set out the means of embedding collaboration in local systems. An outline of initial thinking on the toolkit is provided at **Annex A**.

## **Objectives**

- To capture and develop collective and shared understanding of effective L&D practices to support leadership in an integrated landscape
- To enable leaders (at every level) to reflect and be supported to deliver their role within a multi-disciplinary system
- To support CPPs to establish, refresh and implement local workforce and leadership development programmes that deliver tangible results
- To provide an ongoing and sustainable leadership framework which can be embedded into the structures and systems of CPPs to deliver lasting improvements to the operation of the local partnership’s GIRFEC Practice Model implementation plans.

## **Proposed outputs**

- Support for local partnerships with framework to progress Integrated Children’s Services Planning, building on current programme of dialogue with Scottish Government
- An analysis of current and required L&D practices that will contribute to the refreshed Integrated Children’s Services Planning Guidance, including good practice recommendations for implementing and resourcing integrated children’s services
- An analysis with underpinning evidence of current leadership programmes and future requirements that will support workforce planning and development by Health Boards, Integrated Joint Boards, local authorities and other members of local children’s services partnerships.
- A leadership framework and programme that will enable local children’s services planning systems to invest in current and future leaders to support delivery of the GIRFEC Practice Model, and local targets and outcomes required by the National Performance Framework. A key element will be support for self-evaluation and progression of the Practice Model in each Partnership.
- To provide local children’s services planning partnerships and other bodies, such as national agencies with the basis of a workforce strategy and implementation programme that enables them to identify increasing confidence and capability to deliver the national,

statutory requirements of GIRFEC delivery and also improve performance, as evidenced by the range of inspections and improvement programme that they will be involved in.

- Make recommendations on the development of multi-agency training materials to support leadership and the workforce – for consideration by DCAF.

## Project Scope

### Assumptions

Continued commitment to GIRFEC values, principles and core components

### Constraints

Uncertainty in the system as a result of the Information Sharing Bill which is paused at stage 1 of the Parliamentary process

Outputs from the dialogue, the Scottish Government will have with local areas on local priorities including GIRFEC - still to be completed.

## Deliverables

The key deliverables are provided below. These will be developed further as part of the preparatory stage.

### Preparatory Stage

A clear analysis and articulation of why a new leadership offer is needed, who it is for, and where it adds value alongside existing leadership offers

Communication and engagement with stakeholders

Terms of Reference for the Project Board

A project plan and reporting framework for the project

Delivery approaches, such as quality improvement/ implementation methodologies to be explored

### Design Stage

A draft leadership toolkit - initial thinking on the key components are set out at **Annex A**.

Evaluation Plan

Engagement with potential test sites

### Test Phase

Qualitative and quantitative data

### Evaluation

Evaluation report for the project

Revised toolkit

Proposal for further work (further testing/ roll out etc)

Guidance on different delivery models that can be adopted to support the toolkit

Project Lessons Learnt document

Project Review and Closure Report – including transition of forward actions to relevant leads

## Scope

The toolkit will be designed to meet the needs of those in leadership positions in children's services. Initial thinking is that leaders are –

- **Senior leaders** – those with statutory functions and overall strategic responsibility (including succession & workforce planning)
- **Middle Managers** – those who have responsibility for implementing the local partnership's GIRFEC Practice Model implementation Plan, including recently promoted line managers
- **New Managers** – those who have recently stepped up from front line practitioner to line manager e.g. a health visitor who has recently been promoted to line management
- **Emergent Leaders** – practitioners who take on leadership responsibilities before being formally given a leadership title

It is intended the leadership offer will be applicable across professional silos reflecting the multiple stakeholders, who collaborate to integrate GIRFEC policy and practice for their different objectives, with the common purpose of achieving improved outcomes for children and families. This therefore includes both statutory and non-statutory GIRFEC delivery partners.

It is also recognised that although the remit of the toolkit is limited to children's services, that there is a clear need to take account of adult services (e.g. mental health, disability support, addiction etc). This is something which can be explored further in the preparatory stage.

## Interfaces

There are various current initiatives supporting leadership development in children's services, including emerging work on collaborative leadership (e.g. NES and SCEL), but based around parts of the system and specific professional disciplines. The Project Manager will seek to make connections and create a common thread across these initiatives.

The NISG will oversee this activity, with members linking with their organisational bases, including NHS Chief Executives, Directors of Education and Children's Services, IJB Chief Officers, Police Scotland Divisional Commanders, Scottish Prison Service, SCIS and Third Sector organisations.

Links, and clear lines of communication will be required with related workstreams contributing to improving outcomes for children and young people and DCAF cross-cutting work.

## Key Milestones/Timescales

### Approach

This work will take a phased approach with reflection, evaluation and consultation planned at each stage.

### Timescales

A draft leadership offer and plan for testing will be produced and agreed with key stakeholders, endorsed by NISG and submitted to SG DCAF by March 2019. Indicative key milestones for each stage are set out below.

### Milestones (indicative)

<p><b>Oct'18 – Dec '18</b> (3 months)</p>	<p>Preparatory Stage –</p> <ul style="list-style-type: none"> <li>• Clarify why a new leadership offer is needed and who it is for</li> <li>• Plan and recruit the GIRFEC Leadership Project Team to begin the work</li> <li>• Organise meetings and activities to begin conversations with the people and organisations who should be involved</li> </ul>
<p><b>Jan – Mar '19</b></p>	<p>Design Stage -</p>

(3 months)	<ul style="list-style-type: none"> <li>• Design draft leadership toolkit</li> <li>• Identify potential test sites and model/s for delivery to be tested at each site</li> <li>• Agree project plan, reporting framework and approval processes with NISG</li> <li>• Develop evaluation plan</li> <li>• Submission of proposal (incl. funding req's for 19-20) to DCAF</li> </ul>
<b>Mar - April '19</b>	Review of proposal by DCAF
<b>April – Dec '19</b> (9 months)	Test phase - <ul style="list-style-type: none"> <li>• Test toolkit and delivery model/s in 2 locations</li> <li>• Data collection</li> </ul>
<b>Dec '19 – March '20</b> (3 months)	Evaluation of test phase- <ul style="list-style-type: none"> <li>• Evaluation of data from 1<sup>st</sup> test phase</li> <li>• Refine toolkit &amp; delivery method/s</li> </ul> Scale Up & Spread - <ul style="list-style-type: none"> <li>• Develop proposal for next stage (further testing/roll out etc)</li> </ul>

Further work towards national rollout dependent on results of evaluation and relevant clearances

## Resources and Governance

### Governance

The Sponsoring Group for this work will be the GIRFEC National Implementation Support Group (NISG) who will oversee this project. See **Annex B**.

### **Senior Responsible Owner**

The Project's SRO will be the Deputy Director for Creating Positive Futures Division.

### **Project Board**

A subgroup of NISG with additional members from across SG, statutory and non-statutory partners will be the Project Board for this work. A Terms of Reference for Project Board Members and Project Manager will be developed. Membership of the group will be approved by NISG.

### **Project Manager/ Lead**

A senior leader with experience of leadership in childrens services will be recruited to lead this work. The individual will be recruited on an inward secondment/fixed term appointment/ other arrangement as appropriate.

### **Project Team**

A project team will not be set up to undertake the required activities (secretariat etc). Instead the Project Manager will be supported by a virtual team utilising resource in SG GIRFEC Team.

### Resources

Details of financial commitment & recruitment for this work is set out at **Annex C (Part A and B)**.

## Key Stakeholders & Communications

The Project recognises that its key stakeholders include the following interests:

- The GIRFEC National Implementation Support Group (NISG) and Senior Responsible Owners (SRO);
- Key Business areas from across the SG
- Workforce Scotland
- SSSC, HIS, NES, Education Scotland, ADES, Social Work Scotland, NHS Chief Execs
- Police Scotland Divisional Commanders
- Scottish Prison Services
- SCIS
- Third Sector representatives including formal links through the 3<sup>rd</sup> sector GIRFEC project
- Universities & Higher Education
- Trade Unions.
- GIRFEC regular engagement groups (Health Board Change Managers, Lead Officers & 3<sup>rd</sup> sector)
- Cross Government Group On Improving Outcomes For Children And Young People
- Improving outcomes for Children and Young People Strategic Engagement Group
- Statutory & Non-Statutory Partners

This list will be developed further as part of the preparatory stage of the project.

The Project Manager will ensure that communications are appropriately timed and targeted to support the successful development, delivery and implementation of the Project.

### Key Risks (including Mitigation)

**Lack of resource:** Effective financial management controls will established as part of preparatory stage. *Probability L Impact :M*

**Lack of time:** Project plan and progress against this will be kept under review by NISG. *Probability M Impact :H*

**Lack of stakeholder engagement:** The initial stage of the work will further develop and test the justification for the leadership offer with stakeholders. Engagement will be prioritised throughout. *Probability: M Impact: H*

**Resistance to change:** This work may highlight a requirement for some changes to local practice. Ways to support change management will be explored as part of this work. *Probability: M Impact: M*

### Project (incl. financial) Controls

The Project Board will submit a highlight report to NISG on a quarterly basis and will attend meeting of NISG at the request of the SRO.

The project highlight report will also be submitted to DCAF. DCAF will release funding on a phased basis on evidence of delivery at each stage and in line with the SG Public Finance Manual.

## **ANNEX A – LEADERSHIP OFFER – INITIAL THINKING**

On 20 April, a group aiming to reflect the children's sector workforce, initiated and led by [Redacted text], met to consider how to support GIRFEC implementation through identifying workforce development issues and, in particular, in particular children's sector leadership needs. The group comprised a range of actors with experience and involvement in workforce development across Health, S/Work, Education and 3<sup>rd</sup> sector.

The group identified a gap in the leadership offer to managers working in an integrated system to deliver children's services. They consider that existing leadership offers are often siloed & sector specific, fail to take account of the local context in which practitioners and managers work and often lack the on-the ground support needed by practitioners and managers to apply their learning.

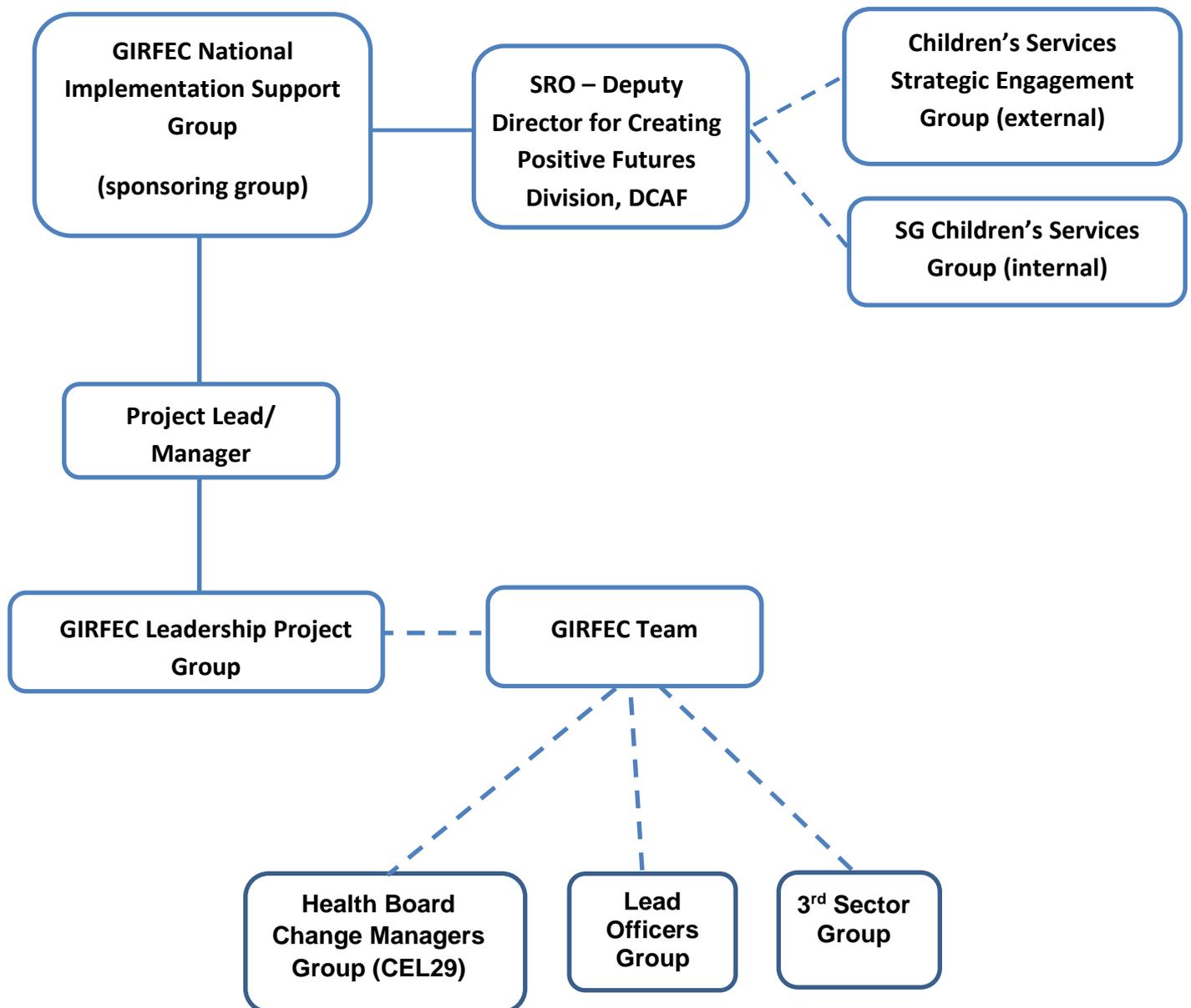
The group identified a need to develop a nationally agreed leadership offer to support local areas to review and where necessary develop their local workforce and leadership development programmes to better support managers implement GIRFEC effectively in their local context.

The toolkit will provide clear guidance on L&D best practice and its application in an integrated landscape. Initial thinking on the key characteristics of the offer is set out below. This thinking, including the need for such a leadership offer, will be developed further & tested with stakeholders as part of the preparatory and design stage of the project.

Key characteristics of the Children's Services Leadership Offer -

- Understanding the critical aspects of successful collaboration
- Recognition and ownership of the role of sector leaders of all levels
- Underpinning the aspirational vision and outcomes for children and young people, with a focus securing impact - the link between enablers and results
- Shared values and ethos
- Understanding What Works, based on evidence and data
- Developing a service model understanding roles and responsibilities in the integrated context
- Shared language, understanding and meaning - for all and applied across areas and levels
- Understanding and making best use of the Quality Indicator for Leadership.
- Models for evaluating change, and driving improvement
- Developing skills and building confidence
- Products (existing or newly commissioned) to support the key characteristics

**ANNEX B - GOVERNANCE STRUCTURE, ROLES AND RESPONSIBILITIES**



———— = Accountability  
..... = Communication

## **ANNEX C (PART A) – RESOURCES & RECRUITMENT**

### **Resources**

It is proposed that this project is funded through a grant payment to Children in Scotland -

Year 1 - £24,960 (VAT not payable)

Year 2 - £49,920 (VAT not payable) – indicative.

This comprises -

### **Staff Costs**

[Redacted text]

Additional costs will be payable by SG. These include -

### **Non Staff Costs**

- Travel & Subsistence
- Collaboration & Engagement events

Please see excel sheet **Annex C (Part 2)** for more detailed (approximate) costings.

### **Recruitment**

\*The Project Manager/ Lead is based in CiS as an Associate. CiS will provide –

- Partnership and dialogue with JB
- Links supported with other colleagues, especially across 3rd sector
- HR Payroll
- Hot desk/s
- Positive branding and credibility
- Being part of a communications network