

Project to trial the GIRFEC Leadership Programme

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1. EXECUTIVE SUMMARY

We know that the application of GIRFEC has a positive impact on improving outcomes for children and their families, and that it can be a unifying practice for partners across children's services. This paper outlines a project to trial a collective leadership programme specifically tailored to the needs of leaders working across children's services to implement Getting It Right for Every Child (GIRFEC) locally.

The overall Leadership Programme will:

- Create capability and capacity around collective leadership and the application of GIRFEC.
- Be delivered as a place based approach, working within live local systems.
- Have a robust measurement framework, including self-evaluation, reflective action inquiry and local measurement plans. These elements will feed into an overarching evaluation of the 18 month project.
- Work with leaders at all levels, across statutory and non-statutory partners within a partnership area who are involved in the delivery of children's services.
- Collate and share learning that emerges through reports, updates, evaluation and learning seminars.

Over the next 18 months we will work with two partnerships to:

- Trial the content, structure and delivery model for the Leadership Programme
- Provide proof of concept that the adoption of collective leadership approach improves implementation of GIRFEC and delivery of children's services
- Inform the scale up and spread of the programme nationally.

It is anticipated that we will select two contrasting Partnerships to trial the programme, in terms of size and/or demography. In this respect, we will welcome applications from different models of Partnership, for example following Community Planning Partnership, NHS Board boundaries.

2. GOALS

2.1. Aim Statement

We aim to increase the capability and capacity around collective leadership in partnerships to drive forward integration and embed GIRFEC at the local level. This will lead to improved service delivery and better outcomes for children, young people, carers and their families. This work contributes to the our National Performance Outcome '*children and young people grow up loved, safe and respected so that they realise their full potential*'.

Delivery of GIRFEC requires the services that support children work collaboratively to collectively improve outcomes for the children and families that they are working with. To do this collective leadership is needed at all levels within an organisation. The recently published Care Inspectorate Thematic Review (2019) found that although collective leadership has, in the main, been steadily improving over the course of the joint strategic inspection programme (2012-2017) there is still considerable variation in the quality of leadership across children's services in Scotland.

The GIRFEC leadership programme is for leaders at all levels, across all statutory and non-statutory partners working to deliver children's services in Scotland.

By October 2020 we will -

- Trial the content, structure and delivery model for the GIRFEC Leadership Programme
- Provide proof of concept that the adoption of collective leadership approach improves implementation of GIRFEC and delivery of children's services
- Gather evidence to inform strategic decisions about the scale up and spread of the programme nationally.

We will achieve this by delivering a collective leadership programme in 2 partnerships -

- Working with leaders across children's services
- Building capability and capacity around collective leadership and the implementation of GIRFEC
- Delivering place based coaching and support to multi-disciplinary teams tailored to their local systems, priorities and partnerships
- Using data and evidence to develop a shared understanding of the local system across partnerships.
- Collating and sharing learning across the wider system.

Our goals are that, as a result of the GIRFEC leadership programme, there will be measurable evidence of GIRFEC being better embedded locally and effective integrated children's services. In addition we will see the following components of high quality leadership -

1. 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.

2. Vision and Values

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

3. System Leadership

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

4. Continuous improvement

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

5. Engagement

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

6. Collaboration

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

7. Distributive

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

8. Empowerment

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

9. Learning Culture

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

2.2. Context

Scotland's children's services are required to be delivered through integrated systems and leadership, at every level.

Most of the time, children get all of the support and help they need from their parent(s), wider family and local community, in partnership with health and education services. Where additional support or services are needed, the GIRFEC approach should make that easy to access, aiming to ensure that needs are identified and responded to early, to avoid more significant concerns from developing. This requires joined-up decision making and joined-up practice across local agencies, with services working together in a coordinated way.

The Care Inspectorate Thematic Review (January, 2019) confirms the "positive impact" of GIRFEC in improving the lives of children, young people and their families. It says that this was "*particularly evident in the ways in which many services were providing help and support at an earlier stage*", and also with regard to keeping children safe and diverting young people from offending.

As recognised in the recent review of 'Integrated Children's Services in Scotland: Practice and Leadership', (Jackie Brock and Stella Everingham, 2018), GIRFEC has provided a critical role during a period of significant organisational change:

"A common theme arising from the qualitative research was that Getting it Right for Every Child (GIRFEC) 'has been a godsend' and 'a saving grace'. It was viewed as providing a unifying practice framework, shared language and approach to working together to manage risk and address prevention and early intervention, across a multi-disciplinary team and operational and strategic contexts. Practitioners could overcome organisational divides if they were able to exercise joint values, principles and professional practice, irrespective of where a specific part of the children and family's service fitted within local arrangements."

The Care Inspectorate Review found that partnerships which demonstrated strong, collaborative leadership, based on delivery of the GIRFEC Approach, were better able to show improved outcomes for children, young people and their families. Chief officers who were able and willing

to collaborate, lead, direct and promote investment in services were critical to improving services for children and young people in their area.

The recent Health and Social Care Integration Progress Review (Scottish Government, February, 2019) arrived at similar conclusions, and proposed that *“shared and collaborative leadership must underpin and drive forward integration”*, and that *“all leadership development be focused on shared and collaborative practice.”*

However, 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.

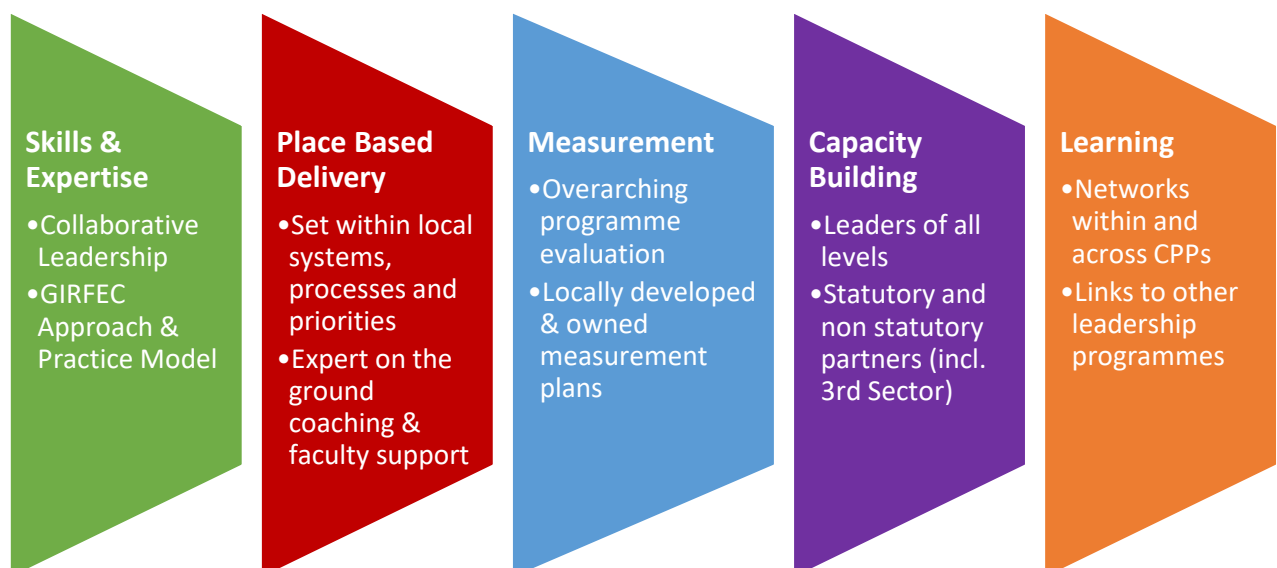
While there are a number of leadership development programmes on offer to partners working across children’s services, the added value of this programme is that it will:

- Make connections across these various initiatives, seeking to build and reinforce the common narrative for children’s services across professional disciplines.
- 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’.

3. CONTENT THEORY

3.1. Driver Diagram

The Driver Diagram attached at **Appendix A** illustrates the structure, content and delivery model for the GIRFEC Leadership Programme. In summary, the key elements of the programme are:



3.2. Place Based Delivery

The GIRFEC leadership project will be delivered as a systemic, place based approach. A team of highly skilled facilitators will work with each of the selected sites, supporting the groups to work through live and relevant issues raised via the self-evaluation process. This work will support the groups to address a specific need highlighted within the site area as well as developing the collective leadership capacity of those participating in the programme, recognising that 'transforming systems is ultimately about transforming relationships among people who shape those systems.' (Senge, 'Dawn of Systems Leadership', 2015).

The GIRFEC Leadership project will utilise in-house facilitation capacity from a variety of public service partners to deliver the programme. Facilitators for the collective leadership elements will be sourced via the partner organisations involved in the leadership steering group.

3.3. Measurement

We will take a multifaceted approach to the evaluation and measurement of the project. Sites will be asked to undertake a self-evaluation process within the co-design and co-production stage, which will give us a baseline of GIRFEC implementation within the wider partnership. Elements of this self-evaluation can be repeated towards the conclusion of the site work, enabling us to see how implementation of GIRFEC has changed over the course of participation in the programme. Sites will also participate in action inquiry throughout the Effecting Change stage of the programme, reflecting on the ongoing impact of the facilitated leadership work, feeding into the wider learning on the effectiveness of the programme. Sites will also be encouraged to look at and develop their own local measurement plans, linking to local priorities across the partnership area.

An evaluation framework for the overarching project will be developed, with input from the Leadership Steering Group and key GIRFEC stakeholders, during the initial months of the project.

3.4. Capacity Building

The project will work with leaders at all levels, from statutory and non-statutory bodies across the trial partnerships. We will engage with Chief Officers (CEO's and senior strategic leaders) to develop a memorandum of understanding of the outcomes and objectives for each trial site. Lead officers (heads of service and senior management) will participate in the facilitated leadership development work. We will run collective leadership and GIRFEC workshops and sessions within each site and regional seminars nationally, which will be open to leaders at all levels from across all organisations, statutory and non-statutory, who are involved in the delivery of children's services within the area.

3.5. Learning

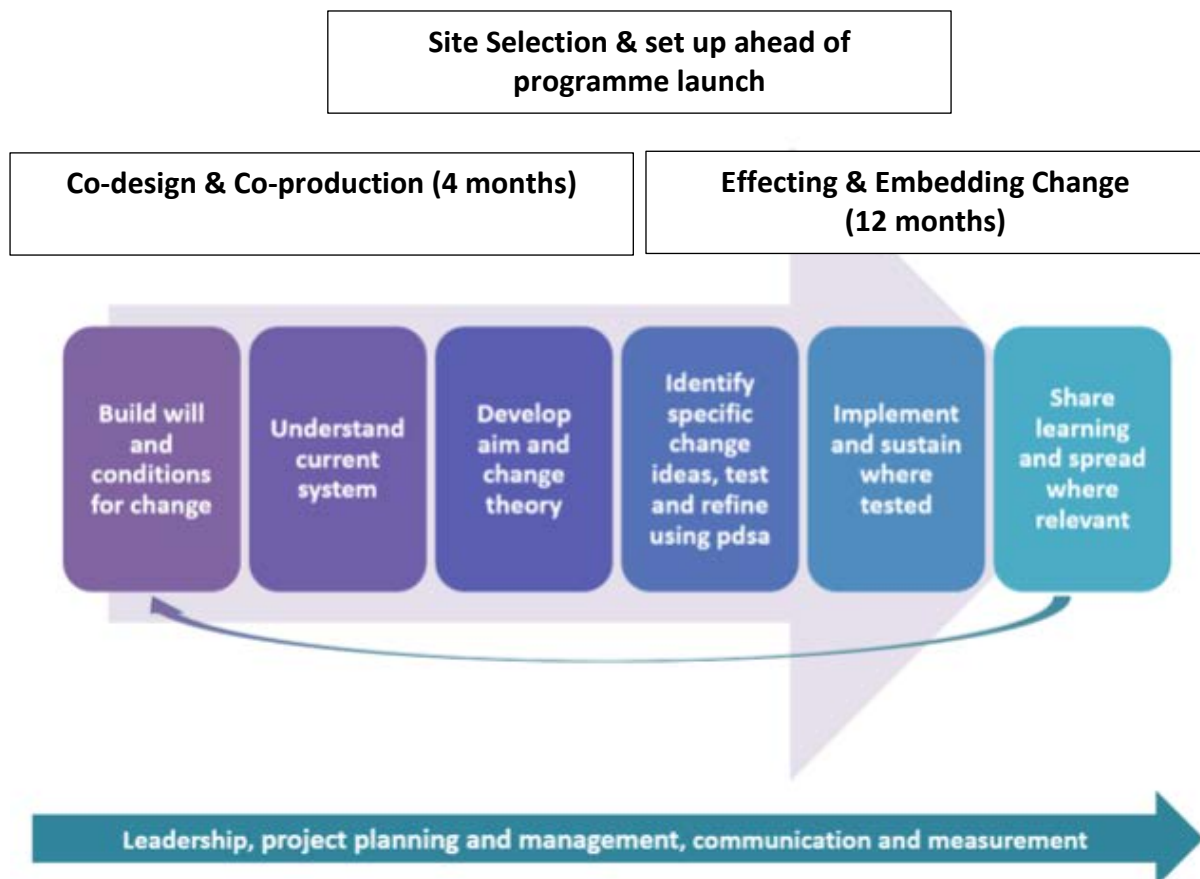
A crucial part of the project will be collating and sharing the learning gathered from our work with participant sites. Facilitators will create reflective reports as part of the action inquiry process which will capture emergent learning throughout their leadership work. Facilitators will also meet regularly with the Project Lead to share high level themes emerging from sites. Evaluation data will be collected from sites at various points on both GIRFEC implementation and collective leadership, and will be used to produce reports and updates for key stakeholders, such as NISG. To further support the sharing of learning, we will run regional seminars over the course

of the project, bringing together leaders from across organisations and PARTNERSHIP areas, to further build capability and capacity.

4. EXECUTION THEORY

4.1. Timeline of key milestone deliverables

The initial trial project for the Leadership Programme, comprising 2 test sites, will run over an 18 month period (including the initial site selection period). In summary the process will follow the following 3 key phases –



4.1.1. Stage 1 – Co-design and Co-production across the partnership

We anticipate that, on average, it will take each site 4 months to work through the initial co-design and co-production phase.

- **Building Will & Conditions for Change**

Successful change occurs when there is commitment, a sense of urgency or momentum, stakeholder engagement, openness, and a clear vision that is communicated well. During this

phase the Project Lead will engage with senior leaders and staff throughout the participant sites to understand and build commitment to the programme.

This work will include:

- Multiple engagements with the Chief Officers within the site area - presumed to be CEOs and other senior executive leaders
- Multiple engagements with the Lead Officers within the site – presumed to be heads of service and service managers
- Taster sessions for multiple groups within a site on collective leadership, building an understanding of how the leadership work will be progressed
- GIRFEC briefing sessions for a wide range of partners and practitioners within a site area
- **Understand current system, developing aim and change theory.**

Concurrently partnerships will be supported through a range of interventions designed to support self-evaluation and achieve a shared understanding across partners of how their system is operating currently. This will include analysing existing reports, such as recent Children's Services Inspection Reports, focus groups and a self-evaluation statement by senior leaders.

The self-evaluation is intended to be an informative process. It aims to allow all partners across all levels and sectors within the area an opportunity to share and reflect upon their delivery of children's services and local implementation of GIRFEC. The outputs of this self-evaluation period will help them to determine their priorities for action going forward.

Elements of the self-evaluation may be repeated over the course of the Leadership Programme as part of the local measurement plan or wider project evaluation, to gauge the sites' progress over the duration of the programme.

4.1.2. Stage 2 – Effecting Change

The GIRFEC Leadership Programme will be delivered as a systemic, place based approach. A team of skilled facilitators will work with each of the selected sites, supporting the partnerships to work through the local priorities identified and agreed during the self-evaluation process. We anticipate that sites will require, on average, 12 months on this phase of the programme.

Exploratory conversations with other, similar collective and collaborative leadership programmes have emphasised the importance of allowing sites time and space to progress. We anticipate that on average a site will require 8-10 facilitated leadership sessions, taking place approximately every 4-6 weeks. Each site will be nominated 2 trained facilitators to support local delivery.

Facilitators for the leadership elements of the programme will be sourced via the partner organisations involved in the Leadership Steering Group. This will mean that this programme is delivered in partnership with those leading and delivering existing programmes, to ensure continuity and commonality within the leadership landscape across public services.

Participant sites will develop local measurement plans linked to local priorities and objectives, to demonstrate the impact of improved implementation of GIRFEC across the partnership as a result of the Leadership Programme.

Elements of the self-evaluation may be repeated during this phase of the programme as part of the local measurement plan or wider project evaluation, to gauge the sites' progress over the duration of the programme.

5. Leadership Steering Group

A Leadership Steering Group will be established, chaired by the Project lead. The group will comprise leadership and development professionals from the partners that have agreed to support the project: Care Inspectorate, CCPS, CELCIS, Children in Scotland, Education Scotland, Ingage, NHS Education for Scotland, Police Scotland and SSSC.

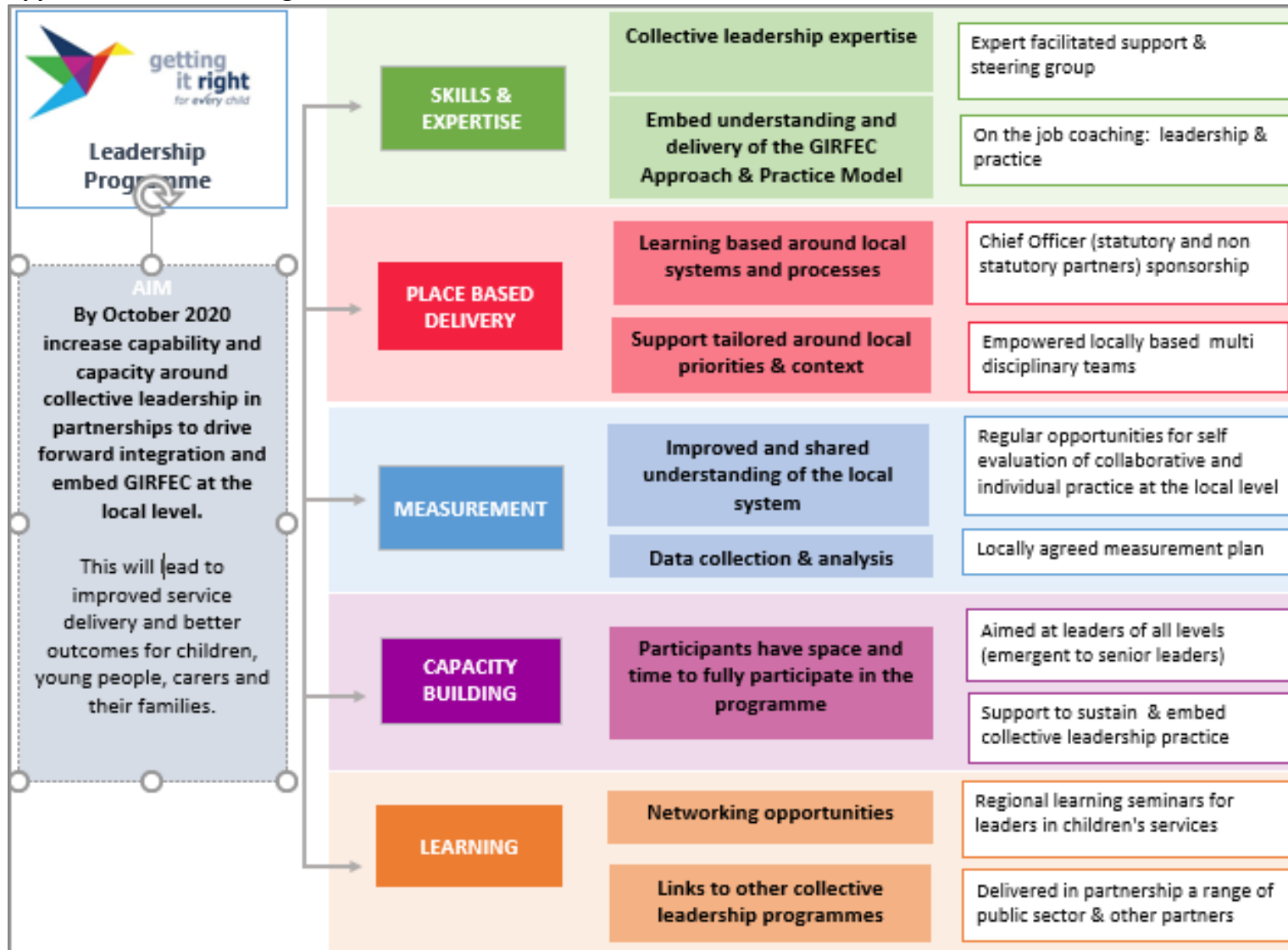
The group will have responsibility for:

- Providing advice on the approach to self-evaluation to be carried out by trial sites, drawing on expertise within their organisations
- Developing an evaluation plan for the leadership elements of the programme – this will form part of the overall project evaluation – and provide advice on the wider evaluation
- Identifying facilitators across the sector to support the project, ensuring they are suitably experienced and trained
- Supporting the facilitators as the project progresses, including engaging the facilitators as part of the evaluation
- Providing advice on scaling up and spreading the programme, subject to the results of the evaluation and the necessary approvals
- Reporting into the GIRFEC NISG.

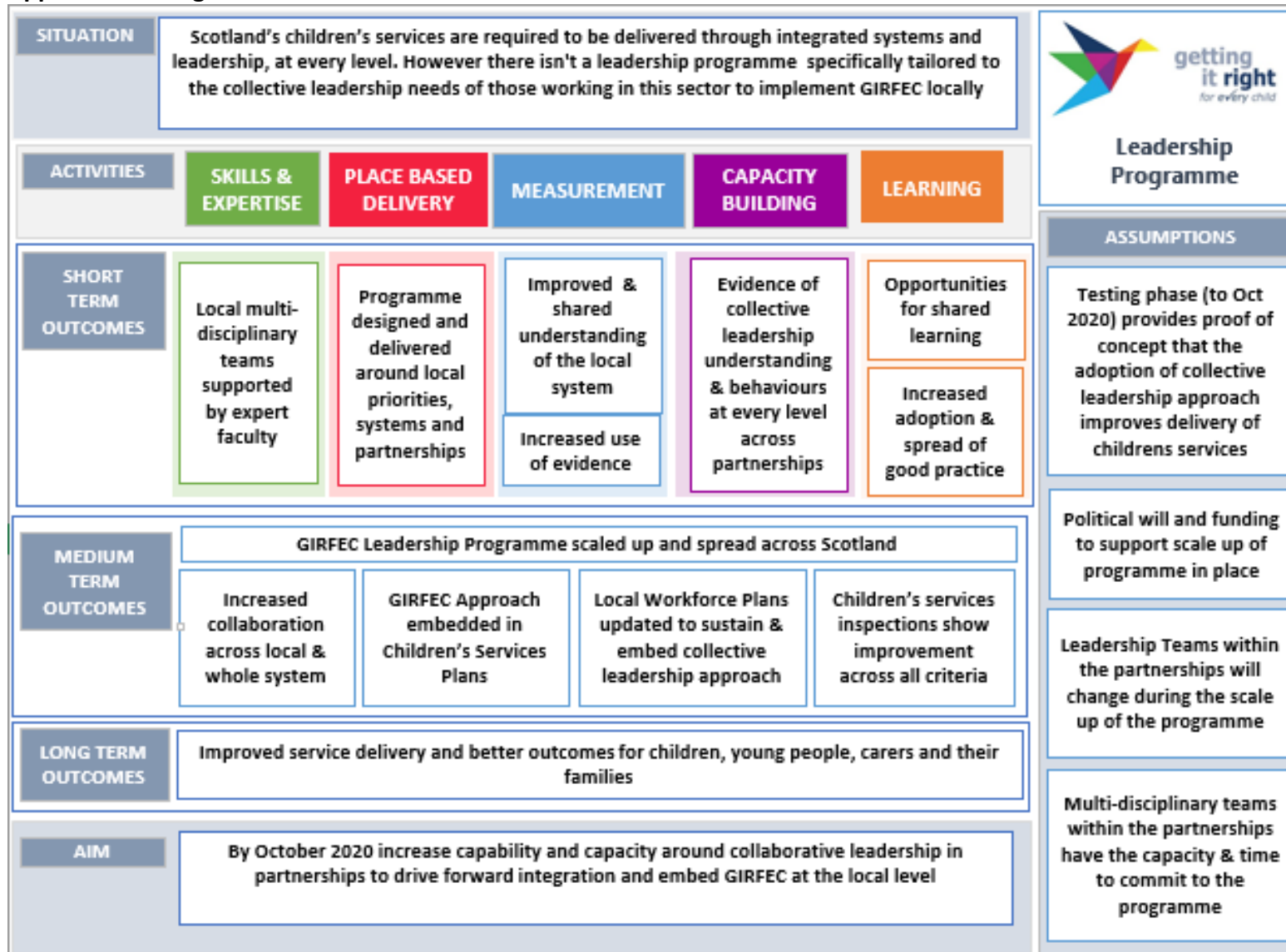
The group will meet on a monthly basis during the initial 6 months of the project, moving to meeting every 2-3 months during the later stages.

6. APPENDICES

Appendix A. Driver Diagram



Appendix B. Logic Model



Appendix C. Process Map

Week -6	Week -6	Week -2	Weeks -2	Week 0
Invite formal expressions of interest to trial Leadership Programme	Confirmation of Collective Leadership Facilitators	Submission of formal expressions of interest to trial Leadership Programme	Planning sessions with Collective Leadership Facilitators	Confirmation of trial Partnerships
Engagement and Preparation				
Week 4	Weeks 4 - 8	Week 8	Week 12	Weeks 12-16
Initial half day meeting with Chief Officers in partnership – resume of programme and taster session on collective leadership	Face to face meetings with Chief Officers	Day session on collective leadership with Chief Officers – leading to MOU, confirmation of lead officer group, and Chief Officers commission information for self-evaluation activities 2 & 3	Initial full day session with Lead Officer Group – resume of programme; taster session on collective leadership; and planning for self-evaluation activities 2 & 3	Organisation of self-evaluation focus groups (activity 4); and face to face meetings with Lead Officers
Co-design and Co-Production				

Week 16	Weeks 16 - 24	Week 20	Weeks 20 - 22	Weeks 23 - 26
Day session on collective leadership with Lead Officers, ongoing discussion of self-evaluation activities 2 & 3, and planning for further joint work	Briefing sessions and GIRFEC awareness raising with practitioners and managers	Submission of self-evaluation activities 2 & 3 by Lead Officers	Programme team undertake analysis of self-evaluation, based on activities 1-4	Feedback and discussion of self-evaluation with multi-disciplinary groups
Co-design and Co-Production				

Weeks 26 - 28	Weeks 28 - 32	Week 32
Feedback and discussion of self-evaluation with Lead Officers	Development and confirmation of implementation plan	Commencement of work on: communications; process mapping and changes; practice tools and procedures; staff training; tracking progress/QA
Co-design and Co-Production	Facilitated leadership support	

