



## Report to ADCS Council February 4 2010

### A – VSC England

**1 - Appendix A** to this report provides a summary of the key VSC activity since the last Council meeting. In the main, these have been led by the Director of CPD, Chris Berry and the Director of Operations, Pam Snowball, as I have been occupied significantly with the NC/ADCS/CWDC DCS Leadership Programme. I believe this report continues to demonstrate strong progress against the objectives for 2008–10 agreed by the VSC Board namely;

- Developing increasingly bespoke programmes geared to the needs of regions or individual authorities
- Broadening the scope of CPD activity to the whole range of Children’s Trust activity
- Being involved strategically in workforce development planning in order to be able to anticipate and plan for CPD needs
- Creating key linkages with partners in CPD delivery

### **2 – National leadership provision for current and aspiring DCSs**

Since my last report to Council there has been further significant progress on the extended remit of the National College. A detailed paper outlining the progress to date is attached to this report as **Appendix B** and provides an overview of the developments to date.

As this is very much a work in progress I will update Council members further at the meeting on February 4th.

### **3 - Individual Council Support**

Since my last report to the board we have delivered consultancy/facilitation support to Bury, Herefordshire, Rutland, Telford and Wrekin, Derby City and Waltham Forest Councils. In the main these commissions have been supporting the development of Children’s Trust arrangements although we are working with Camden Council on a longer term change management programme and have had exploratory discussions with further councils in the North West. These initiatives are described more fully in **Appendix A**.

### **B - VSC Scotland**

I continue to maintain my support to the development of the VSC in Scotland by contributing to the ongoing design and delivery of management development programmes for middle and senior leaders and managers of children’s services. We have recently completed a six day module for senior colleagues entitled Leaders of Tomorrow with very positive evaluations from the participants involved. This was a partnership venture with Edinburgh Council and was aimed at providing

strategic leadership development for a small number of team leaders and Heads of Service from across the City Council and two adjacent local authorities. I anticipate that this model of a larger authority inviting adjacent smaller authorities to join it in a leadership development programme will become a more common option in the future as CPD budgets are reduced.

We also provided our usual event management support to the Association of Directors of Education in Scotland for its annual national conference which took place in Glasgow on November 26/27<sup>th</sup> 2009.

### **C - VSC Wales**

The Director of the VSC in Wales continues to make significant progress in raising the profile of CPD and local authority capacity building. Since my last report to Council she has initiated a national report entitled: A review of current Local Authority (LA) use of and future Continuing Professional Development (CPD) needs. As a result of the cross Wales consultation on this report the Chair and Director of VSC Cymru are due to meet with the Director General in the near future in order to consider how the VSC might support the development of a national CPD programme for senior managers in services for children, young people and families.

### **D – International**

I attended the annual International Congress for School Effectiveness and Improvement on January 5<sup>th</sup> – 9<sup>th</sup> 2010. Council members may recall that I am the convenor for the Policymakers, Practitioners and Politicians (3P) Network of ICSEI which is developing as one of the key networks within ICSEI. It brings together colleagues from both the northern and southern hemispheres who are working at national and local government level to exchange policy and practice in the delivery of services to children and young people.

As a result of the discussion at two breakfast meetings and two symposia we have agreed to organise our fourth international summer leadership seminar in either Sweden or the Netherlands. This seminar is due to take place early in July 2010 and will, of course, be open to ADCS colleagues.

**Anton Florek**  
Chief Executive  
Virtual Staff College  
January 2010

## **Appendix A**

### **1. Introduction**

1.1 This report gives an update of the work since the last meeting of Council together with planned future projects.

### **2. IYSS Training**

2.1 The consortium led by FPM has recruited very well to the three national programmes with over 5,000 staff from Integrated Youth Support Services and the Voluntary Community Sector having participated in the programme by the end of this contract.

2.2 The Leadership Development Programme commenced this January, this programme is aimed at staff who wish to progress into senior positions within the IYSS. It's a 6 day programme which is delivered through three two day blocks and will complete in March 2010. The VSC is involved in the delivery of this programme. There are 150 participants and the programme is based in Bristol, Manchester, Southwark, Peterborough, Leeds and Camden.

### **3. Coaching**

3.1 The VSC has developed a personal coaching programme which has now started to recruit participants. The programme is based on one to one telephone coaching along with a manual. Participants can also e mail or contact the coach in between sessions should they need to.

3.2 The VSC has also established a 1 day 'coaching for leadership' programme which will run several times throughout the year subject to demand.

### **4. Management Development Programme**

4.1 Discussions have been held with DCSs in Yorkshire and Humber who have agreed that a bespoke management development programme should be developed for their Heads of IYSS together with a one day Leadership Academy for Assistant Directors who have a responsibility for IYSS.

### **5. Outcomes Based Accountability**

5.1 An OBA day is to take place with Wirral Children's Services in February.

### **6. Commissioning Programme**

6.1 The VSC has been commissioned by Lancashire Children's Trust to implement a bespoke training programme for their staff. This programme is due to be completed during January 2010.

### **7. Senior Management Team Training**

7.1 We are currently drawing up proposals for a senior management training programme in two city authorities. Meetings are now planned with the two respective DCSs to look at the training needs of their senior and middle manager teams in order to finalise the design and delivery model.

### **8. Children's Social Care**

8.1 In January the VSC is running a programme for social care colleagues entitled "How to improve your front door". This has been a particularly popular programme previously so it is likely to become a core offer within the VSC programmes.

### **9. Academic Accreditation**

9.1 We are currently in discussion with the University of Cumbria regarding developing joint programmes for the sector. We are also working with the University to accredit our existing Management Development programmes in order to provide cost effective accreditation for our core

programmes aimed at middle and senior colleagues within the sector. The next MDP course commencing in April 2010 will be the first one to offer accreditation by the University of Cumbria, for those participants who are interested in accessing the University's Masters Programme in Leading Integrated Children's Services.

## **10. CWDC**

10.1 We have successfully completed our work with CWDC on the Peer Support Pilot for third tier managers of social workers. This pilot is now being rolled out nationally by the Tavistock Institute which the VSC is supporting in an expert partner role.

## **11. Future Developments**

11.1 The College is working on a proposal for the ADCS Regional Chairs aimed at supporting them in the implementation of the new National College/ADCS regional Succession Planning Programme for 2010/2011. Further details will be presented to Council at its next meeting.

11.2. We are reviewing the Management Development Programme and the Making Data Count seminars for Information and Data professionals to ensure that it continues to meet the needs of the target audience. Alongside this we are also exploring the feasibility of VSC brokering regional networks to enable Local Authorities to develop joint initiatives and processes to support developments in data and information systems and analysis.

11.3. The possibility of developing a national supply pool of IROs, independent panel chairs, independent authors etc. is under discussion with the Government Office North West. This piece of work will be developed after the training for independent reviewing officers, commissioned by the National Safeguarding Unit nationally, has been rolled out by Government Offices in the spring. GONW are keen to discuss with the VSC the roll out of this training across the region.

11.4 The VSC is working with Children's Services in Blackpool to support their hosting of the North of England Education Conference in January 2011.

## **Appendix B**

### **DCS Leadership provision – January 2010**

The design, planning and delivery development of the DCS provision continues to progress rapidly since the National College (NC) was given the remit to develop a 'leadership development programme for DCSs and those close to stepping up to the role'.

#### **Long term Strategic Partner**

Deloitte, in partnership with Oxford Said Business School, Navigate and Penna was awarded the contract for the 'Long Term Strategic Partner' for the DCS Leadership Programme, the Aspirant DCS Programme and the Accelerated Leadership Programme. This contract is for a period of 3 years with an option for an extension of 2 further years. I'm pleased to be able to inform Council that the VSC is part of the Deloitte consortium and will therefore be involved directly in the design and delivery of the leadership provision in general and Aspirant DCS Leadership Programme in particular.

Work commences in mid January with a primary focus on the design and development of the Aspirant Programme as well as the preparatory work for Cohort 3 of the DCS Leadership Programme.

#### **DCS Leadership Programme**

The next key milestone for Cohort One was the first residential which took place on 18 – 20th January at the National College in Nottingham. Profiles of each participant have been prepared and will be shared via the online forum. There has been some engagement with the online resource since the appointment of an online facilitator for the programme. Participants are due to submit their personal learning plans by January 15<sup>th</sup>. Co-construction remains a priority activity with a number of DCSs engaged in shaping and reviewing all elements of the programme. Following the first residential, the design team will be reviewing the content and delivery as a result of the detailed feedback from the participants in the first cohort.

The first tranche of the learning materials associated with the twelve content modules are due to go live in early February with regular updates on a monthly basis thereafter. To date these materials include written think pieces, video clips, pdf documents, written and video case studies together with on line forums and WebEx seminars which will become available shortly afterwards. A number of DCSs have already contributed to the design and delivery of many of the materials on the learning gateway site and it is anticipated that this process of co-construction will continue as the programme progresses.

The final number of participants for Cohort Two is 27. They have just finished the needs assessment process and we are currently producing the feedback reports. They have been introduced to their coaches and most have submitted the wicked issues they wish to work on in the Leadership Challenge. Initial contact has been made by the online facilitator and the formal launch of the programme is due take place on January 28<sup>th</sup>/29<sup>th</sup> at the National College in Nottingham.

#### **Interim and acting DCSs**

Following the Guiding Coalition meeting on 2<sup>nd</sup>/3<sup>rd</sup> December 2009 a letter was sent to Chris Hay at DCSF relating to Leadership Development for acting and interim DCSs as well as middle managers who do not wish to progress to a DCS role. I anticipate that there will be further discussion on this at the meeting of the Guiding Coalition on January 28<sup>th</sup> 2010.

### **Aspirant DCS Leadership Programme**

Now that the long term strategic Partner has been appointed work will commence on the detailed design of Aspirant DCS Leadership Programme which is due to start with the first cohort in June 2010.

Council members will recall that the NC is sponsoring four VSC Leadership Academies during 2009/10 in order to provide CPD opportunities to Aspirant DCSs whilst the national programme is being finalised. The third of these took place on January 26/27 2010 in London on the theme of "Safeguarding". As anticipated, we were able to consider the outline design for the Aspirant DCS Leadership Programme during the seminar thus providing the participants with the opportunity to comment on the design work to date and inform the design team prior to the next phase of development. We also shared the draft Leadership Framework which was well received and will now go forward to sector wide consultation during February and March 2010.

I'm pleased to report that it is likely that the NC will sponsor a further four Leadership Academy seminars in 2010/11.

### **National Leadership Standards**

As previously noted, we have started the process of developing a set of national leadership standards. Following an initial conceptual model which was refined through the DCS Scoping Group and, subsequently discussed at ADCS Council a first draft was considered by the Guiding Coalition in December 2009 and agreement was reached to adopt the terminology of Leadership Framework as suggested by ADCS Council.

The design team are now in the process of consultation with serving and aspirant DCSs through a series of online and offline meetings and more formal consultation meetings with the wider children's services workforce. The result of these discussions will then inform a final review of the Framework which will then be considered by the ADCS Council and the Guiding Coalition, prior to submission to the DCSF. The target date for the completion of this work is March 2010.

### **Succession Planning**

Council members will recall that at the Council meeting on September 16<sup>th</sup>, a proposal to provide a regional succession planning grant to the ADCS regional groups was considered and approved. Since then further discussions on the proposed model have taken place at the ADCS Workforce Development Policy Committee and Pricewaterhouse Coopers has been commissioned to undertake the scoping and writing of a national succession planning framework. This work is now nearing completion following extensive consultation with ADCS members and the wider children's services community.

### **System Leadership**

Work is now well advanced on the mentoring element of the system leadership programme. A mentor data base has been established with over twenty serving or recently retired DCSs having registered their interest in becoming a mentor following an invitation to all DCSs. Mentors are being accredited through their attendance at an induction seminar and, if their initial assessment of previous mentoring experience requires it, participating in two peer support seminars delivered by the training contractor, Tavistock Consulting.

Following the first two Induction days, and as a result of feedback received from the DCSs involved, the accreditation programme for mentors has been substantially revised and the mentoring handbook has been rewritten to reflect the changes.

Since my last report a third induction seminar and the two peer support days have taken place at the LCC using the revised materials and delivered to the new format. All of these events went well and the evaluations are very positive indicating that the programme revisions had been effective.

We now appear to have a robust delivery model which meets the expectations of the DCS community and provides a solid basis for taking the programme forward.

To date 21 DCSs have registered on the mentoring scheme and, of these, 16 are provisionally accredited: that is they have completed the induction seminar. The remaining five have been offered a place on the next induction seminar which is due to take place in March 2010.

There are currently ten agreed mentoring relationships with a further three outstanding as we are still waiting for the mentees responses to the proposed mentors. The mentor co-ordinator is currently in the process of matching a further two mentees and following up on an additional four possible matches.

Further work is currently being undertaken to scope a possible model for the development of broader system leadership across children's services and I anticipate that a report on possible options will be submitted to Council at its next meeting.

As the programme has now commenced it is pleasing to note that we have already received some positive feedback from both mentors and mentees.

### **Executive Leadership Programme**

Members will recall that The Executive Leadership Programme aims to provide a high quality and challenging experience for innovative Directors of Children's Services, creating both the opportunity and environment for DCSs to reflect on leadership policy and practice in the sector, at a system level.

Design work for the Executive Leadership Programme is being undertaken by Navigate, working with Deloitte following a competitive tendering process. Work is still at a very early stage with some initial scoping of the potential delivery model currently being carried out by Navigate.

I anticipate being able to provide ADCS Council with a draft design framework at its next meeting.

### **Middle Leadership Development**

Draft proposals for middle and senior leadership development have been tested with a range of stakeholders. Five focus group sessions have taken place with middle leaders and other interested parties and the CWN considered the draft proposals at its final meeting in December 2009.

A consultation paper has been circulated widely and written responses have been invited. Four WebEx consultation events take place during January 2010 and the ADCS Workforce Policy Committee considered the draft proposals at its January meeting.

All feedback including the outcomes of the discussion at the WDPC will be collated for the 3<sup>rd</sup> February 2010 meeting of the Leadership Group, with the aim of finalising the advice by the end of March.

A briefing has gone to DCSF to provide an interim version of the emerging advice to SoS and the initial response has been positive.

The CYP Workforce Partnership will scrutinise the proposals prior to finalisation of the advice at their meeting on 4<sup>th</sup> March.