



Report to ADCS Council of Reference April 8 2009

Appendix A to this report provides a summary of the key VSC activity since the last meeting of Council which, in the main, has been led by the Director of CPD. I believe this demonstrates continued strong progress against our agreed objectives namely;

- 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 eg NCSL, C4EO.

I continue to travel extensively throughout the UK in order to deliver, design, quality assure and oversee, a range of programmes and initiatives in England, Scotland and Wales which aim to increase local authority and CT capacity for improving outcomes for children, young people and families.

National leadership programme for current and aspiring DCSs

Council members will recall that the remit of the NCSL has been extended "to set up a new development programme which will offer structured training and support to every Director of Children's Services and to those close to stepping up to that role", in partnership with ADCS and CWDC. The new remit also requires the NCSL "to chair a group of partners to develop proposals for a more coherent offer of support for senior and middle managers throughout the workforce. This work will need to consider the needs and potential of all leaders and managers in the children and young people's workforce, including the voluntary and community sector and the private sector. It will build on *leading and managing children's services in England: a national professional development framework* which was published in April 2008 to provide a basis for nationally and locally delivered training and development for managers and leaders."

Since the last meeting of Council there has been significant progress. A Guiding Coalition has been established to oversee the programme. The membership of this group is made up of the principal partners including ADCS which has two representatives one of whom is the VSC Chair.

The design and initial delivery of the programme has been tasked to the Leadership Consortium which is a "doing" group made up from executive offers of the respective partners in the Coalition. I am a member of this group in addition to acting as the Principal Adviser to the overall project.



Due to the rapid pace of development I have had to commit a significant amount of time to this work and plans are now being finalised for me to continue this commitment for the next 12 months in order to contribute to the design and delivery aspects of the programme. Clearly this will have obvious capacity implications for the VSC and, to address this, the Board has agreed to appoint a Deputy Chief Executive/Head of Operations as soon as practicable.

A detailed paper outlining the progress to date is attached to this report as **Appendix B** which provides a good overview of the current thinking regarding the programme design and content. **At the time of writing this is confidential and for Council members only.**

As this is very much a work in progress I will update Council members further at the April 8th meeting.

Individual council support

We are currently in discussion with the DCSs for Reading and Herefordshire Councils regarding the provision of CPD support to their respective management teams and wider service managers and are currently awaiting a response from Telford and Wrekin and Derbyshire Councils following initial scoping meetings.

VSC Scotland

I have maintained my support to the development of the VSC in Scotland by regularly contributing to the design and delivery of the MDP module 1 "Knowing the Business" and module 2 "Becoming a Reflective Manager". However, this involvement will now need to be reviewed in the light of my new commitments to the DCS Leadership Programme.

The Scottish Government has agreed to fund, in full, a Leadership Development programme for aspiring Directors. The programme is based on the already successful "Spirit of Success" programme which the College has been running for several years for small groups of existing Directors and senior civil servants. Two more of these groups are also taking place in April and May funded by Scottish Government.

The new programme is designed for high performing 2nd or 3rd tier colleagues working in education and social work. This is the first time joint development opportunities are being organised for ADES members and their colleagues in the Association of Directors of Social Work (ADSW). Final agreement between the two organisations has still to be reached at the time of writing but there is every expectation that this will go ahead.

The Curriculum for Excellence (CfE) is the most radical transformation of the 3-18 curriculum for a generation. A National Implementation Partnership has been established to support the key partners involved in the implementation of CfE over the next 12 months. The Partnership is being led by ADES and supported and facilitated by VSCS. Once again this project is being resourced in full by the Scottish Government. The Partnership has around 100 members and 8 full day conferences are being organised over the next few months.

Finally, I am currently completing commissions for "in-house" management development initiatives in Dumfries and Galloway, Aberdeenshire and East Dunbartonshire Councils and am due to contribute to a new program for senior managers working for The City of Edinburgh Council during the early summer of 2009.

**VSC Wales**

The College continues to grow in its impact within Wales and we are currently completing two MDP: Children's Services courses for the South East and the Western regions respectively.

Progress is also being made with the mentoring of Corporate Directors and Heads of Service. This bespoke initiative is led by the Director of the VSC in Wales who is also co-ordinating the highly successful roll out of a WAG contract to train senior school improvement officers from each authority in Wales in the use and application of the National Standards for education improvement officers. As part of the contract, further training materials have been written to provide a comprehensive training pack for use across Wales.

International links

Our international work continues to inform our UK programmes. Since my last report I have successfully facilitated a masterclass workshop at the North of England Education Conference and three breakfast seminars and a symposium at the International Congress for School Effectiveness and Improvement also held in early January 2009.

As a result of the latter commitment, the VSC will again be hosting an international management seminar in Scotland which will take place in late July 2009. Participation in this seminar will be offered to all ADCS members as part of the Leadership Academy programme.



1. Introduction

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

2. IYSS training

2.1 The VSC is a member of a consortium, lead by FPM, and working with the CWDC for the training of 5,450 Integrated Youth Support Service Managers in the next two years. The College is leading on the Leadership Enhancement Programme for Heads of IYSS in the North East, North West and the Yorkshire and Humber. The first of the action learning sets started late March and will be completed in September 2009. The consortium has already recruited over 3,000 participants for the management programme; the regional youth work units will be heavily involved in delivering these programmes.

2.2 The VSC Associates working on the programme all have a background in training within services for young people as well as having held senior positions. They attended an induction programme in mid March to ensure that they were fully briefed for the new programme. The programme consists of 5 x 1 day Action Learning Sets, 360 feedback along with a virtual learning environment.

2.3 The design of the Leadership Development Programme will be based on the issues raised in the Action Learning Sets.

3. New developments

3.1 We have been working with the North West Children and Young People's Improvement forum, this group considers applications for RIEP funding. At the meeting on 19th March they have approved a significant programme of CPD opportunities in 2009. They didn't approve the proposals for DCS and Assistant DCS proposals due to the imminence of the National Programme announced recently.

3.2 The programme includes the following:

- * Two x 5 day management development programmes
- * One 5 day Data and Information programme
- * One 5 day Joint Commissioning programme
- * Two x 4 sessions action learning sets – Parenting commissioners
- * Two x 4 sessions action learning sets – Early years and childcare
- * Two x 4 sessions action learning sets - 14 -19 leads
- * Three x 4 sessions action learning sets – commissioning
- * Three networking meetings for lead Members (North West Employers will deliver these.)
- * One regional safeguarding event
- * Headteachers and Officers every child matters residential
- * One stable employment opportunity for LAC event
- * Consultancy for stable employment opportunities
- * Ten x one day thematic events based on Outcomes Based Accountability



4. Networking and collaboration

4.1 We have been approached by a number of organisations with regard to possibly working collaboratively. The Director of CPD met with ASPECT in early March and her proposal is attached to this report as **Appendix B**. She has also met with Brathay Hall and the South Education Leadership Trust but it isn't clear how we could work together at the moment. Chris is also due to meet with colleagues from the East Midland Leadership Centre in April in order to consider possible collaborative programmes.

5. Management Development Programmes

5.1 We have completed day 3 of an MDP with Stockport services to young people management team and have completed a programme for middle managers in the North East. We have also completed day 2 for the NW Collaboration for Children.

6. Commissioning programme

6.1 The second joint commissioning programme in the North West has now completed its fourth day, the programme allows for a further day in their home children's trust and this has yet to take place. There are 28 participants from four children's trusts, this programme included academic input, action learning sets and share and tell sessions.

6.2 We have completed the 5 day programme in the North West and the North East, with very positive evaluations.

6.3 The commissioning support programme for Children's Trusts is now established.

7. Outcomes Based Accountability Programme

7.1 We continue to run a number of these programmes with two recent events in March being provided for Wirral Children's Trust and Wirral PCT.

8. You're Welcome Pilot

8.1 The DH requested that the VSC facilitate two national meetings for You're Welcome regional Coordinators. These took place in December and January. We have also been asked to provide four days support to colleagues in the North East. In the spring this project will roll out nationally and the VSC will be well placed to offer support.

9. Management Development Programme for Data and Information Professionals

9.1 We have recruited well to this programme and have commenced a Northern group in Leeds and a South East group in London during March 2009. A third cohort is now being finalised for the Midlands region with an anticipated start date in June /July.

10. Other work

10.1 We have provided a proposal to a children's trust regarding leadership training and consultancy for reducing referrals to social care. We are currently awaiting a response.

11. Secondment to GONW

11.1 The secondment of the Director of CPD to GONWest has been extended to the end of June 2009, funded by the North West RIEP.

Appendix B - CONFIDENTIAL

DCS Leadership Programme - overview (confidential e file)

The DCS Leadership Programme

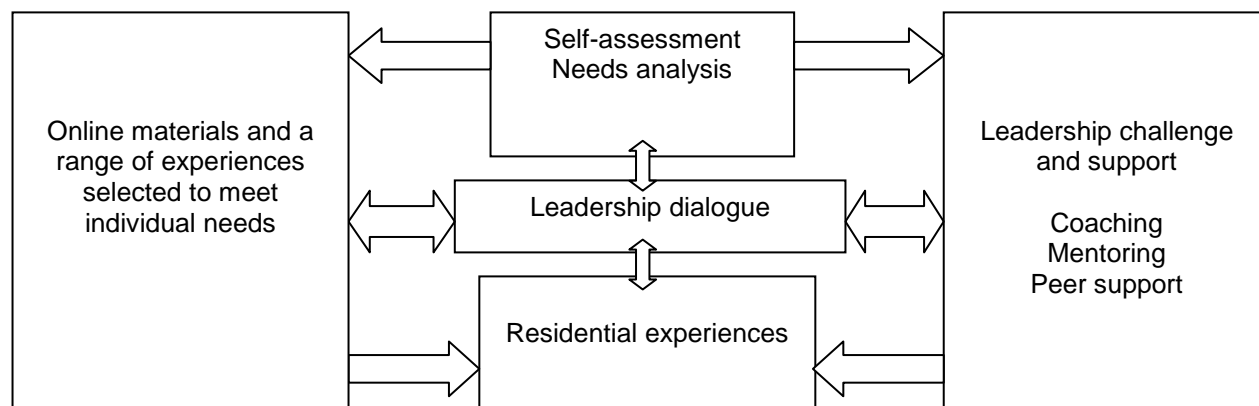
The DCS programme is the first element of a wider range of opportunities for leadership development for DCSs and aspirant DCSs which constitute the wider NCSL remit.

There are currently five main elements to the provision:

- A leadership development programme for current DCSs
- A leadership development programme for aspirant DCSs
- A national leaders of children's services initiative
- An Executive Leadership Programme
- A Succession Planning initiative

The programme for DCSs will develop their capacity to lead and to manage the complexity and accountability of the role. It will be underpinned by a personal needs assessment and will be differentiated to address a range of aspects of the role of the DCS, length of time in post and previous experiences. It will provide the DCS with options for either high quality coaching and mentoring depending on need and access to peer support through action learning sets. The programme will be built on the National Professional Framework for Leading and Managing Children's Services in England and also draw upon recent research findings.

The diagram below provides an overview of the main elements of the programme.



Programme aims:

To improve outcomes for children, young people and families by:

- Further developing the leadership skills, knowledge and capabilities of DCSs and their teams, based on their own learning and development needs;
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- Helping to make the role of DCS more attractive and encourage more people to aspire to it, developing career pathways and support for those who may want to step up to the role;
- Helping to enhance the professional status of the role of DCS by promoting an expectation of continued high-quality leadership development and support.

Design Principles:

1. Co-designed in a genuine partnership between NCSL, ADCS and CWDC.
2. Personalised high quality provision, with a range of leadership development opportunities determined by needs analysis and reflective practice.
3. Case based problem solving approach dealing with real life scenarios and decision making.
4. Focused on 'learning on the job'.
5. Designed to develop the leadership of the DCS and their team within the context of integrated working and locality partnerships.
6. Access to high quality coaching and mentoring opportunities to learn from credible peers through the support and facilitation of action learning sets, and peer to peer review.
7. Future focused, and able to adapt to the changing needs of DCSs and aspirant DCSs.
8. Built on the National professional Development Framework for Leading and Managing Children's Services in England.
9. Leadership support provided by outstanding individuals from diverse backgrounds.
10. A focus on the role of the local authority and its Children's Trust Partners in corporate and community leadership.
11. It will address all of the 5 ECM outcomes including a focus on safeguarding and integrated working.
12. Designed to empower participants to take responsibility for their own learning.
13. The programme will draw on the direct experiences of children, young people and families.

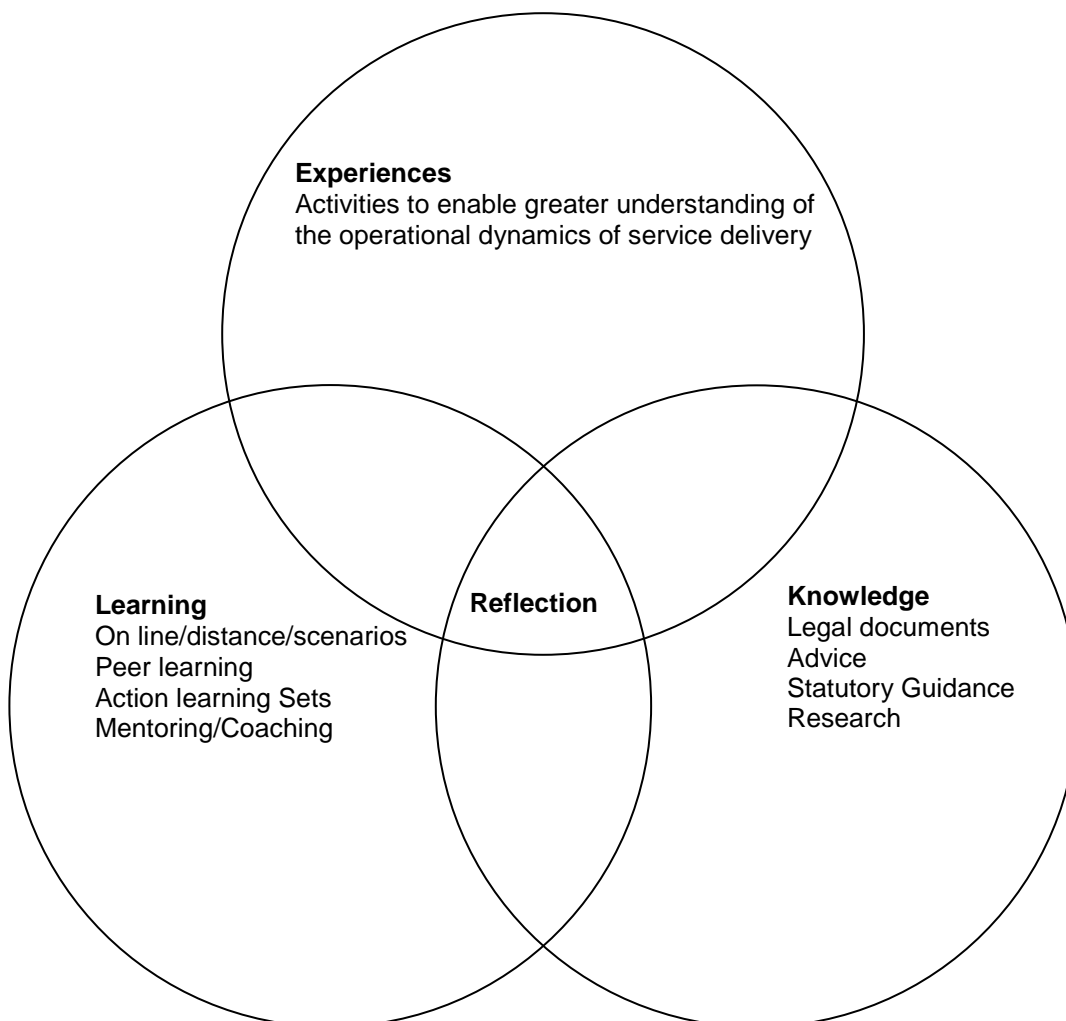
Content modules

The design principles agreed by the Guiding Coalition emphasise that the DCS Leadership Programme is about 'learning on the job', 'reflective practice' and a 'case based problem solving approach dealing with real life scenarios and decision making'.

For this reason, the content of the course is not a curriculum in the conventional sense but more a series of options or pathways that can offer DCSs the essential experience they need to compensate for any gaps in their knowledge or understanding.

The individual route that any particular DCS takes through the programme will be decided in partnership with their coach or mentor following a structured needs analysis.

The knowledge, experiences and learning that DCSs require to complete the programme are described as a series of 'modules' constructed according to a standard template that is represented in a diagrammatic form below:





The principles underlying the construction of the modules are that they should:

- be concise, direct, authoritative and challenging,
- include opportunities for direct work place experiences
- be maintained and accessed on line in order to ensure that they can be regularly up-dated to take account of new research, fresh guidance, and state of the art thinking,
- use a variety of different media, including video, podcasts, on line conferencing, and interactive web pages,
- include case study material on emerging best practice and innovative solutions,
- include a steer towards further information as required, held in the form of an on-line library,
- support the development of network learning communities,
- include opportunities for guided reflection that might support DCSs who wish to pursue the opportunity for optional accreditation,
- help DCSs sharpen awareness of their own developmental needs,
- be linked to the National Professional Development Framework for Leading and Managing Children's Services, and, eventually, to a set of newly developed national standards

There are three modules within which there will be a number of thematic units each of which will aim to provide the programme participants with a range of experiences which should address their development needs following their initial self assessment and needs analysis.

Module A: Improving outcomes for children and young people

Units:

- A1 – Children's Health
- A2 - Safeguarding
- A3 - School standards and pupil achievement
- A4 – Integrated service delivery
- A5 – Narrowing the Gap

Module B: Organisational awareness

Units:

- B1 - Children's Trust arrangements and partnership working
- B2 – Securing service provision
- B3 – Accountability
- B4 - Community leadership

Module C: Leadership development

Units:

- C1 - Leadership
- C2 - Delivery
- C3 - Leading and managing change



Other opportunities to be involved in the wider DCS Leadership provision

The DCS programme

Many serving DCSs have already been involved in the early phases of the design of the programme. NCSL and our partners will continue to involve DCSs in this work.

Within the delivery of the DCS Leadership programme there will be opportunities for serving DCSs to:

- become coaches and mentors to programme participants
- offer a range of opportunities to participants as part of a personalised programme, including brokering experiences at a range of service providers

Details of the opportunities and how DCSs can apply for them will be communicated over the next few months.

System Leadership of Children's Services

The National College is also working to develop system leadership roles. This will provide opportunities for experienced and successful Directors and in some cases their departmental colleagues to support newly appointed DCSs, to be a coach or mentor on the new provision, and to provide 'placement experiences' according to need to individuals taking part in the programme.

In the first instance, the College will be looking to identify up to twenty Directors to act as an initial cadre of system leaders. Over the summer of 2009, the College will work with its partners, especially ADCS, to identify this initial group who will be asked to take on one or more of the following roles:

- mentor and support newly appointed Directors of Children's Services as they start in their roles
- engage in the DCS provision as a facilitator or coach
- support the development of structured 'placement experiences' as part of the DCS provision so good practice across the system can be used to support the leadership development needs of participants.
- advise the College on how a system leadership programme should be developed to provide support to whole Departments and/or to particular sections of Departments that are facing additional challenges and pressures

Executive Leadership Programme

For the most experienced DCSs we are proposing an Executive Leadership programme similar to the NCSL school leader 'Fellowship' programme, which would provide access to a senior executive leadership development programme (e.g. Kings Fund, National School of Government, Ashridge) and would also provide direct access to the foremost leadership thinkers internationally. In particular this element of the programme would aim to expose DCSs to leadership in different



contexts including the broader public sector and the private sector. There is also an expectation that these senior and more experienced leaders would contribute to the provision as coaches and/or mentors.

DCS Programme design and delivery

The programme began development in January 2009 and development will continue through to the launch of the first cohort in autumn 2009. Beyond the autumn, the programme will continually develop in a collaborative way with DCSs, key stakeholders and partners using a co-construction approach.

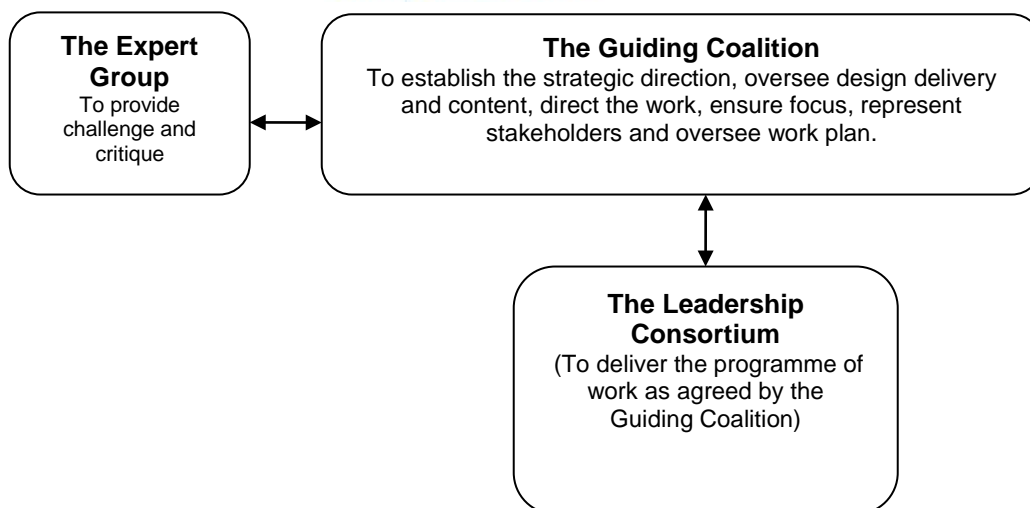
A *Guiding Coalition* has been established as the means by which the core partners identified in the letter from Beverley Hughes and other key stakeholders, such as C4EO and the DCSF, can work together to develop and approve the programme. Servicing this group is the *Leadership Consortium*, an integrated design development and initial delivery team.

The College is consulting widely with DCSs and other stakeholders on the design and content of the programme. In order to provide a more formal challenge to the Guiding Coalition, an *Expert Group* has also been convened with responsibility for scrutinising proposals and offering advice to the Guiding Coalition and the Leadership Consortium.

The National College has a governing council, appointed by the DCSF that works in partnership with the College's Chief Executive and leadership team to provide strategic direction and vision. Governing council members are drawn from a wide cross-section of the education community, including serving heads, public sector organisations and private business concerned with leadership development. The council also has strong international representation, underlining the government's aim for the College to reflect the best practice worldwide.

In response to the challenge of working in partnership, the College has established governance arrangements for the *DCS and Aspirant DCS Leadership Programme* that differ in some important respects from the way in which it would normally work.

The relationship between these groups is represented in diagrammatic form below:



The focus in 2009/10 will be on provision for current DCSs. During 09/10 we propose that we sponsor four ADCS/Virtual Staff College Leadership Academy seminars for 2nd and 3rd tier officers. The outcomes of these Leadership Academy seminars will inform and contribute to the design and content of the Aspirant DCS Leadership Development programme which will begin in 2010/11.

Participant Numbers

	2009/10	2010/11	2011/12	2012/13	2013/14
DCS Leadership programme	24	50	70	30	30
Aspirant DCS Leadership Programme		40	40	40	40
Leadership Academy seminars	4 in order to design and build provision				

Note: It is anticipated that all serving DCSs will be offered the opportunity to commence the DCS Leadership Programme within 2 ½ years of the start date.

The Guiding Coalition

Membership

Chair: Steve Munby. NCSL
 Membership: Core partners. NCSL, ADCS, and CWDC
 Principal Strategic Partner. DCSF
 Strategic Partner. C4EO

Coalition members Organisation / role



Steve Munby (Chair)	NCSL. Chief Executive
Maggie Farrar	NCSL. Strategic Director
Christine Davies	C4E0. Chief Executive
Deirdre Quill	CWDC. Director of Workforce Reforms and the Regions
Eleni Ioannides	ADCS. Vice Chair Workforce Development Policy Committee
Howard Cooper	ADCS. Chair of the Workforce Development Policy Committee
Jane Haywood	CWDC. Chief Executive
Peter Lauener	DCSF. Director of Transformation

Attending

Aidan Melling	NCSL. Programme Director – DCS Leadership
Anton Florek	Virtual Staff College. DCS Programme – Principal Advisor
Patrick Scott	NCSL. DCS Programme - Strategic Advisor

The Leadership Consortium

Membership

- NCSL
- VSC (on behalf of ADCS)
- CWDC

The Expert Group

Membership

Members

Steve Munby (Chair)
 Dame Jo Williams
 Patrick Leeson
 Mark Rogers
 Russell Hobby
 Bob Clark
 Geoff Alltimes

Organisation / role

NCSL. Chief Executive
 Former DSS and former Chief Executive of Mencap
 DCS in Kingston-upon-Thames
 DCS and Acting Chief Executive of Solihull Council
 Hay Group
 Interim DCS of Leicester City Council
 Chief Exec, Hammersmith and Fulham and former
 DSS

Attending

Maggie Farrar	NCSL. Strategic Director
Aidan Melling	NCSL. Programme Director – DCS Leadership
Anton Florek	VSC. DCS Programme – Principal Advisor
Patrick Scott	NCSL. DCS Programme - Strategic Advisor