

**Report to ADCS Council of Reference
June 9 2009**

A – VSC England

1 - Appendix A to this report provides a summary of the key VSC activity since the last meeting of Council. In the main these have been led by the Director of CPD, Chris Berry as I have been occupied significantly with the NCSL/ADCS/CWDC DCS Leadership Programme. I believe this report continues to demonstrate our 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

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.

2 - National leadership programme for current and aspiring DCSs

Since the last meeting of Council there has been significant progress on the extended remit of the NCSL.

The design and initial delivery of the programme has been tasked to the Leadership Consortium which is a "doing" group made up from executive officers 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.

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.

As this is very much a work in progress I will update Council members further at the meeting on June 9th.

Due to the rapid pace of development I have had to commit a significant amount of time to this work and we have now agreed that I will commit the equivalent of four days per week to the Leadership Consortium throughout 2009. Clearly this will have obvious capacity implications for the VSC and, to address this, we are currently recruiting for a Director of Operations to oversee the daily running of the VSC and act as my deputy when required.

3 - Individual council support

We are currently finalising arrangements with the DCSs for Reading, Bury, Herefordshire and Telford and Wrekin Councils regarding the provision of CPD support to their respective management teams and wider service managers and are currently awaiting a response from Oxfordshire and Derbyshire Councils following initial scoping discussions.

B - VSC Scotland

I have maintained my support to the development of the VSC in Scotland by regularly contributing to the ongoing design and delivery of the three national CPD modules. However, this involvement is now being reviewed in the light of my new commitments to the DCS Leadership Programme and I now plan to concentrate my time in Scotland on developing programmes for senior leadership and management only.

As previously reported the Scottish Government has agreed to fund, in full, a Leadership Development programme for aspiring Directors. Subject to final arrangements 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).

A National Implementation Partnership has been established to support the key partners involved in the implementation of Curriculum for Excellence over the next 12 months. The Partnership is being led by the Association of Directors of Education in Scotland (ADES) and supported and facilitated by VSCS. 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 during 2009.

I have now completed the commissions for “in-house” management development initiatives in Dumfries and Galloway, Aberdeenshire and East Dunbartonshire Councils and am due to contribute to a new programme for senior managers working for The City of Edinburgh Council later in June and its immediate Council neighbours.

C - VSC Wales

VSC Cymru is making considerable progress in providing strategic direction to VSC development in Wales and in aligning its work more closely with the Association of Directors of Education in Wales (ADEW).

‘Succession Planning, Induction and Capacity’ a position paper has the potential to bring about a step change in CPD for local authority staff in the near future and in VSC’s role in providing that training. The paper has been:

- Shared with David Hawker, Director General of the Department of Education and Lifelong Learning in Wales
- Warmly endorsed by ADEW at its recent residential meeting. The document will underpin the first ADEW Strategic Plan that is being drawn up for presentation to David Hawker in June 2009.
- Discussed with WLGA and the Partnership Unit in brief.

The VSC Cymru proposal takes account of the stringent financial situation faced by all and demonstrates innovative methods of implementing the final strands of the National Strategy for CPD. The project aims to provide high quality support to address LA capacity and succession

planning, through training for Aspiring Senior Officers (ASO) and other stakeholders and to develop an induction programme for Wales, capable of adaptation for various stakeholders.

The 2008-9 MDP courses were completed in May 2009 with very positive evaluations. The core programme for mentoring support for newly appointed Directors and Heads of Service continues to be implemented.

D - International links

As a result of our continuing commitment to the International Congress for School Effectiveness and Improvement (ICSEI) 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.

Through our ICSEI links and our promotion of children's services developments we are now able to offer the possibility of international exchanges to the Netherlands and Sweden to learn about their provision for CYP and families.

The next meeting of ICSEI is due to take place in January 2010 and as the co-convenor of its Network for Policy makers, Practitioners, and Politicians (3P) I am currently working on the programme for our symposium and three breakfast meetings. These will aim to consider the leadership and management challenges presented by the integrated delivery of services for children, young people and families.

Anton Florek
Chief Executive
Virtual Staff College
June 2009

Appendix A

VSC Activity Report June 2009

1. Introduction

1.1 This report gives an update of the work carried out and planned since the last meeting of ADCS Council of Reference.

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. VSC are working on the Leadership Enhancement Programme for Heads of IYSS in the North East, North West and the Yorkshire and Humber. The Action Learning Sets have one more day to run, and will complete in September 2009.

2.2 XUE is the partner organisation that is providing the 360 feedback tool. They have requested a meeting with the Director of CPD which will take place in the summer.

3. New developments Post Laming

3.1 The VSC continues to work with the North West Children and Young People's Improvement forum. We have been exploring how we could assist with the implementation post Laming. There is the possibility of developing nationally a supply pool of IROs, independent panel chairs, independent authors etc. These people would be recruited, trained and quality assured. A report is to be considered by the board at their next meeting.

3.2 Two new programmes have been developed one for CAF and the other improving arrangements at the front door. We have offered this to Children's Trusts as a closed programme as well as two open programmes, one in the North and one in the South.

4. North West RIEP programme

4.1 The North West RIEP programme commenced in May 2009 and is due to complete in October 2009. It includes:

- One x 5 day Management Development Programme
- One x 5 day Joint Commissioning programme
- One x 3 day Action Learning Set – Narrowing the Gap
- One x 3 day Action Learning Set – Early years and childcare
- One x 3 day Action Learning Set - 14 -19 leads
- One x 3 day Action Learning Set – Commissioning
- One networking meeting for Lead Members (North West Employers will deliver this)
- One regional safeguarding event
- Headteachers and Officers every child matters residential
- One stable employment opportunities for LAC event
- Consultancy for Stable employment opportunities
- Ten x one day thematic events based on Outcomes Based Accountability

5. Management Development Programme

5.1 We have completed day 3 of an MDP with Stockport Services to Young People Management Team, they have requested that we have a pause in the programme and resume it later in the year. We have also completed day 4 for the NW Collaboration for Children.

6. Commissioning programme

6.1 The second joint commissioning programme in the North West has now been completed.

6.2 We have been commissioned by Lancashire Children's Trust to implement a bespoke training programme for their staff. This will start in September 2009.

7. You're Welcome Pilot

7.1 The four day support programme for Government Office North East was completed in May 2009 with very positive evaluations.

7.2 The Director of CPD is due to meet with the Department of Health National Lead Officer in the summer in order to look at how we can progress this work.

8. Senior Management Team Training

8.1 We have provided a proposal to two Children's Trusts regarding leadership training for their senior management teams. The first one is to start in July with the second awaiting confirmation.

8.2 We are to carry out a team building session for a new team established within the North West Strategic Health Authority.

9. Other Work

9.1 The Director of CPD has been asked, once again, to chair the ASPECT national conference in July in Leeds. Keynote speakers include Ed Balls, Secretary of State and Al Aynsley Green, the Children's Commissioner.

9.2 The VSC through the Director of CPD co-facilitated a workshop, with a colleague from CWDC, at the Children and Young People's Conference at Earls Court in May. The focus of the workshop was the proposed developments in middle management training following the publication of the Hay Report together with an overview of what the VSC is providing for these colleagues in Children's Services.

Appendix B

DCS Leadership provision – Update June 2009

The development of the DCS provision has been developing at pace since the NCSL was given the remit to develop a 'leadership development programme for DCSs and those close to stepping up to the role' in December 2008.

Application round

The application round for cohort one of the DCS Leadership Programme opened on 8 April and closed on 22 May. Application packs were sent out to all current serving DCSs in England on 6 April. These included a letter from Steve Munby, an outline of key dates, details of how to apply and an information pack about the programme itself. Considerable interest has been shown in the programme with some 70 DCSs having registered. NCSL is confident it will achieve its aim of a first cohort with both the capability and capacity to co construct the programme with the college and its partners, CWDC and ADCS. The registration period ends on 22 May. A web conference for DCSs took place on 14 May which provided an opportunity for DCSs to hear more about the programme and put questions to the Leadership Consortium.

McKinsey & Co. Research

The McKinsey & Co. research, 'Succession planning and leadership development for current and aspirant Directors of Children's Services', is now complete and was published on the NCSL website on 27 April. The project was jointly commissioned by NCSL and CWDC. In total, 80 DCSs have contributed to this work allowing for overlaps between workshops, interviews and the survey. This research will be used to inform the strategy and the design and development of the DCS provision.

DCS Leadership Programme Design Framework

The high level programme design was developed during April. This was constructed in collaboration with a wide range of key stakeholders including DCSs, NCSL, CWDC, ADCS, DCSF, C4EO. The McKinsey & Co. research also made a significant contribution to the development of the Design Framework. This framework provides a blueprint for more detailed design of each element of the Programme. I will provide further details of the Framework at the Council meeting on June 9th.

Aspirant DCS Programme

Work has now commenced on the design framework for the Aspirant DCS Leadership Programme which is due to commence in April 2010. As previously reported to Council, the NCSL has agreed to sponsor four VSC Leadership Academies during 2009 in order to provide CPD opportunities to Aspirant DCSs whilst the national programme is being finalised. The first of these is due to take place in Manchester on July 13/14th with the theme of Developing Children's Trusts.

Wider DCS Provision

Preliminary work on the wider provision for DCSs has begun. As work develops on the aspirant programme, the executive leadership programme, the succession planning programme and the accelerated leadership development programme, further information will be made available on the NCSL web site and through future updates to all stakeholder groups.

Stakeholder consultation

A key stakeholder event took place on the 30 April. This event aimed to:

- Ensure that the key stakeholders are fully aware of the plans for the DCS provision;
- Reflect upon the implications of the programme for our key stakeholders;
- Identify how our key stakeholders can influence the design of the new provision.

The event was well received and gave a broad endorsement of the work to date. It also provided a valuable critique of the initial programme content and design. A commitment to further such stakeholder events was made by NCSL.

A second stakeholder event took place on 21 May at which a wide range of new stakeholders arising from NCSL's new remit participated.

Through ADCS, two consultative seminars for DCSs took place at the CYPNOW annual conference on May 19/20th. The outcome of the discussions from these two seminars has been recorded and will inform the final design of the DCS Leadership Programme. To date over 100 DCSs have been involved in commenting on, or contributing to, the design of the DCS Leadership Programme.

Appointment of a Strategic Partner

NCSL and its partners issued an invitation to tender on 29 April, seeking to appoint a Strategic Partner to support, design and deliver the first phase of the Director's of Children's Services Leadership Programme (DCS Programme) from June 2009 until December 2010. In particular the Strategic Partner will focus on the programme design and delivery for the first cohort of which the programme is due to commence in November 2009. The Guiding Coalition that oversees the development of the extended remit wants the DCS Leadership Programme to bear the hallmark of NCSL provision and for the College to continue to adopt the inclusive, partnership approach that has been so strongly welcomed by the DCS community. The successful Strategic Partner lead person will therefore be seconded into the Leadership Consortium for the duration of the contract.

Following a selection process over two days Deloitte in partnership with the Oxford Said Business School has been appointed as the strategic partner for the DCS Leadership Programme. NCSL were very impressed by both the quality of their bid, their performance at interview and by their strong understanding of what we wanted from the role of a strategic partner.