

The Early Years Collaborative

1 SUMMARY

- 1.1 This report provides an update on the progress of the Early Years Collaborative and outlines a number of recommendations for the CPP Management Committee to consider.

2 RECOMMENDATION

- 2.1 The CPP Management Committee is asked to consider and agree the proposed key leadership actions which are shown in the right hand column of Appendix 1 which will help ensure leadership support to achieve the strategic aims. These actions will form the basis of future WS4 Leadership Group agenda items. A calendar of events will be prepared in advance for leaders to visit establishments taking forward the tests of change.
- 2.2 The CPP Management Committee is asked to agree the proposed Action Plan to undertake a programme of Leadership Walk Rounds which will commence in February 2014 with a range of walk round visits confirmed and completed from February 2014 onwards.

3 BACKGROUND

- 3.1 The Early Years Collaborative (EYC) was launched by the Scottish Government in October 2012 with the support of NHS Scotland, COSLA and Police Scotland. It is a multi-agency, local quality improvement programme delivered on a national scale focusing on the national outcome "our children have the best start in life and are ready to succeed."
- 3.2 The EYC's ambition is to make Scotland the best place in the world to grow up by working with communities to improve outcomes and reduce inequalities.
- 3.3 The EYC currently has 4 work-streams: conception to one year WS1, 1 year to 30 months WS2, 30 months to the start of primary school WS3 and a leadership work-stream WS4. WS5 has now been confirmed to incorporate children aged 5-8 years.
- 3.4 The objective is to deliver tangible improvements in outcomes and reduce inequalities for Scotland's vulnerable children, shift the balance of public

services towards early intervention and prevention by 2016 and sustain the change to 2018 and beyond.

3.5 **Model of Improvement**

Improvement Modelling is the approach used by the EYC to monitor the improvement process.

3.6 Driver Diagrams are used to clearly show aims, primary and secondary drivers and actions to be taken for each work stream. To achieve outcomes, new and existing processes are studied to establish areas of improvement. Tests of change (TOC) are set up and improvements are monitored through analysis of data. The overall aim is to start small, test the interventions and once the process has improved sufficiently scale up to other related service areas. The cycle is based on PDSA i.e. Plan...Do...Study...Act.

3.7 The Early Years Collaborative appointed a Programme Manager on 2nd December 2013 – Liz Strang. The Programme Manager will provide support and co-ordination to Argyll and Bute Early Year's Collaborative (EYC) in the implementation of the module of improvement methodology and be the main link with the national EYC for the next 18 months.

3.8 The Programme Manager is supported by a data manager providing reports on the number of tests of change and tests which progress into changes of practice. Data gathered will be presented to the EYC Leadership Group to monitor and measure progress and impact of the EYC.

3.9 As recommended by the Collaborative, we have established two teams: An Away Team with representatives from Health, Social Work, Education and Third and Independent Sectors who have been tasked with attending the national learning sessions and bringing the knowledge and skills back to lead change within their sector.

3.10 The Home Team consists of members of the Argyll and Bute EYC who will be active when improvement methodology is being tested within their geographical area and responsible for the implementation of small tests of change.

The teams were brought together at a very successful conference held in November 2013. The conference was led by the Leadership workstream.

3.11 The aim of the Leadership Work stream Work Stream 4 is to provide the visible senior leader commitment and systems to support quality improvement across the Early Years Collaborative.

3.12 A local driver diagram for the Leadership Work stream is attached to this report in Appendix 1 which details the criteria to achieve the key changes and to identify and focus improvement efforts of the work stream and sets out the key drivers and proposed actions for the EYC Leadership Group to achieve their aims and objectives

3.13 Leadership Walk Rounds

Attached to this report Appendix 2 outlines the proposals for ensuring the EYC is a strategic priority by building commitment amongst wider CPP partners and encouraging them to focus on improving the elements of their services which improve outcomes, having an overview of progress and supporting delivery including unblocking challenges, overcoming difficulties and celebrating success.

4 DETAIL

- 4.1 The purpose of Leadership Walk Rounds is primarily to champion the aims of the Collaborative by undertaking visits to centres currently testing small measurable changes which if successful in improving outcomes on a small scale can be rolled out more widely to achieve a broader impact. Across the CPP there are locally determined actions taking place under each work stream, enhanced local engagement with the CPP will support the effective practice emerging to be further developed through leadership support.

5 CONCLUSION

- 5.1 The proposed key actions and priorities will ensure critical links and ongoing communication which will help raise the profile of the Argyll and Bute EYC and sustain both awareness and partnership involvement by promoting, encouraging and celebrating success and ensure the links are made with relevant groups/governance structures which enable issues to be resolved.

For further information please contact:

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Appendices

Appendix 1 Leadership Driver Diagram

Appendix 2 – Leadership Walkrounds

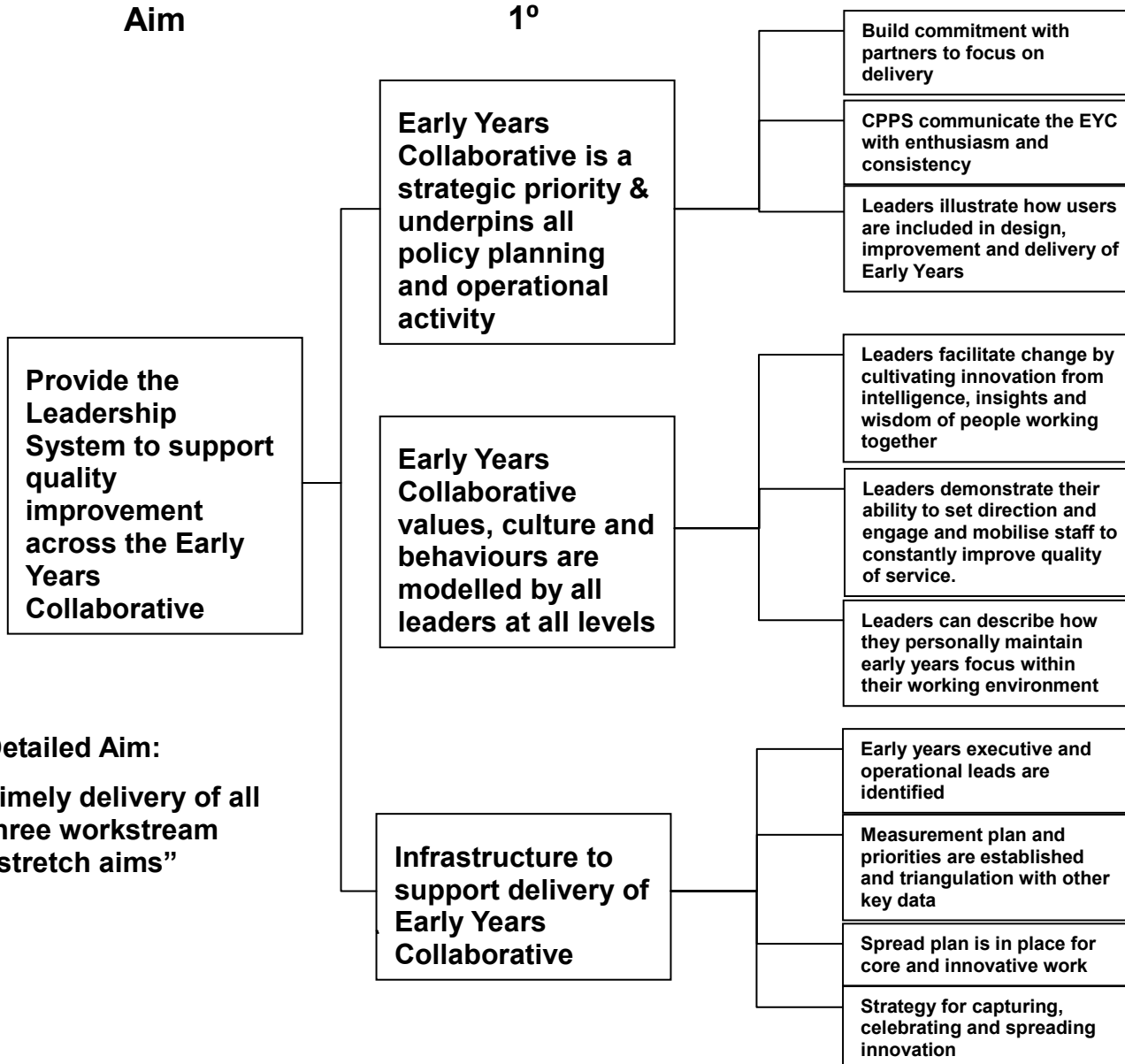
Theory of what drives leadership support

2°

Argyll and Bute Actions

Aim

1°



Detailed Aim:
Timely delivery of all three workstream "stretch aims"

1. Agree EYC priorities and approach to service development.
2. Agree approach to building on community assets – MAKI research pilot.
3. Ensure "early years & improvement" is on agendas of senior management/ partnership meeting.
4. Good operational decision making.
5. Engage practitioners directly involved in children & family services (incl. testing).
6. 'Sense check' proposed improvements against Early Years Framework & ICSP.
7. Agree leadership qualities & how to demonstrate these.
8. Agree approach to workforce skills & development (enabling competent & confident staff who demonstrate culture of EY values and improvement).
9. Ensure adequate and appropriate resources.
10. Agree approach which ensures practitioners know what is expected and understand performance locally.
11. Take part in walk-rounds and ensure feedback.
12. Monitor progress and remove barriers (e.g. assist in decision making/ escalating).
13. Develop and maintain measurement system.

Early Years Collaborative – Leader Walk Round

Argyll and Bute Community Planning Partnership is committed to achieving the early years stretch aims by supporting services to work collaboratively to secure quality improvement.

The focus of the *Leader Walk Round* is generating discussion with frontline staff about how they can support work to improve outcomes through quality improvement; ways in which they can enhance preventative and early interventions; hearing about how the systems and processes established are capable and aligned to the ambitions of the Getting it Right for Every Child, the Early Years Framework and the stretch aims within the Early Years Collaborative.

Walk rounds will initially focus on those areas implementing tests of change within EYC.

Aim of the walk round

The aim of the walk round is to allow staff and leaders within Argyll and Bute's Community Planning Partnership the opportunity to discuss issues, describe areas of good practice, identify opportunities and address barriers to development. The goal being to encourage, motivate staff and support culture change. To try and encourage open communication it makes sense to limit the number of people attending and to have no more than two leaders at any one visit.

Through walk rounds, leaders can learn about and disseminate good practice as well as raise the profile of the EYC.

There is potential to share the learning from this Walk Round experience with colleagues.

Last month the fourth national two day session of the EYC took place in Glasgow, attended by some 800 delegates from across Scotland including 23 delegates from Argyll and Bute which reviewed and shared progress to enable the community planning partnership to consider how the identified key changes can be taken forward across each of the work streams. The next learning sessions are scheduled to take place in June 2014.

In advance of the walk round

To kickstart this important leadership initiative, support will be offered initially from the EYC Practice Development Team link to develop a 'walk round plan' detailing:

- Who from the Community Planning Chief Officer Group and Senior Management teams will be involved in the walk rounds;
- Gathering a list of potential sites/ services to visit;
- Agreeing how often visits should occur and which leaders will attend;
- Scheduling visits and advising relevant staff;

- Sharing the 'walk round' visit format (detailed below);
- Test the format in practice and adapting for future walk rounds where appropriate;
- Capturing both qualitative data (how many visits undertaken/ no of actions identified as a result of the visit/ no of these actions actioned) and quantitative data (e.g. how useful did staff/ exec managers find it etc.....);
- Working with the leadership team to establish a sustainable model from within the CPP to maintain the momentum of this important leadership intervention.

The manager in the area/ service who will be visited will receive a letter advising them of the date, purpose and the names of the leaders involved in the walk round approximately two weeks in advance of the visit. Once set it is important that the walk round visits are given clear leadership priority and experience from other work on executive walk rounds would suggest that they are not changed or cancelled. In the event a change is unavoidable it is the responsibility of the named executive undertaking the walk round to find another colleague to step in rather than reschedule.

The managers of the establishments to be visited will be advised of the date in advance and will discuss with centre staff the purpose of the visit is to provide an opportunity for local leaders to find out more information about the work which is being undertaken and to enable discussions on how centre staff can be supported to achieve a lasting and sustainable difference to the children and families they are working with.

The Community Planning leaders will be briefed by the centre managers on their service and how their work links to the wider work underway within the associated workstream as well as any tests of change underway within the area being visited.

Briefing materials available to leaders will include workstream driver diagram, examples of tests of change and materials on the Model for Improvement.

The day of the walk round

On the day, the executive leaders will meet with team/ service leader. The walk round will be a literal walk round during normal service delivery, with the leaders talking with staff and service users.

Each visit follows the structure below and usually takes a maximum of one hour;

- Introductions;
- A brief background on the nature of the service from an identified member of staff;
- Identify the main focus of their current or planned improvement work;
- Time to move through the service, with introductions to staff and where appropriate, service users who are on site;
- Time to have a discussion with staff based on the questions outlined below;

- Discuss any actions (it is advisable that no more than 3 actions are taken to keep progress manageable) which have to be taken forward as a result of the walk round and record these;
- Thanks

The suggested questions below are used as a framework for the discussion with staff. These can be circulated in advance to enable staff to make best use of the time and reviewed and developed over time as the team becomes more experienced with the process. To re-emphasise they are a guide not a script as such, some staff will need prompting – others will have been saving questions for their leadership visit!

1. Describe a child/ families typical pathway into and through your service;
2. Describe what systems/ processes have you developed to improve service delivery;
3. Can you describe how this has improved the outcomes for children if are at that stage yet?
4. Do you have data that demonstrates improvement activity and/ or improved outcomes? How are you collecting data from your tests of change?
5. Where do you think there could be further improvement?
6. What do you think needs to be done differently to help you make that change?
7. Can you tell me about how you identify the assets of families and carers and build on these?
8. Are there any interface/ other issues that make it difficult to deliver the most effective support?
9. Can you describe the process that ensures continuity of a child/ families journey once they have left your service?
10. What would make 'walk round's' like this more effective?
11. Are there any key messages from your work that you would like to share with colleagues more broadly working on similar issues?

After the walk round

From the walk round discussions, action plans are agreed with the team/ service leader at the end of the walk round. Executive leaders will then support services by putting their authority behind the action plan and services will have the opportunity to keep the leaders informed of progress.

Action plans will be owned by the team(s)/ service(s) involved, who will provide the executive leader with updates through the Early Years Collaborative Project Team. The designated lead for the action plan will be asked to update it on a quarterly basis. The information will be captured on the chart below.

Executive Leadership Walk Round Action Plan

Walk round date:

Service Visited:

Issue Identified	Action needed	Executive Leader responsible	Target Date	Completion date	Comments including good practice points to share