

Prevention & Reform

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Prevention**

The Need for Public Sector Reform

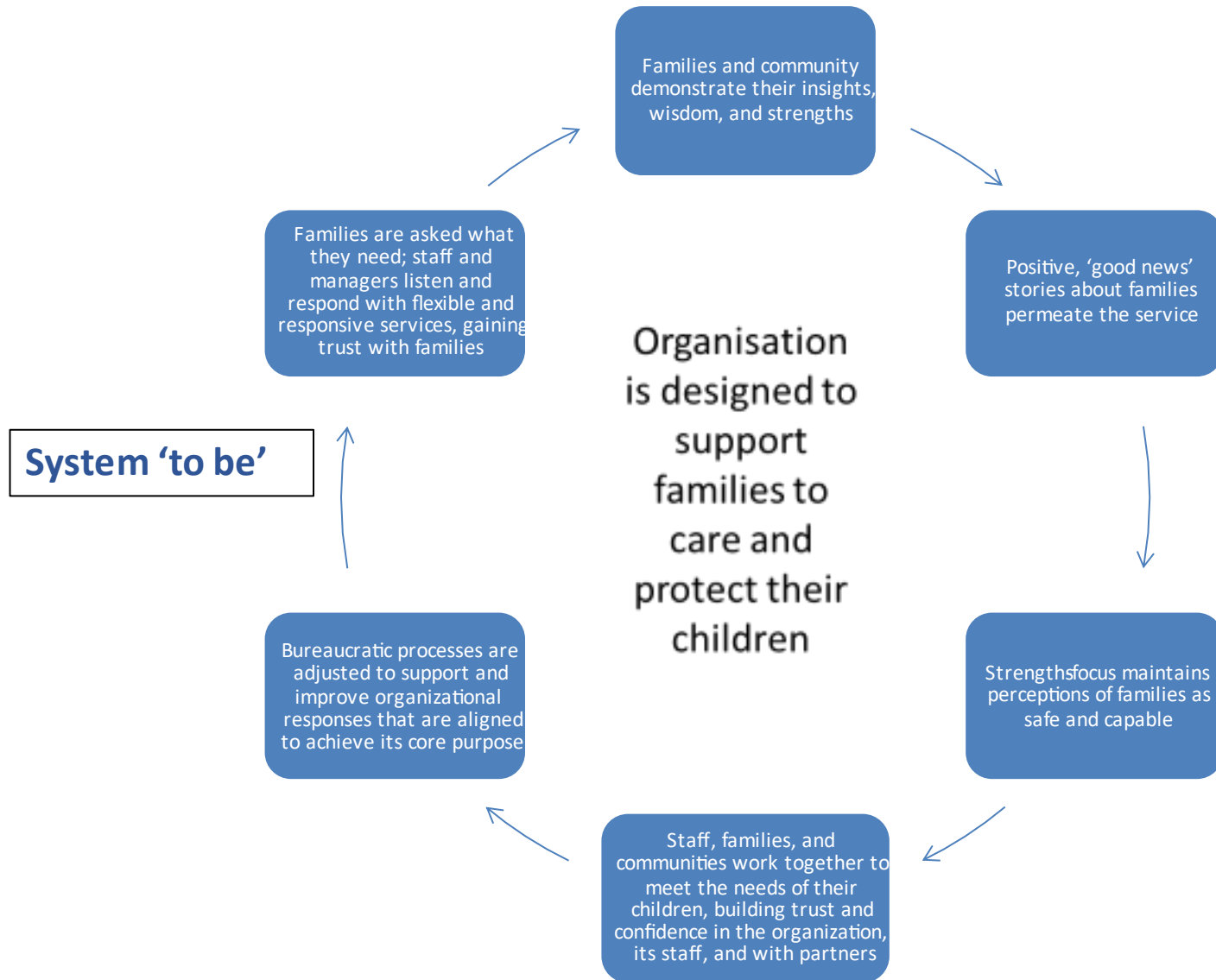
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Overarching messages and implications



- Realisation of rights
- Addressing poverty and deprivation
- Decluttering policy and legislative landscape
- Improving data and information sharing;
- Relationship between integration and outcomes
- Supporting the workforce
- Sustainability of services; timely access to non-stigmatising services and seamless transitions
- Relationship-based practice
- Effective multi-agency working
- Effective leaders; culture

Changing our approach with families

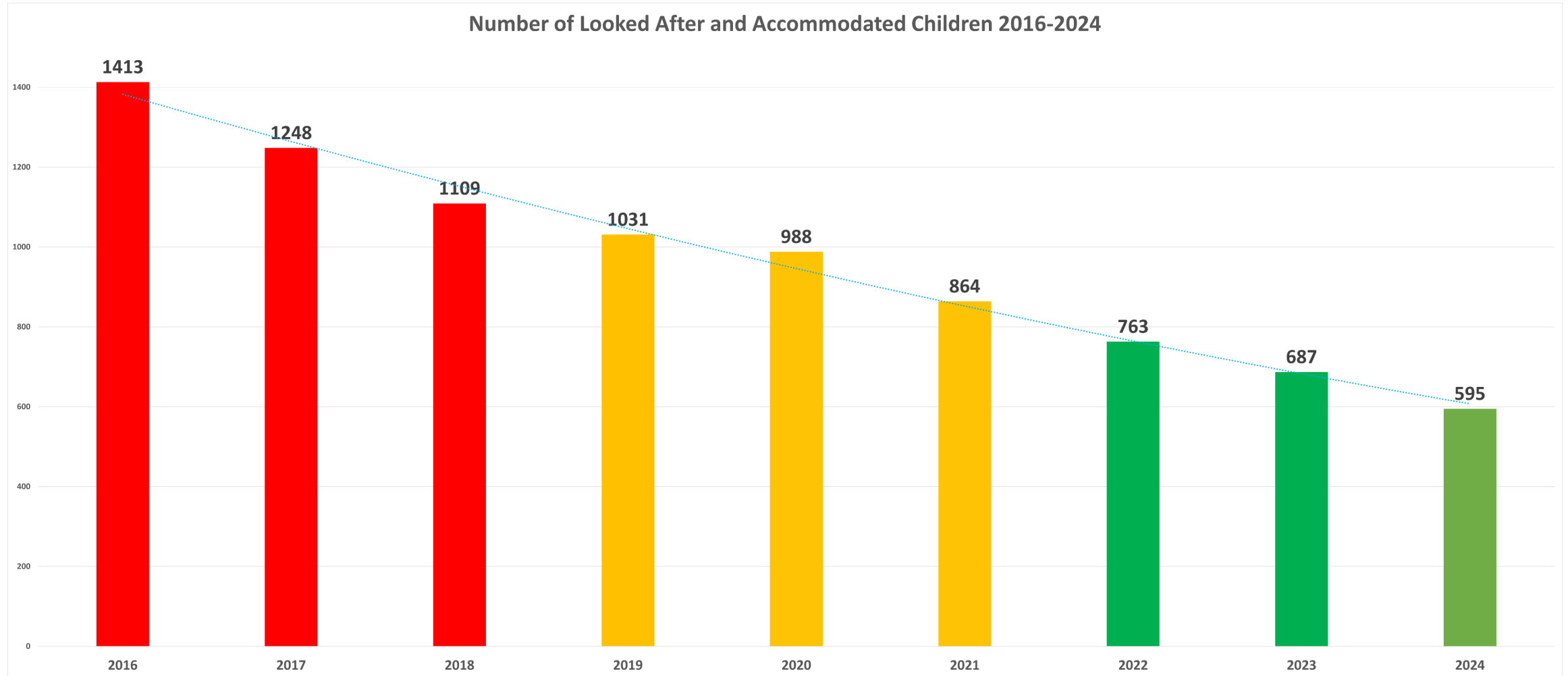


“The Transformation programme for children’s social care in Glasgow has resulted in almost fewer than 500 children in foster and residential care, a third of the total in 2016, and a 60% reduction in the numbers of children entering care. A spin off has been a remarkable 70% reduction in placement moves for children in care. These changes have been accompanied by and have facilitated a doubling of expenditure on family support. **This has been based on a recognition that services were too focused on moving from risk to removal, rather than on reducing risk while maintaining existing relationships.**”

(Bywaters et al., 2020, p.51)

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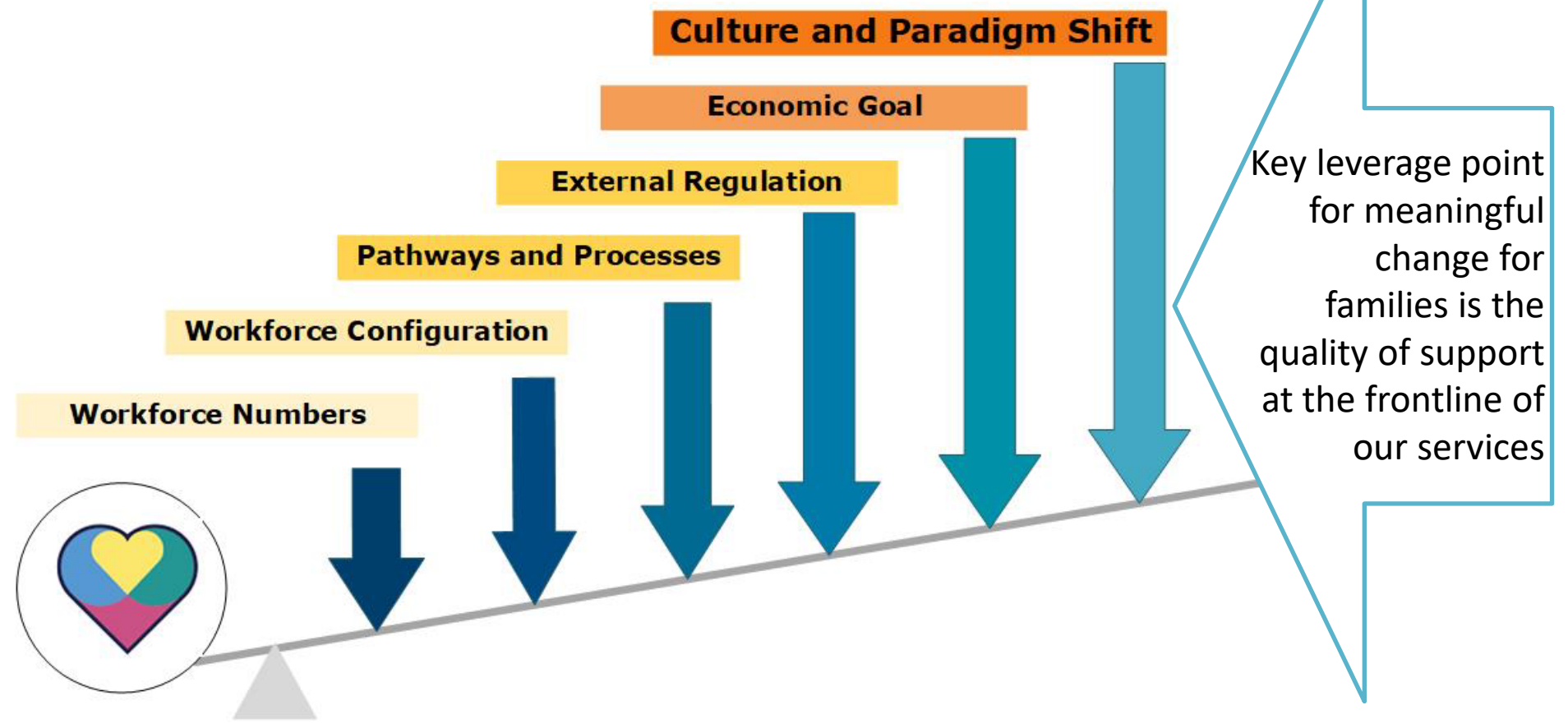
Transformation – Supporting Families in their Communities



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Working collaboratively to gain consensus on outcomes through identifying leverage points for change

Transformations require us to see the world differently – a paradigm shift – rather than assuming the future will be an extension of the past.



Finding the Leverage Point (Donella Meadows)
Places to intervene in the system

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5 components of Collective Leadership

COLLECTIVE LEADERSHIP FOR SCOTLAND


UNDERSTANDING COLLECTIVE LEADERSHIP

Practices that support SELF


Reflection



Journaling

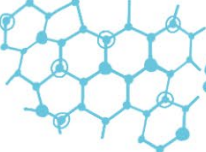


Pausing




Understanding COMPLEXITY

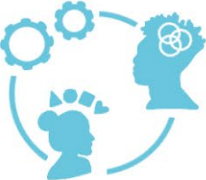
Systems



Collective Leadership




Complex issues




CURIOSITY & inquiring stance

Being open




Action inquiry




Relational

Asking good questions



Listening

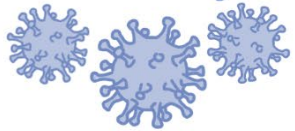
Surfacing diversity




Building relationships

Working more comfortably with EMERGENCE

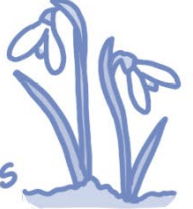
Taking action in uncertainty



Not knowing



Working with what is



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Leadership is not a Position....

- Leadership Cultures and Behaviours
- Strength based...trauma informed/enhanced & anti-poverty
- Nurturing Glasgow with Kindness.....
- What will it take and how can I help?
- ‘Holding the hand of those who hold the hand’ # **Keep the Promise**
- Attending to everyone’s Wellbeing...Reflecting together
- Implementing the ‘New world Order’....Working in the ‘Office’
- Flexibility balance with our values, ethics and commitment

Leadership is not a Position....

- A Post-Covid & Recovery response....
- Reset...Re-align & Recovery...
- Attending to the Challenges: Public Sector Finances & Acuity
- Reflecting on the Operational, Financial & Reform Challenges
- Preparation for Inspection...focused on Continuous Improvement
- Appreciative Inquiry around attendance and wellbeing...
- Still implementing ***the Promise....getting it right for every child...***
- Delivering Radical Change to 2023....

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A Shift from Talking to Listening



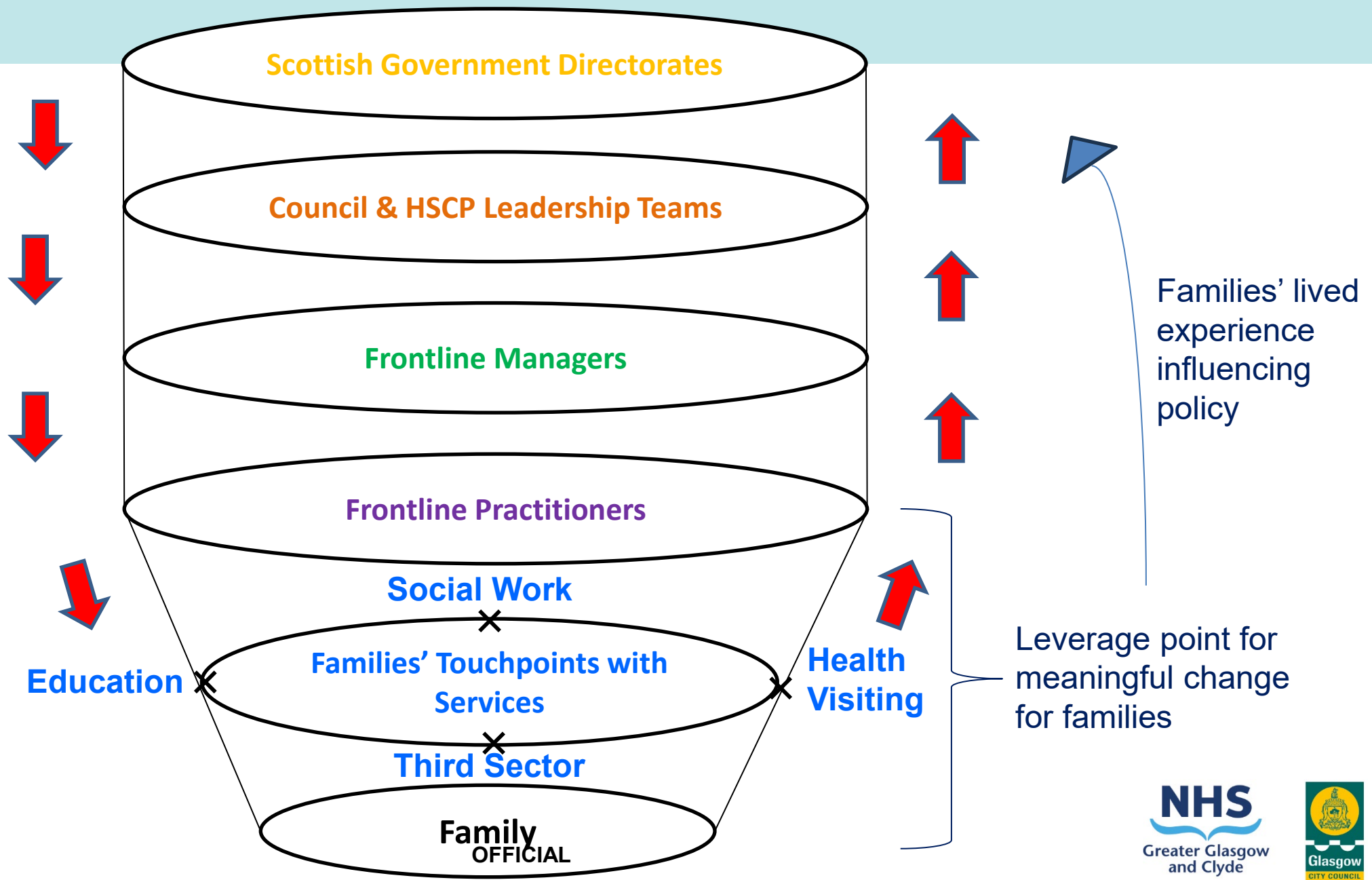
Hierarchical (it's compelling)

- Action and Quick Wins
- Technical Solutions & Approach
- Directing and quick 'fire' decisions
- Decisive/ delegated decisions
- Performance Management
- 'Carrot & Stick' Mental Model
- Activity, meetings (MST) and emails
- Action plans...no capacity
- Talking... noise!

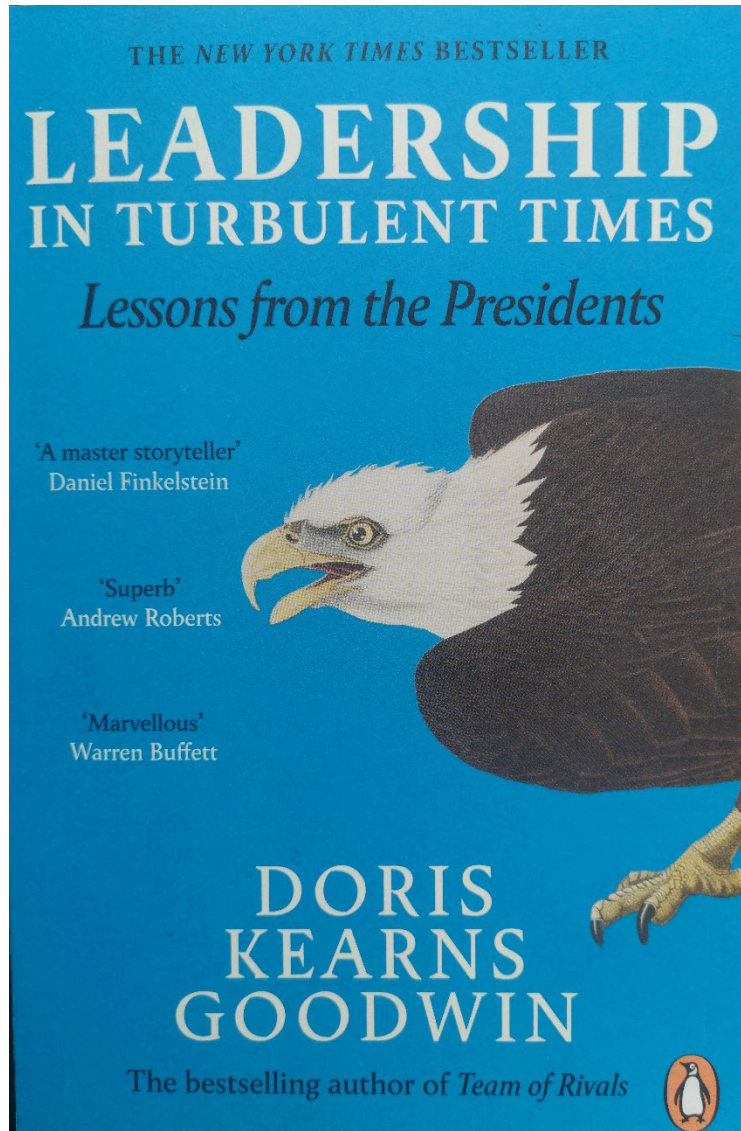
Collective (it's exhausting)

- Analysis and exploration
- Reflection and deep thinking
- Curious about the data
- Being thoughtful and precise
- Patience and courage
- Listening to dissent and our bias
- Need to build the oppose
- Leading by listening and learning
- Always together

Systems perspective on influencing outcomes for families



Leadership in Turbulent Times



- Acknowledge when failed policies demand a change
- Appreciative inquiry and curious about the data
- Find time and space to think... promote creativity
- Anticipate contrasting viewpoints
- Understand the emotional needs of each member of the team
- Refuse to let past resentments fester; transcend vendettas...
- Set a standard of mutual respect & dignity; always control anger/frustration...
- Shield your colleagues from blame
- Keep your word....and Keep your head...(!)
- Put ambition for the collective interest above self-interest
- Above all kindness....in all relationships

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Our call to action: lessons from children's national leadership research

- How might we get deliberate/intentional about defining prevention, early help... what are we noticing & attending to?
- How do we adjust our **collective lens** to get alongside families and their struggles around poverty?
- How do we develop more openness and capacity to address day to day practice with families?
- How do we capture the voice of lived experience?
- What enabling conditions do we need to attend to?
- What is the learning and what can be scaled up in Manchester?



Thank you for listening!

**Questions, feedback,
thoughts and reflections**