

Implementing *Getting it right for every child*: summary for strategic managers

Getting it right for every child is a national programme to improve outcomes for all children and young people in Scotland. It threads through all existing policy, practice, strategy and legislation affecting children, young people and families. The approach and *National Practice Model* have been designed to address any issue affecting a child and young person. The implementation in full of the Values, Principles and Core Components of *Getting it right for every child* will lead to improved outcomes for children and young people and will ensure that resources are used more effectively and efficiently.

What works for chief officers and strategic managers:

- Understanding individually, and as a group, the *Getting it right for every child* Core Components and the Values and Principles.
- Being committed and demonstrating strong leadership in order to drive forward the change through policy, strategy and performance monitoring.
- Facilitating mapping business processes to understand what needs to change.
- Understanding where the risks lie as changes take place and having a strategy for managing those risks.
- Ensuring all relevant lead agencies are represented on a chief officers' implementation group that shares accountability and responsibility as well as representing each others' interests.
- Appointing a dedicated change manager at a senior level.
- Promoting the establishment of single agency and/or inter-agency reference groups involving key stakeholders throughout implementation.
- Setting up an inter-agency implementation team.
- Selecting people with the right skills for project and programme management.
- Developing and supporting a training strategy that will also raise awareness and will meet the needs of single agencies and the inter-agency agenda for implementing *Getting it right for every child*.
- Being aware how *Getting it right for every child* implementation impacts on their service and fits with other major areas within the chief officer's responsibility.
- Working closely with other chief officers to identify how resources can be managed differently to create a more integrated approach.

Getting it right for every child requires a positive shift in culture, systems and practice across the managers and practitioners who work in frontline services for children, young people and families. The Scottish Government has produced a guide to implementation with examples of what works in practice from the experience of pathfinders and learning partners. It should be read alongside the earlier *Guide to Getting it right for every child* and the evaluation of the Highland pathfinder¹. Practice briefings are also being developed to accompany the guide and will be available later this year.

The need for strong leadership from chief officers

The pathfinder and learning partner experiences show that at every stage and every level, leadership is vital, but senior leadership especially is fundamental to the success of *Getting it right for every child* and creating a child-centred approach.

Strong leadership and the commitment of chief officers working together should be in place from the outset, including the commitment of elected members. Otherwise, practitioners are more likely to view the change as yet another passing initiative. Overarching commitment from senior leaders and a culture of co-operation provides service managers and practitioners with the authority to implement changes in the direction agreed.

Embedding the *Getting it right for every child* approach

Strategic managers should:

- ensure that all procedures affecting children and families are reviewed, including those used in adult services, to achieve consistency and compatibility with the *Getting it right for every child* approach;
- endorse the introduction of the *Named Person*, the *Lead Professional* and the implementation of the *National Practice Model* across every agency;
- have a key role to support practice with systems to ensure staff understand and know how to use procedures and where to seek advice and clarification;
- ensure operational managers and practitioners embed processes of consultation and engagement with children, young people and families and endorse and support a child-centred approach to practice;
- make sure procedures are designed to model the *Getting it right for every child* Core Components, focusing on improving outcomes, streamlining processes, creating consistent, high standards of co-operation, joint working and communication where more than one agency needs to be involved; and
- have a responsibility to initiate a process of assessing and monitoring the impact of changing systems and practice on outcomes for all children and families in their local area.

¹ See: *A Guide to Implementing Getting it right for every child: Messages from pathfinders and learning partners (2010)*; *A Guide to Getting it right for every child (2008)*; *Changing Professional Practice and Culture to Get it Right for Every Child*, Stradling, et al (2009) and *Evaluation Themed Briefings*. Edinburgh, The Scottish Government. See www.scotland.gov.uk/gettingitright to download documents.