1.0 Purpose of the Communications Strategy

This strategy sets out an understanding of communication for the purpose of progressing cultural systems and practice changes that will improve outcomes for children in Lanarkshire.

2.0 Partners to the Getting it right for every child Learning Partner

The partners to the Getting it right for every child programme are:

- The Scottish Government
- NHS Lanarkshire
- Scottish Children’s Reporter’s Services North and South
- Strathclyde Police North and South Divisions
- North Lanarkshire Council
  - Housing and Social Work
  - Learning and Leisure
- South Lanarkshire Council
  - Social Work
  - Education
  - Housing.

3.0 Who is responsible for the implementation of the Communications Strategy?

The key stakeholders responsible for the implementation of the communications strategy are members of the following governance structures:

- The Getting it right branch of the Scottish Government
- The Data Sharing Partnership
- The NHS Corporate Management Team
- The Children’s Services Strategy Group North
- The Integrated Children’s Services Steering Group and the Children’s Services Strategy Group South
- The Getting it right for every child Programme Executive
- The Getting it right for every child Programme Board
- The implementation groups, North and South
- The ten locality groups across Lanarkshire.

4.0 Aims and objectives of the communications strategy

4.1 Aim

The aim of the communications strategy is to facilitate an effective Getting it right for every child programme of change across Lanarkshire, pursuing improved cultures, systems and practices that will improve outcomes for children and young people.
4.2 Objectives

- To establish a shared understanding and responsibility among key stakeholders, making sure that the right information gets to the right individuals at the right time.
- To build a sustainable, consistent and enduring knowledge base that will drive changes in culture, systems and practice and have a positive impact upon children’s outcomes now and into the future.
- To minimise duplication and bureaucracy by utilising existing single agency and multi-agency communication networks and resources wherever possible.
- To make sure that all stakeholders with an interest in the effective implementation of *Getting it right for every child* have the opportunity to engage with the programme and inform its development in a two-way process.
- To develop high confidence among key stakeholders and increase positive momentum for change.
- To lead by example, modelling the principles and values of Getting it right by developing trusting, respectful, constructive relationships that contribute to a supportive culture of co-operation, reflection, learning and continuous growth.

5.0 Values and principles underpinning all communications

5.1 *Getting it right for every child* is founded on values and principles that children and families will increasingly experience as the programme embeds in cultures, systems and practice in Lanarkshire.

5.2 This communications strategy recognises that positive and desirable changes will be greatly supported by key stakeholders recognising and modelling these values and principles in all behaviour and communications with children, with families, and with each other.

5.3 As key stakeholders we will actively promote these values through our actions demonstrating:

- that improving outcomes for children and young people’s is at the centre of our thinking and action
- a focus on how each of us plays a part in the child’s whole world now and in the future
- that we are creating the earliest support to build resilience and prevent difficulties, developing practice around children’s strengths and resources
- partnerships with children and families to contribute to the programme
- support for children’s right to be physically and emotionally safe
- understanding that extra barriers need extra effort and we value the diversity among children and young people
- that we work within our competency and seek help when we need it
- a commitment to developing knowledge and skills through supervision, training, and extending our experience
- that we value each other and show sensitivity to the impact of our work on others
- care for each other’s well-being as well as contributing to the well-being of children and families
- respect for each other’s professional contributions, expertise and pressures by listening, hearing and acknowledging differences
- understanding of the added value and resource that joint working can bring
- that we involve, consult and actively build relationships within our agencies and across professional boundaries
- that we are bringing help around the child and family in a co-ordinated and unified way, building into one single system
- that we treat everyone with dignity, respect, patience, honesty, reliability and integrity.
6.0 The relationship with the Scottish Government

6.1 The Scottish Government has entered into a partnership with Lanarkshire, providing funding and Learning Partner status.

6.2 In return, the Scottish Government expects regular information updates on the experience of Lanarkshire in testing out the principles and core components developed by the Getting it right for every child pathfinders.

6.3 Effective, two-way communication will be achieved by:

- membership on the Getting it right for every child Programme Board including receipt of all board reports and programme controls
- meetings between the pathfinder co-ordinator and programme manager/team/other partners, as necessary
- Communication between the Getting it right for every child team of the Scottish Government and other policy areas such as HALL4, Equally Well, Review of Community Nursing, Curriculum for Excellence, Early Intervention and Prevention Framework and any other relevant areas of development
- contribution by Lanarkshire to the national communication strategy
- contribution by the Scottish Government to the Lanarkshire communications plan as agreed through Programme Board
- any other form of communication requested by the Scottish Government and agreed through the Programme Board.

7.0 Governance and structures

7.1 A clear understanding of the governance and structures which support the Getting it right for every child programme is crucial to effective communication.

7.2 Governance structures external to Lanarkshire

7.3 For some agencies, programme control and decision making is not always within the gift of personnel in Lanarkshire. The communication strategy recognises governance structures outwith Lanarkshire which may impact on Getting it right for every child.

7.4 The Children’s Reporter’s services in North and South Lanarkshire are local branches of a national body, the Scottish Children’s Reporter’s Administration, and are not always autonomous in change management decisions, especially where this might impact on other parts of the organisation. Additional communication may be necessary to progress Learning Partner activity.

7.5 Similarly although Strathclyde Police is a signatory to the Getting it right for every child proposal, it is the police divisions of North and South Lanarkshire that will work directly with the Learning Partner. They comprise only two of the eight divisions within Strathclyde Police spread across 12 local authorities and Lanarkshire activity must communicate with and build from some of the other developments taking place elsewhere as well as with police headquarters. The Strathclyde policy unit should be kept informed of proposed developments as well as the strategic family protection group of ACPOS.

7.6 Strategic governance within Lanarkshire

Getting it right for every child is recognised as a key strategic priority within children’s services across the programme partnership which is reflected in integrated children’s services plans, education improvement plans and health improvements plans. Evidence from the early findings of evaluation and other research demonstrates that confidence in strategic change programmes can be increased by consistently demonstrating the connectivity between different strategic strands. The Getting it right for every child programme must consistently demonstrate the links with other national and local priorities such as:
• Community planning
• Integrated children’s services plans
• Hall 4
• Curriculum for Excellence
• Additional Support for Learning
• The child and adolescent mental health review
• The reform of child protection
• The 21st Century review of social work practice.

7.6 The Community Planning Partnership

6.7 It is an expectation of the new administration of the Scottish Government that over the next period local areas will strengthen the links between community planning partnerships and children’s services where this is necessary. It is expected that the Programme Executive will represent *Getting it right for every child* within community planning structures and request participation from the programme manager where necessary or appropriate.

6.8 Representation:

The Programme Executive

7.8 The Children’s Services Strategy Group North / The Integrated Children’s Services Steering Group and Children’s Services Strategy Group South.

7.9 Representation:

• The Programme Executive
• The Programme Manager

7.10 The role of the representatives on the above strategic partnerships for children’s services is to:

• provide regular written updates on developments and progress which may impact on other strategic developments
• share the learning from *Getting it right for every child* to support the development and implementation of other strategic developments
• link directly with other strategic developments where they support each other.

7.11 The Programme Executive – *Getting it right for every child*

7.12 Membership:

Richard Burgon - representing NHS Lanarkshire
Brenda Doyle - representing social work & South Lanarkshire Council
Jane Liddell - representing learning and leisure & North Lanarkshire Council

7.13 The primary function of the Programme Executive of *Getting it right for every child* is to be responsible and accountable for the success of the programme by:

• leading cultural, systems and practice change within single agencies and across agency boundaries which support the implementation of *Getting it right for every child*
• making sure that *Getting it right for every child* is linked to inter-agency and single agency strategic developments
• exercising executive powers on behalf of agencies and the Programme Board, to allow the programme to maintain steady progress
• providing senior management representation of agency and professional interests
• encouraging ownership of the programme across all relevant professional groups
• helping to address any barriers within single agencies or across agency boundaries
• contributing to a solution focused approach by providing clear, consistent, messages which inspire confidence
• Including the programme manager in communication within their senior management teams which will allow communication to flow more easily
• supporting the programme manager and resource team as required.

7.14 The Programme Board

7.15 The role and function of the Programme Board is:

• The Programme Board will have overall responsibility for the direction and management of the programme as well as authority for the programme within agreed parameters.
• The specific responsibilities are to approve all major plans and authorise any major deviation from these plans.
• The Programme Board will sign off phases of the programme, programme products and authorise the start of the next stage.
• The Programme Board will ensure that resources are committed and arbitrate on any conflicts within the programme.
• The Programme Board is the programme’s voice to the outside world and is responsible for all communications, including publicity and dissemination of information about the programme. Each Board member will submit a list of individuals and groups that he/she will be responsible for communicating with.

7.16 The Programme Board will fulfil its function by contributing to and monitoring the following programme documents:

• a programme plan
• a communications strategy
• a training and workforce development plan
• two out of ten locality implementation plans.

7.17 The following programme controls will be used to monitor progress against the above plans:

• Highlight reports incorporating new stages and change controls
• Communication plan
• Programme updates including issues log/risk log/lessons learned log
• Work packages.

7.18 Implementation

7.19 There will be two implementation groups, one hosted by North Lanarkshire Council and one hosted by South Lanarkshire Council, each reflecting the different children’s services structures.

7.20 The role and function of the implementation groups is to create consistency and share learning experiences of implementation across the different localities within each local authority area. Implementation groups will:

• make sure that relevant services, agencies and themes are appropriately represented to facilitate consistent implementation
• translate the strategic agreements from Programme Board into practical reality in each local authority area
• Ensure that each locality is clear about which activities it is taking forward from the programme plan.
• co-ordinate implementation activity
• review progress of different strands of activity
• capture any practical barriers and if not resolved at the level of implementation, report to Programme Board
• make sure that Getting it right for every child informs developments in children’s services
• create a supportive culture of learning and sharing.

7.21 Implementation groups will determine the frequency of meeting to fulfil the above function.

7.22 Locality groups across ten localities in Lanarkshire will take forward the practical tasks of implementation of Getting it right for every child. Each of the ten locality group will be represented on the local authority co-ordinating bodies.

7.22 Practitioner Forums

7.23 Practitioner forums will be a key element of the communications strategy for the purpose of:

• continuing positive culture change that supports the implementation of Getting it right for every child
• checking that proposed changes can be translated into practice
• checking understanding and relevance of all aspects of the programme including communication materials, tools, protocols, guidelines, etc.
• reviewing progress in practice change
• reviewing approaches to practice change
• extracting lessons learned in Lanarkshire.

7.24 Practitioner Forums will not duplicate existing efforts to bring multi-agency groups of practitioners together but build on locality developments and opportunities wherever possible. The Getting it right for every child resource team will link with locality teams to add capacity where possible.

7.25 Single agency and multi-agency practitioner forums will be used, depending on the task and which is most relevant and effective.

7.26 The Voluntary Sector

7.27 Although not a signatory of the original proposal, the voluntary sector is a key partner in delivering Getting it right for every child. It is the expectation of the Scottish Government that Lanarkshire will include voluntary sector partners in the programme and that lessons learned in this process will be shared with the rest of Scotland.

7.28.1 The programme will communicate with and consult the voluntary sector through existing voluntary sector forums and networks including:

• The South Lanarkshire voluntary sector forum
• The North Lanarkshire voluntary sector networks
• The Childcare Partnerships, North and South.

8.0 The practice of communication

8.1 The Getting it right programme will aim to maximise impact using existing single agency and multi-agency resources and networks. The communication objectives, content, resources and format of information will be agreed by the Programme Board through a regularly reviewed communication plan.