



Leading for  
**Children**  
in Essex

- Leadership of Integrated Practice
- Leadership in Integrated Settings



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# Leading for Children in Essex

This matrix seeks to summarise and map out the kinds of leadership dispositions, skills and behaviours required of those involved in services for children and young people in Essex. It is intended that these descriptors will be a helpful contribution to developing effective leadership so that children and young people are well served and flourish.

We anticipate that it will be useful in relation both to leadership in integrated settings and to leadership of integrated practice in all settings. In essence the matrix provides rich pictures of what integrated leadership might look like for a variety of participants, ranging from children and young people themselves to leaders of services and whole system leaders

## The format

The matrix headings are divided into **distinctive features of integrated leadership** headings along the horizontal axis. These are designed to cover the range of the features required in leadership of the integrated system for children and young people in Essex.

The first two vertical columns list the **different roles of integrated leadership**. The wide range of these roles reflects the distributed model of leadership being developed to benefit young people and children.

Each of the cells of the matrix contains short statements describing the kinds of **dispositions, skills and behaviours** required of each role for each of the features of leadership.

The content of each cell is set out as a personalised description and should be read as continuing the statement: **“As someone involved in integrated leadership I...”**

# How the matrix can be used

This material can be used in a number of ways. In providing **rich pictures of distributed leadership** in integrated settings and practice the matrix can be used by individuals and groups to help plot and analyse their particular leadership role and contribution. It can be a powerful starting point to consider first the headings running horizontally and vertically on their own (i.e. with the cells hidden) and then reflect on the organisation in these terms and what each of the cells might contain.

The matrix can also be used as a **tool for planning** when initiating development and change in integrated practice – it provides a very helpful checklist to ensure that there is a range of leadership participation.

Groups have found the matrix helpful in influencing **performance management** and in the **drafting of job descriptions** related to integrated leadership posts.

The matrix can be used as an **audit tool to examine where our strengths and weaknesses lie** as individuals, as a team and as an organisation.

In developing this material we have also found that it has potential as a **training resource** which stimulates debate and enquiry into integrated leadership and helps to develop appropriate approaches, skills and behaviours. So, for example, we have found in trialling the matrix that it can be effective for a group of colleagues to examine each row with the second column hidden; then to encourage them to consider which row most clearly matches their role.



# How the resource was developed

The matrix draws on a number of materials. It was informed by the following:

- DfES Championing Children resource
- Essex's Every Leader education statement
- National College for School Leadership (NCSL) National Professional Qualification for Integrated Centre Leadership
- Skills for Care Leadership and Management Strategy, Sector Skills Council - Skills for Care Development
- National Health Service (NHS) Leadership Centre mapping the NHS Leadership Qualities Framework
- NHS Knowledge and Skills Framework mapped to the new management standards.
- National Standards for Headteachers
- National Occupational Standards (NOS) and Qualifications Framework for Delivering Support Services for Children, Young People and their Families.

The drafting of the Essex Leading for Children matrix involved four development stages. Essex was a pilot Authority for trialling the DfES *Championing Children* materials and began by running a **24 hour workshop** involving senior managers and field managers in health, social care and education. These came mainly from Essex but were also joined by colleagues

from West Sussex and Telford & Wrekin, which like Essex are Beacon Councils for Integrated Children's Services. The session was jointly led by Graham Handscomb Essex Principal Adviser, Maggie Farrar Assistant Director of the NCSL and Simon Courage from the Office for Public Management. The main framework of the matrix was drafted during this time.

Then the matrix was further developed by an **Essex planning group** and through testing out with a **range of focus groups**. It was at this stage that the cells of the matrix were populated, drawing on a range of material from health, social care, education, and the *Championing Children* materials. Keren Prior, Essex Workforce Adviser and Suzie Stephens, Essex Senior HR Consultant, ensured that the developing materials were considered by a range of groups including children and young people, Local Authority Commissioners, and extended school co-ordinators.

The materials will be field trialled in a Children's Trust locality and used to generate training programmes and material for the development of integrated leadership. Throughout this process Essex worked collaboratively with the Office for Public Management and drew on the guidance and expertise of Stefan Cantore from OPM.

# Personalising the matrix

The matrix will be available electronically on:  
the Essex Grid for Learning  
[www.e-gfl.org/collaborationandbestpractice](http://www.e-gfl.org/collaborationandbestpractice)

the website of the Forum for Learning and  
Research Enquiry (FLARE)  
[www.essexflare.com](http://www.essexflare.com)

and also on...

[www.essexcypsp.org](http://www.essexcypsp.org)

These online entries will be changed and  
updated as necessary.

The next step in the development of this  
resource will be to use existing practice to  
describe what the various rows, columns, and  
cells might look like in terms of examples of  
people's work, practice and experience. We aim  
to make these vignettes available electronically  
by clicking on the relevant part of the matrix to  
reveal these stored exemplars.

We anticipate that the matrix will not only be a  
powerful resource in Essex but also that other  
Local Authorities and organisations will find the  
matrix valuable and wish to use it.

**Graham Handscomb**

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