

Delivering integrated children's services

Sure Start and extended schools





Key conference slides



Within the framework of the Every Child Matters agenda it is extended schools and Children's Centres which will have the biggest impact on the lives of children. Every school and every Children's Centre will need to respond to the needs of their children and their families and draw on the expertise and aspirations of their particular community. How do you as leaders know that this is happening?



This is change on a massive scale. It is about bringing together teams from across cultures and making sure they work together to deliver real, tangible benefits for children and families. How will you manage this change?



How will you ensure that all leaders are skilled change managers? Fortunately there is already a tried and tested way of managing change – a remodelling process which has allowed schools to implement the National Agreement and lead reform in a way which has the biggest possible impact on staff and pupils alike.



Can your most committed and most dedicated teams deliver this agenda without working differently? Remodelling is providing a way of breaking down the cultural and organisational barriers to change.



Effective multi-agency work is a pre-requisite for delivering the Every Child Matters outcomes. It is also essential that Children's Centres and schools have confidence that the relationships they are fostering at grass roots level are reflected at authority level. As leaders in your authority this is your cultural challenge.



This is a tremendously exciting agenda. The project that we are all engaged in has the potential to touch every child and every family in the country. Yes, this requires radical change, but we have the most compelling possible reason to embrace that change.



Dear Colleagues,

I am delighted to have the opportunity to speak to you today about the future of extended services in and around schools and Sure Start Children's Centres.

The real difference that this agenda will make to the lives of all children and young people and to the lives of communities themselves, requires us to respond with vigour and imagination. Leaders across children's services are recognising that they need to adopt radically new ways of working, and of working *together*. Those leaders who are embracing change and are confronting cultural and organisational barriers wherever they occur, are ensuring that the intended benefits are felt by all.

This brochure looks at the remodelling change process which is being used by schools to develop extended services, although I hope that this information will also be of interest to those working with Children's Centres.

Our work at the NRT with local authorities, schools and other providers of children's services has shown how change can be managed in a way that reflects local needs and circumstances. By applying the remodelling change process to support the development of integrated services in and around schools, I am confident that we can all mobilise behind this compelling reason for change.

Dame Pat Collarbone
Director, NRT





How will you ensure all leaders are skilled change managers?

Investing in the ability of the system to change requires a recognition of the radical nature and scale of the challenge. A huge amount of resource has been allocated to the training and upskilling of individuals and teams at authority and school level.

Remodelling is a proven change process which enables organisations to develop effective and long-term change programmes to meet their own specific circumstances. It is a generic and powerful process which produces unique “made to measure” outcomes.

Remodelling draws on a range of tools and techniques which allow teams to mobilise behind the need for change, to discover more about the environment where change is needed and to deepen their understanding of that environment. It allows teams to develop and deliver strategies which meet the need for change and then to sustain that change.

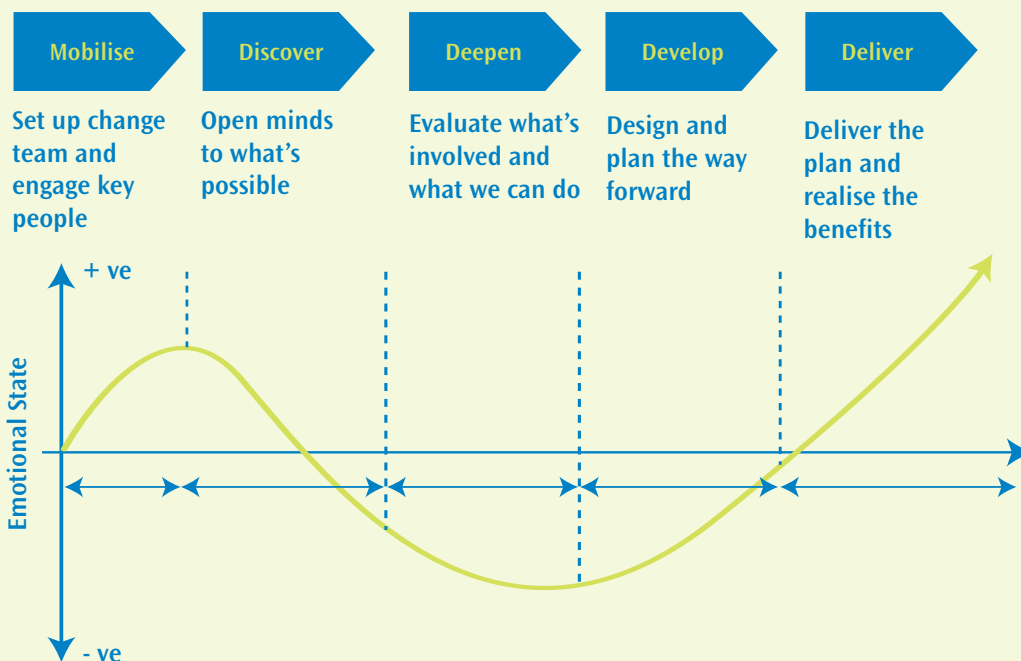
The remodelling change process enables and encourages organisations and their partners to:

- Identify and agree where change is necessary
- Facilitate a vision of the future shared by all stakeholders
- Create and implement plans for “tailored” change in an atmosphere of consensus
- Embed an inclusive and proactive culture of long-term progress
- Improve standards for staff, stakeholders, children and families

The remodelling process includes an awareness of the importance and relevance of the emotional curve which teams experience during the remodelling process.

“The remodelling agenda has given us the opportunity to fit the needs of the child to the school, rather than the other way round. We have seen dramatic changes. School is now a much better place to work and to learn.”

Elaine Brown – Bishop Creighton Primary School



How will you manage the change?

Addressing the rational, political and emotional aspects of change and allying them to the compelling reason for change.

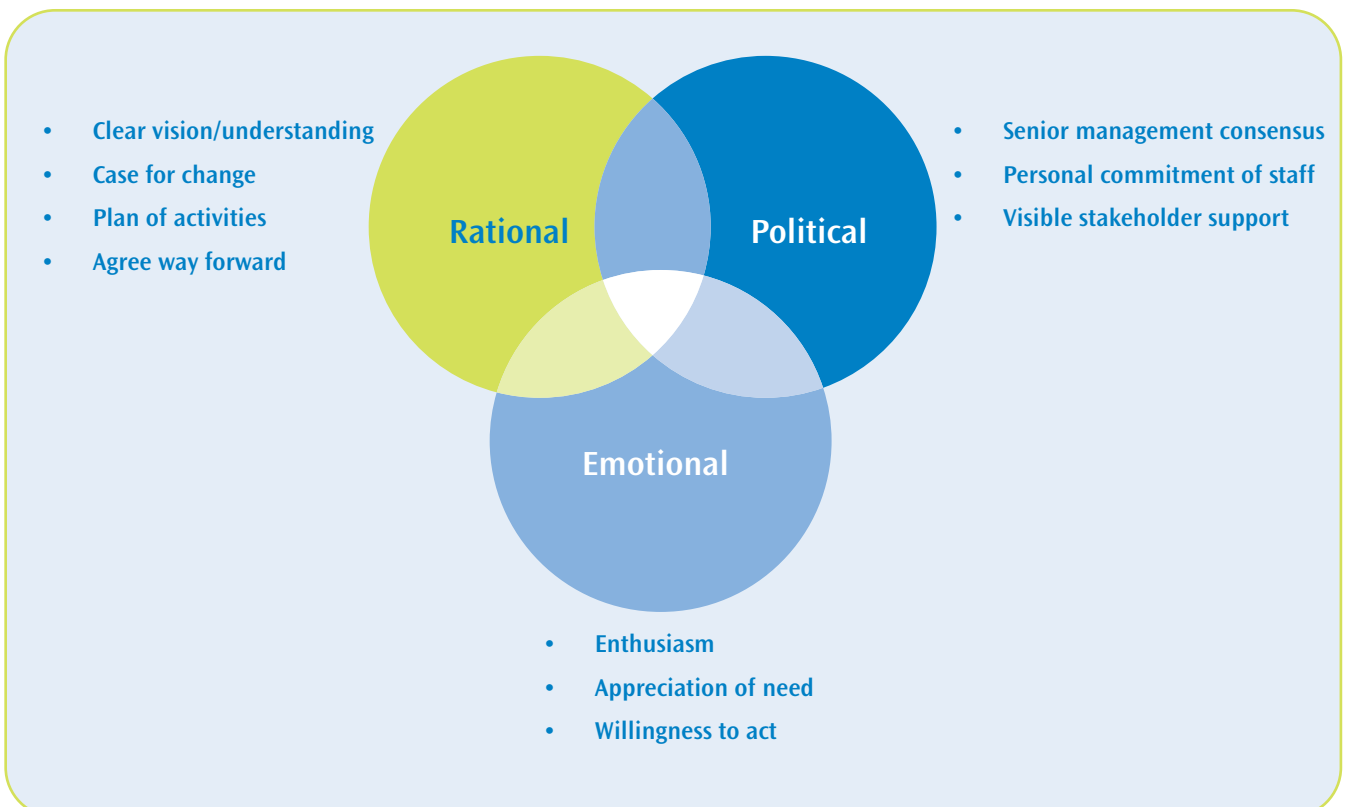
Change teams need to be acutely aware of how the political and emotional, as well as the rational, aspects of a change programme can potentially hinder or encourage success. When people's feelings, preferences and "political" sensitivities are understood and respected they feel valued and included and become enthusiastic co-creators and facilitators of positive change. When these factors are not respected, people can feel undervalued and excluded and they can become barriers to change.

The remodelling change process and its tools help organisations and change teams support and engage with staff, partners and stakeholders in a way that takes account of emotional, political and rational factors throughout the change programme, and achieve and embed positive long-term change.

To find out more about how remodelling tools support the change process and to read case studies of how schools and other organisations have followed the process visit the NRT website: www.remodelling.org

"It's all about the process – the NRT process has given shape and direction to stuff we were struggling with."

Bob Taylor – Nottinghamshire Extended Schools Remodelling Adviser





Are your people breaking down barriers and working effectively?

Investing in inclusive multi-agency change teams provides an open, honest and collaborative environment to actively discuss all aspects of change. People support what they help to create.

One of the first actions of remodelling is setting up a representative change team.

Inclusive change teams help schools, agencies and other organisations make informed and focused decisions, generate best possible solutions and implement sustainable and long-lasting changes.

Change teams include representatives from all stakeholders. Although they have many common factors, change teams can vary in composition, how and when they meet, roles and time commitments of members.

Inclusivity is vital, as people in different roles tend to have different and valuable views and ideas about change. Broad involvement leads to better and more lasting improvements. It also helps everyone to clearly see and experience the benefits of remodelling.



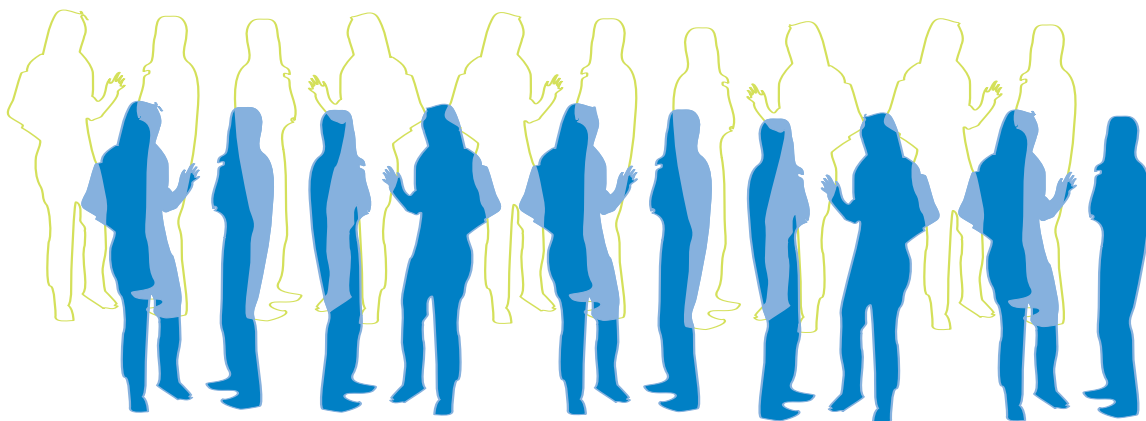
“The NRT input has been brilliant and really made a difference to me and I think all the Wandsworth schools you’ve worked with.”

Helen McAuliffe – Balham Nursery

Questions to ask in your authority:

- What key differences will the children within our authority experience and how will we measure our progress?
- What are the key components of the infrastructure that our authority needs to create in order for schools and Children's Centres to respond to the needs of their children and their families and draw on the expertise and aspirations of their particular community?
- When will we be in a position to share our phased plan for delivery of the ECM outcomes?
- How will we ensure that our leadership team has the skills and capacity to tackle this change agenda?
- What steps will we take to capture the hearts and minds of our entire workforce and gain their support for new working practices?
- What approaches will we take to break down the structural and cultural barriers within the authority that may prevent effective delivery of the ECM outcomes?

If you would like to find out more about how the NRT can help your authority with this agenda then contact us on 020 7979 2850.





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