

Cross Sector Leadership Development

*Scoping provision of learning opportunities which build cross sector skills
and understanding at a leadership level*

1. Contents	Page 1
2. Introduction	Page 2
3. The context	Page 2
4. The process	Page 4
4.1 Response levels	
4.2 Correlation and analysis	
4.3 Timing and timescales	
5. The findings	Page 6
5.1 The basics	
5.2 Attendance	
5.3 Learning objectives and structure	
5.4 Resources and on-going support	
6. Recommendations and next steps	Page 12
6.1 Recommendations: The basics	
6.2 Recommendations: Attendance	
6.3 Recommendations: Learning objectives and structure	
6.4 Recommendations: Resources and on-going support	
7. Summary	Page 16
8. Appendix	Page 17
8.1 Equal Partners Event: conclusions and future thoughts	
8.2 Profiles: brief information about alternative providers	
8.3 Information Bank: leadership development opportunities as described by providers contributing to the survey	

2. Introduction

This work is the development of an initiative led by ACOSVO and the Cross Directorate Third Sector Unit, which ensures good working practices between the Third Sector and Scottish Government, and its contingent agencies. It was overseen by a steering group of agencies, each of whom were in a position to liaise with their wider membership, thus giving a good 'reach' across generic and specialist third sector organisations, including front-line delivery agencies and organisations which exist to support the third sector.

The work was funded by the Scottish Government, and senior civil servants were given the opportunity to participate, in order to create a snapshot of 'leadership development provision' in Scotland and throughout the UK.

The work was carried out by an independent consultant with specific expertise in partnership development across sectors.

3. The Context

The project evolved from discussions following a partnership event, held in November 2012, which brought together leaders from Scottish Government and Third Sector, specifically from Health, Environment and Transport specialisms. The event attracted a range of leaders, who expressed an interest in sharing information, building understanding and working towards the objectives highlighted in the Christie Report.

The event aimed to:

- Explore each other's areas of work, building connections
- Involve participants in the planning of a leadership programme design
- Spark new ideas, encourage innovative working, identify new opportunities for collaborative working and move towards transformational change
- Enhance awareness of another sector and develop understanding of opportunities and challenges
- Build stronger links between sectors and provide an environment to exchange expertise and ideas across the sectors
- Create goodwill through a greater understanding of the complexities and challenges involved in each other's work
- Develop leaders in a proactive way, by broadening experience; exposing them to real life challenges and new ideas
- Share skills and knowledge
- Give the space to take time out from busy schedules to make new connections

Event format

The event took place over a half-day, and was based around the following discussion topics:

- What are the challenges of leadership in the Third Sector?
- What can the Third Sector offer to policy development and delivery?
- What have I always wanted to ask about the Third Sector, but been apprehensive about asking?
- What are the challenges of leadership within the Scottish Government?
- What are the needs of Scottish Government officials in relation to policy development and delivery?
- What have I always wanted to ask about Scottish Government officials, but been apprehensive about asking?
- What are the challenges to connecting policy development and delivery and the Third Sector?
- What do we both need, is it ok to ask for it?

It involved discussion groups and feedback, followed by a 'speed networking' session.

Key themes

The findings and evaluation of this event demonstrate the depth of learning and awareness that can be gained in a short period of time, with the right people present. Amongst this information was a lot of detail around 'context', with participants reflecting new learning about the realities for their colleagues in other sectors, and a reduction of 'tensions' as a result of this new learning. As partnerships are largely based around individuals' understanding and interaction, the positive implications of increased contextual knowledge and therefore increased empathy, cannot be underestimated.

From this stemmed a wide range of new ideas, along with existing ideas which need consolidation, such as 'using the intermediary third sector bodies (membership organisations) as a way for government to reach out to the wider sector'.

The importance of a wider access to this type of cross sector development is mentioned, so that third sector agencies of various capacities can be involved, 'not just the usual suspects'.

Next steps

Having received resounding messages about the worth of facilitated cross sector development at a leadership level, ACOSVO took the work forward, in partnership with Children in Scotland, Voluntary Health Scotland and the Scottish Government, resulting in the 'snapshot' survey of existing provision and the report that follows.

4. The Process

A scoping process was designed, in order to look at both ‘people’s awareness of cross sectoral leadership development activity’, along with details of provision, as outlined by providers.

The steering group, comprising ACOSVO, Children in Scotland and Voluntary Health Scotland identified seventy leaders, working in both the public and third sectors. These individuals were contacted through the steering group, and asked to identify any relevant cross sector leadership work or organisations they were aware of. This resulted in a list of twenty potential ‘providers’; agencies delivering or facilitating cross sector leadership development activities.

Due to the varied nature of cross sectoral leadership development opportunities, and the need to encompass both formal training and informal activity which effects positive change, flexible terminology (‘programmes / courses / initiatives’) was used to encourage a wide response.

The second stage of the study involved an online survey, sent to providers, exploring the following:

The Basics:

Title of programme	Frequency
Type of programme	Cost
Duration	Presence (longevity) in Scotland
Number of learning hours	Geographical focus: local, national (across Scotland) or UK-wide

Attendance (uptake):

Who the programme is aimed at	Commitment required by participating organisations and individuals
Who attends the programme (which sectors primarily use the provision)	

Structure and Content:

Key learning objectives	Accreditation
Course structure	Additional benefits
Style of delivery (e.g. ‘types’ of learning activity, including discussions, workshops etc.)	Unique attributes

Resources and on-going support

The availability of resources as a result of the activity (e.g. toolkits, e-learning etc.)	The potential of working in partnership to deliver cross sector leadership development
--	--

Respondents were also given the opportunity to provide additional information, to enable them to give a full picture of their work.

The survey built in a facility for respondents to 'skip questions', to ensure that no organisation was expected to provide information perceived as sensitive. This was intended to increase participation amongst agencies that may be working in competition, such as formal training providers.

4.1 Response levels

The seventy leaders approached identified twenty organisations providing cross sectoral leadership development opportunities with a specific cross sector focus. Twenty responses to the survey were received, with some organisations providing multiple examples of programmes of work which increase leadership skills and understanding. 65% of responding organisations were third sector, 20% were public sector, 10% were independent training organisations and 5% were described as 'other'.

Of the twenty survey responses, 60% were completed. Part responses were followed up by telephone.

4.2 Correlation and Analysis

The information was gathered with a view to reflecting a snapshot of current provision. The organisations providing full details of their work are listed in the *Information Bank* (appendix).

Organisations which demonstrated interest in the work, but did not provide any information in their response to the survey, are included in the *Profiles* section of the appendix, along with a short extract from their website, outlining their main activities.

4.3 Timing and timescales

The scoping study design and delivery took place in a short timeframe, between March and April 2013, with respondents being asked to reply within a week of receiving the survey. This deadline was extended for a further week, as a result of an initial low response.

Additional desk research and research through professional networks was undertaken, and identified a further six providers; although these were largely working in England and Wales.

5. Findings

5.1 The Basics: understanding who provides cross sector leadership development

Twelve programmes of work were outlined by providers, with the third sector leading the majority of reported activity, followed by the public sector. The range of activity included formal courses (4), forums and networking activities (4), conferences (1), independent learning resources (1), and two examples of a short 'exchanges'.

Along with generic leadership development, these activities fell into the specialist areas of children's services, criminal justice and health. This results from the specialisms of steering group members, who identified the contributing organisations which were approached to take part in the survey.

Learning time and length of provision

As might be expected, this range of activity involved very different time commitments, from short meetings and half day events, to series of events, to formal courses taking place over between six and twenty four months, involving over a hundred hours of activity. Some providers specified that they offer flexible courses, designed to suit the commissioning client.

In general, formal courses tended to be held once per year, whilst forums, conversations and events in a series are held approximately quarterly. Two programmes were described as 'on-going', with one of these referring to online resources which are consistently available. One of the formal courses has now ended (the 'Leadership in Health Improvement Programme').

Location of activities

Of the organisations responding to this question, seven are based in Scotland, one in England (with participants from across the UK) and one involves online participation. A further five organisations based in England were approached to take part, but did not complete the survey. These are represented in the *Profiles* section of the appendix.

In terms of reach across Scotland, eight programmes were offered in various locations, and two were Edinburgh-based.

Cost

In the main, activities such as forum meetings, series' of events and facilitated conversations tended to be free, or free to the members of the particular membership organisation (e.g. Children in Scotland, Criminal Justice Voluntary Sector Forum), with the exception of annual conferences. Formal courses were more likely to be charged (between £400 and £5000), although there was one example of a 24 month formal course delivered by the Clore Leadership Foundation, being offered for no cost to the individual. However, this appears to be dependent on a successful bursary application.

Longevity of provision

Two organisations had a record of delivering cross sectoral leadership development in Scotland for twenty years, and one forum had existed for around ten years (with varying levels of activity). The majority of providers tended to have been delivering between two and four years. Three of the responding organisations had been running cross sectoral leadership development programmes for less than a year.

Geographical Focus

Most programmes were described as ‘national’ (Scotland-wide), however four also had a UK-wide perspective, and three were addressing local issues.

5.2 Attendance

Surprisingly, cross sectoral leadership development activities were more frequently aimed at Senior Management than at CEOs and Directors. Middle management were also reasonably well catered for by the learning opportunities outlined. There was very low level of provision for Board members, which may link in with wider issues about third sector governance and contextualisation in a partnership setting.

Looking at attendance patterns

Organisations were also asked to report ‘who attends’ their provision, in order to look at which provision is most frequently attracting third sector, or public sector (or other) attendees.

Of the organisations providing a breakdown of their attendance, three demonstrate ‘balanced attendance’ across sectors. One NHS-led programme had a very high percentage of public sector participants, with only around 20% attendance by the third sector. Conversely, one third sector provider had a very high uptake by third sector leaders (70%), and a further two programmes were almost 100% third sector.

Reaching individuals

Twelve organisations shared the approximate attendance patterns of their programmes and events. Only five of these organisations specifically stated the same person was required to attend. These tended to be the formal course providers. Two organisations worked ‘by invitation only’, to ensure the appropriate level of leader attends. Only one organisation specified that attendees should be at CEO or Director level. Elsewhere, initiatives were open to ‘anyone from the sector’, working at any level.

5.3 Learning objectives and structure

There is considerable synergy between the organisations which provided an outline of their key learning objectives. This gives a sense of priorities for leaders, and demonstrates where individuals are keen to improve their practice. It also highlights some gaps or low levels of provision, which may benefit from further exploration.

Learning objectives: A Common Focus

In looking across the learning objectives of different programmes / activities, there is a clear focus on **increasing contextual understanding and knowledge** and, in one instance, the related objective of **improving cross sector 'intelligence'**.

Learning objectives: Secondary Focus

Equally weighted, though far less commonly shared by the programmes and initiatives which took part in the scoping study are: **sharing good practice** and **networking / relationship building**, in order to 'create conduits' into other sectors.

Learning objectives: Low Focus

Surprisingly, the elements of **cross sector partnership skills** and **individual leadership skills** were not frequently mentioned in organisations' learning objectives. **Creating champions, building leadership confidence and creating an interface with government** were also low priority across the providers. A similar level of priority was ascribed to the practical skills of **planning, management and performance management**.

Learning objectives: An Unusual Focus

The least common objectives fell into the categories of: **'distributed leadership', building local networks and addressing specific specialist issues**, relevant to a particular group of service users.

CHEX / SCDC

Community-Led Health for All: Developing Good Practice - A Learning Resource

Increased understanding and knowledge of the value of community-led health within their individual role and remit

Increased understanding of how, where and when community led health fits within approaches to health improvement and health inequalities

Development of skills and confidence in the planning, management and implementation of community-led health approaches

NHS Scotland

Leadership in Health Improvement Programme

Participants have developed a suite of skills and behaviours

Across Scotland, participants are engaged in a distributed leadership

Participants are engaging and leading local networks to work

Participants are champions for Leadership in Health Improvement

Improvement Service
Public sector Leadership Materials
<p>The public sector in context</p> <p>Performance managing your Single Outcome Agreement</p> <p>Efficient Government and the new context</p> <p>Partnership and joint working</p> <p>Workforce planning</p>

Common Purpose
Meridian
<p>Improving cultural Intelligence</p> <p>Adapting to fast-paced change</p> <p>Using diverse networks to better effect partnerships</p> <p>Developing leading beyond authority</p> <p>Understanding the wider context</p>

ACOSVO / Scottish Government
Leadership Exchange Programme
<p>Cross sectoral learning at a leadership level</p> <p>Increased awareness and understanding of each other's sectors</p> <p>An opportunity to share good practice</p> <p>See different perspective</p> <p>Build relationships</p>

ACOSVO
Equal Partners
<p>Cross sectoral learning between third sector and Scottish Government</p> <p>Building relationships</p> <p>Sharing good practice</p> <p>Increasing knowledge and understanding</p> <p>Conduits into each other's sectors</p>

Criminal Justice Voluntary Sector Forum
Networking and Knowledge Exchange Events
<p>Support voluntary sector providers to continuously improve their own criminal justice services through collaboration and sharing of good practice</p> <p>Assist voluntary sector providers to understand, navigate and influence the complex and changing environment in which they operate – including, where appropriate, challenging specific policies or decisions that adversely affect them - through gathering relevant evidence (including evidence relating to unmet need), providing information, facilitating discussions, responding to consultations and contributing to relevant working groups</p> <p>Promote broader awareness of the activities, value and impact of third sector services within criminal justice through consultation responses, briefings and attendance at relevant events</p>

Clore Leadership
Social Leadership Programme
<p>Personalised leadership development – being the best leader you can be</p> <p>Know yourself, be yourself, look after yourself</p> <p>How to work with & through others</p> <p>How to assess context</p> <p>How to pioneer social change</p>

Children in Scotland
Children's Sector Policy Forum
<p>To bring together Children in Scotland's diverse, nationwide membership – including charities, local authorities, community groups, professional associations and individuals – to form a united voice influencing policy on behalf of children and their families</p> <p>To bring together policy officer leads across children's services to discuss key themes in line with priorities identified by Children in Scotland members</p>

Children in Scotland
Annual Conference
<p>To showcase and profile best practice through study visits</p> <p>To share experiences and best practice with colleagues from across the country in the plenary sessions</p> <p>To forge new relationships and exchange new ideas with Scotland's children's sector workforce</p>

Children in Scotland
Breakfast Leadership Conversations
<p>To enable Chief Officers from across Children's services to discuss challenging aspects of children's services which remain on the horizon and are difficult to address for a range of reasons</p> <p>To help develop participating organisation's thinking on the longer-term, critical issues, which could really make a difference for children and young people</p> <p>To discuss, listen and learn from each other</p> <p>To give participants plenty of food for thought to then take forward the discussion in your own organisation</p> <p>To explore potential ideas for partnership and action going forward beyond the meeting</p>

Voluntary Health Scotland / CHEX / Community Food and Health (Scotland) / Scottish Government
Learning Exchanges
<p>To increase knowledge of proven practice on tackling local health issues including: how organisations engage with communities, listen to their needs; develop interventions that meet expressed need and evidence impact.</p> <p>To demonstrate the time and resources needed for the sector to produce examples of experience and research evidence – e.g. full cost recovery programmes, Social Return on Investment monitoring and other research and evaluation models.</p> <p>To increase understanding of what happens to local information once fed into Scottish Government - how is it circulated? How is it used?</p> <p>To increase a network of contacts across Scottish Government and within the community-led and voluntary health sector</p>

Understanding the provision: course structure and style

We looked how courses were structured, allowing multiple responses from respondents, 75% of whom were delivering 'a series of seminars or events'. 27% of the programmes featured independent learning, and 18% e-learning, residential courses and one-off events.

The majority of provision was based around discussion groups and interactive workshops. Less than a third of organisations included practical challenges and hosted visits. Three programmes required an individual to do independent follow up work, and two were 'taught courses', led by a tutor or trainer. Mentoring and coaching were a very low priority, in terms of course structure.

All of the provision was non-accredited.

Additional benefits

The large majority of programmes were deemed to have a 'networking' benefit, which enabled people to build relationships and new partnership working opportunities to be explored. In addition, one provider outlined the 'alumni aspect' of their work (participants have a life-long membership of a leadership network). Increased policy knowledge and the opportunity to be represented to government was highlighted by two organisations. One cited the on-going benefit of their provision as 'inspiration' for better leadership.

Unique attributes

Organisations were asked to outline how their provision is unique. The following responses shed some light on 'where people feel there are gaps' and how their organisation responds to these gaps:

- Brings together professionals, policy makers and experts from across the children's services sector in Scotland and abroad to debate the way ahead, and consider how the sector can achieve its aim of better childhoods for all children
- Meetings conducted under Chatham House Rules allowing for increased openness and information sharing
- It brings Chief Officers from across children's services together to discuss openly the challenging aspects of children's services which remain on the horizon and are difficult to address for a range of reasons
- Personalised; for social sector leaders in the broadest sense; open application; free
- Focused on the role of voluntary sector providers within the criminal justice system
- Cross all thematic areas as well as sectors
- Short term exchange at leadership level
- Experiential learning, independent, deliberately cross-sectoral and non-aligned
- No other programme which combines essential requirements of health improvement, leadership and improvement via a community of peers who can create collective action
- First cross-sectoral learning programme that offers opportunities to learn about core competency areas on community development approaches to health improvement

5.4 Resources and on-going support

Four organisations offered access to toolkits, produced as part of their cross sector leadership development work. These included two examples online learning resources, and an example of a 'partnership development framework'. Three providers distributed presentations and the findings of evaluations following their events. One gave rise to secondment (across sectors), to embed learning from the programme, and another provided life-long access to an online alumni community.

Most organisations taking part in this piece of work were open to the idea of working in partnership to deliver cross sector specific leadership development work.

6. Recommendations and next steps

The Basics: Understanding who provides cross sector leadership development

There is a range of partnership activity and experience to build on, and an opportunity to strengthen the working relationships between sectors, by co-designing a 'cross sector leadership skills solution', in line with the needs of the sectors.

Current provision across Scotland:

- Is diverse in focus and 'style' of intervention
- Is diverse in terms of time commitment and 'depth' of the programme
- Is focused on informal networking and information sharing, rather than leadership skills
- Is aimed at improving partnership working, but not often at a genuine leadership level
- Is Scotland-focused

It was interesting to note the low level of response by English leadership organisations, despite the fact that these were offering more 'formal' courses than are available in Scotland. Activities were taking place across Scotland, but these tended to be informal activities; networking, relationship building and discussion.

6.1 Recommendations: The Basics

- The findings of this work suggest that there is room for development of new provision related to cross sectoral leadership skills
- Partnership development work at a leadership level should be informed by close working between senior leaders in Scottish Government and a representative, third sector agency (or group of agencies) which can reflect the wider needs of the sector. Ideally, the work would be delivered through an equal partnership, with genuine investment of time and resource by both the Scottish Government, the wider public sector and the third sector
- Whilst there appears to be a variety of activity, it is uncoordinated. A Scottish solution to cross sector working would build on existing partnerships with government, to ensure that leadership issues are understood and addressed at a deeper level through a formal, planned programme of activity
- The needs of organisations must be taken into account in the planning and delivery of this programme. Further research into design of provision should be undertaken, through consultation with leaders

What matters?

Representation

The third sector delivery agency (or agencies) must be seen to fairly represent the sector; it must be neutral and not aligned with any one organisation or specialist subject, and it must have adequate resource to interface with the wider sector

Participation

Senior government leaders are enabled to participate, through an increased priority of third sector issues

Consultation and audience

In order to create 'buy in' across sectors, senior leaders should be consulted about course design and content that they would be personally interested in. Provision must be pitched at the highest level and use leaders' time well

Geography

Must be taken into account, with adequate 'spread' of activity across Scotland, in response to interest from organisations

Finance

Programmes should be funded, and cost to the individual's organisation should be restricted, with full bursaries for smaller third sector agencies. Organisations should be required to make an appropriate contribution, to ensure that people recognise the value of the programme, and to promote regular attendance

Longevity

The work should be sustainable and funded for three year blocks, giving rise to structure and development over time

Attendance: reaching the people who can make a difference

In order for the work to reach its potential, it needs to attract and retain people in senior leadership positions. This is possible, through existing links with the wider sectors, which can be used to inform the development of the programme.

Many of the informal opportunities were offered free of charge, on a quarterly basis. However, these did not often require the same person to attend, and it could be argued that in-depth study of leadership skills requires the same person to commit to multiple sessions. The formal training opportunities, which had a higher element of self-scrutiny and development for leaders, were costed, at times at a level that would prevent third sector agencies from being involved. There was one exception to this, through the provision of a bursary.

6.2 Recommendations: Attendance

- Research and design a programme of work that genuinely attracts CEOs and Directors, along with senior civil servants and public sector leaders. Stakeholder involvement in the design of the programme will be key to ensuring the programme addresses relevant issues, attracts relevant speakers and makes a real difference in leaders' lives
- Link in with Boards across the third sector, to allow Board members to be involved, and to enable Board members to support the involvement of their own senior leaders

What matters?

Attendance is very likely to be affected by individuals' comprehension of their own development needs. Programme content should involve adequate activity which helps the individual build a reflective approach to their own development

Understanding the provision: course structure and style, additional benefits and unique attributes

In terms of the structure of the programmes available, the most common format is a 'series of events', which suggests that this is the most accessible way of providing leadership development. Currently, no programmes are accredited, indicating that this isn't of primary concern for people attending, although this element may be explored with the aim of promoting regular, desired attendance amongst decision makers who have many other pressures on their time.

6.3 Recommendations: Learning objectives and structure

- Any provision should be based around a series of events, occurring at regular intervals, and lasting for a limited time, to ensure that a new 'cohort' can join the programme
- Top-up 'alumni' events, held annually would enable on-going benefits from the work. This will create a community of peers and long term engagement with an expert network, the combined forces of which have the power to create positive change across Scotland
- The programme does not necessarily need to be accredited. However, discussions about the development of recognised CPD status should explore the potential of giving the programme more weight, and allowing the quality of provision to be recognised. This will, in turn, ensure better 'buy in' by senior leaders
- The programme should be ambitious, inspirational and pitched at a high level. The calibre of speakers / facilitators should be carefully considered, to build a reputation for unrivalled quality
- The programme should include many opportunities to 'bring together' leaders, policy makers and experts, engaging them in meaningful debate. This should include both topic-specific work (e.g. specialists working closely together) and pan-sector work, where leaders learn about challenges in other 'specialist areas' of their sector
- In order to create a 'safe space', the use of Chatham House rules should be considered, along with the risks of this approach
- Setting challenges for the group, including practical challenges and exchanges, which promote 'cross sector problem solving'. The programme would be a great opportunity to identify and prepare participants for real situations: e.g. enabling the third sector to prepare for a policy change, by using the programme to impart knowledge in advance of the change. This has the additional benefit of enabling Scottish Government and public sector leaders to reach communities and prepare them for policy or practice changes in a supported way
- The programme must have a significant element of 'personalised development planning', where leaders are required to consider their own development needs, and recognise their own 'blind spots'. This aspect must be sensitively delivered by an appropriate expert, who can engage the group in agreeing 'leadership

competencies' across sectors

- A range of delivery styles and activities would enhance enjoyment of the programme, including experiential learning, community development approaches, action learning. Cross sector mentoring and coaching should be considered as a powerful method of transferring skills and building confidence

What matters?

A time-limited programme will ensure that the group does not lose its momentum, and that newly inspired leaders leave the programme and share its benefits with others

'Keeping in touch with alumni' will, in time, create a community of informed and inspired leaders, who have a genuine understanding of partnership issues

Resources and on-going support

Very few organisations responding to the survey offered on-going learning opportunities, distance learning and e-learning.

There is a lot of interest in this work, and delivery organisations have largely been keen to collaborate. However, in order for the programme to stay focused, it should be led by one agency or a steering group of agencies with a clearly outlined and agreed remit.

Consultative approaches should be taken, through the membership groups attached to the steering group organisations.

6.4 Recommendations: Resources and on-going support

Any additional provision should:

- Scope the type of e-learning facilities that people would use. This may include an informative web resource and could, in time, develop to include leaders from further afield in Scotland
- Include electronic solutions for leaders who cannot physically attend sessions. This may involve Skype contact, mentoring by phone and electronic discussion forums
- Ensure that adequate time is given for consultation, enabling wide cross sector involvement. This will create momentum for the work, along with highlighting the developments and enthusing potential audiences

What matters?

Resource implications of developing an online presence for this work should be taken into account

7. Summary

The snapshot of existing provision provided by the survey suggests that there is room for new activity in the area of cross sector leadership development. This should be led by representative agencies, which can collaborate with their memberships in order to reach a wide pool of leaders, a resource-efficient way.

The skills, knowledge and understanding of individuals and organisations in both sectors are invaluable, and can be transferred through a planned and consultative approach with stakeholders. The underlying focus for this work, in addition to the many benefits for organisations and Scottish Government, should be around the improvement of communication in order to achieve improvements in service design and delivery across all sectors.

8. Appendices

8.1 Equal Partners Event Evaluation (November 2012)

Below are the responses to the discussion topics which were raised at the ACOSVO / Third Sector Unit event, along with ideas for future events and a copy of the evaluation.

<u>Questions asked by SG to third sector:</u>	<u>Third sector comments</u>
<ul style="list-style-type: none"> • What are the challenges of leadership in the Third Sector? • What can the Third Sector offer to policy development and delivery? • What have I always wanted to ask about the Third Sector, but been apprehensive about asking? <p><u>What surprised you about responses?</u> Group 1 partnership bids: didn't realised challenges of short notice – time to build partnerships and run things by board Group 2 Nothing – related to time in post for SG staff – knows the sector well Group 3 Didn't realise the shift in funding from grants to tendering /contract, management – power balance in partnerships, challenges of timescale 3 yr etc -</p> <p><u>Any new ideas?</u> Contacts – who does what? Possible use of intermediaries and interfaces – raise awareness with Scottish Government</p> <p><u>General feedback</u> Innovation and creativity more likely in third sector – expertise to draw on Examples of good practice and case studies Knowing who are the influencers on each side – and how to contact them Number of hats /roles Third sector leaders have Challenge of time to engage with competing demands Challenge of short notice for consultations risk of being seen as tokenism</p>	<p>Changing staff in SG can be a challenge</p> <p>Differences between Policy and practice (Barriers)</p> <p>Measuring impact ROI</p>

<u>Questions asked by Third Sector to Scottish Government</u>	<u>SG comments</u>
<p>What are the challenges of leadership within the Scottish Government? What are the needs of Scottish Government officials in relation to policy development and delivery? What have I always wanted to ask about Scottish Government officials, but been apprehensive about asking? What are the challenges to connecting policy development and delivery and the Third Sector? What do we both need, is it ok to ask for it?</p> <p><u>What surprised you about responses?</u> Unique and complex roles held Impartial advice – consistent</p>	<p>Importance of feedback from frontline(impact of input)</p> <p>Role officials/policy -drivers serving ministers</p> <p>Outcomes focus</p> <p>Info – exchange communication</p>

<p>Implement policy – non political Extent of ministerial demands</p> <p>Ideas Early consultation, and how they could include ‘not usual suspects’ – resource issue? New or novel ideas Advisory boards – cover costs? Leading change – can come from 3rd sector Invite officials – we don’t ask enough Needs gap – approach minister MSP – 3rd sector can highlight Use of intermediaries</p> <p>General Finding right people within Scottish Government Ideas / examples of good practice Link better – policy area Third sector has contradictory views – should be seen as positive Diminishing resources / increasing demand Tight deadlines Power? Balance Changes – Scottish Government / health boards Is it like the “Thick of it” 😊</p>	
--	--

Ideas for future thematic events

Those present were keen that this type of event was continued.

Future thematic areas

- Equalities
- Health
- Disability
- Social enterprise
- Unemployment
- Workforce development
- Human rights
- Transport
- Children young people and families
- Lifelong learning
- Could also have a focus on case studies / examples of good practice?

Initial connections – how do we keep connections after events?

Possibility of future partnership working. Consider whether there could be follow on events from events like this e.g. if a small group wanted to continue to work together to build relationships or work on a specific project. Could we offer study groups / action learning sets?

8.2 Profiles

The following organisations were identified as providing relevant cross sectoral leadership development opportunities. They did not respond to the survey, and are not therefore listed in the *Information Bank* of provision. The following information is provided on the organisations' websites.

Animate

www.animate

Animate provides training, consultancy and coaching to chief executives and senior managers throughout the statutory and voluntary sector in Scotland and internationally. Our team includes Jo Kennedy, Joette Thomas, Ian MacKenzie and Duncan Wallace. Between us we have more than 60 years' experience in the sector. For the past 8 years we have been responsible for leading and delivering a development diploma (equivalent to a module on Glasgow University's MSc in Organisational Leadership) for leaders and consultants from across sectors. We are currently working with several partners to develop a new leadership programme specifically designed to address the needs of public service reform, which we hope to begin piloting after the summer. For more information contact jo@animateconsulting.org.uk or 07958 762773.

Institute of Directors

www.iod.com

Aims

- To promote for the public benefit high levels of skill, knowledge, professional competence and integrity on the part of directors, and equivalent office holders however described, of companies and other organisations
- To promote the study, research and development of the law and practice of corporate governance, and to publish, disseminate or otherwise make available the useful results of such study or research
- To represent the interests of members and of the business community to government and in all public. To encourage and foster a climate favourable to entrepreneurial activity and wealth creation; and
- To advance the interests of members of the Institute, and to provide facilities, services and benefits for them

ILM offers a wide range of qualifications covering all aspects of leadership and management, along with specialist programmes in coaching and mentoring, HR and enterprise. Last year 90,000 people registered for an ILM qualification, gaining the crucial skills and knowledge to improve their performance at work.

NPC exists to make charities and funders more successful in achieving their missions. Through rigorous analysis, practical advice and innovative thinking, we make their money and energy go further. Our consulting services help charities and funders find solutions to the challenges they face, whether they are trying to work more effectively, exploring new ways of working, or setting out to prove their worth.

All our advice is backed up by ten years of research, and draws on our think tank work to sector. We provide an unrivalled range of opportunities designed to help bring business, government and the not-for-profit sector closer together. They share their expertise, develop talent, broaden networks, input to policy development and improve their understanding of how the sectors can work better together.

We are a charity, independent and neutral. Established in 1984, we have a charitable purpose to build understanding and co-operation between the public, private and not-for-profit sectors for the greater public good – a nation better governed, business better informed and society better served. We do this by providing our members with:

- over 80 free events a year – to explore latest policy, share best practice, and listen to Permanent Secretaries and senior private sector speakers
- Tailored interchange and development opportunities to give unique insights into and experience of another sector – through mentoring, secondments, non-executive and charity trustee appointments and a range of flexible interchange/secondment programmes
- leadership programmes and development seminars – drawing on the diverse expertise and perspectives of delegates in professionally facilitated, cross sector learning sets, that help forge lasting networks and build capabilities to complement in-house leadership programmes

The Windsor Leadership Programme is our longest-running programme. It is the initial step towards reaching the most senior point of the leadership journey. These programmes are designed for those people who already have operational leadership experience and have the potential to reach senior leadership positions within their field. The programmes aim to support the self-development of leaders, with a focus on the role they can play in society, and within their organisations, as their responsibilities increase. Those who take part come from a diverse range of backgrounds in terms of sector, ethnicity, gender and function. An example of participants' roles on a programme could include:

- Operational Manager for a FTSE company
- Wing Commander, Lieutenant Colonel or Commander from the Armed Forces
- Chief Superintendent
- Government Policy Advisor
- Head Teacher
- Senior Manager for a large Non-Governmental Organisation
- Chief Executive of a small charity
- Vicar/Priest or equivalent in other faith groups

There are five Windsor Leadership Programmes a year, each with 24 places available. Demand for places is high and the selection process is rigorous to ensure the high calibre of participants. Through a series of syndicate discussions, challenging speakers, and personal insights, the group will explore what it means to be a leader in today's society and what will be expected of leaders in the next ten years. Participants gain a unique insight into the personal role they can play as a leader and the impact they can have on society. A second part to this programme is held six months later, when participants can review progress, share new challenges and strengthen networks for the future. All speakers and facilitators generously give their time and expertise. However organisations are asked to contribute towards costs. Not-for-profit organisations and faith groups will be considered for a bursary.

8.3 Information Bank

The following information was provided by organisations offering a cross sector leadership development opportunity.

These include:

- ACOSVO
- Children in Scotland
- Clore Leadership Programme
- Common Purpose
- Criminal Justice Voluntary Sector Forum
- Improvement Service
- NHS Scotland
- Scottish Community Development Centre & Community Health Exchange
- Voluntary Health Scotland / CHEX / Community Food and Health Scotland, Scottish Government

Delivering Organisation

Name of organisation: ACOSVO
Name of individual: Pat Armstrong
Web address: www.acosvo.org.uk
Sector: Third Sector

The Basics

Title of programme / Name of Course:	Equal partners
Type of programme / Course:	Series of events between third sector and Scottish Government
Duration of programme / course:	Series of half day events
Number of learning hours:	3 hours at each event
Frequency: how many times a year does the programme / course run?	2-4 times per year
Location: where does the course / programme take place?	Edinburgh (but could be held elsewhere)
Cost: how much do participants pay to take part?	Free
Presence: how long has the programme / course existed in Scotland?	Since November 2012
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Chief Executives and Directors Senior Management
It is attended by	Third Sector: 70% Public Sector: 30%
Commitment required:	Various leaders can attend

Structure and Content

The key learning objectives are:

1. Cross sectoral learning between third sector and Scottish Government
2. Building relationships
3. Sharing good practice
4. Increasing knowledge and understanding
5. Conduits into each other's sectors

The course / programme is structured	Single seminars / events
Style of delivery is	Interactive workshops Discussion groups
Accreditation	Non-accredited
It offers additional benefits, such as	Increased networks, on-going skills exchange, increased access to specialist information
It is unique because	Crosses all thematic areas as well as sectors

Resources and On-going support

The programme offers access to tools and resources including	Evaluation and record of events and offer of leadership exchange programme
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: ACOSVO / Scottish Government

Name of individual: Pat Armstrong

Web address: www.acosvo.org.uk

Sector: Third Sector

The Basics

Title of programme / Name of Course:	Leadership Exchange Programme
Type of programme / Course:	Exchange programme
Duration of programme / course:	One week in "each other's shoes"
Number of learning hours:	Flexible - could be 2 weeks but could be spread over 6 months
Frequency: how many times a year does the programme / course run?	On-going
Location: where does the course / programme take place?	Across Scotland
Cost: how much do participants pay to take part?	Free
Presence: how long has the programme / course existed in Scotland?	Almost a year
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Chief Executives and Directors Senior Management
It is attended by	Third Sector: 50% Public Sector: 50%
Commitment required:	Individual attends

Structure and Content

The key learning objectives are:

1. Cross sectoral learning at a leadership level
2. Increased awareness and understanding of each other's sectors
3. Opportunity to share good practice
4. See different perspective
5. Build relationships

The course / programme is structured	Other
Style of delivery is	Other
Accreditation	Non-accredited
It offers additional benefits, such as	Increased networks, on-going skills exchange, increased access to specialist information
It is unique because	Short term exchange at leadership level

Resources and On-going support

The programme offers access to tools and resources including	Evaluation and learning
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: Children in Scotland

Name of individual: Jackie Brock

Web address: www.childreninscotland.org.uk

Sector: Third Sector

The Basics

Title of programme / Name of Course:	Children in Scotland Annual Conference
Type of programme / Course:	Two day conference
Duration of programme / course:	Two days
Number of learning hours:	14
Frequency: how many times a year does the programme / course run?	Annually
Location: where does the course / programme take place?	Various locations in Scotland
Cost: how much do participants pay to take part?	Between £125 - £340 depending on one-day or two-day attendance
Presence: how long has the programme / course existed in Scotland?	20 years
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus UK-wide focus

Who attends?

The programme is primarily aimed at	Chief Executives and Directors Boards (Trustees) Senior Management Middle Management Other
It is attended by	Third Sector: 50% Public Sector: 30% Other: 20%
Commitment required:	Anyone working with children and families or within the children's sector is eligible to attend

Structure and Content

The key learning objectives are:

1. To showcase and profile best practice through study visits
2. To share experiences and best practice with colleagues from across the country in the plenary sessions
3. To forge new relationships and exchange new ideas with Scotland's children's sector workforce

The course / programme is structured	Single seminars / events Residential
Style of delivery is	Taught course (led by 'tutor', through presentations etc.) Interactive workshops Discussion groups Hosted visits (within other organisations)
Accreditation	Non-accredited
It offers additional benefits, such as	Increased networking, explore partnership working opportunities
It is unique because	The Children in Scotland Annual Conference brings together professionals, policy makers and experts from across the children's services sector in Scotland and abroad to debate the way ahead, and consider how the sector can achieve its aim of better childhoods for all children.

Resources and On-going support

The programme offers access to tools and resources including	Presentations and power points from expert speakers, resources provided by workshop presenters and study visit providers
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: Children in Scotland
Name of individual: Jackie Brock
Web address: www.childreninscotland.org.uk
Sector: Third Sector

The Basics

Title of programme / Name of Course:	Breakfast Leadership Conversations
Type of programme / Course:	Discussion meeting
Duration of programme / course:	Two hours
Number of learning hours:	
Frequency: how many times a year does the programme / course run?	Quarterly
Location: where does the course / programme take place?	Edinburgh
Cost: how much do participants pay to take part?	Free
Presence: how long has the programme / course existed in Scotland?	6 months
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Chief Executives and Directors
It is attended by	Third Sector 40% Public Sector 40% Other 20%
Commitment required:	By invitation only

Structure and Content

The key learning objectives are:

1. To enable Chief Officers from across Children's services to discuss challenging aspects of children's services which remain on the horizon and are difficult to address for a range of reasons
2. To help develop participating organisation's thinking on the longer-term, critical issues, which could really make a difference for children and young people
3. To discuss, listen and learn from each other
4. To give participants plenty of food for thought to then take forward the discussion in your own organisation
5. To explore potential ideas for partnership and action going forward beyond the meeting

The course / programme is structured	Series of seminars and events
Style of delivery is	Discussion groups
Accreditation	Non-accredited
It offers additional benefits, such as	Networking opportunity, relationship building
It is unique because	It bring Chief Officers from across Children's services together to discuss openly the challenging aspects of children's services which remain on the horizon and are difficult to address for a range of reasons

Resources and On-going support

The programme offers access to tools and resources including	N/A
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: Children in Scotland

Name of individual: Jackie Brock

Web address: www.childreninscotland.org.uk

Sector: Third Sector

The Basics

Title of programme / Name of Course:	Children's Sector Policy Forum
Type of programme / Course:	Meeting
Duration of programme / course:	3 hours
Number of learning hours:	3 hours
Frequency: how many times a year does the programme / course run?	Quarterly
Location: where does the course / programme take place?	Various locations in Scotland
Cost: how much do participants pay to take part?	Free to members of Children in Scotland
Presence: how long has the programme / course existed in Scotland?	4 years
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Senior Management Middle Management
It is attended by	Third Sector: 50% Public Sector: 30% Other: 20%
Commitment required:	The meeting is open to policy officer leads across children's services and members of Children in Scotland - attendance is not compulsory.

Structure and Content

The key learning objectives are:

1. To bring together Children in Scotland's diverse, nationwide membership – including charities, local authorities, community groups, professional associations and individuals – to form a united voice influencing policy on behalf of children and their families
2. To bring together policy officer leads across children's services to discuss key themes in line with priorities identified by Children in Scotland members

The course / programme is structured	Series of seminars / events
Style of delivery is	Discussion groups
Accreditation	Non-accredited
It offers additional benefits, such as	Increased networking
It is unique because	Meetings conducted under Chatham House Rules allowing for increased openness and information sharing

Resources and On-going support

The programme offers access to tools and resources including	
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: Clore Leadership Programme

Name of individual: Siobhan Edwards

Web address: www.cloreleadership.org

Sector: Third Sector

The Basics

Title of programme / Name of Course:	Clore Social Leadership Programme
Type of programme / Course:	Personalised leadership development
Duration of programme / course:	Up to 24 months
Number of learning hours:	Not calculated
Frequency: how many times a year does the programme / course run?	Once per year
Location: where does the course / programme take place?	Applicants can be based UK wide
Cost: how much do participants pay to take part?	It is free
Presence: how long has the programme / course existed in Scotland?	We recruited our first cohort in 2009, to start in 2010
Does the programme / course have a local focus or a national focus?	UK-wide focus

Who attends?

The programme is primarily aimed at	Senior Management Middle Management Other
It is attended by	Third Sector - 100%
Commitment required:	Same person - appointed as a Fellow

Structure and Content

The key learning objectives are:

1. Personalised leadership development - being the best leader you can be
2. Know yourself, be yourself, look after yourself
3. How to work with & through others
4. How to assess context
5. How to pioneer social change

The course / programme is structured	Series of seminars / events Residential Independent learning
Style of delivery is	Interactive workshops Discussion groups Hosted visits (within other organisations) Independent follow-up work Mentoring or coaching Other
Accreditation	Non-accredited
It offers additional benefits, such as	Part of Fellowship network for life
It is unique because	Personalised; for social sector leaders in broadest sense; open application; free

Resources and On-going support

The programme offers access to tools and resources including	Fellows undertake secondments (which can be in any sector) and undertake practice-based research which maybe cross-sectoral
The organisation is open to working in partnership to deliver future work in this area	Yes

Additional information: Our programme is for those working or volunteering in the social sector - they may work for a charity, housing association, co-operative, or be a social entrepreneur. Our approach is cross-sectoral in that we do not see social leadership as unique, and we try to engage with leaders from across the sectors, e.g. speakers, funders. We are UK wide and, to date, have recruited four Scottish-based Fellows.

Delivering Organisation

Name of organisation: Common Purpose

Name of individual: Connie Young

Web address: www.commonpurpose.org.uk

Sector: Third Sector

The Basics

Title of programme / Name of Course:	Meridian
Type of programme / Course:	Senior leadership
Duration of programme / course:	6 months
Number of learning hours:	Min 60
Frequency: how many times a year does the programme / course run?	Once per annum
Location: where does the course / programme take place?	In Scotland
Cost: how much do participants pay to take part?	£4,500 + VAT (with reductions for third sector organisations)
Presence: how long has the programme / course existed in Scotland?	20 years
Does the programme / course have a local focus or a national focus?	Local National UK-wide

Who attends?

The programme is primarily aimed at	Chief Executives and Directors Boards (Trustees) Senior Management Middle Management Other
It is attended by	Third Sector: 35% Public Sector: 35% Private Sector / Other: 30%
Commitment required:	Same person attends the whole course/programme in the year

Structure and Content

The key learning objectives are:

1. Improving cultural Intelligence
2. Adapting to fast-paced change
3. Using diverse networks to better effect partnerships
4. Developing leading beyond authority
5. Understanding the wider context

The course / programme is structured	Series of seminars / events Independent learning
Style of delivery is	Taught course Interactive workshops Discussion groups Practical challenges Hosted visits Independent follow-up work
Accreditation	Non-accredited
It offers additional benefits, such as	Common Purpose runs courses which give people the inspiration, skills and connections to become better leaders both at work and in society.
It is unique because	Experiential learning, independent, deliberately cross-sectoral and non-aligned

Resources and On-going support

The programme offers access to tools and resources including	On-line alumni website, alumni events, and on-going networking.
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: Criminal Justice Voluntary Sector Forum

Name of individual: Laura Mulcahy

Web address: N/A

Sector: Third Sector

The Basics

Title of Programme / Name of Course:	Criminal Justice Voluntary Sector Forum Networking and Knowledge Exchange Events
Type of Programme / Course:	Informal knowledge exchange and networking
Duration of programme / course:	On-going
Number of learning hours:	N/A
Frequency: how many times a year does the programme / course run?	4 quarterly forum meetings, plus various activities for learning and cross-sector discussion throughout the year
Location: where does the course / programme take place?	Scotland - locations vary
Cost: how much do participants pay to take part?	Members pay an annual membership fee that covers their whole organisation (those with less than 20 staff members pay £50. Those with more pay £100)
Presence: how long has the programme / course existed in Scotland?	The Forum was set up more than 10 years ago, although activities have varied over that time.
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Chief Executives and Directors Other
It is attended by	Third Sector: 95% Other: 5% (Independent funder)
Commitment required:	The CJVSF quarterly meetings are aimed at Chief Executive level. In addition, training events for practitioners are also organised throughout the year, with organisations able to send various representatives to these depending on the theme.

Structure and Content

The key learning objectives are:

1. Support voluntary sector providers to continuously improve their own criminal justice services through collaboration and sharing of good practice
2. Assist voluntary sector providers to understand, navigate and influence the complex and changing environment in which they operate – including, where appropriate, challenging specific policies or decisions that adversely affect them - through gathering relevant evidence (including evidence relating to unmet need), providing information, facilitating discussions, responding to consultations and contributing to relevant working groups
3. Promote broader awareness of the activities, value and impact of third sector services within criminal justice through consultation responses, briefings and attendance at relevant events

The course / programme is structured	Series of seminars / events
Style of delivery is	Interactive workshops Discussion groups
Accreditation	Non-accredited
It offers additional benefits, such as	Increased networks. Opportunity to feed in to joint working activities (e.g. Forum responses to government consultations)
It is unique because	Focused on the role of voluntary sector providers within the criminal justice system

Resources and On-going support

The programme offers access to tools and resources including	Model Framework Toolkit for improving partnership working (available at: http://www.sps.gov.uk/AboutUs/PartnershipWorking.aspx) - These were developed by CJVSF members and a range of other partners
The organisation is open to working in partnership to deliver future work in this area	Yes

Delivering Organisation

Name of organisation: Improvement Service

Name of individual: Sarah Gadsden

Web address: www.improvementservice.org.uk

Sector: Other (Company Limited by Guarantee)

The Basics

Title of programme / Name of Course:	Public Sector Leadership Materials
Type of programme / Course:	Targeted at leaders/aspiring leaders
Duration of programme / course:	Flexible - consists of a series of online materials which people can dip in and out of
Number of learning hours:	Flexible - consists of a series of online materials which people can dip in and out of
Frequency: how many times a year does the programme / course run?	Materials available online 24 x 7
Location: where does the course / programme take place?	Online - all materials are available through our e-learning platform Access 2 Learning
Cost: how much do participants pay to take part?	No cost - materials are available to all public and third sector organisations at no cost
Presence: how long has the programme / course existed in Scotland?	Around 3 to 4 years
Does the programme / course have a local focus or a national focus?	Local focus National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Senior Management Middle Management
It is attended by	Third Sector % NB. <i>information omitted</i> Public Sector % Private Sector % Other %
Commitment required:	flexible - all delivered online

Structure and Content

The key learning objectives are:

Modules on the following topics:

1. The public sector in context
2. Performance managing your Single Outcome Agreement
3. Efficient Government and the new context
4. Partnership and joint working
5. Workforce planning

The course / programme is structured	E-learning
Style of delivery is	Other
Accreditation	Non-accredited
It offers additional benefits, such as	<i>NB. information omitted</i>
It is unique because	<i>NB. information omitted</i>

Resources and On-going support

The programme offers access to tools and resources including	Online resources
The organisation is open to working in partnership to deliver future work in this area	Yes

Additional information: The online materials formed part of an accredited MSc programme that we delivered in partnership with Edinburgh Napier University, which we will cease to operate as of next year

Delivering Organisation

Name of organisation: NHS Scotland

Name of individual: Wilma Reid

Web address: www.nes.scot.nhs.uk

Sector: Public Sector

The Basics

Title of programme / Name of Course:	Leadership in Health Improvement Programme
Type of programme / Course:	Blended: Face to face/ online/ self-directed/ action learning sets
Duration of programme / course:	1 year
Number of learning hours:	Approx. 135 hours
Frequency: how many times a year does the programme / course run?	Not currently running, previous ran during 2009/10
Location: where does the course / programme take place?	Variety of national and regional locations throughout Scotland
Cost: how much do participants pay to take part?	£400
Presence: how long has the programme / course existed in Scotland?	Since 2008
Does the programme / course have a local focus or a national focus?	Local Focus National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Middle Management
It is attended by	Third Sector: 15% Public Sector: 85%
Commitment required:	Same person to attend each session

Structure and Content

The key learning objectives are:

1. Participants have developed a suite of skills and behaviours
2. Across Scotland, participants are engaged in a distributed leadership
3. Participants are engaging and leading local networks to work
4. Participants are champions for Leadership in Health Improvement

The course / programme is structured	Series of seminars / events Independent learning E-learning
Style of delivery is	Interactive workshops Discussion groups Practical challenges Independent follow-up work Other
Accreditation	Non-accredited
It offers additional benefits, such as	Increased networks and local support, access to licensed leadership information, evidence for CPD
It is unique because	No other programme which combines essential requirements of health improvement, leadership and improvement via a community of peers who can create collective action

Resources and On-going support

The programme offers access to tools and resources including	Leadership toolkits, action learning sets, access to library books
The organisation is open to working in partnership to deliver future work in this area	Yes / unsure

Delivering Organisation

Name of organisation: Scottish Community Development Centre & Community Health Exchange

Name of individual: Janet Muir

Web address: www.scdc.org.uk / www.chex.org.uk

Sector: Third Sector

The Basics

Title of programme / Name of Course:	Community-Led Health for All: Developing Good Practice - A Learning Resource
Type of programme / Course:	Bespoke programme on core competencies on community development approaches to health improvement and tackling health inequalities
Duration of programme / course:	Dependent on needs of those commissioning the course
Number of learning hours:	Dependent on needs of those commissioning the course. Range from 4 hr. taster to 2/3 days delivery
Frequency: how many times a year does the programme / course run?	Dependent on how often commissioning takes place - possibly 2 to 3 times a year
Location: where does the course / programme take place?	Offered Scotland-wide
Cost: how much do participants pay to take part?	It is free to participants. The commissioning agency, usually NHS or LA, is charged £500 per day
Presence: how long has the programme / course existed in Scotland?	(2013 is the) second year of offering the programme
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Chief Execs and Directors Boards Senior Management Middle Management Other
It is attended by	Dependent on who commissions the course Approximate attendance:

	Third Sector: 30% Public Sector: 70%
Commitment required:	Same person should attend each time

Structure and Content

The key learning objectives are:

1. Increased understanding and knowledge of the value of community-led health within their individual role and remit
2. Increased understanding of how, where and when community led health fits within approaches to health improvement and health inequalities
3. Development of skills and confidence in the planning, management and implementation of community-led health approaches

The course / programme is structured	Single seminars / events Series of seminars / events
Style of delivery is	Interactive workshops Discussion groups Practical challenges
Accreditation	Non-accredited
It offers additional benefits, such as	Further, enhanced understanding, knowledge and skills in the delivery of national policies relating to the Christie Recommendations on working with communities
It is unique because	First cross-sectoral learning programme that offers opportunities to learn about core competency areas on community development approaches to health improvement

Resources and On-going support

The programme offers access to tools and resources including	The Community-led Health for All: Learning Resource can be freely downloaded from the CHEX and SCDC websites
The organisation is open to working in partnership to deliver future work in this area	Unsure

Delivering Organisation

Name of organisation: Voluntary Health Scotland / CHEX / Community Food and Health Scotland / Scottish Government

Name of individual: Claire Stevens

Web address: www.vhscotland.org.uk/learning-exchanges

Sector: Third Sector / Public Sector

The Basics

Title of programme / Name of Course:	Learning Exchanges
Type of programme / Course:	Series of visits and round table discussions between third sector and Scottish Government
Duration of programme / course:	Series of 3 events over a 9 month period
Number of learning hours:	12 hours
Frequency: how many times a year does the programme / course run?	Once a year (to date). In future the programme will run twice per year
Location: where does the course / programme take place?	Across Scotland
Cost: how much do participants pay to take part?	It is free
Presence: how long has the programme / course existed in Scotland?	Since April 2012
Does the programme / course have a local focus or a national focus?	National (Scotland-wide) focus

Who attends?

The programme is primarily aimed at	Chief Execs and Directors Senior Management Other
It is attended by	Approximate attendance: Third Sector: 70% Public Sector: 30%
Commitment required:	Individuals were asked to commit for the duration of the programme

Structure and Content

The key learning objectives are:

1. To increase knowledge of proven practice on tackling local health issues including: how organisations engage with communities, listen to their needs; develop interventions that meet expressed need and evidence impact.
2. To demonstrate the time and resources needed for the sector to produce examples of experience and research evidence – e.g. full cost recovery programmes, Social Return on Investment monitoring and other research and evaluation models.
3. To increase understanding of what happens to local information once fed into Scottish Government - how is it circulated? How is it used?
4. To increase a network of contacts across Scottish Government and within the community-led and voluntary health sector

The course / programme is structured	Series of seminars / events
Style of delivery is	Discussion groups Hosted visits
Accreditation	Non-accredited
It offers additional benefits, such as	Increased access to specialist information, on-going partnership working opportunities, skills and knowledge exchange
It is unique because	It is an opportunity to engage with another sector on their own territory, in their working environment

Resources and On-going support

The programme offers access to tools and resources including	Published report outlining the benefits and lessons learned: <i>From Local to National and Back Again: Learning exchanges between community and voluntary sector health organisations and Scottish Government civil servants</i> (2012)
The organisation is open to working in partnership to deliver future work in this area	The work is currently delivered by a partnership of agencies. A new two year programme is under development