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Document Control

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Document Status
The current status of this document is final
Introduction

The Northern Ireland Guardian Ad Litem Agency (NIGALA) is committed to delivering a high quality service to the children and young people who are the subjects of public law and adoption proceedings in Northern Ireland. The quality of leadership and management is central to the success of the Agency and the achievement of key objectives. The senior management team are resolute in their commitment to demonstrating leadership qualities that reflect NIGALA’s values and principles, and which motivate staff to achieve the Agency’s mission.

Background

The Regulation and Quality Improvement Authority (RQIA), in its Independent Review of the Governance Arrangement of NIGALA (March 2013), commented that the Agency is undergoing major change at both Board and senior management level and they recognised the importance of ensuring continued leadership and strategic oversight of its core functions and legislative responsibilities. In their review of NIGALA in July 2012, Investors in People (IiP) stated that staff commented on high levels of trust and confidence in the senior leadership team who were described as open, honest and transparent, accessible, approachable and positive role models. IiP recommended that the Agency consider if new leadership and management competencies need to be defined to enable an adaptive, resilient organisation with high commitment and the capacity to innovate and change.

The NIGALA Corporate Plan (2013-2015) which includes a Business Plan, identifies the Agency’s strategic themes, strategic objectives and operational objectives (appendix 1). The plan takes account of recommendations identified in a review report from Investors
in People (IIP) and those in a review carried out by the Regulation and Quality Improvement Authority (RQIA), as well as DHSSPS priorities.

The NIGALA Senior Management Team are clear that the elements of NIGALA’s Leadership and Management framework will support the achievement of these recommendations, and help to embed the necessary behaviors, skills and knowledge into the culture of the organisation.

The Management and Leadership Framework is part of an integrated programme of improvement within the organization. It is therefore one of a number of vehicles through which the values and principles are embedded as sustainable behaviours, to support delivery of the strategic objectives.
Drivers for Change

NIGALA operates within the context of wider quality assurance mechanisms including professional standards, Health & Social Care quality standards, independent review reports from RQIA and IIP. Key drivers for Change are identified below:

Diagram 1.
**Shaping the Culture**

A number of elements are key to shaping the culture of NIGALA (Diagram 2). The Leadership and Management Framework is one of the supporting strands in the overall programme of change and modernization within the Agency.

**Diagram 2**
NIGALA has constantly striven to deliver a service of the highest quality and have sought to utilise the resources at their disposal in the most efficient and effective manner. Five core values are enshrined in NIGALA’s culture and these underpin the delivery of the five core strategic themes of the organisation.

- Human Dignity and Respect
- Safeguarding the Interests of Children
- Contribution to Society
- Integrity
- Quality

**FIVE CORE VALUES FEEDING INTO STRATEGIC THEMES**

- Compliance with legislation and guidance
- Efficient use of resources
- Children at the centre of NIGALA decision making processes
- Valuing staff and promoting learning
- Delivery of a quality service to agreed standards

Supported by Leadership and Management Framework
Impact of developing a Leadership and Management Framework

Current thinking (CIPD 2014) defines leadership as a way in which people influence others with regards to their personal attributes and behaviors, to achieve a common goal. It also suggests that at some point all individuals can become leaders though not everyone is a manager - thus highlighting the distinction between leadership and management. Through this distinction, we can demonstrate that leadership is an important quality for a manager to possess when trying to achieve outcomes in the workplace.

The potential impact and benefits identified through the research included:

i. Improved quality of care to service users and carers
ii. Improved ability to deliver against the organisation’s business plan and performance improvement measures, and the ability to sustain improvements.
iii. Improved recruitment and retention of staff by creating a more positive working environment
iv. Improved succession planning for leadership and management roles within the organisation.

i. Sending out a clear and consistent corporate message
Development of the Framework

The Agency has developed this Leadership and Management Framework in response to the IIP recommendation. This recommendation required the Agency to consider defining leadership and management competencies to enable an adaptive, resilient organization with high commitment and capacity for innovation and change. The Framework has been developed to align closely with NIGALA’s strategic theme of Valuing Staff and Promoting Learning.

The Healthcare Leadership Model is an important new model which can inform the development needs of all health and social care staff and to promote leadership at all levels. The model has been designed to promote understanding of how leadership behaviours can affect the culture and climate within which health and social care staff work. The Healthcare Leadership Model is made up of nine ‘leadership dimensions’, all of which are important in an individual’s leadership role. However, the type of job they have, the needs of the people they work with, and the context of their role within their organisation will all affect which dimensions are most important for them to use and develop.

A series of workshops were held with members of the Senior Management Team, the purpose of which was to begin identifying the behaviours, skills and knowledge required by leaders and managers within the organisation. The process included mapping against the Healthcare Leadership Model, and reviewing a number of other relevant frameworks to benchmark good practice.

SMT sought to ensure that the framework would take account of the ‘people’ dimension in the delivery of key objectives and promote leadership by positive influence, not just
formal authority. It was important also to achieve a balance between providing support to staff and the need to deliver priorities and objectives.

Other fundamental elements of organisational life to consider in the development of the framework included:

ii. Respect for and valuing staff
iii. Maximizing the skills and talents of the workforce
iv. Working smarter to ensure time for reflective practice and innovation
v. Sending out a clear and consistent message

The NIGALA Leadership and Management Framework is structured across a number of dimensions and sets out the leadership and management behaviours expected within each dimension of outcomes focus, strategic thinking, leading with influence, personal integrity, responsibility and integrity, promoting connectedness.

The Quality 2010 Leadership Attributes Framework sets out a range of attributes for those charged with leading Quality and Improvement and safety across their organisation and the Health and Social Care system. In Northern Ireland these individuals are also responsible for ensuring that Quality Improvement is embedded in the day work of the organisation. This sixth dimension of Directing Improvement in the Provision of Services for Service Users was added to the NIGALA Leadership and Management Framework and the associated attributes set out as the behaviours required to be demonstrated by all senior managers.

The Quality 2020 Attributes Framework sets out a self assessment of the knowledge, skills and attitudes required to advise on and lead quality improvement across service boundaries. The Leadership and Management Framework takes account of the self assessment approach and further develops a template to address the learning and development needs of staff in the Agency across the dimensions of the leadership and management framework.
NIGALA Leadership and Management Framework

- Leading with Influence
- Personal Responsibility and Integrity
- Strategic Thinking
- Promoting Connectedness

Supporting Quality Improvement and Safety

Outcomes Focused
### Structure of the Framework

The draft model is structured in six dimensions with a number of descriptors in each dimension, and expected behaviours are as follows:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Descriptor</th>
<th>Behaviours</th>
<th>Strategic Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Outcomes</td>
<td>There is clear alignment of organisational objectives to those at team and individual level.</td>
<td>Ensures staff know what is expected of them. Has the skills, knowledge, training to support success. Reflects on own and others practice and challenges ways of working. Links personal outcomes to overall organisational success. Manages performance, collectively reviewing and monitoring progress</td>
<td>Learning and Development perspective Customer/stakeholder perspective Internal process perspective Financial Perspective</td>
</tr>
<tr>
<td>Focused</td>
<td>- Supports and develops staff to deliver outcomes - Individually takes responsibility for outcomes - Holds self and others to account and celebrates success</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Strategic Thinking</td>
<td><strong>Understands the wider context.</strong></td>
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<tr>
<td>----------------------</td>
<td>----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sets direction</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Shares the vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Inspires others</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Cultivates a culture of continuous improvement and innovation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Connects strategic initiatives to practice developments, applying manageable steps.</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td><strong>Demonstrates reciprocal engagement with and active feedback from service users and stakeholders.</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td><strong>Promotes and demonstrates reflective practice.</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td><strong>Actively seeks out opportunities for innovation and improvement.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Seeks out information and gathers new ideas.</strong></td>
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<td></td>
</tr>
</tbody>
</table>

<p>|                      | Learning and Development perspective |
|                      | Customer/stakeholder perspective |
|                      | Internal process perspective |
|                      | Financial Perspective |</p>
<table>
<thead>
<tr>
<th>3. Leading with Influence</th>
<th>Influences for success.</th>
<th>Shares knowledge and information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Builds and maintains positive relationships</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Communicates clearly and effectively</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Leads by example</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Delivers the vision through sustainable commitment and coherent engagement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Knows their people</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Understands the context and pressures within which people are operating.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Listens actively, engages constructively with all staff, stakeholders and service users.</td>
<td></td>
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<tr>
<td></td>
<td>Demonstrates candour, openness and transparency</td>
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<tr>
<td></td>
<td>Tailors communication avoiding jargon.</td>
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<tr>
<td></td>
<td>Demonstrates empathy and other effective interpersonal skills.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Using a coaching style of leadership</td>
<td></td>
</tr>
</tbody>
</table>

Customer/stakeholder perspective
Learning and Development perspective
<table>
<thead>
<tr>
<th>4. Personal Responsibility and Integrity</th>
<th>Role models the values of NIGALA.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Acts as an ambassador for NIGALA</td>
</tr>
<tr>
<td></td>
<td>Respects difference and diversity</td>
</tr>
<tr>
<td></td>
<td>Shows commitment to personal development and training</td>
</tr>
<tr>
<td></td>
<td>Takes personal responsibility for delivery of objectives.</td>
</tr>
<tr>
<td></td>
<td>Takes responsibility for own health and wellbeing.</td>
</tr>
<tr>
<td></td>
<td>Demonstrates resilience.</td>
</tr>
<tr>
<td></td>
<td>Demonstrates professionalism and corporate loyalty.</td>
</tr>
<tr>
<td></td>
<td>Displays emotional intelligence and behaves in a consistent and caring way towards others.</td>
</tr>
<tr>
<td></td>
<td>Models the principles and NIGALA code of conduct.</td>
</tr>
<tr>
<td></td>
<td>Is prepared to challenge, is open to challenges from others, and willing to learn from mistakes.</td>
</tr>
<tr>
<td></td>
<td>Is trustworthy.</td>
</tr>
<tr>
<td></td>
<td>Demonstrates integrity, candor and openness.</td>
</tr>
<tr>
<td></td>
<td>Takes steps to ensure work/life balance</td>
</tr>
<tr>
<td></td>
<td>Internal Process Perspective</td>
</tr>
<tr>
<td></td>
<td>Learning and Development perspective</td>
</tr>
</tbody>
</table>
| 5. Promoting Connectedness | **Understands the structure in which they work, locally and strategically.**  
- Actively develops and maintains networks  
- Builds partnerships and collaboration with stakeholders  
- Promotes a culture of team working  
- Builds and shares knowledge and information | **Recognises and accepts different perspectives**  
- Identifies and shares the benefits of collaborative working.  
- Actively seeks feedback from staff, service users and stakeholders  
- Builds and encourages good relationships within the team.  
- Provides and seeks peer support  
- Develops a coaching style | **Customer and stakeholder perspective**  
- Learning and Development |
|---|---|---|
| 6. Supporting leadership for Quality Improvement and Safety | **Clear focus on continuous service improvement**  
Leads improvement in care and services aligning priorities and removing barriers. | **Encourages, promotes and supports a learning culture in/and/or across organisations learning from engagement with patients/service users and their carers and families**  
Directs the implementation spread of | **Customer and stakeholder perspective**  
- Learning and Development |
<table>
<thead>
<tr>
<th>Improvement methodology across service boundaries.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advises on the development of improvement measures and understands variation in data using relevant tools where appropriate.</td>
</tr>
<tr>
<td>Monitors the quality and safety of care understanding that measurement is for learning not judgement.</td>
</tr>
<tr>
<td>Provides expert advice and maintains an oversight of the progress of improvement.</td>
</tr>
<tr>
<td>Uses evidence based tools or accepted guidance to ensure that appropriate resources are used in the organisation.</td>
</tr>
<tr>
<td>Directs the improvement work across the organisation and responds directly, openly and rapidly to safety alerts, early warning systems and complaints from service users and staff.</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Promotes transparency across the organization.</td>
</tr>
<tr>
<td>Provides high level support to multi-organisational collaborative/network, in which teams can learn from and teach each other.</td>
</tr>
<tr>
<td>Pays attention to own learning to enhance the way to direct improvement within the organisation.</td>
</tr>
</tbody>
</table>
Framework Application

The framework has a number of potential applications including:

- Leadership and management development
- Selection and Recruitment
- Performance management
- Short and long term planning for NIGALA
- Broader organisational development initiatives

The application of the Framework to NIGALA-specific initiatives will contribute to the achievement of high quality leadership and high quality service provision.

Managers should note that in order to support staff with a disability to achieve their full potential, reasonable adjustments should be made to meet the needs of the individual staff member.

Appendix 1

NIGALA Strategy Map

Our Purpose: To advise the courts of children’s wishes and feelings and to independently represent and safeguard the interests of children in specified public law and adoption proceedings in Northern Ireland

Our Strategic Goals

- Compliance with legislation and guidance
- Efficient use of resources
- Children at the centre of NIGALA decision making processes
- Valuing staff and promoting learning
- Delivery of a quality service to agreed standards

Our Operational Goals

- Children and Stakeholders: Children Centred Decisions, Stakeholder Engagement, Care Duration, Effective Representation, Compliance
- Finance: Estate Management, Business Case Skills, Break-even, Prompt Payment, Assurance reporting
- Internal Systems: Quality Assurance, Good Governance, Managing Change, Maximise Efficiency, Use of Technology
- Learning and Growth: Equality and diversity, Knowledge exchange, Health and wellbeing, Professional Development, Strengthening leadership

Underpinned by our Values

- Human dignity and Respect
- Safeguarding the interests of Children
- Contribution to Society
- Integrity
- Quality

Principal Objectives for Board Focus in 2015/16
Appendix II

Accountability Areas for Senior Managers

Ad - Adoption
- Guardian ad Litem Line Management/Case Co-ordination
- Adoption Practice Oversight
- Equality Oversight
- Adoption Practice Oversight
- Safeguarding

AD - Public Law
- Guardian ad Litem Line Management/Case Co-ordination
- Public Law Practice Oversight
- SCG/PPI Practice Oversight
- SCG Committee Governance

Ad - PPI
- Guardian ad Litem Line Management/Case Co-ordination
- Corporate Services Line Management
- Corporate Services Functions Oversight
- Corporate Governance

Corporate Services Manager
Quality Assurance and Training Manager
- Quality Assurance Audit
- Learning and Development Oversight
- Quality 2020