



Using data and Intel to improve child development in interest of child development and inclusive growth

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We will present on three themes: i) why child development is important for inclusive growth and what does the early years have to do with it; ii) the challenges of defining and measuring early years development; iii) issues in the coproduction of a performance measurement framework with children, families and communities. The session will explore how measurement and data can be combined with approaches that are careful in their positioning of agents and in the concept of agency – thus trying to work towards an inclusive dialogic frame so that dehumanisation is avoided and shared goals can be achieved collectively.

Concept of agency

Case for raising conceptual consciousness

Case for inclusivity in our shared search for a 'better life'

Transformational change in health and care

Reports from the field

(Dougall, Lewis & Ross, 2018)

This challenge to apply the Bromley by Bow principles in a joined-up and meaningful way is one that interviewees wished to leave us with:

When you go to the North West or into Bradford or Cumbria you see dependency cultures: the same stories, change a few names, it's the same thing that we discovered years ago in the housing estate in Bromley by Bow. Institutionally, often none of the lessons learnt, despite thousands of visitors to Bromley by Bow, despite endless research...

There's a story that comes to mind: in Bradford, there's a very large woollen mill called Lister's Mill. The entrepreneur that built that was Samuel Lister. Whenever they tried to find Samuel Lister you couldn't find him in the boardroom talking policy, you couldn't find him in his office writing strategy documents, but on the Mill floor you'd see a set of legs pointing out under the noisy machinery. He would be looking up at the machinery and noticing that this wire wasn't connected to that, if he did that rather differently and connected that thing to that... He invented 120 (I think it was) patents that changed the woollen industry.

So, a conversation is needed about the machinery question and how broken it is. Throwing money into them will be good money after bad. There is a fundamental problem across institutions, political parties, universities – all busy talking policy, research and theory, but not grasping practicality. There's a need to look under the bonnet and take a close look at what is happening underneath.

Working from the inside out (not top down or bottom up)

We see Lister going on inside something – we are not trying to see what is going on inside of him

John Shotton – practical philosopher in organisational change – we should be asking what are people going on inside of

The practice of system leadership

Being comfortable with chaos

Timmins, 2015

What this reports shows is that effective system leaders are not heroic individuals who, through force of will or personality, achieve changes that others find impossible. Rather, they recognise the need to build alliances and collaborations by engaging their peers and many others in working towards a better future. They lead through influence and persuasion, recognising that delivering sustainable improvements usually takes time. They are also resilient in the face of obstacles, keeping faith with their purpose even when they encounter resistance. They have learnt how to work across organisational boundaries through networks that bring together services around the needs of populations and people who use these services. In the words of one of the leaders interviewed for this report, system leaders succeed by 'being comfortable with chaos'.

Post-heroic leadership landscape – giving up control from the outside and getting into the mess of the inside

Keeping the faith is a key determinant of resilience in the face of resistance –

Faith and purpose is rooted in culturally situated depictions of what it means to be a good therapist/educator/parent

Supporting integration through new roles and working across boundaries

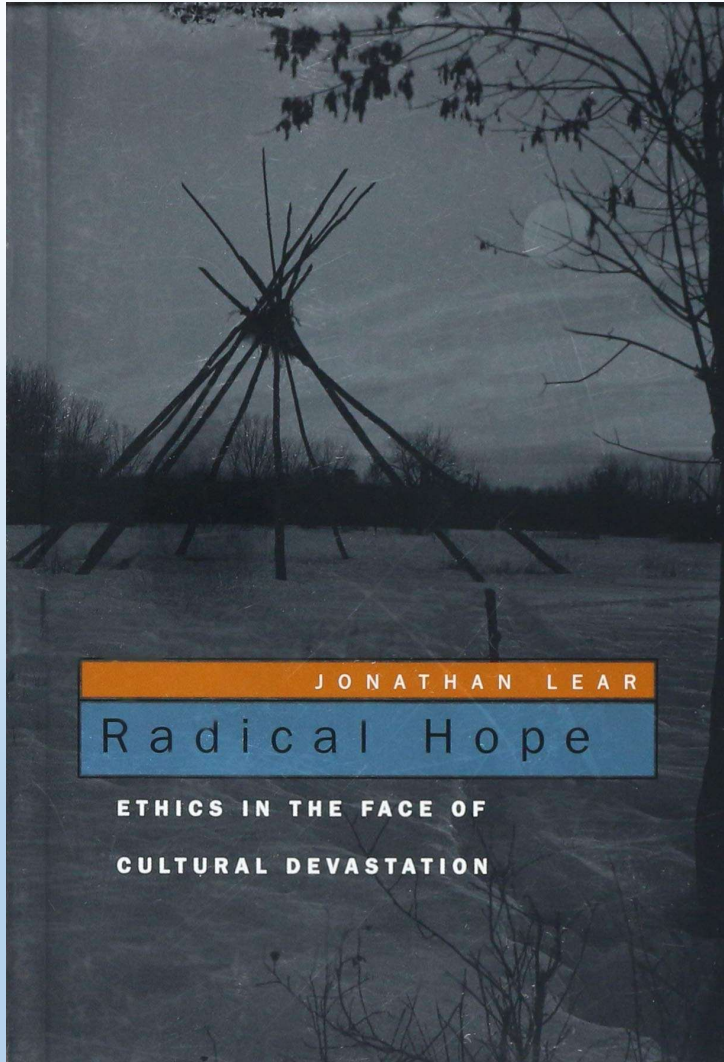
Gilburt, 2016

From the inside to the structure – how to structure the workforce to work with Being with – witness – are we developing cultures of practice that can recognise and work across culturally different conceptual landscapes?

What is workforce boundary-spanning?

Creating effective mechanisms to support collaborative and joined-up working has been a longstanding aim of many organisations. Boundaries between staff in different services, organisations and sectors of care have been identified as a key barrier to delivering integrated care.

‘Boundary-spanning’ means reaching across organisational structures to build relationships, interconnections and interdependencies. It can be done at an individual level, to develop and manage interactions, and at an organisational level, by setting up policies and structures that facilitate and define the relationships between individuals and their respective organisations (Williams 2002). Developing a workforce that can span the boundaries that exist within and across health and social care requires due consideration of both levels – the organisational structures that influence how people work together as well as individual staff roles within those organisations.



What do we do when our conceptual framework is so incapable of helping us to imagine our way to a better life?

Learning from the Crow - Ellie's story and the case for inclusion in the early years

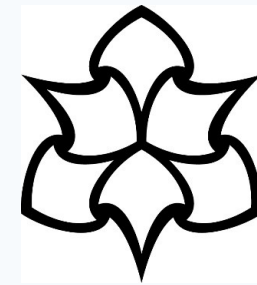
Thinking beyond databases, scores, metrics and gradients to 3D maps of connectivity and places to be for bespoke place-based, community work.... A Story from the School Readiness Board and the GMCA's Task and Finish Group, Community of Practice Event, November 2019.



Vermeer, 1665

Painting a picture of Agency

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