

Changing Lives: Performance Improvement Group Meeting
Rosebery House (COSLA), Haymarket, Edinburgh, Friday 29 February 2008

Present:

Sandy Cameron, Chair
Annie Gunner
Gill Ottley
Colin Mackenzie
Catherine Rainey
Andy Bruce
Bill Ellis
Sandra Murray (secretariat)

Apologies

Apologies were received from Bernadette Docherty, Bernadette Malone and Colin Menzies.

Welcome

1. Sandy Cameron welcomed everyone to the meeting.

Minutes of previous meeting

2. The Minutes of the previous meeting were approved.

Gill Ottley and Annie Gunner said that they had attended the recent SWIA/Turning Point Conference on governance arrangements in the voluntary sector. Annie Gunner stated that self evaluation is useful but should not be seen as another layer of inspection reporting.

Sandy Cameron said that it was early days for improved services but it would be helpful to meet with Colin Mair to further discuss how partners could be tied in across the board.

There was interest in how the National Outcomes for Community Care tie in with the National Performance Framework. Catherine Rainey said that Community Care Outcomes shouldn't be separate from Single Outcome Agreements, but should be part of the support mechanisms to demonstrate SOA's.

Annie Gunner said she would circulate a flier from a meeting on Community Care Outcomes that she recently attended.

There have been discussions with COSLA on work to cover joint activities between Local Authorities and Health.

Gill reported on the work she is doing in the Reducing Burdens Group, one of 4 groups set up on the back of the Crerar Review. Gill's group will be looking at the barriers to information sharing over 2008/9, including the Data Protection Act. Gill will e-mail a draft paper to the members of this group. It was suggested that this should be an agenda item for the next meeting.

Action Point: Group to consider views on draft paper for discussion at next meeting.

Changing Lives: next steps

3. Catherine Rainey, provided an update on the way forward for *Changing Lives*. A paper, *Changing Lives: Next Steps*, had been circulated by way of introduction. The paper came out of discussion with the Chairs of the 5 change groups. Catherine stated that the intention was for everyone to pull together to make real progress over the next two years. The work at national level would be focused on a number of key "products" which would be delivered in the next 12 months or so. These would provide the framework for, and give assistance to, the local delivery of the key aspirations of *Changing Lives*.

The paper sets out the programme of work for the next year or so; describes how this contributes to the 2 key themes of Workforce development and Personalisation; provides an indication of other work being taken forward; reinforces the fact that local leadership and ownership is key; and explains that this work provides the context for local action and development.

In the discussion that followed the following points were made:

- The overall aim is to improve outcomes for individuals and communities.
- It was suggested that it would be helpful if the diagram was to indicate timescales
- The paper could be shortened to two pages for a wider readership.
- ADSW have a key role in harnessing local engagement. The Scottish Government has provided ADSW with funding for a policy officer post to enhance ADSW's capacity to lead the *Changing Lives* agenda.
- The Scottish Government will also meet with COSLA for initial discussions with officials and will seek to meet with elected members and other professionals shortly.
- Local Practitioner Forums should not just be for social work practitioners. They should be encouraged to open out and take forward the agenda to the voluntary sector. LPF's will also require the input of effective managers if they are to deliver.

Update on SWIA self-evaluation project

4. Gill Ottley and Andy Bruce provided an update on the SWIA self-evaluation project. This will involve the production of a general guide to self-evaluation that would draw on the established performance inspection model to create a tool that could be used to help local authorities scrutinise their performance on an ongoing basis.

Guiding Principles

- The self-evaluation guide should be owned by those carrying out the self evaluation for the purpose of continuous performance improvement.
- It should not be part of the inspection process.
- It should not be mandatory.
- It should be capable of interfacing with other/existing self-evaluation tools.
- It should be developed in partnership with LAs.

What the Guide might look like

- It will be based on the PIM
- It will ask key questions to assess performance against each part of the PIM
- It will have guidance on how to carry out self-evaluation/types of evidence
- It will help create a targeted improvement plan
- It will develop the role of Link Inspector

In the discussion that followed the following points were made:

- The Group were supportive of the approach being suggested.
- This is not about being a replacement tool. However, it will be a useful resource for local authorities with less developed self-evaluation processes in place.
- It is about working with local authorities. At present two thirds of local authorities have indicated that they want to be involved in developing the guide.
- The object is to produce an easy to read and user friendly guide that will assist the self evaluation process.
- The process would initially start by LA's self assessing and working towards a target improvement plan. It was considered important to ensure that the self-evaluation process included an opportunity for users and carers to comment on the services they were receiving.
- It will be important to develop the role of Link Inspector, so that the post holders develop a strong relationship with LAs, based on trust and a detailed understanding of local issues.

Feedback on Organisational Raid

5. Sandy Cameron provided feedback on an Organisational Raid on Standard Life Investments. This involved Sandy and a group of senior social work managers visiting Standard Life Investments with a view to learning about their approach to performance management. They also wished to identify possible approaches to performance improvement that could potentially be applied with positive effect to social work services.

The meeting was facilitated by the Scottish Leadership Foundation and hosted by Gordon Teasdale, Head of Human Resources at Standard Life Investments and his colleagues, Ann Currie and Caroline Dyer.

Gordon provided the group with a brief overview of Standard Life Investment's staff performance management system - **REAL** - which is an acronym for:

Resourcing	The Talent Agenda
Engagement	Giving People Meaning
Alignment	Doing What You Do Best To Deliver Success
Leadership	Leadership Your Way

Gordon explained that they had started working with the Gallup Organisation around 20 years ago which led to the company fully embracing a talent management philosophy globally. Their focus is on getting the best talent for the organisation and the Gallup approach underpins all that they do.

- **Resourcing – The Talent Agenda (The Gallup Path)** - Ann Currie outlined the “Gallup Path” advising that this was developed through global research with over 100,000 clients. The path focuses on:
 - **Identifying the strengths of individuals** – right person = good organisational fit
 - **Having great managers** – being involved in recruitment; selecting for talent; defining the right outcomes; focusing on strengths and finding the right fit.
 - **Engaging employees** – understanding staff – what motivates them; how do they want to be managed/recognised; understand them as individuals.

Ann advised that these areas need to be effectively managed in order to achieve sustainable growth and profitability within the organisation.

Gill Ottley stated that SWIA used a similar process as part of their annual appraisal system.

A draft report is to be circulated to the group members and it was agreed that this would be discussed further at the next meeting.

Case studies of practice models

6. As agreed at the last meeting, the group's work plan would focus on drawing up case studies of performance improvement best practice models. Andy Bruce passed round a paper which outlined details of Citistat. This is one of a collection of case studies currently being looked at. Others include Vanguard, Collaborative Networks and others. Andy said that he will produce a paper with further details to be passed round at the next meeting. There will be work to be done, pulling all the information together with the eventual aim to have these examples of good practice on the Performance Improvement Group's part of the Social Work Services website.

AOB

7. Annie Gunner gave her apologies for the next meeting on 20 June 2008.

Date of next meeting

8. The next meeting of the group is at 11 a.m. on Friday 20 June 2008 in St Andrew's House, Edinburgh.