

Changing Lives: Leadership and Management Implementation Group Notes of the Meeting 8 September 2006 (Issues and Actions)

Present: David Crawford (Chair), Sandy Burnham (SB), Alexis Jay (AJ), Harry Stevenson (HS), Karen Lax (KL), Gill Tucker (GT)

In attendance: Zoe van Zwanenberg (ZvZ), Scottish Leadership Foundation, Ashleigh Dunn (AD), Scottish Leadership Foundation

Apologies: Netta MacIver (NM), Paul Cowan (PC)

1. The way we work

- We should develop a way of working which makes best use of time that engages with the outside world and maximises effectiveness.
- We need not always meet in a venue but could use such means as tele-conferencing.
- Our approach should be based on action research.
- We are a small group, but it should be noted that we can co-opt expertise as we need it.
- We can seek and also provide information to underpin our work – e.g. Social Work Inspection Agency (SWIA) inspection reports, HMIE reports, overviews from our respective organisational standpoints.
- The Scottish Leadership Foundation (SLF) is able to undertake work on our behalf, and ensure that our work is consistent with the wider Public Sector Reform leadership and management agenda, and specifically its leadership and management framework. SLF will also facilitate and support our processes and help us to make linkages across the other implementation groups and between the chairs.
- The officers of the Scottish Executive (SE) can offer help to ensure cohesion with other SE agenda and policies, and can provide access to analytical services and economists as necessary.
- We have a budget which can also help us with the facilitation of our work.
- We should communicate positively, being clear about what we are doing, why we are doing it, and the progress that we make.
- We need to engage our stakeholders and engage the wider sector in our work.
- Communication must be two way – we will want to hear what others have to say.

2. Approach to the Changing Lives Agenda

- Changing Lives should be in the vanguard of public sector reform. Our approach, therefore, should be to drive major change rather than react to an agenda.
- The Review comprises a complex matrix of things so there are no quick fixes. The response to the review should be live: a raft of activity across the country.

- One of the key messages of Changing Lives is that social work cannot and should not do everything, others must participate. Our work must therefore encompass and take account of the wider public sector such as health and education.
- We need to link to the other implementation groups of Changing Lives.

3. Developing a Leadership and Management Framework

- There are a deluge of materials, policies and processes in relation to leadership and management, but no framework.
- This work sits in the broader context of a public sector leadership and management framework.
- We will need to take account of both the generic framework for local government and a specific professional framework.
- The framework must be facilitative, useful and dynamic – it should not be just a set of paper-based descriptions, but should comprise processes and actions.
- The standard for headship provides a good model, as it is clear about the qualities and behaviours that are expected. We should seek a common reference point, with some definition around senior and middle managers, and work up and down from this.
- The survey across local authorities and others shows a diversity of practice. We would want to drive a framework that was forward looking and facilitated leading edge practice; an enabler of progress rather than a barrier.
- The framework should be at a high level, and not attempt detailed specification. It should strike the balance between setting a strategic direction and enabling local variation in implementation.
- It must deal with performance, both personal and organisational, particularly at the strategic leadership level.
- We must identify the themes that we wish to cover; for instance succession planning, sustainability, continuous improvement, cultural change etc.
- We want to build a menu of choices so that we can identify effective practice.

4. Leading to Deliver

- 4 cohorts and some 400 participants have now completed this programme.
- Work done across the summer to “test the water” of stakeholder buy-in to the programme showed that Leading to Deliver was highly valued.
- Although this was the case we need to consider the programmes impact, given that 400 is a comparatively small number of staff to reach.
- Immediately we would wish to maintain momentum given that the programme is so well regarded, and as yet we have nothing to replace it.
- We would want the resources of the programme, both its materials and graduands, to be more fully exploited to increase its impact.
- To have better impact we might target it towards strategic managers who would be champions and leaders of change.

- We might also use a 5th cohort group to test our wider thinking about leadership and management.
- In the longer term the future of this programme would depend on the findings of the Leadership and Management Implementation Group (LMIG).

5. Actions

- The next meeting should be a half day workshop facilitated by SLF. Its purpose will be to identify the key issues and themes for the group's work. What are some of the key leadership challenges and how do we approach these?
- We need information on which to base our judgements and have agreed that the workshop will be underpinned by:
 - An overview of SWIA inspection reports (**AJ/ZvZ** to liaise).
 - Best Value in Local Government (**ZvZ/AD** to liaise with Caroline Gardener).
 - The key issues in Health (**SB**).
- As we work we should have agreed a set of key questions to act as a check list and test for all that we do: e.g. how does this link with? Is this consistent with? Have we engaged with? Gill and Zoe to provide draft for the next meeting. (**ZvZ, GT**)
- Gill to act as the coordinator to shape the workshop, working closely with David, Zoe, Alexis and Sandy (**GT**).
- Issues to be brought by Netta (voluntary sector) and Paul "My Leadership Capability Profile" and wider public and private sector should be addressed in the subsequent meeting (**PC, NM**)
- Issues from the Audit Scotland Report to be circulated by Karen (**KL**)
- Karen to keep in touch and report back on the agenda of the 2nd Government Forum (end of November), where the focus is on leadership (**KL**).
- The project plan for the development of the framework was agreed and should be progressed to the next stage – 4.1. 09/06 (**AD**)
- A 5th cohort of Changing Lives should be planned and be recommended to Ministers. The cohort should be aimed at strategic managers (**KL/GT**).

