

Changing Lives: 21st Century Social Work Review

Leadership and Management Change Programme

**CoSLA, Rosebery house, 9 Haymarket Terrace, Edinburgh
18th January 2007, 13:00 – 16:30**

Minutes

Present: David Crawford (Chair), Alexis Jay, Netta MacIver, Paul Cowan, Daniel Stoddard (for Edith Wellwood), Sandy Burnham, Karen Lax, Gill Tucker, Zoe van Zwanenberg, Colin Wallace (in attendance)

Apologies: Edith Wellwood, Harry Stevenson, Ashleigh Dunn

1. Chairs' Meeting – Report from Chair.

The Chair drew the Group's attention to three papers which had been agreed at the December 2006 meeting of the Chairs of the Changing Lives Change Programmes: i. principles, ii. evidence and iii. business case. The approaches in these papers would need to underpin the L & M Group's work and recommendations.

2. Leadership and Management Framework (update)

The Framework relates to all Change Programmes: i. Practice Governance - both in respect of the autonomous, accountable practice governance framework and the role of the Chief Social Work Officer; ii. Performance Improvement – given that the purpose of the Framework is service excellence; iii. Workforce – as leadership development is a critical aspect of workforce development and iv. Service Development - in respect of its work comprising standards and performance improvement. Zoe van Zwanenberg updated the group on progress.

The Framework would make clear its purpose, and its content would deal with leaders as individuals as well as the process of leadership: this because in any successful leadership model these two aspects must be in balance to achieve performance improvement. There are generic aspects which would be shared with the Public Sector Leadership and Management Framework; specific aspects would be sensitive to the language and culture of Social Work Services. The Framework would also make clear the interdependences and relationships of various policies, events and actions driven by the Leadership and Management Change programme.

The Change Programme must aim for sustainable change – to achieve this the role of each part of its work must be clear against the Framework, so that gaps and progress might be identified and measured. Thus the work programme would progress hand in hand with the development of the Framework. A draft document would be available for the next meeting (8 March 2007). It would be necessary to ask for views across work programmes as well as manage wider consultation. (*Action AD/ZvZ*)

It was agreed that 6 illustrations of aspects of SW leadership would be circulated by SWIA (*Action: AJ*)

It was also agreed that the Framework would be interpreted as a Leadership and Management development strategy for the next meeting. (*Action: ZvZ/AD*)

3. Information

Paul Cowan gave an overview of both a Leadership Capability Profile and the Improvement Service's Top Executive Programme. The L & M group would perhaps be able to benefit from these tools and expertise in the context of Social Work.

4. Actions Proposed and In Hand.

It was agreed that Mentoring for Top Executives, SLF's current Mentoring Programme would be specifically developed to provide a 6 month intensive mentoring programme that would be relevant and appropriate for senior leaders in social work services (to run April 07 – October 07)

It was agreed to go ahead with a proposal - Building a Leadership Community: By targeting some 200 leaders in social work services who have already completed a leadership development programme the project will explore ways to exploit, sustain and develop what has been learnt, through building communities of leaders.(initial event March 07 – pilots March to December 07).

It was agreed that the Top Executive Development Programme, adapted from the Improvement Service's programme, would be deferred for further work. A revised proposal should be brought back to the next meeting , allowing PC to gain knowledge of the specific professional area. (*Action: PC/ZvZ*)

5. Leading to Deliver

The selection of the 5th cohort had now been completed. There were 100 successful applicants, representing 48 different social work services organisations. Participants represented 22 Voluntary Sector organisations, 25 Local Authorities and 1 Learning Network. They covered a wider range of strategic management roles. The programme would not only develop the participants but would also support the delivery of some 100 change projects that would benefit their organisations.

There has been a successful managers' workshop, involving some 65 line-managers. This would ensure that participants were properly supported, and that organisations as well as participants would get value from the programme. The programme's 1st module would run 12 – 14th March 2007.

A report had been prepared which demonstrated how the projects related to the wider Change programme. This needed to be brought to the attention of Chairs, although it should be noted that the projects would be refined as the programme got underway. (*Action GT*)

The Leadership and Management group would need to consider how to exploit and sustain the learning of this programme (*Action GT future agenda*)

The programme needed to be independently evaluated (*Action: LAS/ZvZ*)

6. Next Steps.

The L & M Group needed to identify gaps in provision, given that a significant programme of work was now underway. This could be identified in relation to the developing Framework Sustainability, connections and communication would also need to be considered in relation to our growing agenda. (*Action: all for next meeting*)

7. AOB: None