

Changing Lives: 21st Century Social Work Review

Leadership and Management Change Programme

COSLA, Edinburgh 13:00 (lunch provided)

6 June 2007

Minutes

Present: David Crawford (Chair), Alexis Jay, Netta MacIver, Harry Stevenson, Sandy Burnham, Edith Wellwood, Karen Lax, Gill Tucker

Attending: Zoe van Zwanenberg, Ashleigh Dunn, Linda Anne Smith, Colin Wallace

Apologies: Paul Cowan, Jayne Dunn

1. **Minutes of Last Meeting:** Linda Anne Smith's name added. Agreed as correct

2. Dynamics of the Group

Meetings were not ideal for core work. We needed to think about how to facilitate high quality decision taking. For example, it would be beneficial to spend a whole day on steering the next stages of the framework.

It was agreed:

- to schedule a day's meeting in August to steer the framework;
- to establish a web space using Base Camp, and that would be used for interim discussion, posting advice and resources. (Action GT)

3. Leadership and Management Framework (presentation Ashleigh Dunn)

Presentation

The second draft of the generic framework was tabled. An introduction and presentation from SLF took the Group through the model and key issues.

The model was a whole systems approach that was not just about leaders and managers, but relevant to the whole Changing Lives Programme. The heart of the model was expressed simply through the four "P"s: Purpose, People, Process and Performance. This would ensure it was memorable and could more easily establish a common language and approach. The underlying principles of the model were based on academic literature and thinking from international leadership authorities. Key academics had welcomed the approach and fed back into the work as it developed. The model aimed to drive transformational leadership.

The model set out an argument that leaders must create a vision, purpose and aims. To succeed they must align people to that purpose, and ensure that the appropriate management processes are in place to deliver the purpose. In this way performance can be improved.

The underlying principles now need to be adapted to social work services. The context will inform, not only the language of the Framework but some key parts such as: purpose, values, behaviours, mental models, skills and knowledge. It will also need specific case studies. The applications of the Framework should be both national as well as local. It will need to be

practical and relevant to the social work services community, and integral to it will be a self assessment tool.

Discussion

The evidence on which the Framework is based is crucial. This gives the Framework its authority.

There could also be links to Bev Mealyers research which the L & M group commissioned, particularly the evidence from senior managers, that they were unclear what they were meant to be doing. The Framework challenged this by making clear that senior managers should create their own purpose.

The values and qualities part of the Framework was thought to be helpful – for example people with the right values did not always have the right qualities.

The challenge was in the application of the Framework. It would need to apply across boundaries.

There were links with the performance model (PIM and EFQM).

Take care with some of the process issues, e.g. serious offenders, people with serious mental health difficulties required specific thinking and handling in the model. To address this there could be some specific case studies within the framework in consultation with SWIA.

The Leadership and Management framework would need to be consistent with other frameworks within Changing Lives. It would need also need to be understood by other Chairs, so that they can understand better where it might fit in with their work.

Leadership and Management were intertwined, so be careful not to use management pejoratively.

Action

Presentation was key. The Group needed to ensure that what they developed would engage people because it grabbed their imagination. On the way to achieving this:

- GT to ensure web is set up, AD to ensure Framework plus the evidence base is on the web.
- Group to provide considered comments, and guide the contextual examples via web.
- Next meeting should be a whole day - we need to ensure that the Framework is fit for our purpose both in content and presentation.
- Day should be planned by ZvZ, AD, SB & GT.
- We should road test the Framework before launching for consultation
- Timeframe for development should be to launch for consultation by the end of October, so feedback from road-testing needed to be in September.
- Group should guide road-testing process – how, what, by whom?
- GT to place PIM Quality Indicators -illustrations document on website.

4. CEO Recruitment in the Voluntary Sector (Netta McIver)

A paper was presented, outlining development and training needs for top executives in the voluntary sector. It had been developed using a base map of requirements which formed the agenda for discussion with 6 chief executives. Each agreed to circulate it to 5 others and to add to the base. It was also circulated to Community Care Providers Scotland, the Criminal Justice Voluntary Sector Forum, and the voluntary sector health network. There was a consensus from all on the range of requirements. There was also a willingness to share in joint training opportunities with local authorities and to participate in coaching and mentoring opportunities. However there remains some sector specific training the L and M group was asked to consider. It was made clear that the VS could not access the Improvement Service's

programmes, and did not have the advantage of for example SOLACE paying for LA participation.

Action

It was agreed that the NM should bring forward a proposal to the Group.
GT to send the business case documentation to NM.

5. Leading to Deliver (oral update Linda Anne Smith)

The attention of the chairs had been drawn to the research projects at their workshop in February. These projects had the potential of providing a good a research and evidence base for the wider Changing Lives agenda.

Two modules had now been completed. There was evidence to suggest that the recruitment of more senior managers as participants in the programme, and the involvement of line managers had had immediate impact. This showed through the increased confidence of the participants, and the better performance in assessments.

Leading to Deliver would need to be evaluated to help us both test the effectiveness and impact of the programme, and also to steer any future developments.

There was a proposal for a follow up event to bring line managers back with participants at the end of the programme. This event would have the following objectives:

- to review the outcomes for each participant;
- to showcase the best change projects;
- to provide a forum to review the programme and managers' involvement in it;
- to provide an opportunity for developing case study material on the impact of small change projects on the implementation of Changing Lives;
- to allow participants to reflect on the programme and their progress;
- to allow managers to reflect on their support for participants and their consequential learning.

The proposal was agreed.

Action

Develop the evaluation proposal (GT/LA)

Put the Change Project details on the web – consider how to get best value from the projects. (GT/LA)

Plan for the end of programme event (GT/LA with project team)

6. Top Executive Development (Zoe van Zwanenberg)

A short study, commissioned by the L & M Group, which had surveyed the development needs of some 29 senior managers in social services had been completed. It showed that many of these senior managers are faced with enormous challenges in managing complex organisations in a rapidly changing environment for which their previous learning and experience cannot have prepared them. Frequently they feel isolated in their role and their personal development needs are not seen as the major priority either by their organisations or themselves. There was some evidence of a planned approach to their development but the majority described that the learning activities they are exposed to are either ad hoc

opportunities to attend conferences and access informal networking, or an unplanned by-product of undertaking a piece of work out-with their normal role.

They were conscious of a lack of any shared framework of standards against which they can be assessed and this lack of clarity of expectations impacts on confidence, contributes to development needs being neglected, and hinders succession planning. These learning needs include high level managerial skills (particularly with regard to developing an entrepreneurial orientation and awareness of an increasingly commercial environment) along with transformational leadership skills and an understanding of organisational development strategies.

Action

SLF to work with IS to respond to this report. (ZvZ, PC)

7. Mentoring and Coaching (Linda Anne Smith)

The programme was now under way. 21 participants were involved, and had been interviewed, and allocated coaches. The L & M group would be kept informed of progress.

8. Leadership Communities (Linda Anne Smith)

The project would be a means of both developing and sustaining the learning from Leading to Deliver.

Past and present participants of the programme had been invited to a one day event in Glasgow in March. Some 140 had responded positively to the invitation, but not all could attend. Seventy had participated.

It was clear that all had valued coming together, and reported that they would welcome a way of sustaining their leadership network. A number of models were discussed and champions for each model had volunteered to further these proposals. Subsequently it was decided to bring together these champions to plan next steps. The aim would be to find ways to broker the network, and define more precisely the purpose and design of a leadership community.

The Group would be kept informed of progress.

9. Dates for meetings beyond June.

It was agreed that there should be a full day meeting on the 10th August, half day, 17th September and a one day event to launch the Framework for consultation on October 22nd.

GT

06/08/07