

**Changing Lives: Performance Improvement Group
Meeting 23 April 2007
Scotsman Hotel**

Draft Minutes

Present:

Sandy Cameron, Chair
Bernadette Docherty
Colin Mackenzie

Scottish Executive

Catherine Rainey
Marie Swinney
Bill Ellis
Ben Coburn
Elaine Martay (minutes)

Apologies

1. Apologies were received from Annie Gunner, Norma Graham, Bernadette Malone, Gill Ottley and Moira Hughes (Note Taker)

Item 1 - Vanguard Presentation by John Seddon:

2. The meeting followed a presentation by John Seddon on Vanguard, his version of LEAN. One of his main points was a reduction in inspections and bureaucracy, both of which created work and hence waste. Systems should be LEAN.
3. It was agreed that he had some fundamental points to make, for example frameworks created more work. The system presented a potential way forward, with reservations. It was noted that Vanguard's systems approach was one of a series of methods available. It was also noted that Aberdeenshire had already initiated the Lean System.
4. Points covered were:
 - Possible pilots of Vanguard/LEAN method, with SWIA evaluation.
 - An environment of increasing inspection left very little time for innovative change.
 - Emphasis on *outcomes* was already key to current performance improvement initiatives
 - Difficult to make space for change as staff under pressure.
 - SWIA could be asked to model flow of services based on their inspection experiences and identify areas for rationalisation.
 - There was a general move towards cutting down targets and indicators but perhaps not the will to do it all at once. The early findings of the scrutiny review seemed to be taking us in the right direction.
 - Need to evaluate common issues behind single case failures and learn from them.

- Context analysis needs to be looked at.
- Would the Vanguard method have moved people out of long-term care?
- Leadership training would be essential to make it work/ change mind-set.
- It needs small-step change that everyone can buy into.
- If we keep in focus that our business is to provide better services then we can effect change and processes.
- Local improvement should be dealt with locally. The “How” is local.
- The Improvement Service could advise on how to apply LEAN which is a difficult concept to communicate broadly.

Item 2 Update (and catch up for cancelled February meeting)

5. Sandy Cameron explained to the members that the meeting set for February had had to be cancelled due to the unavailability of members.
6. He summarised the Chairs’ meeting:
 - Chairs of the 5 change programmes had met several times:
 - WFG – is progressing work identified earlier
 - L&M – Framework was being developed for the Leading to Deliver projects; 100 people on 21 mentoring programmes being developed.
 - SD – Paper on Personalisation developed; looked at Appreciative Enquiry.
 - PG – looked at Risk Management. Paper will be published after the election.
 - PI Group and SE Policy network– PIM agreed as overarching framework.
7. NSWSF had agreed the approach to National Priorities for improving services which will now be taken forward by the PI Group. These should be 4-5 high level generic points, underpinned by local priorities. However, the new administration after 3 May could offer an opportunity to explore National Priorities for SW along the lines of those for Education. The need for new legislation would be looked at. A small group would be set up to take this further.
8. The roles of the Forums were being reviewed, especially the NSWSF. SWSPD would approach new Ministers to re-examine the role and remit of NSWSF.
9. PI Group had been investigating the possibilities for an Appreciative Enquiry/ organisational raid. SLF had been asked to identify other organisations which had a good record on performance improvement. A few potential organisations had been identified including Serco, Royal Mail, Metropolitan Police, FirstScotRail, Inland Revenue, John Lewis and Toyota. .

Item 3 Collaborative Networking

10. The group looked at the slides on collaborative networking, making the following points:
 - We need to have clearly defined outcomes and measurements.
 - We had previously considered a collaborative around increasing client contact time(whether by reducing bureaucracy, travel time or other means).
 - Critical process was to pin down small elements for change with incremental improvement.
 - Tap into the 2% innovators on the bell chart.
 - We could look at local assessment returns to see if there were shared issues that a collaborative could address.

- Possibility of involving Local Practitioners Forums. They need to be empowered so that they can become involved (*Point of information: at recent National Practitioners Forum it became clear that senior management buy-in existed, but middle management buy-in was missing in some areas. - EM*)

Item 4 Remit and Workplan

11. It was agreed that the remit of the PI Group should be amended to:

“Purpose

To promote a culture of performance improvement at all levels, throughout all of Social Work Services in Scotland; in order to secure innovation and development from within the sector, leading to sustainable and continuous improvement in performance.

Goals

Agree a single overarching performance improvement framework for social work services, in consultation with stakeholders.

To oversee the development of national priorities for performance improvement, in consultation with stakeholders.

To identify the characteristics and behaviours of organisations which are recognised for their quality and performance improvement and ensure that the sector is equipped with a range of tools to incorporate performance improvement into the way it approaches its every day work.

Support pilots to demonstrate how performance can be improved.

To promote the performance improvement culture through training

To promote the performance improvement culture by engaging the support of leaders at all levels within the social work services sector

To investigate other ideas to promote the performance improvement culture, such as facilitating networking. ”

12. Action: Sandy and Marie to develop the workplan. Establish sub-groups for National Priorities and Collaborative Networks. Colin agreed to be part of group for Collaborative Networks

Time and place of next meeting

13. It was acknowledged that there were difficulties in getting the whole PI Group together at once, although meetings have been scheduled to the end of the year - the next date is 11 June.

14. Action: Sandy to discuss attendance issues with members.

Elaine Martay
SWSPD
May 2007