

Changing Lives: Performance Improvement Group Meeting St Andrew's House, Edinburgh, Monday 10 December 2007

Present:

Sandy Cameron, Chair
Bernadette Docherty
Gill Ottley
Catherine Rainey
Andy Bruce
Bill Ellis

Apologies

1. Apologies were received from, Bernadette Malone, Colin Mackenzie, Annie Gunner and Colin Menzies.

Minutes of meeting 8 October

2. The minutes of the meeting of 8 October 2007 were approved.

Concordat and Outcome agreements and their implications

3. Shane Rankin reported on the Concordat between Scottish Government and COSLA which set out 15 National Outcomes and 45 National Indicators and Targets which had been agreed within a specific funding context and was published on 14 November. The next step will be to agree a Single Outcome Agreement (SOA) for each local authority during 2008-09 based on national outcomes, under a common framework with local outcomes and indicators to take account of local priorities. These will cover all local government services and CPPs where local authorities have a significant part to play. The agreement includes a reduction in ring fencing from £2.7bn in 2007-08 to £0.9bn in 2010-11, with local authorities agreeing to deliver a number of government policies, including a freeze on council tax. Scottish Government will set the direction of policy and the overarching outcomes and will stand back from managing service delivery. There is a commitment in the Concordat towards joint policy making, by SG and local authorities. There will also be a new reporting system to replace the present systems, with local authorities having to submit an annual report to the Scottish Government on progress against the national outcomes and indicators.
4. COSLA and the Improvement Service are working on drawing up local outcome indicators (expected to be between 160 and 180), from which local authorities will draw in developing their SOA.
5. Gill Ottley reported that SWIA had been looking at governance arrangements for Turning Point, at their request. SWIA were looking to develop a self evaluation guide for the Voluntary Sector, but this was only in the area of

governance, and would be announced at a conference to be held in February 2008.

6. Shane Rankin said there had been a supportive parliamentary debate following the publication of the Crerar report in September. The report highlighted the need for a simplified, more proportionate inspection regime. The government's response to the report was expected to be published in January, and it was hoped to achieve the government's aims without legislation.

Update from Chairs Meeting

7. Catherine Rainey said that the chairs meeting on 24/25 October had been an opportunity to review the Changing Lives agenda in the context of the new administration's desire for the Scottish Government to stay in the strategic space and allow authorities to focus on delivery. It was agreed at the meeting that there were a number of key pieces of work which the 5 Changing Lives groups would look to deliver in 2008. For the Performance Improvement Group the key products were the Performance Improvement Framework and drawing up case studies for various good practice models for publication on the website. It was agreed that, in keeping with the original intentions of Changing Lives and the Concordat, there was a need to encourage increased ownership of the Changing Lives agenda at the local level. ADSW have been provided with funding to help develop their capacity and Catherine reported that there is a meeting scheduled with COSLA in January to discuss how the opportunity presented by Changing Lives might be seized upon at local level. It was considered that the Improvement Service may have a role in supporting authorities. There is a need to communicate the way forward, and a detailed communications plan will be developed for early in the new year. A Changing Lives newsletter will be issue on 12 December which will give an update on the various pieces of work currently being taken forward.

Performance Improvement Framework

8. Andy Bruce reminded the group of the long-standing intention to produce an overarching Performance Improvement Framework for social work services. It had previously been agreed this would use SWIA's PIM as its basis but there was a need to clarify what the Framework would actually look like and take account of the Concordat and the Crerar report.
9. Gill Ottley introduced a paper which outlined SWIA's approach to developing a robust approach to self-evaluation which was based on the Performance Inspection Model and was part of their response to Crerar. Gill said that there is considerable variation in the way that local authorities carry out self evaluation. To date social work services in 4 authorities use EFQM or balanced scorecard. Six authorities have a bespoke system and the rest do not have anything systematic. SWIA have set up a team to adapt HMIE's Quality Management in Education 2 (QMIE 2) to a version for social work. It was agreed that SWIA's work on self-evaluation should be used as the basis for

taking forward the group's commitment to producing a Performance Improvement Framework.

Action – Andy Bruce to agree with Gill Ottley how the Performance Improvement Group should support SWIA's work on self-evaluation.

10. Bernadette Docherty suggested that, in order to be effective in delivering a culture of performance improvement, SWIA's approach to self-evaluation would need to be accompanied by clarity over the outcomes that social work services should be delivering. The group concluded that, in the light of the Concordat and negotiation of Single Outcome Agreements, it was not appropriate to attempt to draw up a set of national outcomes for social work services. Instead, it was expected that the sorts of outcomes / indicators that would reflect SWS contribution should feature within the local outcome indicators currently being worked on by COSLA and the Improvement Service. It was agreed that the group should look to ensure that the local outcome indicators suitably reflected the key outcomes of social work services.

Action – Sandy Cameron to approach Colin Mair, Chief Executive of the Improvement Service, with a view to ensuring social work interests were properly considered as part of the work on agreeing local outcome indicators.

Aims, Expectations and Values of Social Work

11. It was agreed that in the light of developments such as the Concordat and Single Outcome Agreements it was no longer appropriate to take this work forward at the national level. There would be an opportunity in any PIF to reiterate some high level messages which might be useful.

Workplan

12. It was agreed the workplan would focus on delivering two pieces of work:
 - Performance Improvement Framework (which would comprise SWIA's work on self-evaluation and attempts to ensure that the interests of social work services were included within the local outcome indicators);
 - a collection of case studies of performance improvement best practice models.

Date of next meeting

13. The next meeting of the group is 11am on 29 February in Edinburgh, (at COSLA offices at Haymarket). A further meeting of the group will be held on 20 June. in SAH, Edinburgh.