

MINUTES OF THE SWIA MANAGEMENT BOARD MEETING
10.30 am, Tuesday 28 February 2006
Holiday Inn, Edinburgh

Present: Alexis Jay, Chief Inspector
Alistair Gaw, Depute Chief Inspector
David Cumming, Depute Chief Inspector
Gill Ottley, Depute Chief Inspector
Sandra Nutley, Non Executive Director
Hamish Hamill, Non Executive Director
Anne Travers (Minutes)

1. Minutes of Meeting on 24th November 2005

1.1 The minutes of the meeting held on 24th November 2005 were agreed.

2. Matters arising from minutes

2.1 It was agreed that the SWIA Business Plan should be copied to the non-executive directors as soon as the final format and budget for 2006/07 had been agreed with the Education Department.

Action Point 1 (Feb 06): Andrew Wilkinson to forward a copy of the Business Plan to Sandra Nutley and Hamish Hamill when finalised.

3. Terms of Reference

The draft SWIA management board terms of reference were accepted by the Board.

4. Finance and Staffing

4.1 The Board discussed 2005/06 expenditure to date (paper SB 03/06) and agreed that much more transparent information was required. Although some progress had been made in confirming the annual budgets for the corporate plan period 2005 to 2008, SWIA needed more control over how its expenditure was recorded and reported on the Scottish Executive Accounting System (SEAS). It was suggested that the Agency should seek further assistance from Finance colleagues to see what could be achieved while at the same time checking with other Agencies how they managed this problem.

The Board agreed that a brief narrative would be helpful for items of particular note.

Action Point 2 (Feb 06): Andrew Wilkinson to pursue improved clarity in SEAS recording/reporting and provide written notes with finance report.

4.2 The Board discussed the staffing paper (SB 04/06) and agreed that a brief explanatory narrative was required along with the timetable to provide a clearer picture of current and future staffing levels, including secondments with start and end dates wherever practicable.

The Board was advised of the following.

- A workload management system was being constructed to assist in the planning of inspections and the effective use of staff. Longer term, collaboration with HMle for a more sophisticated system was being investigated.
- Interviews had been held for an office manager and confirmation of the successful candidate's acceptance was awaited [since received].
- Premises in Glasgow had been secured with space for approx 12 staff. This would be staffed permanently with a mix of existing staff who would transfer from Edinburgh and newly recruited staff.

Action Point 3 (Feb 06): Andrew Wilkinson to provide written notes with staffing report.

5. Dissemination of Best Practice/Knowledge Management and Communication

5.1 The Board had a useful discussion on the handling and best use of inspection derived knowledge. It was essential to realise the full benefit of this information. Already, the Agency planned:

- to widely distribute SWIA's reports when published;
- to participate in seminars/conferences and groups such as SWIESE and STRADA;
- to continue to promote the outcomes of inspections/special investigations eg by speaking to graduates at Universities; and
- to promote the Agency and its objectives through the SWIA website.

During discussion, two key knowledge management issues were identified;

1. knowledge within the Agency which would need to developed and retained; and
2. inspection derived knowledge which would need to be disseminated and utilised.

It was considered important that the Agency:

- continue with face to face interactions; and
- identify and work with intermediaries, not necessarily directly involved with social work, to get messages out into the public/academic domain.

The following areas also were identified as worthy of further consideration:

- a review of the communications strategy;

- investigation of pro-active marketing techniques – actively selling ideas;
- overhaul of the website, perhaps to make it more interactive, accessible to all social workers, linked into other websites, piloted in a specific area rather than nationally;
- production of small reports/newsletters using research data from inspections to involve academics /specialist areas; and
- liaison with SSSC who should have many channels the Agency could explore.

5.2 It was agreed that the Agency needed a formalised communications strategy and it should include internal communications, communications with stakeholders and knowledge transfer.

Action Point 4 (Feb 06): Andrew Wilkinson to produce draft strategy for further discussion at the next Board Meeting

6. SWIA Annual Report

6.1 The Agency's audited annual report and accounts were required to be laid before the Scottish Parliament before the summer recess. The senior management team would consider the messages the report should convey and seek advice on the process from other agencies including Audit Scotland and HMIE.

Action Point 5 (Feb 06): SMT to consider annual report content and Andrew Wilkinson to seek advice on the process from other Agencies

7. Any Other Business

7.1 SWIA'S Relationship with Policy Colleagues

Meetings had been held with policy officials to determine the boundaries between SWIA's responsibilities and Policy Branch's responsibilities. Following discussion the following suggestions were considered as to how this relationship could be improved.

- Continue with the face to face discussions.
- Invite Peter Peacock to visit SWIA structured around important message of independence.

8. Date of next Board Meeting **25th May 2006**, location to be advised at a later date.