

SSRG Annual Conference

# “Making it Real”

...for front-line staff

**A toolkit to assist Public Sector Organisations  
deliver continuous service improvement**



# Background & Origins

- ***ADSS Performance Networks***
  - *Started 1998*
  - *“Learn by Looking” (benchmarking)*
  - *Enable CSSRs to understand & improve performance management and measurement*
  - *4 regional groups (WM, GLADSS, SE, East)*
  - *Project-based work programmes*
  - *“Making it Real” developed in W. Mids.*



# Why continuous service improvement matters

- ***To deliver better outcomes for service users***
- ***To improve staff morale, recruitment & retention***
- ***To maintain & improve Social Service & Corporate appraisal ratings***



# What is “Making it Real”??

- **A structured framework;**
- **Integration of top-down and bottom-up approaches;**
- **A staff development tool.**



## How is it used?

**Structured workshop that can be delivered in two main ways:**

- **General intro to PM issues**
- **Service performance specific (may be PI focussed).**
- **Not just a one-off, but a group-working method: follow up with further sessions**



# What does it consist of?

- **3 introductory chapters setting the context and coaching on set-up & delivery of the workshop**
- **A series of group-work activities comprising:-**
  - **Warm-up exercise.**
  - **Identification of areas for improvement.**
  - **Explore what's done well and what's done less well**
  - **Identification of what can be done to improve.**
  - **Action planning.**
  - **Evaluation.**



# Chapters 1-3

- **Ch. 1 - Overview**

- *Definitions*
- *Links between practice & performance information*

- **Ch. 2 – Preparation – useful tips, e.g.**

- *Identifying relevant PIs*
- *“Focus on own service” - “Know your own information”*

- **Ch. 3 – Delivery – “How-to”, e.g.**

- *Establishing ground-rules*
- *“It’s a workshop, not a lecture”*



## Chap 4 – Warm-up exercise

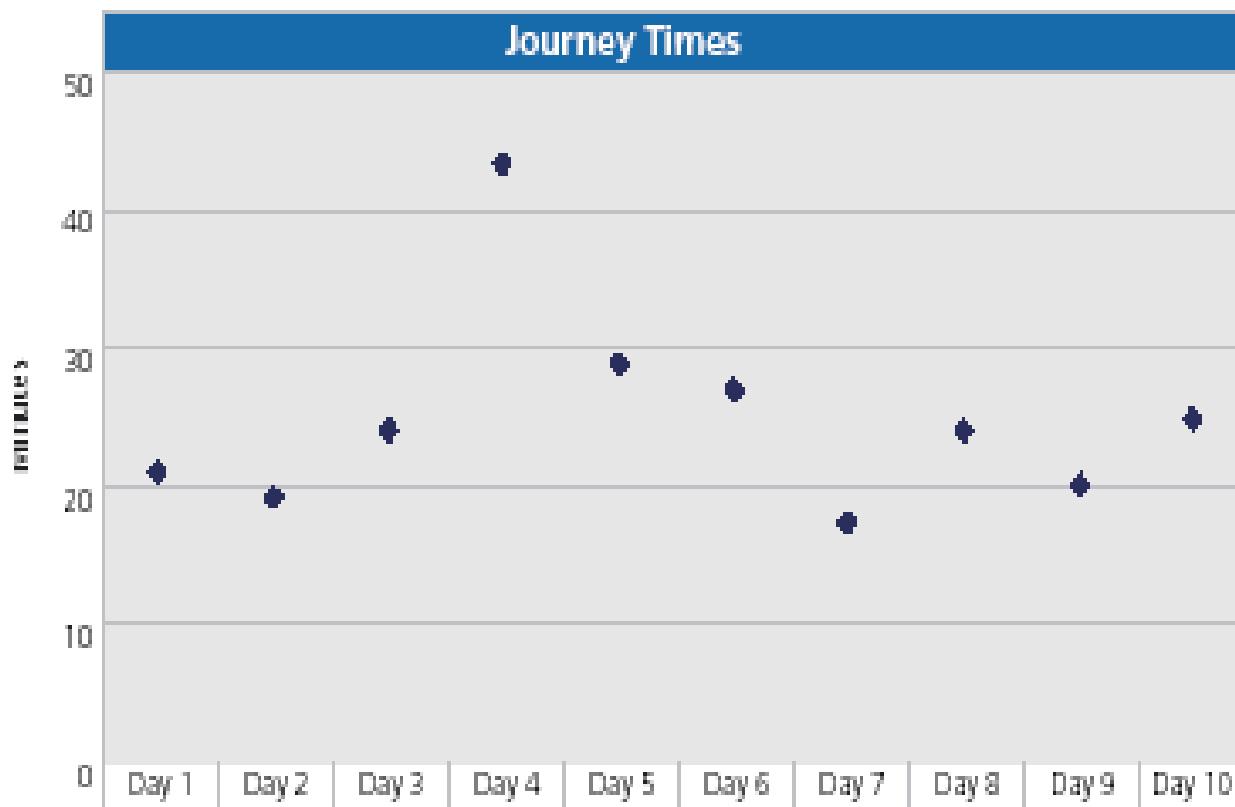
- *Provides introduction – “graphs for beginners”*
- *Introduces concept of variation*
- *Essential for understanding basic concepts of performance reporting/monitoring*
- *Exercise – the journey to work*





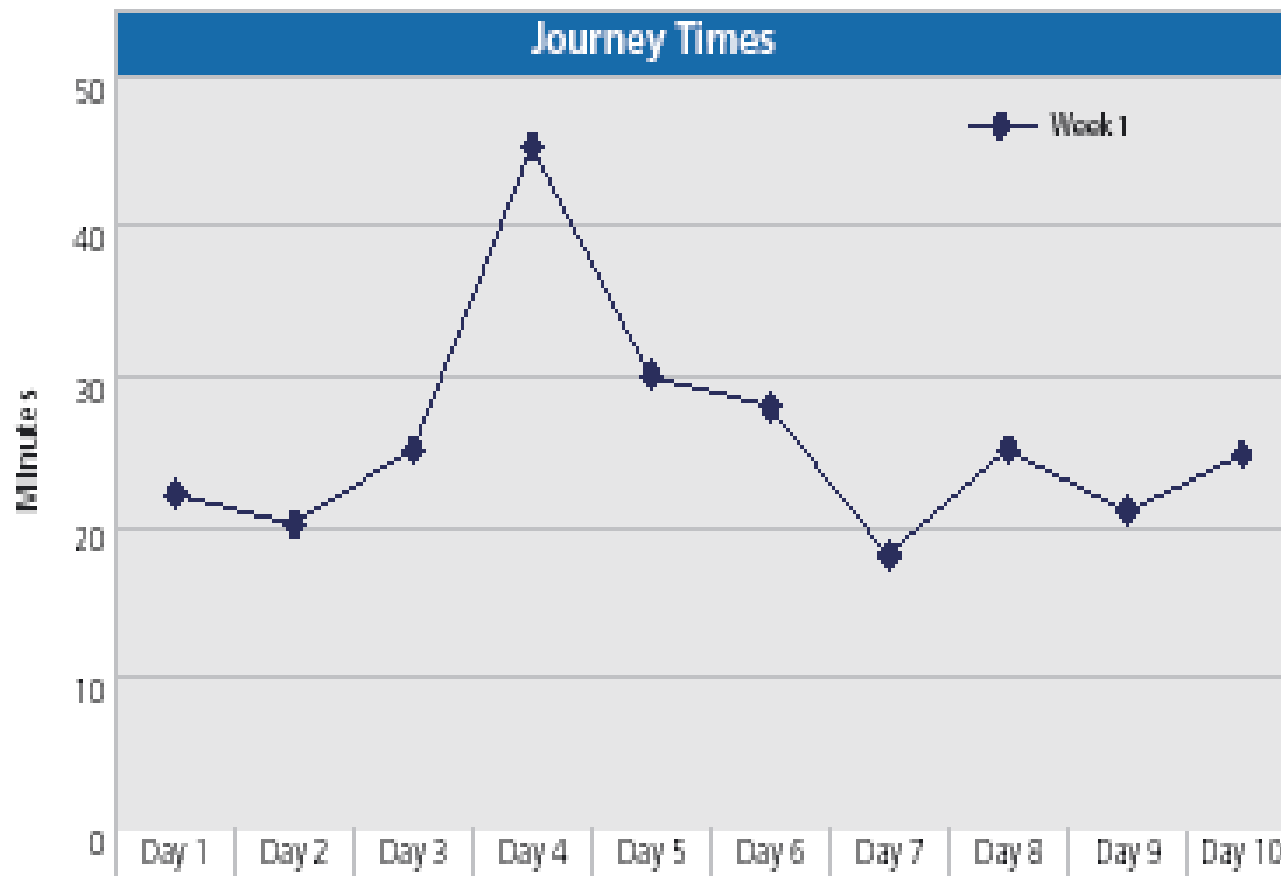
# Charting variation

Figure 1a



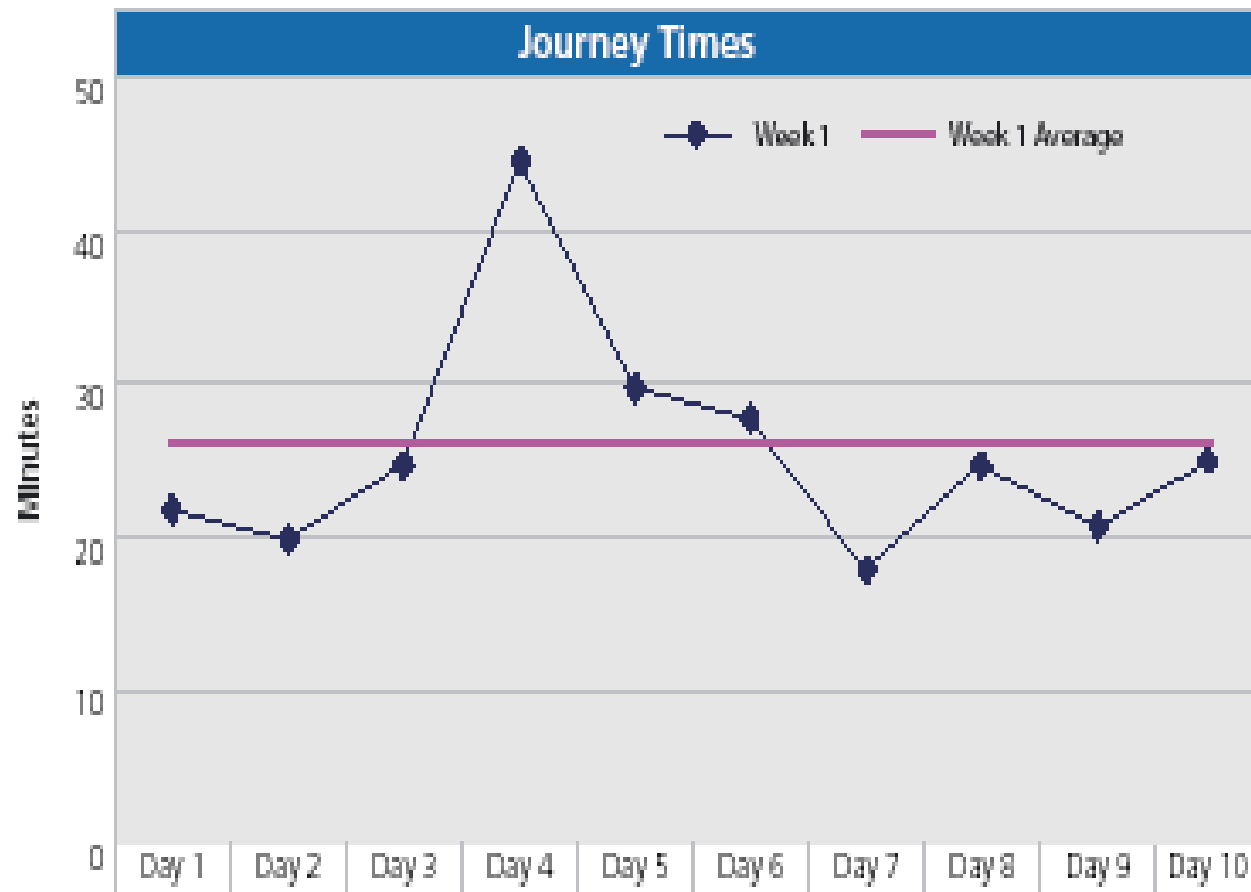
# Charting variation

Figure 1b



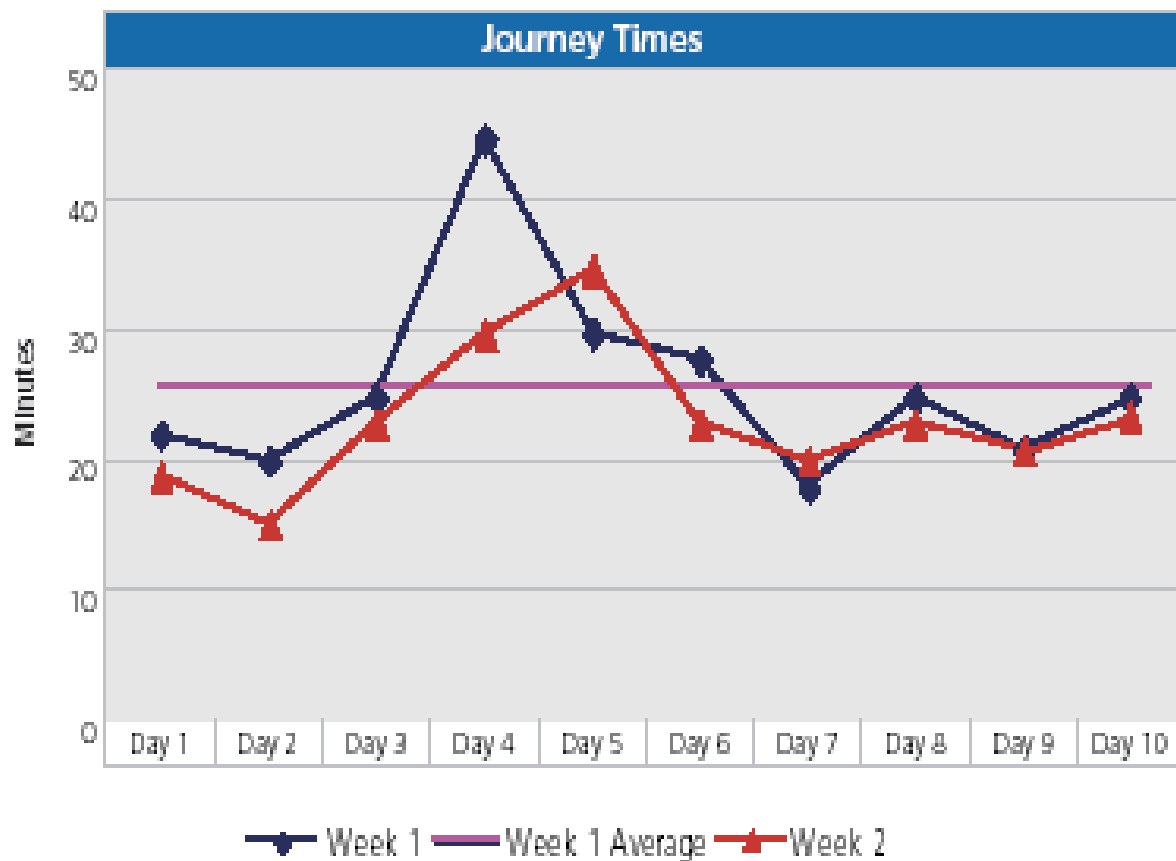
# Variation and overall performance

Figure 1c



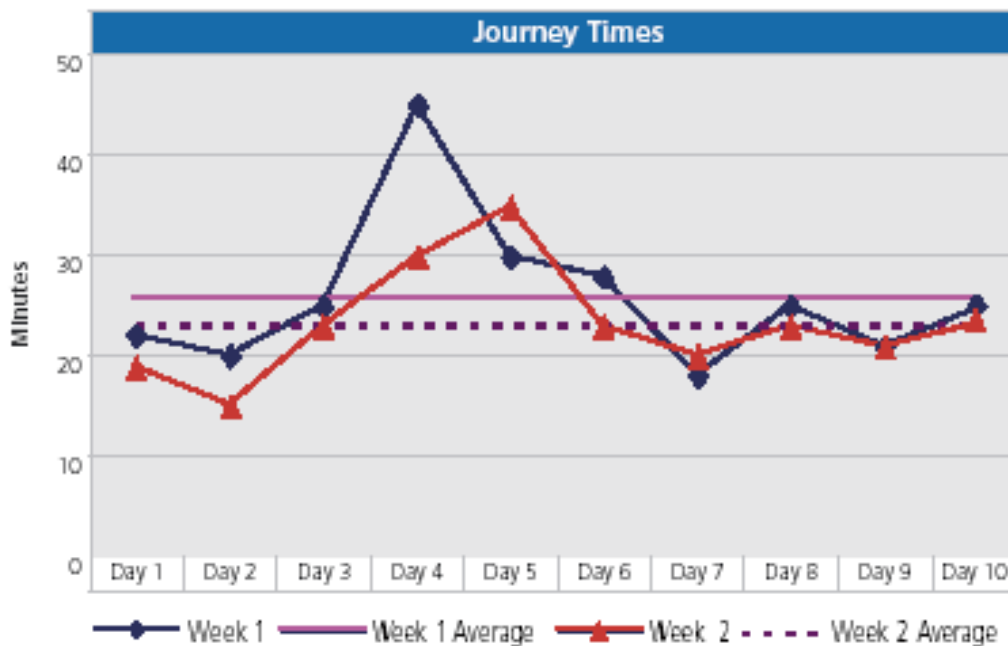
# Can we improve it?

Figure 1d



# Performance improvement”

Figure 1e



- **By taking the actions to improve the travel time you have exerted influence over this area of performance and achieved improvement.**



## Chap 4 - Warm-up exercise

- *Concept of variation*
- *Exercise – Journey to work*
- *Charting performance – painting the picture*
- *Using the information to change performance (behaviour)*



# Chap 5 - How do we rate ourselves?

- *Look at a service or function-specific activity within the team / unit setting.*
- *Involve team members in developing and recording perceptions of how well they and the team are working.*



## Chap 6 - What do we do well?

- *Deliberate focus on the positive aspects of performance in the team/unit*
- *What changes have resulted in improved practice and/or user outcomes?*
- *Contributions recorded and linked to previous session.*





## Chap 7 - What do we do less well?

- *Finding and talking about areas for improvement*
- *Team must be able to discuss freely.*
  - *Within influence vs. outside of influence*
  - *Long-term vs. Short-term*



## Chap 8 - What could we do to improve?

- ***Ideas-generation session***
- ***Focuses on tangible solutions***
- ***Continues prioritisation of tasks and ideas***
- ***Links in to business planning process***



## Chap 9 - Preparing an Action Plan

- *Consolidates previous discussion*
- *Integrates it in to a coherent plan*
- *Links in to performance indicators*
- *Establishes responsibility*



## Chap 10 - Workshop Evaluation

- ***Closes the workshop***
- ***Provides feedback***
- ***Learning for continuous improvement***



# Summary

- *Involves operational staff*
- *Realistic planning*
- *“Bottom-Up” without losing the corporate context*
- *Further information available from [simon.adams@tribalsecta.co.uk](mailto:simon.adams@tribalsecta.co.uk)  
Tel 07968-616285*

