

**National Social Work Services Forum
Minutes of Meeting held on 9 December 2008**

Present:

Adam Ingram, Minister for Children and Early Years - Chair

Alan Baird, ADSW

Janet Birks, Falkirk – co-chair of Service Development Group

Sandy Cameron – Chair, Performance Improvement Group

Norma Graham, ACPOS

Annie Gunner Logan, CCPS

Nigel Henderson, Penumbra -co-chair, Service Development Group

Andrew Lowe, Scottish Borders, Chair, Practice Governance Group

Marie McArthur, Association of Scotland's Colleges

Gail McNamara, College of Occupational Therapists

Justin McNicholl, Clackmannanshire Council (NPF representative)

Andy Miller, SCLD

Sylvia Murray, CoSLA

Gill Ottley, SWIA (representing Alexis Jay)

Ruth Stark, BASW

Stephen Smellie, UNISON

Bryan Williams, IRISS

David Wiseman, Care Commission (representing Jacquie Roberts)

Scottish Government Representatives:

Catherine Rainey, Workforce and Capacity Issues

Andy Bruce, Workforce and Capacity Issues

Gwen Smith, Workforce and Capacity Issues

Mark McSherry, Criminal Justice Department (representing Valerie McNiven)

Jan Raitt, Health (representing Graeme Dickson)

Sandra Murray, Workforce and Capacity Issues (Secretariat)

Apologies:

Joanne Atkinson, South Ayrshire NHS Board

David Crawford, Chair, Leadership and Management Group

Peter Hay, Director, Personnel and ITC

Ronald McColl, CoSLA

Catriona Renfrew, Health Board Chief Executives

Liz Willetts, Social Care Association

Carole Wilkinson, SSSC, Chair of Workforce Group

Also in Attendance: Shane Rankin, SG, for item 2

Welcome and Introductions

1. Adam Ingram, Minister for Children and Early Years welcomed everyone to the meeting. In particular, Justin McNicholl, Clackmannanshire Council, who was attending his first Forum since recently being elected as the national representative for the Local Practitioner Forums.

Minutes of the meeting of 9 September 2008 and matters arising

The minutes of the previous meeting were agreed subject to the following changes:

Annie Gunner Logan requested that at item 3, the following sentence could be added to the end of the third bullet point “One solution to this was ensuring that personalisation was fully enshrined within Single Outcome Agreements”.

Also at item 3, Alan Baird requested the following bullet point to be added “Alan informed the Forum that ADSW would be hosting a Seminar “Personalisation: challenges and solutions for implementation” on 25 September 2008. The purpose of the event is to try to bring some clarity to the issue of “personalisation”. They will be considering what “personalisation” means in the Scottish context; raising awareness of issues for service users and providers; identifying options and solutions through shared practice experience and development; continuing to an ADSW position statement”.

Catherine Rainey provided the Forum with a brief update on the current Changing Lives work, drawing attention to the *Changing Lives* Autumn/Winter Newsletter which contains information on where we are, timelines and work that still has to be done.

- **Continuous Learning Framework** - developed by IRISS and SSSC and describes what people need to do their jobs now and in the future, was launched on 3 December 2008 by the Minister for Children and Early Years.
- **Leadership and Management Framework** – a dynamic model that provides a set of diagnostic tools which allow users to reflect on, and assess, where they are as an individual, as a team, as an organisation, and/or as a social services community. The Framework, currently being tested, is a live document under constant development. The final product should be launched next year.
- **Guidance on the Role of the Chief Social Work Officer** - aims to strengthen the governance and leadership roles of the CSWO and bring consistency across Scotland. The draft guidance is out for consultation and the deadline for responses is 19 December 08.
- **Social Work’s Contribution to Delivering Better Outcomes for Scotland (previously - Guidance on the Reserved Functions of a Social Worker)** - to assist local authorities in discharging their statutory functions in a way which makes the most effective use of social workers and their role in

contributing to the delivery of improved outcomes. The draft guidance is expected to be put out for consultation in early 2009.

- **Practice Governance Framework** – this will set out governance arrangements that support the delivery of safe and effective practice and that allow professionals to deliver services in an innovative, responsible and accountable way. We are looking to produce a draft for discussion in early 09.
- **Principles & Standards of Citizen Leadership** - developing a shared understanding of the concept of Citizen Leadership and how it can be embedded, as well as encouraging the development of structures and processes for users and carers to have a positive input into the planning, design and delivery of social work services. This work has been led by the User and Carer Forum, facilitated by SCLD, and the paper was published in April 08. A consortia (including SCLD) is undertaking some pilot training with practitioners and users view a view to developing a toolkit to support the citizenship agenda for wide circulation.
- **“Shared Understanding of Personalisation” paper** – this provides a definition and understanding of what Personalisation means in social care from views widely canvassed from within and outwith Scottish Government. Its purpose is to raise awareness and promote reflection on current practice against this. The paper was published in Spring 2008.
- **“Commissioning for Personalisation” paper** - a sister paper to *Shared Understanding* looking specifically at the commissioning process and implications for this of developing a personalised services approach. This paper is currently being worked on by the Service Development Group and we hope to be able to publish it Spring 2009.
- **Research & Development Strategy** - being developed by the Institute for Research and Innovation in Social Services (IRISS) and will aim to: increase the knowledge and evidence base for social services; build the capacity for research, not just in the academic community but across the social services community; and build the capability for the wider workforce to engage with the evidence. IRISS will be launching its engagement strategy in late 08/early 09.
- **SWIA Self-evaluation Guide** - be based on the established Performance Inspection Model and will assist local authorities to evaluate how their service is performing across a range of areas. The intention is to create a culture of continuous performance improvement. After being piloted by 5 local authorities, the Guide is being launched on 11 February 09. The Cabinet Secretary has agreed to speak at this event.

Local Practitioner Forums - Increased support for LPFs has been a key theme of Alan Baird’s Presidency of ADSW and his commitment to Changing Lives. Alan has committed to meeting with the Chairs of the LPFs three times during the course of his Presidency, as well as encouraging Directors of Social Work to

support and engage with the LPF in their local authorities. This support has both remotivated those LPFs that were already up and running and encouraged those local authorities yet to establish a LPF to do so.

Latest information on LPF's show that 32 local authority areas engaged in some form, are now active (24), with a few close to launch.

Scrutiny Bodies Implementation Process

2. The Minister welcomed Shane Rankin who gave the group an update on developments in relation to the Crerar review and the follow up to the announcement made in November. The Minister said that particularly relevant to this group was the announcement of a single body to look at care and social work, taking on the functions of the Social Work Inspection Agency (SWIA), the Care Commission and HMIE's current responsibilities for child protection. This was broadly welcomed by members of the Forum.

Shane reported that these plans are part of the simplification of the public sector and the wider reduction in the number of scrutiny bodies. They are also part of the government's commitment to reducing the burden of scrutiny and are clearly intended to improve the quality and effectiveness of scrutiny.

The changes announced contain a number of significant and challenging projects; one of the largest projects is the creation of two new scrutiny bodies for health and mental welfare, and for care and social work. The Ministers for Public Health (Shona Robison) and Children and Early Years (Adam Ingram) will oversee this particular project.

A dedicated project team reporting to a Programme Board has been established and will take forward the work to create the new bodies in close collaboration with the affected bodies.

This is a challenging project as it will be essential that existing scrutiny and improvement bodies continue their work programmes until the new bodies are established while there will also be further scrutiny improvements flowing from the scrutiny improvement action groups. Public, Parliament and Ministers will continue to expect assurance from scrutiny and improvement work that services are well-managed, safe, of high quality and use public money properly.

Concern was raised about Mental Welfare Commission role as it deals more specifically with individual cases. Shane said that the functions carried out would not necessarily change but it would be within a different structural context.

In discussion the following points were made:

- There are some considerable challenges ahead.
- Concern expressed regarding the tight timescale. Early proposals formed by end of next week (to absorb functions by 2011).
- Scrutiny Bodies Implementation Process will be enshrined in the Public Sector Reform Bill.

- Need to identify and work with key stakeholders.
- General support for the proposal which will bring services together.
- A great deal of consultation is needed around collaboration and communication to avoid people working in silos there is a need to retain a Social Work Adviser to Government (currently Chief Social Work Inspector).

Personalisation

3. Alan Baird spoke to the group on the theme of Personalisation. This followed on from his presentation at the previous meeting on the ADSW perspective on Changing Lives.

Alan informed the Forum that ADSW had hosted a seminar and lecture dinner on 25.09.08 on the theme of 'Personalisation'. The aim of this event was to collate views on what 'personalisation' means within a Scottish context and how the approach could be progressed.

ADSW have produced a draft position paper as a next stage in the work. The eventual aim is to reach an agreement across partners on the principles that underpin a personalised approach in Scotland and on how that can be further developed almost signing up to some sort of memorandum. Comments/suggestions/additions have been received and the final paper is being worked on.

In addition, ADSW is meeting with COSLA to raise awareness of elected members in this area. This is part of ADSW working alongside others, generating momentum and moving forward seeking to take ownership of the agenda and help embed the key principles into strategic decision-making and practice. It was noted that Local Authorities are at very different stages on their thinking and development of Personalisation and personalised services.

Personalisation and Re-tendering of Services

4. The Minister informed the Forum that the Service Development Group have been keen to see this topic explored from the standpoint of personalisation and has been developing a sister paper to *Personalisation-a Shared Understanding* to raise awareness and encourage debate.

Annie Gunner Logan provided the group with copies of the CCPS report on *Re-tendering of Social Care Services: Service Providers' Perspective*.

CCPS has recently published the findings of a survey of providers' experiences of tendering for social care services, which highlights the increasing tension between social work policy and procurement policy areas. Annie indicated that the key issues arising from the report include:

- the apparent lack of engagement or involvement of people who use existing services, or their families, in decisions around re-tendering
- a lack of rigour in assessments of quality was evaluated
- the adversarial nature of re-tendering

- the cost/benefit to services and users of re-tendering.

CCPS is concerned that procurement practice needs better to reflect current policy thinking around personalisation in social care; and indeed, whether competitive tendering is always appropriate or whether there are alternatives.

Work has been done with the Procurement Dept, CCPS and the Joint Improvement Team (in Health), SWIA, the Care Commission as well as other providers and the Joint Improvement Team have agreed to take the lead on taking forward. CCPS recognise that ultimately commissioning and procurement is a matter for local authorities and their partners. But keen to encourage, recognising the importance of commissioning in developing Personalisation.

In discussion the following points were made:

- This is a sensitive area where service users should be much more involved.
- We must approach with caution. Continuity of care is the overarching principle but should not prevent local authorities from rigorous scrutiny and evaluation of services and value for money.
- Reducing number of service providers will mean less choice for individuals.
- Tendering should demonstrate better use of public funds, service design and better outcomes for service users. Falkirk Council was cited as an example of good practice in developing the framework agreements.
- Recognised approach can be very disruptive for staff working in services as well as users.
- It was suggested that improvement could be measured through a further survey in 18 months.
- Important that value for money/quality assessment goes beyond price given the impact on people's lives – which should be an important consideration.

Principles and Standards of Citizen Leadership - Pilot Training

5. Andy Miller delivered a presentation (included as an attachment with minutes) on the pilot training, funded by Changing Lives, currently being undertaken to promote the Principles and Standards of Citizen Leadership. In discussion the following points were raised:

- Pilot training welcomed by the Care Commission seeing it is part of Delivering Capacity for users and others. It is important its success in different organisations is tracked.
- Might benefit from extending to strategic planners and commissioners.
- In order to address the impact on staff, we revisit 3 months after the training and again in 2 years.
- Needs to be part of a culture of continual investment. The bigger strategic picture needs to be built into the foundation of services.
- Concern raised about the gap between managers at the top and frontline practitioners. Middle managers have not taken ownership of this.
- Andrew Lowe and Andy Miller have delivered a presentation to East Lothian Social Work Department on Citizen Leadership.

- Bryan Williams offered to help on the wider issues discussed following up with research in due course.
- Preparing a DVD for staff so they are not away from the workplace for the 8 days the training takes.
- Alan Baird is meeting with heads of Social Work in universities to discuss induction for newly qualified social workers in the workplace.
- Andy is preparing a report on development and will include options for further work, key elements for success and any recommendations.

Developments around LPF's

There was a good discussion around LPFs including a contribution from Justin McNicholl that:

- ADSW's engagement is welcome.
- LPFs are all developing differently.
- LPFs have the feeling of real ownership. It is for them to make useful and successful.
- Members are confident that they have a real say in decisions and that the meetings are not management lead.
- LPFs need to be part of our culture and continual reinvestment, built into the foundation of services.

AOB

6. Andrew Lowe requested, following on from the Minister's statement last week, that Child Protection could be a future agenda item for the forum.

The Minister thanked everyone for attending the meeting and wished everyone a Happy Christmas and prosperous New Year.

Dates for future meetings

28 April 2009: 14.00 to 16.00, Conference Room 3, Victoria Quay
 15 September 2009: 14.00 to 16.00, Conference Room 3, Victoria Quay
 08 December 2009: 14.00 to 16.00, Conference Room 3, Victoria Quay

