

Unconfirmed Minutes of the Changing Lives: Workforce Development Workstream/ Change Programme

held on 2 October 2006 at 10.00 am

in COSLA Office, Edinburgh

Present: Carole Wilkinson, SSSC (Chair)
Alistair Gaw, SWIA
John Gibson, ADSW
Karen Lax, SWPD
Eleanor Ramsay, SQA
Bill Renfrew, SWPD
Karl Stern, ADSW
Caroline Sturgeon, VSWDU (representing J Miller)
Gill Tucker, SWPD
Keith Wilson, SPDS
David Wiseman, SCRC

In Attendance: Maggie Glenday (note taker)

1. Welcome

1.1 Chair welcomed everyone to the meeting, in particular Billy Renfrew and Alistair Gaw attending for the first time and Caroline Sturgeon attending on behalf of Jan Miller.

2. Apologies

2.1 Apologies were received from Joy Barlow, Anna Fowlie, Jan Miller and Linda Walker.

3. Minutes of the Previous Meeting (22 August 2006)

3.1 The minutes of the previous meeting were agreed as an accurate record.

4. Matters Arising

- i) Item 2.1: Chair advised she had been in touch with Joe Campbell, Chair of Scottish Care who had indicated they would want to nominate their new CEO (when appointed) to represent them on the group.
- ii) Item 5.9: K Lax advised the questionnaire would be issued within the next two weeks.

Action

5. Revised *Proforma*

5.1 Chair referred members to the *Changing Lives Workforce Development* paper which had been sent out on 29 September. She explained that since the previous meeting group members had added to the "Policy Links", "Links to Other Workstreams" and "Progress" columns. She noted this paper still required work to be done before it was ready for wider circulation.

5.2 The discussions which followed centred on:

- The leadership and management group's set of questions which would inform the "Links to Other Workstreams" column
- a revised version of Appendix 1 would be issued for discussion
- the need for the "Policy Links" column to include Executive Policies such as Efficient Government and Best Value rather than headings such as Justice and Health
- awareness of four country implications
- awareness of the varying levels of milestones *eg* some are high level strategic and others more related to supporting change
- the Social Work Forum's guidance that milestones could be modified provided an opportunity to select higher level and over-arching milestones which would allow the group to start thinking about the next step *ie* the bigger questions/issues
- no standing group to be convened (p12 of the *proforma*)
- clarity required around the core pieces of work, who was leading them and how the group members could retain an awareness of other workstream groups' output
- awareness of the value of information coming out of CC inspections and identification of mechanisms to allow such information to be presented to the groups
- value of information generated by Audit Scotland in their Best Value Reviews in terms of identifying issues related to leadership and management some of which was multi-purpose
- awareness another layer of information collection was not needed rather that identification of gaps in information gathering was what was required
- Alexis Jay would be feeding in information into leadership and management workshop taking place on 15 November
- priority was to deal with duplication and overlap of audit collection before moving on to next steps
- in relation to staffing returns need for awareness that these were not "like for like" comparisons across local authorities
- the feasibility study referred to on page 12 of Appendix 1 was complete and had identified the priority was to forge

C Wilkinson

- ahead using information which already existed
- overlap with the Sector Skills Council
- Edith Wellwood would be attending the Leadership and Management group chaired by David Crawford.

6. Education and Training

6.1 G Tucker led the discussion on this item. She began by advising the group the issue of academic leadership was unlikely to be managed within the Leadership and Management Group and fitted more appropriately within the Workforce Development workstream and asked the group for their comments on the various elements of the work.

6.2 Ms Tucker began by outlining the four parts:

- 1) Evaluation of the degree
- 2) Seminars (SIESWE and SSSC) being planned were very relevant to the degree
- 3) Change Academy
- 4) Work Based Learning coming together to some kind of key strategic partners for establishing the education provision for the future

6.3 She outlined the 21st Century Review's thinking in relation to academic leadership *ie* that they were needed to develop programmes which would help establish the workforce of the future, working in partnership across a multi-disciplinary and multi skilled sector whilst fostering increased involvement with the user. Ms Tucker noted the need for the academic leaders of the future to work across boundaries such as HE/FE/disciplines/providers/employers) and deliver *via* a variety of modes *ie* flexibly and utilising technology. Additionally she highlighted the need for universities develop social work services research in order to support evidence based practice.

6.4 She reported the four important issues emerging were:

- i) curriculum
- ii) strategic leadership in collaboration
- iii) flexibility of delivery
- iv) improving the process and status of social work services research.

6.5 Ms Tucker observed evaluation of the social work degree would provide more than a snapshot of what the degree currently looked like, it would:

- enhance quality
- provide an opportunity to take change forward by identifying strategic topics

- increase engagement of education providers.

6.6 She envisaged seminars to be delivered jointly by SIESWE and SSSC would focus on key topics with input provided by a range of providers. The group noted the need to capitalise on such events.

6.7 Ms Tucker explained the process of the Change Academy to the group and the benefits for a number of strategic projects in bringing together people who were pivotal, particularly from the social work community. Additionally the group noted this would provide an opportunity to increase engagement (both formal and informal) with employers.

6.8 She outlined the QA's attitude to Work Based Learning programmes and the positive outcome of initial discussions with David Bottomley in relation to this matter.

6.9 There followed a general discussion on:

- current WBL programmes and the difference between WBL and Distance Learning
- the apprenticeship degree
- access and flexibility
- funding mechanisms
- ADSW workplan providing key themes on recruitment/retention particularly in rural areas
- academic leadership covered FE as well as HE and the degree of investment in personal development in the FE sector

Chair noted Items 7, 8 and 9 of the agenda would be dealt with under Item 7.

7. Social Work Forum: Feedback from meeting 25/26 September 2006

7.1 Chair outlined the format of the meeting, led by Val Cox, which in the first instance focused on identifying issues in setting national priorities rather than the national priorities. Ms Wilkinson indicated members of the forum had agreed to do some more work and report back to the Minister in December.

7.2 Chair advised the meeting on the second day was chaired by the Minister from which two issues emerged:

- i) Awareness needs to increase, clear communication of what *Changing Lives* was about was required, especially for staff on the front line and
- ii) How the work links with policy areas for other

professional groups, particularly in Health and Education.

- 7.3 Additionally she advised a representative from the College of Occupational Therapists had made enquiries about joining the group and there had been an exchange of emails with QMUC and UNISON had also asked for representation.
- 7.4 Members noted the need to keep in touch with other workstreams to share progress and identify common themes.
- 7.5 Chair reported she had written to the Chairs of the Learning Networks to set up meetings to discuss their involvement and had already met with Sandy Riddell of the North of Scotland Learning Network and was in the process of scheduling meetings with the remaining chairs. She asked the group to give thought to how they might best engage with the Learning Networks, noting the need for the SW Forum and all working groups to communicate across the sector, ensuring that the Voluntary and Private Sectors were included.
- 7.6 Ms Wilkinson advised that, under the auspices of the group, a meeting was scheduled to take place on 7 November 2006 to discuss a strategy for recruitment and retention of social workers and social care workers with key people (including Chairs of Learning Networks, ADSW, Voluntary Sector and SPDS).
- 7.7 K Lax reported the Communication Strategy had been discussed at the Forum. She noted it was necessary to find ways of clarifying what "building to capacity for personalised services" meant to front line people in order that they could relate to it. Chair considered there was a need to articulate expectations and how the work would be taken forward.

10. Updates from Members

- 10.1 C Sturgeon (representing J Miller) advised

Since the group's last meeting the updated funding guide had been circulated to the Voluntary Sector and they had received good feedback. Additionally she indicated a mini consultation was taking place on 24 October to encourage organisations to respond to the consultation on modern apprenticeships. Ms Sturgeon advised a Workforce Development Group had been looking at the Implementation Plan and were in the process of writing up feedback. Chair considered it was necessary for the SW Forum to communicate that the Implementation Plan was relevant to the entire sector.

- 10.2 Karl Stern advised:

ADSW reps were going to ensure communication with COSLA and ADSW Executive. He noted that the Local Authorities AGF allocation might not match GAE allocated which could have implications for the review of funding of Social Work Training including the allocation of "Upskilling the Workforce" monies. Mr Stern indicated there was value in the ring-fenced Specific Training Grant which was agreed up to the end 07/08. Additionally he advised Perth & Kinross Council and SIESWE were working on a piece of retrospective research on the value of VQs with some early very positive benefits for the worker in their confidence, competence, independence as a practitioner and willingness to go on learning; for the organisation in working towards being a 'learning organisation' and for service users in improved, more personalised services. He noted that, once completed, as an aid to workforce development and in support of a qualification based register, an easy to read booklet may be produced to promote the value of VQs to politicians, employers and potential candidates for VQs.

10.3 Chair advised SSSC were discussing with the Scottish Executive the need to review funding for training and how it was distributed and was something which could be picked up in this Training Grant review.

10.4 John Gibson advised:

ADSW Workforce Development Group was a relatively new group and their workplan contained a number of change items which were consistent with the Implementation Plan *eg* CMDS which Local Authorities had agreed to pilot. He indicated the group had also inherited the work around Supporting Front Line Staff Initiative and were looking at how to integrate that within the workplan. In relation to evaluation the group were awaiting the report from Professor Cherry Rowling at Stirling. Additionally he outlined the other elements contained within their workplan and advised the group was holding an event to review its developing role (including the needs of Support Services' functions in Social Work) and was continuing to deliver 'sharing good practice' events.

10.5 Eleanor Ramsay advised:

The Housing Support Advisory Group had agreed to develop two additional units for HND Social Care. She indicated that once the units were completed they would be added to the Skill Set of vocational qualifications. Additionally Ms Ramsay advised the practice learning qualification design team had met and work was underway to develop levels 1, 2 and 3 into SQA awards. She also outlined the timetable for completion of the awards.

10.6 Ms Ramsay advised the HND consultation would take place on

12 and 26 October and she would circulate the scoping report and questions to members' organisations and would welcome feedback on the proposals.

10.7 Ms Ramsay advised she had an initial meeting with the Social Care Association to discuss the development of induction guidance.

10.8 Alistair Gaw advised:

SWIA were producing Performance Inspection of Local Authority SW Services Reports and he outlined the timetable for their production. He encouraged the group to read the reports and make good use of the information they contained as he considered them very relevant both to the workforce development workstream and to the voluntary and private sectors.

10.9 The group noted SWIA were beginning to look at the Knowledge Management agenda, examining the different channels used.

10.10 David Wiseman advised:

The Care Commission were looking at the Annual Quality Review and the breadth of information obtained across the services regulated. He reported the main focus had been the Regulation for Improvement Project and outlined its purpose. Mr Wiseman noted the project highlighted issues around skills for staff and providers and user/carer engagement. He added that other policy work, the whole use of risk assessment and regulatory support assessment was moving toward target inspection rating and that some research had been commissioned to evaluate and identify development.

10.11 Keith Wilson advised:

SDPS were meeting with A Fowlie of COSLA to maintain links between workforce planning and the corporate agenda. He reported the leadership/management issue was ongoing within Councils and SPDS were endeavouring to drive this forward and noted the interest in the SW Leadership Management Framework.

10.12 The group emphasised this issue should not to be dealt with in a silo but within the wider public sector context. They noted the value of looking at the Framework for Teachers which highlighted values, standards and beliefs. They also noted risks associated with slow progress if momentum on leadership/management was not maintained.

10.13 Karen Lax advised:

She was attending the Principal's Forum meeting on 4 October 2006 which linked the group not just to social work and higher education but to further education. Ms Lax noted the first meeting of the Research & Development & Evidence Base Group would take place on 19 October 2006 and that an earlier event had taken place which had looked at the state of the evidence base around social work and social care across the UK.

- 10.14 Ms Lax reported permission was being sought from the Minister to deliver a fifth cohort of *Leading to Deliver* focused on *Changing Lives*.

11. Proposal for Development Day January/February 2006

- 11.1 The group discussed whether this was the most appropriate date and agreed to utilise their meeting on 28 November 2006 for this event. They agreed it would be an all day event. Chair agreed to explore whether Zoë Van Zwanenberg would be available to facilitate.

12. AOCB

- 12.1 Chair advised the next meeting would take place on 31 October in the COSLA Office, Edinburgh at 10.00 am.

C Wilkinson