

**Confirmed Minutes of the Changing Lives:
Workforce Development
Change Programme Meeting**

held on 5 September 2007 at 10.00 am

at the COSLA Office, Haymarket, Edinburgh

Present: Carole Wilkinson, SSSC (Chair)
Joy Barlow, STRADA
Penny Curtis, COSLA
Ian Davidson, Scottish Government
Marc Hendrikson, SWIA
Mary Howden, SSSC
Neil McLeod, VSSSWU (representing Jan Miller)
Nicky Scott, SSSC
David Rennie, Scottish Care
Sandy Riddell, ADSW
Morag Robertson, Scottish Government
Celia Rothero, Learning Network
David Wiseman, Care Commission

In Attendance: Karen Donaldson, Chair Recruitment & Retention Sub Group
Maggie Glenday (note taker)

1. Welcome

1.1 Chair welcomed everyone to the meeting in particular Karen Donaldson, Chair of the Recruitment and Retention Sub Group attending her first meeting.

2. Apologies

2.1 Apologies were received from Billy Renfrew, Gill Tucker and Linda Walker.

3. Minutes of the Meeting held on 19 July 2007

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

4. Matters Arising

4.1 Project Bids: Chair informed the group she had met with Ian Davidson to discuss the group's role and the process for scrutinising and signing off bids. She outlined the mechanism previously employed and it was agreed the group's role was to stimulate ideas, identify themes and guide bids with the detail being directed to the policy lead from Ian's team who would

Action

bring the bids to the group for discussion and monitoring. M Robertson circulated a paper on reviewing *Changing Lives* performance to date for discussion at the next meeting (attached as Appendix 1). Possible areas for discussion identified as:

- what ideas the group would like to generate
- how these ideas might be generated
- reach agreement on the role of the group in relation to bids
- provide summary of the groups currently being supported by the bids.

4.2 Item 10, Scottish Care at Home Project Proposal: Chair outlined the feedback which had been provided to Scottish Care at Home and advised they were currently in discussion with Billy Renfrew re the amended bid.

4.3 Multi Cultural Family Base Bid: Chair advised this bid centred on supporting people from black and minority ethnic (BME) communities in accessing training to assist them to enter the social services workforce and was currently with Billy Renfrew who was working with them seeking additional information and clarification.

4.4 Continuous Learning Framework: J Barlow advised representatives of the Centres for Excellence had met with F Clark and J Dunn. They considered there was a requirement to dovetail some of this work, as well as elements of the recruitment and retention work, with alcohol and drug development workforce planning. She would keep members posted on any developments.

4.5 Item 8, VSSSWU Research Projects: N McLeod provided an update on these two projects advising:

- i) The first was a telephone survey of voluntary sector adult residential care providers to develop an understanding of their progress towards compliance with SSSC registration requirements and analyse staff turnover in a range of voluntary sector social service organisations.
- ii) The second aimed to identify recruitment and retention techniques used in similar or competitor sectors that may be relevant to social service employers.

A report for each project to be completed by the end of October and shared with relevant *Changing Lives* sub group, the second project would also provide the basis for a workshop at the Workforce Unit's conference in November.

I Davidson indicated it would be helpful for the findings to be shared with relevant stakeholders. N McLeod advised the Unit had kept Skills for Care & Development informed of the progress of both projects and they were meeting late September to explore future collaborative research opportunities.

5. Workplan Version III

Chair informed members she met with A Bruce of the Workforce & Capacity Team who was looking at all *Changing Lives* project workplans and bringing them together. She indicated to him the group would welcome feedback and were specifically looking for linkages. I Davidson indicated the group would have sight of the literature review referred to on Page 2 (Item 1.6 in the Progress Column). Members agreed no more work would be undertaken on the plan at the present time.

6. Report from Sub Groups

6.1 Workforce Intelligence Sub Group

Chair advised B Renfrew had provided an update which highlighted two areas:

- i) still issues in relation to collection of data from CC, Scottish Government and SSSC but considered this would be sorted out in the near future.
- ii) event to take place in autumn to work with stakeholders on identifying their workforce intelligence needs and how information could be provided to them.

6.1.1 Members were of the view the event should be small and focus on the achievable and needed to be held soon in order to progress matters.

6.2 Recruitment and Retention Sub Group

6.2.1 Chair indicated this group had been established with Karen Donaldson as chair and Karen would shortly make contact with those nominated. It was hoped the first meeting of the sub group would take place by the end of October at which the draft remit and how the work would be taken forward would be discussed.

6.3 N Scott provided the group with a copy presentation (attached as Appendix 2) which detailed the results of a small research project which sought to gain a knowledge and understanding of people's motivation for considering a career in social care. She outlined activities which had previously taken place to raise the profile of careers in social care and outlined some of the difficulties which had been experienced. She also detailed a number of activities to be undertaken in the future. Chair reminded the group of the outcomes from the Strategy for the Future Recruitment of Social Workers and Social Care Workers meeting with employers which took place in 2006 and identified the need for activity at national level to focus on care workers, awareness raising, jobs and careers with local activity focusing more on adverts and face to face events as well as the opportunities for working in partnership with other providers.

6.3.1 N Scott outlined a number of mechanisms for reaching the target audience as well as their advantages and disadvantages. The group discussed how the limited amount of funding available impacted on the type of promotion undertaken, the changing landscape of the sector, the key messages to be taken forward as well as the need to highlight good practice and agreed these thoughts would be referred on to the Recruitment and Retention Sub Group.

6.4 **Change Academy**

6.4.1 Chair advised the next key event would take place middle of September and would be reported at the next meeting.

6.5 In relation to availability of information M Hendrickson advised SWIA had begun to gather together information from inspection reports with a view to identifying the key messages emerging which he hoped to make available at the next meeting. In the meantime he asked if the sub groups identified particular issues which SWIA could provide data for they should contact him.

6.5 Members considered the contribution the work which other groups such as the Multi Agency Knowledge Management Group and the Information and Regulation & Inspection Group could make and identified the following issues:

- What are the gaps in data?
- What data is wanted?
- Why is the data required?

7. Funding for Training

7.1 Next Steps

7.1.1 Chair provided a brief background to this item and advised that following discussion with I Davidson it had become apparent the timetable set was too ambitious and it would not be possible to influence the current year's spending review. This, however, provided an opportunity to take a step back and consider how efficiently and effectively current resources were being deployed asking questions such as:

- Are current needs understood?
- Are better methods of doing it available?
- Are there better models?
- What are the priorities?
- How are resources accessed by the different elements of the sector (private, public, voluntary)?

It was considered necessary to take a broader and more visionary view. "Funding for Training" was considered an unhelpful term, an alternative such as "Funding for Learning and Development Opportunities" was considered more appropriate.

Chair highlighted the need for the work to link and dovetail with SSA.

7.1.2 Members discussed the need to locate the review within the current economic landscape and increase recognition of productivity and best value as factors for consideration. Engagement with local government and partnerships at local level were considered an important element as was the need to engage with policy makers within the Scottish Government.

7.1.3 They noted the forthcoming Skills Strategy would provide a means of identifying funding streams which might be coming to an end in the near future and M Robertson agreed to email members with details of streams which were ending within the next six months.

7.2 Funding to Support Users and Carers' Involvement in the Training of Social Workers

7.2.1 Chair provided the background to this item informing members Scotland was the only one of the four countries that did not provide this type of funding. She advised SSSC had recently completed a piece of work in relation to this matter and had put some proposals to Scottish Government on how this could be taken forward.

M Robertson

8. Communication/Papers for Circulation

8.1 The group agreed to share the following:

- Slides
- Personalisation Paper

9. AOCB

9.1 Members were advised an Informal Communications Network meeting facilitated by Ben Coburn would take place w/c 10 September at Victoria Quay. They discussed the difficulty of mainstreaming *Changing Lives* and were advised the Chairs of the workstreams had requested L Gray who was taking forward the *Changing Lives* Newsletter to contact David Crawford to learn how his Council had undertaken this process.

10. Future Work Programme and Agenda Planning 2007 – 2008

10.1 Role of the Group

10.1.1 Key areas identified were:

- the group's role would be informed by outcomes of the development day
- the group had seen part of their remit as being a champion for *Changing Lives* and a champion for the sector
- greater emphasis on the thinking part of meetings rather than the business element
- emphasis to shift to the strategic and visionary
- is it the role of the group to deliver or should it stimulate others to deliver outcomes?

10.1.2 To inform the group's discussion I Davidson tabled a paper (attached as Appendix 3). He considered the Learning Framework at the heart of where the group was trying to get to, a platform from which all activity would be generated, with a common and clear understanding. He posed a number of questions:

- What is workforce planning?
- Whose responsibility is workforce planning?
- How is the move from local to national made?
- What are the aspirations of workforce planning?
- What needs to be known?
- What is known currently?
- What needs to be known from each other?

10.1.3 He considered it necessary for the group to position themselves in relation to the above in terms of roles and thinking.

10.1.4 The group discussed the paper in depth and whilst they noted areas which were missing such as qualifications, accreditation and registration they agreed it was a very useful starting point and offered a number of suggestions to increase the diagram's effectiveness.

10.1.5 They noted the challenges brought by policy drivers such as Personalisation and the changes to services of the future as well as the links to other policy drivers and pieces of work with health, housing and education.

10.1.6 The group discussed the value of coming together with the Leadership and Management group to think through the Learning Framework.

10.1.7 They went on to discuss the perceived confusion in relation to who was the face, the authority of workforce planning, was it COSLA, SSSC, Scottish Government? and agreed this could be clarified following the discussions on the group's remit. The group agreed they had the ambition to engage with the issues identified and to be the national face of workforce planning.

10.2 **What Reports should we be receiving?**

10.2.1 The group considered reports from the Care Commission, SWIA and SSSC would provide a good overview of where the sector was, with SWIA identifying where the gaps were. Additionally representatives from voluntary and private sectors on the group felt they could easily provide any information required. They pointed out there had not been a sufficient shift to learning and development as opposed to training, with a lot of effort required to ensure future workers felt valued and that they were carrying out valuable work.

10.3 **Second Development Day**

10.3.1 The group discussed the merits of having a second development day including the opportunity to:

- clarify issues
- clarify where the group's work fitted in with the work of the other *Changing Lives* workstream groups
- identify areas of overlap with other workstream groups and local government
- stocktake
- identify linkages to other work taking place in the sector
- identify how the group goes forward
- national profile, voice of authority

10.3.2 Having agreed a further development day should take place discussion followed on whether a facilitator would be required and it was agreed Chair would approach Zoe Van Zwannenberg to ascertain her availability. The group agreed 31 January as the date for the development day.

C Wilkinson

10.4 **Next Meeting**

10.4.1 Next meeting scheduled for 23 November 2007 at 10.00 am in COSLA Office.