

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

held on 19 July 2007 at 10.00 am

at the COSLA Office, Haymarket, Edinburgh

Present: Carole Wilkinson, SSSC (Chair)
Andy Bruce, Scottish Executive
Penny Curtis, COSLA
Ian Davidson, Scottish Executive
Marc Hendrikson, SWIA
Mary Howden, SSSC
Neil McLeod, VSSSWU (representing Jan Miller)
Billy Renfrew, Scottish Executive
David Rennie, Scottish Care
Sandy Riddell, ADSW
Celia Rothero, Learning Network

Edith Wellwood, SSSC)
Fiona Clark, SSSC) Joined for Item 6 (i)
Jayne Dunn, SIESWE)

Zoe Zwanenberg) Joined for Item 6 (ii)

In Attendance: Maggie Glenday (note taker)

1. Welcome

1.1 Chair welcomed everyone to the meeting, especially those attending their first meeting. She advised there was one extra item on the agenda which was the project bid by Scottish Care at Home and this would be dealt with after Item 5.

2. Apologies

2.1 Apologies were received from Joy Barlow, Linda Walker and David Wiseman, with apologies for lateness from Penny Curtis and Neil McLeod.

3. Minutes of the Meeting held on 10 May 2007

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

Action

4. Matters Arising

4.1 Workplan: Chair advised further work had been undertaken on the workplan and outlined the changes:

- expanded section on workforce planning
- expanded and developed the tasks and actions
- minor amendments to the group's role
- role of technology in learning
- developed recruitment strategy

She advised there was still work to do to in relation to populating the milestones, delivery dates and progress columns and that the workplan had not yet been sent to the other *Changing Lives* groups. She indicated the intention was the workplans of the groups would merge. (This work is now being taken forward by Andy Bruce, Scottish Executive).

4.2 Item 6.2, Change Academy: To facilitate members attending for the first time Chair outlined the aims and objectives of the Change Academy and the membership of its operational and strategic groups. She advised an outline of the Change Academy's remit was available on request. Additionally she indicated project proposals had been submitted and were currently being evaluated. Chair noted a Team Leaders event was being held on 12/13 September with a residential event planned for January 2008 and a further event planned for April 2008.

5. Report from Sub Groups

5.1 Workforce Intelligence Sub Group

B Renfrew advised this group met on 16 July and three new members attended David Rennie on behalf of Scottish Care, Bill Sim representing Learning Networks and Kathryn Taylor of the Scottish Training Federation. At the meeting they discussed the revised remit including whether the task around promoting workforce planning would more naturally sit with the Recruitment and Retention Sub Group. He indicated the key issue for the Workforce Intelligence Group was the availability of quality data and the impact of data protection/legal issues on the group's work. It was, however, anticipated that a draft agreement with the Care Commission would facilitate provision of necessary data for analysts to assess. The group had also agreed to focus on regional/sector organisations including Learning Networks, Voluntary Sector and ADSW and would not necessarily be looking to involve individual employers at this stage. The issue of gathering of workforce intelligence in relation to migrant workers had been considered, how feasible

this was, the merit of gathering such data and the possible commissioning of a piece of work. Group members confirmed they regarded this issue as a priority. They noted that some work was currently being undertaken by Learning Network West on workforce development which included a migrant workers' strand. Progress on projects funded by the group will be an agenda item for a future meeting early in 2008.

5.1.1 Members agreed the Workforce Intelligence Group's remit was not set in stone and discussed identification of priority pieces of work. They agreed that safer recruitment would also sit more naturally with the Recruitment and Retention Group.

5.1.2 Members discussed the need to receive feedback from other groups and Chair agreed to raise with *Changing Lives* chairs at their next meeting as well as obtaining feedback on Funding Review

C Wilkinson

5.2 **Recruitment and Retention Sub Group**

5.2.1 M Hendrikson advised members of the contribution which data collected by SWIA as part of their inspection programme could make to the Sub Group's work including leadership, management training and the views of the workforce. Members noted the Care Commission could also provide relevant data and it would be useful if the key messages emerging from both SWIA and the CC could be summarised both for the Workforce Intelligence Group and other sub groups. M Hendrikson to discuss with D Wiseman and report to next meeting of group.

**M Hendrikson/
D Wiseman**

5.2.2 Following discussion members agreed to add to the remit:

- the migrant workers issue
- safer recruitment policy and practice
- use of CC and SWIA data
- promotion of workforce planning through identification of practical tools and guidance.

They agreed the remit should remain as a draft which the sub group could revise when they come together.

5.2.3 Chair advised she had been in conversation with SPDS and they had agreed to provide the chair for the Recruitment and Retention Sub Group and she would progress this. They considered representation should be as follows:

C Wilkinson

Learning Networks (1) – C Rothero to seek representative
CCPS/VSSSWU (1)
SSSC (1) – N Scott and M Howden to nominate
Workforce and Capacity Issues (2) – B Coburn and B Renfrew
ADSW (1) – S Riddell to seek representative.
Scottish Care (1)
COSLA (1)

Names to be forwarded to the Chair by the end of August.

10. Scottish Care at Home Workforce Project Proposal

10.1 Chair explained the background to this additional agenda item advising that she had recently met with Gloria McLoughlin of Scottish Care at Home and that the paper tabled outlined their bid for funding from *Changing Lives*.

10.2 Following discussion members considered this a worthwhile project but agreed to go back to Scottish Care at Home and ask them to revise the bid explaining that as it is considered a two stage bid and ask them to focus their initial bid on:

- To Support and augment the Sector Skills Agreement in creating an accurate picture of the perceived skills needs and training gaps in the independent care at home sector
- This to include an understanding of the current levels of qualifications by support workers, supervisors and managers
- To determine the current level of learning and development activity in the sector
- To analyse the impediments to workforce planning and development in the sector.

Members agreed such a proposal would be recommended for *Changing Lives* finance. B Renfrew agreed to pass a copy of the original bid to SE analysts for their comments/suggestions which would be relayed to Ms McLoughlin.

B Renfrew

[Note: C Wilkinson and I Davidson will consider this proposal following the required amendments and make a decision on behalf of the group].

**C Wilkinson/
I Davidson**

6. i) Learning Framework Presentation

6.1 The group were joined by E Wellwood, J Dunn and F Clark. E Wellwood outlined the background to production of the framework advising that the framework sought to pull together several different strands such as career pathways, career progression and integrated service delivery which had common threads and would be used as a mechanism to support continuous improvement and improved services.

6.1.1 J Dunn and F Clarke spoke to the presentation (attached as Appendix A). They advised Phase 1 outlined the context of Learning and Development and was a signposting tool with Phase 2 detailing how personal capabilities would be utilised to underpin the framework. They acknowledged that the framework was still “work in progress” and outlined the next stages in the project plan.

6.1.2 The group found the presentation very informative offered a number of suggestions including taking cognisance of organisational objectives and learning plans in Phase 1, possible links to safer recruitment and links at performance appraisal level. They discussed uptake of the framework within the sector, mechanisms for encouraging uptake including a more prescriptive format. It was felt the framework would be well received within the sector because stakeholders had already carried out lots of similar work themselves and the framework pulled this together. It was anticipated working and consulting with stakeholders on the process would contribute to buy in.

6.2 **ii) Leadership and Management Framework Presentation**

6.2.1 The group were joined by Z Van Zwanenberg who began the presentation (attached as Appendix B) by explaining it had originally been prepared for Health Improvement but she considered the same leadership model held true for leaders in the social care sector. She began by describing the context before outlining the leadership model and how it applied to the social care sector before going on to outline the process, performance and outcomes. She advised a social care specific version was being developed which she would share with the group and seek their feedback.

6.2.2 The group found the presentation clear and concise, noting how it linked leadership with organisational outcomes.

6.3 Chair thanked Zoe, Edith, Fiona and Jane for their input and indicated it was anticipated they would come back to the group with an update at a later date.

The meeting briefly adjourned for lunch and re convened at 12.15.

7. Funding Review Discussion

- 7.1 Chair referred members to the papers circulated in relation to this item. She opened up the discussion asking members to identify common themes or contentious issues adding it was hoped there would soon be a steer from the Scottish Executive on the level of funding.
- 7.2 They discussed the lack of accountability *ie* how had the money been used, had the money been used well, had anybody followed up on how it was used? There was agreement that changes were required.
- 7.3 Members talked about the perception of inequity *ie* the HEIs fared better than colleges, local authorities fared better than voluntary or private sector organisations and social workers fared better than the remainder of the social care workforce when it came to funding.
- 7.4 They discussed the reduction in sources of funding such as modern apprenticeships and European funding and the need to remain aware that the focus should not solely be on registration.
- 7.5 Chair outlined Sector Skills pieces of work which had already been undertaken as well as future work which would inform the group's work as well as link to the Skills Strategy (Scotland's response to the Leitch Report).
- 7.6 Members discussed the opportunities for partnership working including cross regional and synergy across the sector as well as the need for a clear direction and parameters in order to benefit from shared services.
- 7.7 The group discussed Childcare Partnerships and examined the reasons for their success *ie* specific task to do, their funding structure, significant pot of money.
- 7.8 Chair summarised the key messages coming from members as:
- complex picture
 - lots of barriers and hurdles
 - stakeholders experience a high level of frustration
 - greater equity required across the sector
 - greater transparency required
 - greater consistency required
 - simplification of mechanism for distributing resources
 - inadequate resources

- the need for greater flexibility in the use of resources (possible introduction of outcome agreements rather than target initiatives)
- very fragmented with lack of strategic, overarching policy
- increased clarity required in relation to the group's objectives
- evaluation required of the impact of investment on the workforce
- focus needs to include beyond registration of Phase 1 and 2 to wider workforce
- increased clarity round how the Skill Strategy and how Sector Skills Agreement work would inform the group's work
- promote shared endeavour across regions and sector.
- acknowledge realities of organisations and people.
- need to examine mechanism for disbursement
- lack of consensus about solutions and the way forward.

Key issues and possible next steps paper will be produced for discussion with the Scottish Executive (Ian Davidson and Morag Robertson).

**C Wilkinson/
M Robertson/
I Davidson**

8. AOCB

N McLeod provided information in relation to three research projects currently being undertaken by the VSSSWU which might inform the work of the group. These were:

- i) Develop a picture of the voluntary sector adult residential workforce and progress towards compliance with registration requirements;
- ii) Analyse staff turnover rates for a sample of voluntary sector social service organisations;
- ii) Collate examples of recruitment and retention techniques from other industries which may be applicable to voluntary sector social service organisations.

He advised these projects were at a relatively early stage but it would be possible to provide an update on these at the September meeting.

9. Date of Next Meeting

9.1 5 September 2007 at 10.00 am in COSLA Office, Haymarket.