

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

**held on 29 January 2007 at 10.00 am**

**in COSLA Office, Edinburgh**

**Present:** Carole Wilkinson, SSSC (Chair)  
Joy Barlow, STRADA  
Penny Curtis, COSLA  
Alistair Gaw, SWIA  
Karen Lax, SWPD  
Ranald Mair, Scottish Care  
Jan Miller, VSWDU  
Bill Renfrew, SWPD  
Morag Robertson, SWPD  
Linda Walker, SIESWE  
Keith Wilson, SPDS

**In Attendance:** Zoe Van Zwanenberg, SLF  
Maggie Glenday (note taker)

**1. Welcome**

1.1 Chair welcomed everyone to the meeting, in particular new members. She reminded the group of the discussion which had taken place at the Development Day in relation to membership and advised she had written to Karl Stern, John Gibson and Eleanor Ramsay to thank them for their contribution to the group's work.

**2. Apologies**

2.1 Apologies were received from David Wiseman, Sandy Riddell (representing ADSW) and Edith Wellwood.

**3. Minutes of the Previous Meeting (31 November 2006)**

3.1 The minutes of the previous meeting were agreed as an accurate record subject to the following amendments:

Item 4.1 (iii): Stepping Stone amended to lower case and correction to the spelling of Mike Pittilo's name.

**4. Matters Arising**

4.1 Item 4.1(ii): K Lax indicated distribution of the questionnaire

**Action**

was on track.

Item 4.1(v): Chair advised she had met with three of the four Learning Network Chairs and was scheduled to meet with Malcolm McEwan on 2 February 2007. [Note: This meeting did not take place due to Malcolm McEwan resigning from his post].

Item 5, Proforma: The group noted that the *proforma* had generated lots of discussion and additions and Chair outlined the thinking behind the document for new members. She requested members contact Maggie regarding amendments and J Barlow indicated it would be necessary for her to forward the amended document to the Centres of Excellence for comment.

Item 6, Resources for Training: K Lax indicated Morag Robertson would be taking this work forward on behalf of the Executive and J Miller advised that N McLeod had met with M Docherty and subsequently some amendments had been made to the document.

Academic Leadership: K Lax provided the group with an update and advised that a submission seeking funding to support a Change Academy event had been forwarded to the Minister. She advised it was envisaged the event would be held in September with the necessary pre-work starting in April. She also advised a strategic group, led by Mike Pittilo would oversee the work and detailed some of the participants. Additionally she noted a group would be formed which would oversee operational planning. The group discussed the stakeholders involved, the objectives and the hoped for outcomes. An updated paper to be brought to the group once funding had been agreed.

K Lax

## 5. Development Day, 28 November 2006

- 5.1 Chair welcomed Zoe van Zwanenberg facilitator of the Development Day to the meeting. She advised that, following reflections on the day, discussion would take place round what the workplan would look like and it was anticipated this would be brought to the group to sign off.
- 5.2 The group discussed the:
- connections across other change programmes
  - issues the group might pick up
  - key actions/strategic issues which need to be focused on
  - key policy areas
  - need to unify language used.
- 5.3 Z van Zwanenberg advised the SLF were undertaking research looking at the key policy drivers and would be pulled into a

document providing the linkages between policy drivers and underpinning values. Additionally K Lax noted that M Robertson would be updating a previous paper which detailed key policy/guidance relevant to the social services sector. It was also agreed it would be useful for Neil McLeod from VSWDU and Cameron Linklater (researcher for SLF) to meet to discuss.

- 5.4 Z van Zwanenberg provided a revised summary paper of the day (attached as Appendix 1).
- 5.5 The group went on to discuss the action plan and the next steps noting:
- the value of including an organisational health check
  - HR representation on training groups to carry forward strategies
  - the need for a cultural change
  - the need to take a strategic approach
  - the need to provide concrete examples (case studies)
  - possible need for the group to lead some of the work or oversee projects.
- 5.6 The group discussed the strand's objectives and identified a range of activities around workforce planning which would form the key priorities to inform the workplan.
- 5.7 The group discussed the recent funding for training report and were advised Morag Robertson would be working on this. Their discussion included:
- how to make best use of the resources we have
  - what were the priorities
  - how best to get funding to the appropriate parts
  - possible mechanisms for ensuring the percentage spending on training were included in workforce plans.
- 5.8 Chair summarised the group's discussion as:
- i) Workforce Planning: What the group might do in terms of supporting local employers and providers to plan how they could bring a more strategic approach to it (possibly instructional) and development of workforce planning to include HR input.
  - ii) Workforce Intelligence: This will form one of the sub groups.
  - iii) Strategic Review of Funding for Training: To include how to access training, whether it's a separate theme or linked funding. This will be a strand of the Group's work.

<p>iv) <u>Joined Up Approach</u>: Looking at everything else that's happening that impinges upon this workstream, shared partnership issues, policy drivers, joint futures <i>etc.</i></p> <p>v) <u>Learning Cultures</u>: Its impact on workforce planning and development.</p>	
<p>5.9 The group noted the need to refer to the work of the four other Change Programme groups in order to ensure maximum synergy.</p>	
<p>5.10 Chair advised that the group's discussion would inform the shape of their workplan which it was envisaged would develop and evolve overtime. She indicated that, in conjunction with K Lax, she would produce the first draft of the workplan which would be linked back to the <i>proforma</i>.</p>	<p><b>C Wilkinson/ K Lax</b></p>
<p>5.11 The group agreed to request a nomination from the Learning Networks to report back to the group following their forthcoming Development Day.</p>	
<p>5.10 The group discussed the timing of forthcoming meetings and agreed to contact M Glenday with their availability.</p>	<p><b>M Glenday</b></p>
<p><b>6. Sub Groups: Workforce Intelligence – To agree remit and workplan</b></p>	
<p>6.1 B Renfrew referred the group to the draft remit of the Workforce Information Sub Group. He outlined possible sources of intelligence which could be used as well as possible limitations of current intelligence and the need to resolve data sharing issues.</p>	
<p>6.2 He advised that WIG would report through the Changing Lives: Workforce Development Change Programme Group and that regular updates would be provided.</p>	<p><b>B Renfrew</b></p>
<p>6.3 Members identified sub groups to be formed as:</p> <ol style="list-style-type: none"> <li>1. Workforce Information Group – Chair B Renfrew (SWSPD)</li> <li>2. Learning Cultures Group – Chair/Leader tbc</li> <li>3. Funding Group – Chair/Leader tbc</li> <li>4. Recruitment and Selection Group (including issues around international recruitment) – Chair/Leader tbc</li> <li>5. Academic Leadership/Change Academy – Led by G Tucker (SWSPD)</li> </ol>	

**7. Notes of Recruitment and Retention Meeting, 7 November 2006**

7.1 Chair outlined the background to the meeting held on 7 November to discuss a strategy for the future recruitment of social workers and social care workers. She noted it had been a very positive meeting and attendees had provided a substantial amount of material and had lots of ideas around partnerships and small providers coming together. They had been asked to consider the Changing Lives: Workforce Development Change Programme Group's future strategy and role. They considered that a balance of local recruitment and community involvement alongside a national campaign was needed with the national campaign focusing on raising awareness of the sector and careers whilst local initiatives would target specific service recruitment.

7.2 In relation to recruitment discussion centred on vacancy rates and overseas workers and the impact of language and cultural difficulties as well as the need for information on areas where the vacancy rate was high.

7.3 The group considered the formation of a sub group to undertake a piece of work covering this area and questioned whether any of the Change Programme Groups were addressing this. It was agreed to contact Penny Curtis regarding this to find out what work if any was being undertaken by COSLA. The group noted the Front Line Staff link to the retention issue and Chair agreed to follow up the work which had already been done. They also noted that international recruitment was a relevant issue in this area. Additionally K Lax to discuss turnover in the voluntary sector with J Miller.

**C Wilkinson/  
P Curtis**

**K Lax/  
J Miller**

7.4 The group discussed nominations to Chair the Recruitment and Selection sub group. No decision made will need to be raised at the next meeting.

**C Wilkinson**

**8. Funded Projects (Report Back)**

8.1 Chair reported money was available to support the implementation of *Changing Lives* and the process for obtaining funding. She advised no final decisions had been made and outlined the range of proposals under consideration noting it was disappointing that none of the proposals submitted covered cross sector or cross disciplinary working. The group noted the importance of informing the sector where the money was being spent and Chair agreed to present a more detailed report on the proposals at the group's next meeting.

**C Wilkinson**

## 9. Reports from SW Forum, Chairs Group, Other Change Programmes

9.1 SW Forum: Chair indicated the recent meeting of the group was chaired by Robert Brown and that the last meeting had focused on the work around national priorities which was still at a very early stage with the emphasis on the need to ensure front line staff were engaged with *Changing Lives*, how they fit in and the need to improve their awareness of this.

9.2 Chairs Group: K Lax advised that this group's key thinking was around the issue of not being seen as five separate strands on the inter-relationships, how to capitalise on those and how to work together.

9.3 K Lax circulated a series of papers (Attached as Appendices A, B, C, and D) which would inform the group's thinking around *Changing Lives* including setting out the principles of how each of the change programmes work to try and enforce the message of a single agenda for change rather than five.

9.4 The group were advised the Chairs Group had also discussed:

- how each of the change programmes might think about supporting activity under its auspices to adopt a common approach
- what the linkages were
- what's not explicit
- how decisions were being made about funding *etc*
- common approach to be taken to change programmes - dynamic process in which we all learn of the need to be clear about what works, where and how the evidence base is added to
- setting out what was the nature of evidence and issues around what was the most appropriate type of evidence and mechanisms for sharing it.

9.5 The group agreed an item around evidence should appear either on the agenda of the next meeting or the following one.

9.6 K Lax advised the Chairs' meeting agreed in addition to their quarterly meeting that:

- i) they would have an away day to examine some of the synergies across the work programmes, where the linkages were, how they needed to work together
- ii) a speed note of the meeting would be circulated to alleviate the difficulties caused by the timelag of minutes being made public.

**10. VSDF – Report of 2006-2007 Allocations**

10.1 Chair outlined the background to this item noting that Appendix D (attached) set out the amounts and organisations which were awarded funding in 2006-2007 with Section 9 detailing organisations (large voluntary) awarded funding for 2007-2008. The group discussed how people were advised of their awards and were advised discussions would take place around criteria for awards for the final year with a report being put on the agenda of a future meeting.

**11. AOCB**

11.1 K Lax reminded the group of the self assessment return which had formed part of the *Changing Lives* Implementation Plan. Appendix E sets out the analysis of these returns.

**12. Date of the Next Meeting**

12.1 The date of the next meeting was confirmed as 26 February 2007 at 2.00 pm in Compass House, Dundee. Lunch to be provided at 1.00 pm if required.