

SCOTTISH SOCIAL SERVICES COUNCIL

Unconfirmed Minute of the Changing Lives Workforce Group

held on 20 May 2008 at 10.00 am

in the COSLA Office, Edinburgh

Present: Carole Wilkinson, SSSC (Chair)
Joy Barlow, STRADA
Ian Davidson, Scottish Government
Karen Donaldson, Chair Recruitment and Retention Sub Group
Mary Howden, SSSC
Ranald Mair, Scottish Care
Judith Midgely, VSSSWU
Andrew Morrison, COSLA
David Rennie, Scottish Care
Celia Rothero, Learning Networks
Linda Walker, IRISS
David Wiseman, Care Commission

In Attendance: Fiona Clark, SSSC
Jayne Dunn, IRISS
Mike Docherty, SSSC
Gill Tucker, Scottish Government joined for Item 5
Zoe Van Zwanenberg SLF
Maggie Glenday (note taker).

ACTIONS

1. Welcome and Introductions

1.1 Chair welcomed everyone to the meeting and outlined the structure of the event. She apologised for the late despatch of the paper providing an update on the Strategic Framework for Workforce Planning.

2. Apologies

2.1 Apologies were received from Marc Hendrickson, SWIA and Sandy Riddell, ADSW.

3. Unconfirmed Minutes of the Meeting held on 7 March 2008

3.1 The minutes were accepted as an accurate record subject to the following amendments:

- i) Linda Walker's organisation amended to read IRISS.
- ii) Item 6.1.2: Action to be undertaken by Morag Robertson.

4. Matters Arising

- 4.1 Item 4.1, Change Academy: The group were advised this piece of work had come to a conclusion and a meeting of the Project Board was due which would look at the findings of the project and how this could be taken forward, in particular the issues around partnership with employers.
- 4.2 Item 4.2, VSSSWU: Chair welcomed Judith Midgley to her first Changing Lives Workforce Group meeting.
- 4.3 Item 4.4, Safer Recruitment Themed Messages: D Wiseman advised this document would be published next month and briefly reported some of the findings. He indicated the lead for the launch of the publication was Marcia Ramsay.
- 4.4 Item 5.4, Commissioning Work: I Davidson advised Z Van Zwanenberg was taking this work forward and would be getting in touch with all the Chairs re a paper review. The purpose of this work is to show how each of the change programmes linked and how work could be brought together.
- 4.5 Item 6.3, Scottish Care at Home: Chair advised Phase 1 of this project was complete and that along with I Davidson she would meet with Gloria McLaughlin to look at the evidence and decide the best way to take the work forward. She indicated the report provided a really good picture of the sector and the issues. Carole advised the report would be circulated to the group and they would be notified of the publication date at the August meeting.
- 4.6 Item 6.4, SPAEN/UNISON: Chair advised she had met with the Project Team. She outlined the findings of the team who had been looking at what was happening with employers and employees in terms of direct payments and employment practices and advised the work was near completion discussions regarding future work were underway.

5. Continuous Learning Framework Presentation

- 5.1 F Clark and J Dunn spoke to this presentation (attached as Appendix 1) which sought to update the group in relation to the Framework's progress and the feedback from the consultation process.
- 5.2 Members thanked Fiona and Jayne for their informative and helpful presentation and noted the following:

- senior level staff would require to “buy in” to the framework and would need to be convinced of the organisational gains
- thinking was required on how to gather the necessary momentum to take the framework forward to the next stage
- linkages was an issue
- there was a need to trial in a multidisciplinary team
- tools and resources key to stakeholders
- ability to link to best practice
- need to demonstrate how the framework links into what regulators already do
- cost implications involved
- need to demonstrate links to commissioning
- framework should be viewed as supportive tool rather than being seen as an additional burden
- cognisance of the knowledge framework in the NHS and for the involvement of HMIE
- demonstrating practical application is the evidence base
- the need to consider a timeline
- consideration of how the Learning Networks take the framework forward

5.3 The group agreed that there was support for the Continuous Learning Framework and support for resourcing implementation at the next stages.

6. Strategic Framework for Workforce Planning Update

6.1 Initially I Davidson spoke to this report (attached as Appendix 2) which set out the starting point for consideration of a refreshed strategic approach to workforce planning in social services. He apologised for the late despatch of the paper which was due to the number of detailed and lengthy comments received. Ian advised of the need to take stock of the current vision for workforce planning and the roles and responsibilities of different agencies. He indicated this piece of work would

provide a sector specific vision.

6.2 M Docherty explained the report set the current scene in relation to the agenda and context for workforce planning and noted the need for clarity and scale in order that effective workforce planning could take place. He advised the project aim was to develop a coherent vision which was shared by key stakeholders in the sector and made clear responsibilities and roles. Mike outlined the difficulties around defining the social services sector for Scotland and the impact which demographical issues had on workforce planning.

6.3 M Docherty advised it was envisaged a PRINCE 2 project planning approach would be taken with three key areas of responsibilities:

- 1) Customer
- 2) Users
- 3) Supplier

He outlined the proposed membership of the Project Team and Project Board, indicating M Howden was the designated chair and M Docherty designated Project Manager.

6.4 The group discussed the need for employer representation from the voluntary and private sector. They agreed it was very important the Project Team was not over cluttered and that it was acknowledged the team was working on behalf of the wider group. They considered it important the balance between the Project Team and the Project Board was right which would facilitate engagement.

6.5 The group confirmed:

- 1) They agreed the scope of the project and its duration of six months.
- 2) Significant issues for inclusion in the Development and Project Plan would be identified.

6.6 I Davidson advised the project was seen as something which could potentially spawn a series of projects with a multiplicity of ways in which it could be taken forward.

6.7 Members examined the question of staff working in the social care sector who were registered with other professional bodies and groups such as childminders (single employer, private) as well as the importance of the Project Team producing an appropriate definition of the term Scottish social services workforce.

- 6.8 The group noted the need to address these questions incrementally and agreed the Framework was a very useful model. They considered it important to signal to the sector what was being done and that they could contribute to the exercise.
- 6.9 Members discussed the range of stakeholders and agencies which would find the work of interest and could contribute to the project. They considered engagement with a range of stakeholders a valuable contribution to the quality assurance of the project.
- 6.10 The group agreed to support the project but had some issues re the terminology (*ie* Programme Board or Project Board)
- 6.11 I Davidson advised it was envisaged a meeting would be held to look at the collection and management of data. He indicated the document was organic and the group should send any comments on the paper to M Docherty.
- 6.12 Chair suggested the Project Board could devise a script which described what was happening which could then be used by key partners and stakeholders in their bulletins. They also discussed the point at which it would be signalled to stakeholders from the voluntary and private sector that they could influence the project.
- 6.13 The group agreed:
- 1) Comments on the paper should be fed to M Docherty
 - 2) Core script would include how to contact the Project Board
 - 3) The group to disseminate this information to their stakeholder groups.

7. Recruitment and Retention Sub Group

- 7.1 K Donaldson apologised for the late circulation of the Improving Recruitment in the Social Services Sector discussion paper (attached as Appendix 3) which she tabled at the meeting.
- 7.2 She advised the sub group had met ten days ago and begun to develop the idea of resources to promote careers and jobs within the sector. Karen outlined the factors having a significant impact on shaping the workforce of the future as well as the sub group's proposal.
- 7.3 The group made the following comments on the proposal:

They noted the emphasis solely on recruitment rather than the joint recruitment/retention. A member highlighted the issue of migrant workers required recognition and the link to workforce development (Draft Objectives: 5). They noted the difficulty of workers recognising the range of careers available to them in social care and the need to have something which described what the different jobs entailed. Members discussed raising awareness of the sector and previous promotional images which had a powerful impact.

- 7.4 M Docherty advised the Skills for Care & Development careers website which was country specific would be launched in September 2008 and outlined the proposed content of the website.
- 7.5 The group discussed possible costs and the need to emphasise the "joined up" approach whilst acknowledging the need for an awareness of producing something unique to the social services sector. They noted the first stage of the work would be to produce a scoping of the project in terms of the finance required and discussed the need to tender.
- 7.6 The group:
- 1) Approved the proposal.
 - 2) Agreed the Retention and Selection Sub Group should produce a more formal specification with a view to going out to tender.
- 7.7 K Donaldson outlined the purpose of the COSLA National Recruitment Portal which sought to reach a larger pool of employees, promote the image of the local authorities and also bring about efficiency savings in terms of how they advertise. She advised the website would go live over the summer and indicated members of the group should contact her if they required any further information.

At 12.30 the group adjourned for lunch reconvening at 1.00 pm

8. January Development Event – Review of Progress

- 8.1 Chair indicated the group needed to be thinking about what still needed to be done as well as what the future would look like. She noted there was one more meeting of the group planned and advised they needed to give some thought to addressing the things they had not yet tackled as well as longer term issues.

8.2 Members agreed progress had been made at the meeting with a sense of Government business being captured, the issue of ownership at senior level and the need to take issues to communities having been highlighted. They noted the importance of the connection with ADSW and the need to consider the following ahead of the next meeting:

- What were the key questions?
- What was the group's role in the future?
- What could members of the group do to engage with ADSW?
- What other large scale projects would interest the group?
- Whether the group was the appropriate forum for the consideration of workforce challenges?
- Whether such a forum exist somewhere else?

8.3 The group discussed linkages and asking ADSW for clarification regarding where they saw these occurring. They noted the need for articulation with ADSW, as a champion of Changing Lives what would it want from the group and how could the group move forward? They also noted the issue of how ADSW's role fitted in with services which were delivered outwith local authority (notably in Early Years and Health).

8.4 Members discussed the future configuration of the group and where any future group would get its legitimacy and authority from.

8.5 Chair to email out key questions for group members to consider ahead of the August meeting.

9. Communication

9.1 The group identified the need for a brief document to be produced based on the speednote of the meeting and to include an item reflecting the discussion of the group's future, the need to have discussion with ADSW and how the Continuous Learning Framework could be taken forward. Document to be disseminated by group members.

10. Date of Next Meeting

10.1 7 August 2008 at 10.00 in COSLA Office, Edinburgh.

11. AOCB

11.1 There being no other competent business the meeting closed at 1.40 pm.