

**National Social Work Services Forum  
Minutes of Meeting held on 29 April 2008**

**Present:**

Minister for Children and Early Years  
Bernadette Docherty: ADSW  
Andrew Lowe: Scottish Borders, Chair of Practice Governance Group  
Gill Ottley: SWIA  
Catriona Renfrew: Health Board Chief Executives  
Bryan Williams: IRISS  
Andy Miller: SCLD  
Liz Willetts: Social Care Association

**Scottish Government Representatives**

Adam Rennie: Health (representing Paul Gray)  
Wilma Dickson: Criminal Justice Department (representing Valerie Macniven)  
Andy Bruce: Workforce and Capacity Issues  
Sandra Murray: Workforce and Capacity Issues (secretariat)

**Apologies:**

Joanne Atkinson: South Ayrshire NHS Board  
Janet Birks: Falkirk, Co-chair, Service Development Group  
Sandy Cameron: Chair, Performance Improvement Group  
David Crawford: Chair, Leadership and Management Group  
Norma Graham: ACPOS  
Annie Gunner: CCPS  
Len Hammersley: Association of Scotland's Colleges  
Peter Hay: SPDS (Society of Personnel Directors Scotland)  
Nigel Henderson: Penumbra, Co-chair, Service Development Group  
Ramon Hutchinson: South Lanarkshire Council  
Gail MacNamara: College of Occupational Therapists  
Ronald McColl: CoSLA  
Sylvia Murray: CoSLA  
Roberts Jacquie: Care Commission  
Shona Stephen: Communities Scotland  
Stephen Smellie: UNISON  
Ruth Stark: BASW  
Carole Wilkinson: SSSC, Chair of Workforce Development Group  
Graeme Dickson: Primaries Care and Communities Care  
Val Cox: Workforce and Capacity Issues  
Mike Foulis: Housing and Regeneration  
Catherine Rainey: Workforce and Capacity Issues  
Ian Davidson: Workforce and Capacity Issues

## **Welcome and Introductions**

1. Adam Ingram, Minister for Children and Early Years welcomed everyone to the meeting. He reported that since the last meeting there had been some significant developments, in particular the production of draft Single Outcome Agreements from all 32 Councils in Scotland.

## **Minutes of the meeting of 30 January and matters arising**

2. The minutes from the previous meeting were agreed subject to two changes:

- It was noted that Peter Hay's title was shown as "Director, Personnel and ITC". It has now been changed to "SPDS (Society of Personnel Directors Scotland).
- Jackie Roberts requested that she would like the last sentence of para 9 to be amended as follows: "Work with local politicians and partners in developing the Single Outcome Agreements offer an opportunity for local SWS leaders and managers to make clear the *important contribution social work services can make*". To be changed to "*important contribution social work and social care can make to outcomes for people*".

## **The Role of Mainstream Services**

### **"Social Work Services alone cannot solve society's problems"**

#### **William Rowe, Chair, 21<sup>st</sup> Century Social Work Review**

3. Bernadette Docherty delivered a presentation to the group on the role of Mainstream Services. The presentation is attached. In the discussion that followed the following points were raised:

- In a world of changing demographics, heightened expectations and limited resources, the key challenge for public services was to make the best use of universal services, whilst ensuring the most effective use of targeted services
- It was important to ensure that the universal services owned a greater 'share' of the responsibility for supporting the most vulnerable people in our communities. This might require greater guidance for universal services to ensure their services are as inclusive and responsive as possible to the needs of all members of the community they serve.
- There was strong support for early intervention approaches. However, it was important to ensure that early intervention was owned by the universal services as they would be most likely to identify problems when they begin to emerge. It would also be important to accept that there would be a 10-15 year lag time before the benefits of early intervention strategies would begin to be felt within communities and in other parts of the public service network.
- There was also concern that the capacity to undertake preventative and early intervention work was currently limited due to the requirement to respond to immediate and ongoing issues. The push towards early intervention approaches would need to be reflected in the performance reporting framework. Given the tendency for activity to be focussed in those areas that

are ultimately measured, it would be important for indicators and targets to be amended to reflect the expectation that delivery partners introduce early intervention strategies.

- Leadership would be required at all levels – not just from politicians, service directors and civil servants, but also from citizens as taxpayer/customer demanding high quality services.
- The ‘pyramid’ model (see slides) was recognised and endorsed. However, it would be important to manage the workforce around the model. It was felt that universal services struggled to deliver the model in those areas where they were most stretched. It was suggested that the role of Local Area Co-ordinator, advocated in *Changing Lives*, could play a key role within the model.

#### **Performance Improvement: Developing Tools for self-evaluation**

4. The Minister invited Gill Ottley to provide the group with an update on Performance Improvement, Developing Tools for self-evaluation. The presentation is attached. In the discussion that followed the following points were raised:

- The move to self-evaluation is consistent with the landscape created by *Changing Lives*, *Crerar* and the *Concordat*.
- SWIA, in partnership with the Scottish Government, have produced a draft guide on supported self-evaluation, titled ‘Building Excellence in Social Work Services’. This will initially be issued to the 5 Local Authorities assisting with the drafting and testing of the guide. The aim is to produce a document that is easy to read and user friendly. It is hoped that the guide will be completed by the Autumn.
- SWIA’s work was intended both to contribute to the increased importance being placed on self-evaluation and to address the variable quality of self-evaluation that SWIA had encountered in the course of its performance inspections.
- The provision of guidance on self-evaluation was welcomed, especially given that many local authorities had carried out their self-evaluation questionnaires at the start of their performance inspections without any guidance being available.
- Attention was drawn to a range of other self-evaluation tools that had recently been produced. There was concern that the plethora of self-evaluation guides could create confusion. It would be important to avoid replacing an overly burdensome external inspection regime with an overly burdensome requirement for self-evaluation.
- The requirement for undertaking self-evaluation should not get in the way of gathering useful performance information that provided managers with actionable data that could be properly interrogated.

#### **Update on *Changing Lives* development**

5. Andy Bruce introduced an update on the developments of the 5 Chairs Groups:

## Practice Governance

Andrew Lowe reported that the SCLD Principles and Standards of Citizen Leadership paper was published on 23 April. It was recognised that the paper came from the User and Carer Forum rather than the Scottish Government. This publication is the first of a number of products the group hopes to produce this year.

Work on the Guidance on the Role of the Chief Social Worker (CSWO) is drawing to a close. A draft will be finalised in consultation with CoSLA, SOLACE and ADSW. It is the intention to finalise a draft paper which will go out for consultation this summer. A separate paper, Reserved Functions of a Social Worker is also being worked on. Whilst these two papers are intended for different audiences they will be coherent, complementary and cross-referenced accordingly

A Practice Governance Framework is also being developed which will help tie together the products described above.

## Workforce

Bryan Williams provided an update on the work being undertaken by the Workforce Group. The NHS e-library in partnership with IRISS, SCIE and the SSSC Learning Networks has established a working group which is developing the Social Services Knowledge Scotland (SSKS) portal. This will give access to a vast range of information and learning resources. It will also provide information to users and carers. Access at present is available through the IRISS website with the site being fully on line by Autumn. Bryan provided a Factsheet about the new portal which is attached as a separate document.

## Performance Improvement

The commitment to develop a Performance Improvement Framework is being taken forward in partnership with SWIA's work to develop supported self-evaluation of social work services within local authorities.

Andy provided feedback on an Organisational Raid on Standard Life Investments. This involved Sandy Cameron, Nigel Henderson and Richard Fowles (SWIA) visiting Standard Life with a view to learning about their approach to performance management and how their approaches could potentially be applied with positive effect to social work services. A report of the visit will be available on the social work Scotland website.

## Leadership and Management

A Leadership Model has been developed. The leadership model itself will comprise the model, a section focussing on diagnosis and reflection and signposts to a range of supporting tools and resources for individuals, teams and organisations. Four consultation events have taken place around the country.

## Service Development

There are a number of core products to be launched during 2008, including the "Shared Understanding of Personalisation" paper, Practice Case Studies and the "Commissioning for Personalisation" paper. Personalisation will also be the theme of this year's National Practitioners Conference.

### **National Practitioner's Conference**

6. Andy Bruce updated the group on the progress being made for the National Practitioner's Conference which this year is being held in the BLCC, Dunfermline on 25 June 2008. The main theme of this year's Conference is "Personalisation", one of the key themes of *Changing Lives*.

### **AOB**

7. The Minister asked the forum if they were happy with the current process of setting the agenda for the meetings. At the last meeting a paper was circulated suggesting some indicative future agenda items and it was agreed that agenda items could be reviewed from one meeting to the next. Everyone agreed they were content with this process.

8. The Minister said that by the time the Forum next meets in the autumn, all 32 Councils in Scotland should have finalised their Single Outcome Agreement and a number of other Changing Lives products would be approaching completion

The Minister thanked everyone for attending and brought the meeting to a close.

### **Dates of next meetings**

**9th September 2008, 12.30 to 14.30**, in Conference Room 2, Scottish Government, Victoria Quay, Edinburgh.

**9th December, 2008, 12.30 to 14.30**, in Conference Room 2, Scottish Government, Victoria Quay, Edinburgh.