

CHANGING LIVES: PRACTICE GOVERNANCE GROUP MEETING HELD ON 28 JANUARY 2008

Present:

Andrew Lowe, Chair
Geraldine Doherty
Bernadette Docherty (for item 5)
Peter Gabbitas
Alexis Jay
Michelle Miller
Sandra Nutley
Bryan Williams

Scottish Government

Bill Ellis
Moira Hughes (Note Taker)

Apologies

Apologies were received from Catherine Rainey and Liz Bohan.

Minutes of the Previous Meeting

1. The minutes of the previous meeting held on 6 November were agreed subject to an amendment at paragraph 13 which should read “Economic Social Research Council” and at paragraph 15, the reference to SCA should read “ways research is used in *social care*”.

Matters Arising

2. **Action Point at Item 9** – Alexis informed the Group that she would look to draw up a fuller paper on the range of issues in terms of the role of the Chief Social Work Officer. Andrew’s re-issued paper on the role of the Chief Social Work Officer is tabled at today’s meeting.

3. **Action:** Bill asked for suggestions on suitable people to undertake this piece of commissioned work. Alexis suggested using the SWIA sessional workers and also offered the services of Richard Fowles from SWIA who might help with the Practice Governance Framework and the work on the Role of the Chief Social Work Officer. Bill would pull together a short report for discussion at the Group’s next meeting on 4 March.

Chair’s Update and Way Forward

4. Andrew reported that the meeting with SOLACE at the end of last year was generally successful. The paper had been well supported by Alan Campbell and comments from the meeting were reflected in the revised paper tabled today.

5. The tabled ‘Way Forward’ paper was discussed and all agreed that it would be helpful to improve on the focus and sharpness of what it hoped to achieve and by when. Bill informed the Group that the paper had taken into account discussions with the Chairs of the Change Programmes. The paper has also gone to the Minister and will be discussed at the next National Social Work Services Forum which takes place

on 30 January.

6. Discussion continued on the core products identified in the paper, particularly those in relation to Practice Governance. The group considered that R&D is an area that did not sit under just one Group as it has relevance for all the Change Programmes. It was considered therefore that the Strategy should go to all of the groups for comment. It was generally agreed that the paper was helpful and that Annex 1 provided a good summation of the Group's work, though the dates identified for the work on the Role of the Chief Social Work Officer and the Practice Governance Framework needed to be looked at. It was the intention that following the NSWSF the paper would be disseminated more widely. There was also a question about how Citizen Leadership sits under the practice Governance workstream. Andrew reported on the Leadership paper and said that the paper needs to come back to the Group following its consultation to allow it to progress to publication. Brief discussion followed on how citizen leadership fits in terms of capacity building which was a strong focus in the 21st Century Review and the growth of the user movement. **Action: Any comments on the Way Forward paper should quickly be e-mailed to Bill Ellis before the NSWSF on Wednesday, 30 January.**

Role of Chief Social Work Officer

7. Andrew explained that this further draft has taken into account comments made by external stakeholders such as SOLACE, ADSW etc. There was a brief discussion in relation to exchanges Andrew had with Catriona Renfrew, Director of Corporate Planning and Policy at NHS Greater Glasgow and Clyde and NSWSF member.

Action: It was agreed that an electronic version of this second draft of the Role of CSWO paper would be circulated to members of the Group for further comment. Comments should be returned to Bill Ellis. Moira to circulate a copy of Catriona's letter.

Reserved Functions for Social Workers

8. Andrew welcomed Bernadette Docherty to the meeting. Bernadette presented the background to her two papers, 'The Vision of the Social Workers in the 21st Century' and the 'Reserved Functions of the Social Worker', explaining that she had chaired the Role of the Social Worker sub-group during the course of the 21st Century Social Work Review. Members of that group were selected by the Scottish Executive and included representatives from UNISON, BASW and also representatives from both the statutory and voluntary sector. The work of this Group was a central part of the work of the Review. Following consultation the Reserved Function of the Social Worker paper was published in September 2005. Bernadette's presentation set out the key areas for those responsibilities that only a social worker should carry out, setting out the guiding principles in relation to Protection of Title. Bernadette stated that it is now 2 years on from publication of this report and expressed the need for agreement on what the Reserved Function of a Social Worker should look like. She said that there is now a need for agreement with key stakeholders and agreement on the process by which this should be taken forward. (Copy of Bernadette's presentation is attached)

9. Andrew thanked Bernadette for her presentation and opened up the discussion. Some of the issues raised in the discussion that followed were:

- General agreement that there should be reserved functions and agreement that there is a clear link to the role of the Chief Social Work Officer and in relation to the management of risk.
- Questions about how extensive the list needs to be.
- Clearer definition of the roles
- Discussions need to take place with CoSLA
- Links also to the Practice Governance Framework
- Helps also with issues of purchase of service
- Also will assist in the protection of unqualified staff
- Key areas are in Care and Protection
- Agreement that we need to look at the original piece of legislation. Paper needs to be framed so that it doesn't take away the definition of a social worker
- Directive to Employers may be the best way to do this. Would also fit well with a Governance Framework.
- Possibility of putting forward to Ministers a proposals in relation to the Reserved Functions and the Role of the Chief Social Work Officer.
- Agreed that the Reserved Function of the Social Worker should sit within the Practice Governance Group and that the Changing Lives Way Forward paper should be amended to reflect this.

Action: Bill to pull together a small sub-group to work on this, with input from Bernadette. Report back to the next meeting on 4 March.

Action: Amend Way Forward paper to reflect this new task of Reserved Function of the Social Worker to fit under Practice Governance.

Research and Development Update

Models of research-informed practice

10. Sandra introduced this item, explaining that this had been prompted by the Knowledge Review commissioned by SCIE which was published in 2004. Sandra's presentation explored the many different ways research is used and how the promotion of research use in social care is very fragmented. Sandra gave examples of the various models –

Research-based practitioner model

- This model lies with the individual practitioner
- One of the barriers identified for using this model is the lack of time available to the practitioner

Embedded research model

- Often practitioners are unaware of research
- Responsibility for use of this model lies with managers and policy makers

Organisational excellence model

- Leadership & Management roles are key in use of this model
- Lot of momentum needed to keep this up

In the discussion that followed Sandra's presentation some of the points made were:

- There is no single best model
- Research should be recognised and valued within organisations
- Emphasis should be more on **learning** rather than on research, as research tended to alienate people
- Internal mechanisms need to be in place for models of research-based practice
- Integrated model of research is perhaps the best model

(Copy of presentation attached)

11. Bryan updated the group on R&D progress to date. (Copy of presentation attached)

12. Following on from Sandra's presentation Bryan said that all three of Sandra's models have applicability and identified the need for a whole-system approach. Bryan informed the group about the focus of work to date, setting out the four main areas:

- Establishing the case for a strategy
- Focus on three inter-related issues
 - creating a sustainable and relevant research infrastructure, including governance arrangements
 - embedding research fully in practice
 - producing more, better quality and more relevant research for use
- Identifying key stakeholders and their contribution to a successful strategy
- Addressing investment requirements

Some of the other points made during the presentation were:-

General Issues

- National versus locally generated knowledge
- Effective knowledge exchange
- Types of knowledge
- Co-ordinate research/enquiry activity
- Need for experiment and innovation
- Active involvement of service users and carers

Issues for Universities and Colleges

- Enhanced quality, quantity and relevance of research outputs
- Enhance awareness among social care staff
- Contribution to research

Issues for Employers and Delivery Agencies

- Leading evidence-based service delivery approaches
- Leading research governance processes
- Building organisational cultures of knowledge generation and exchange

Issues for Government/Funding Bodies

- Lots of investment in R&D, not just from Funding Council but also by local government
- Developing consistent research policies

In discussion the following points were raised:

- Scope in R&D Strategy for translation work – this was seen by all as being a very helpful piece of work
- Value in talking to Sign regarding how to translate into Practice Guidance.
- Possibility of sharing information from significant incident reviews. View that this should be used more, particularly amongst practitioners and local forums.
- Knowledge management was seen as a huge issue
- Need for further exploration of what sw practice should reasonably be expected to know

13. Andrew thanked Sandra and Bryan for their presentation and helpful update.

14. Date of Next Meeting

The next meeting will be held on 4 March and take place at Victoria Quay, Edinburgh from 10.00 until 1.00.