

**CHANGING LIVES: PRACTICE GOVERNANCE GROUP
MINUTES OF MEETING HELD ON 6 NOVEMBER 2007**

Present:

Andrew Lowe, Chair
Liz Bohan
Alan Campbell
Geraldine Doherty
Peter Gabbitas
Alexis Jay
Paul Martin (guest speaker)
Michelle Miller
Sandra Nutley
Ruth Stark
Bryan Williams

Scottish Government

Bill Ellis
Moira Hughes (Note Taker)

Apologies

Apologies were received from Catherine Rainey.

Minutes of Previous Meeting and Matters Arising

1. The minutes of the previous meeting held on 4 September 2007 were agreed.

Learning from last night's presentation

2. Andrew asked for views from the group on the previous evening's presentation by Paul Martin, Chief Nursing Officer (summary of which is attached at Annex A). In the discussion that followed the following points were made:

- It was felt that the CNO's presentation focused more on safety while Changing Lives is more about safe, effective and innovative practice. The Group need to ensure that this doesn't limit what we are trying to achieve.
- It was considered important for this group not to produce something over-elaborate, keep it simple.
- There was a question about how well embedded practice governance is in the NHS. Practice Governance should be about strengthening quality of practice, with the relevant checks and balances. This should be drawn up in the remit of the CSWO within an authority.
- There was also a question about how much of Paul's presentation applies to social work. Would be useful to describe how much is happening in social work in relation to the governance of services and practice.
- Need for more training in social work on Performance Management.
- Performance Management issues are being picked up by the Performance Improvement Group. Group were clear that individual aspects of performance improvement clearly sit with the Practice Governance Group.

- NHS are one organisation – social work is delivered across 32 local authority areas and in addition it is important to note that social work services are provided by a range of organisations, not just local authorities.
- Paul’s presentation focused on the minority of extreme cases that regulatory bodies deal with while the real challenge is how to assure and improve the competence of workers whose misconduct is less serious but who need to significantly improve their practice. The recurring issue of “failing” workers working in “failing” teams/ organisations also has to be recognised and addressed.
- How do you get safe, reliable practice from your employees?
- What are the parallels between social work and health? We need to learn from and build on relevant and effective practice governance initiatives in health and vice versa.
- Regulation and practice governance often focuses too much on employees who are failing in their practice. The focus should be on improving the competence and safe and reliable practice of all workers.
- Acknowledge that we need a governance framework but in order for it to be effective the focus should be on how we enhance and improve performance rather than govern performance.

Action: Bryan Williams agreed to pull together a paper drawing on the previous evening’s presentation and issues raised today by the Group. There is a need to map arrangements that currently exist in social work and how this is reflected in the Practice Governance Framework and how this reads across to Leadership & Management framework, the continuing Learning Framework, the Performance Improvement Framework and the R&D Strategy.

Chairman’s Update

3. Andrew informed the group on his presentation of the CSWO paper to the National Social Work Services Forum which was held at the beginning of September. He reported that the paper had been well received with comments received from the NHS, CoSLA and Unison representatives, amongst others. On 10 October Andrew presented the paper to the ADSW meeting at Stirling. Andrew said the debate had been good and encouraging with endorsement to take the paper to the SOLACE meeting in December. Andrew also spoke to students at Stirling University on the practice governance dimension in Changing Lives and has also been in communication with Lord Laming with regard to the CSWO paper. Lord Laming indicated an interest in the accountability of the CSWO, particularly protection issues and has offered to be available to speak at a future event. Andrew and Alan will take soundings on the paper at the SOLACE meeting scheduled for early December.

Changing Lives Chairs Workshop

4. Andrew updated the group on the Changing Lives Chairs meeting held on 25/26 October. He explained that Andy Bruce from the Workforce & Capacity Issues Division had looked at connections across each of the Change Programmes and how these fit in the new Scottish Government. The Chairs looked at what all this meant for the work of Changing Lives. Andrew saw the activity from each of the Change Programmes falling into two parts

1. Conclude current work by Summer 2008
2. Disseminate – embed in practice

5. Andrew explained that during the course of the meeting Chairs and officials met separately to discuss each of the individual Change Programmes. In these discussions the following points were raised:

- Possibility of duplication
- Fragmentation
- Lack of engagement of social services sector and low level of understand and engagement.

6. It was agreed that we need to celebrate the success of the current work and the activities to be taken forward in next year's programme should come together and be launched by the Minister. Again it was pointed out the importance of mapping out the connections to other areas of Changing Lives.

7. Ruth Stark informed the meeting of the BASW conference planned for January and also reported that BASW were now represented on the Communications Group, this was seen as an important step forward. It was agreed that a high profile, shared message re Changing Lives needs to be made.

Preparation for SOLACE Meeting

8. Alan Campbell reported that a copy of the CSWO paper will be issued in advance of the Solace meeting due to be held on 7 December. Alan will also issue a note ahead of the meeting. Andrew Lowe has written to all Chief Social Work Officers asking them to raise the issue with their Chief Executive. He explained that both Tom Aitchison and David Hume were strong supporters and Michelle Miller stated that she will be giving a presentation to Tom Aitchison's Management Team ahead of the SOLACE meeting on the 7th.

Action: Alan to re-issue the CSWO paper to Chief Executives along with the agenda for the meeting on 7 December.

9. In the discussion that followed it was agreed that the role of the CSWO varied from one area to another, therefore, the paper shouldn't be too prescriptive, more about the behaviours around the role as to how Chief Executive's approach this. All felt it would be helpful to develop this. The group also discussed the proposed stakeholder event suggested for next Spring and the need for clarity on this. It was felt that an event solely structured around the role of the CSWO would not engage practitioners. It was agreed that an event on the Practice Governance Framework, rather than badged as solely on the CSWO role or the reserved functions of social workers would sit better.

Action: Alexis Jay agreed to draw up a paper showing the range of issues re the role.

Action: Post-December Andrew will re-issue the paper which will take account of all the discussions to date.

Draft Framework on Practice Governance

10. Geraldine explained the background to the paper circulated on extracts from the papers and minutes of the Role of the Social Worker sub-group. Geraldine, Bernadette Docherty and Val Cox met last month to discuss the issues around reserving the functions of the social worker. Following that meeting Bernadette Docherty agreed to make recommendations to Val about which functions should be the priority for reservation to social workers in social work with children and families, social work in community care and criminal justice social work. It was agreed that Practice Governance was the forum for consideration of these issues and recommendations. Bill Ellis reported that he will be

meeting with Solicitors to tease out what currently exists in regulation in this area. Currently the only reserved functions are for the role of the Chief Social Work Officer and that of the Mental Health Officer. We need to ensure that that work done on this within practice governance and also in other areas is pulled together. Need to build on the existing paper and flesh it out a bit more. It should also be noted the importance of having the practitioner view as well as that of the manager.

Action: Alexis volunteered help from SWIA to work with Bill on this. BASW also offered to help.

Action: Bernadette Docherty to be invited to the January meeting of the Group to present the issues around the role of the social worker.

Research and Development Update

11. Geraldine chaired this part of the meeting following Andrew's departure.

12. Bryan updated the Group on the main issues in relation to research and development. Bryan identified two significant R&D issues:

- What does the R&D Strategy look like in terms of producing a set of frameworks.
- More needs to be done in terms of direct linking into objectives in the areas of service improvement, workforce development

13. Bryan also informed the group on the work the Institute is engaged in with SCIE (Social Care Institute for Excellence) which brings together current research reports, databases and knowledge retrieval systems. Reference was made to capacity building and the work being done by the Economic Social Research Council and the Scottish Funding Council.

14. Discussion continued about how research priorities are set and what resources are going into research in the social services sector. The group also touched on the impact of funding streams and how that impacts on the research that is done. It was agreed that R&D needs to be a main item on the Practice Governance agenda.

Action: Bill to ensure that this is given more priority at the January meeting of the Group.

15. Sandra Nutley explained that she had been involved in the review carried out to look at ways how research is used in social care. Sandra said that she would be happy to do a presentation on this and how it fits within practice governance at a future meeting.

Action: Distribute Sandra' report

Action: R&D Steering Group should also be invited to this meeting. Bill Ellis to check this with Andrew.

Workplan

16. All Change Programmes revision. The workplan will be updated following this morning's discussion.

Action: Bill to bring the updated version to the next meeting of the Group.

Any Other Business

Ruth Stark informed the group that she had set up a Study Day Programme at the Glasgow School of Social Work looking at Ethical Practice on 13 December. The aim is to produce a paper in January on ethical practice and protection of service users.

Dates for Future Meetings

Meeting dates for next year have been set:

2008 Dates

28 January

4 March

6 May

8 July

9 September

4 November

All meetings will take place from 10.00 until 1.00 p.m. in Victoria Quay, Edinburgh.

**PRACTICE GOVERNANCE 5 NOVEMBER:
PAUL MARTIN, CHIEF NURSING OFFICER**

The task for Governance arrangements for Nursing in Scotland

- Set long term **direction** - public safety.
- **Regulation** - Ensures everything in place for that direction to be followed.
- **Monitoring** -checks and ensures direction is being followed.
- **Review** -of public services checks direction remains right one.

Themes

- Mental health problems
- Failure in monitoring performance/ standards
- Frequent job moves/ poor exchange of information
- Ethical issues
- Handling complaints.
- Reluctance to report concerns to regulatory body sets strategy and framework
- Unfettered access to lethal substances.
- Relationship issues
 - Board - GP
 - Employer - employee
 - Peer to peer
 - Regulator to society
 - Public to professional

Issues

- What is evidence base for public safety? The above themes can be checklist. EG Shipman, a number of people had concerns about his practice, but had not reported their concerns.
- Need to create a culture where peers/ colleagues can raise concerns. But in previous cases people didn't want to rock the boat, no one would believe them, didn't tell each other. People feel vulnerable whistle blowing.
- Nursing director and Medical Director responsible for programmes of intervention, evidence gathering and reporting to Board.
- Director of Nursing required to be registered nurse.

Staff should be:

- Well informed.
- Appropriately trained
- Involved in decisions that affect them
- Treated fairly and consistently
- Provided with a safe and improved working environment

Management of poor performance.

Partnership Information network (PIN) developed by the service for the service

- PDP and review.
- Conduct
- Capability
- Health.
- Dealing with concerns
- Dignity at work