

EAST AYRSHIRE COUNCIL

GOVERNANCE & SCRUTINY COMMITTEE - 24 OCTOBER 2008

PERFORMANCE INSPECTION OF SOCIAL WORK SERVICES IN EAST AYRSHIRE COUNCIL

Report by the Executive Director of Educational and Social Services

1. PURPOSE OF REPORT

- 1.1** To advise of the submission of the Council's Self Evaluation Questionnaire to the Social Work Inspection Agency (SWIA) and to ask Governance & Scrutiny Committee to endorse its content.

2. BACKGROUND

- 2.1** SWIA carries out Performance Inspections of all Scotland's local authority Social Work services. Inspectors gather and analyse a wide selection of information about a local authority and the Social Work services it provides or is responsible for. The inspection results in a published report that identifies strengths as well as areas for improvement.
- 2.2** In common with other national inspection agencies, SWIA monitors the implementation of the recommendations made in the report and undertakes a short follow-up inspection one year after the publication of the report.
- 2.3** A report to the 27 June 2008 meeting of the Governance and Scrutiny Committee provided background on the requirements of the SWIA Performance Inspection process and also highlighted the arrangements which were being made to prepare for the inspection.
- 2.4** The introductory meeting between SWIA and the Council took place in North West Kilmarnock Area Centre on 18 August 2008. This was followed up by briefing sessions by SWIA to key staff groups, setting out the purpose of the inspection and what staff can expect from it.

3. THE SELF EVALUATION QUESTIONNAIRE

- 3.1** The inspection process consists of a series of activities, including:
- Analysis of advance information by SWIA;

- Interviews conducted by SWIA with people who use services, carers and people who are responsible for arranging or delivering services;
- Surveys;
- Completion by the Council of a Self Evaluation Questionnaire;
- File reading; and
- Meetings and observations of practice.

3.2 The detailed timetable provided by SWIA for the Council's Performance Inspection is attached as appendix 2. To date, all of the timescales set have been met and for ease of reference, completed tasks have been shaded within the timetable.

3.3 As highlighted in the timetable, the submission of the Self Evaluation Questionnaire is part of the Pre-Inspection phase of the inspection process and assists SWIA in gathering information about the services provided by Social Work. Together with other sources of evidence, this information is analysed by SWIA to arrive at a provisional assessment of strengths and weaknesses and used to guide areas of focus for the main fieldwork phase of the inspection.

3.4 The Self Evaluation Questionnaire is structured in accordance with the SWIA Performance Inspection Model (PIM). This consists of ten areas for evaluation and associated quality indicators, which equate to those used by other external inspections such as Her Majesty's Inspectors of Education (HMIE):

- Key outcomes for people who use services;
- Impact on people who use our services and other stakeholders;
- Impact on staff;
- Impact on the community;
- Delivery of key processes;
- Policy and service development, planning and performance management;
- Management and support of staff;
- Resources and capacity building;
- Leadership and direction;
- Capacity for improvement.

3.5 These ten areas for evaluation underpin six key questions of the Authority and these will form the basis of the final inspection report:

- What key outcomes have we achieved for people who use our services?
- What impact have we had on people who use our services and other stakeholders?
- How good is our delivery of key processes?
- How good is our management?
- How good is our leadership?
- What is our capacity for improvement?

3.6 In completing the Self Evaluation Questionnaire, the Social Work Management Team took two and half days away from normal business to work through the Performance Inspection Model in detail and arrive at a consensus view of current progress against each of the quality indicators. A score was agreed using the SWIA six point evaluation scale:

Level	Definition	Description
6	Excellent	Excellent or outstanding
5	Very good	Major strengths
4	Good	Important strengths with some areas for improvement
3	Adequate	Strengths just outweigh weaknesses
2	Weak	Important weaknesses
1	Unsatisfactory	Major weaknesses

3.7 A summary of the self-assessment and areas identified as current or planned initiatives is set out in appendix 1 to this report. The completed Self Evaluation Questionnaire which was submitted to SWIA is available in the Members' Information Portal and can also be accessed on the Council's Social Work intranet site.

4. LEGAL/POLICY IMPLICATIONS

4.1 Nil

5. FINANCIAL IMPLICATIONS

5.1 Whilst any financial implications arising from the need to administer and manage the Council's response to the inspection process will have to be met from existing resources, it has been estimated that a cost of around £87,500 will be incurred, principally in staff time.

6. COMMUNITY PLANNING IMPLICATIONS

6.1 Social Work services are delivered within the context of our strong and highly effective Community Planning arrangements. Partnership is one of the three Key Priorities for the delivery of Social Work services in East Ayrshire. The outcome from the inspection process will be taken forward in close collaboration with partners.

7. RISK MANAGEMENT IMPLICATIONS

7.1 Risk management in service delivery is an aspect of the Performance Inspection Model and will be feature in the work undertaken by SWIA.

8. RECOMMENDATIONS

8.1 Governance & Scrutiny Committee is asked to:

- (i) endorse the summary self evaluation;
- (ii) note the timetable in respect of the inspection process; and
- (iii) otherwise note the content of the report

Graham Short
Executive Director of Educational and Social Services
7 October 2008

LIST OF BACKGROUND PAPERS

Nil

IMPLEMENTATION OFFICER: KAY GILMOUR, ACTING EXECUTIVE HEAD OF SOCIAL WORK

Members wishing further information should contact Kay Gilmour, Acting Executive Head Of Social Work, Tel (01563) 576920 or Martin O'Rourke, Senior Manager, Performance & Resource, Tel (01563) 573516.

Quality Indicators	Evaluation Level	Current or Planned Initiatives
1.1 Outcomes for people who use our services	5	<ul style="list-style-type: none"> • Continue to develop our approach to Corporate Parenting • Continue to implement the Local Improvement Targets • Continue to implement actions from the CPC Business Plan
1.2 Performance against targets Internal Audit Reports	5	<ul style="list-style-type: none"> • Continue to develop our approach to Corporate Parenting • Continue to implement the Local Improvement Targets • Continue to implement actions from the CPC Business Plan
Overall Evaluation for Quality Indicator 1 - Key outcomes for people who use services - 5		
2.1 Experience of people who use our services	5	<ul style="list-style-type: none"> • Further develop a systematic approach to monitoring the impact of our services on service users, carers and their families
Overall Evaluation for Quality Indicator 2. – Impact on people who use our services and other stakeholders - 5		
3.1 Motivation and satisfaction	5	<ul style="list-style-type: none"> • Evaluate outcome from Frontline Personal Carer event • Evaluate the outcome of the current Staff Attitude Survey 2008
3.2 Staff ownership and vision	5	<ul style="list-style-type: none"> • Continue to embed a culture of developing policy and strategy with all of our staff

Overall Evaluation for Quality Indicator 3 – Impact on staff - 5

4.1 Community perception, Understanding & involvement	6	<ul style="list-style-type: none"> • Continue to promote the role of Social Work services in the community • Develop and extend our approach to public information
4.2 Impact on stakeholders	5	<ul style="list-style-type: none"> • Build stakeholder feedback into contract monitoring process on a more systematic basis
4.3 Community Capacity	5	<ul style="list-style-type: none"> • Seek further opportunities for the involvement of volunteers in Social Work services

Overall Evaluation for Quality Indicator 4 – Impact on the community – 5

5.1 Access to services	5	<ul style="list-style-type: none"> • Continue to review assessment frameworks, based on service needs • Complete current review of arrangements for out of hours service
5.2 Day to day planning and Resource Management	4	<ul style="list-style-type: none"> • Consolidate our implementation of Resource Allocation Groups • Complete current review for assessing and allocating resources in respect of Children and Families
5.3 Assessment and Care Management	5	<ul style="list-style-type: none"> • Following issue of the updated version of the National Minimum Information Standards for Assessment (July 2008) and the introduction of new standards for shared care and support plans, carer's assessments and review, we are about to review our current arrangements and submit for compliance by March 2009
5.4 Risk Management & Accountability	5	<ul style="list-style-type: none"> • Consolidate existing risk assessment processes and tools across Social Work services

5.5 Partnership with people who use our services	5	<ul style="list-style-type: none"> • Implement actions arising from Stirling University Evaluation
5.6 Inclusion, equality, Fairness in services	5	<ul style="list-style-type: none"> • Embed impact assessments in the development of policy, strategy and procedures
5.7 Multi-disciplinary working	6	<ul style="list-style-type: none"> • Continue to roll-out Integrated Assessment Framework (IAF) • Continue to seek opportunities for co-location
Overall Evaluation for Quality Indicator 5 - Delivery of key processes - 5		
6.1 Policy review and Development	5	<ul style="list-style-type: none"> • Consolidate current procedures across all of the Social Work Service
6.2 Operational and Partnership planning	5	<ul style="list-style-type: none"> • Finalise Social Work Service Plan in accordance with new corporate service planning policy
6.3 Stakeholder involvement in service development	5	<ul style="list-style-type: none"> • More systematically feedback to stakeholders their involvement in planning and service development
6.4 Developing integrated services	5	<ul style="list-style-type: none"> • Evaluate Early Intervention and Pre-referral Group and implement actions arising, as appropriate. Extend opportunities for joint commissioning through the Strategic Alliance and Scotland Excel

6.5 Range and quality of services	5	<ul style="list-style-type: none"> Continue to meet challenge of increase in service need, meet national priorities and link to financial sustainability
6.6 Quality assurance and continuous improvement	4	<ul style="list-style-type: none"> Continue to meet challenge of increase in service need, meet national priorities and link to financial sustainability Strengthen performance management arrangements through linking to the new corporate electronic performance management system
Overall Evaluation for Quality Indicator 6 – Policy and service development, planning and performance management		
7.1 Recruitment and retention	5	<ul style="list-style-type: none"> Further develop workforce planning in Social Work
7.2 Staff deployment and retention	5	<ul style="list-style-type: none"> Further develop linkage between EAGER/Supervision and staff development/training. Support staff through change process in the implementation of the new Social Work structure and actions arising from the Sustainability Strategy
7.3 Development of staff	5	<ul style="list-style-type: none"> Implement the Social Work Training Strategy
Overall Evaluation for Quality Indicator 7 – Management and support of staff		
8.1 Financial management	5	<ul style="list-style-type: none"> Further develop financial commitment information from fully integrated systems. Continue to meet the challenge of increase in service need, meet national priorities and link to financial sustainability

8.2 Resource management	4	<ul style="list-style-type: none"> • Completion of departmental administration and finance review • Continue to develop a departmental property management strategy
8.3 Management information systems	4	<ul style="list-style-type: none"> • Strengthen performance management arrangements through linking to the new corporate electronic performance management system
8.4 Partnership arrangements	6	<ul style="list-style-type: none"> • Build on opportunities presented by the Strategic Alliance to further develop integrated budgets
8.5 Commissioning arrangements	4	<ul style="list-style-type: none"> • Implement action points in support of the new Social Work Services Commissioning Strategy
Overall Evaluation for Quality Indicator 8 – Resources and capacity building		
9.1 Vision, values and aims	5	<ul style="list-style-type: none"> • Continue to ensure that Social Work vision and key priorities link to Community Planning and Departmental strategic approaches
9.2 Leadership of people	5	<ul style="list-style-type: none"> • Support staff through change process in the implementation of the new Social Work structure and actions arising from the Sustainability Strategy
9.3 Leadership of change and improvement	5	<ul style="list-style-type: none"> • Current review of structure to be completed and implemented

Overall Evaluation for Quality Indicator 9 – Leadership and direction - 5

10. Capacity for Improvement	5	<ul style="list-style-type: none">• Implement the improvement agenda as identified within the Self Evaluation Questionnaire
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Overall Evaluation for Quality Indicator 10 – Capacity for improvement - 5

Timetable for Performance Inspection

Appendix 2

SWIA Performance Inspection Team tasks	Time Line	Local Authority (LA) tasks
Phase 1 - Pre-inspection		
Introductory meeting between SWIA and Director of Social Work Services and LA social work managers	Week 1 18/08/08	Introductory meeting between SWIA and Director of Social Work Services and LA social work managers
Receive preliminary information and lists for surveys and case file reading and select samples for surveys	Week 3 22/08/08	Send advance information and lists for surveys and case file reading to SWIA
Send details of people to whom questionnaires should be sent and send questionnaires to LA for distribution	Week 4 w/c 1/09/08	Send out questionnaires as required by SWIA
Select case files for reading and notify the LA of the case file sample	Week 6 16/09/08	Collate files for reading by SWIA and local file readers Complete and return SEQ and supporting information
Training for case file readers Undertake case file reading in central location	Week 9* 6/10/08	Training for case file readers Undertake case file reading in central location
Complete SWIA's internal analysis of SEQ, advance information, surveys and file reading. Undertake Interim Assessment and decide key areas for field work	Weeks 6 – 11 24/09-22/10/08	
Interim Assessment Meeting	Week 12 31/10/08	Interim Assessment Meeting
Finalise customised fieldwork programme between Lead Inspector, SWIA Inspection Support Manager and LA Inspection Co-ordinator	Week 12 31/10/08	Finalise customised fieldwork programme between Lead Inspector, SWIA Inspection Support Manager and LA Inspection Co-ordinator
	Weeks 13 – 14 7/11/08	Organise the customised fieldwork programme. The programme must be sent to SWIA one full week before the start of the fieldwork. Organise Interim Headline Feedback meeting
Introductory presentations by SWIA in the LA	Week 5 – 14 11/08-14/11/08	Introductory presentations by SWIA in the LA We would advise that staff presentations are held between 11/08 – 22/08 prior to the questionnaires being issued and file reading

SWIA Performance Inspection Team tasks	Time Line	Local Authority (LA) tasks
Phase 2 - Fieldwork		
Fieldwork Programme	Weeks 15 - 16* 17/11-28/11/08	Fieldwork Programme
Complete Interim Headline Analysis.	Week 17 w/c 1/12/08	
Headline Feedback meeting for verbal feedback	Week 18 12/12/08	Headline Feedback meeting for verbal feedback
	Week 19 w/c 15/12/08	Final week for LA to submit evidence

SWIA Performance Inspection Team tasks	Time Line	Local Authority (LA) tasks
Phase 3 - Analysis, Report Completion and Follow-up		
Write draft report	Weeks 22-26 5/01 – 2/02/09	
Send draft report to LA	Week 29 23/02/09	Receive draft report from SWIA
	Weeks 29-33 23/02/09-23/03/09	Comment on draft report
Consider LA's comments and amend	Weeks 33-35 23/03/09-06/04/09	
	Week 35-36 06/04/09 - 13/04/09	LA to check accuracy of final draft
Printing of report	Weeks 38-46 27/04/09	
Publish the report and send out national press release	Week 46 22/06/09	Report publication and local publicity
Meeting with elected members, social work services and corporate managers	Weeks 46-50 22/06/09 – 20/07/09	Meeting with elected members, social work services and corporate managers
Agree action plan	Weeks 50-61 20/07/09 - 05/09/09	Prepare action plan and agree with SWIA
Handover to SWIA link inspector	Week 61 05/09/09	Handover to SWIA link inspector
Follow up, including progress report, if required	One year after publication of report	Follow up, including progress report, if required

*File reading and fieldwork dates may have to be moved due to public holidays, etc.