

EAST AYRSHIRE COUNCIL

SOCIAL WORK COMMITTEE: 2 NOVEMBER 2006

CHANGING LIVES – SELF ASSESSMENT RETURN

Report by the Executive Director of Educational and Social Services

1. PURPOSE OF REPORT

- 1.1 To advise Social Work Committee of the requirement to undertake a self assessment in response to the Scottish Executive's Changing Lives Implementation Plan; and to seek approval of Committee to submit the draft East Ayrshire Changing Lives Self Assessment return to the Scottish Executive.

2. BACKGROUND

- 2.1 The 21st Century Social Work Review was an independent review, commissioned by the Scottish Executive in 2004 to take a fundamental look at all aspects of Social Work.
- 2.2 The report highlighted a number of strengths in and challenges to Social Work practice in Scotland. This was reported to Social Work Committee on 23 March 2006 with an agreement for future reporting.
- 2.3 In its response to the report, the Scottish Executive developed an Implementation Plan which set out proposals for:
 - National leadership and coordination of the implementation process;
 - Five change programmes (Performance Improvement, Service Development, Workforce Development, Practice Governance and Leadership and Management);
 - A framework for local self assessment.
- 2.4 The framework for local self assessment requires each local authority to undertake a process of self assessment and submit a self assessment return to the Scottish Executive.

3. THE SELF ASSESSMENT RETURN

- 3.1 The self assessment return requires the Council to address the twelve recommendations identified within the Changing Lives report at both function (Community Care, Children and Families and Criminal Justice) and service wide level.
- 3.2 The East Ayrshire draft return draws on the outcomes of our European Foundation of Quality Management (EFQM) assessments; strategic self assessments prepared for

the recent Best Value Audit of the Council and outcomes from our programme of staff consultation exercise.

3.3 The return identifies:-

- Areas of strength;
- Good Practice from which others could learn;
- Priority areas for service development;
- Priority areas for joint development or redesign.

3.4 The draft self assessment return is attached as an appendix to this report.

4. POLICY/LEGAL IMPLICATIONS

4.1 The 'Changing Lives' report has substantial policy implications in supporting vulnerable people both within social work and universal services.

5. FINANCIAL IMPLICATIONS

5.1 The immediate financial implications of this report relates to social work although indications for social work and universal services are likely to have significant resource implications over time.

6. COMMUNITY PLANNING IMPLICATIONS

6.1 The Changing Lives report supports the Council's objectives in relation to Improving Opportunities, Improving Health, Community Safety and Eliminating Poverty.

7. CONCLUSIONS

7.1 The self assessment return reflects many positive aspects in relation to the delivery of Social Work services in East Ayrshire and identifies our priority issues for consideration in the change programmes outlined.

8. RECOMMENDATIONS

8.1 Social Work Committee is asked to:-

- (i) approve the draft self assessment return and authorise the Executive Director of Educational and Social Services to submit the return to the Scottish Executive; and
- (ii) otherwise note the contents of the report

Graham Short
Executive Director of Educational and Social Services
ADM/CJ
5 October 2006
Enc(1)

LIST OF BACKGROUND PAPERS

1. Changing Lives – Report of the 21st Century Review Group
2. Changing Lives – Scottish Executive Response
3. Changing Lives – Implementation Plan

For further information please contact:
Jackie Donnelly, Executive Head of Social Work, Telephone: 01563 576920

IMPLEMENTATION OFFICER: JACKIE DONNELLY

ANNEX C: CHANGING LIVES SELF ASSESSMENT RETURN

NAME OF ORGANISATION

EAST AYRSHIRE COUNCIL

NAME, DESIGNATION AND CONTACT DETAILS OF PERSON SIGNING OFF PLAN:

JACKIE DONNELLY, EXECUTIVE HEAD OF SOCIAL WORK

SIGNATURE

DATE

Please return to:

Moira Hughes
Social Work Services Policy Division
Scottish Executive
1FS
Victoria Quay
Edinburgh
EH6 6QQ

Moira.hughes@scotland.gsi.gov.uk

(electronic responses would be preferred)

No later than 31st October 2006.

Telephone enquiries 0131 244 3680

SECTION 1 CHILDREN & FAMILIES

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
Contribution to development of Pan Ayrshire Integrated Assessment	1
Partnership work with Carers Centre (Young Carers)	1
Contribution to Alcohol and Drug Action Team	4
Joint commissioning of addiction services	4,5
Implementation of review of services to Looked After and Accommodated Children	4.5
Learning Partnerships	1,3,4
Effective partnership working in the area of Child Protection and Child Protection Business Planning	3
Consultation arrangements with children and young people	1,2
Children's Service Planning process	1,4,11
The formation and development of Accommodated Young Person's Groups to consult and influence the services provided and planned within Residential Units.	1,2
Commissioning of provision from partner organisations such as Children 1 st , and NCH and art therapist services.	3

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
Best Value Review of services to Looked After and Accommodated Children	1
Reconfiguration of Child Protection Committee structure and arrangements in line with Scottish Executive Child Protection Reform Programme requirements	3
Provision of Intensive Support, Group work and Befriending services to vulnerable children, young people and their parents and carers through the Community Youth Support Team	1,2,3
Child Protection Committee subgroups including Performance and Audit, Training, Practitioners Forum	5,6
Holistic approach to delivery of services to Children and Young People via multi agency Learning Partnerships	5,6

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
Reports to Children's Reporter (time intervals)	11
Develop mechanisms to support the inspection process and required by the HMIE quality indicators	3
Pilot Performance Assessment Framework "How Good is Your Team"	11

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	
Continued development of Pan Ayrshire Integrated Children's Assessment	1,3

SECTION 2 COMMUNITY CARE

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
Person Centred Planning approach is well developed. (Personal Learning Plans).	1,3,2,5,8,9
Single Shared Assessment	3,2,4,7
Partnership work with Carers Centre on a range of initiatives	1
Partnership Approach to working with providers in conjunction with structured monitoring	5
Identification of Carers within Community Planning process	1,4
Involvement of service users and carers in care planning	1,2,3,4
Involvement of service users and carers in strategic and community planning processes	1,2,3,4
Involvement of community groups and representative organisations in strategic and community planning processes	2
Fieldwork team boundaries have been redesigned around GP practice boundaries	4
Shifting the balance of care towards community based care	4
Leadership of Joint Future Partnership	4,11
Care at Home provision	1,2,5
Implementation of multi agency adult protection procedures.	1,2,3
Partnership arrangements with Community Health Partnership	1,3,4,5,9,12
Delayed discharge	1,3
Strategic Approach to Older Peoples' Services	1,2,3
Service Review of adult residential services	1,3
Support for Advocacy provision	1,3
Development of shared OT store	1,3
Installation of <i>Smart Technology</i>	1

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
Approach to Care at home provision	1,2
Approach to Single Shared Assessment	1,3
Joint Future Partnership arrangements	12
Approach Person Centred Planning	1,3,2,5,8,9
Transition Planning	1,2

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
Need to increase uptake of carers assessments	1
Implementation of outcomes of service reviews	1,2,3

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	
Joint management of services (Joint Future)	12
Joint service planning (Joint Future)	12
Meeting the challenges to services and capacity posed by demographic change	12
Develop an <i>In control</i> approach to service delivery for adults with learning disability	1,2

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SECTION 3 CRIMINAL JUSTICE

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
Criminal Justice Partnership	4,12
South West Scotland Community Justice Authority Area Plan	1,3,4,9,11,12
Delivery of reports within timescales despite increasing volume	1
Delivery of Probation services	1,2
Community Service provision	1,2
Joint commissioning of a range of services for offenders	4,5
Contribution to the Alcohol and Drug Action Team	4
Effective Partnership working in child protection and the protection of vulnerable adults	3
Effective partnership working with the police (Offender Assessment Unit)	3

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
Development of specialist project for working with sex offenders and developing Intensive Sex Offender Treatment Programme in Ayrshire Criminal Justice Partnership	8,9
Funding of Criminal Justice Community Service by Dept of Planning and Development in relation to community projects	1,3

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
Development of Criminal Justice Partnership arrangements	11,12
Development of South West Scot Community Justice Authority and in particular with our key partner, Scottish Prison Service	11,12
Development of services for Mentally Disordered Offenders	1,9,12

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	
Development of Criminal Justice Partnership arrangements	11,12
Development of South West Scotland Community Justice Authority	11,12

SECTION 4 SERVICE WIDE PRIORITIES

Changing Lives Recommendations

1. Services designed around needs of users	5. Manage mixed economy of care	9. Develop effective teamwork with right skills and authority
2. Build capacity to self care	6. Organisational approach to risk management	10. Develop enabling leadership & effective management
3. Public sector wide prevention & earlier intervention	7. Accountable autonomous practice	11. Outcome based performance improvement
4. Whole public sector approach	8. Develop learning culture	12. Redesign of services to achieve transformational change

Areas of strength	Rec No(s)
(This should identify areas where the organisation is either meeting or making significant progress towards meeting the recommendations)	
SW Risk Management Group established and Risk Register developed	5
Strengthening Frontline Services approach	7
Structured Management Team arrangements	10
Operational Service Plans	11
Comprehensive Best value Service Review Programme	12
Core Business and Priorities agreed with workplace and revisited annually with improvement plan in place.	9,10,11
Existence of unified Social Work service led by Executive Head of Social Work within corporate Department of Educational and Social Services.	6,10
Co location of offices	12
Supervision policy and EAGER	7,10
Implementation of EFQM	11
Review of Training – embedding of training within sections.	8
Support from corporate finance colleagues	9
Managing Health and Social Care Course	8
Joint Future Partnership – JPIAF Local Improvement Targets (LITS)	11
Learning Partnership	1,4,8, 9, 12
Ayrshire eCare Project	12
Good, consistent or improving performance in Statutory Performance Indicators and Scottish Executive returns.	11
Analysis of Performance Indicators and returns. Use of data to inform planning processes.	11
Corporate lead role for Executive Head of Social Work in relation to Community Planning Eliminating Poverty Theme, Community Health Partnership and Health.	10,12

Good practice from which others could learn	Rec No(s)
(This should identify areas of significant good practice which the organisation is prepared to share with others as part of change networks)	
Best Value Service Reviews	12
JPIAF LITS	11
Reform of Child Protection Committee	4

Priority areas for service development	Rec No(s)
(This should identify no more than three priorities highlighted by Changing Lives which the organisation is proposing to address)	
Improve Management Information systems	11
Improve Service planning	11
Improve Performance Management	11

Priority areas for joint development or re-design	Rec No(s)
(This should identify no more than three priorities for change where the organisation would be interested in working with others to develop and test out different approaches, or where support might be needed to re-design the delivery of services)	
Further development of Joint Management approach (Joint Future)	12
Further development of Joint Strategic Planning approach (Joint Future)	12
Further development of integrated approach to delivery of children's services	12

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SECTION 5 ISSUES FOR NATIONAL CHANGE PROGRAMMES

From your self assessment please identify those priority issues that you think the five national change programmes should address in order to assist you with achieving local change.

PERFORMANCE IMPROVEMENT

Development of outcome based performance management models.

Promotion of a performance culture at the front line.

SERVICE DEVELOPMENT

Shared approaches to service development including commissioning and contracting.

Promotion of person centred approaches.

WORKFORCE DEVELOPMENT

National approach to terms and conditions.

How to promote autonomy of practice yet ensure accountability.

PRACTICE GOVERNANCE

Development of evidence based practice monitoring models

Development of shared Governance models in relation to cross agency activity

Development of self assessment performance models

LEADERSHIP AND MANAGEMENT

Strengthening the role of the Chief Social Work Officer.

Further identification and development of leadership and management programmes and opportunities appropriate to the Social Work context.