

Report

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Report to:	Social Work Resources Committee
Date of Meeting:	22 August 2007
Report by:	Executive Director (Social Work Resources)

Subject:	Pilot Inspection of Social Work Resources by the Social Work Inspection Agency (SWIA)
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Update the committee on progress in implementing the performance improvement plan following the pilot inspection of South Lanarkshire's Social Work Resources by the Social Work Inspection Agency (SWIA).

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the progress made by Social Work Resources in implementing the Resource action plan is noted.

3. Background

- 3.1. The Social Work Inspection Agency (SWIA) undertook a pilot inspection of South Lanarkshire Council Social Work Resources from August to November 2005 and presented their findings to the Social Work Resources Committee on 3 May 2006.
- 3.2. The SWIA report identified strengths as well as areas that the Resource could improve on, stating that overall Social Work Resources in South Lanarkshire are achieving good outcomes for most people who use services. The report identified a number of key strengths including: capital investment; sound financial management; good political strategic and professional leadership; effective and innovative management; and a strong emphasis of involving people who use services.

4. Current Position

- 4.1. Social Work Resources developed an action plan with SWIA which set out targets and responsibilities for addressing the 15 recommendations identified (Appendix 1). This action plan has been subject to routine monitoring within the Resource and through quarterly meetings with the lead SWIA inspector.
- 4.2. In preparation for SWIA's follow up visit a report with supporting evidence was submitted to SWIA on 29 May 2007 outlining the Resource's progress with its service improvement plan. SWIA then visited South Lanarkshire Council on 11 June 2007 to consider the progress that the Resource had made on the 15 recommendations. A timetable was tailored to the inspectors' requirements and their schedule included interviews with the Executive Director, the Director of the South Community Health Partnership, and the Divisional Reporter of the Reporters' Administration. In addition

the inspectors met with a range of frontline staff to discuss the implementation of the vulnerable adults' policy, throughcare and aftercare services for young people, and carers' assessments.

- 4.3. A report is expected from SWIA on the outcome of the follow-up visit. The Resource has made good progress in implementing the service improvement plan and will continue to improve and raise its standards. Participating in the pilot inspection process has been an invaluable learning experience which will allow the Resource to continue to challenge its practice and quality of service provision.

5. Employee Implications

- 5.1. None

6. Financial Implications

- 6.1. None

7. Other Implications

- 7.1. None

8. Consultation

- 8.1. Following publication of the Inspection of South Lanarkshire Social Work Resources by SWIA, the Executive Director (Social Work Resources) undertook a series of employee briefing sessions across the Resource during the period May/June 2006, November/December 2006, and May/June 2007 to update staff on the action plan, to progress the Changing Lives agenda and to raise awareness of the protection agenda across the Resource. The SWIA Lead Inspector participated in an employee briefing session where Resource progress on recommendations was discussed and staff contributions were invited.

Harry Stevenson

Executive Director (Social Work Resources)

10 July 2007

Link(s) to Council Objectives

- Living in the Community
- Supporting our Communities
- Delivering the Most Modern Services
- Management South Lanarkshire's Wealth of Resources

Previous References

- Social Work Resources Committee 3 May 2006
- Social Work Resources Committee 28 June 2006
- Social Work Resources Committee 7 February 2007

List of Background Papers

- Performance Inspection of Social Work Resource South Lanarkshire Council 2006.

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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South Lanarkshire Council Performance Inspection Report - April 2006
Performance Improvement Plan

Appendix One

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
1	<p>Social Work Resources should continue to put in place ways of measuring outcomes for people who use their services.</p> <p>Context: In terms of Joint Futures the South Lanarkshire partnership is overall deemed to be making good progress. National work is led by Tim Davison NHS Lanarkshire for the South Lanarkshire Partnership.</p> <ul style="list-style-type: none"> ○ Adult Services – Local Improvement Targets, JPIAF 6. Response received – good progress being made. ○ Older People's Services – Local Improvement Targets, JPIAF 6 ○ Child and Family Services – draft Performance Improvement Framework available June 2006, final document issue dependent on Scottish Executive ○ Criminal Justice Services – SER's recommendation by outcome, completion/ revocation/breaches of statutory orders e.g. DTTOs, Licences, Probation, SAOs, CSO 	<p>What outcomes have we achieved?</p> <p>1. Key Outcomes for adults, carers, children and families</p>	<p>Report on outcomes for service users: Examples</p> <ul style="list-style-type: none"> • Local Performance Indicators across all care groups • Let's Face It in South Lanarkshire – Report on consultation activity in South Lanarkshire on young people's view of their care • Joint Performance Information and Assessment framework 2006/07 response due 18/5/07 and will be informed by the National Outcomes Group report March 2007. 3rd best performing partnership in Scotland • South Lanarkshire partnership local improvement targets – no requirement to produce for 2007/08 • Delivering the Quality Improvement Programme – advance programme for 2007, includes case recording, quality of care plan audit, PDR/supervision, assessment and care management, fieldwork service. • SWITCH project established for physical disability services August 2006 with action plan to April 2009 • Burning Issues Participation and Advocacy Network report – shortlisted for Care Accolade award • Audit of quality of Single Shared Assessment between agencies – NLC/SLC/NHS Greater Glasgow and Clyde/NHS Lanarkshire • Exit interviews conducted by Children's 	<p>Quarterly</p> <p>Update April 2007. Action plan reviewed April 2007.</p> <p>Quarterly</p> <p>Annually</p> <p>Ongoing annual programme and review</p> <p>Audited June 2005/6/7 Evaluate July 2007</p>	<p>All Heads of Service</p>

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
			<ul style="list-style-type: none"> Rights Officers on those young people who leave care Child Protection Audit Audit of looked after and accommodated young people Evaluation of the Drug Treatment and Testing Orders service by the Scottish Drugs Forum Future needs of older carers of adults with learning disabilities in East Kilbride research conducted with further work being undertaken in each locality with findings to be presented at future meeting of the Partners in Practice group 	<p>Report to Resource Management Team (RMT) 8 May 2007 Completed</p> <p>Further update at partners in practice meeting July 2007</p>	
2	<p>Social Work Resources should continue and extend efforts aimed at achieving the 75% target for submitting reports to the Reporter within required timescale.</p> <p>Context:</p> <ul style="list-style-type: none"> Executive Director has met with Scottish Reporter's Administration to progress this issue. SCRA introducing system for prioritisation of reports 	<p>What outcomes have we achieved?</p> <p>2. Performance against national and local targets</p>	<ul style="list-style-type: none"> Progress is being made towards 75% target Increased scrutiny within Resource to progress, revised reporting mechanism in place and 4 weekly meetings with Director and Head of Service in place to monitor. Monthly reporting showing improvement in target. New system being implemented by Fieldwork Managers An audit of fieldwork activity in April 2007 demonstrated that progress is being made. Across the authority 57.3% of all reports in April were completed in 21 working days. (4 out of 6 offices 70% or more) 	<p>Monthly monitoring system in place</p> <p>Ongoing</p>	Brenda Doyle/ Martin Kettle
3	<p>Social Work and Education Resources have introduced a range of positive developments with a view to increasing the attainment of looked after children and young people.</p>	<p>What outcomes have we achieved?</p> <p>1. Outcomes for adults, carers,</p>	<ul style="list-style-type: none"> Implement plan to improve attainment levels Integrated Children's Service Looked After and Accommodated Sub Group to monitor performance 	<p>Completed In place and ongoing</p>	Brenda Doyle/Liz Lafferty

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	<p>Sustained effort is recommended in this area to ensure attainment and achievement levels are improved in line with Learning with Care. Context:</p> <ul style="list-style-type: none"> Figures as at August 2006. Education Sub Group of the Looked After and Care Leavers Group focusing on children who are looked after in the community. 	children and families	<ul style="list-style-type: none"> Looked after and accommodated young people attaining 1 SCQF Level 3 increased from 44% to 75% Looked after and accommodated young people attaining 2 SCQF Level 3 increased from 27.8% to 35% HMI(e) inspection March 2007 – initial verbal feedback very positive The percentage of staff educated to the appropriate level increased from 37.9% in 2005/06 to 52.1% in 2006/07. The resource compares favourably with other councils (North Lanarkshire, Fife and Renfrewshire) Educationally rich environment for young people 	<p>August 2006</p> <p>August 2006</p>	
4	Social Work Resources should aim to maintain contact with and support all young people who are entitled to aftercare services.	<p>What outcomes have we achieved?</p> <p>1. Outcomes for adults, carers, children and families</p>	<ul style="list-style-type: none"> Achieve target of 75% Monitor the offer of aftercare services to young people – using Scottish Executive format for tracking young people up to 19 years Meet standard for completion of pathway assessment and pathway plans for every young person who leaves care (94.12%) Report on progress to Child & Family Management Team Throughcare Group established to monitor Database set up to record Pathways, Assessments, Plans, Reviews February 2007. Education worker and housing support worker aligned to Throughcare Team and health care worker recruited. A Big Lottery bid entitled Starting Out Alone in Life has reached stage 2 of the process and 	<p>Achieved and exceeded (85% to date) Quarterly</p> <p>Ongoing</p> <p>Quarterly</p> <p>Established</p> <p>February 2007</p> <p>Full business case being prepared</p>	<p>Brenda Doyle/Liz Lafferty</p> <p>Martin Kettle/Caroline Coleman</p>

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			will focus on supporting young people leaving group living into the world of work, further education and training	presentation for next stage August 2007 RMT for consideration	
5	<p>Social Work Resources should continue and extend efforts designed to increase the take up of carer's assessments</p> <p>92% under 65s offered carers assessment, 57% declined 75% over 65s offered carers assessment, 77% declined</p>	<p>What outcomes have we achieved?</p> <p>1. Outcomes for adults, carers, children and families</p>	<ul style="list-style-type: none"> Improve uptake of carers assessments by 50% (Local Improvement Target) Target to 31 March 104, 72 at end of December 2006 Assessment and care management procedures reflect need to offer carers an assessment Staff employed through Princess Royal Trust for Carers to facilitate awareness raising of carers issues Staff briefed on Carers Assessment Module D20 Monitor and report on reasons why carers not taking up offer of assessment through D10. D10 operational June 2006. Develop public information for carers explaining purpose of assessment Carers assessment steering group meets six weekly to oversee take up of carers assessments with practitioner representation Audit June 2007 Increase in resources for Young Carers Services will enhance the ability to assess young carers needs – target for 2007/08 assess 40 young people 	<p>Achieved. New target set. Quarterly reporting to RMT in place. Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed Reporting quarterly Available. Review April 2007 In place</p> <p>Report to RMT September 2007 Action plan in place 2007/08</p>	<p>Brian Moore/Sandra Sage</p> <p>Brian Moore/Sandra Sage Brian Moore/Sandra Sage SWISplus Team</p> <p>Brian Moore/Sandra Sage Brian Moore</p> <p>Brian Moore/Sandra Sage</p>

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
6	Social Work staff holding case responsibility must read, and have access to, all past case records. Roll out to other local offices begin March 2007, completion September 2007	How good is our delivery of key processes? 5. Assessment and case management Risk management and accountability	<ul style="list-style-type: none"> • • Incorporate into revised case recording procedures including closure summaries • Develop electronic case recording – format agreed • Ensure staff are briefed on requirement to access and read past records • Implemented e-care child protection messaging service across partner agencies • Audit June 2007 • Pilot workshop being undertaken with managers in Hamilton and Blantyre local offices about effective case recording 	<p>Completed June 2006</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Report to RMT September 2007</p> <p>Pilot completed 14th May 2007. Roll out to managers August 2007 and staff September 2007</p>	<p>Mairi Brackenridge</p> <p>Frank Miller</p> <p>SWISplus Team</p> <p>SWISplus Team</p> <p>Mairi Brackenridge</p>
7	Social Work Resources should ensure that workloads are managed effectively in fieldwork teams	How good is our delivery of key processes? 5. Assessment and case management Risk management and accountability	<ul style="list-style-type: none"> • Ensure revised supervision procedures reflect the need for workload management as part of the process • Ensure staff are briefed on revised procedures • Framework for workload management presented to RMT March 2007 	<p>Completed</p> <p>Completed Guidance paper to staff updated Initial discussion with trade unions at JCC June 2007. Further discussion ongoing.</p>	<p>Brenda Hutchison</p> <p>Brenda Hutchison /Sandra Sage</p>
8	Social Work Resources should review the management of lists of people waiting for	How good is our delivery of key processes?	<ul style="list-style-type: none"> • Improve systems recording unallocated cases. Being reviewed by SWISplus User Group 	<p>August 2006</p> <p>March 2007</p>	<p>Michelle McConnachie/</p>

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
	services with a view to shortening waiting times and identifying gaps in provision <ul style="list-style-type: none"> Monitoring on quarterly basis through RMT 	5. Access to services	<ul style="list-style-type: none"> Continue to review unallocated cases, managers receiving reports Identify gaps in service provision as part of the Resource Planning process and commissioning processes 	Reviewed by RMT on quarterly basis Ongoing	SWISplus group Heads of Service Heads of Service
9	In partnership with key partners, ensure full participation in child protection core groups	How good is our delivery of key processes? 5. Multi disciplinary working	<ul style="list-style-type: none"> Continue to encourage partners to participate in these groups South Lanarkshire Child Protection Committee advised of issue 27 March 2006 Quality Assurance Sub Group of Child Protection Committee audited use of core groups with view to putting improvement action plan in place 	Ongoing monitoring Completed Completed	Brenda Doyle Brenda Doyle Martin Kettle
10	South Lanarkshire Council should, as a matter of priority, conclude its work with NHS Lanarkshire, NHS Greater Glasgow and Strathclyde Police in producing a joint policy on the protection of vulnerable adults. The policy should be prepared in full consultation with people who use services, their carers and representatives, take into full account lessons taken from the Borders investigation and follow up report. Once agreed the policy should lead to a complementary set of procedures for police, health and social work. Implementation should include a programme of multi-disciplinary training. These procedures should be reviewed in light of subsequent legislation.	How good is our delivery of key processes? 5. Multi disciplinary working Partnership with people who use our services and their carers Risk management and accountability	<ul style="list-style-type: none"> Conclude work with partners. Police and health partners will be in position to respond in 2008. Produce joint document with partners, conclude complementary set of procedures and complete a programme of multi-disciplinary training. Meeting with Police 5/12/06 and correspondence to confirm their position (Police current protocol available) Internal policy completed and distributed to Social Work managers – Health and Housing signed up to internal policy. Available on intranet Training programme undertaken for social work staff and rolled out - further work with training for more intensive programme Briefings for housing staff carried out Review procedures in light of subsequent legislation 	Police and Health to advise Completed Managers training completed April 2007. Staff roll out May – June 2007 Completed 14 th May 2007	Fiona Rafaelli/ Sandra Sage

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
			<ul style="list-style-type: none"> Pilot workshop being undertaken with managers in Hamilton and Blantyre local offices about effective case recording Initial discussions with North Lanarkshire Council on preparation of joint induction materials covering vulnerable adults policy MAPPA co-ordinator and child protection co-ordinator co-located 	Ongoing Completed	
11	Social Work Resources should introduce measures to improve ethnic monitoring of people who use services	How good is our delivery of key processes? 5. Inclusion, equality and fairness in service delivery	<ul style="list-style-type: none"> Core brief to staff Roll out briefing to assessment and care management staff to incorporate ethnicity monitoring within the assessment process Incorporate ethnic monitoring within the revised case recording procedures Recommend ethnicity as a local performance indicator. Report to Resource Management Team on quarterly basis. Extended Resource Management Team presentation 	Completed Completed Completed Commenced Completed	Suzanne Thomson Chair of Project Boards Mairi Brackenridge Michelle McConnachie Michelle McConnachie
12	Social Work Resources should provide more detailed plans in relation to identified gaps in services for people with a physical disability Redesign of Occupational Therapy Services – SWITCH (Services Working to Integrate Therapy into Community Health) Partnership launched August 2006 with action plan to 2009.	How good is our operational management? 6. Operational and partnership planning Involvement of stakeholders in planning and service delivery	<ul style="list-style-type: none"> SWIA informed of content of Joint Community Care Plan Review with reference to Physical Disability Services Review of Joint Community Care Plan will report on achievement and priorities and will include local improvement targets now health information has been received Joint Future Management Group on Physical Disability to produce planning statement and action plan. Workshop organised to consider impact of national strategies at local level. Produce overview planning statement – statement produced with action plan – being updated. SWITCH (Services Working to Integrate Therapy into Community Health Partnership) 	Completed Completed Completed November 2006 Completed April 2007 Ongoing to April	Nadia Ait-Hocine Nadia Ait-Hocine Nadia Ait-Hocine Nadia Ait-Hocine SWITCH Partnership

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
			project established August 2006 with action plan to April 2009	2009	
13	Social Work Resources should provide more detailed plans in relation to future provision of foster care and residential care	How good is our operational management? 6. Operational and partnership planning Involvement of stakeholders in planning and service delivery	<ul style="list-style-type: none"> • SWIA informed of content of Children's Service Plan • Confirm clear targets confirmed for foster care and residential care • Regular meetings set with Executive Director to monitor and review • Inspection of Adoption and Fostering Services by Care Commission completed. Performance Improvement Plan in place. • Commissioning paper drafted for Resource Management Team consideration. 	Completed Completed Completed Completed Agreed RMT February 2007	Brenda Doyle/Liz Lafferty Brenda Doyle/Liz Lafferty Brenda Doyle Brenda Doyle
14	Social Work Resources should review the application of guidance on lone working, in order to reduce risk to staff	How good is our operational management? 7. Management and support of staff 5. Risk management and accountability	<ul style="list-style-type: none"> • Review and update current lone working procedures • Core brief to staff on procedures to be integrated with current work undertaken by Corporate Resources • Identification of staff with view to use of assistive technology – 1000 staff • Training piloted with 11 employees on handling risk situations – mapping exercise with other training programmes to be considered alongside evaluation to determine future training for employees across the Resource 	Completed Completed Completed Evaluation January 2007, report to RMT 26/2/07 Follow up report to RMT July 2007	Tom Barrie Jim Wilson/Brenda Hutchinson Jim Wilson/Brenda Hutchinson Tom Barrie
15	The establishment of a new community health partnership should be taken to consider the level of local authority representation on the board of the CHP. Use the establishment of a new CHP as an opportunity to create a shared vision with Health and other partners.	How good is our strategic leadership? 8. Partnership arrangements	<ul style="list-style-type: none"> • Consider representation on the Board of CHP • Chair of Social Work Committee and Director of Social Work member of CHP Committee 	Completed	Harry Stevenson