

Report

Report to:	Social Work Resources
Date of Meeting:	28 June 2006
Report by:	Executive Director (Social Work Resources)

Subject:	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:-

- ◆ Advise of the recommendations made by the Social Work Inspection Agency (SWIA) following their inspection of South Lanarkshire Social Work Resources
- ◆ Request approval of the Resource Action Plan to address the recommendations made by SWIA

2. Recommendation(s)

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

- (1) that the Resource Action Plan to address the recommendations set out by SWIA is endorsed
- (2) that the Resource Action Plan be the subject of a six month summary progress report to Committee

3. Background

3.1. The Social Work Inspection Agency (SWIA) undertook a pilot inspection of South Lanarkshire Council Social Work Resources and presented their findings to the Social Work Resources Committee on 3 May 2006.

3.2. The SWIA report identifies strengths as well as areas that the Resource can improve on, stating that overall Social Work Resources in South Lanarkshire are achieving good outcomes for most people who use services. The report identifies 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.

3.3. Social Work Resources were inspected against ten key areas, with the Resource achieving: very good in two areas, good in seven areas and adequate in one area.

The 10 areas were evaluated as follows:

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|--|------|
| ▪ Key outcomes for people who use services | Good |
| ▪ Impact on adults, carers, children and families who use services | Good |
| ▪ Impact on staff | Good |
| ▪ Impact on the community | Good |

▪ Delivery of key processes	Adequate
▪ Planning and service development, planning and performance management	Good
▪ Management and support of staff	Very good
▪ Resources and capacity building	Good
▪ Strategic leadership	Good
▪ Capacity for improvement	Very good

4. Resource Action Plan

- 4.1. South Lanarkshire Social Work Resources have developed an Action Plan (Appendix 1) which sets out targets and responsibility for addressing the 15 recommendations identified. This Action Plan will be subject to routine monitoring within the Resource, and quarterly meetings with the lead SWIA Inspector.
- 4.2. The Resource Action Plan will be the subject of a six month and annual progress reports to Social Work Resources Committee.
- 4.3. Inform Committee that it is the intention of the Social Work Inspection Agency (SWIA) to undertake a further 2 day inspection follow up visit in May 2007.

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 to June to present the recommendations and invite staff discussion on the Action Plan.
- 8.2. A summary of the report has been distributed to participants in the Inspection including other agencies, service users and carers.

Harry Stevenson
Executive Director (Social Work Resources)

17 May 2006

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

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 1

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
1	Social Work Resources should continue to put in place ways of measuring outcomes for people who use their services.	What outcomes have we achieved? 1. Key Outcomes for adults, carers, children and families	<ul style="list-style-type: none"> Report on outcomes for service users: <ul style="list-style-type: none"> Adult Services – Local Improvement Targets, JPIAF 6 Older People's Services – Local Improvement Targets, JPIAF 6 Child and Family Services – draft Performance Improvement Framework available June 2006, final available July 2006 Criminal Justice Services – SER's recommendation by outcome, completion/ revocation/breaches of statutory orders e.g. DTTOs, Licences, Probation, SAOs, CSO Review consultation and communication with service users 	Quarterly Quarterly Quarterly Quarterly September 2006	All Heads of Service
2	Social Work Resources should continue and extend efforts aimed at achieving the 75% target for submitting reports to the Reporter within required timescale	What outcomes have we achieved? 2. Performance against national and local targets	<ul style="list-style-type: none"> Achieve target of 75% Achieve target of 80% Meeting with Reporter to progress 	August 2006 December 2006 June 2006	Brenda Doyle/ Martin Kettle
3	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. Sustained effort is recommended in this area to ensure attainment and achievement levels are improved inline with Learning with Care.	What outcomes have we achieved? 1. Outcomes for adults, carers, children and families	<ul style="list-style-type: none"> Implement plan to improve attainment levels Integrated Children's Service Looked After and Accommodated Sub Group monitor performance Achieve improved target 	July 2006 August 2006 July 2007	Brenda Doyle/Liz Lafferty
4	Social Work Resources should aim to	What outcomes have we	<ul style="list-style-type: none"> Achieve target of 75% 	August 2006	Brenda Doyle/Liz

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
	maintain contact with and support all young people who are entitled to aftercare services	achieved? 1. Outcomes for adults, carers, children and families	<ul style="list-style-type: none"> Monitor the offer of aftercare services to young people Meet standard for completion of pathway plan for every young person aged 15½ Report to Policy Forum Throughcare Group established to monitor 	Quarterly December 2006 Quarterly	Lafferty
5	Social Work Resources should continue and extend efforts designed to increase the take up of carer's assessments	What outcomes have we achieved? 1. Outcomes for adults, carers, children and families	<ul style="list-style-type: none"> Improve uptake of carers assessments by 50% (Local Improvement Target) 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 Develop public information for carers explaining purpose of assessment 	March 2007 Completed Ongoing March 2006 August 2006 March 2007 August 2006	Brian Moore/Sandra Sage Brian Moore/Sandra Sage Brian Moore/Sandra Sage SWISplus Team Brian Moore/Sandra Sage Brian Moore/Sandra Sage Brian Moore
6	Social Work staff holding case responsibility must read, and have access to, all past case records	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 Ensure staff are briefed on requirement to access and read past records 	June 2006 Pilot September 2006 Review December 2006 Roll out 2007 August 2006 March 2007	Mairi Brackenridge Frank Miller SWISplus Team
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	<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 	December 2006 October 2006	Brenda Hutchison Brenda Hutchison

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
		management Risk management and accountability	<ul style="list-style-type: none"> Audit workload management systems In consultation with trade unions consider a suitable workload management system 	October 2006 April 2007	Sandra Sage Sandra Sage
8	Social Work Resources should review the management of lists of people waiting for services with a view to shortening waiting times and identifying gaps in provision	How good is our delivery of key processes? 5. Access to services	<ul style="list-style-type: none"> Improve systems recording unallocated cases Continue to review unallocated cases Identify gaps in service provision as part of the Resource Planning process 	August 2006 March 2007 Ongoing Ongoing	Michelle McConnachie/ SWISplus group
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 auditing use of core groups with view to putting improvement action plan in place 	Ongoing monitoring Completed August 2006	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 to produce a joint policy resulting from the Adults Support and Protection Act to protect vulnerable adults through consultation with service users and their carers and the outcomes from the Borders Inquiry Assist partners to conclude a complementary set of procedures Undertake and complete a programme of multi-disciplinary training Review procedures in light of subsequent legislation 	August 2006 December 2006 April 2007 Completed	Fiona Raffaelli/ Sandra Sage
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	<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 	August 2006	Suzanne Thomson Chair of Project Boards

No.	Recommendation	Area of Evaluation	Action Required	Timescale	Lead Area of Service
		fairness in service delivery	<ul style="list-style-type: none"> Incorporate ethnic monitoring within the revised case recording procedures Recommend ethnicity as a local performance indicator 	August 2006 March 2007	Mairi Brackenridge Michelle McConnachie
12	Social Work Resources should provide more detailed plans in relation to identified gaps in services for people with a physical disability	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 Joint Future Management Group on Physical Disability to produce planning statement Identify gaps within Physical Disability Service 	Completed December 2006 December 2006	Alex Davidson Nadia Ait-Hocine Nadia Ait-Hocine
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 for foster care Monitor and review 	Completed August 2006 March 2007	Brenda Doyle/Liz Lafferty Brenda Doyle/Liz Lafferty
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 Monitor and review the use of procedures within service areas 	August 2006 August 2006 March 2007	Tom Barrie Jim Wilson/Brenda Hutchinson Jim Wilson/Brenda Hutchinson
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