

CLACKMANNANSHIRE COUNCIL

Report to Council of 6th November 2008

**Subject: Social Work Inspection Agency (SWIA) Performance
Inspection of Clackmannanshire Social Work Services 2007-2008**

Prepared by: Clare Hebbert - Policy Officer

1.0 SUMMARY

- 1.1. The Social Work Inspection Agency has completed a Full Performance Inspection of Social Work Services in Clackmannanshire and has produced an Inspection Report in September 2008
- 1.2. In the Performance Inspection Model of 10 elements, Clackmannanshire Social Work Services have been graded as Good in five areas and Adequate in five areas.
- 1.3. The Performance Inspection report contains 16 Recommendations for Improvement. Clackmannanshire Social Work Services are required to produce an Action Plan by December 2008.
- 1.4. The SWIA Inspection Team will monitor the development and progress of Action Plans produced by Clackmannanshire Social Work Services in response to the Inspection Report and will review progress in 2009.

2.0 RECOMMENDATIONS

- 2.1. Council is requested to note the positive aspects of the SWIA Inspection Report, to note the Recommendations and to approve the proposals for development of Action Plans for Improvement.

3.0 BACKGROUND

- 3.1. The Social Work Inspection Agency (SWIA) was set up in 2005 to deliver inspections and drive up standards of social work services across Scotland. SWIA set out a Performance Improvement Model has been carrying out full performance inspections of all local authorities. The programme will be completed in 2009.
- 3.2. Clackmannanshire Council is the 23rd local authority to be inspected in the programme. All reports are made public and they offer comparisons on the planning and delivery of social work services and on the outcomes for service users and their carers across Scotland.

- 3.3. In Clackmannanshire the SWIA Performance Inspection was conducted in the year after Clackmannanshire had undergone two significant other multiagency Inspections; the HIME Inspection of Child Protection and the Forth Valley Multi-Agency Inspection of Services for Older People (MAISOP). Criminal Justice Services in Forth Valley had also been inspected in 2005-2006. The outcomes of these inspections, and the work that has been carried out or set in motion in response to recommendations, was taken into consideration.
- 3.4. The Clackmannanshire SWIA Inspection covered the period January - June 2008 and involved the provision of information and written evidence, a self-evaluation questionnaire, scrutiny of case work files, extensive questionnaires (canvassing opinions from managers, staff, service users, carers and other agencies), interviews, focus groups and discussion groups.
- 3.5. The table below shows the evaluation of Clackmannanshire in the ten elements of the Performance Improvement model

Outcomes for people who use services	Good
Impact on people who use services	Good
Impact on staff	Good
Impact on the community	Good
Delivery of key processes	Adequate
Policy and service development, planning and performance management	Adequate
Management and support of staff	Adequate
Resources and capacity building	Adequate
Leadership	Adequate
Capacity for improvement	Good

- 3.6. The SWIA Inspection Team power point presentation to Elected Members on 10th September provided an overview of the inspection outcomes, attached as **Appendix 1**
- 3.7. The Report was published in September 2008 and also a short Summary showing some examples of Good Practice in Clackmannanshire. All Elected Members have been provided with copies.
- 3.8. Key Issues from the Inspection**
- Almost all people surveyed who received services in Clackmannanshire agreed they were of good quality, that they were involved in decisions that affected them and that they were treated with dignity and respect

- The workforce was committed and motivated in relation to their work
- Staff spoke positively of the services they provided with a marked improvement in morale in child care services since staffing levels had increased and new structures put in place
- There was a strong commitment to working with health and evidence of some very positive work being undertaken with other partners, with most reporting good or excellent working relationships
- There was positive corporate and political support for social work and what was required for its continual improvement
- Risk assessment and risk management in some service areas needed to improve
- Strategic Planning needed better co-ordination and increased capacity. Improvements are required in terms of :
 - > strategic planning
 - > service planning
 - > policy development
 - > performance management
 - > coordination of key processes for the effective delivery of services

3.9. In responding to the 16 recommendations contained within the SWIA Performance Inspection Report, it should be noted that there is a continuous drive to maintain improve and develop services and that relevant work is already in progress. However, the SWIA Performance Inspection has highlighted a key issue of the capacity of Clackmannanshire Social Work Services to deliver on strategic thinking, service planning, vision, policy development and performance management

3.10. Action Planning

The table below outlines the strategic and operational themes for action planning and a position statement in response to the recommendations in the SWIA report

KEY OUTCOMES REQUIRED FROM SWIA INSPECTION REPORT <input type="checkbox"/> Strategic <input type="checkbox"/> Operational	Response and Position Statement for Action Planning
Strategic Overview of Social Work	To be developed by Senior Managers and the Social Services Management Team in consultation and in line with national guidance
Developing overall vision, aims, objectives and priorities	Action Plans will be developed by Senior Managers and the Social

	Services Management Team in consultation and in line with national guidance
Structure Review (management / strategy / performance)	Awaiting outcomes from recommendations contained in the K3 Report on the Structural Review of Services to People
Strategic planning, reviews and policy developments	A programme will be developed from priorities established by Senior Managers and Service Managers
Publication of vision and integration into plans	SWIA recommends that the profile of Social Services needs to be raised : this will be addressed corporately and in the Structural Review
Commissioning strategy (linked to financial plans)	Commissioning and procurement frameworks are under review and a strategy will be developed
Workforce Development Strategy	The Workforce Development Group is taking forward a Workforce Development Plan in line with National Guidance
Communication Strategy (to improve internal links)	A review of formal and informal communication systems bottom-up and top-down will be undertaken across social work services
Strategy for integrating children's services	A working group is established for GIRFEC (Getting it Right for Every Child) to set out agreements and put systems in place for more coordinated planning and delivery
Corporate Parenting Strategy	A report on Corporate Parenting will be presented to Council in November 2008, from which an Action Plan will be developed
Social Services Plan (separate from joint plans)	Action Plan to be developed by Senior Managers and the Social Services Management Team linking to Business Improvement and Corporate Planning
Unified performance management framework	Action Plan to be developed by Senior Managers and the Social Services Management Team with a review of existing performance management
Systems to manage and monitor outcomes for service users and carers	Action Plans will be developed by the Social Services Management Team in the context of a review of consultation mechanisms
Reporting structure which reaches front line staff	Action Plans will be developed by the Social Services Management Team in

	consultation with staff
Mental Health Officer standards , management and supervision arrangements	To be addressed by Adult Care Service Managers and an Action Plan developed
Develop links with Area Management Boards and GIRFEC	Issues from the SWIA report will be picked up by the GIRFEC Working Group
Adult Protection procedures, risk assessments, training	November 2008 : report to Council on implementation of new adult support and protection legislation and associated procedures
Child Protection procedures, risk assessments, training	Child Protection procedures, risk assessments and training are in place and a performance improvement framework is being established
Quality of assessments and care plans	An audit of current practice will be undertaken across Child Care and Adult Care to find out where improvements should be made and action plans developed.
Sharing care plans with service users	An audit of current practice will be undertaken across Child Care and Adult Care to find out where improvements should be made and action plans developed
Transition - continuity in process and engagement with partners	Child Care and Adult Care Service Managers are continuing to develop good practice and will pick up issues from the SWIA report
Asset Management Plan (Social Services premises)	This will be picked up in the CAMPT programme
Contract Compliance and Monitoring	In response to Internal Audit, contracts for purchased services across Adult Care and Child Care will be systematically checked and reviewed

- 3.11. Action Plans will be required for submission to the SWIA Inspection Team in December 2008 and will be prepared by the Chief Social Work Officer and Social Services Management Team.
- 3.12. Services Managers and staff will attend an Away Day in October 2008 which will inform the action planning process and the development of a performance framework.
- 3.13. The SWIA Inspection team will schedule a series of meetings with Clackmannanshire representatives, in the first instance to approve the Action Plans and then to monitor and review progress and conduct a Performance Review in 2009.

4.0 CONCLUSIONS

- 4.1. The Social Work Inspection Agency has completed a Full Performance Inspection of Social Work Services in Clackmannanshire and has produced an Inspection Report in September 2008
- 4.2. In the Performance Inspection Model of 10 elements, Clackmannanshire Social Work Services have been graded as Good in five areas and Adequate in five areas.
- 4.3. The Performance Inspection report contains 16 Recommendations for Improvement. Clackmannanshire Social Work Services are required to produce an Action Plan by December 2008.
- 4.4. The SWIA Inspection Team will monitor the development and progress of Action Plans produced by Clackmannanshire Social Work Services in response to the Inspection Report and will review progress in 2009.
- 4.5. Council is requested to note the positive aspects of the SWIA Inspection Report, to note the Recommendations and to approve the proposals for development of Action Plans for Improvement.

5.0 SUSTAINABILITY IMPLICATIONS

- 5.1. None significant

6.0 FINANCIAL IMPLICATIONS

- 6.1. Within Existing Resources, and subject to Structural Review

6.2. Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick)

- | | |
|---------------------------------------|-------------------------------------|
| Achieving Potential | <input type="checkbox"/> |
| Maximising Quality of Life | <input checked="" type="checkbox"/> |
| Securing Prosperity | <input type="checkbox"/> |
| Enhancing the Environment | <input type="checkbox"/> |
| Maintaining an Effective Organisation | <input checked="" type="checkbox"/> |

- **Council Policies** (Please detail)

• **Community Plan (Themes)** (Please tick)

- Community Safety
- Economic Development
- Environment and Sustainability
- Health Improvement

(2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick)

(3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick)

Head of Service

Director

Report to Council

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Clare Hebbert

Date: 9 September 2008

Service: Housing & Social Services

Date of Meeting: 6th November

Title of Report: SWIA Performance Inspection

Recommendation that the attached report be:

1. Given unrestricted circulation

✓

(tick appropriate box)

2. Taken in private

By virtue of paragraph ____ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. Power Point slide Presentation to Elected Members September 2008

2.

3.

4.

List of Background Papers (if none, state "none")

1. Sustainability checklist

2. Performance Inspection Report and Summary (hard copies have been made available)

3.

4.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.



social work
inspection agency

Clackmannanshire Council

Presentation to Elected
Members

Report Publication

Key features of the inspection

- Focuses on outcomes for people who use services, and their carers
- Their experiences of social work services
- Contributes to quality improvement
- Links with self-evaluation
- Is proportionate and takes account of the circumstances of the authority
- Takes account of a wide range of evidence

Six key questions

- What key outcomes have been achieved for people who use services?
- What has been the impact on people who use services, staff and the wider community?
- How good is the delivery of key processes?
- How good is operational management?
- How good is strategic leadership?
- What is the capacity for improvement?

Inspection process

- Commenced: 6th November 2007
- Surveys completed: 15th February 2008
- File reading: week beginning 28th January 2008
- Fieldwork: week beginning 10th March 2008
- Report first draft: sent to council 19th May 2008
- Report published: 5th September 2008
- Action plan to be agreed: 28th November 2008

Evidence

Advance information
Self evaluation questionnaire
Surveys
File Reading
Fieldwork

Evaluations: 6 point scale

- Excellent
 - Outstanding
- Very good
 - Major strengths
- Good
 - Important strengths with some areas for improvement
- Adequate
 - Strengths just outweigh weaknesses
- Weak
 - Important weaknesses
- Unsatisfactory
 - Major weaknesses

Clackmannanshire's evaluations

1. Outcomes for people who use services	Good
2. Impact on people who use services	Good
3. Impact on staff	Good
4. Impact on the community	Good
5. Delivery of key processes	Adequate
6. Policy and service development, planning and performance management	Adequate
7. Management and support of staff	Adequate
8. Resources and capacity building	Adequate
9. Leadership	Adequate
10. Capacity for improvement	Good



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Recommendations

16 recommendations focus on:

- Performance management
- Capacity building - strategic planning,
- policy development and
- strategic overview
- Better co-ordination of planning for services

Positive findings of the inspection

- Service user and carer satisfaction
- Good outcomes
- Quality of services
- Recruitment and retention
- Committed workforce
- Corporate support
- Positive working relationship with partners
- Leadership
- Examples of good practice

Challenges ahead

- Risk assessments and management plans
- Sustaining improvements within child care services
- Communication and involvement of staff
- Performance management
- Monitoring and evaluation of standards and quality of purchased services
- Capacity building
- Specific plan for Social Services

The way forward

- Action plan submitted 3 months after publication
- Quarterly reports and meetings
- SWIA link inspector appointed
- Proportionate inspection one year after report published
- Further report one year after report published
- Year 2 & 3 link arrangements

