

**REPORT TO: AUDIT AND PERFORMANCE REVIEW COMMITTEE ON
3 MARCH 2010**

**SUBJECT: SOCIAL WORK INSPECTION AGENCY (SWIA) – OUTCOME OF
FOLLOW-UP INSPECTION 2009**

BY: DIRECTOR OF COMMUNITY SERVICES

1. REASON FOR REPORT

- 1.1 This report advises Committee on the outcome of SWIA's follow-up performance inspection which took place in June and August 2009. The report also outlines what has been both undertaken and planned in relation to the four areas where SWIA considers more progress is required.
- 1.2 All Members were provided with a link to the report on SWIA's website <http://www.swia.gov.uk/swia/1568.html> on 16 December 2009 when the report was published. Copies of the full report are also available in the Members' library.
- 1.3 This report is submitted to Committee in terms of the Council's Administrative Scheme in relation to the function of the Council as Social Work Authority under the Social Work (Scotland) Act 1968.

2. RECOMMENDATION

2.1 The Committee is asked to :-

- (i) Consider the outcome of the follow-up performance inspection of Social Work Services in Moray; and**
- (ii) Scrutinise progress made and actions planned in relation to the remaining areas of practice requiring further development.**

3. BACKGROUND

- 3.1 The original inspection of Moray Council's Social Work Services took place between March and June 2007 and SWIA published its report on 14 December 2007. All Members received their own personal copy of both the full and summary versions of the report on the day of publication and additionally, representatives from SWIA made themselves available on two occasions to present their findings.
- 3.2 SWIA made 16 recommendations aimed at improving services. Progress reports, along with updated action plans, were reported to Children and Young Persons Committee on 11 June 2008 (para 4 of the minute refers) and 8 October 2008 (para 12 of the minute refers) and to Health and Social Care

Services Committee on 28 May 2008 (para 8 of the minute refers) and 24 September 2008 (para 9 of the minute refers).

- 3.3 The findings of the follow-up inspection were reported to Health and Social Care Services Committee on 3 February, 2010 (para 8 of the minute refers) and Children and Young Persons Committee on 17 February, 2010 (para 19 of the minute refers).
- 3.4 These findings are based on a range of activities undertaken since the original inspection including:-
- Consideration of progress reports and supporting evidence submitted on a quarterly basis to SWIA by the Council. The feedback received from the inspectorate at each stage of this process indicated their satisfaction with the progress being made; and
 - Follow-up inspection activity in Moray in June and in August 2009 (in June, this included joint inspection activity with HMle in relation to child protection services).
- 3.5 Overall, SWIA have concluded that Moray Council has made good progress and that the Community Services Department has put considerable effort into implementing the recommendations. Inspectors believe that in terms of the 16 recommendations made in 2007, a few had been implemented in full and for the majority, good or reasonable progress has been made.
- 3.6 SWIA believe that more progress is required in four areas and outlined below is a summary of the activity completed since the follow-up inspection and developments planned to take place in relation to each area.
- 3.7 (i) **Recommendation 1: Some of Community Services' improvement activity, including some of its performance management and quality assurance arrangements, needed to have a SMARTER (Specific, Measurable, Achievable, Realistic and Timebound) focus.**

Activities Completed

- Assessments of service quality (against service standards) now focus on critical areas of social work practice.
- A service standards tool for Throughcare & Aftercare has been developed and implemented.
- The Performance Management Framework for Community Services has been revised and a SMART approach has been adopted.

Activities Planned

- To complete the revisions to the Children & Families Performance Management Framework to incorporate Moray Performs and the Public Sector Improvement Framework (PSIF).
- The next Service Development and Improvement Plan (2010-2011) for Community Services will, where appropriate, ensure that SMART objectives are stated.
- Through membership of the National Community Care Benchmarking Network, outcome measures will continue to be further developed and refined.

(ii) Recommendation 2: Community Services needed to improve its ability to undertake effective self-evaluation.

Activities Completed

- Key personnel have been briefed on the PSIF methodology.
- Agreement reached with corporate services to use the SWIA framework for self-evaluation as part of the PSIF exercise.
- Design work on self-evaluations to be carried-out by Children & Families teams.
- An Action Plan for the implementation of the Public Sector Improvement Framework (PSIF) has been developed for Community Care.
- As a preparatory milestone for the implementation of the PSIF Action Plan, service manager and community care staff briefings have been undertaken.
- Working alongside staff from the Chief Executive's Office, 3 community care officers are now qualified as assessors and are now able to facilitate the PSIF self-assessment process.

Activities Planned

- Complete an action plan for the implementation of PSIF in Children & Families.
- Undertake team self-evaluations of social work practice.
- Impact assessments to be carried out on actions for social work contained with the HMle Action Plan.
- Community Care self-assessment workshops are scheduled to be undertaken from 16 February to 21 April 2010.

- Based on the outcome of the self-assessment workshops, a report collating the findings will be generated by May 2010.
- It is anticipated that Community Care Service Managers will have developed a Improvement Plan based on the findings report by August 2010. This will be monitored on a quarterly basis by the Community Care Practice Governance Board.

(iii) Recommendation 3: The workforce planning needs of the out-of hours focus remain an outstanding issue.

Activities Completed

- Out of Hours Tool Kit produced. The Tool Kit contains all procedures and policies required for the operation and delivery of the service and ensures that, in the absence of the Out of Hours Social Worker, the service can be delivered by another worker.
- All qualified Social Workers contacted offering an opportunity to spend time with Out of Hours to familiarise themselves with the operation of the service.
- An experienced Social Worker with Mental Health Officer qualifications who has a wide experience of operating Out of Hours will be seconded to Out of Hours in the absence of a member of the Out of Hours Social Work Team.

Activities Planned

- Qualified Social Workers to be contacted at six monthly intervals to be offered the opportunity to shadow the operation of Out of Hours Service.
- Familiarisation with Out of Hours Service to be built into the induction process for newly recruited Social Workers to develop interest in the service.
- Tool Kit to be reviewed/ updated on a regular basis so it remains fit for purpose.

(iv) Recommendation 4: Community Services needs to retain a strong focus on assessing and managing risk in both children and adults services.

Activities Completed

- Process for Child Protection Order applications agreed with Legal Services & incorporated in Child Protection Procedures.
- Risk assessment aide memoire prepared and used by social work teams.
- Co-located Child Protection Unit now conducting the majority of child protection investigations.
- Monthly audits are carried out by the Casework Services Manager of child protection enquiries and investigations.
- Joint Investigative Interview (JIIT) Training provided for eight more social workers.
- The Moray Adult Protection Committee has now been constituted.
- The first Scottish Government and COSLA performance review of the Implementation of Adult Protection was successfully completed and returned in December.
- A training session for Team Managers within Area Teams has taken place regarding the use of risk assessments.
- Information has been circulated to all Community Care Officers clarifying the risk assessment process and their responsibility.

Activities Planned

- Follow-up training on risk assessment (to complement initial training provided for social work staff).
- To continue regular meetings between paediatricians, health service staff, police and social work staff to consider child protection practice.
- To continue regular meetings between Area Social Work Managers, Co-Located Unit and Family Protection Unit staff on the conduct of joint investigation and information sharing.
- Child Protection Practice Group to undertake a multi-agency case file audit to assess the quality of recording in child protection investigations.
- The Director of Community Services to lead a file audit in social work teams to assess the quality of recording, risk assessments and reporting in child protection cases.

- A sub-group of the Grampian Adult Protection Group has met and begun work developing a range of audit tools to examine the implementation of the Adult Support and Protection Act and its related policy and procedures.
- Additional work is being planned to ensure that all staff have clarity regarding their role and responsibilities in relation to risk assessment and its links to the new Eligibility Criteria.

4. SUMMARY OF IMPLICATIONS

(a) Single Outcome Agreement/Service Improvement Plan

- (i) National Outcome 15 – our public services are high quality, continually improving, efficient and responsive to local people’s needs;
- (ii) Service Priority 3.5 – Improving Workforce, Standards and Infrastructure;
- (iii) Service Priority 4.1 – Improving key delivery processes and
- (iv) Service Priority 4.5 – Increase our capacity for self-evaluation

(b) Policy and Legal

There are no legal implications. Although there are no immediate policy implications arising from this report, the on-going work outlined at 3.5 may result in revised or new policies being presented at future Committees.

(c) Resources (Financial, Risks, Staffing and Property)

There are no direct financial implications associated with this report and any costs associated with implementing recommendations will be met from within existing budgets.

(d) Consultations

The following have been consulted and are in agreement with this report:-
Head of Children & Families & Criminal Justice
Acting Head of Community Care
Chief Financial Officer
Katrina McGillivray – Senior Personnel Adviser
Rhona Gunn – Acting Principal Solicitor

5. CONCLUSION

5.1 This report advises Committee on the outcome of the SWIA’s follow-up inspection of Social Work Services along with an outline of how resources and activities will be focussed on achieving further progress in a number of areas.

ITEM:

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Background Papers: with author
Ref: HB727160