



social work
inspection agency

BUSINESS PLAN 2010/11

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Who we are and what we do.

The Social Work Inspection Agency's (SWIA) main task is to evaluate the quality of social work services in Scotland through inspection or review and to advise the First Minister of the Scottish Parliament and the Scottish Government about social work services. Our function is to work with others to continually improve social work services by identifying areas for improvement and disseminating best practice.

Powers of inspection

SWIA is an executive agency of the Scottish Ministers under the terms of the Scotland Act 1998 (section 1.1 of the framework document). SWIA derives its powers to inspect from the Joint Inspection of Children's Services and Inspection of Social Work Services (Scotland) Act 2006; Children (Scotland) Act 1995; and Regulation of Care (Scotland) Act 2001. The scope of our inspections extends to all duties and functions of local authorities and other bodies under the Social Work (Scotland) Act 1968 and related legislation.

Mission statement

SWIA's mission is to continuously improve social work services by driving up standards through partnership working, identifying areas for improvement where they need to be addressed and identifying and sharing best practice.

Our vision

"Throughout Scotland, people are able to rely on excellent social work services that improve the quality of their lives."

SWIA aims to achieve this vision by:

- delivering a national inspection programme that acknowledges good performance in social work services and assists poor performers to improve;
- working with other inspection bodies to deliver integrated inspection programmes;
- encouraging self evaluation and improvement by providers of social work services;
- connecting policy development with practice through a knowledge base derived directly from inspections; and
- providing professionally-based advice to Scottish Ministers.

Core values

SWIA aims to realise its objectives by building an agency that encourages improvement of its processes while exemplifying the values of integrity, honesty and objectivity. This approach ensures that SWIA's activities are:

- always improving/evolving;
- based on the highest standards and best practice;

- respected for the focus on service users' needs; and
- backed up by informed analysis and intelligence.

Principal activities

SWIA was established as an executive agency in April 2005. Its role is to scrutinise social work services provided by or on behalf of local authorities. SWIA aims to be a leader in promoting and disseminating good practice. Its approach places those people who use services at the heart of the inspection process. SWIA's inspection practices are robust, objectively delivered and publicly reported.

SWIA undertakes the following functions:

- inspection, review and reporting across social work and social care services;
- sectoral and aspect evaluations of social work and social care services;
- commissions from the Scottish Ministers, relevant departments of the Scottish Government and other bodies; and
- provision of professional advice to Scottish Ministers and others.

Strategic Priorities

Our five strategic priorities are linked to the five wider Scottish Government strategic objectives. They are focused on making sure that our work has positive outcomes for all of our stakeholders.

Strategic Priority 1

Improve the quality of social work services across Scotland contributing to a Wealthier and Fairer Scotland.

Strategic Priority 2

Secure improved public confidence in social work services contributing to a Healthier Scotland.

Strategic Priority 3

Build capacity in Scotland's social work services contributing to a Safer and Stronger Scotland.

Strategic Priority 4

Inform social work policy development contributing to a Smarter Scotland.

Strategic Priority 5

Be an excellent organisation contributing to a Greener Scotland.

New Scrutiny and Improvement Body for Social Care, Social Work and Child Protection Services

Ministers announced on 6 November 2008, following the Crerar Review, that from April 2011 a new body, Social Care and Social Work Improvement Scotland (SCSWIS) will scrutinise social work and social care services, including child protection and the integration of children's services. The three bodies who currently carry out this work SWIA, HMIE and the Care Commission will be disbanded on 31 March 2011. SWIA is engaging fully with the restructure process and work streams to ensure the best possible representation for social work interests.

Our staffing and financial resources

Staffing

SWIA has a complement of 46 full-time equivalent posts and 17 fee paid sessional posts (C2) as at the start of April 2010.

Grade	Admin/policy	Inspectors	Inspection support Managers	Statisticians	Total
SCS1A		1.0			1.0
C3		4.0			4.0
C2	1.0	19.8			20.8
C1				0.6	0.6
B3	1.6				1.6
B2				1.0	1.0
B1	1.0		7.0		8.0
A3	9.0				9.0
	12.6	24.8	7	1.6	46

Financial resources

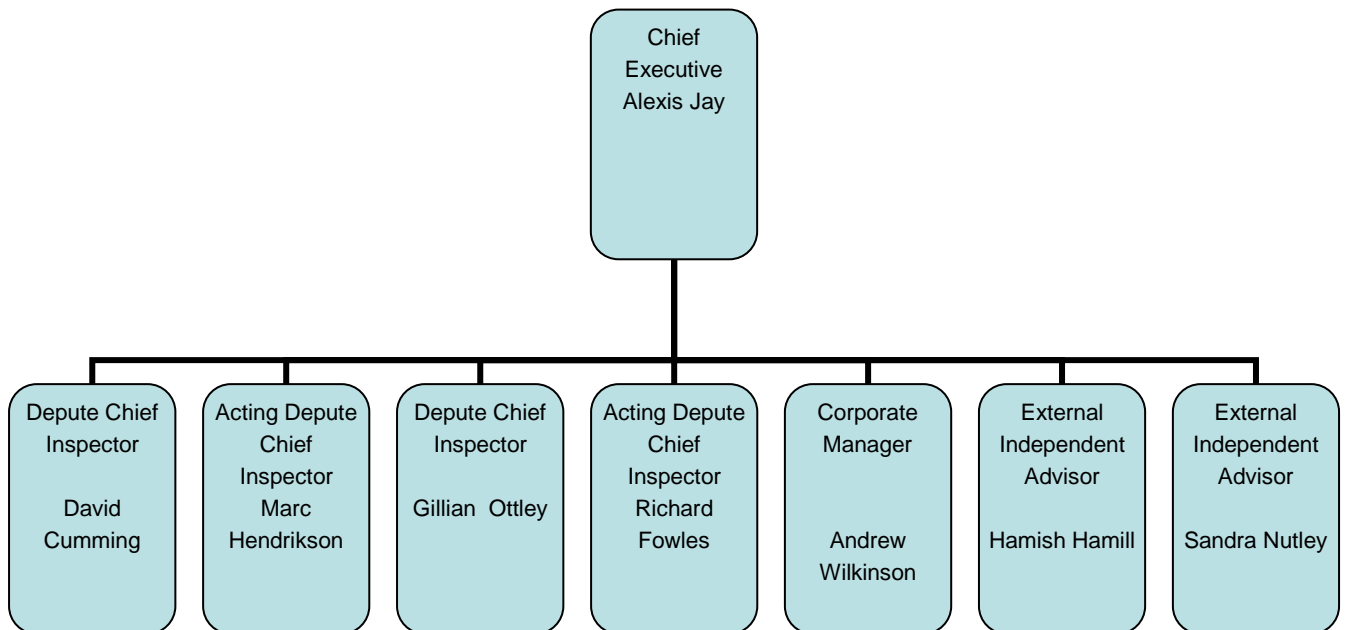
Our projected budget for 2010/11 direct running costs is detailed at Annex 1.

Organisational structure

The Chief Inspector of SWIA is its Chief Executive and Accountable Officer. As Accountable Officer, the Chief Inspector is responsible to Scottish Ministers. The Accountable Officer is supported by the Management Board.

Management Board

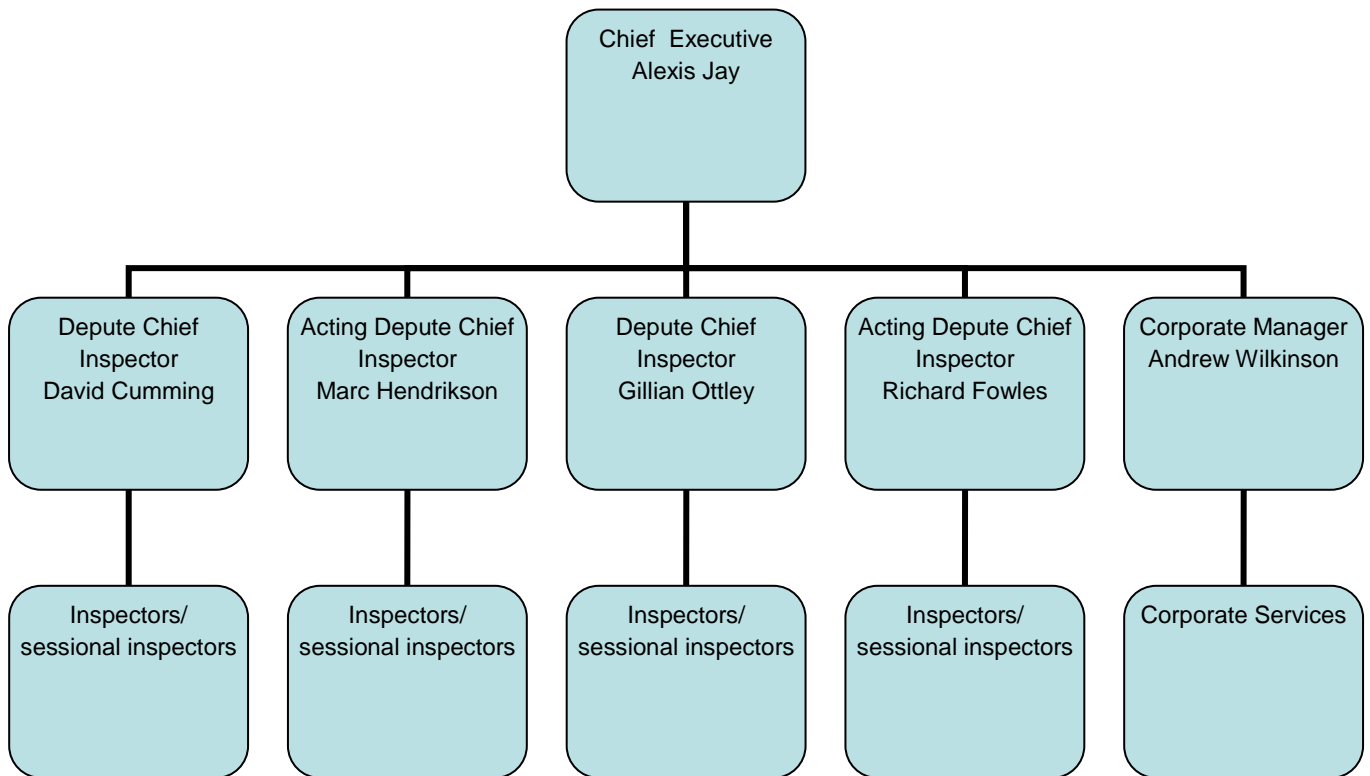
SWIA's Management Board structure as at 01 April 2010 was as follows.



The Management Board meets quarterly and oversees the work of SWIA.

A senior management team (SMT) comprising the board less the two external independent advisors meets regularly and reports to the Management Board.

Reporting lines



Inspections starting and reporting

Falkirk PI follow up
East Ayrshire PI follow up
South Ayrshire PI follow up
North Lanarkshire PI follow up
Aberdeen City PI follow up
Stirling PI follow up
Jersey social work services inspection
Renfrewshire PI follow Up
West Dunbartonshire PI follow up

Inspections finishing and reporting

Angus ISLA scrutiny**
Scottish Borders PI follow up
South Lanarkshire ISLA scrutiny**
Inverclyde ISLA scrutiny**
Orkney ISLA scrutiny**
Fife ISLA scrutiny**
Shetland ISLA scrutiny**
Multi Agency Inspection of learning disability services
Aberdeenshire ISLA scrutiny**
Dumfries & Galloway ISLA scrutiny**
East Renfrewshire ISLA scrutiny**
Perth & Kinross ISLA scrutiny**
Multi Agency inspection on prison based social work

Inspections starting

Dundee ISLA*
Argyll and Bute ISLA*
Glasgow ISLA*
North Ayrshire ISLA*
Highland ISLA*
West Lothian ISLA*
Clackmannanshire ISLA*
East Dunbartonshire ISLA*
Edinburgh ISLA
Moray ISLA*
Multi Agency Inspection of Services for Older People
High Risk Offender follow up

*ISLA – The Initial Scrutiny Level Assessment (ISLA) is the means by which SWIA inspectors assess the required amount of external scrutiny of social work services. It feeds into Audit Scotland’s shared risk assessment process, carried out by the local area network (LAN)¹.

The ISLA is primarily a desk-top, risk assessment exercise, supplemented by file reading.

**ISLA Scrutiny – Where an ISLA has been completed an overall scrutiny level is assigned based on an assessment of each of the nine risk questions. SWIA scrutiny activity will be co-ordinated with other scrutiny bodies as part of the LAN generated Assurance and Improvement Plans. The amount and timing of on-site scrutiny activity will be dependent on risk and opportunities for collaboration with other scrutiny bodies and councils.

¹Local Area Networks - co-ordinated by Audit Scotland, including SWIA, HMIE, Care Commission, Scottish Housing Regulator,

SWIA business plan objectives April 2010/11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
Priority 1 Improve the quality of social work services across Scotland	1. Complete local authority social work performance inspection follow up programme.	1.1 Complete follow up inspections for Scottish Borders, East Ayrshire, West Dunbartonshire, South Ayrshire, North Lanarkshire, Aberdeen City, Stirling, Falkirk, Renfrewshire.	1.1.1 Produce/publish reports.	April 10	December 10
			1.1.2 Pursue follow-up action and work with councils to ensure that improvement action plans are delivered.	April 10	December 10
			1.2 Publish 3 practice guides on End of life care planning for children, Supporting and supervising welfare guardians, Suicide prevention.	1.2.1 Produce/publish reports.	April 10
	2. Deliver proportionate supported self-evaluation and risk-based scrutiny of local authority social work services (including integrated criminal justice services inspection).	2.1 Support and contribute to the Accounts Commission's co-ordination of local government scrutiny.	2.1.1 Work with the Accounts Commission and other scrutiny bodies to agree and implement co-ordinated scrutiny.	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			2.1.2 Participate in Audit Scotland's local government scrutiny operational sub-group and related work streams.	April 10	March 11
		2.2 Carry out supported self-evaluation and scrutiny of 32 councils.	2.2.1 Maintain link inspector relationship with all 32 councils.	April 10	March 11
			2.2.3 Contribute to Local Area Networks' Shared Risk Assessments and Assurance and Improvement Plans for all 32 councils. Provide advice and assistance on the process as well as independent opinion to inform improvement plans.	April 10	March 11
			2.2.4 Carry out an initial scrutiny level appraisals (ISLA) for 11 councils, drawing on a diverse range of evidence (Argyll and Bute, Clackmannanshire, Dundee, E Dunbartonshire, Edinburgh, Glasgow, Highland, Moray, N Ayrshire, and W Lothian) identifying targeted improvement areas.	April 10	Dec 10
			2.2.5 Deliver scrutiny/improvement activity resulting from 2009-10 ISLAs for 12 councils (Fife, Aberdeenshire, Dumfries and Galloway, Orkney, Shetland, Angus, Inverclyde, S Lanarkshire, E Renfrewshire and Perth & Kinross).	April 10	July 10
			2.2.6 Deliver agreed advice, assistance and independent opinion.	April 10	July 10
			2.2.7 Deliver individual, formal external scrutiny at Ministerial or council request; where areas of significant concern are	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			identified; and/or where a council does not wish to work with SWIA on a supported self-evaluation basis.		
			2.2.8 Produce inspection timetable.	October 09	April 10
			2.2.9 Determine inspection teams	October 09	April 10
			2.2.10 Deliver supported self-evaluation, inspection and improvement activity.	April 10	March 11
			2.2.11 Produce/publish reports.	April 10	March 11
			2.2.12 Pursue follow-up action.	April 10	Onwards
	3. Deliver multi-agency inspections and thematic reviews.	3.1 Complete multi-agency inspection of learning disability services.	3.1.1 Produce/publish report.	April 10	September 10
			3.1.2 Pursue follow-up action.	March 10	Onwards
		3.2 Complete follow up of multi-agency thematic criminal justice services inspection of pre and post-release arrangements for high risk of harm offenders	3.2.1 Deliver follow up action	June 10	March 11
			3.2.2 Produce/publish report		
		3.3 Complete multi agency inspection of services for older people	3.3.1 Deliver Inspection	May 10	December 10
			3.3.2 Produce/publish reports	May 10	December 10
		3.4 Complete integrated	3.4.1 Deliver inspections.	February 10	May 10

Strategic Priority	Aim	Objective	Key tasks	From	Completed
		inspections looking at a number of 'one-off', cross-cutting issues emerging from performance inspections, e.g. prison based social work services.			
			3.4.2 Produce/publish reports.	May 10	November 10
			3.4.3 Pursue follow-up action.	March 11	Onwards
	4. Participate in multi-agency inspections and thematic reviews.	4.1 Contribute as required.	4.1.1 Provide SWIA inspectors to work in inspection teams.	April 10	March 11
	5. Contributing to cross-sectoral and cross-service inspection developments.	5.1 Work collaboratively with the Care Commission, HM Inspectorate of Education, HM Inspectorate of Prisons, HM Inspectorate of Constabulary, the Mental Welfare Commission, NHS Quality Improvement Scotland and Audit Scotland.	5.1.1 Liaise closely with partner scrutiny bodies.	April 10	March 11
			5.1.2 Provide SWIA inspectors to work in inspection teams.	April 10	March 11
	6. Deliver investigation reports that are authoritative and evidence-based.	6.1 Conduct and Publish ad hoc investigations as directed by Scottish Ministers.		April 10	March 11
		6.2 Deliver inspection of Jersey social work services.	6.2.1 Produce methodology	June 10	December 10
			6.2.2 Deliver inspection	June 10	December 10

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			6.2.3 Produce/publish report	June 10	December 10
			6.2.4 Pursue follow-up action	June 10	December 10
Priority 2					
Secure improved public confidence in social work services	1. Secure the confidence of the social work sector.	1.1 Make sure inspection process is fair and open.	1.1.1 Include external quality assurance of inspection methodology through transparent evaluation process, formal moderation procedures involving external independent advisors, and peer review by other scrutiny bodies.	April 10	March 11
			1.1.2 Appoint and maintain pool of sessional, lay and associate inspectors.	April 10	ongoing
			1.1.3 Review/update Equality action plans and equality impact assess new methodologies.	April 10	March 11
	2. Demonstrate the role of social work to the wider community.	2.1 Publish reports that show good practice as well as areas for improvement.	2.1.1 Publish reports.	April 10	March 11
		2.2 Take opportunities to highlight contribution of social work in Scotland.	2.2.1 Pursue opportunities to contribute input about inspection outcomes in a variety of venues.	April 10	March 11
			2.2.2. Provide guest speakers at events.	April 10	March 11
			2.2.3 Publish Chief Social Work Inspector's annual report	April 10	August 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
Priority 3 Build capacity in social work services	1. Work in partnership with local authorities and other service providers.	1.1 Build local authority involvement in the inspection process.	1.1.1 Engage local authorities fully in the development and roll-out of supported self-evaluation methodology.	April 10	March 11
		1.2 Establish effective inspection and developmental partnerships between SWIA inspectors and local authority managers.	1.2.1 Support local authority self-evaluation through link inspectors agreeing with councils how SWIA in its scrutiny role can help build capacity for effective self-evaluation and verify the integrity of the self-evaluation process. Conclude an 'improvement agreement' defining SWIA's scrutiny in targeted areas in partnership with local evaluators, providing advice and assistance on the process as well as an independent opinion at the end to help inform improvement plans.	April 10	March 11
			1.2.2 Maintain national e-tool to support local authorities to carry out online self-evaluation.	April 10	March 11
		1.3 Develop international links to promote Scotland, social work and encourage international benchmarking.	1.3.1 Implement international strategy.	April 10	March 11
			1.3.2 Continue to build links with and benchmark inspection derived data about social work and social care with Europe and the main countries	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed	
			worldwide.			
		1.4 Build use of local resources into inspection processes.	1.4.1 Refresh and maintain pool of associate and lay inspectors.	April 10	March 11	
		1.5 Build role in promoting best practice.	1.5.1 Hold seminars, conferences, share inspection derived knowledge and enhance website materials.	April 10	March 11	
		1.6 Support self-evaluation through the production of self-evaluation materials.	1.6.1 Enhance, publish and support self-evaluation guides and audit tools.	April 10	March 11	
		1.7 Minimise burden of regulation and inspection.	1.7.1 Plan inspection programme with other regulators and within Accounts Commission co-ordination to minimise overlaps.	April 10	Onwards	
			1.7.2 Review/refresh memoranda of understanding with HMIE, Care Commission, NHS QIS, Audit Scotland, MWC, HMIP, and HMIC.	April 10	Onwards	
Priority 4	1. Support policy-making by authoritative inspection-led knowledge.	1.1 Second/assign SWIA staff to/from policy divisions, other inspectorates and/or local authorities.	1.1.1 Margaret Anne Gilbert from Mental Welfare Commission Scotland (05/11/07-05/09/11). Mathew Healy from KPMG. Pursue secondee from Care Commission to enhance information exchange.	April 10	March 11	
Inform social work policy development			1.2 SWIA staff contribute directly to policy development.	1.2.1 Inter-country adoptions (16 days per year).	April 10	March 11
				1.2.2 Investigation of deaths of looked after children (50 – 80 days per year).	April 10	March 11
				1.2.3 Membership of panel assessing	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			applicants for Disqualified from Working with Children list (90 days per year).		
			1.2.4 Membership of SG Social Work Education & Training Group.	April 10	March 11
			1.2.5 Membership of hidden Harm implementation group (12 days per year).	April 10	March 11
			1.2.6 Membership of Advisory Group on alcohol misuse.	April 10	March 11
			1.2.7 Membership of Secure Care Forum (2 days per year).	April 10	March 11
			1.2.8 Membership of Rehabilitation Advisory Group Guide Dogs (4 days per year).	April 10	March 11
			1.2.9. Membership of Eye Care Review Group.	April 10	March 11
			1.2.10 Membership of SG group reviewing deaths of children (12 days per year).	April 10	March 11
			1.2.11 Membership of SG Expert Reference group (4 days per year).	April 10	March 11
			1.2.12 Membership of Child Protection	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			Steering Group (6 days per year).		
			1.2.13 Membership of PIF Steering Group (12 days per year).	April 10	March 11
			1.2.14 Membership of SIRCC Management Committee (4 days per year).	April 10	March 11
			1.2.15 Membership of SER Review Group (12 days per year).	April 10	March 11
			1.2.16 Membership of youth justice group (24 days per year).	April 10	March 11
	2. Contribute to the outcomes of the <i>Changing Lives</i> review.	2.1 SWIA contributes to development of recommendations.	2.1.1 Participate on implementation working groups.	April 10	March 11
Priority 5					
Be an Excellent Organisation					
Leadership	1. Facilitate delivery of SWIA's objectives.	1.1 Continuously promote improvement activity inside and outside the organisation.	1.1.1 Encourage a culture of excellence and equality.	April 10	March 11
			1.1.2 Fully involve staff and	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			stakeholders in the development of mission, vision, values and ethics.		
			1.1.3 Identify and champion organisational development and change.	April 10	March 11
		1.2 Lead and promote positive approach to restructure of social work and social care scrutiny bodies.	1.2.1 Engage fully with restructure process and project implementation team.	April 10	March 11
			1.2.2 Release staff as required to support project implementation work streams.	April 10	March 11
<i>Policy and Strategy</i>	2. Strategic direction understood by all stakeholders.	2.1 Develop/review inclusive policies and strategies based on information from performance measurement, research, learning and external related activities.	2.1.1 Review policies and procedures annually.	April 10	March 11
<i>People management</i>	3. Deliver effective Communications.	3.1 Update and deliver aims of communication strategy.	3.1.1 Implement communication strategy.	April 10	March 11
			3.1.2 Work closely with SCSWIS Restructure Communications Team to ensure timely and appropriate communication for transition to new scrutiny body	April 10	March 11
			3.1.3 Maximise use and dissemination	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			of inspection derived knowledge.		
			3.1.4 Implement appropriate continuous improvement actions in response to the 2009 Employee Survey	April 10	March 11
			3.1.5 Work with Cabinet Office in launching 2010 Employee survey	April 10	Dec 10
	4. Make best use of HR.	4.1 Maximise use of staff.	4.1.1 Develop pool of sessional, lay and associate inspectors (including reviewing terms and conditions of employment).	April 10	Ongoing
			4.1.2 Operate the appraisal scheme in accordance with SG policy.	April 10	March 11
			4.1.3 Provide opportunities for people to be involved in secondments, improvement teams and policy work.	April 10	March 11
			4.1.4 Comply with SG equal opportunities policy.	April 10	March 11
			4.1.5 Review and enhance programme planning and staff utilisation tools.	April 10	March 11
			4.1.6 Apply flexible and innovative solutions to maintain business continuity and support for people in the transition to the new scrutiny body.	April 10	March 11
	5. Build capacity in SWIA.	5.1 Develop skills, knowledge and behaviours of staff.	5.1.1 Implement learning and development strategy and plan to best meet existing and future operational needs.	April 10	March 11
			5.1.3 Review and progress EFQM continuous improvement activities.	April 10	March 11
		5.2 Recruit necessary staff.	5.2.1 Put in place measures to recruit/retain appropriate staff, particularly from disabled and BME groups, identified to deliver SWIA's objectives.	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			5.2.2 Explore secondment opportunities with colleagues in Care Commission and HMIE in preparation for transfer to new scrutiny body in 2011		
		5.3 Secure necessary analytical resources.	5.3.1 Ensure analytical resource requirements are delivered.	April 10	March 11
		5.4 Secure necessary accommodation.	5.4.1 Ensure delivery of appropriate accommodation requirements in Edinburgh and Glasgow in accordance with SG estate management policy.	April 10	March 11
			5.4.2 Collaborate with partners in the new scrutiny body to make best use of SG estate.	April 10	March 11
Resources	6. Apply sound financial and risk management.	6.1 Implement sensible corporate governance procedures.	6.1.1 Review and enhance agreed governance procedures.	April 10	March 11
			6.1.2 Review governance documentation.	April 10	March 11
			6.1.3 Implement agreed audit report recommendations.	April 10	March 11
			6.1.4 Develop measures to meet best value and efficient government objectives.	April 10	March 11
	7. Make best use of IT that is integrated into operational processes.	7.1 Fully integrate ERDM.	7.1.1 Ensure full use of ERDM and integration within SWIA processes.	April 10	March 11
		7.3 Consolidate website functionality and accessibility.	7.3.1 Establish website as central resource on social work practice and	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			policy.		
		7.5 Pursue ICT enhancements to inspection process.	7.5.1 Knowledge Management Group to work with ISIS and HMIE in identifying and pursuing useful ICT developments.	April 10	March 11
			7.5.2 Collaborate to deliver ICT systems that meet the needs of all partners in the new scrutiny body.	April 10	March 11
Processes	8. Ensure SWIA has effective internal quality assurance processes.	8.1 Implement best internal QA processes.	8.1.1 Review and enhance QA system.	April 10	March 11
Customer satisfaction	9. Deliver stated Service standards.	9.1 Meet or exceed stated service standards.	9.1.1 Reply to all correspondence as quickly as possible, and within 20 working days of receipt of the correspondence.	April 10	March 11
			9.1.2 Seek feedback on SWIA contribution from policy colleagues and other stakeholders and act on responses.	April 10	March 11
			9.1.3 Answer all telephone calls within 5 rings using a standard protocol - welcome, name, branch and ending "How can I help you" – and clear and positive language.	April 10	March 11
			9.1.4 See customers within 10 minutes of any appointment made in advance and customers without an appointment within 15 minutes.	April 10	March 11

Strategic Priority	Aim	Objective	Key tasks	From	Completed
			9.1.5 Provide appropriate information within 20 working days of receipt of request or, in the case of information requested under the Data Protection Act, within 40 days of receipt of request.	April 10	March 11
			9.1.6 Handle all complaints in accordance with SWIA complaints procedure.	April 10	March 11
People satisfaction	10. Employee satisfaction is high.	10.1 Seek staff and stakeholder views via the staff survey and stakeholder meetings.	10.1.1 Utilise results as part of EFQM continuous improvement actions.	April 10	March 11
		10.2 Grievances are handled quickly by line management.	10.2.1 Handle any grievances in accordance with SG policy.	April 10	March 11
		10.3 Support staff through care and social work scrutiny body restructure process.	10.3.1 Engage staff, provide information and deal sensitively with individual concerns.	April 10	March 11
	11. Health & safety is treated seriously.	11.1 Ensure compliance with health & safety strategy.	11.1.1 Apply and review health & safety strategy and risk assessments.	April 10	March 11
			11.1.2 Regular PAT and safety checks to be carried out.	April 10	March 11
			11.1.3 Individual incidents to be dealt with in accordance with health and safety strategy.	April 10	March 11
Business results	12. Deliver business objectives.	12. Apply performance indicators and monitoring systems.	12.1.1 Achieve suite of KPIs.	April 10	March 11
			12.1.1 Apply and review auditable monitoring systems.	April 10	March 11

Key performance indicator	SWIA strategic priority	SG strategic priority
1. Deliver in conjunction with Accounts Commission co-ordination, 7 local authority follow-up inspections, 1 follow up inspection of High Risk Offender Services. 3 multi-agency/ thematic inspections, 11 desk based initial scrutiny level assessments (ISLA), and 12 proportionate scrutiny inspections within budget by April 2011.	1.	1, 2, 3 and 4.
2. Deliver 14 link inspector reports.	1.	1, 2, 3 and 4.
3. Engage lay, associate and sessional inspectors on all aspects of scrutiny activity.	2.	1, 2, 3 and 4.
4. Equality impact assess all new procedures and processes.	2.	1.
5. Engage local authorities fully in the development and roll-out of supported self-evaluation methodology through working groups, consultation and stakeholder events.	3.	1.
6. Monitor international strategy to identify and benchmark best practice in the social work/care field.	3.	1. and 2.
7. Assign at least 10% of our resources to working with SG policy colleagues in the development of social work policy.	4.	1, 2, 3 and 4.
8. Facilitate the dissemination of inspection derived knowledge to inform policy development and support social work/ care practitioners, including continued use of the key learning from performance inspection programme and development of supported self evaluation	4.	1, 2, 3 and 4.

Key performance indicator	SWIA strategic priority	SG strategic priority						
<p>9. Meet or exceed stated service standards.</p> <table border="1" data-bbox="197 371 1171 975"> <tr> <td data-bbox="197 371 1171 472">9.1 Reply to all correspondence as quickly as possible, and within 20 working days of receipt of the correspondence.</td> </tr> <tr> <td data-bbox="197 475 1171 564">9.2 Seek feedback on SWIA contribution from policy colleagues and other stakeholders and act on responses.</td> </tr> <tr> <td data-bbox="197 568 1171 687">9.3 Answer all telephone calls within 5 rings using a standard protocol - welcome, name, SWIA and ending "How can I help you" – and clear and positive language.</td> </tr> <tr> <td data-bbox="197 691 1171 782">9.4 See visitors within 10 minutes of any appointment made in advance and visitors without an appointment within 15 minutes.</td> </tr> <tr> <td data-bbox="197 785 1171 904">9.5 Provide appropriate information within 20 working days of receipt of request or, in the case of information requested under the Data Protection Act, within 40 days of receipt of request.</td> </tr> <tr> <td data-bbox="197 908 1171 975">9.6 Handle all complaints in accordance with SWIA complaints procedure.</td> </tr> </table>	9.1 Reply to all correspondence as quickly as possible, and within 20 working days of receipt of the correspondence.	9.2 Seek feedback on SWIA contribution from policy colleagues and other stakeholders and act on responses.	9.3 Answer all telephone calls within 5 rings using a standard protocol - welcome, name, SWIA and ending "How can I help you" – and clear and positive language.	9.4 See visitors within 10 minutes of any appointment made in advance and visitors without an appointment within 15 minutes.	9.5 Provide appropriate information within 20 working days of receipt of request or, in the case of information requested under the Data Protection Act, within 40 days of receipt of request.	9.6 Handle all complaints in accordance with SWIA complaints procedure.	5.	1.
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9.3 Answer all telephone calls within 5 rings using a standard protocol - welcome, name, SWIA and ending "How can I help you" – and clear and positive language.								
9.4 See visitors within 10 minutes of any appointment made in advance and visitors without an appointment within 15 minutes.								
9.5 Provide appropriate information within 20 working days of receipt of request or, in the case of information requested under the Data Protection Act, within 40 days of receipt of request.								
9.6 Handle all complaints in accordance with SWIA complaints procedure.								
10. Deliver all training identified in annual training plan in plan year, including supporting continuous professional development requirements of professional bodies.	5.	4.						
11. Deliver best value by securing continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance, to have regard to economy, efficiency, effectiveness, the equal opportunities requirements, and to contribute to the achievement of sustainable development.	5.	1 and 5.						

SWIA
2010/2011 BUDGET

Annex 1

Budget Line	2009/10		2010/11	
	Annual Budget (£)	Year-end Result (£)	Annual Budget (£)	Budget inc on 2009/10 (%age)
Staff Costs	3,470,978	3,083,279	3,191,805	-8.04%
Accommodation Costs	343,578	352,345	327,021	-4.82%
Supplies & Services	118,500	102,341	116,000	-2.11%
Administrative	310,500	213,078	231,500	-25.44%
Other Costs	146,500	153,958	140,674	-3.98%
Gross Expenditure	<u>4,390,056</u>	<u>3,905,001</u>	<u>4,007,000</u>	-8.73%
Income	0	0	0	
Net Expenditure	<u>4,390,056</u>	<u>3,905,001</u>	<u>4,007,000</u>	-8.73%
Capital Charge	10,000	-7,560		
2009/10 Audited Result	<u>4,400,056</u>	<u>3,897,441</u>		
Required Funding - 2010/11			<u>4,007,000</u>	-8.93%

