

PROMOTING THE EQUALITY AGENDA

Current legislation means that attention to equality is not a choice, but a legal requirement. The public sector duties on race, disability and gender require that equality considerations are integrated into all the functions and policies of the Scottish Government and its agencies such as SWIA.

At SWIA, an Equality Group has been set up to make sure we fulfil all our obligations, promoting equality within our own organisation and also in our inspections of local authorities.

The group is carrying out a number of tasks, including:

- identifying how equality issues relate to our Performance Inspection Model and examples of good practice;
- reviewing all areas of our work to make sure equality issues are addressed;
- being a point of advice for others in SWIA; and
- demonstrating good practice in all areas of equality.

SWIA Inspector Chris Robinson is leading the work on equality issues. She told *Inspection Matters*: “The group has already been working on the disability equality duty and gender equality duty. We’ve carried out an internal survey, asking our own staff for their views and comments on disability and gender, to give us a baseline.

“Each member of staff must have a diversity objective as part of our performance management system and we’ve

been going over that with everyone. We’re also undertaking Equality Impact Assessments. It’s a key part of the new duties to assess the impact of policies to make sure that we don’t inadvertently create a negative impact for equality groups.”

SWIA has joined the Scottish Government’s Disability Network. The agency is also now registered to have a “Women into Work” placement, in a scheme to support women from minority ethnic groups into work.

“Equality is an ever-changing area,” said Chris. “We need to be aware of developments and to update our approach to inspection accordingly. For example, how much do we ask in our inspections about local authorities’ involvement of disabled people? There are issues for gay and lesbian young people who are looked after and accommodated. Do we ask what support and provision local authorities are making to support them?”

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MAISOP shows the benefits of working together

Services in Forth Valley have come under the spotlight in the second of two pilot inspections looking at how health and social work agencies work together in caring for older people.

SWIA and its partners recently completed the second pilot Multi-agency Inspection of Services for Older People (MAISOP for short) in the area served by the partnerships of NHS Forth Valley with the three local Councils – Clackmannanshire, Falkirk and Stirling. The inspection had four aims:

- to examine the effectiveness of collaborative working in delivering better outcomes for older people;
- to make recommendations on improvements;
- to develop a more proportionate and ‘whole systems’ approach to review, inspection and regulation; and
- to test out the model and methodology for the MAISOP.

The joint inspection team from SWIA and NHS Quality Improvement Scotland, which brought together a wide range of experience, professional expertise and knowledge, was able to build on the model and methodology developed for the first pilot inspection in the Tayside area. Reaction to that inspection had been widely favourable. The NHS Board and local authorities in Tayside had drawn up an impressive action plan as a result of the recommendations made, and changes were already underway to improve services.

In Forth Valley, the inspection team focused on:

- analysis – of national and local data;
- questionnaires – for older people, carers, staff and others with an interest, such as voluntary and private care providers; and
- fieldwork – with interviews and focus groups, file reading and visits to offices and units.

A special feature of the Forth Valley inspection was the extended use made of data from Information Services Division (ISD), the national organisation for health statistics.

In Tayside, the team had already seen the potential value of ISD data in illustrating the impact of collaborative working. A relatively simple analysis had revealed interesting differences between the three Tayside health/local authority partnerships.

In Forth Valley, the extended use of ISD data promoted discussions with health professionals and managers, particularly about how differences in clinical practice (for example, emergency admissions) had an impact on outcomes for older people. The data provided support for directing Forth Valley towards more community-based health services.

One of the team’s NHS inspectors, Dr Colin Currie, is a Senior Lecturer in Geriatric Medicine at the University of Edinburgh and MAISOP’s Geriatrician Adviser. He told *Inspection Matters*: “The ISD data showed that excellent health and social care in a locality really does minimise the risk of unnecessary acute admission and – even more importantly – the risk of delayed discharge.

“The figures from Clackmannanshire reflect the part that can be played by co-ordinated services for older people at home – in maintaining them there, in minimising their hospital stay when admission is necessary, and in the avoidance of the misery of delayed discharge.”

Dr Currie suggests that the real significance of MAISOP is the realisation that good care of older people has to be system-wide and encompass robust supportive care at home, reliable alternatives to unnecessary admission and responsive community rehabilitation services. All of these can and should be provided by good collaboration between acute and primary health care and social work.

Good practice in multi-agency working

The new, purpose-built **Forth Valley Sensory Centre** is just one of many examples of good practice in Forth Valley included in the inspection report. It provides an impressive range of services, such as audiology and interpreter services for deaf people, across the whole area.

Services are both joint and single-agency, and include a multi-disciplinary and multi-agency team providing a range of services.

The Sensory Centre was developed as a partnership across the statutory and voluntary sectors and with significant involvement of people who use the services. Within the one setting, older people can have access to a wide range of advice, guidance and services. During their fieldwork, inspectors met five of the people using day care services who spoke very positively of the experience. One of them said: "It is the best service I have ever had."

- The report and summary *Multi-agency Inspection – Collaborative working across services for older people in Forth Valley* are available online at www.swia.gov.uk.

Work starts on self-evaluation guides

Gerry Hart outlines the latest news on joint work to develop self-evaluation tools for local authorities.

There are two parallel self-evaluation projects each with the aim of helping councils to assess how well their social work services benefit the people using them.

We are creating a **general self-evaluation guide** that councils can use to take a high-level overview of how well they are doing, measured against the PIM. In the guide, the PIM has evolved from being a "performance *inspection* model" to a "performance *improvement* model". We have five volunteer local authorities who are helping us to draft the guide and who will then test it in practice. We aim to circulate the draft guide to authorities in August 2008 and are looking to publish a finalised version around the turn of the year.

Using this guide is optional for councils, but self-evaluation of some type is becoming very important. SWIA will take great account of self-evaluation findings in determining a new system of proportionate inspections. We will create an

e-tool to accompany the guide and councils using it may find this a useful way to actually record and analyse the data they get from doing self-evaluation.

This general guide is a high-level tool. It is flexible and capable of being used in a range of ways, but it is more about a high-level overview of services than it is about looking at individual services in detail. However, we want people using the general guide to be able to do that as well if they consider it necessary, so in a parallel project we have commissioned the development of what we are calling "**good practice self-evaluation guides**". These are in the areas of leadership, performance management and commissioning. They are more detailed than the general guide and will allow people to drill down to specific areas. Everything will be consistent with the PIM.

We have asked three very experienced and senior people with expertise in evaluation and scrutiny to take the work forward. Ian McMurdo and Margery Browning will create the guides for performance management and leadership, and Kathy Somers will develop the guide on commissioning. They will be assisted by a range of councils who have volunteered to help with the good practice self-evaluation guides.

Work will start immediately and we anticipate published documents early in the new year.

SWIA is developing the self-evaluation guides in partnership with Changing Lives (the Scottish Government's change programme for social work services) and the volunteer local authorities. Gerry Hart leads the team taking this work forward, and has temporarily assumed the role of Depute Chief Inspector for that purpose.



Working on the Forth Valley MAISOP: (left to right) Kathy O'Neil, General Manager, Clackmannanshire Community Health Partnership; Deirdre Cilliers, Head of Social Services, Clackmannanshire Council; Janet Birks, Director of Social Work Services, Falkirk Council; and James Cassidy, NHS Forth Valley.

Capturing and communicating knowledge from inspections

The knowledge gained in each of SWIA's performance inspections is invaluable for the individual local authority inspected. Now the wealth of statistical information amassed during the inspection programme is being shared with a much wider audience of practitioners, academics, journalists and others, through SWIA's website.

Visitors to www.swia.gov.uk have access to statistical details both for individual local authorities and also for Scotland as a whole, including information on outcomes not previously available. So far, the findings from 21 local authority inspections are included.

The online data at local authority level comes from the surveys and case-file reading that are part of Phase One of each performance inspection. The findings give a valuable picture of the perspectives of the people most closely involved. The data at national level are the aggregate of inspection findings to date, and have been analysed according to the job types (for staff), the reason for using services (for people receiving them) and the needs of those being cared for (for carers).

Introducing the statistical information on SWIA's website, Prof. Bill Whyte, Director of the Criminal Justice Social Work Development Centre for Scotland, describes it as a "unique body of knowledge which will be essential contextual information to direct research". Prof. Whyte sees it as a valuable resource for the media, too. The information – either for one authority or Scotland-wide – should provide a realistic context for any individual case that hits the headlines.

The expertise for providing these valuable resources comes from SWIA's own statisticians, Jill Morton and Fiona Roberts. Both joined SWIA shortly after the agency started up in 2005, after working in similar jobs in core Scottish Government departments. Currently, they have been joined by an assistant statistician, Bas Gough, who is on a two-month contract.

The evidence the statisticians put together is providing a national picture for the first time. Other Government sources have provided specific information (for example, about looked after children). However, the material now available on SWIA's website is broader, with much of the information – such as outcomes for carers – included for the first time.

Fiona and Jill are involved in phase one of every performance inspection, when questionnaires are sent out and case files are read. Fiona told *Inspection Matters*: "We each take on different inspections and see them through from start to finish. We mainly work in the office (I'm based in Glasgow and Jill is in Edinburgh), but we may go to the first day of file reading or perhaps attend a focus group so that we get to know the issues there."

The statisticians provide evidence that helps to triangulate (or corroborate) findings, fitting together the evidence from several sources. They produce data from surveys and case file reading, as well as drawing together statistical data from external sources. Other sources of evidence come from the councils (self-evaluation questionnaires and other documents), from other organisations, and from the fieldwork.

Jill said: "I find the work at SWIA very interesting, with the impact of our role being closer to the people helped by services. When we started in 2005, we were very much looking at what we could contribute to the inspection process. Our role has grown as inspectors have come to realise how our work can help."

Sharing expertise with Belgian visitors

SWIA recently welcomed the director and senior managers of a nursing and social care agency from Belgium. Wit Gele Kruis (White-Yellow Cross) is a leading organisation, with almost 5,000 employees (80 per cent of them nurses) working in five autonomous provincial groups. They are currently facing challenges in quality improvement and audit, and were in Scotland to learn how we go about the inspection of services.

A number of presentations were organised for the visitors, on topics ranging from the development and use of SWIA's Performance Inspection Model, to the review of health services for older people by NHS Quality Improvement Scotland and the regulation of social care services by the Care Commission.

The Belgians visited West Lothian, to find out about the Telecare developments there, and Clackmannanshire, to see both council and private care services for older people.

SWIA encourages visits like this – especially from fellow-Europeans – that help to widen our perspectives and allow us to learn a great deal from each other.

SWIA People

SWIA Inspector **Margery Naylor** retired on 18 July, but has no plans to put her feet up. Already on the agenda are a Himalayan trek in Bhutan in October and a visit to New Zealand for the month of January. These are in addition to Margery's duties as a Cub Scout leader (with a Cub camp in September) and spending more time with her grandchildren in London.

On the professional front, Margery will become one of two new sessional inspectors with SWIA. She told *Inspection Matters*: "I will really miss my colleagues when I retire, but the sessional work will be a good way to keep involved.

"The most impressive thing I've found working with SWIA has been the support from colleagues – other inspectors and administration staff. As a group, we've developed the model and methodology for performance inspections and have used them to inspect nearly all local authorities. In 2006, a small team of us went on to develop the model and methodology for multi-agency inspections of services for older people (MAISOPs).

"For me, working with people who provide the services and people who use those services, and seeing the changes taking place, are the most rewarding aspects. I have enormous respect for staff and managers in social work who continue to work in very difficult areas."

Margery has worked with Social Work Services Inspectorate and then SWIA since 2001. She was seconded to the Joint Future Unit in the Scottish Executive Health Department at the time when joint working was taking off across Scotland. "It was a great time to be at the centre of things," she said. Previously her career had involved a wide range of social work, with children and families and community care, including some time as head of community care in a London council.

- Margery Naylor's post as a sessional inspector is one of four new appointments made following a recent recruitment drive by SWIA. In addition to Margery, we now have another new sessional inspector and two new inspectors.



Sporting chance ... **Nicola Greig**, one of SWIA's inspection support administrators, is joining the Scottish Government support team for the Glasgow 2014 Commonwealth Games. The Sports Division at Victoria Quay is also supporting the London 2012 Olympic and Paralympic Games Delivery Team. A keep-fit enthusiast who visits the gym two or three times a week, Nicola is taking up her new post on 14 July.

Congratulations to SWIA inspector **Jennifer Crowson** and husband Jonathon who have become the proud parents of baby Max.

A member of SWIA's Corporate Services Support team, **Dawn Black**, was among the 20,000 charity walkers in the 2008 Edinburgh MoonWalk, raising awareness (and funds) for breast cancer. Wearing trademark MoonWalk bras, the walkers set off at midnight on June 14 on a 26.2-mile marathon or 13.1-mile 'half moon' around the streets of the capital.

Dawn said: "This was the third year of the MoonWalk and the second time I've taken part. It gets bigger and better, and this year a lot of city landmarks, including the Castle, were lit up in pink to support us all." The organisers were hoping to raise £3 million for breast cancer charities, and thanks to all the walkers and sponsors they are on target for this. Dawn herself completed 15 miles before pulling out with a knee injury. A great effort for a great cause.

Sheila Johnston, who has been with SWIA since its start-up three-and-a-half years ago, has moved on to become a Family History Officer in the newly-opened ScotlandsPeople Centre.

Sheila told *Inspection Matters*: “I’ve enjoyed working in SWIA’s Corporate Services, but couldn’t resist the chance to work at the new centre. It will be face-to-face work helping members of the public research their family trees through computerised birth, marriage and death records, wills, census records and coats of Arms, going back almost 500 years.”

General Register House and New Register House have combined their facilities to create the purpose-built centre spread over two of Edinburgh’s most historic buildings, standing at the East End of Princes Street. With the ever-growing interest in family history, encouraged by popular TV series such as “Who do you think you are?”, Sheila and her new colleagues are likely to be kept extremely busy delving into the past.

SWIA Inspections 2008-2009

| Performance Inspection | Inspection dates | Publication date |
|------------------------|-----------------------------|------------------|
| East Dunbartonshire | December 2007 – May 2008 | August 2008 |
| Clackmannanshire | January 2008 – June 2008 | September 2008 |
| Midlothian | February 2008 – July 2008 | October 2008 |
| Falkirk | March 2008 – August 2008 | November 2008 |
| Scottish Borders | April 2008 – October 2008 | January 2009 |
| North Lanarkshire | May 2008 – November 2008 | February 2009 |
| West Dunbartonshire | June 2008 – December 2008 | March 2009 |
| East Ayrshire | July 2008 – January 2009 | April 2009 |
| Stirling | August 2008 – February 2009 | May 2009 |
| Renfrewshire | September 2008 – March 2009 | June 2009 |
| South Ayrshire | October 2008 – April 2009 | July 2009 |

NEWS ON INSPECTIONS AND PUBLICATIONS

Recent publications

Performance Inspection of Aberdeen City Council's Social Work Services – Report and Summary (June)

Performance Inspection of City of Edinburgh Council's Social Work Services – Report and Summary (April)

Change to SWIA's inspection evaluation scale wording

HMIe is changing its evaluation scale for child protection, early years and schools inspections by replacing the “adequate” evaluation with “satisfactory”, to better report against national performance measures. SWIA has also received a number of comments from its stakeholders about preferring a description of satisfactory to adequate. For reasons of continuity, we cannot change our performance inspection evaluation scale until after the first full round of inspections ends in 2008. However, we will consider replacing “adequate” with “satisfactory” for any new SWIA inspection activity after the completion of the first full round.

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