

27.1 Membership of SWIA inspection teams for performance inspections

The normal Inspection Team for a local authority would be : -

SWIA Performance Inspection Team	
Title	Role Description
Lead Inspector	Direct responsibility for the performance inspection and delivery of the final inspection report. Liaises primarily with Local Authority Lead Manager (see below). Full time on the inspection
Chief Inspector or Deputy Chief Inspector	Participates alongside the Lead Inspector in high level meetings in the local authorities. As a member of the SWIA Management Team, participates in the moderation of evaluations and conclusions reached by the inspection team. Part time on the inspection
Inspectors	Support the Lead Inspector. Have their own areas of professional and managerial competency. This also includes the Audit Scotland secondee to SWIA. Full or part time on the inspection
Associate Inspectors	These are senior managers or professional staff employed by LAs and NHS Boards, working as peer inspectors on a secondment basis to individual inspections. Part time on the inspection
Sessional inspectors	They bring managerial or professional expertise and are paid on a sessional basis as members of individual inspection teams. Full or part time on the inspection
Lay Inspector	A representative of the people of Scotland - not a user representative. Part time on the inspection

Carer Inspector	Carer who will bring knowledge and experience of carer issues to the inspections. Part time on the inspection
Inspection Support Manager	Will function as the support manager of the inspection. Owns the project plan and is responsible for the management of the tasks on the project plan. Links primarily with the Local Authority Inspection Co-ordinator (see below). Full time on the inspection
Administration Support Officer	Carries out general administrative tasks on the inspection.

External to the SWIA Inspection Team but linked to the Performance Inspection	
Title	Role Description
SWIA Link Inspector (may not yet be appointed at the time of inspection)	Link between the local authority and SWIA but not a necessarily a direct part of the inspection team. The scope of this role and its tasks are set out in separate guidance (Section 27.4 in the <i>Performance Inspection Handbook</i>).

Local Authority Key People	
Title	Role Description
Local Authority Lead Manager	Appointed by the local authority and is the Lead Manager with whom the Lead Inspector liaises. Must have sufficient seniority to make decisions and resolve issues
Local Authority Inspection Co-ordinator	Appointed by the local authority (LA) and is responsible for the logistics and project management of the inspection on the LA side. The scope of this role and tasks to be carried out are set out in separate guidance (Section 4 of the <i>Performance Inspection Handbook</i>). Works primarily with the SWIA support manager. This role will be vital to the success of an inspection.

27.2 Roles and responsibilities in the performance inspection team

The performance inspection team will normally consist of a lead inspector, several SWIA inspectors, a number of associate and sessional inspectors, one lay inspector and one carer inspector. At various stages in the process, the team may also include other members to undertake specific tasks. The objective is to ensure a balance of knowledge, skills and experience of social work services, inspection and resource management.

All inspectors are accountable for the work they do. They are expected to abide by:

- the SWIA Code of Conduct for performance inspections and
- the agreed process and methodology laid down for performance inspections.

The composition of the performance inspection team for a specific local authority is agreed by the SWIA Management Team which will take into account:

- the need to ensure a balance of experience, skills and knowledge;
- language requirements;
- gender considerations; and
- team effectiveness.

The lead inspector has direct responsibility for the performance inspection, raising any matters of concern, and delivery of the final inspection report. They liaise with the local authority lead manager.

The SWIA inspectors assist the lead inspector and undertake a similar workload within the authority, including interviews and visits. They have an equal share in the testing of evidence and in forming the overall evaluations.

Associate inspectors will also assist in performance inspections. They are senior managers or professional staff employed by local authorities or NHS Boards, working on a secondment basis to individual inspections. Their role is to undertake peer reviews.

Sessional inspectors bring managerial or professional expertise and are paid on a sessional basis as a member of an individual inspection team.

The SWIA inspection support manager is the main point of contact for the local authority co-ordinators. The inspection support manager is responsible for the project plan and for scheduling the inspection, handling communication with the authority and ensuring that key milestones are met on time.

The performance inspection team may be supplemented by colleagues from other regulatory and improvement bodies for particular aspects of the inspection, as appropriate. Such arrangements will be discussed in advance with the authority and agreed at the introductory meeting with social work services managers or in planning meetings for the main fieldwork programme.

The inclusion of lay and carer inspectors helps to bring a different perspective to the work of inspection teams by representing the views of wider public and people who use services. They bring additional independence to the inspection activities of SWIA, acting as one of the safeguards that help to ensure public accountability and impartiality in the course of these activities. Lay and carer inspectors complement the work done by professional inspectors, in part by focusing on the experiences and interests of people who use services and carers in their relations with social work services and partner organisations.

27.3 Role of the lay and carer inspector

The status of lay and carer inspectors is of concerned citizens, representing the general public. Their ability to form a considered view about social work services will have been gained from a range of different life experiences. Lay and carer inspectors add a different perspective to the work of inspection and bring additional independence to inspection activities. They complement the work done by professional inspectors, particularly by focusing on the experiences of people who use services and their carers in their relations with social work services and their partner organisations.

Inspectorates who use lay people in inspections ask them to perform a variety of tasks. SWIA is in the process of developing the role and support systems for lay and carer inspectors for performance inspections. They may be involved in the three phases of the inspection:

- advance information;
- fieldwork; and
- report writing.

The lay and carer inspectors' role will be agreed with the lead inspector at the start of each inspection and may include:

- reading relevant parts of the information provided by the local authority;
- paying particular attention to evidence from consultation exercises with people who use services and carers;
- interviewing people, who use services, and carers;
- interviewing local authority staff and other service providers, including senior managers where appropriate;
- taking part in focus groups;
- taking part in meetings of the inspection teams; and
- contributing to the inspection report and checking that it can be understood by other lay people with an interest in social work services.

Lay and carer inspectors will **not** be involved in:

- reading files;
- observation of practice; or
- feedback meetings with the inspected authority.

The extent of involvement by lay and carer inspectors should be negotiated with the lead inspector since it is important they feel able to contribute effectively but without undue stress. In the early stages, lay and carer inspectors can be accompanied by a more experienced inspector if desired.

27.4 Working with associate, sessional, lay and carer inspectors

Associate, sessional, lay and carer inspectors fulfil different functions but all need to know what is expected of them. While it is possible to give guidelines, each inspector will need to have a customised programme, depending on factors such as availability and distance to travel. At this point in time, user inspectors are not being used on performance inspections, while protocols for their involvement are being developed.

As a rule of thumb, the time expectations are as follows but can be customised to suit each inspection. It is essential that the lead inspector defines what involvement will be required from inspectors and identifies firm dates to which inspectors can commit themselves.

Associate and sessional inspectors

Normally, 10-20 days involvement per performance inspection

Pre-fieldwork

Each inspector should have an individual introductory meeting with the lead inspector, and where appropriate, inspection support manager. It is important that expectations are clear on all sides about the amount of time the inspector is providing, how this time will be used and the dates for key activities.

In this phase, associate and sessional inspectors will:

- be introduced to other team members;
- be provided with an induction to SWIA and performance inspections;
- be provided with information about dates of fieldwork, any meetings, expenses, etc;
- have an opportunity to discuss and sign the SWIA Code of Conduct
- negotiate areas of responsibility;
- familiarise themselves with SWIA processes such as the use of the advance information recording template; and
- contribute to findings to inform the fieldwork programme and for the interim assessment meeting.

The lead inspector is responsible for negotiating with sessional and associate inspectors the most effective way of achieving the above, taking into account factors such as distance to travel, previous experience and

knowledge of SWIA systems and personal learning style. For some teams it will be appropriate to meet frequently. For others, much of the work will be done individually or by distance learning. Nonetheless, it is important to quantify the amount of time that is agreed for each task.

As a general guide, associate and sessional inspectors should expect to allocate 3 days for the above tasks and a further 2 days for preparatory reading about the local authority – total 5 days.

Fieldwork

During fieldwork, sessional and associate inspectors will:

- undertake meetings, visits etc; and
- write up notes of these visits.

As a general guide, lead inspectors should expect to allocate 10 – 12 days for the above tasks.

Post-fieldwork

In this phase sessional and associate inspectors will normally:

- contribute views and findings to inform headline feedback; and
- draft sections for the report and/or comment on drafts.

As a general guide, the lead inspector should expect to allocate 3 - 5 days for the above tasks.

Lay and carer inspectors

Normally, 5 days per performance inspection

Pre-fieldwork

As with associate and sessional inspectors, each lay and carer inspector should have an individual introductory meeting with the lead inspector, and where appropriate, the inspection support manager. Again, it is important that expectations are clear on all sides about the amount of time the inspector is providing, and how this time will be used, together with dates being identified as early as possible.

In this phase, lay and carer inspectors will:

- be introduced to other team members;

- be provided with an induction to SWIA and performance inspections;
- be provided with information about dates of fieldwork, any meetings, expenses etc;
- have an opportunity to discuss and sign the SWIA Code of Conduct; and
- negotiate areas to which they will contribute.

As a general guide, the lead inspector should expect to allocate 1 - 2 days for the above tasks.

Fieldwork

During fieldwork, lay and carer inspectors will:

- undertake meetings, visits etc with another inspector; and
- by negotiation, write up notes of these visits.

As a general guide, lead inspectors should expect to allocate 3 days for the above tasks.

Post-fieldwork

In this phase, lay and carer inspectors will normally:

- Contribute views and findings to inform headline feedback.

As a general guide, the lead inspector should expect to allocate 0.5 – 1 day for the above task.

Involvement of sessional inspectors in case file reading

Where necessary, the lead inspector may involve sessional inspectors in case file reading, provided they are registered social workers. Where the lead inspector decides to use sessional inspectors, this is likely to involve up to 5 days as follows:

- training up to 1 day
- file reading up to 4-5 days

If sessional inspectors have been on this training already, they would not be expected to repeat it, unless there were reasons for doing so, such as familiarising themselves with electronic files.

27.5 Role of the link inspector

The overall role of the link inspector is to provide a bridge for the work of SWIA with local authorities in inspection, performance evaluation, development work and professional advice.

It is SWIA's intention that every local authority will have a link inspector to provide an on-going link between the authority and SWIA. At present, local authorities will have a link inspector once they have had a performance inspection. Every inspector in SWIA will act as link inspector for up to 2 local authorities (depending on the size of the local authorities and the inspector's workload). Link inspectors will spend up to 15 days per annum on each authority they are responsible for. They may, in some cases, have acted as the lead inspector in the performance inspection.

At present the link inspector's role will be to lead the follow-up process after the performance inspection. The link inspector has responsibility for monitoring implementation of the action plan from the performance inspection, in liaison with the SWIA Management Team. This will involve holding regular (3-monthly) meetings with the Director, and/or Chief Social Work Officer and senior management team to review performance after or between inspections. (See "Handover and Follow-up" Section 23 of the *SWIA Performance Inspection Handbook*).

The full role of the link inspector will be to:

- gain and update overall knowledge of the performance of the council's social work services, including those commissioned, and their work with partners.
- build, develop and maintain appropriate relationships with-
 - Director of Social Work (or comparable post)
 - The Chief Social Work Officer
 - The local authority inspection co-ordinator
 - The Chief Executive and relevant elected members
 - Partner organisations – such as health, education and police
 - Local independent sector providers
 - Other inspectorates and regulatory bodies – e.g. the Care Commission and NHS QIS
 - Service user, carer advocacy and community groups
- contribute to the work of the inspection team with information in the preparation for the inspection, advice during the inspection, and a

role in signing off the inspection, but not necessarily to be a member of the inspection team.

- have an ongoing role in performance improvement – link inspectors can play a key role in advising authorities before a performance inspection, e.g. on the collection of suitable evidence, according to local circumstances, to carry out their own self evaluations.