

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of the Community Health and Care Partnership

Community Health and Care Partnership Committee: February 2013

Subject: Care Inspectorate Scrutiny Report of West Dunbartonshire CHCP

1. Purpose

1.1 The purpose of this report is to report the positive and reassuring outcome of the Care Inspectorate's recently published assessment of social work services provided by the CHCP within West Dunbartonshire.

2. Recommendations

2.1 The CHCP Committee is asked to:

2.1.1 note the report;

2.1.2 approve the actions agreed with the Care Inspectorate in response to their three recommendations as set out in Appendix 2; and

2.1.3 express their appreciation to CHCP staff for the positive outcome that has emerged from this demanding assessment process.

3. Background

3.1 The Care Inspectorate is the independent scrutiny and improvement body for care and children's services in Scotland.

3.2 The principles underpinning the Care Inspectorate's approach are that it is risk-based; proportionate; open and transparent; accurate and relevant; timely; and focussed on continuous improvement and development.

3.3 The Care Inspectorate's risk assessment and scrutiny of local authority social work services is focused on answering nine risk-based questions, i.e.:

- Is there evidence of effective governance including financial management?
- Is there effective management and support of staff?
- Is there evidence of positive outcomes for people who use services and carers across the care groups?
- Is there evidence of good quality assessment and care management?
- Is there evidence of effective risk assessment and risk management for individual service users both in terms of risk to self and public protection?
- Does the service undertake effective self-evaluation resulting in improvement planning and delivery?
- Is there effective partnership working?

- Do policies, procedures and practices comply with equality and human rights legislation and are there services which seek to remove obstacles in society that exclude people?
- Are there any areas which require urgent attention and improvement?

3.4 As Committee members will recall, the CHCP has been subject to the above routine and comprehensive assessment over the course of 2012, with the active participation of a range of staff across all services throughout this time. The final report was just published on 17th December 2012 (appendix 1).

4. Main Issues

4.1 Council social work services in West Dunbartonshire were last subject to comprehensive external scrutiny in 2007, when the former Social Work and Health Department received a positive performance inspection from the then Social Work Inspectorate Agency (SWIA).

4.2 The Care Inspectorate (which is the successor body to SWIA) confirmed that (unusually) the scrutiny undertaken and assessment published of social work services as provided now within West Dunbartonshire explicitly recognised and explored the discharge of those responsibilities within the integrated CHCP management arrangements established in October 2010.

4.3 The report published by the Care Inspectorate states that:

- **None** of the nine risk questions (as described in 2.3) were evaluated as being an area of significant concern.
- There were **no** significant areas needing urgent attention or improvement by the CHCP or an immediate scrutiny response by the Care Inspectorate.
- West Dunbartonshire CHCP's provision of social work services has been assigned to be **Level 1 - low risk, good performance and good improvement work**.

4.4 The Care Inspectorate has confirmed that of their assessments of social work services provided by the 32 councils in Scotland, only nine were level 1. Benchmarking of the reports published has provided assurance that West Dunbartonshire CHCP is placed strongly within that top cohort.

4.5 The report identifies a host of encouraging findings that are to the credit of CHCP staff. These include:

- The CHCP delivering broadly positive outcomes for service users and carers across the various care groups, with CHCP social work services frequently performing well; and in many instances better than the national average.
- A considerable commitment to and activity to involve service users/clients and carers.

- Service user/client feedback – including from the focus groups undertaken by the Care Inspectorate as part of the assessment – being broadly positive about the difference CHCP social work services made locally.
- Staff feedback – including from the focus groups undertaken by the Care Inspectorate as part of the assessment – being broadly positive about working as part of the CHCP.
- Third Sector provider feedback – including from the focus groups undertaken by the Care Inspectorate as part of the assessment – being broadly positive about working with the CHCP.
- A strong track-record by CHCP staff and services of effective partnership working.
- Community engagement being a particular strength, noting the Public Partnership Forum’s (PPF) enhanced remit across the span of the CHCP’s health and social care responsibilities.
- A strong commitment to the promotion of staff health and wellbeing, notably through its investment in the Healthy Working Lives programme.
- That CHCP had made significant efforts to comply with equality and human rights legislation.
- That the CHCP had moved relatively quickly in developing a single and integrated strategic plan and introducing increasingly streamlined processes wherever possible - including a comprehensive performance management framework and integrated workforce plan.
- That the CHCP had developed and evidenced a strong focus on self-evaluation.
- That whilst the CHCP faces significant financial challenges (as elsewhere), its social work services continues to be relatively well funded; and that the CHCP impressed as having delivered its services within budget each year to date since its establishment.

4.6 With respect to the imminent legislation on “new” health and social care partnerships, the following statements within the report are noteworthy:

- That the establishment of the CHCP was “a key reflection of the approach to partnership adopted by the council and the NHS Board in West Dunbartonshire”.
- That the role of the CHCP committee was “seen as central given its partnership nature and efforts had been made to try and ensure that Council and NHS requirements were able to dovetail with this”.
- That senior managers “impressed as being committed to partnership working and the CHCP. Irrespective of whether they had a ‘health’ or ‘social work’ background, they saw themselves as accountable for and committed to the development of the range of services provided within the CHCP.”
- That while the Council’s Chief Social Worker (CSWO) - who is the CHCP Head of Children’s Health, Care and Criminal Justice - is the one member of the CHCP Senior Management Team who has a professional qualification as a social worker, that there is a particularly high level of recognition within the CHCP of the importance of the CSWO role; and that “the newly appointed CSWO had already established a visible presence despite being in post for a short period”.

4.7 The report also recognises the CHCP's strong emphasis on service improvement, commenting particularly favourably on the three good practice submissions that the CHCP contributed to the assessment, i.e.:

- Visual impairment pharmacy resource development.
- Tackling alcohol misuse through collaborative leadership.
- The acquired brain injury service.

In all three cases, the report points "to good outcomes being achieved to which the involvement of people who use the services and carers had been central, as had the involvement of staff and other stakeholders. This was confirmed by presentations given to Care Inspectorate staff in July 2012 which highlighted how close partnership working between Health care and social work staff within the CHCP had been significant factors in these service developments".

To the considerable credit of all involved, the report confirms that all three submissions met the stringent criteria to be considered as **sector leading practice**.

4.8 The report does identify some specific areas for improvement, but recognises the similarities between the areas for improvement identified by this scrutiny and the CHCP's own self-evaluation activity. Consequently the report makes only three recommendations which are explicitly stated as being designed "to complement and re-enforce the CHCP's own improvement agenda":

Recommendation 1

West Dunbartonshire Council and the CHCP must move quickly to implement the recent decisions on the future of its existing care homes and day services for older people. It must do so in a manner which is in line with the council's strategic priorities, including the need to "improve care for and promote independence for older people".

Recommendation 2

The CHCP should develop SMART action plans to address the areas for improvement arising from the most recent staff surveys and from future surveys

Recommendation 3

The CHCP should take action to quickly put in place monitoring arrangements to ensure that social work supervision is taking place in line with the requirements of the supervision policy. This should include its frequency.

- 4.9 The CHCP Senior Management Team has now developed appropriate actions in response to each of the above in conjunction with the Care Inspectorate (appendix 2). Following endorsement by the CHCP Committee these will then be explicitly incorporated into the CHCP Strategic Plan for 2013/14 that is currently being prepared.

5. People Implications

- 5.1 The inspection report identifies a range of positive findings in relation to the management and support of staff. It also notes a number of areas for continued attention which the CHCP Senior Management Team have already been giving attention to (as the report recognises); with recommendations 2 and 3 above requiring specific evidence of action to address.
- 5.2 It should also be noted that the Care Inspectorate has additionally expressed its appreciation to the CHCP for the hard work and helpfulness of all the CHCP staff involved throughout what it viewed as having been an extremely positive assessment process.

6. Financial Implications

- 6.1 There are no financial implications arising from this report.

7. Risk Analysis

- 7.1 The findings of this important and positive scrutiny report will feed into the annual review of the local authority's Assurance and Improvement plan as part of the Audit Scotland-led shared risk assessment.
- 7.2 The report provides evidence to support the decision of West Dunbartonshire Council and NHS Greater Glasgow and Clyde to formally establish the CHCP in the first place. This report should be welcomed as providing reassurance to the CHCP Committee and other elected representatives, local Community Planning Partners and the wider community.
- 7.3 It is particularly pleasing to have evidenced that the integrated Health and Community Care Partnership model can provide a suitable structure to secure the delivery and support the continued development of social work services.

8. Equalities Impact Assessment

- 8.1 The inspection report identifies a range of positive findings in relation to equality and human rights legislation, and provides encouragement to the CHCP's on-going work in this regard.

9. Consultation

- 9.1 The inspection report identifies a range of positive findings in to service user/client, carer and community engagement.

10. Strategic Assessment

10.1 This report provides reassurance on and constructive feedback to further inform the CHCP's work to the delivery of the following WDC strategic priorities:

- Improve life chances for children and young people.
- Improve care for and promote independence with older people.
- Improve the well-being of communities and protect the welfare of vulnerable people.

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Appendix: Appendix 1 - Care Inspectorate Scrutiny Report of West
Dunbartonshire Community Health & Care Partnership
(also available on-line at
http://www.scswis.com/index.php?option=com_docman&task=cat_view&gid=287&Itemid=378).

Appendix 2 - Local actions in response to Care
Inspectorate scrutiny recommendations.

Background Papers: None

Wards Affected: All