

TELFORD & WREKIN COUNCIL

CABINET - 8 DECEMBER 2009

ADULT SOCIAL SERVICES PERFORMANCE RATING 2009

REPORT OF CORPORATE DIRECTOR – ADULTS AND COMMUNITY WELL-BEING

1.0 PURPOSE

- 1.1 To provide information on the outcome of the 2008/9 performance assessment and 2009 rating for adult social services, undertaken by the Care Quality Commission (CQC), and to report on progress, achievements and areas for continuing improvement.

2.0 RECOMMENDATIONS

- 2.1 **That the awarding of the overall rating for the delivery of outcomes for adult social care of ‘excellently’, the highest possible, is welcomed.**
- 2.2 **The dedication and effort of staff in the Council and in partner agencies involved in delivering these key services to such a consistently high standard year on year is acknowledged.**
- 2.3 **That the achievements and areas for further improvement identified in the CQC Performance Assessment 2008/09 be noted.**

3.0 SUMMARY

- 3.1 CQC (previously known as the Commission for Social Care Inspection prior to merger with the Health care Commission) undertakes a national programme of annual performance rating for adult social services authorities. The overall process is well established, and information is collected through a self assessment statement; performance indicators; and any inspections or monitoring visits. The outcome of the process is a letter and annual performance assessment, issued following the annual performance assessment meeting.
- 3.2 The grading system has, however, changed since last year and stars (the Council was previously a top rated three star authority) are no longer given. Instead the Council is graded over seven outcomes and then given an overall grade combined from the grades given for the individual outcomes. There are four ratings available - performing poorly, adequately, well or excellently.

3.3 This year, we have again achieved the highest possible overall rating of performing excellently. For the seven individual outcomes the council was graded as performing excellently in four and well in three.

4.0 PREVIOUS MINUTES

4.1 Cabinet 8 December 2008 Adult Social Services Performance & Star Rating 2008.

5.0 INFORMATION

5.1 The system of 'Star Rating' for social services authorities had been in place since 2002, and this resulted in an assessment for Telford & Wrekin of One Star. There was an improvement to Two Stars for 2003, 2004 & 2005. We achieved the highest rating of Three Stars in 2006, 2007 and 2008.

5.2 Star ratings are no longer used and instead the Council receives an overall rating of either poorly, adequately, well or excellently based on the grades given for seven individual outcomes. The assessment starts with an evaluation by CSCI based on our annual 'Self Assessment Statement' (SAS) which is submitted in May. This is an extensive document that covers all main areas of social services and includes our statements of progress and a wide range of financial and performance data. CSCI also considers the national performance indicators for our adult social services, and information gathered from inspections and monitoring visits.

5.3 All but one of the care services that the Council directly provides and which are subject to separate inspections have maintained their excellent ratings. The services inspected are intermediate care (to avoid unnecessary hospital admissions and support people following discharge); and learning disability services such as residential care at Carwood and Downing House, the Community Living service (supporting people in their own homes) & the Adult Placement Scheme. Downing House is currently graded as good. As a new service, following the rebuild, Downing House cannot receive an initial grading higher than good. It is currently completing its annual quality assurance assessment and we would anticipate an excellent rating as a result.

5.4 Following the Annual Performance Assessment meeting with CQC the performance rating that the council is performing excellently will be announced on 2 December.

5.5 The overall judgement of excellent for delivering outcomes is assessed over 7 areas for judgement and our rating on each is listed below:

Improved health and emotional well being	Excellently
Improved quality of life	Well
Making a positive contribution	Excellently
Increased choice and control	Excellently
Freedom from discrimination or harassment	Well
Economic well being	Well
Maintaining personal dignity and respect	Excellently

- 5.6 A commentary is also provided on two domains of Leadership and Commissioning and Use of Resources which are directly transferred to the Comprehensive Area Assessment.
- 5.7 The assessment is a reflection of the commitment and high standard of work of staff and the consistent quality of services that this has produced. This is a significant achievement given the challenges of increased referrals for service, the increasing complexity of care needs and associated budget pressures.
- 5.8 Much of what we have achieved is also in partnership with other parts of the Council and colleagues in the NHS, voluntary sector and independent service providers. As in other areas of the Council's services, the strength of local partnerships is a great asset and this has enabled positive and productive joint work, which CQC has continued to recognise.
- 5.9 The excellent rating of services is a significant achievement but it must also be recognised that there are still important areas of service that we will need to keep improving to meet some gaps and it is increasing difficult to provide for the significant increasing demand due to an ageing population and levels of disability, deprivation and social need.
- 5.10 CQC provides a summary of what the Council does well and what the Council needs to improve. This summary is attached at Appendix 1 and also includes the commentaries mentioned in para 5.7 above. An action plan is being implemented to maintain the areas of strength and address the areas for improvement.

6.0 EQUAL OPPORTUNITIES

- 6.1 The CQC monitoring process includes evaluation of our performance for older people and vulnerable members of the community, to improve their quality of life and access to services. There are also specific questions in the SAS and as part of service inspections to ensure that the needs of black and ethnic minority communities and/or individuals are being addressed.

7.0 ENVIRONMENTAL IMPACT

- 7.1 There are no direct implications for the Council's environmental policy arising from this report. However, the annual assessment of performance through CQC does include consideration of efficiency measures, which will have an indirect benefit to improving the environment.

8.0 LEGAL COMMENT

- 8.1 There are no specific legal comments to make in addition to the information already contained within the body of this report.

9.0 LINKS WITH CORPORATE PRIORITIES

- 9.1 The corporate objectives for promoting the interests of older and vulnerable people, and combating social exclusion are embedded within the principles of social

service, and are reflected as key elements in the Annual Performance Assessment and Star Rating.

10.0 OPPORTUNITIES AND RISKS

10.1 The opportunities and risks associated with this report have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified. As the outcome of the performance assessment is very positive, it will provide opportunities for enhancing the reputation of the Council.

11.0 FINANCIAL IMPLICATIONS

11.1 Although there are no direct financial implications arising from this report, the availability of resources for local authority social services is inevitably linked to performance judgements in which demographic growth and demand are a key factor.

12.0 WARD IMPLICATIONS

12.1 This report relates to the whole of Telford & Wrekin, and does not contain information specific to individual wards.

13.0 BACKGROUND PAPERS

- Self Assessment Statement – May 2009
- Performance Assessment Guide 2008/09 – CSCI

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APPENDIX 1

CSCI - ANNUAL PERFORMANCE ASSESSMENT 2008/09

Assessment of Leadership and Commissioning and use of resources

Leadership

Political leadership in the council changed in May 2007, and the incoming administration has worked hard with managers to make social care a priority. The council is implementing a structured transformation programme responding to Putting People First that covers the whole service and has been designed jointly with Telford and Wrekin Primary Care Trust (the PCT) and other partners through the health and well-being partnership. Six work streams are engaging staff and partners in the statutory and voluntary sector in designing systems that will ensure people receive care that is personalised to their own needs. During 2008/09 the council has implemented a single point of contact for older people and adults with a physical disability; the trial is likely to be extended in the future.

The council has had some difficulties in recruiting social work staff which it links to general difficulties being experienced by all councils following the Baby P situation. It is tackling the problem by making improvements in the social work grading structure and through bursaries and sponsorship of social work students. Performance management arrangements are effective and utilise a range of performance measures in a 'balanced scorecard' to ensure that managers and staff throughout the organisation understand their contribution to delivering high-quality services.

The council supports the local involvement network (LINK) to facilitate the involvement of people who use services and their carers in the planning and development of services. The council and partners consider the joint strategic needs assessment (JSNA) to be a work in progress. The first draft has been built on by undertaking three in-depth analyses, one focusing on the needs of people with dementia and their carers. This 'deep dive' has been supported by a group of older people in Telford, who have gathered information on the experience of people with dementia in a report entitled 'Now You See Us...'

Commissioning and use of resources

Income and expenditure has been managed within budget in 2008/09, and there has been additional investment in social care services. The council has implemented a scheme to pay a quality premium to residential care providers of better services, and a planned review is being undertaken in 2009 with the provider association to consider its extension to domiciliary care. There has been good partnership working with the Care Quality Commission (CQC) (and its predecessor, CSCI), Shropshire Partners in Care (the care providers' association) and others to improve the quality of individual residential and domiciliary care services.

The council has long-standing joint commissioning arrangements with co-located commissioning teams and integrated management arrangements. Commissioning strategies have been revised, updated and agreed for older people services, learning disability and mental health. Commissioning activity around new models for dementia services is resulting in better outcomes for people with dementia and their carers. A major new commissioned residential dementia care service opened (Lightmoor View), and a large new extra care scheme will open in 2009. A former learning disability day centre reopened in rebuilt premises to provide a coordination resource centre for day support. The council will need to continue to work on ensuring that it is making best use of CQC information and is routinely purchasing services of good quality.

Summary of Performance

Information and activities are widely available to help people to stay healthy. Very few people stay in hospital longer than is necessary. More people have received a review of their care needs in the year. There is good support for people with a learning disability to help them stay healthy. An innovative whole systems approach is being taken to tackling alcohol abuse. A wide range of services supported by grants are available to help people live in their own homes. The waiting time for major adaptations to people's homes has been reduced. Individualised support packages have been put into place to help people with complex needs to live in the community.

Telford and Wrekin benefits from the strong voluntary sector network coordinated by the council for voluntary service, and partnership boards exist for all areas of service, to enable people to contribute to the development of services for the future. Progress has been made on introducing an electronic records management system. More people are benefiting from individualised plans to help them achieve their goals, assessments are carried out without delay and care is delivered in a timely manner. The council is increasing the range of ways that it learns about improving practice, including case file audits and a joint approach to complaints with the PCT. The council has improved services to carers but there is room for further improvement. There was a reduction in the proportion of older people whose assessment was completed within a four-week time limit in the year, but overall performance was still good.

The council has been assessed as level three 'achieving', against the revised standards in the local government equalities scheme. Developments in the last year have included extension of the newcomers' strategy to welcome people from different cultures, reductions in the number of households in temporary accommodation, and work on increasing awareness about hate crime. The council has an effective partnership to provide advice on benefits, and has focused on the recently unemployed during the recession as well as an affordable warmth strategy aimed at reducing fuel poverty. More people with disabilities have been helped into work during the year, but more could be done in this area. The safeguarding board in Telford has increasingly focused on preventative work, and governance arrangements have been improved. Quality assurance procedures in safeguarding cases have been strengthened, and the council has improved its approach to learning from untoward incidents. The rate of council staff and workers in the independent sector who are trained in adult protection has increased. The safeguarding board needs to ensure all agencies are adequately staffed, and are committed and able to deliver their contribution to safeguarding processes.

Outcome 1: Improved health and well-being

The council is performing: **Excellently**

What the council does well.

There is good information available to people in Telford about physical health and well-being and there has been increased participation in physical activity by people who use social care. There is a wide range of activities to encourage exercise and healthy eating, and the partnership has prioritised this as a local area agreement (LAA) target. Good partnership working around reducing delayed discharges from hospital has included joint work with Shropshire Council and the Shrewsbury and Telford Hospital NHS Trust, which provides acute hospitals in both council areas.

There have been improvements in the proportion of people receiving a review, especially for people with a learning disability or mental health issues. Specialist support continues to be provided to people with a learning disability to ensure that they stay in the best possible health and are supported if they need hospital treatment. The partnership is working on end of life care and support, to ensure that people have choices and can retain their dignity as far as possible.

Access to intermediate care has improved. Work on healthy eating with the care providers' association has promoted healthy eating in care homes. The partnership is continuing to work to reduce falls in Telford, and evidence of impact is starting to emerge from statistical comparison. The partnership has taken a whole systems approach to tackling alcohol abuse. There are improved systems for supporting people to deal with alcohol abuse issues, and waiting lists of treatment have been eliminated. In a survey, young people reported less drinking behaviour. The council has made progress on establishment of services to help people with a personality disorder; staff training to deliver immediate improvement will be followed by commissioning of specialist Tier 4 services as part of a regional partnership.

What the council needs to improve.

The council needs to continue to improve services to help people with addiction problems, including providing better support for offenders leaving prison, and reducing unplanned discharges from treatment.

Outcome 2: Improved quality of life

The council is performing: **Well**

What the council does well.

Telford has a good record in helping people to live independently, and a wide range of services have been supported by grants to help people to manage in their own homes.

Grant funding has been used to initiate services, including services focused on black and minority ethnic communities, which are then continued using mainstream funding. The number of carers and older people in receipt of grant funded services has increased, and the council is doing more to follow up people who have been signposted to grant funded and other community based support services, to check they are happy with the support they received. People in Telford have had to wait for shorter times for major adaptations to their homes to enable them to live independently and the number of people who have been helped by major adaptations in the year has increased. The council is providing personalised specialist support to people with complex needs and in particular has focused on helping people with Asperger's syndrome to live independently.

The council is engaging the whole community in helping to improve the quality of life; an example of this is the positive work done with taxi drivers on improving the service they provide to disabled people. Care homes and domiciliary care agencies in Telford are better than the national average in meeting quality of life standards. The Carers' Contact Centre, funded by the council, has published a comprehensive carers' handbook to help people to organise their support in undertaking a caring role. A council residential home for people with a learning disability was reopened in June 2008, following extensive modernisation. No new extra care housing schemes became available in 2008/09, but a large scheme under development will result in 54 additional places in autumn 2009. In addition the council continues to develop small units of housing where people with learning disability and mental health problems can live with support. The council has undertaken research with people who use services and their carers to investigate how the benefits of assistive technology can be best used in supporting people with dementia, and there are plans to roll out more assistive technology in 2009/10. The council is working with the PCT to develop Tele-health support for people with acute respiratory conditions, and Telford is a pilot site in the West Midlands for testing the use of automated medication dispensers.

What the council needs to improve.

The numbers of people helped through intensive home care and intermediate care and households receiving 5 hours or more a week of home care have all reduced in the year. The council states this is because services have been focused on a smaller number of people who need higher levels of support. The council needs to ensure that all people who need support of this type are able to receive it.

Outcome 3: Making a positive contribution

The council is performing: **Excellently**

What the council does well.

People in Telford and Wrekin are able to contribute their views and develop services that support people through a strong voluntary sector network that is coordinated by the council for voluntary service (CVS). Consultation mechanisms are in place to engage with various groups, including partnership boards for adults with a learning disability, carers, senior citizens, and the Telford user group (TUG) to engage with people who use addiction

services. The council has a reader group which comments on and improves all publications.

During 2008/09 the council has put into practice a recommendation from a conference of advocacy groups to establish an advocacy forum to enable and support people to contribute to policy development. The council and CVS are working together to develop models for user-led organisations and linking these to the Putting People First programme to implement personalisation in social care in Telford and Wrekin. The council has an overall coordinating group to ensure that consultation is not duplicated, and that learning is shared from all consultation events in the area. The Moving Forward conference held during 2008/09 was designed to involve families of young people with a learning disability in understanding how policy changes and improvements in personalised support could help their young person to become independent.

What the council needs to improve.

The council should continue to work on increasing participation so that people are empowered to take on leadership of services that they use.

Outcome 4: Increased choice and control

The council is performing: **Excellently**

What the council does well.

Information technology support in the council has enabled progress with implementing the electronic social care record (ESCR), so that records will be easily accessed and people only have to tell their story once. More people who use services are being enabled to achieve their goals through person centred planning. Most people who need them have assessments carried out without delay, and when people need help the council's performance on the delivery of social care packages within time limits is good. Risk assessment procedures to support personalisation have been developed and tested in older people and physical disability services, and are soon to be extended to other service areas. Learning from complaints and safeguarding incidents is embedded within the council's procedures, and the council collaborates with the PCT and MH Foundation Trust to ensure the complaints about joint services are well coordinated. A case file audit policy has been implemented to quality assure work with people who use social care services.

More people were enabled to take control of their own care arrangements through direct payments during 2008/09, and the council is moving forward with arrangements to ensure that all people requiring services can plan these through a personalised route. Carers are always offered a separate assessment of their needs, and the council has made progress against the national indicator that measures the proportion of carers that have assessments and reviews of their needs. The council is implementing proposals for emergency support to carers, so that people can feel reassured that they will be able to cope in a crisis. Progress is being made in the health and well-being partnership towards implementing the aims of Putting People First. An access team has been established to

ensure people making contact with the council for the first time receive consistent and accurate advice and support. Work has continued with health partners to improve the intermediate care model, so that fewer people are admitted to hospital or long-term residential care. The council has good engagement with providers to help them to prepare for their role in delivery of increasingly personalised services. The health and well-being partnership is developing the workforce plan, including a training strategy to ensure that all workers in the field understand and can deliver the personalisation agenda

What the council needs to improve.

Performance on the assessment of older people within four weeks has dipped during the year. The council's performance on the assessment of people with mental health difficulties within a four-week time limit needs to be improved. Significant progress has been made, but further work is necessary, to ensure that carers receive a needs assessment or review and a specific carer's service, advice and information when needed.

Outcome 5: Freedom from discrimination and harassment

The council is performing: **Well**

What the council does well.

The council has achieved level three 'achieving', in a peer assessment against the revised standards in local government equalities scheme. The new carers' handbook helps to ensure that all communities are able to benefit from support. The council provides information to help people who fund their own care, and commissioners maintain a focus on ensuring that there are appropriate services available for people who fund their own care. There are effective working relationships with the PCT around continuing health care funding. The council has in place a newcomers' strategy to welcome people from different cultures to the town. The council has worked to achieve a significant reduction in the number of households in temporary accommodation. Work has continued on an inter-agency strategy for reducing hate crime in the borough, and increased awareness has led to more incidents being reported so that they can be dealt with. There has been improved staff attendance at core equality and diversity training across the council.

What the council needs to improve.

The council needs to continue to work towards achieving an 'excellent' rating when evaluated against the local government equalities framework.

Outcome 6: Economic well - being

The council is performing: **Well**

What the council does well.

The council provides excellent support, advice and information on income and debt, through a partnership involving the Department for Work and Pensions, the Fair Share Credit Union and the Citizens Advice Bureau. The council and partners have responded to the recession by opening an additional advice facility called First Point, aimed at the recently unemployed or those who may be at risk. A multi-agency affordable warmth strategy is aimed at reducing fuel poverty and tackling health inequalities. There is a higher than average take-up rate of benefits from the independent living fund (ILF). There has been a significant increase in the number of people with a learning disability who are supported into employment and voluntary work. A social enterprise scheme has been set up at the Lakeside Coffee Shop which employs five people with a disability. In total 54 people who use social care services are employed and 84 have gone through a work placement in 2008/09. The council demonstrates a strong leadership role within the local business community around employment of people with a disability.

What the council needs to improve.

The council needs to continue to work at increasing the rate of employment of people with a disability through a range of initiatives including developing social enterprise schemes and by modelling good employment practice within the business community.

Outcome 7: Maintaining personal dignity and respect

The council is performing: **Excellently**

What the council does well.

The council has maintained some joint arrangements with Shropshire Council since local government reorganisation in 1998, including a joint adult safeguarding board. This facilitates engagement with organisations that work across both local authorities including West Mercia Police, the care home providers association (SPIC), the Shrewsbury and Telford Hospitals Trust and the South Staffordshire & Shropshire Mental Health Foundation NHS Trust. The council has worked with partners to build the strategic impact of the joint safeguarding adults' board, and to focus its work on prevention. Governance arrangements have been improved, and adult safeguarding, as well as child protection, is now included in Telford's corporate safeguarding group. A review of a sample of cases confirmed that thresholds for referral into safeguarding procedures were appropriate. A case file audit policy has been introduced and staff have been briefed on the implications of this. Records ensure that risk assessment and decision making is clear. A serious untoward incident policy has been introduced to ensure that there is effective learning from injuries and deaths.

An improved proportion of staff in adult social care had training to identify and assess risks to adults whose circumstances make them vulnerable. The proportion of staff in the independent sector that had training on protection of adults is good, as a result of collaborative work with Shropshire Partners in Care. The council increased staff resources

within the adult protection team and the PCT increased the budget for training. Shropshire and Telford Hospitals Trust has made a commitment to better training for its staff.

There has been an increase of about 30% in the rate of safeguarding referrals, which the council considers is most likely attributable to better information and publicity. The council considers this increase is the reason that the rate of completion of referrals fell slightly. The rate of safeguarding referrals which were about people who fund their own care suggests that publicity has successfully reached this group. The quality of protection and personal care in regulated homes in the area is high, and the quality premium scheme for residential care payments further emphasises safeguarding. A consistent pressure ulcer prevention and management policy has been introduced across the health and social care sector.

What the council needs to improve.

Address with partners the shortfall in resourcing within West Mercia Police. Ensure that community mental health teams are fully engaged in the safeguarding agenda, as is the South Staffordshire & Shropshire NHS Mental Health Foundation Trust. The council should ensure that all commissioned residential and domiciliary care, particularly when this is from outside the council area, meets standards for the maintenance of personal dignity and respect.