



**Executive
17 January 2011**

**Report from the Director of
Housing and Community Care**

Wards Affected:
ALL

Adult Social Care Annual Performance Assessment 2009/10

1.0 Summary

- 1.1 This report advises members on the Annual Performance Assessment (APA) judgement for Adult Social Care for 2009/10, published by the Care Quality Commission (CQC). The CQC requires that details of the APA be presented to the council's Executive Committee by the end of January 2011. This report outlines the areas where the CQC judges that the council is performing well and areas identified as requiring further improvement. It also outlines changes to the system of performance regulation and management, which mean that this will be the last year of the current system and the last report in this form. Further detail on this is provided in section 5.

2.0 Recommendations

- 2.1 Members are asked to note the overall annual performance assessment and in particular the strengths and areas for further improvement identified in the performance assessment report.

3.0 Background

- 3.1 In line with changes introduced last year assessment, the assessment no longer results in a star rating for local authorities and there is no longer a judgement for leadership or commissioning and use of resources, although comments on these areas are given. A further change from last year is that the performance assessment no longer feeds into the overall CAA assessment for the council, since this has been abolished.

4. Detail

4.1 The table below summarises the overall judgement for 2008/09.

Table 1: Performance Assessment 2008/09

Areas for Judgment	The Council is Performing
Improved health and emotional well-being	Adequate
Improved quality of life	Adequate
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination and harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Well
Overall Assessment	
The council is performing: Well	

4.2 Table 2 sets out the assessment for 2009/10 for comparison. There are four levels of performance: Excellent, Well, Adequate and Poor.

Table 2: Performance Assessment 2009/10

Areas for Judgment	The Council is Performing
Improved health and emotional well-being	Well
Improved quality of life	Adequate
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination and harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Well
Overall Assessment	
The council is performing: Well	

4.3 The only change in terms of the judgement categories is a movement from Adequate to Well for Improved Health and Emotional Well-being. However, this should be seen in the context of the overall judgement and the comments made by CQC, which indicate that there has been progress in all areas, even where this has not been rewarded with a higher rating.

4.4 The CQC's overall summary states that: "The council made good progress implementing and consolidating its strategic plans for sustainable solutions.

Partnership working with NHS Brent is now structurally sound with positive benefits for people's independence and safety. Progress has been made implementing self directed support but few have requested a different type of service. Transforming adult social care is one of the council's top priorities. A new One Stop information and access point opened and further changes are underway to redesign assessment and improve responsiveness and delivery. Delivery times for major adaptations were accelerated for people newly referred and the waiting list much reduced. Three new and more personal homes opened for people with learning disabilities and complex needs, replacing an older care home. People receiving support and their carers were more involved in commissioning and reviewing services. Safeguarding practice has been strengthened and public and stakeholder awareness increased. The council is realistic about the further improvements it needs to make and has set itself a purposeful programme to deliver them. It also needs to develop ways to more systematically collect and demonstrate positive outcomes and experiences for people using new and expanded community support. Re-ablement is being extended and developed during 2010 with the expectation that it will be a common and fundamental service for all newcomers to support. The second phase of the customer journey work programme is underway and longer term plans for extra care housing are being progressed."

- 4.5 Further comment on performance is contained within the CQC report, a copy of which is attached at Appendix 1, while the following paragraphs highlight some key findings.

4.6 Leadership and Commissioning and Use of Resources

4.6.1 Strengths:

- Good progress implementing and consolidating strategic plans for sustainable solutions.
- Partnership working with NHS Brent is now structurally sound with positive benefits for people's independence and safety.
- Transforming adult social care is one of the council's top priorities.
- Progress implementing self directed assessments and support for people with learning disabilities and mental health needs.
- Safeguarding practice has been strengthened and public and stakeholder awareness increased.
- Auditing and quality assurance being used more widely to drive improved practice

4.6.2 Areas for improvement:

- Need to develop and implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support control and independence.
- Need to change in-house services, both buildings and approach, to enable people to exercise greater choice.

- 4.6.3 Implementation of self directed support is central to the Adult Social care transformation project and we have seen further progress during 2010/11, which is expected to continue, supported by the structural changes already

implemented as a result of the review of assessment and care management, among other initiatives.

4.7 Commissioning and use of Resources:

4.7.1 Strengths:

- Continued to work with partners to raise standards in independent care services.
- Use of cost indicator tools to ensure value in residential care placements.
- Commissioned a new re-ablement service.
- Worked collaboratively with other councils to secure home care savings.

4.7.2 Areas for improvement:

- Complete the updating of the Joint Strategic Needs Assessment.
- Clarify projected numbers of anticipated future residential places needed for older people.

4.5.6 Work is underway to review the JSNA, although it should be noted that future work in this area will be affected by the proposed changes to public health set out in the recent white papers, which will mean significantly more responsibility for local authorities, and in particular the proposal to establish health and Wellbeing Boards, where initial work is being undertaken at the moment.

4.8 Improved Health and Emotional Well-being

4.8.1 Strengths:

- Delivered a more fully integrated range of intermediate care services with positive impact.
- Demonstrated positive impact of ICCS, STARRS and Rapid Response services.
- Significantly reduced number of older people delayed in transfer from hospital.
- Secured local availability of sufficient residential care places for people with dementia.
- Further developed standards with partners for end of life care.

4.8.2 Areas for improvement:

- Further develop and expand re-ablement and intermediate care services as planned and ensure effective co-ordination.
- Further develop outcome measures for re-ablement to demonstrate positive experience for people using them.
- Finalise and implement joint commissioning strategy for people with dementia and their carers.

4.8.3 The Intermediate Care Strategy is in place and is already delivering tangible improvements, for example in addressing performance on delayed

discharges, with future plans including significant investment in reablement services. It was always anticipated that the main developments in reablement would become effective in 2010/11. Specific proposals are in place to deliver additional provision for people with dementia, including a significant increase in Extra Care housing.

4.9 Improved Quality of Life

4.9.1 Strengths:

- Delivery times for major adaptations were accelerated for people newly referred.
- More people received assistive technology (Telecare).
- More supported living opportunities for people with learning disabilities and mental health needs.
- Increased support available for carers.

4.9.2 Areas for improvement:

- Continued improvement in provision of major adaptations
- Realise plans to provide sufficient extra care housing for older people
- Systematically collect and demonstrate positive outcomes for people using new and expanded community services.
- Improve consistency and quality of carer's assessments.

4.9.3 Although performance in respect of major adaptations has improved, this remains an area on which a strong focus will need to be maintained to realise the full benefits of improvements to processes that have been put in place.

4.9.4 Plans are in place for a significant increase in extra care housing, with the programme beginning to deliver over the next twelve months. This will be the main platform for a reduction in the use of residential care but it should be noted that the reductions in spending on new homes through the Homes and Communities Agency's development programme will impact on delivery across all housing types. The Council is in the process of agreeing a Borough Investment Plan with the HCA, which sets out our investment priorities (including extra care housing) and the ways in which delivery will be supported and this will also support the identification of innovative approaches aimed at securing new homes despite the reduction in resources.

4.9.5 The approach to collecting outcomes information will need to take into account the changes outlined below, while the quality of assessments for carers and in general remains a priority through the transformation programme.

4.10 Making a Positive Contribution

4.10.1 Strengths:

- User and Carer Involvement Strategy and action plan has driven forward engagement.
- Influence of carers on location for a redeveloped resource centre for people with learning disabilities.

- Allocation of carers pooled budget influenced by them.
- Increased engagement by people in commissioning and monitoring services.
- Advocacy provision was increased.

4.10.2 Areas for improvement:

- Develop a more systematic way of reporting back to people receiving support and their carers the results of engagement.
- Demonstrate the impact and sufficiency of the available advocacy support.

4.10.3 The Customer Journey Project within the One Council programme is Addressing communication with service users and the impact of advocacy.

4.11 Increased Choice and Control

4.11.1 Strengths:

- More people received Self-Directed Support and Direct Payments with a marked increase for people with mental health needs, learning disabilities and carers.
- Good financial support for people receiving Direct Payments.
- Began the redesign of assessment and care management and more people had their support and needs reviewed.
- Self Directed Support questionnaires were co-produced with people using services and their carers.
- Continued to shift the balance of care towards commissioning more community based support.

4.11.2 Areas for improvement:

- Improve the information about eligibility for services and initial screening of requests for support.
- Increase the timeliness of assessments, particularly for older people.
- Fully implement the national Resource Allocation System to ensure more consistency of budget allocation.
- Increase take-up of Direct Payments by older people and provide more information about Personal Budgets.
- Develop staff to be more creative and consistent in their approach to support planning.
- Address the issues of concern identified from the Direct Payment User Survey.
- Implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support choice and independence.

4.11.3 The transformation programme is the principal driver for improvement in the areas noted above. The redesign of assessment and care management has already delivered improvements in both the implementation of SDS and the delivery of prompt and effective assessments, while the Resource Allocation System is currently being piloted. The Customer Journey Project aims to

deliver improvements in a number of areas, particularly in efficiency and effectiveness in dealing with initial requests for support.

4.11.4 The CQC report notes that there was already evidence of increased creativity in approaches to support planning and evidence of a positive response to issues raised in the User Survey but that these improvements were yet to be embedded in standards practice as at March 2010. These areas have remained a priority since then and we are confident that progress has been maintained.

4.12 Freedom from Discrimination and Harassment

4.12.1 Strengths:

- The council maintained excellence under the Equalities Standard for local government.
- Take-up of Direct Payments was high amongst people from BME communities.
- 4 new locality groups for older people.
- More culturally sensitive care planning for people with mental health needs from BME communities.
- Hope Project group established to support recovery.
- Work to promote awareness of safeguarding in BME communities.

4.12.2 Areas for improvement:

- Develop a more systematic way of reporting back to local people and communities the results of equalities monitoring and development work.

4.12.3 Reporting back to local people will form part of work on the new outcomes framework (see below).

4.13 Economic Well-being

4.13.1 Strengths:

- Strong focus on supporting people with mental health needs towards employment as part of the recovery model. High numbers were helped to become volunteers or to find work.
- Work opportunities for people with disabilities further developed.
- Employment initiatives are corporately and politically well supported with successful bid for extra government resources.
- Wide range of employment finding projects supported in the Voluntary Sector.

4.13.2 Areas for improvement:

- Further systematically demonstrate positive impact and benefits for people with disabilities and their carers from the employment support available.
- Continue to develop and support paid employment opportunities for people with learning disabilities.

4.13.3 The economic situation means that work in this area will remain challenging. However, work already in place such as the homes and jobs for multi disadvantaged groups (formerly PSA16) project, funded by the DoH, will enable further progress.

4.14 Maintaining Personal Dignity and Respect

4.14.1 Strengths:

- Meaningful progress on completing recommendations from 2008 Service Inspection.
- Improved safeguarding awareness and increased referrals.
- Regular audits show improving professional practice.
- People report feeling supported and listened to.
- Stronger partnership arrangements and oversight.
- Raised standards in residential care.

4.14.2 Areas for improvement:

- Continue to monitor and review referral numbers and thresholds.
- Continue to improve consistency of completion timescales, especially in mental health services.
- Further promote communication with partners during investigations.
- Continue to develop engagement with people as experts by experience of safeguarding

4.14.3 The CQC comments on this area note that “the council completed implementation of the actions resulting from recommendations the of the 2008 Service Inspection with meaningful results”. This and other comments indicate strong progress in an area where there were significant concerns following the inspection. While some areas for improvement are identified, it should be stressed that these are all areas on which progress has already been made and where CQC expects the council to continue to take forward the improvements that have already been delivered.

5. Changes to the System of Regulation and Performance Management

5.1 The government has announced a range of reforms over the past few months, although in many cases the detail is still not clear. Abolition of the CAA process has been noted above and alongside this, and in line with the government’s stated aims of reducing the burden of regulation and reporting and encouraging a more “localist” approach, significant changes will take place affecting social care.

5.2 The Annual Performance Assessment (APA) covered in this report will no longer be carried out and, as a result, local authorities will no longer be required to complete the Self Assessment Survey (SAS). CQC will retain its regulatory and inspection functions but moving to a more risk-based approach within a much leaner organisation. The government has also announced that it intends to replace to current National Indicator Set (some of which have already been scrapped) with a much shorter list of basic data that all local authorities will be required to supply. Final details of this change are expected

in the new year.

- 5.3 In the longer term, the main proposed change is the introduction of a new outcomes-based approach that has been set out in the consultation paper *Transparency in Outcomes: a framework for adult social care*, published on 16th November 2010, which in turn draws heavily on proposals put forward by the Local Government Group, particularly in the publication *Think Personal, Act Local*. In summary, the consultation is concerned with the three themes of outcomes achieved for people, quality of services underpinning outcomes and the transparency of the system.
- 5.4 At this stage, officers are working to produce an initial response to the consultation and members will be kept informed of developments as work progresses.

5.0 Legal Implications

- 5.1 There are no legal implications arising directly from this report.

6. Financial Implications

- 6.1 Whilst there are few specific references to the overall cost of adult social care within the Brent report and no specific recommendations for achieving the required improvement, enhancing performance is not always cost free and is set against the overall demographic pressures which put a year on year pressure on the adult social care budget. Within their national report CQC have indicated that they will “be vigilant about spotting the impact of the economic downturn on people’s access to social care”. It is therefore imperative that the Department continues to ensure that all the services we either procure or directly provide offer the best value for money. In addition, that the types of service we offer are themselves designed to maximise the independence and choice of individuals and minimise (where possible) long term dependency.

7.0 Diversity Implications

- 6.1 This report and the annual review of performance recognise good progress and practice in respect of equality and diversity issues in the delivery of social care services which contribute to the improvement of life chances for our diverse community.

8.0 Staffing/Accommodation Implications

- 7.1 There are no immediate staffing or accommodation implications arising from this report, but members are asked to note that delivering continued improvement in performance will almost certainly create staffing pressures in some parts of the department.

Background Papers

Annual performance assessment of adult social care services 20010

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