



Report of the Director of Adult Social Services

Executive Board

Date: 19 December 2007

Subject: The Annual Performance Report for Adult Social Care

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

Executive Summary

On an annual basis each Council with Social Care Responsibilities receives an assessment of its performance, under the Department of Health Performance Assessment Framework from the Commission for Social Care Inspection (CSCI). Following receipt of the performance review report, Directors of Adult Social Services are asked to ensure that the report is drawn to the attention of the Executive Board and to the wider public. At the conclusion of the annual review process, in November of each year, star ratings are published for each social services authority, this took place on the 29th November this year. This report offers members of the Executive Board a highlighted summary of the main areas of achievement and indicates areas of service identified by the Inspectorate as requiring further development to sustain or improve performance.

The judgement reached by CSCI is that adult social care services in the city are **'good'** and have **promising prospects** for improvement. This is rated as two star (out of a possible 3) performance by the Inspectorate. This is the first year this level of achievement has been attained within an amended performance regime. This rating evidences the consolidation of previous performance and recognises the progress made in areas identified for development last year. Significantly the Inspectorate are satisfied the Authority is **'not coasting'**, in relation to previous performance

achievements. The letter formally advising the Council of the outcome of the review is attached at Appendix 1 and the full report at Appendix 2.

The report concludes by outlining how shifts in the emphasis and focus of the performance regime taking place in this financial year are to be addressed in order for the Authority to attain excellence in future years.

1 Purpose of this report

- 1.1 This report alerts Members of the Executive Board to the judgement made about social care services to adults in the city and provides a brief summary of the key points raised by CSCI in making their judgement. The report also describes those areas identified by Inspectors where further improvements can be made. Those areas for improvement will form the basis of the adult social care services improvement plans for the coming year.

2. Background

- 2.1. For the financial year 2005/06 adult social care services in the City were judged by CSCI to be serving most people well and to have promising prospects for improvement. A report advising members of the Executive Board was submitted in December 2006 describing that judgement and highlighting the evidence it was based on.
- 2.2 For the financial year 2006 /07 (to which this report relates) the Commission have adopted a significantly different review methodology which concentrates on the performance of the Council in relation to specific outcomes as they would be experienced by adults in the City.
- 2.3 The table below sets out the 7 outcomes and offers a brief description of the areas of social care and related activity which are associated to those outcomes by the Inspectorate. Two further rows in the table set out how the Commission assesses the capacity for the Council to improve it's performance based on it's judgement against two further categories, 'leadership' and 'commissioning'.

Outcome	Descriptor
Improved health and emotional well-being	The authority is assessed against its capacity to work in partnership to enable people to enjoy good physical and mental health, to access appropriate treatment and support in managing long term conditions effectively.
Improved quality of life	In this case, access to public and commercial services, leisure, social activities and life-long learning are assessed along with peoples perception of safety outside the home.
Making a positive contribution	The assessment in this area is focussed on how the Authority ensures that people are involved in local decision making and involved in policy making and decision taking.
Increased choice and control	Many of the most critical indicators in relation to Adult Social Care services are assessed against this outcome which is concerned with the extent to which the Authority is able to maximise the independence of people, how their access to information about care and support is facilitated, how they are enabled to exercise choice and control over that care and support and how they are enabled to manage risk in their personal life.
Freedom from discrimination or harassment	This outcome is concerned with how the Authority ensures equality of access to services and ensures that people are not subject to abuse

Economic well-being	Here the Authority is assessed against its capacity to ensure that people are helped to access sources of income and accommodation and thereby encouraged to actively participate in the life of their community and family.
Maintaining personal dignity and respect	Here the Authority is assessed against how well it is able to ensure the prompt availability of a range of personal care and support services
Leadership	In reaching a view about the Authority's capacity for improvement, Adult Social Care services are viewed in the context of the wider Council and Local Strategic Partnership, recognising the need for truly effective partnerships in these areas to drive forward improvements in the seven previous outcome categories.
Commissioning and use of resources	Finally, the Authority is assessed against its capacity as a commissioner ensuring that all its commissioned and provided services have clear standards in relation to quality and costs and are commissioned using the most effective, economic and efficient means available.

2.3 This revised performance assessment process commenced in May 2007 with the submission by the Council of a detailed self-assessment of its performance in the financial year 2006/07. This also provided the opportunity for the Authority to set out its improvement objectives for the current financial year. Following the submission of the assessment, the Authority was invited to submit additional evidence in support of its assessment up until the end of June this year.

2.4 This was followed, in August, with the Annual Review Meeting at which the Commission set out their initial response to the self-assessment. Further evidence was presented at that stage and a process of regional and national moderation followed. The detailed information presented as appendices to this report reflect the outcome of that overall process.

3.0 The assessment of Key strengths

3.1 Building on the key performance achievements reported to the Executive Board at this time last year, Inspectors report that good progress has again been made across the range of key outcomes.

3.2 Work with partner agencies and the Leeds Dignity in Care Campaign are highlighted as good examples of our engagement across the whole strategic partnership to improve outcomes for vulnerable people.

3.3 This is complemented by the approach taken to Preventative and early intervention strategies, including telecare, Innovative efforts within Partnerships for Older People's Projects (POPPs) to support older people with mental health problems and their families, the Keeping House Programme and development of Social Enterprises which are also prominent in the report.

3.4 In relation to assessment and care management services the Inspectorate noted improvements in access to advice and assessments, improved timeliness in responding to, and assessing people's needs, the number of items of equipment and adaptations delivered within seven days, increased support to carers, the high numbers of problem drug mis-users accessing treatment services, and the increasing provision of extra care housing,.

3.3 In terms of their assessment of achievements in Leadership and Commissioning, the Inspectorate highlighted the appointment of a permanent Director of Adult Social Services, a positive change agenda, including the comprehensive transformation plan for adults' services and increased investment in the modernisation and re-provision of day services. The POPPs

programme is described as an ‘exemplar’. Within commissioning the completion of a comprehensive needs analysis for the long term, good use of the capital grant to improve the environment in nursing and personal care homes and our engagement of the independent care sector are seen as key strengths.

4.0 Key areas for improvement

- 4.1 Once again, as with the key strengths reported to Members of the Executive Board in last year’s report, the Inspectorate has also confirmed in its report the key areas where improvements can be made. All these areas were identified as service improvement priorities as part of the self evaluation stage of the assessment and are therefore already subject to rigorous service improvement plans.
- 4.2 The comparatively low numbers of people accessing direct payments and individual budgets is highlighted as a very high priority for improvement. Allied to this, the Inspectorate identified low relative numbers of older people and adults with physical disabilities who are helped to live at home in Leeds. Alongside this, the need for the Authority to ensure the availability of choice of service and providers in all care areas is also noted.
- 4.3 The Authority is reminded of the need to ensure that all staff engaged in caring for vulnerable adults are aware of and trained where appropriate to fulfil safeguarding responsibilities. While some progress is noted, continued modernisation of day services in consultation with users and relatives continues to be required, alongside the further modernisation of workshop provision and broadening of employment opportunities for disabled people.
- 4.4 In assessment and care management services, people receiving a review of their social care needs, waiting times for minor adaptations and the prompt delivery of packages of care are highlighted. Continued development of Telecare services and the need to continue to reduce the number of delayed transfers of care that are attributable to the Council are also seen as significant areas for further improvement.
- 4.5 In terms of leadership and commissioning, the authority is identified as needing to reduce levels of staff absenteeism. As a commissioner of social care services, the Authority is required to improve all regulated services to a CSCI rating of good or better in conjunction with improved contract compliance mechanisms for commissioned services.

5.0 Overall Assessment and Judgement.

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Adequate
Making a positive contribution	Good
Increased choice and control	Adequate
Freedom from discrimination or harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Adequate
Capacity to Improve (Combined judgement)	Promising
Leadership	
Commissioning and use of resources	
Star Rating	2 Stars

6. Resource Implications

- 6.1 There are no specific resource implications for the Council in relation to this assessment of the performance of the Authority, however, during the course of this year and in subsequent years, shifts in the emphasis and focus of the performance regime are likely to have very profound implications for the way in which adult social care is resourced and administered.
- 6.2 The Inspectorate has once again highlighted the relatively low numbers of Leeds residents in receipt of a direct payment. The targets set by central government in relation to this indicator have been revised such that to maintain our current rating of 'adequate' we will be required to more than double the number of recipients (225) to 500 in this year and then to more than 625 in the next. To improve our performance to a rating of good would require us to more than double that figure. Clearly, even maintaining the current adequate level of performance requires the release of significant cash budgets from service areas where demand is expected to reduce as a consequence of people utilising their direct payments in different ways.
- 6.3 Furthermore, by the financial year 2009/10, the government has made known its intention to require all Authorities to ensure that significant numbers of people in receipt of statutory personal social care services purchase this using an individualised budget (of which the social care direct payment might form one component). The target for Leeds in the first year of this new requirement could be as many as 5000 people (25% of current numbers of service recipients). Such approaches are currently being piloted in a number of Authorities; officers are carefully monitoring the progress of this work and assessing the overall implications for Leeds.
- 6.4 This personalisation of care services is clearly becoming a critical determinant in judging the performance of adult social care services. Because of the nature of current service configuration in Leeds, a significant challenge is set in ensuring that our models of care and support are reconfigured to such an extent that they meet not only the performance expectations of the Inspectorate but, more significantly, that they meet the expectations of those people provided with the means to purchase them.
- 6.5 A more detailed report is presented to members of the Executive Board today setting out the opportunities and challenges brought about by the personalisation of social care services and highlighting how the Leeds approach to personalisation will be subject to independent inspection in the summer of 2008.

7. Specific Implications for Ethnic Minorities & Disability Groups

- 7.1 There are no specific implications for Ethnic Minority or disability groups, the Inspectors having no recommendations for improvement in this area, although they do note the Authority's overall approach to attainment of level 4 of the Equality Standard.

8 Conclusion

- 8.1 The judgements reached by the Inspectors in relation to the performance of the Council offer encouragement, noting improvements on the performance achieved in the previous two years and continuing to conclude that promising prospects exist for further improvement. Plans have been put into place to ensure that all the areas identified for improvement are addressed in the coming year in a continuing effort to achieve excellence in social care outcomes for adults.
- 8.2 In the coming year the Directorate will further develop detailed plans in relation to its approach to personalisation which specifically address the implications for service reconfiguration, cash release and administration of a significant proportion of adult social care activity.

- 8.3 On the 2nd November this year the Commission for Social Care Inspection released details of their new methodology for conducting service inspections and on the 12th November the Inspectorate notified the Director of Adult social Services of their intention to conduct such an assessment in Leeds during the summer of 2008.
- 8.4 In accordance with the new Inspection methodology the inspection will focus on three discrete areas of practice: safeguarding, people receiving personalised services and people having access to preventative services. The outcome of the inspection is currently scheduled to be finalised eight weeks after the Inspectorate team arrive on site.

9. Recommendations

- 9.1 The Executive Board is asked to note the contents of this report and the attached Performance Review Report from the Commission for Social Care Inspection (CSCI) for adult social care services.