

# REPORT FOR: **CABINET**

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<b>Date of Meeting:</b>	13 January 2011
<b>Subject:</b>	Adult Social Performance Assessment 2009/10
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Paul Najsarek, Corporate Director Adults and Housing
<b>Portfolio Holder:</b>	Councillor Margaret Davine, Portfolio Holder for Adults and Housing
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – Assessment of Performance Report 2009/10 – CQC Appendix 2 – Summary of Comments Appendix 3 – Assessment of Commissioning

## **Section 1 – Summary and Recommendations**

This report sets out the Care Quality Commissions judgement of Harrow's social care performance assessment

### **Recommendations:**

Cabinet to note the outcome of the 2009/10 Adult Social Care Assessment and areas identified as improved and those requiring further development.

Cabinet to also note the change in the performance ratings for next year.

## **Reason: (For recommendation)**

- 1) To inform Cabinet of significant improvement in the social care rating placing us one of the most improved Councils nationally.
- 2) In response to request from the Care Quality Commission that the Director of Adult Social Services, presents the AP report to an open meeting of the relevant executive committee of the council by 31 January 2011

## **Section 2 – Report**

### **2.1 Introduction**

**2.1.1** Since 2001 the Commission for Social Care Inspection, now Care Quality Commission has produced star ratings and assessments of Adult Social Care. These ratings assessed Council performance for the year in question and rated the prospects for future improvement. Within the process up until 08/09 Harrow had not changed its rating – 1\* uncertain prospects and we were classed as a ‘priority improvement Council’.

**2.1.2** Harrow’s rating for 08/09 awarded for the delivery of outcomes at November 2009 was rated as 3 – performing well.

### **2.2 2009/10 Annual Performance Assessment**

**2.2.1** The report (**Appendix 1**) produces a summary of the performance of how the council promotes adult social care outcomes for people in the council area.

The overall grade for performance is combined from the grades given for the individual outcomes. There is a brief description below.

**Performing Poorly** - not delivering the minimum requirements for people.

**Performing Adequately** - only delivering the minimum requirements for people.

**Performing Well** - consistently delivering above the minimum requirements for people.

**Performing Excellently** - overall delivering well above the minimum requirements for people.

## 2.2.2 Outcomes assessment 3 – Performing Well

	2008/9	2009/10
Overall council is:		
<b>Outcome 1:</b> Improved health and well-being	Well	Well
<b>Outcome 2:</b> Improved quality of life	Adequate	Adequate
<b>Outcome 3:</b> Making a positive contribution	Well	Excellent
<b>Outcome 4:</b> Increased choice and control	Well	Well
<b>Outcome 5:</b> Freedom from discrimination and harassment	Well	Excellent
<b>Outcome 6:</b> Economic well-being	Adequate	Well
<b>Outcome 7:</b> Maintaining personal dignity and respect	Adequate	Well

**2.2.3** The table above shows that Harrow has improved in 4 outcome areas between 08/09 and 09/10 placing us the most improved Council in London and the 3<sup>rd</sup> most improved nationally. We have also been awarded two excellent outcomes for the first time, one for the equality domain and the other in engaging our service users/carers and local community.

### 2.2.4 CQC's Council overall summary of 2009/10 performance

- *'Harrow has improved strongly across a range of outcomes this year .*
- *The council has strong leadership which has driven progress on the transformation programme. There is continued good partnership working with an integrated commissioning strategy with the PCT and some joint service provision. The strategic direction is developed with engagement from partners and local communities. Work has been carried out to develop the market to support the transformation agenda and there has been significant investment in community services. Over half of the council's community budget is allocated to personal budgets.*
- *The council have met the 'Putting People First' milestone to develop a user led organisation and are on track to meet the other milestones. All relevant boards have full representation from service users and carers as well as working groups. Carers and people using services*

*are routinely consulted with and have actively contributed to the development and change of services.*

- *A high number of people receive self directed support through the council and the quality assurance processes demonstrate improved outcomes. To support this, the council have worked to ensure information and advice is widely available and promoted increased choice and control through an on line catalogue system. The council have recognised that they need to further improve the backlog in cases of people waiting for major adaptations.*
- *There has been additional investment in safeguarding adults, which remains a key priority for the council. The safeguarding adults' team work directly with fieldwork teams and there is a dedicated staff member of the self directed support team. The safeguarding adults' board has been strengthened and there is good representation from partner agencies. Quality assessment systems are embedded and information is used to facilitate improvements.*
- *Investment has taken place in strengthening and training the workforce to support the transformation programme and fully engage staff. The council have lower than average staff turnover, vacancy and absence rates'.*
- *Carers and people using services are routinely consulted with and have actively contributed to the development and change of services. Services for carers have continued to expand, with evidence of positive outcomes.*
- *The council's quality framework is fully embedded. It involves a wide range of activity, including surveys, audits, contract monitoring and independent challenge. The council are able to use evidence to demonstrate improved outcomes for service users and carers.*
- *Services for carers have continued to increase and the carer's survey shows positive outcomes.*
- *There is also evidence that services have been improved as a result of feedback from service users and carers, for example, more social opportunities for carers, changes to day centre menus and increased access to computers. An internal survey showed that 89% of service users felt they had received the support they needed to access the community.*

### **2.2.5 Leadership**

Although Leadership is not rated as an outcome, CQC does comment on it.

*'People from all communities are engaged in planning with Councillors and senior managers. Councillors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce'.*

*'There is good political and corporate support for adult social care. Leadership is strong and there is a clear strategic direction, which is developed with engagement from partners and local communities. There has continued to be good partnership working, with some joint service provision. The council were runners up for the LGC most improved council of the year award this year and have been nominated for a variety of other awards.'*

**2.2.6** (Appendix 1) contains CQC's full Annual Performance Assessment report and identifies key strengths and areas for improvement

## **2.3 Next Years Ratings**

**2.3.1** In November 2010 Councils were advised that they will no longer be assessed annually on their adult social care performance by the CQC from next year. This would make the judgement published on the 25<sup>th</sup> November 2010, the final assessment (Appendix 3). The annual assessment will be replaced by a more localised assessment system, to be identified over several months, but will devolve responsibility for monitoring and improvement to local people and local government itself.

**2.3.2** Some of the key areas for improvement include:

- Progress work to improve waiting times for major adaptations
- Further increase telecare provision and progress work on Telehealth
- Continue work to mainstream the new reablement service
- Continue work to increase access to supported accommodation
- Continue work to increase the numbers of mental health service users benefiting from a personal budget
- Build on work to expand the range of employment opportunities for carers
- Continue work to raise the profile of safeguarding with harder to reach groups, so that referrals are more in line with Harrow's demographics

The majority of the points above can be delivered by Adults services but there are several points including adaptations, telehealth and Mental Health personal budgets that will require support from other Directorates within the Council or our partners (NHS Harrow/CNWL, Community and Environment).

**2.3.3** In several areas CQC have judged that we have 'no areas of improvement'

- Making a positive contribution
- Freedom from discrimination and Harassment

In one area we only have 1 area for improvement

- Economic Well-being

In addition to these outcome judgements Harrow is a national leader on:

- Personal Budgets
- Carers Service
- Learning Disability Employment

## **2.4 Financial Implications**

The 2011-12 budget discussed at challenge panel at the end of October 2010, considered a number of growth and savings options on the Adult revenue budget.

The area's for improvement detailed in paragraph 2.3.2 will impact on both revenue and capital resources and are expected to be delivered within existing budgets. Consideration is given to additional resources for major adaptations in the current financial year to ensure approvals can be granted and to avoid further delays in waiting times for service users. The capital provision for 2011-2012 is considered sufficient.

The 2011-2012 budget assumes efficiencies in reablement, which will support the development of the service for the service user but also assist the wider financial position.

The longer term procurement efficiencies and value for money will be achieved by strategic shifts in particular the increased use of supported accommodation. Increase in telecare is expected to be contained within the 2011-2012 budgets.

## **2.5 Performance Issues**

Performance issues are integral to this report – para 2.2.2 provides a summary of CQC's recognition of improving performance in Harrow's adult social care. The significant improvements in the outcome assessment grades reflect strong and improving performance in national indicators and in local outcome measures. In particular, there has been strong performance in measures that reflect the provision of personalised support, services for carers and safeguarding of vulnerable adults. In addition, the views of service users are now more routinely sought and influence the development of services.

CQC have recognised local performance management and quality assurance as strengths. The Adult's quality assurance framework provides an outcome focus and supports the drive for continuous improvements in the service.

Performance areas for improvement are outlined in 2.3.2. Ambitious performance targets have been set in the Adult's Excellence Plan, which reflect these priority area.

## **2.6 Environmental Impact**

Nil

## **2.7 Risk Management Implications**

Any associated risks are identified on the risk register

## 2.8 Equalities implications

CQC have judged our performance under Outcome 5 - Freedom from discrimination and harassment as excellent and have noted there are no areas for improvement, although we will continue to strive for the service to meet the diverse number of our users.

## 2.9 Corporate Priorities

Improve support for vulnerable people.

## Section 3 - Statutory Officer Clearance

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 30 November 2010		
Name: Sharon Clarke	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 30 November 2010		

## Section 4 – Performance Officer Clearance

Name: Tom Whiting	<input checked="" type="checkbox"/>	Assistant Chief Executive
Date: 30 November 2010		

## Section 5 – Environmental Impact Officer Clearance

Name: John Edwards	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Environmental Services)
Date: 30 November 2010		

## **Section 6 - Contact Details and Background Papers**

**Contact: Paul Najsarek, Corporate Director Adults and Housing**

**Tel: 020 8424 1361**

### **Background Papers:**

Assessment of Performance Report 2009/10 – **Appendix 1**

CQC Letter – **Appendix 2**

Summary of Comments – **Appendix 3**

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny  
Committee**

**NOT APPLICABLE**

[Decisions for noting are not  
subject to call-in]