



Making Social Care
Better for People

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27th October 2008

Ref: CSR/PB/SB

Dear Mr Robinson

PERFORMANCE SUMMARY REPORT of 2007-08 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR STAFFORDSHIRE

Introduction

This performance summary report summarises the findings of the 2008 annual performance assessment (APA) process for your council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

Attached is the final copy of the performance assessment notebook (PAN), which provides a record of the process of consideration by CSCI and from which this summary report is derived. You will have had a previous opportunity to comment on the factual accuracy of the PAN following the Annual Review Meeting.

The judgments outlined in this report support the performance rating notified in the performance rating letter. The judgments are

- Delivering outcomes using the LSIF rating scale

And

- Capacity for Improvement (a combined judgement from the Leadership and the Commissioning & Use of Resources evidence domains)

The judgment on Delivering Outcomes will contribute to the Audit Commission's CPA rating for the council.

The council is expected to take this report to a meeting of the council within two months of the publication of the ratings (i.e. by 31st January 2009) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGMENTS FOR 2007/08

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

The report sets out the high level messages about areas of good performance, areas of improvement over the last year, areas which are priorities for improvement and where appropriate identifies any follow up action CSCI will take.

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY PEOPLE USING SERVICES

Key strengths	Key areas for improvement
All people using services	
<p>Competent, strong and visible leadership that is successfully implementing the changing lives programme.</p> <p>The new district arrangements that are focussing upon local services for local areas have been very successful and welcomed by partner agencies, people in the local areas and the district borough councils.</p> <p>Stronger partnership working with a wide range of partners from all sectors.</p> <p>Strong corporate and member involvement leading to a joined up approach to deliver services from within the council departments</p> <p>Effective financial management systems with support for staff.</p> <p>Joint commissioning unit</p> <p>Promotion of healthier lifestyles and well being with evidence of the approach making a difference.</p> <p>Range of advocacy and interpreting services.</p> <p>Improvements in the uptake of direct payments</p> <p>Progress on the personalisation agenda</p> <p>Improvement in the provision of employment pathways for paid and unpaid work</p> <p>Significant improvements in the profile and engagement with people who use services and carers</p> <p>Strengthened arrangements to ensure vulnerable adults are safeguarded.</p> <p>Good performance on delivery of equipment.</p> <p>Improvements to the waiting times for adaptations</p> <p>The improvements in the arrangements for performance management are linked throughout, enabling staff to feel valued</p>	<p>To continue to improve services for people who misuse substances.</p> <p>Monitor the performance on help to live at home.</p> <p>Complete the review of the care management work</p> <p>Monitor the performance on assessments and reviews</p> <p>Continue with the self assessment work across all user groups and carers</p> <p>Review the approach to providing training for staff in the independent sector to ensure training is reaching all front line staff and making a difference</p>

<p>and contribute to the plans and improvements.</p> <p>The work on promoting quality recognised by a national award</p> <p>The developments and improvements in the single assessment work.</p> <p>Increased use of assistive technology along with the assessment suites</p>	
Older people	
<p>Improvements in the range of community services</p> <p>More older people helped to live at home</p> <p>The quality of the intermediate care provision has led to more people remaining in the community with less support</p> <p>Improved engagement with older people</p> <p>Work on falls prevention is having an impact</p> <p>The further resources to increase the extra care housing provision</p>	<p>To continue to resolve the delayed transfers of care.</p> <p>To monitor the overall provision of intermediate care</p>
People with learning disabilities	
<p>The engagement with people with a learning disability leading to active involvement in the development of the personalisation agenda</p> <p>The changing lives programme which is leading to more people being able to live in ordinary housing as citizens</p> <p>People are taking up more work and leisure opportunities</p>	<p>There are plans in place to relocate people with a learning disability from the NHS settings. It is recommended that this is monitored to ensure timely outcomes.</p>
People with mental health problems	
<p>The work to integrate the provider services</p>	
People with physical and sensory disabilities	
<p>More work is being done to ensure people with a physical and sensory disability have a range of services and support to meet individual needs. This includes individual budgets and housing options.</p>	
Carers	
<p>The council has raised the profile and engagement with carers and this has been successful. There is more work to do but feedback shows there is confidence and support for the council's plans.</p>	<p>To continue with the work on carers providing peer support in taking forward carers' assessments and self-assessment work.</p> <p>To continue to develop support for carers wishing to work.</p>

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The contribution that the council makes to this outcome is good

There has been continuous improvement through joint working to improve the health and well being of people building on the work of last year. This work includes all adult social groups, with more focus on the hard to reach and black and minority ethnic (BME) groups. The use of the small grant schemes has enabled the voluntary and community groups to develop and deliver a range of services in local areas and this has been enhanced by the district structure arrangements. Feedback from people who use services and carers is positive about the difference it is making to their lives. A full range of information that is clear and available in a range of formats. More services are now in place to inform and support people in Staffordshire to have a healthy lifestyle.

The development of the Approach cafes for older people with mental health needs and carers across the county is demonstrably helping people to remain at home and supporting carer's breaks with a range of information and advice. Surveys and evaluations of the schemes involving all those who use them show high numbers of people using and benefitting from the services. The integrated approach with health and the third sector is effective, with shared aims to improve health across the community.

During the year there have been improvements in the provision of services for people with substance misuse needs. It was recognised that this work should be undertaken collaboratively with a focus on offering more choices to support people to live ordinary lifestyles and to access treatment in a timely way. A concordat has been signed with a commitment from leaders and representatives from across Staffordshire to address all the areas.

The Single Assessment Process is fully implemented, so that people benefit from only having to tell their story once. Further improvements include the involvement of the Fire Service looking at safety in the home. The focus is to ensure that all agencies that may have contact with vulnerable adults are engaged. During the year the council has focused upon delayed transfers of care, the number of delays has increased. However the council states this is mainly due to one hospital and discussions have been held to resolve this position. In partnership with health, plans are in place from April 2008 to improve discharge arrangements from hospitals through tracking the customer journey from the time of admission for all adults who may need support and care on transfer or discharge.

Performance regarding intermediate care is mixed. The overall provision reduced during the year and is not in line with comparators. Residential provision reduced but placements are increasingly being provided in non-residential settings and in local areas using a variety of settings to facilitate this. Specialist residential intermediate care is being provided in partnership

with health. Feedback evidences high numbers of people are returning home from hospital resulting in improved lifestyles and reduced support. It is a time of change with the re-provision of the in house services and the wider use of other services to help with reablement. There is acknowledgement that the level of provision needs to be kept under review.

Key strengths

Network of organisations and agencies involved in promoting healthy lifestyles and well being with an increasing range of services and information.

Partnership work with Approach to develop the cafes for older people with mental health needs.

Increasing use of other agencies in assessment work to ensure all aspects of people's lives are considered and provided for.

There have been improvements in the quality of the provision of residential and non-residential care for intermediate care with evidence of clear benefits for people who need to use the services and carers.

Key areas for improvement

Continue with the plans to improve the services for people with substance misuse needs.

To monitor the provision of the intermediate care to ensure it is keeping pace with the plans in the changing lives programme.

To continue the work with the hospitals to reduce delayed transfers of care

Improved quality of life

The contribution that the council makes to this outcome is good

There have been improvements in the quality of life for people who use social care services in Staffordshire. The district structure and the joint working has been embedded and evidence has been presented which demonstrates the range of services for people who use services and carers has increased and is making a difference to people's lives. There is a focus on independence and choice and this is supported by increases in the provision of direct payments, individual budgets, and the development of extra care housing and assessment suites. Joint working at district level with borough councils has enabled improvements in adaptations with continued improvements in the delivery of equipment. A range of assistive technology is being used, with an increase in partner's contributions. There are ambitious plans with partners to further increase the provision. Feedback shows that the people who use services and carers are positive about the improvements. Services to help people to live at home have remained static. This is the focus for further activity by the council. The council report that performance may be linked to the increase in individual budgets and direct payments, which means that people are buying services for themselves. Fewer older people and adults were admitted to permanent care

during the year. This will be further improved with the increase in housing options and the personalisation agenda. Good progress is being made with a range of services to focus on early prevention with information from the Joint Strategic Needs Analysis being used to inform developments. This includes the work on falls prevention and voluntary groups linking to accident and emergency departments to support early discharge, effective working with community matrons and the use of the Just Checking Kits.

There is increasing engagement with people with sensory impairment and this has resulted in some services being provided that can be evidenced to have made a difference to people's lives. Effective signposting arrangements are in place. Progress is being made on grant funded and non care-managed services, with the council being flexible in responding to individual choice and people choosing what they need. Whilst this is a move away from traditional commissioning it forms part of the personalisation approach.

There has been a significant improvement in the engagement with carers. A range of carer's events has been held and there is a confidence that the council is listening and acting upon their views. Whilst there has been an increase in the provision and flexibility of services for carers, it is below comparators. However, there are plans in place to address this and carers have confirmed this. The work with carers is being taken forward within a corporate approach and is visibly supported by the council's chief executive and lead members

Key strengths

The council recognised the need to work with carers. This is a corporate priority actively supported by the chief executive and lead members.

There has been extensive consultation and engagement with carers that has seen an increased role for carers and their collective confidence in the approach that the council is taking.

The district arrangements have been successful in developing a range of services based on local services for local people in an integrated way with a wide range of partners from all sectors.

Improvements in performance to provide adaptations in a timely way.

The continued development of extra care schemes and other housing options.

An increasing range of preventative services is being provided through partnership working.

Key areas for improvement

To continue to monitor the performance on helping people to live at home, particularly for adults with disabilities and mental health needs.

To continue the work with carers to develop flexible services of the type they identify.

Making a positive contribution

The contribution that the council makes to this outcome is excellent

During the year there has been focussed activity on engaging with people who use services and carers. There have been a number of public events with the outcome from these being evidenced as positively impacting upon all aspects of service modernisation and delivery. People who use services are involved and have roles in forums and partnership boards with authority over agenda setting and challenge. Feedback shows the contributions are listened to and acted upon and that people have a voice.

People are actively involved in taking forward individual budgets and views have led to some changes in the processes following the initial pilot work. Following the initial difficulties with communication about the changing lives programme, the council changed its approach and this has been successful. They have adopted a conversation approach to seek views on the future of day services that has also been very positive. Senior managers monitor the user and carer involvement through the Improving Customer Experience initiative. This involves all managers meeting regularly with people who use services and carers to hear first hand about people's experience. This information is then used to ensure the culture and practice of the people who use services and carers being central to all activities.

There is active involvement at district and county level and feedback demonstrates the importance of engagement at the local level. There has been significant investment in the provision of advocates both for individual people and also to support people with the changing lives programme. A website is available and invites feedback and comments; it also provides details of community groups including faith based groups. Engagement has also been successful with BME and harder to reach groups.

Progress has been made in rolling out self-assessments for some services and carers have been identified to help with carers assessments. Participation in volunteering is a Local Area Agreement target and this will build on the work already in place. A range of volunteers are being used in some rural areas, such as Newcastle Polish Day Centre, and people with learning disabilities are also being used as volunteers to help to maintain gardens of older people. There are several ways that feedback is sought and how the comments are used to improve services.

Key strengths

An over-arching framework for engagement with people who use services and carers has been developed.

The active involvement at district level in engaging with local people and groups and the different networks that have been developed.

The investment in advocacy services

Feedback systems to people who have contributed to demonstrate how they contributions have been acted upon.

The increasing use and support for volunteers.

The development of the customer experience initiative, which has provided opportunities for senior and middle managers to have direct contact with people who use services and carers and then use the feedback to further improve the engagement.

Key areas for improvement

To continue with the use of self-assessments across all user groups and carers.

Increased choice and control

The contribution that the council makes to this outcome is good

Most people feel well informed about social care; communication and information has improved and people know about the changing lives programme. Performance overall on care management is mixed. More people are now receiving direct payments. There is a greater uptake from a wider range of people, and evidence about the difference it is making to their lives. More older people have to wait longer for an assessment and this is not in line with the performance of similar councils. Following assessment, older people now receive services in a timely way, however there is a slight decline in the number of people receiving a statement of how their needs will be met. There have been improvements in the performance relating to reviews. However, further improvements are necessary to ensure that more people have a review. There have been improvements in the number of carers receiving an assessment, with progress made on carers' self-assessments.

It is acknowledged that during the year the major changes to district working and reorganisations of teams led to some disruption. There is a focus on improving and sustaining the performance around the care management work. This is linked to a review of the care management work with an aim to develop a key worker or case manager lead role. People who use services have commented on and support this approach. Robust plans are being implemented to develop the personalisation agenda. A number of projects that are in place and evidence from people who use services and carers show their involvement and influence in making changes to policy. People confirm that they understand the agenda and that there is an openness and flexibility to promote individual choice. Significant improvements and investment have been made with the transitions work. The approach is broader and includes housing options, work, and education and life choices.

There is evidence that the complaints service continues to be well managed with an overall decrease in the total number of complaints received. There is an improvement in how lessons from complaints are used to improve the services and practice. During 2007-08 there has been a focus on improving mental

health services, with integration of the management of the provider services. This is in conjunction with the existing joint arrangements and has the potential to provide further opportunities to improve the service. Services for older people with mental health needs are developing with the emphasis on enabling and supporting people to live at home. The dementia care strategy is a priority and has already been incorporated into the plans.

Key strengths

Strengthened arrangements are in place to support effective transition work

The complaints service continues to be well managed with increasing use of lessons learned informing improvements

Services for older people with mental health needs are improving with a range of services being accessed

Timely progress is being made with the personalisation agenda and feedback from people who use this service and carers support this.

Greater uptake of direct payments across a wider range of people

Progress is being made with the integrated mental health service

Key areas for improvement

To improve the performance on assessments and reviews.

To complete the review of the care management work to support the personalisation agenda

Freedom from discrimination and harassment

The contribution that the council makes to this outcome is good

During 2007-08 there was a comprehensive consultation and a review of the eligibility criteria was held, resulting in revised criteria being agreed and published. This will take effect from April 2008. The use of equality impact assessments is embedded and this has been evidenced as a positive development. Information about services and criteria is available in a wide range of languages and formats. A directory of BME groups and faith communities has been produced. Work with these groups has led to a greater understanding of needs and is helping the districts to develop appropriate and local services. Evidence demonstrates that further work is necessary to ensure that services are making a difference to people's lives. There has been a decline in the number of assessments undertaken with people from BME communities together with a decrease in assessments of people with a learning disability from these communities. There is information and support for people who pay for their own care. There are developments in local specialist provision, with person centred planning and opportunities to include people with complex needs in the personalisation approach being the central focus. Examples demonstrate that the council has equal opportunities policies in place and is responding to the diverse and specialist needs of people.

Key strengths

The eligibility criteria are published in a clear and accessible way.

The use of the equality impact assessments is a positive development and integral in all the work.

The directory of BME groups and faith communities developed through joint working.

The corporate led approach prioritises the promotion of equalities and diversity policies with comprehensive monitoring.

Clear information and support for people who pay for their own care on how to access services.

Key areas for improvement

To monitor the number of assessments of older people and people with learning disability from BME groups who receive a service.

To review the feedback arrangements in order to be confident that the services being developed for people from BME and hard to reach groups are making a difference to their lives.

To implement level 4 and 5 of the equality standards.

Economic well being

The contribution that the council makes to this outcome is excellent

There is a protocol in place to deal with continuing health care disputes and this works effectively to resolve disputes. There are plans to further improve the guidance.

Increasingly, there is a wider choice of employment and work placements. The priority and activity during the year has resulted in more people benefitting from employment and work placements. Effective work has also been done with other council departments to provide more work opportunities. People within the districts are also making local contacts with businesses and local colleges to improve opportunities. Feedback shows that people are welcoming and taking up the opportunities. There is evidence the council is responding to carers' issues of employment.

Effective partnerships are in place to maximise benefits and to support people with financial matters.

Key strengths

Clear and effective protocols are in place for continuing health care panels.

Excellent progress has been made on developing more opportunities for people who use services to take up employment, return to work and the provision of work placements. This is supported across the council and

within the districts.

Partnership working continues to see improvements in how people are supported in maximising their incomes and take up of benefits.

Key areas for improvement

To build on the work to support carers into work by the discussions and links with employers.

Maintaining personal dignity and respect

The contribution that the council makes to this outcome is good

There are strong and effective arrangements in place to ensure people are safeguarded against poor care and treatment. The council has a joint safeguarding board with Stoke on Trent. There has been additional investment with the appointment of an independent chair and a case conference chair. The council sees safeguarding as everyone's business and continues to improve multi-agency working. Arrangements are in place in line with the Mental Capacity Act and an effective IMCA service is in place. New quality standards have been introduced to monitor the performance of teams and safeguarding is integral in commissioning plans. There has been a small increase in the number of referrals from people with a physical and sensory disability and people with mental health needs. This is due to the raising awareness across the council and partners and particularly within the mental health services. The number of referrals from other organisations is higher than similar councils, except for referrals from police and housing agencies, which are in line with comparators. This shows that organisations are clear about the referral routes and how safeguarding issues are recorded. There has been a significant increase in the number of staff trained in safeguarding. However there was a fall in the number of independent staff who received training. The arrangements involve a 'train the trainer' approach. It is important that the council is confident that the approach is effective and is reaching all staff in all sectors. The council has an effective policy in place to ensure interpersonal relationships are actively encouraged.

Key strengths

Continued improvements in the arrangements for safeguarding adults and the increased involvement of agencies and organisations.

Additional investment with the appointments of independent chairs.

Increased investment in staff training.

Key areas for improvement

To review the arrangements for how staff from the independent and voluntary sector are trained in awareness and understanding of safeguarding issues.

Capacity to improve

The council's capacity to improve services further is promising

The council has demonstrated highly competent and strong leadership throughout the year. The commitment by the corporate senior management team and the elected members continues to be visible and effective. Many senior officers and members have a champion's role and are involved in governance and meetings with people who use services, carers, statutory and voluntary organisations and groups.

The modernising agenda remains a priority. There is evidence of effective working across the council to join up services that make a difference to people's lives. There is a clear vision that has been well communicated across Staffordshire with ambitious and comprehensive plans and clear timescales. Plans build on the national priorities with the message that services in Staffordshire will be developed at a local level. The new district structure was put in place at the beginning of the year and some initiatives and changes were implemented very early on with demonstrable effect. Feedback from partners and people who use services supports the arrangements and confirms they are viewed as positive. There are also links between the districts and the county to ensure people can learn from each other and the District Directors take a county lead on priority areas. Evidence and feedback from partner agencies, and the council's own staff demonstrates that the council has effective and strong partnerships working across a wide range of organisations. People who use services and carers are actively involved and state their profile has risen, and they support the council's approach. Communication policies have improved and people welcome the conversation approach.

Part of the improvement agenda has focussed upon human resources and the workforce. There has been an overall reduction in the number of people employed, linked to the changing lives programme. A decline in spending on training is balanced by additional investment in an organisational development programme for all managers linked to their roles and the change programme. Feedback from staff shows an energised workforce that feels their suggestions and contributions are valued and acted upon. There are competent and skilled people at all levels within the council.

Performance management and quality assurance are woven through the organisation. Investment during the year has created specific performance posts within each of the eight districts with a remit to support staff with performance management. There are effective reporting systems involving scrutiny and governance by elected members and senior officers with evidence of management action. There are links with performance management at all levels within the council with effective arrangements supported by training. The performance team has won a national award for the Quality Standards on front line work. Arrangements for Local Involvement Networks (LINKs) are in place with wide representation including members at district and county levels. Overall, the capacity in relation to leadership is excellent.

Work with partners during the year has led to the setting up of a Joint Commissioning Unit in conjunction with the two Primary Care Trusts. Adult Social Care will take the lead and eventually all contracting and monitoring activity will be integrated with commissioning. This is fundamental to the integrated and personalisation agenda across Staffordshire.

Work on the Joint Strategic Needs Assessment is well advanced with good use made of the information at both council and district level. The council has comprehensive commissioning plans based on the needs analysis with the views of people who use services and carers incorporated. Adult social care panels operate at district level. There is wide representation that informs the plans and activity. This informs the county adults social care board, which is a chief officer board from representative agencies.

A medium term financial strategy is in place and the budget and financial systems are well managed. Financial challenges arising during the year in managing the changing lives programme have been well managed. Investment has been made to improve capacity and support in the districts and to increase the senior management team. There is knowledge about the provider market and information about the gaps in service provision will be a priority for the joint commissioning unit. The development of community services is continuing, with plans for joint arrangements with all sectors. There is evidence that the services being provided and commissioned are linked to outcomes and the quality of services in Staffordshire continues to improve.

The council, with partners, has systems to work with the services that are not meeting standards. Additional resources are now in place to develop more extra care housing schemes in rural and urban areas. This continues to progress the changing lives programme. Effective work is taking place on the use of property and land assets across the council to further a holistic and joined up approach to providing a range of housing options and services that support the changing lives programme for all people in Staffordshire. This approach has already led to plans to develop a creative scheme to support people with substance misuse in local areas. Overall the capacity in relation to commissioning is promising.

Key strengths

Leadership

Strong and effective leadership at all levels within the council resulting in a joined up approach that is benefiting the people of Staffordshire.

A clear and ambitious vision and implementation programme that promotes the independence and choice agenda whilst raising people's aspirations to their rights to lead ordinary lives as citizens.

Strong and robust partnerships that are delivering more integrated services with a commitment to improvement and making access and support easier for all people who need to use services.

The work on developing the workforce to enable all staff to develop skills and knowledge to work within the new approach.

Role of senior officers within the council and elected members in actively being involved to support and promote the improvements in adult social care.

Focus and investment on delivering and providing quality services and practice.

Commissioning and use of resources

The setting up of the Joint Commissioning Unit has already made a good start and this will increase with the senior staff now appointed. There are joint priorities already identified.

Strong management of finances with clear accountability

Good use is being made of the properties and land within the council area to support the modernising agenda

There have been improvements in working with providers to improve standards.

Key Areas for Improvement

Leadership

None

Commissioning and use of resources

To bring together the contracting and monitoring arrangements into the Joint Commissioning Unit.

To build on the links with districts to support the development of community services.

Continue with the partnership working with providers and groups from all sectors when considering how to respond to the gaps in service provision.

Yours sincerely

Katie Tempest

Regional Director
Commission for Social Care Inspection