



Making Social Care
Better for People

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Ms D D'Souza
Director of Adult Social Care
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Kings House, Grand Avenue
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Date: 21 October 2007

Ref: JD/WC BH APA report

Dear Director,

SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR BRIGHTON AND HOVE

Introduction

This report summarises the findings of the 2007 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 a revised copy of the performance assessment notebook which provides a record of the process of consideration by CSCI, leading to an overall performance rating. You will have had a previous opportunity to comment on the factual accuracy of the evidence notebook following the Annual Review Meeting.

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

- *Delivering '**Good**' outcomes (formerly Serving People Well) using the LSIF rating scale*

And

- *Capacity for Improvement is '**Excellent**' (a combined judgement from the leadership and the commissioning and use of resources evidence domains)*

The judgement 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 2008) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Good
Capacity to Improve (Combined judgement)	Excellent
Leadership	
Commissioning and use of resources	
Star Rating	3

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	
<ul style="list-style-type: none"> • Most people and their carers who use services are helped to understand how to stay healthy and maintain emotional well-being. • People are provided with a good range of clear and accessible information and individual support and advice is available when needed. • The council continues to provide a very good service to individuals who require equipment and adaptations at home. • Robust contract specification and monitoring provides the council with annual user satisfaction surveys, which report good levels of satisfaction by those using services. • The council have significantly increased their number of extra care housing. • The council collects information regarding complex care needs and has a directory of specialist and mainstream services that support local people. • People who use services and their carers are actively encouraged and given opportunity to become involved in development, planning and review of services. • All services are provided with a structured and supported approach for engaging with stakeholders. • Surveys confirm satisfaction levels are high and almost all users confirm they are treated with respect. • There is an effective and accessible complaints procedure in place and the learning from complaints influences service planning and delivery. 	<ul style="list-style-type: none"> • To support individuals accessing a single and streamlined service the council in partnership with health have implemented a single assessment process (SAP) at the point of initial contact. However, full implementation is restricted due to incompatible electronic information systems within both organisations. • The council works in partnership with health partners utilising a whole systems approach to reduce and stabilise delays in hospital discharges. However, this is an area of work that requires further improvement in order to bring performance in line with similar councils. • A range of Telecare services are available, although this area could benefit from further expansion and development. • The council, whilst committed to ensuring adults aged 18-65 are similarly provided with alternatives to residential care, performance, whilst improving, is adequate and needs to be improved. • Direct payments provided are predominantly of a high value and sustainable in the long term. However, overall numbers are lower than that provided by similar councils and requires improvement. • An area of particular concern relates to the unexpected, yet significant increase in the reporting and investigation of adult safeguarding incidents, which subsequently impacted on

- There is evidence to indicate that services are available to meet almost all needs effectively.
- The council provide in partnership with independent organisations, advocacy and interpreting services for all client groups, either through dedicated service specific contracts or via spot purchase.
- The council have clear eligibility criteria for all services and information is available in different formats and currently criteria level is set at substantial.
- There is no restriction on self-funders accessing information and care management services on an equal basis.
- The council is committed to Equal Opportunities in employment and service delivery. It seeks to ensure equality for all, combating all forms of discrimination, and seeks to influence partners and contractors to meet their obligations through agreement and contractual arrangements it enters into.
- The council have clear arrangements in place between themselves and the PCT to deal effectively with continuing care arrangements and there have been no formal disputes in the year.
- Access to good advice, information and help is in place including adequate advice on welfare benefits.
- The council have extremely effective safeguarding policy and procedures, which are used to good effect.
- The number of referrals and completed investigations has significantly increased across all user groups this year. This increased activity is attributed to raising awareness of safeguarding procedures, improved data collection and the introduction of a new Pan Sussex Safeguarding Adults Procedures manual.
- Most people are able to explore their

- the workloads of the assessment teams and this led to some individuals experiencing delays in timely completion of assessments within 4 weeks. The council are confident that any delays were risk assessed and priority given to individuals with high needs. Performance management action has been taken to address the delays and improvement must be demonstrated during 2007/8.
- The council is not wholly confident that their data collection for integrated services with health partners is accurate and this is an area for improvement to enable a true reflection of performance activity to be fully reported.

<p>sexual preferences and are free to form relationships in a safe and non- judgemental environment and the council has produced multi agency sexual relationship guidance. The council’s contract and commissioning unit user satisfaction surveys include suitable questions to cover inter personal relationships.</p> <ul style="list-style-type: none"> • The council has an Access to Information policy; Data Protection policy and guidelines support managers and staff in carrying out their duties in respect of protecting privacy and confidentiality. 	
<p>Older people</p>	
<ul style="list-style-type: none"> • Older people are helped to live at home through a range of initiatives and performance is good. • The council in partnership with health has an effective integrated falls strategy. 	
<p>People with learning disabilities</p>	
<ul style="list-style-type: none"> • A number of projects are providing independent living opportunities within supported housing schemes, especially for young people in transition. • A focus has been placed on improving volunteer placement opportunities for people with a learning disability. 	<ul style="list-style-type: none"> • Enabling adults with a learning disability to live at home requires improvement. • An increased number of people with a learning disability were funded for residential care, which remains higher than the average of similar councils, and needs to be reduced.
<p>People with mental health problems</p>	
<ul style="list-style-type: none"> • Employment opportunities for people with mental health problems are enhanced by continuous work with the Equal Project. • The council has an Access to Information policy; Data Protection policy and guidelines support managers and staff in carrying out their duties in respect of protecting privacy and confidentiality. 	<ul style="list-style-type: none"> • Promoting independence for adults with mental health problems requires improvement with the council reporting a slight drop in the number of people assisted to live independently at home. The council provided evidence to indicate performance was better than reported, if including mental health services activity. This is a data issue relating to the two different ICT systems used by the NHS and council, which needs to be resolved to enable accurate reporting of performance.

People with physical and sensory disabilities	
<ul style="list-style-type: none"> The council's performance in assisting younger physically disabled people to live at home is very good. 	<ul style="list-style-type: none"> The council recognises better attention is needed to be given to information for people accessing HIV services.
Carers	
<ul style="list-style-type: none"> The council have good links with carers' groups and consult regularly with them. 	<ul style="list-style-type: none"> Although services for carers are improving the council are under reporting performance due to difficulties in data collection and need to consider how to resolve this issue The council should consider how to capture data relating to the number of carers being supported in employment.

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The council makes a 'good' contribution to improving people's health and emotional well-being.

In partnership with health colleagues and the independent sector the council actively promotes healthy lifestyles and emotional well-being. Most people and their carers who use services are helped to understand how to stay healthy and maintain emotional well-being. People are provided with a good range of clear and accessible information and individual support and advice is available when needed. The appointment of a joint Director of Public Health has strengthened the joint working and the delivery of improved health and well-being. The council works in partnership with health partners utilising a whole systems approach to reduce and stabilise delays in hospital discharges. In recent years significant improvements in reducing the number of delayed discharges have been made. However, although last year's performance has been maintained, further reduction has not been achieved. This is within context of closure of approx 200 beds in acute trust. This area of work requires further improvement in order to bring performance in line with comparator councils.

Key strengths

- In partnership with health colleagues and the independent sector the council actively promotes healthy lifestyles and emotional well-being.
- Most people and their carers who use services are helped to understand how to stay healthy and maintain emotional well-being.
- People are provided with a good range of clear and accessible information and individual support and advice is available when needed.
- The council has produced an information strategy, to ensure that information addresses the needs of minority groups and is tailored to the needs of the local community.

Key areas for improvement

- To support individuals accessing a single and streamlined service the council in partnership with health have implemented a single assessment process (SAP) at the point of initial contact. However, full implementation is restricted due to incompatible electronic information systems within both organisations. This is an area the council is addressing.
- The council works in partnership with health partners utilising a whole systems approach to reduce and stabilise delays in hospital discharges. However, this area of work requires further improvement in order to bring performance in line with similar councils.

Improved quality of life

The council makes a 'good' contribution to improving people's quality of life.

The council's strategies and policies promote the development and delivery of services that improve the quality of life of individuals using social care services. The independence of most people who use services and their carers is promoted. There is a focus on early prevention to support people living independently and reduce risk. The council have a number of contacts with the voluntary sector to develop and deliver a range of early intervention and prevention services. The council continues to provide a very good service to individuals who require equipment and adaptations at home. Services for carers are improving with a range of innovative options. Robust contract specification and monitoring provides the council with annual user satisfaction surveys, which report good levels of satisfaction by those using services.

Key strengths

- Older people are helped to live at home through a range of initiatives and performance is good.
- A number of projects are providing independent living opportunities within supported housing schemes, especially for young people in transition.
- The council's performance in assisting younger physically disabled people to live at home is very good.
- The council continues to provide a very good service to individuals who require equipment and adaptations at home.
- Services for carers are improving with a range of innovative options in addition to residential stays to provide carers with breaks from their caring role being available through contracts with the independent and voluntary sector.
- The council have good links with carers' groups and consult regularly with them.
- The council in partnership with health has an effective integrated falls strategy, which is embedded in the Local Area Agreement.
- Robust contract specification and monitoring provides the council with annual user satisfaction surveys, which report good levels of satisfaction by those using services.
- The council have significantly increased the number of extra care housing places provided within the city and further expansion planned for 2007/8 is on track.
- The council collects information regarding complex care needs and has a directory of specialist and mainstream services that support local people.

Key areas for improvement

- A range of Telecare services are available. However, this area of work could benefit from further expansion and development.
- Promoting independence for adults with learning disabilities requires improvement, with the council reporting a drop in the number of people assisted to live independently at home.
- Promoting independence for adults with mental health problems requires improvement with the council reporting a slight drop in the number of people assisted to live independently at home. The council provided evidence to indicate performance was better than reported, when including mental health services activity. This is a data issue relating to the two different ICT systems used by the NHS and Council, which needs to be resolved. Work is underway to identify a suitable ICT solution.
- Services for carers are improving although the council are under reporting performance in this area because of difficulties in data collection, which needs to be resolved.

Making a positive contribution

The council is 'good' at enabling people to make a positive contribution.

The council are committed to involving people who use services in policy development, decision-making and local activities. The council is currently working to improve the self assessment process already in place and are reviewing the care management processes in order to improve access, choice

and control and reduce waiting times when accessing assessment and services. Almost all people who use services and their carers are actively encouraged and given opportunity to become involved in development, planning and review of services. All services are provided with a structured and supported approach for engaging with stakeholders. Collecting feedback from service users to assess their satisfaction and to help improve service delivery is integral to the care management process within internal and commissioned services.

Key strengths

- Almost all people who use services and their carers are actively encouraged and given opportunity to become actively involved in development, planning and review of services.
- All services are provided with a structured and supported approach for engaging with stakeholders.
- Collecting feedback from service users to assess their satisfaction and to help improve service delivery is integral to the care management process within internal and commissioned services.
- The council has in place an effective and accessible complaints procedure and information learnt from complaints influences service planning and delivery.
- The council has assessed and reviewed the out of hour's services and there is evidence to indicate that services are available to meet almost all needs effectively.
- The council provide in partnership with independent organisations, advocacy and interpreting services for all client groups, either through dedicated service specific contracts or via spot purchase.

Key areas for improvement

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Increased choice and control

The council is 'good' at promoting choice and control.

The council are committed to ensuring service users and their carers have access to a choice of good quality services which are responsive to individual needs, preferences and promote independence and limit risk in personal life. Satisfaction surveys confirm that satisfaction levels are high and almost all users confirm they are treated with respect. A significant increase in the reporting and investigation of adult safeguarding incidents has impacted on workloads of the assessment teams and this has led to some individuals experiencing delays in timely completion. The council are confident that any delays are risk assessed and priority given to individuals with high needs. The council has in place an effective and accessible complaints procedure and information learnt from complaints influences service planning and delivery. The council provide in partnership with independent organisations, advocacy and interpreting services for all client groups. Residential and nursing care is only used as a permanent option when all alternatives to assist living at home have been exhausted. Although, performance to enable people with a learning disability to live independently has deteriorated and a greater number have been funded for residential care. Adults and older people are given the option

to receive direct payments and take up has improved. However, overall numbers are below the comparator average and substantial improvement is required.

Key strengths

- Surveys confirm satisfaction levels are high and almost all users confirm they are treated with respect.
- The council provide a significant amount of information about service standards, availability and eligibility criteria and has produced an adult care information strategy.
- The council has in place an effective and accessible complaints procedure and learning from complaints influences service planning and delivery.
- The council has assessed and reviewed the out of hour's services and there is evidence to indicate that services are available to meet almost all needs effectively.
- The council provide in partnership with independent organisations, advocacy and interpreting services for all client groups, either through dedicated service specific contracts or via spot purchase.
- Residential and nursing care for people aged over 65 is only used as a permanent option when all alternatives to assist living at home have been exhausted. The council's performance in this area is very good.

Key areas for improvement

- A significant increase in the reporting and investigation of adult safeguarding incidents impacted on the workloads of the assessment teams. This led to some individuals experiencing delays in timely completion of assessments. The council are confident that any delays are risk assessed and priority given to individuals with high needs. Action to reduce these delays must be addressed.
- Services for carers are improving although the council are under reporting performance in this area because of difficulties in data collection and need to consider how they best present activity provided.
- The council, whilst committed to ensuring adults aged 18-65 are similarly provided with alternatives to residential care, performance, whilst improving, is adequate and needs to be improved.
- Performance to enable people with a learning disability to live independently has deteriorated and a greater number of people have been funded for residential care.
- Although direct payments provided are predominantly of a high value and sustainable in the long term. However, overall numbers are lower than that provided by similar councils and required improvement.

Freedom from discrimination or harassment

The council is 'good' at promoting freedom from discrimination or harassment.

The council are committed to ensuring equality of access to services and protecting vulnerable adults. The council have clear eligibility criteria for all services and information is available in different formats. Currently criteria level is set at substantial. There is no restriction on self-funders accessing information and care management services. The council consistently measures performance against the Race Equality Standards and is working towards

achieving level 3 status by September 2007. The council have a Disability Equality Scheme with published documentation. The council is committed to Equal Opportunities in employment and service delivery. It seeks to ensure equality for all, combating all forms of discrimination and seeks to influence partners and contractors to meet their obligations through agreement and contractual arrangements it enters into. Advocacy interpreting services are available and suitable to meet most people's needs. However, the audit review of mental health services within the Sussex Partnership Trust indicated the approach to equalities and diversity was not consistently well co-ordinated across partner agencies and this is being addressed in the local implementation action plan.

Key strengths

- The council have clear eligibility criteria for all services and information is available in different formats and currently criteria level is set at substantial.
- There is no restriction on self-funders accessing information and care management services on an equal basis.
- The council is committed to Equal Opportunities in employment and service delivery. It seeks to ensure equality for all, combating all forms of discrimination. The council is active in ensuring it complies with the requirements of national legislation and standards, and seeks to influence partners and contractors to meet their obligations through agreement and contractual arrangements it enters into.

Key areas for improvement

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Economic well-being

The council is 'good' at promoting economic well-being.

The council strive to support individuals to access income and resources sufficient to provide a good diet, accommodation and participation in family and community life. The council have clear arrangements in place between themselves and the PCT to deal effectively with continuing care arrangements. The council provide an increasing choice of pathways to meet diverse economic and employment need specifically for people who are disadvantaged. The council's preventative strategy seeks to enable people to support independence and limit reliance on long-term high cost placements. The Well Being Agenda requires that citizens and those most vulnerable have access to good advice and information and help is in place to ensure local residents who may need social care assistance have adequate advice on welfare benefits. Although the Council does not keep actual numbers of carers supported in employment they were able to provide individual case examples which evidenced the positive approach they are taking.

Key strengths

- The council have clear arrangements in place between themselves and the PCT to deal effectively with continuing care arrangements. There have been no formal disputes in the year.
- A focus has been placed on improving volunteer placement opportunities for people with a learning disability, and a co-ordinator post is funded and supported by the Equal Project.
- Employment opportunities for people with mental health problems are enhanced by continuous work with the Equal Project.
- Access to good advice, information and help is in place to ensure local residents, who may need social care assistance, including adequate advice on welfare benefits.

Key areas for improvement

- The council should consider how to capture data relating to the number of carers being supported in employment.

Maintaining personal dignity and respect

The council is 'good' at promoting personal dignity and respect.

The council have an extremely effective safeguarding policy and procedures, which are used to good effect. The number of referrals and completed investigations has significantly increased across all user groups. This increased activity is attributed to raising awareness of safeguarding procedures, improved data collection and the introduction of a new Pan Sussex Safeguarding Adults Procedures manual. Most people are able to explore their sexual preferences and are free to form relationships in a safe and non-judgemental environment and the council has produced multi agency sexual relationship guidance. Appropriate policies and procedures ensure that privacy and confidentiality are assured in most cases. The Sussex Partnership Trust has shown a significant commitment to improve service delivery for people with mental health needs and report improved performance and use of procedures including substance misuse services. The council recognises better attention needs to be given to information relating to carers and people who use HIV services.

Key strengths

- The council have extremely effective safeguarding policy and procedures, which are used to good effect.
- The number of referrals and completed investigations has significantly increased across all user groups this year. This increased activity is attributed to raising awareness of safeguarding procedures, improved data collection and the introduction of a new Pan Sussex Safeguarding Adults Procedures manual.
- The number of referrals and completed investigations has significantly increased across all user groups this year. This increased activity is attributed to raising awareness of safeguarding procedures, improved data collection and the introduction of a new Pan Sussex Safeguarding Adults Procedures manual.
- Most people are able to explore their sexual preferences and are free to form relationships in a safe and non- judgemental environment and the council has produced multi agency sexual relationship guidance. The council's contract and commissioning unit user satisfaction surveys include suitable questions to cover inter personal relationships
- Appropriate policies and procedures ensure that privacy and confidentiality are assured in most cases.
- The council has an Access to Information policy; Data Protection policy and guidelines support managers and staff in carrying out their duties in respect of protecting privacy and confidentiality.
- The council has an Access to Information policy; Data Protection policy and guidelines support managers and staff in carrying out their duties in respect of protecting privacy and confidentiality.

Key areas for improvement

- The council is using and analysing data and it has recognised that better attention needs to be given to information relating to carers and people who use HIV services.

Capacity to improve

The council's capacity to improve is 'excellent'.

The unexpected departure of the DASS early 2007 has had an impact on the senior management team. As an interim arrangement the assistant Director for Adult Services has been appointed as Director of Adult Social Care and the Head of Performance has taken on the role of Head of Adult Social Services. These temporary arrangements are providing effective leadership for staff and overall performance has improved, although in one or two areas there has been an unexpected deterioration in performance. An area of particular concern relates to the unexpected, yet significant increase in the reporting and investigation of adult safeguarding incidents, which subsequently impacted on the workloads of the assessment teams and this led to some individuals experiencing delays in timely completion of assessments within 4 weeks. The council are confident that any delays were risk assessed and priority given to individuals with high needs. Performance management action has been taken to address the delays and improvement must be demonstrated during 2007/8.

Despite having a range of effective performance management, quality assurance and scrutiny arrangements in place the council is not wholly confident that their data collection for integrated services with health partners is accurate and this needs to be improved to enable key areas of performance activity to be fully reported. The council have been unable to meet their target of having available an Electronic Social Care Record by 1 April 2007 due to technical difficulties.

The Chief Executive and elected members provide strong support and leadership and senior offices ensure there is effective staff contribution and user engagement both within the organisation and across partnerships, to plan and delivery key priorities. The council's recruitment strategy is sound, the work force is stable and levels of absence are low.

The council have in place robust financial planning and management procedures and budgets are devolved down to front line operational managers to support flexibility and initiatives in service delivery. The council achieved a balanced budget at the year-end, 2006/7, and through prudent accounting and value for money principles the over committed on services for people with learning disabilities reduced by £1.9m. The council has developed Joint Commissioning Strategies with the PCT in relation to all client groups. A Joint Post of Director of Public Health is in place with a seat on both senior management teams. The council ensures almost all people who use services, carers groups and relevant staff groups are integral to the commissioning process through consultation, design and evaluation of service provision. There is clear evidence that the council has information about costs in relation to quality and delivery and these are used to inform strategic and service planning and within commissioning to improve efficiency and effectiveness of local delivery. The council has a clear understanding of the local social care market and have taken innovative measures jointly with providers to meet the needs of publicly funded and self funded individuals. The council's Race Equality scheme commits all commissioning to ensure they reflect the local BME groups within the community.

Key strengths

Leadership

- Overall performance has improved, although in some areas there has been an unexpected deterioration in performance.
- The newly appointed lead member for Adult Social Care champions the needs of people who use Adult Social Care and members are effective in planning for and allocating resources to the service.
- A strength of the council is its effective partnership working with health, which is embedded in a number of joint projects, and initiatives that have shared key priorities and ambitions.
- The Chief Executive provides strong support and leadership.
- A strength of the council is its effective partnership working with health, which is embedded in a number of joint projects and initiatives that have shared key priorities and ambitions.
- The council have in place good systematic planning systems to cover service delivery and human resources.
- Senior offices ensure that there is effective staff contribution and user engagement both within the organisation and across partnerships, to plan and delivery key priorities.
- The council's recruitment strategy is sound, the work force is stable and levels of absence are low.
- The council have in place a framework for implementing and monitoring relevant professional and occupational standards and standards of conduct across Adult Social Services, whether commissioned or provided by the Local Authority.

Commissioning and use of resources

- The council have in place robust financial planning and management procedures and budgets are devolved down to front line operational managers to support flexibility and initiatives in service delivery. The council achieved a balanced budget at the year-end of 2006/07.
- Adult Social Care have received year on year growth through budget allocation although this year through prudent accounting and value for money principles the over committed on services for people with learning disabilities has been reduced by £1.9m and the council report being on target for a further reduction of £1.2m in 2007/08
- The council has developed Joint Commissioning Strategies with the PCT in relation to all client groups.
- A Joint Post of Director of Public Health is in place with a seat on both senior management teams and staff are co-located within social care premises.
- The council ensures that almost all people who use services, carers groups and relevant staff groups are integral to the commissioning process through consultation, design and evaluation of service provision.
- The council has a clear understanding of the local social care market and have taken innovative measures jointly with providers to meet the needs of publicly funded and self funded individuals.
- Optimum use is made of joint commissioning and partnership working to improve local services.
- The council's Race Equality scheme commits all commissioning to ensure they reflect the local BME groups within the community.

Key areas for improvement

Leadership

- The council is aware of areas that need improvement and plans are in place to embed an understanding of quality and performance amongst all staff, to further develop and implement the self directed support strategy, improve services for carers and ensure care management services are properly constructed to meet demand effectively and efficiently.
- The council is not wholly confident that their data collection for integrated services with health partners is accurate and this is an area for improvement to enable a true reflection of performance activity to be fully reported.
- An area of particular concern relates to the unexpected, yet significant increase in the reporting and investigation of adult safeguarding incidents, which subsequently impacted on the workloads of the assessment teams and this led to some individuals experiencing delays in timely completion of assessments within 4 weeks. The council are confident that any delays were risk assessed and priority given to individuals with high needs. Performance management action has been taken to address the delays and improvement must be demonstrated during 2007/8. On this particular point it is important to note that the quality of safeguarding work is high, the concern is about impact of the increase and not the actual safeguarding work.
- The council have been unable to meet their target of having available an Electronic Social Care Record by 1 April 2007 due to technical difficulties (provider software failure). There are key elements of the ESCR in place and the council anticipate full roll out by April 2008.

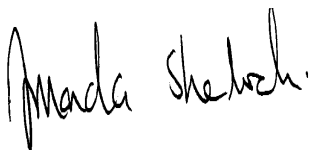
Commissioning and use of resources

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Follow up action in 2007-08

CSCI require by 1 December 2007, an action plan outlining how the council intends to deliver against the areas for improvement detailed within the body of this summary report. Progress will be monitored and evaluated through the 2007/8 routine business meetings.

Yours sincerely



Amanda Sherlock
South East Regional Director
Commission for Social Care Inspection

Copied to: Alan McCarthy, Chief Executive of Brighton and Hove City Council