



**Brighton & Hove  
City Council**

**CABINET  
SUPPLEMENTARY AGENDA ITEM**

**ITEM 133 Adult Social Care Annual  
Performance Assessment**

**2.30PM, WEDNESDAY, 9 DECEMBER 2009**

**COUNCIL CHAMBER, HOVE TOWN HALL**

## **SUPPLEMENTARY AGENDA ITEM**

The following agenda item although provided for on the agenda front sheet was not available at the time of despatch. The Leader of the Council has agreed to accept this report as a matter of urgency for the reasons set out in the reports.

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<b>Subject:</b>	<b>Adult Social Care Annual Performance Assessment</b>		
<b>Date of Meeting:</b>	<b>9 December 2009</b>		
<b>Report of:</b>	<b>Director of Adult Social Care &amp; Housing</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Philip Letchfield</b>	<b>Tel:</b> 295078
	<b>E-mail:</b>	<b>philip.letchfield@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>No</b>		
<b>Wards Affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

*Note: The special circumstances for non-compliance with Council Procedure Rule 7, Access to Information Rule 5 and Section 100B (4) of the Local Government Act as amended (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) relate to the requirement from the Care Quality Commission (CQC) that their Annual Performance Assessment could not be shared until the formal publication by CQC. The publication date was originally set for 3 December by CQC but they then delayed publication until 4 December.*

**SUMMARY AND POLICY CONTEXT:**

- 1.1 The national regulator for adult social care, the Care Quality Commission (CQC), produce an Annual Performance Assessment which summarises progress in relation to the 7 outcomes for social care set out in the white paper 'Our Health Our Care Our Say'.
- 1.2 The Annual Assessment provides judgements in relation to each outcome, highlights areas where the council is doing well and where it should focus its improvement activity.
- 1.3 The Council is required to present the Annual Assessment to the relevant executive committee and to produce an Improvement Plan.

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet notes the Annual Performance Assessment.
- 2.2 That Cabinet considers and approves the Improvement Plan.

**3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

- 3.1 There have been significant developments in the national performance framework for adult social care over the past year. The CQC are a new regulatory body and the framework for delivering judgements is going through a period of change.

- 3.2 The Annual Performance Assessment, with judgements, is attached in full at Appendix 1. The report covers the year 2008/09.
- 3.3 The report is structured around the 7 national outcomes for adult social care and a judgement is made in relation to each outcome. Appendix 2 summarises the potential judgements and their meaning. The council is then given an overall rating based on the individual judgements against the 7 outcomes.
- 3.4 Brighton & Hove have been judged a Council that is performing well overall. Within this the Council is judged to be performing excellently in relation to 3 outcomes and performing well in relation to 4 outcomes.
- 3.5 In 2007/08 the Council was judged to be performing excellently in relation to 1 outcome and well in relation to the other 6 outcomes. The Councils performance has improved and Cabinet can be reassured that delivery against all outcomes is in the performing well or excellent rating.
- 3.6 A relatively small number of improvements are identified and this is a reflection of the overall positive nature of the report. An Improvement Plan is attached at Appendix 3.
- 3.7 Staffs across all services are to be commended for continuing to deliver high quality and safe services at a time of major transformation across adult social care.
- 3.8 The report also highlights the strong leadership in place and the positive impact of joint working across the city. Although judgements are no longer made in relation to leadership and use of resources these elements of the report do feed into the Councils Comprehensive Area Assessment.

#### **4. CONSULTATION**

- 4.1 None required.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 5.1 The Annual Performance Assessment provides an assessment of use of resources within Adult Social Care and in partnership working. The Annual Performance Assessment contributes to the Comprehensive Area Assessment which will be published later in the year.

*Finance Officer consulted: Anne Silley*

*Date: 24/11/09*

##### Legal Implications:

- 5.2 The legal background to the role and functions of CQC is contained in the body of this report which is for noting only. There are no specific legal or Human Rights Act implications arising directly from the content of this report.

*Lawyer Consulted: Sandra O'Brien*

*Date: 30/11/09*

Equalities Implications:

- 5.3 These are specifically covered within the Annual Performance Assessment under Outcome 6.

Sustainability Implications:

- 5.4 There are no specific sustainability implications in the Annual Performance Report.

Crime & Disorder Implications:

- 5.5 There are no specific crime and disorder implications in the Annual Performance Report.

Risk and Opportunity Management Implications:

- 5.6 The report provides an opportunity to identify key areas of improvement and respond to these.

Corporate / Citywide Implications:

- 5.7 This CQC report is a significant element of the Councils Comprehensive Area Assessment. The outcomes for adult social care can only be delivered on a city wide, partnership basis.

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 There is a statutory requirement to present the Annual Performance Assessment to the relevant executive meeting and to develop an Improvement Plan.

**7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 This is a key performance document for the Council which requires consideration and decision making within the Councils governance structure.
- 7.2 The approval and delivery of the Improvement Plan are is an important element in the delivery of the Councils key priorities and in the judgements that CQC will make in future performance reports

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

None

### **Documents In Members' Rooms**

None

### **Background Documents**

None

## Annual Performance Assessment Report 2008/2009



### Adult Social Care Services

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**Council Name: Brighton and Hove**

This report is 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 – see Grading for Adult Social Care Outcomes 2008/09 in the Performance Assessment Guide web address below, for more detail.

**Poorly performing** – 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

We also make a written assessment about

**Leadership** and

**Commissioning and use of resources**

Information on these additional areas can be found in the outcomes framework

To see the outcomes framework please go to our web site: [Outcomes framework](#)

You will also find an explanation of terms used in the report in the glossary on the web site.

### Delivering Outcomes Assessment

**Overall Brighton & Hove City Council is:**

**Performing Well**

Outcome 1:

[Improved health and well-being](#)

The council is performing

**Well**

Outcome 2:

[Improved quality of life](#)

The council is performing

**Excellent**

Outcome 3:

[Making a positive contribution](#)

The council is performing

**Excellent**

Outcome 4: <a href="#">Increased choice and control</a>	The council is performing	<b>Well</b>
Outcome 5: <a href="#">Freedom from discrimination and harassment</a>	The council is performing	<b>Well</b>
Outcome 6: <a href="#">Economic well-being</a>	The council is performing	<b>Excellently</b>
Outcome 7: <a href="#">Maintaining personal dignity and respect</a>	The council is performing:	<b>Well</b>

*Click on titles above to view a text summary of the outcome.*

## **Assessment of Leadership and Commissioning and use of resources**

### **Leadership**

There is strong leadership and a good understanding of the social care agenda, despite the recent retirement of the Chief Executive. Interim arrangements are in place whilst the process of recruitment is underway and the council is acutely aware of the need to have in place secure leadership direction from a permanent Chief Executive. There has been work to promote the personalisation agenda with full member engagement and support. The council achieved financial balance during the year, through a value for money approach, realigning budgets and working effectively in partnership. The council are fully aware and prepared to meet the financial pressures placed upon public services by the current economic downturn and plans are underway to ensure protection of front line services through value for money reviews and exploration of service delivery.

Safeguarding vulnerable adults continues to remain a key priority and the council also successfully implemented the Deprivation of Liberty Safeguards, which provides key safeguards and promotes engagement and choice for people with the most complex and specialised care needs.

The lead member chairs the Partnership Board and the Joint Commissioning Board, on a rotating basis, with the chair of the PCT. Effective joint leadership arrangements have worked to ensure commissioning plans reflect the personalisation agenda. To further improve engagement the council established a new Partnership Board to provide a formal structure to ensure users of services and their carers are fully engaged with the personalisation programme. The council's consultation and improvement group continues to actively engage with users of services and their carers to ensure their views inform service development and improvement.

The council, specifically Adult Social Care, were recently awarded 'Investors in People' status, the national standard for recognising businesses that improve their performance by developing their staff.

The council is aware some current data collection arrangements do not enable accurate reflection of performance activity and delivery. This includes data



specifically linked to grant funded services and delayed transfers of care. The council needs this data to ensure it has sufficient information about activity in order to manage performance effectively.

### **Commissioning and use of resources**

The council have successfully introduced a re-ablement service, which is helping people to remain living independently in the local community for longer. The Joint Strategic Needs Assessment continues to be refreshed to support commissioning plans and the Sustainable Communities Strategy. A new Partnership Board has been set up to support the Personalisation Programme. This new group is multi-agency and is involved in planning and helping shape services for the future. Membership includes stakeholders from all levels including, voluntary and community organisations and the independent sector. These arrangements are managed by robust governance measures through a strategic commissioning board, delivery board and commissioning boards.

Commissioners have a good and up to date knowledge of the quality and capabilities of existing local service providers and are leading the transformation of local services to help deliver personalised services. However, the council acknowledge they must continue to broaden partnerships with the community and voluntary sector to further support the development of the personalisation agenda. Although the council's policy is to purchase new placements from good and excellent care services, performance in a number of independent care services has slipped and has impacted on overall performance. However the council are proactive in working with appropriate regulators and providers to secure improvements or take steps to cancel contractual arrangements.

### **Summary of Performance**

During the year the Local Strategic Partnership commissioned a review and refresh of the Sustainable Community Strategy. The findings identified significant areas of progress, supported by an increasing number of initiatives that actively promote and encourage healthier and safer lifestyles. The percentage of systematic reviews undertaken to measure outcomes achieved during the year for individuals in receipt of a care package provided by the council has fallen. The council explained that with the introduction of personalisation and easier access to community services a number of care packages do not require annual review. However the council must ensure activity does not reduce further. Acknowledging the need to improve outcomes for people who have to go into hospital for preventable reasons or those whose discharge from hospital is delayed due to appropriate services not being available, the council introduced an integrated discharge team and a re-ablement service offering good levels of intensive short term home care support to help reduce the need for longer term care.

The council working with partners provides a wide range of well established preventive services to support and encourage people to live independently and improve their quality of life. The range of specialist services available to carers is comprehensive and innovative and is responsive to the needs of carers. The council are committed to ensuring the contributions of people who use services and their carers are integral to the way social care services are developed, run and improved. The council has been instrumental in the development and adoption of a new

Community Engagement Framework for the city. It sets clear aims and objectives for engagement and also sets out the council's commitment to high quality engagement and provides a set of standards that all partners must use and adhere to. The council's personalisation programme is well established and is supported by a self directed support strategy that was launched during 2008. Work streams delivering on access, re-ablement, self directed support, workforce development, partnerships are all progressing and good outcomes are emerging, with improved performance on direct payments, excellent feedback from 'access point' users and a reduction in people needing long term care through re-ablement.

In recent years the council have developed a range of pathways and services for people who do not meet the eligibility criteria but still require advice or support. The council has modernised its approach to governing equalities by bringing together statutory partners across the city through the City Inclusion Partnership. The council have in place specific services that work actively with local employers encouraging the employment of people who use social care services. The resulting outcomes are positive with significantly higher numbers of people with a learning disability in employment than the average of similar councils.

The people of Brighton and Hove are offered protection from abuse as a result of local partners commitment to a single safeguarding plan and procedures. There is a Safeguarding Vulnerable Adults Board with appropriate representation from all key agencies. Through the local Practitioner Alliance against Abuse of Vulnerable Adults (PAVA) group there is a network of links developed within the voluntary, independent and statutory sectors. Considering the wide membership of the PAVA group and the Safeguarding Board there is a good level of awareness across the community and referring agencies regarding adult abuse. The council should ensure that its safeguarding strategy is fully accessible to people who fund their own social care, considering the developing personalisation agenda.

### **Outcome 1: Improved health and well-being**

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The council is performing: **Well**

#### **What the council does well.**

- A multi agency 'End of Life' strategy group brings together key stakeholders and through its work programme is seeking to promote and deliver best practice in end of life care. The group is chaired by the PCT and the council is actively engaged in its work. The councils own home care service has been accredited through the Liverpool care pathways scheme, a benchmark for best practice.
- There are good levels of intermediate care available and performance is significantly higher than the average of similar councils and positive outcomes for people is evidenced.

#### **What the council needs to improve.**

- Having recently reviewed data presented to the Department of Health in respect of hospital 'delayed transfers of care' the council is aware the overall numbers of people delayed is accurate. However, whether individuals are delayed for social care or health reasons is less accurate. A higher number of individuals were recorded, in error, as being 'delayed' due to social care reasons and therefore

distorts the originally submitted data. The council and Health partners are fully committed to revising their data recording systems to enable future data to be presented accurately.

- The percentage of systematic reviews undertaken to measure outcomes achieved for individuals known to the council has reduced. The council must ensure activity does not reduce further considering performance is now below the average of similar councils.

## **Outcome 2: Improved quality of life**

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The council is performing: **Excellently**

### **What the council does well.**

- The ability of individuals to remain living independently at home has been enhanced by the improving provision of telecare equipment.
- The level of extra care housing continues to increase, with 76 new units recently completed.
- The introduction of a single access point was successfully introduced and is staffed by competent and well trained staff, offering a wide range of timely support and information. Staff can also access immediate solutions for small packages of home care and daily living equipment to achieve a timely resolution of peoples needs. There is evidence of high customer satisfaction levels with response times and quality of contact.
- With the introduction of the 'access' point the council report over 90% of initial enquiries are resolved at the first point of contact. This excellent service has contributed to an increase of minor adaptations being provided through the council. Despite this huge increase in demand for services the council have managed to significantly improve waiting times for minor adaptations, although further improvement is necessary for performance to be similar to other councils.
- A modernised approach to day care services enable people using the service to also access the broader community with opportunities for training, education, volunteering, accessing universal leisure and social activities.

### **What the council needs to improve.**

Not applicable

## **Outcome 3: Making a positive contribution**

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The council is performing: **Excellently**

### **What the council does well.**

- The council has been instrumental in the development and adoption of a new Community Engagement Framework for the city and it sets clear aims and objectives for engagement and provides a set of standards that all partners must use and adhere to.
- The council has an active and fully engaged voluntary sector and they play a key role in supporting local people and are able to influence improvement. The Community and Voluntary Sector Forum have seats on all the council's partnership boards.

- Effective mechanisms are in place to enable the council to routinely consult with and gather feedback from users of all services and their carers. This approach promotes and encourages people who use services and their carers to continuously engage in the improvement and development of services.

**What the council needs to improve.**

- Whilst the council has in place all the mechanisms for consultation and engagement with the voluntary sector, the latter report a shift in power base is required if the voluntary sector is to be fully influential. This perception is acknowledged by the council who are committed to exploration and resolution.

**Outcome 4: Increased choice and control**

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The council is performing: **Well**

**What the council does well.**

- Comprehensive advocacy services, for all care groups, are well developed and include support for those who lack capacity.
- There is a good selection and range of community services available from low level preventive services such as neighbourhood care and befriending services to intensive high level support such as live in care.
- The council's personalisation programme is well established and is supported by a self directed support strategy that was launched during 2008. Work streams delivering on access, re-ablement, self-directed support, workforce development, partnerships are all progressing and good outcomes are emerging, with improved performance on direct payments.

**What the council needs to improve.**

Not applicable

**Outcome 5: Freedom from discrimination and harassment**

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The council is performing: **Well**

**What the council does well.**

- There are no continuing health care disputes and the partnership arrangement with the PCT ensures issues raised are managed effectively with no recourse to formal disputes.
- The council manages to achieve high standards of prevention of discrimination and harassment.
- Although the percentage of clients assessed during the year whose ethnicity was not stated has increased marginally performance remains better than the average of similar councils.

**What the council needs to improve.**

Not applicable

**Outcome 6: Economic well - being**

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The council is performing: **Excellently**

**What the council does well.**

- The council have in place specific services that work actively with local employers encouraging the employment of people who use social care services. The resulting outcomes are positive with significantly higher numbers of people with a learning disability in employment than the average of similar councils.
- All carer assessments and reviews include discussion concerning education, training and employment. The carers grant is utilised, following a needs assessment or review, to enable carers the opportunity for breaks and services.
- Through the joint working arrangements with the Department of Work and Pensions and Housing Benefit the council help maximise income entitlement of individuals including those who self fund their own care to enable access to a wider choice of outcome solutions.

**What the council needs to improve.**

Not applicable

**Outcome 7: Maintaining personal dignity and respect**

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The council is performing: **Well**

**What the council does well.**

- Considering the wide membership of the PAVA group and the Safeguarding Board there is a good level of awareness across the community and referring agencies regarding adult abuse and this is reflected by the high number of safeguarding referrals from partner agencies.
- The views of people using services, relating to the provision of dignity, are routinely monitored in directly provided services through surveys and interviews. The council are keen to ensure that service users dignity and rights are not compromised by risk averse and unnecessary practices to manage safety and risks.
- Individuals are encouraged to maintain their own personal living environment by accessing a range of council funded schemes that support vulnerable households in obtaining improvements, repairs, gardening services and adaptations to their home environment.
- Carers are treated as full care partners by the council and carer surveys were part of the dignity audits, and results confirmed high satisfaction in this area for directly provided services.

**What the council needs to improve.**

- The council should ensure that its safeguarding strategy is fully accessible to people who fund their own social care, considering the developing personalisation agenda.



## Grade Descriptors

Grade	Descriptor
<p><b>Grade 4: (Performing excellently)</b>  <b>People who use services find that services deliver well above minimum requirements</b></p>	<p><b>A service that overall delivers well above minimum requirements for people, is highly cost-effective and fully contributes to the achievement of wider outcomes for the community.</b></p>
<p><b>Grade 3: (Performing well)</b>  <b>People who use services find that services consistently deliver above minimum requirements</b></p>	<p>A service that consistently delivers above minimum requirements for people is cost-effective and makes contributions to wider outcomes for the community.</p>
<p><i>Grade 2: (Performing adequately)</i>  <b>People who use services find that services deliver only minimum requirements</b></p>	<p><b>A service that delivers only minimum requirements for people, but is not consistently cost-effective nor contributes significantly to wider outcomes for the community.</b></p>
<p><b>Grade 1: (Performing poorly)</b>  <b>People who use services find that services do not deliver minimum (performing adequately) requirements</b></p>	<p>A service that does not deliver minimum requirements for people, is not cost-effective and makes little or no contribution to wider outcomes for the community.</p>





CQC Annual Performance Report 2008/09Improvement Plan

	CQC Comment	Improvement Actions	Lead Officer
<b>Outcome 1 Improved Health and wellbeing</b>	Having recently reviewed data presented to the Department of Health in respect of hospital 'delayed transfers of care' the council is aware the overall numbers of people delayed is accurate. However, whether individuals are delayed for social care or health reasons is less accurate. A higher number of individuals were recorded, in error, as being 'delayed' due to social care reasons and therefore distorts the originally submitted data. The council and Health partners are fully committed to revising their data recording systems to enable future data to be presented accurately.	The Council and NHS partners have reviewed the process for data collection and revised this in the light the issues identified. A revised and robust process has been implemented and all partners are confident in the data quality. There is a new weekly sign-off by the General Manager, Adult Social Care.  Nationally arrangements have been made for all local authorities to have access to the reports sent into the national data base (UNIFY 2).	Paul Martin
	The percentage of systematic reviews undertaken to measure outcomes achieved for individuals known to the council has reduced. The council must ensure activity does not reduce further considering performance is now below the average of similar councils.	A new Reviewing Team has been established within Adult Social Care and started work with effect from October 2009. Actual and planned activity within this team will deliver the improvement target of 82%.	Karin Divall

		There is an improvement plan and increased resources in place for Learning Disability Reviews to achieve our target of 82%. We also introduced Outcome focussed reviews in April 2009.	Jugal Sharma
<b>Outcome 2 Improved quality of life</b>	No specific improvements required		
<b>Outcome 3 Making a positive contribution</b>	Whilst the council has in place all the mechanisms for consultation and engagement with the voluntary sector, the latter report a shift in power base is required if the voluntary sector is to be fully influential. This perception is acknowledged by the council who are committed to exploration and resolution.	<p>We will explore this issue within the current arrangements for engaging with voluntary sector partners. We will also meet with the sector as a collective group to look in more detail at the personalisation agenda/social capital, as well as using CVSF links. A market development worker is currently being recruited, hosted by the Federation of Disabled, to work with the third sector.</p> <p>We will explore and resolve our engagement with LD voluntary sector partners and self advocacy groups through review of LD</p>	<p>Denise D'Souza</p> <p>Jugal Sharma</p>

		Partnership Board with new arrangements in place by April 2010. We will also contribute to work to improve voluntary sector partnerships across client groups.	
<b>Outcome 4 Choice and Control</b>	No specific improvement required		
<b>Outcome 5 Freedom from Discrimination and Harassment</b>	No specific improvements required		
<b>Outcome 6 Economic well being</b>	No specific improvement required		
<b>Outcome 7 Dignity and Respect</b>	The council should ensure that its safeguarding strategy is fully accessible to people who fund their own social care, considering the developing personalisation agenda.	The Safeguarding Board is now chaired by the DASS and has refreshed terms of reference. An action from the November 2009 Board meeting is that all partners will carry out an audit of communication/information so that the Board can be assured that information is readily available for people regardless of whether they receive services currently from	Karin Divall

		<p>ASC.          The BHCC leaflet has also been revised and has been distributed widely to ensure that people, again regardless of whether they fund services or not, have up to date information about where to go for advice and support.          The BHCC single Access point which was established in May 2008 provides information and advice and signposting to people regardless of whether they fund their own services.</p>	
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