

**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**

<b>Overall Brighton &amp; Hove City Council is:</b>	<b>Performing Well</b>	
Outcome 1: <a href="#">Improved health and well-being</a>	The council is performing	<b>Well</b>
Outcome 2: <a href="#">Improved quality of life</a>	The council is performing	<b>Excellent</b>
Outcome 3: <a href="#">Making a positive contribution</a>	The council is performing	<b>Excellent</b>

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 council's 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.

