

# Assessment of Performance Report 2009/10

## ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10: Brighton and Hove Council



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The report will produce 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 2009/10 in the Performance Assessment Guide web address below, for more detail.

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

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

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

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

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.

## 2009/10 Council APA Performance

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

### Council overall summary of 2009/10 performance

There have been some recent changes within the structure and management of the council, following the appointment of a new Chief Executive. The council has a clear vision for the development of adult social care and has laid robust foundations for promoting self directed care and the Personalisation Strategy. However progress towards personalisation is slower than in other similar councils and should be accelerated. The council needs to develop a clear workforce model for the future and clarify the roles of staff and services within the context of the transformation agenda. Workforce development is recognised as a strategic priority in directorate plans but action on this is still at an early stage. Brighton and Hove has a good history of using its resources efficiently and has good medium term financial planning which considers value for money.

The council are very effective in consulting and engaging with partners and providers to inform its commissioning plans. There are positive and long standing relationships with stakeholders and most people felt well engaged with the service planning processes and developing commissioning strategies. The council has developed the 'Brighton & Hove Community Consultation Portal' to let people get involved with consultations. There is a corporate level project to achieve value for money in every part of the council's activity and the council has a solid history of achieving the best value for money in the services that it provides and commissions. Brighton and Hove uses information on local performance and also national comparative data to help it to develop its commissioning strategies. Value for money has also been achieved through working effectively in partnership with the health service.

The May 2010 CQC Service Inspection found that the council was performing well in its safeguarding responsibilities and also that it was providing a good level of choice and control for people with a learning disability in Brighton and Hove. There has been an increase in public awareness of safeguarding issues and the council has actively promoted this through the effective distribution of booklets and information posters. The success of this campaign is reflected in the increased number of safeguarding referrals. There has been an increase in the numbers of reports of hate crime and the council has strengthened links between adult social care and the community safety team to help to address this.

The Service Inspection found that most care managers had a holistic approach to care planning and packages of care were comprehensive and of a good standard. Personal care is of a generally good standard that takes into account the personal preferences of people and is delivered with regard to equality, diversity and respect for the individual.

## Leadership

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

## Conclusion of 2009/10 performance

The council has a clear vision for the development of adult social care and Putting People First priorities are set out in the Personalisation and Sustainable Communities strategies. The delivery of the personalisation programme has a clear project structure, with an Executive Board of senior managers overseeing the implementation. The personalisation programme has a clear project structure that ensures that the plans for change are sufficiently resources and any risks are identified. The council has laid robust foundations for promoting self directed care for people who use services. However progress towards personalisation has been slower than in other similar councils, but the council are on target to accelerate delivery.

The council continues to engage with different communities within the city via a range of forums, meetings, events, formal and informal channels. People who use services, social care providers, the health service and other stakeholders were able to contribute to the council's Personalisation Strategy through a number of events held in 2008 when the strategy was being developed.

There have been some recent changes within the structure and management of the council, following the appointment of a new Chief Executive in 2009 and the Director of Adult Social Services left towards the end of the 2009/10 performance year. However, adult social care in Brighton and Hove has a well established management team and service delivery is being maintained through effective leadership despite the council undertaking a fundamental review of its operations called 'A Council the City Deserves'.

The council works closely with its partners in health and joint commissioning arrangements are both robust and effective and reflect the needs of the local community. The council and the PCT have produced a Joint Strategic Needs Assessment (JSNA)

and this is updated on a regular basis. The partners publish a JSNA summary setting out the main health and wellbeing needs of the city each year and this forms the basis of service delivery planning across health and social care.

The council has focused on creating a robust framework for personalisation although it is still in the relatively early stages of developing the independent social care market. The council has appointed a market development officer to help with this, but the CQC Service Inspection highlighted the need to for more ambitious market reconfiguration.

Brighton and Hove has a good history of using its resources efficiently and has good medium term financial planning which considers value for money. The management of change within social care has been supported by training for frontline managers to help them and their staff through this period. The council has recognised the importance of developing the workforce to prepare it for the delivery of personalisation and the safeguarding of vulnerable adults.

Workforce development had been recognised as a strategic priority in directorate plans but action on this is still at an early stage. The council needs to develop a clear model for the future and clarify the roles of staff and services would have within the context of the transformation agenda. The rate of staff turnover within adult social care is average, however there are much fewer vacancies than in other similar councils.

Brighton and Hove has effective performance management systems, which are used to make planning decisions, identify risks and set priorities. The council measures its progress against key local and national indicators such as the Putting People First targets. The council can demonstrate steady progress in key indicators such as promoting self-directed support, although progress has not been as rapid as in other similar councils.

### Key strengths

- The council engage effectively with a range of stakeholders in developing the foundations for implementing personalisation and actively promote the engagement of the community and all stakeholders.
- The council are effective in providing a range of communication forums for stakeholders to be involved in service planning.
- Safeguarding practices are embedded with partners and supported with multi agency policies and procedures.
- The council have taken decisive action to strengthen consistency and quality of practice in quality assurance and data analysis.

### Areas for improvement

- The council should find more effective methods to improve engagement of people with learning disabilities, carers and other stakeholders.
- The council should, jointly with health partners, develop a clear model for the future configuration and roles of staff and services to support the vision for transformation of social care.
- The council should ensure their quality assurance systems provide sufficient robust evidence to drive up quality delivery of some services for people with learning disabilities.

## Commissioning and use of resources

*"People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value".*

## Conclusion of 2009/10 performance

The council are effective in consulting and engaging with partners and providers to inform its commissioning plans. There are positive and long standing relationships with stakeholders and most people felt well engaged with the service planning processes and developing commissioning strategies The council has developed the 'Brighton & Hove Community Consultation Portal' to let people get involved with consultations.

The council has a variety of joint commissioning arrangements across all major service user areas and has worked with the PCT to develop a Primary Care Commissioning Strategy to remodel access and provision of frontline services. These long standing arrangements have recently been strengthened by the development of a new Head of Commissioning & Partnerships post in social care. Joint working with the PCT enables both partners to give greater value for money for the services that they provide jointly.

Adult Social Care is working with its partners, both within the council and externally to improve outcomes for people and address local priorities. As part of the "A Council the City Deserves" agenda, there will be increased inter departmental work within the council, which, it is anticipated, will improve the value for money. In order to address a previous development area the council has established a Partnership Board established to work with charities and other voluntary organisations, which is diverse and well developed.

There are effective relationships with partners in the independent sector and the council is promoting and raising awareness of the need to transform services in preparation for personalisation through a number of local forums. These forums are also used to increase training and development opportunities for the workforce.



The council uses CQC quality rating data to inform its purchasing of care services and eighty percent of contracts are in services rated as either “good” or “excellent”. The council work with services that are not performing well to improve service delivery to achieve better outcomes for individuals. However, if services fail to meet quality outcomes following support and intervention the council will take appropriate action to cease using those services. Whilst the council’s commissioning activity is effective, there needs to be an increase in the pace of transformation and the reconfiguring of the social care market.

The council has a solid history of achieving the best value for money in the services that it provides and commissions. There is a corporate level project to achieve value for money in every part of the council’s activity. Brighton and Hove uses information on local performance and also national comparative data to help it to develop its commissioning strategies. Value for money has also been achieved through working effectively in partnership with the health services. Efficiency savings have been made in most service areas and this has been helped by the expansion of Self Directed Support and changing the focus of in house provision to re-ablement services.

### Key strengths

- The council has effective joint commissioning arrangements that have been strengthened by the recent development of new commissioning posts.
- The council has effective and mature relationships with stakeholders and most felt well engaged in service planning and consultation for delivery.
- The council has a good track record of using resources effectively, with well-considered medium term financial planning and an appropriate regard for value for money.

### Areas for improvement

- The council need to drive a ‘step change’ in the pace of transformation, to broaden the focus to include wider service development and more ambitious market reconfiguration.
- The council should develop, with stakeholders, a clearer long-term strategic view of commissioning.

## Outcome 1: Improving health and emotional well-being

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

### Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 1** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform **“Well”** in 2009/10 for this outcome. CQC will continue to monitor this performance.

### Key strengths

### Areas for improvement

## Outcome 2: Improved quality of life

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

## Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 2** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at an **‘Excellent’** level in 2009/10 for this outcome. CQC will continue to monitor this performance.

## Key strengths

## Areas for improvement

### Outcome 3: Making a positive contribution

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

### Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 3** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at an **‘Excellent’** level in 2009/10 for this outcome. CQC will continue to monitor this performance.

### Key strengths

### Areas for improvement

### Outcome 4: Increased choice and control

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

### Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 4** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “**Well**” in 2009/10 for this outcome. CQC will continue to monitor this performance.

### Key strengths

### Areas for improvement

## Outcome 5: Freedom from discrimination and harassment

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

## Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 5** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform **“Well”** in 2009/10 for this outcome. CQC will continue to monitor this performance.

## Key strengths

## Areas for improvement

## Outcome 6: Economic well-being

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

## Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 6** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at an **‘Excellent’** level in 2009/10 for this outcome. CQC will continue to monitor this performance.

## Key strengths

## Areas for improvement

## Outcome 7: Maintaining personal dignity and respect

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

### Conclusion of 2009/10 performance

Brighton and Hove has an established Safeguarding Vulnerable Adult Board that has ensured that multidisciplinary policy and procedures are in place. The council and its partners in the NHS, the Police and the voluntary sector use these common, pan-Sussex, procedures to raise alerts and investigate safeguarding issues. The May 2010 CQC Service Inspection found that these arrangements were good and that the council was able to identify and address any areas for improvement in procedures and joint working between the partners. The council has identified the appointment of an independent chair of the Board as a priority for 2010/11.

The council investigates incidents of suspected abuse in a timely and proportionate way. There has been an increase in the number of safeguarding referrals since last year including referrals for people who fund their own care. However, despite the increase in volume the council has continued to respond and act upon those referrals promptly. The May 2010 Service Inspection found some good examples of safeguarding investigations, including some very complex cases. However, the inspection also noted there was variability in the quality of some casework and that a high number of safeguarding investigations reported an ‘inconclusive’ outcome. The council have responded positively to these findings and will address the improvements needed.

There has been an increase in public awareness of safeguarding issues and the council has actively promoted this through the effective distribution of booklets and information posters. The success of this campaign is reflected in the increased number of safeguarding referrals. There has been an increase in the numbers of reports of hate crime and the council has strengthened links between adult social care and the community safety team to help to address this. The Service Inspection highlighted the



need for the council to increase awareness of safeguarding and keeping safe amongst diverse groups of vulnerable adults and carers.

Safeguarding training for staff from both within the council and with partners is widespread and is co-ordinated by the council's Training and Development Manager. The Safeguarding Vulnerable Adults Board has a training strategy that identifies groups of staff and the percentages of staff that should have the safeguarding training depending on their roles. There are higher than average numbers of council staff that have received appropriate training on identifying and assessing risks to vulnerable adults. However, the percentage of staff with basic safeguarding training in the independent sector is relatively low when compared to other similar council areas.

The Service Inspection found that most care managers had a holistic approach to care planning and packages of care were comprehensive and of a good standard. The delivery of personal care is of a good standard that takes into account the personal preferences of the individual and is delivered with regard to equality and diversity and respect for the individual.

The council has good monitoring systems in place to assess quality of personal care being delivered and generally responds promptly and appropriately to concerns raised about service delivery. However, the CQC Service Inspection found some areas of contract monitoring regarding out of area services that needed strengthening.

The council is keen to ensure that people who use services and their carers are able to give feedback about standards of care through its dignity champions and the regular "Dignity Action Days", and via the council's website. The council has an effective carer's strategy and feedback is simple through the Carers Engagement Gateway Service which has been introduced to increase participation and feedback from carers.

The council has an established group of Best Interest Assessors for the Deprivation of Liberty Safeguards (DoLS) and provides training and guidance and the opportunity for Assessors to learn from good practice examples.

Brighton and Hove has taken action to improve safety for vulnerable people in the community through a variety of ways such as the Sanctuary Scheme, improving public perceptions of safety, and the effective influences of the Crime and Disorder Reduction partnership. The council ensure that people are surveyed regarding their safety needs within local communities. However, the CQC Service Inspection highlighted the need for more focused work on community safety for people with a learning disability.

### Key strengths

- The council stance to give a high profile to anti-discrimination has resulted in positive initiatives to tackle harassment and hate crime.
- The council provides an extensive programme of good quality safeguarding training for staff, which is available to stakeholders.
- Adult safeguarding alerts are responded to alerts proportionately and promptly and dealt with some complex cases positively.
- The council has given a high profile to issues of dignity and respect for all people who use services.
- The council has developed a stronger approach to evaluating and managing risk, with particular reference to the increasing use of self-directed support.

### Areas for improvement

- The council should continue to promote awareness of safeguarding and keeping safe amongst diverse groups of vulnerable adults and carers
- The council should address variability in the quality of safeguarding practice and recording to ensure that positive outcomes and mitigation of risk is consistently secured.
- The council should ensure that the use of advocacy is promoted in safeguarding work.