

REPORT TO CABINET

Title: **ANNUAL PERFORMANCE ASSESSMENT OF ADULT SOCIAL CARE BY THE CARE QUALITY COMMISSION (CQC)**

Date: 17 December 2009

Member Reporting: Councillor Dudley

Contact Officer(s): Allan Brown, Head of Adult Services (01628-683701)

Wards Affected: All

1. SUMMARY

1.1 Performance in adult social care services is subject to an annual assessment by the Care Quality Commission (CQC). CQC require that the outcome of the performance assessment, is reported to Cabinet. The outcome is that the authority is “performing well”.

2. RECOMMENDATION: That:

- i) **The report and this year’s Performance Rating be noted.**
- ii) **The Head of Adult Services be asked to put in place the action plan to address those areas of the service deemed to be ‘areas for development’ (see Appendix 3).**

What will be different for residents as a result of this decision?
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Improved services for older people, those with disabilities and other vulnerable adults. This will impact on their quality of life and provide an improved range of service for some of the most vulnerable in the community.

3. SUPPORTING INFORMATION

3.1 Background

3.1.1 As reported annually to Cabinet, the adult social care judgement is made by CQC. The Care Quality Commission was established in April 2009 and is a new organisation that brings together the Commission for Social Care Inspection and the Healthcare Commission. The function of the CQC in relation to social care is the inspection, regulation and review of adult social care.

3.1.2 For 2008/09 the performance measurement process has changed. Previously the stars were awarded according to the level of performance. However new arrangements have been introduced by CQC and there are now four levels:

- 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

3.1.3 In the annual process, the following elements of performance assessment for adult social care contribute to the final report and judgements:

- Ongoing routine business meetings between the Council and the CQC
- An annual self-assessment submitted by the Council
- 2008/09 performance indicators
- An Annual Review Meeting (which was held in July 09) that examined evidence from both the self-assessment and the performance indicators
- The outcome of the CQC inspection that took place in June of this year
- The subsequent Performance Assessment Notebook (PAN), containing evidence and emerging hypotheses, which was shared with the Council after the Annual Review Meeting
- The final performance ratings letter, sent to the Council under embargo in October 2009 (to provide an opportunity to comment before the publication of the final version on 4 December 2009).

3.1.4 The performance ratings for adult social care for 2008/09, are published on 4 December, details of which are below.

Areas for judgement	Grade awarded
Delivering Outcomes – Overall Windsor and Maidenhead are performing:	
Outcome 1 - Improved health and emotional well-being	Excellent
Outcome 2 - Improved quality of life	Well
Outcome 3 - Making a positive contribution	Well
Outcome 4 - Increased choice and control	Well
Outcome 5 - Freedom from discrimination and harassment	Well
Outcome 6 - Economic well-being	Well
Outcome 7 - Maintaining personal dignity and respect	Adequately
Performance Rating	Performing well

3.1.5 The outcome of the judgement is that the Council is seen as performing well. In 2007/08 when the star ratings were in place, the authority had 2 stars and was rated as good at delivering outcomes with promising capacity to improve.

3.1.6 During 2008/09, good progress has been made and a significant number of developments and improvements have been noted by CQC and these include:

- The council works effectively to ensure that the rate of delayed discharges from hospital for which the council is responsible, is relatively low.
- The Short Term Support and Rehabilitation Service enables people to rehabilitate quickly and in familiar environments.
- The council works well with partners and voluntary organisations to support people who use services and their carers.
- The council has undertaken a dignity audit and is developing a dignity action plan to improve people's experiences of the council.
- The council responds promptly when it receives safeguarding referrals and takes appropriate action to prevent people being at further risk.
- There has been some innovative work within the council to promote the respect of people's dignity, including a dignity audit, the development of a council wide Dignity Action Plan and Dignity Charter and dignity Challenge Cards for all providers.

3.1.7 The outcome grades have remained the same except for two changes. Outcome 1 "improved health and emotional well being" is now excellent. Outcome 7 "maintaining personal dignity and respect" is graded as adequate following the recent inspection on safeguarding. This was reported to Cabinet on September 24th and has an action plan for improvement. This forms part of the overall inspection on choice and control for older people which concluded the Council was performing well with promising prospects to improve.

3.1.8 Commissioning

The CQC National Report, released on December 3rd, highlights the responsibilities councils have for commissioning good quality residential and home care, which are also registered by CQC and receive ratings. Local authorities are now able to use a CQC data set to monitor ratings and standards. In RBWM there is a contracts monitoring team which proactively does this and works closely with providers to where quality issues are raised and if there are safeguarding concerns, an investigation will be carried out according to the safeguarding procedure. RBWM commissions, or has placements with 44 residential nursing care homes in the RBWM area. Fifteen are rated excellent, 26 good and 3 adequate. We commission 14 home care agencies 2 of which are rated as excellent, 11 good and 1 adequate. The CQC comment in the report on commissioning by RBWM states "The council has worked effectively with partners and other authorities to commission services across a range of service groups.....The council effectively uses regulatory information from the Care Quality Commission to inform placement decisions and to identify the circumstances when they would intervene and seek improvement. When commissioning care services that are regulated by the CQC, the council mainly uses services that are rated as good or excellent".

3.1.9 Within the report there is a list of “What the Council does well” and “What the Council needs to do to improve” and this is available within Appendix 1. The full report is contained in Appendix 2.

3.1.10 An action plan, Appendix 3, has been developed to meet the areas where the council needs to improve. This will be monitored through DMT and through regular meetings with CQC.

4. OPTIONS AVAILABLE AND RISK ASSESSMENT

4.1 Options

	Option	Comments	Financial Implications
1.	That Members note the report and ask the Head of Adult Services to implement an action plan	Some areas for improvement would be difficult to address within the Council’s current budgetary position	Any improvements would need to be achieved from within existing financial resources
2.	Do nothing	This is not an option as the performance ratings are part of the overall Comprehensive Area Assessment arrangements	

4.2 Risk Assessment

4.2.1 There are no risks inherent in this report.

5. CONSULTATIONS CARRIED OUT

5.1. No external consultation has been carried out in the preparation of this report.

6. COMMENTS FROM OVERVIEW AND SCRUTINY PANEL

6.1 Comments from Adult Services & Health Scrutiny Panel on 14 December will be reported verbally to Cabinet.

7. IMPLICATIONS

7.1. The following implications have been addressed, where indicated below.

Financial	Legal	Human Rights Act	Planning	Sustainable Development	Diversity & Equality
Yes	Yes	Yes	N/A	N/A	N/A

Background Papers: None

KEY STRENGTHS AND AREAS FOR DEVELOPMENT BY PEOPLE USING SERVICES as identified by CQC

What the Council does well	What the Council needs to improve
Outcome 1 – Improved health and emotional well-being	
<ul style="list-style-type: none"> • The council works effectively to ensure that the rate of delayed discharges from hospital, for which the council is responsible, is relatively low. • The Short Term Support and Rehabilitation Service enables people to rehabilitate quickly and in familiar environments. • The council has made excellent progress in improving the number of people who use services that receive a review. • The council has worked effectively to maintain people's mobility through the SMILE programme. 	<ul style="list-style-type: none"> • The council must ensure that their plans to introduce individual budgets are effectively implemented.
Outcome 2 – Improved quality of life	
<ul style="list-style-type: none"> • The council works well with partners and voluntary organisations to support people who use services and their carers. 	<ul style="list-style-type: none"> • The council should effectively work with partners to improve waiting times for major adaptations so that people's independence is not put at risk. • The council should continue it's work to further promote Telecare so that assistance can be provided to people at an earlier and more appropriate stage.
Outcome 3 – Making a positive contribution	
<ul style="list-style-type: none"> • The council works well with voluntary organisations to support people to engage with them to help make improvements to services. • Workers with disabilities who work for the council interact with the public as part of their work. • Advocacy is now available to all people within residential services and the community including self-funders. • The council has acted upon the views of service users in the re-tendering and 	<ul style="list-style-type: none"> • The council should, through it's own work and work with voluntary organisations ensure greater engagement with minority communities and hard to reach groups so that they are involved in influencing the development of services.

<p>development of services.</p> <ul style="list-style-type: none"> • 	
Outcome 4 – Increased choice and control	
<ul style="list-style-type: none"> • The council gives advice and information to people to empower them to make choices over the services that they receive. • The council places great importance on and values the personal circumstances and wishes of individuals. • The council works corporately to develop services and housing options that give greater choices and improves outcomes for service users and their carers. 	<ul style="list-style-type: none"> • The council needs to ensure that there is increased awareness among older people that Personal Budgets and Direct Payments can give them greater control to make informed choices about the care and support they receive. • The council needs to consider if it's current brokerage arrangements to support older people with the management of Personal Budgets and Direct Payments are sufficient to give confidence to people to manage their own care and support options. • The council should accelerate the timeliness of social care assessment for all service users.
Outcome 5 – Freedom from discrimination and harassment	
<ul style="list-style-type: none"> • All council staff have received training on discrimination and harassment. • The council has undertaken a dignity audit and is developing a dignity action plan to improve people's experiences of the council. • The council works with voluntary organisations to give information to people to prevent harassment and to make them feel safe in their own homes. • The council works with partners so that people who may need services and support and their carers become known to the council and are offered support and advice. 	<ul style="list-style-type: none"> • The council needs to have more effective links with minority groups to ensure that there is fair access to services.
Outcome 6 – Economic well-being	
<ul style="list-style-type: none"> • The council is leading by example by employment of people with disabilities and the overall numbers of people with learning disabilities gaining employment are very high. • The council's provision of information and advice initiatives have had a significant impact on enabling people to claim the benefits to which they are entitled. 	

Outcome 7 – Maintaining personal dignity and respect

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| <ul style="list-style-type: none">• The council responds promptly when it receives safeguarding referrals and takes appropriate action to prevent people being at further risk.• There has been some innovative work within the council to promote the respect of people's dignity, including a dignity audit, the development of a council wide Dignity Action Plan and Dignity Charter and dignity Challenge Cards for all providers. | <ul style="list-style-type: none">• The council needs to address the safeguarding recommendations in the June 2009 CQC Service Inspection.• The council needs to ensure that people who have been involved in the safeguarding process are able to give feedback to the council so that this influences the development of safeguarding within the Royal Borough.• The council needs to work with it's partners on the Safeguarding Board to raise public awareness of protecting adults from all forms of abuse.• The council should make effective use of it's monitoring and continue it's work to provide more safeguarding training for staff working in care services where staff are not employed by the council.• The council should ensure that there is not an under reporting of safeguarding referrals for people who self-fund their residential care. |
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Annual Performance Assessment Report 2008/2009

Adult Social Care Services



Council Name: Windsor and Maidenhead

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 Windsor & Maidenhead council is performing:

Well

Outcome 1:

[Improved health and emotional well-being](#)

The council is performing:

Excellent

Outcome 2:

[Improved quality of life](#)

The council is performing:

Well

Outcome 3:

[Making a positive contribution](#)

The council is performing:

Well

Outcome 4:

[Increased choice and control](#)

The council is performing:

Well

Outcome 5: Freedom from discrimination and harassment	The council is performing:	Well
Outcome 6: Economic well-being	The council is performing:	Well
Outcome 7: Maintaining personal dignity and respect	The council is performing:	Adequately

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

Assessment of Leadership and Commissioning and use of resources

Leadership

Senior Management and Members have a clear vision for adult social care and have been successful in improving outcomes for local people. There were some good arrangements for involving communities in planning and developing its services. People also contributed towards the development of the Adult Plan, which enables them to shape future services.

The council believes that its vision for social care continues to be ambitious and reflects a high degree of engagement with the community and stakeholders. The Royal Borough has restructured and moved Adult Social Care into a new Adult and Community Services Directorate. There was good management of the council's financial resources and the council has stated that Transforming Social Care is a priority for them.

The council is beginning to develop the market to meet the needs of self directed support, but acknowledges that there is a large amount of work to do. The Royal Borough has made solid improvements in its performance management, particularly in addressing those areas highlighted in previous rounds of performance assessment.

The council has low staff turnover and sickness rates with an excellent low vacancy rate for staff in adult social care.

There are, however, a few areas where the council can improve its performance. These include better use of available data to manage performance effectively, for example analysis of the data with regard to the relatively low number of safeguarding referrals. The leadership should also give greater emphasis to the training of non council staff in safeguarding vulnerable people.

A service inspection took place in June 2009 and the leadership will need to take note of its finding and produce an action plan in relation to areas identified for improvement. So far the outcomes with respect to transforming social care services are presenting a mixed picture, with further improvement expected in 2009. The council and some voluntary organisations have also acknowledged that there is further work to do in engaging with minority groups.

Commissioning and use of resources

The council has provided several good examples of how it is pro-actively seeking the views of people in commissioning services. These included the public, staff, service providers and stakeholder events, the Older Persons Advisory Forum and other voluntary organisations. This has been effective in developing the local Adult Plan, influencing the arrangements for existing services and the commissioning of new services. The Royal Borough has also used its Joint Strategic Needs Assessment, which has been developed with partner organisations, as an important tool to understand the local needs for social care and to address any inequalities.

Windsor & Maidenhead's transformation programme is in the early stages and it is expected to ensure that personalised services are available to people in the coming year. The council held a number of events to raise awareness on these changes, and has revised contracts to be more outcomes-based.

The council has worked effectively with partners and other authorities to commission services across a range of service groups. With other Berkshire local authorities Windsor & Maidenhead have jointly commissioned a Dementia Framework Agreement to ensure consistency in the commissioning of residential, nursing and continuing care placements.

The council effectively uses regulatory information from the Care Quality Commission to inform placement decisions and to identify the circumstances when they would intervene and seek improvement. When commissioning care services that are regulated by the CQC the council mainly uses services that are rated as good or excellent.

Summary of Performance

The Royal Borough has completed its Joint Strategic Needs Assessment and there is evidence that this is influencing the commissioning of services. Healthy living Information is available to people through the web and written literature in standard and easy to read formats. The council have developed a number of initiatives to support and retain better outcomes for people through regaining their independence, fitness, mobility and mental health. There are now approximately 40 clubs that are part of the SMILE (So Much Improvement with Little Exercise) programme, which promote people's mobility.

The short term support and rehabilitation service has been judged as excellent for its third consecutive year by the CQC. This service works towards people regaining their independence to enable them to return home or to retain their independence and prevents admissions to hospital or long term care. The council have successfully worked with partners at reducing the delayed discharges from hospital for which the council is responsible, and promotes different options for people to regain their independence. Windsor & Maidenhead have promoted the health of people who use services and their carers through training of healthcare professionals, developing written guidance and providing practical relief for carers. The council works with a number of partners including voluntary organisations to provide support for people who use services and their carers across all groups; this includes support for young carers.

There has been a significant increase in the number of carers who have had assessments and or reviews that have led to them receiving services to support them in their caring role. Improvements have also been made in the number of reviews for people receiving a service. The standard of health care and the standard of meals provided in most care homes in the borough is generally good and the council is working with the Older Person's Advisory Forum to monitor the standards of meals in care homes. The council is working with other partners to develop better support and greater dignity for people who are at the end of their lives.

Individual budgets for services users and carers have not yet been introduced. There are plans to implement individual budgets in late 2009 following careful consideration of how this will be done, so as not to place current service provision at risk. The council has made excellent progress in improving the number of clients receiving a review and the council is performing well when compared to similar councils. Windsor & Maidenhead are supporting a number of opportunities for people who use services and their carers to lead fulfilling and interesting social lives through the use of Direct Payments and the support of its own staff and staff in the voluntary sector. Twenty new extra care housing places have been provided this year after a period of relatively low growth and this increases the options available for people. Minor adaptations to people's homes take place quickly when compared to other councils but for major adaptations the council does not perform as well as other councils. Plans are in place to address this. There have been improvements in the implementation and provision of Telecare products and the council has provided evidence to demonstrate its commitment to Telecare, including positive feedback from service users. However, the rates of Telecare provision are below those of similar councils. The council recognises that it needs to do further work to increase the early use of Telecare that will enable more people to maintain their safety and independence

The Carers Survey shows an improved satisfaction rate. The council have developed a Carers Strategy and is also planning to introduce a Family and Carers Support Worker to improve early support for carers. Respite provision for older people with mental health conditions has increased. Further improvements to mental health services are evidenced, such as the recovery focused services and also a pilot that enables people to give electronic feedback about services. The council has evidenced good outcomes for carers and this includes respite for carers and support for young carers. A specialised team to support people with Autistic Spectrum Disorders has been established to address an area where there are increasing numbers of people needing specialist support.

There is an emphasis on person centred local services rather than out-of-borough placements, although this is based on personal choice. There is a single point of contact for the public that is equally available to individuals who receive financial support and those who fund their own care. There are a high number of care homes in the council area meeting quality of life standards and the council takes effective action to ensure improvement where this is required.

The council has worked with the Alzheimer's Society in developing new services for older people and younger people with dementia, including 'Project Clarity', to facilitate better communication for people with communication difficulties and with Thames Valley Positive to support those affected by HIV/AIDS. The council enables people to contribute their views in a number of varied ways to help shape improvements. The Royal Borough has identified improving the capture of feedback and engagement as a priority and is developing a Community Engagement Strategy. There is acknowledgement from the council and voluntary organisations within the borough that there is more work to be done on seeking the views of minority communities and hard to reach groups, despite the efforts already made.

The council works well with voluntary organisations and enables them to contribute their views. The Partnership Boards have good service user and public representation and provide feedback and views of the development of services. The Older Persons Advisory Forum Conference provided a vehicle for older people to express their views about general council services. Advocacy is now available to all people within residential services and the community. The council has provided information on the ways in which young carers can contribute their views on social care. The Royal Borough has used complaints from service users to improve domiciliary care and the community hot meal provision.

Direct Payments have been used to enable people who use services and carers to take a full part in the life of their local community. The council has also improved access to college and training for employment for people using mental health services. The Ways into Work service is an example of people being supported to take part in the community via paid or voluntary work. The council leads by example by valuing people with disabilities and giving visibility to the work that they do.

The choice and control that people have over the support that they receive was subject to a service inspection by the Care Quality Commission in June 2009, and the results were broadly positive. There is a single point of contact for users of service, and information is available to them in different formats. The council also has a new Information Service for carers. The timeliness of assessments for people and their carers provided by the council

and the speed at which they receive a service following assessment are within expected levels when compared nationally. Advocacy services are available for all people who live in residential settings and the community.

People were given advice about different options and information on Direct Payments. The council uses Direct Payments to give people greater choice over the types of services and the support they receive, for example a Direct Payment is available for people to meet their transport needs. Older People in particular could increase their control over the services that they receive through an increased use of Direct Payments.

The council corporately has worked with partners, including the voluntary sector, to increase the choices available to service users and their carers including services such as extra care and supported living services but the council has not yet developed personal budgets. It is planning to implement these in late 2009. The Royal Borough has improved the time it takes to respond to complaints. The council responded to issues raised in previous complaints and has changed the providers of some services.

The council has appropriate policies and procedures in place to ensure that there is freedom from discrimination and harassment and all council staff receive training in this area. The council works with other organisations, including the voluntary sector so that advice and advocacy is available in making decisions. The council is enabling people with communication difficulties to express their views and has also used technology to enable people to give confidential feedback. Windsor & Maidenhead have worked with providers of services to ensure that they are up to date with changes to legislation, for example the implementation of the Mental Capacity Act.

A number of initiatives have been introduced by the council to give information to people regarding their own safety. This has included an event for older people regarding rogue traders. The council has used its awareness of the needs and preferred communication requirements of people who use services and their carers to develop systems so that they can access support in a number of innovative ways such as direct contact numbers, an out of hours services, the use of technology and communication systems.

The council has appointed community development workers who mainly work with people with mental health needs and learning disabilities, but also provides support to other staff to ensure that cultural and religious needs are met. They work with local faith groups and are starting a useful link between the council and minorities within the community. During 2008 the council undertook a dignity audit and information from this is contributing to a dignity action plan for the Royal Borough. This is being led by a dignity champion. Dignity challenge cards and posters have been distributed to providers of services purchased by the council. The council has achieved level 3 of the Equality standards for Local Government in Adult Social Care.

In Windsor and Maidenhead most people who use services are assisted in finding and remaining in employment whenever this is appropriate or possible. For example the council has performed very well for the numbers of people with learning disabilities gaining employment and the council has this as a Local Area Agreement target. This includes provision of employment within the council providing services to the public. Work to encourage 'job carving' as a model for other employers is being developed. The council's Day services have supported 54 people with a learning disability into voluntary work. The

Ways into Work service supports people into work moving them out of benefit receipt and creating greater financial security. The council is aware that this may be a challenge in the current economic climate. The Royal Borough recognises that further work needs to determine how many service users with mental health problems are in employment and to ensure that support/recovery plans reflect this as a priority.

The council works with carers to help people to meet living and support costs. The council held a Carers Week in June 2008, a "Carers Chill Out Day" and a series of information stalls across the Royal Borough with advisers from the Pensions Service & the council's Welfare Benefits Advice Team. There have been some positive individual outcomes for carers. Work is also carried out with carers to help them get them back into employment. Training from agencies such as "Grow your Own" and "Nextstep" are promoted in the quarterly Carers Newsletter and referrals are made to these agencies. The council has commissioned independent financial support through Age Concern, which also provides independent information and advice.

People are supported by advocates including advocates from the Independent Mental Capacity Advocacy (IMCA) service when required. People who fund their own care are provided with information on choosing and paying for their own care. The council states that, as part of Transforming Social Care, a brokerage services will be developed for service users, including self funders. The council has introduced their "Carers at Work" policy, which supports carers who work for the council.

A CQC service inspection to examine the council's performance on maintaining personal dignity and respect took place in June 2009. The council established its own Safeguarding Board during 2008/09 and continues to work closely with partners in East Berkshire. The council have appointed a Safeguarding Manager and an Independent Chair of the Safeguarding board. The Royal Borough has worked to increase the awareness of safeguarding across all sectors through giving presentations, the development of posters, the use of leaflets and information on their website. An accessible Safeguarding leaflet for people with learning disabilities is available. Information has also been sent to providers of services. The council has worked at developing knowledge in relation to the Deprivation of Liberty Safeguards. Windsor & Maidenhead's work to improve the understanding of safeguarding amongst relevant staff resulted in an increased rate of safeguarding referrals. However, the rate was still below the levels in similar councils. The council acknowledges that safeguarding adults is everybody's business and public awareness needs to be increased on this issue.

The council uses information from regulated care services to inform its commissioning. When improvement is required the Royal Borough takes appropriate action through monitoring visits and if better outcomes for service users are not achieved they will stop using the service. The council commissions services that have been judged by the CQC to be excellent and good, but in certain circumstances commissions services that have been judged as adequate. The council has clear guidance on this for staff and this decision is generally based on an individual's choice to use a certain service.

Windsor & Maidenhead respects people's dignity when they receive personal care and has provided a number of examples of how it is doing this. These include dignity and preferences information in Person Centred Plans and spot checks on local providers that resulted in the improvement of services to people with learning disabilities. The council has

been promoting Dignity across the Royal Borough, undertook a dignity audit and developed a council wide Dignity Action Plan and Dignity Charter.

Outcome 1: Improved health and emotional well-being

The council is performing: **Excellent**

What the council does well.

- The council works effectively to ensure that the rate of delayed discharges from hospital, for which the council is responsible, is relatively low.
- The Short Term Support & Rehabilitation Service enables people to re-habilitate quickly and in familiar environments.
- The council has made excellent progress in improving the number of people who use services that receive a review.
- The council has worked effectively to maintain people's mobility through the SMILE programme.

What the council needs to improve.

- The council must ensure that their plans to introduce individual budgets are effectively implemented.

Outcome 2: Improved quality of life

The council is performing: **Well**

What the council does well.

- The council works well with partners and voluntary organisations to support people who use services and their carers.

What the council needs to improve.

- The council should effectively work with partners to improve waiting times for major adaptations so that people's independence is not put at risk.
- The council should continue its work to further promote Telecare so that assistance can be provided to people at an earlier and more appropriate stage.

Outcome 3: Making a positive contribution

The council is performing: **Well**

What the council does well.

- The council works well with voluntary organisations to support people to engage with them to help make improvements to services.
- Workers with disabilities who work for the council interact with the public as part of their work.

- Advocacy is now available to all people within residential services and the community, including self funders.
- The council has acted upon the views of service users in the re-tendering and development of services.

What the council needs to improve.

- The council should, through its own work and work with voluntary organisations ensure greater engagement with minority communities and hard to reach groups so that they are involved in influencing the development of services.

Outcome 4: Increased choice and control

The council is performing: **Well**

What the council does well.

- The council gives advice and information to people to empower them to make choices over the services that they receive.
- The council places great importance on and values the personal circumstances and wishes of individuals.
- The council works corporately to develop services and housing options that give greater choices and improves outcomes for service users and their carers.

What the council needs to improve.

- The council needs to ensure that there is increased awareness among older people that Personal Budgets and Direct Payments can give them greater control to make informed choices about the care and support they receive.
- The council needs to consider if its current brokerage arrangements to support older people with the management of Personal Budgets and Direct Payments are sufficient to give confidence to people to manage their own care and support options.
- The council should accelerate the timeliness of social care assessment for all service users.

Outcome 5: Freedom from discrimination and harassment

The council is performing: **Well**

What the council does well.

- All council staff have received training on discrimination and harassment.
- The council has undertaken a dignity audit and is developing a dignity action plan to improve people’s experiences of the council.
- The council works with voluntary organisations to give information to people to prevent harassment and to make them feel safe in their own homes.

- The council works with partners so that people who may need services and support and their carers become known to the council and are offered support and advice.

What the council needs to improve.

- The council needs to have more effective links with minority groups to ensure that there is fair access to services.

Outcome 6: Economic well - being

The council is performing: **Well**

What the council does well.

- The council is leading by example by the employment of people with disabilities and the overall numbers of people with learning disabilities gaining employment are very high.
- The council's provision of information and advice initiatives have had a significant impact on enabling people to claim the benefits to which they are entitled.

Outcome 7: Maintaining personal dignity and respect

The council is performing: **Adequately**

What the council does well.

- The council responds promptly when it receives safeguarding referrals and takes appropriate action to prevent people being at further risk.
- There has been some innovative work within the council to promote the respect of people's dignity, including a dignity audit, the development of a council wide Dignity Action Plan and Dignity Charter and dignity Challenge Cards for all providers.

What the council needs to improve.

- The council needs to address the safeguarding recommendations in the June 2009 CQC Service Inspection.
- The council needs to ensure that people who have been involved in the safeguarding process are able to give feedback to the council so that this influences the development of safeguarding within the Royal Borough.
- The council needs to work with its partners on the Safeguarding Board to raise public awareness of protecting adults from all forms of abuse.
- The council should make effective use of its monitoring and continue its work to provide more safeguarding training for staff working in care services where staff are not employed by the council.
- The council should ensure that there is not an under reporting of safeguarding referrals for people who self fund their residential care.

APPENDIX 3

Ref	Outcome	Action (s) Required	By When	Lead Responsibility	Resource Implications	Outcome targets	Risk Assessment (with controls)
	Improved Health and Emotional Well-Being						
1	The council should ensure that their plans to introduce individual budgets are effectively implemented.	Introduction of Self Directed Support	1 st Feb 2010	Allan Brown, Head of Adult Services	Within existing budgets	25 new users receive individual budgets by 31 st March.	Low
	Improved Quality of Life						
1	The council should effectively work with partners to improve waiting times for major adaptations so that people's independence is not put at risk.	Review of current working arrangements.	30 th June 2010	Diana Wade-Smith, Principal OT.	Within existing resources.	Waiting times decrease.	Medium
2	The council should continue it's work to further promote Telecare so that assistance can be provided to people at an earlier and more appropriate stage.	Continue emphasis being placed on the benefits of Telecare.	30 th June 2010	Diana Wade-Smith, Principal OT.	Within existing resources.	Number of people using Telecare increase by 10%.	Low
	Making a positive contribution						
1	The council should through it's own work and work with voluntary organisations ensure greater engagement with minority communities and hard to reach groups so that they are involved in influencing the	Greater involvement with voluntary organisation involved in working with BME groups.	30 th June 2010	Allan Brown, Head of Adult Services	Within existing resources.	Voluntary organisations respond to and influence new development.	

	development of services.						
	Increased choice and control						
1	The council needs to ensure that there is increased awareness among older people that Personal Budgets and Direct Payments can give them greater control to make informed choices about the care and support they receive.	Awareness raising through the launch of "My Care, My Choice".	30 th June 2010	John Scaife, Joint Commissioning Manager	Within existing resources.	Number of people receiving a personal budget increases.	Low
2	The council needs to consider if it's current brokerage arrangements to support older people with the management of Personal Budgets and Direct Payments are sufficient to give confidence to people to manage their own care and support options.	The establishment of care brokerage arrangements within the Self Directed Support arrangements.	30 th June 2010	Allan Brown, Head of Adult Services	Within existing resources.	A specialist care brokerage service is available.	Low
3	The council should accelerate the timeliness of social care assessment for all service users.	A review of the assessment processes to increase efficiency.	31 st March 2010	Allan Brown, Head of Adult Services	Within existing resources.	Performance indicator improves.	Low
	Freedom from discrimination and harassment						
1	The council needs to have more effective links with minority groups to ensure that there is a fair access to service.	See Outcome 3.1					

	Maintaining dignity and respect						
1	The council needs to address the safeguarding recommendations in the June 2009 CQC Service Inspection.	Implementation of the Action Plan.	31 st March 2010	Allan Brown, Head of Adult Services	Within existing resources.	See Inspection Action plan.	Low
2	The council needs to ensure that people who have been involved in the safeguarding process are able to give feedback to the council so that this influences the development of safeguarding within the Royal Borough.	Undertake a survey and review of other people who have been involved in order to, where possible, give their views.	31 st March 2010	Andrew Small, Safeguarding Manager with Sue Bestjan, Independent Chair		50% of people have been through the adult safeguarding process, provide details of their experience which is reported to the Board, Overview and Scrutiny and Annual Report.	
3	The council needs to work with it's partners on the Safeguarding Board to raise public awareness of protecting adults from all forms of abuse.	Increase awareness through publicity campaign.	30 th June 2010	Andrew Small, Safeguarding Manager			
4	The council should make effective use of it's monitoring and continue it's work to provide more safeguarding training for staff working in care services where staff are not employed by the council.	Ensure that training opportunities are made available to the independent sector.	30 th June 2010	Melanie Edridge, Training Manager	Within existing resources.	Number of people trained increase by 10%.	Low
5	The council should ensure that there is not an under reporting of safeguarding referrals for people who self fund their residential care.						

