

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet
Date of Committee 23rd November 2006
Report Title Delivering Performance Improvement in Adult Social Care [2006-2007]

Summary The report sets out a response to the need for further performance improvement within social care that has been developed with support from the Commission for Social Care Inspection.

For further information please contact: Graeme Betts
Strategic Director
01926 - 412464

Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers

Cabinet, 8 December 2005.
Cabinet 2 February 2006.
Cabinet, 27 June, 2006.
Overview and Scrutiny, August 2006.

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Councillor C Hayfield, Councillor F McCarney, Councillor Mrs J Compton, Councillor R Dodd, Councillor M Stanley, Councillor R Randev
- Lead Cabinet Member Councillor A Farnell
- Chief Executive Jim Graham
- Legal Jane Pollard, Alison Hallworth
- Finance Philip Lumley-Holmes, Financial Services Manager

- | | | |
|--------------------------|-------------------------------------|--|
| Other Chief Officers | <input checked="" type="checkbox"/> | Graeme Betts, Strategic Director of Adult, Health and Community Services |
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input type="checkbox"/> | |

FINAL DECISION NO

SUGGESTED NEXT STEPS:

- | | | |
|---|-------------------------------------|--|
| Further consideration by this Committee | <input checked="" type="checkbox"/> | Annual Performance Assessment, 2005-06
Progress report 2007 |
| To Council | <input type="checkbox"/> | |
| To Cabinet | <input type="checkbox"/> | |
| To an O & S Committee | <input type="checkbox"/> | |
| To an Area Committee | <input type="checkbox"/> | |
| Further Consultation | <input type="checkbox"/> | |

Cabinet – 23rd November 2006

**Delivering Performance Improvement in Adult Social
Care [2006/07]**

**Report of the Strategic Director of Adult,
Health & Community Services**

Recommendation

That Cabinet :

1. Endorse the approach to improvement; and,
2. Note the intention to submit a further report on progress made in June 2007; and,
3. Receive a report on the CSCI performance assessment for 2005/06 in due course.

1. Background – The Need to Improve

- 1.1 The CSCI [Commission for Social Care Inspection] Performance Review Report (PRR) for Adult Social Care [September 2005] for 2004-2005 indicated that “*some*” people were served well. This was unchanged from previous years. The Council’s capacity for improvement, however, was re-assessed by CSCI as “*uncertain*”. The Council was also placed in a new category of authorities regarded as “*coasting*” in the area of adult social care performance.
- 1.2 The Council has recognised fully the need to increase the pace of change and development within its adult social care services. An initial performance improvement plan was developed in January 2006. Progress was made in a number of areas during the short time available until the end of the 2005-2006 financial year. A more robust trajectory of improvement has begun to emerge from a low baseline but needs to become stronger.
- 1.3 In March 2006, the Council participated in a further inspection of Supporting People. The report on the Inspection was submitted to Overview and Scrutiny in August 2006. The Inspectors did note improvements made since the previous inspection but these were not deemed to be sufficient to improve the previous judgements of “*poor*” service and “*uncertain*” prospects for improvement. The outcome of this inspection will feed into both CPA and CSCI assessments for 2005 –2006.
- 1.4 The external impression of improvement within adult social care continues to be that it is mixed. Some improvements have been achieved, but a number of major changes are being implemented and their impact remains to be demonstrated. It is considered even more vital than ever that a much stronger and sustained direction of travel and delivery of improved performance within social care is demonstrated.

- 1.5 Improved capacity and ambition for improvement within adult social care, linked to modernisation and partnership working, is considered a leadership priority by CSCI.
- 1.6 CSCI has also indicated an intention to amend its current performance assessment framework to strengthen the focus on key outcomes for adult social care. Likely changes will also place greater emphasis on leadership, needs based commissioning and partnership working. The Council will also receive an inspection of its services for Older People and a re-inspection of its Supporting People programme in the next six to nine months. Work on further performance improvement, with these issues in mind together with improved service and outcomes within available resources, must now be a priority focus for management and professional attention.
- 1.7 Lastly, at the time of writing this report, the CSCI Record of Performance Assessment for 2005-2006 is awaited. Publication is expected at the beginning of December. It is intended to report the outcome to Cabinet and Scrutiny in January/February 2007.

2. Adult Social Care Improvement Plan

- 2.1 The key task during the remainder of the current financial year is to improve performance. Within the performance assessment framework external support is available to help “coasting” Councils move forward. Following discussion with CSCI and CSIP [Care Services Improvement Partnership], this opportunity has been taken up. Support consists of two phases:
- External support and funding to prepare and agree with heads of service within Adult Social Care an improvement plan to secure delivery of the actions necessary to improve performance.
 - Continuing support and funding over the year ahead to take forward the improvement plan, speed up the pace of change and to add management capacity for improvement.
- 2.2 The Social Care Improvement Plan that has been prepared runs to over 50 pages. It is available for Member inspection. The key outcome expected is more people able to exercise choice, voice and control who are increasingly helped to live at home. The plan reflects national and local drivers of change and its key messages embrace the need for:
- Increased pace of change
 - Delivery of sustained, planned and actual improvement
 - Improved partnership working based on shared needs assessments
 - Better engagement with users and carers in service planning and delivery and showing how this makes a difference to what happens.
- 2.3 The plan is organised in three blocks as follows:
- Established and effective partnership working and governance as evidenced by:

- Needs based accommodation strategies
 - Joint commissioning with health based on needs
 - Reviewing thresholds for access to care and developing low intensity support services
 - A shared, resourced and time bounded pace of improvement
 - Improved partnership working with users and carers.
- Improved practice in Adult Social Care in those areas that help people to live closer to home as evidenced by:
 - More intensive home care
 - Improved Disabled Facilities Grant options
 - More direct payments
 - Increased adults with learning disabilities holding person centred plans
 - Additional numbers supported closer to home
 - Improved corporate human resource services as evidenced by:
 - Management of attendance
 - Effective data systems
 - Effective ethnic record keeping and monitoring.

3. Delivering the Adult Social Care Improvement Plan

- 3.1 This is a demanding agenda. It has to be tackled and delivered within defined resource parameters where both supply and demand side factors may affect progress. Success requires corporate acknowledgement and support.
- 3.2 The Council already has an extensive improvement agenda. Whilst improvements have been made in a number of areas, major steps forward across a number of service areas have yet to be fully secured. The Council needs to demonstrate more consistent delivery. It must sustain the impact of planned changes and deliver better outcomes for service users within a financially testing climate in 2006-2007 and beyond.
- 3.3 Delivery of the plan within adult social care will be secured through:
- ❖ A team of senior officers who will oversee delivery; drive action and ownership of performance improvement; offer challenge; and advise and support the Directorate Management Team as needed.
 - ❖ A review and refreshment of work with staff on “Making it Real” to help grow a stronger performance orientation and culture at all levels as part of a wider process of organisational development; and, to better communicate progress and achievements.
- 3.4 Work by the project team will be aligned with other work-streams. These are concerned with:

- needs based commissioning and planning, and developing accommodation strategies; and,
- preparation for the inspection of services for older people and re-inspection of supporting people.

4. Adult Social Care – Performance Assessment for 2005-2006

- 4.1 The CSCI performance assessment for 2005 - 2006 should be published at the beginning of December 2006. The report and action arising from it will be co-ordinated with work on the Performance Improvement Plan described above.
- 4.2 The CSCI rating for adult social care service performance, prospects for improvement and detailed performance assessment will be reported to Cabinet and to Scrutiny in January/February 2007. Adjustments will be made as necessary to the Improvement Plan to take account of findings.
- 4.3 Unlike 2004-2005, there is no overall Council social services assessment for 2005 –2006. Adult social care and children’s services will be published separately and form separate elements within the Council’s CPA [Comprehensive Performance Assessment].

5. Recommendations

- 5.1 Members of the Cabinet are requested to:
- Endorse the approach to improvement; and
 - Note the intention to submit a further report on progress made in June 2007; and,
 - Receive a report on the CSCI performance assessment for 2005/06 in due course.

GRAEME BETTS
Strategic Director of Adult Health &
Community Services

Shire Hall
Warwick

November 2006