



Making Social Care  
Better for People

## CSCI

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Ms Denise Radley  
Director of Adults Services  
Peterborough City Council  
Town Hall  
Bridge Street  
Peterborough, PE1 1HL

27<sup>th</sup> October 2008 - **FINAL**

Dear Ms Radley,

### **PERFORMANCE SUMMARY REPORT of 2007-08 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR PETERBOROUGH CITY COUNCIL**

#### **Introduction**

This performance summary report summarises the findings of the 2008 annual performance assessment (APA) process for your Council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

You will have already received a final copy of the performance assessment notebook (PAN), which provides a record of the process of consideration by CSCI and from which this summary report is derived. You will have had a previous opportunity to comment on the factual accuracy of the PAN following the Annual Review Meeting.

The judgements outlined in this report support the performance rating notified in the performance-rating letter. The judgements are

- Delivering outcomes using the LSIF rating scale

*And*

- Capacity for Improvement (a combined judgement from the Leadership and the Commissioning & Use of Resources evidence domains)

The judgement on Delivering Outcomes will contribute to the Audit Commission's CPA rating for the Council.

The Council is expected to take this report to a meeting of the Council within two months of the publication of the ratings (i.e. by 31<sup>st</sup> January 2009) and to make available to the public, preferably with an easy read format available.

## ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2007/08

<b>Areas for judgement</b>	<b>Grade awarded</b>
<b>Delivering Outcomes</b>	<b>Good</b>
Improved health and emotional well-being	Good
Improved quality of life	Adequate
Making a positive contribution	Good
Increased choice and control	Adequate
Freedom from discrimination and harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Adequate
<b>Capacity to Improve (Combined judgement)</b>	<b>Promising</b>
Leadership	Promising
Commissioning and use of resources	Promising
<b>Performance Rating</b>	<b>2 Stars</b>

The report sets out the high level messages about areas of good performance, areas of development over the last year, areas which are priorities for development and where appropriate identifies any follow up action CSCI will take.

## KEY STRENGTHS AND AREAS FOR DEVELOPMENT BY PEOPLE USING SERVICES

Key strengths	Key areas for development
<b>All people using services</b>	
<ul style="list-style-type: none"> <li>➤ Survey evidence suggest that people who use adult social care services feel safer than those in the general community</li> <li>➤ Satisfaction surveys report almost all service users receive satisfactory or good information about the services available to them.</li> </ul>	<ul style="list-style-type: none"> <li>➤ People receiving a review</li> <li>➤ Consideration should be given to monitoring the level of provision to prevent hospital admission to ensure it meets the level of need of the local community.</li> <li>➤ Review the provision of information about preventative services to ensure this is easily accessible.</li> <li>➤ Should promote and increase the use of telecare</li> <li>➤ Review the capacity of the POVA team to ensure that capacity can be met</li> </ul>
<b>Older people</b>	
<ul style="list-style-type: none"> <li>➤ Services provided within four weeks following assessment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Assessments of older people completed within two and four weeks</li> </ul>
<b>People with learning disabilities</b>	
<ul style="list-style-type: none"> <li>➤ Commissioning strategy and restructure of the Learning Disability Partnership Board ensures that views of service users and carers are captured and that people are able to engage</li> </ul>	<ul style="list-style-type: none"> <li>➤ Out of Area placements</li> <li>➤ Improve the choice of residential breaks within Peterborough</li> </ul>
<b>People with mental health problems</b>	
<ul style="list-style-type: none"> <li>➤ Helped to live at home</li> <li>➤ Improvements in the Care Programme Approach arrangements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Out of Area placements</li> <li>➤ Ensure that new care pathways are implemented and embedded in the Mental Health trust</li> </ul>
<b>People with physical and sensory disabilities</b>	
<ul style="list-style-type: none"> <li>➤ Disability Forum set up, and owned by disabled people.</li> </ul>	
<b>Carers</b>	
<ul style="list-style-type: none"> <li>➤ Development of Crafty Carers Group as a carer's initiative</li> </ul>	<ul style="list-style-type: none"> <li>➤ Services for carers</li> <li>➤ Clarify to ensure all those currently in receipt of services are counted.</li> </ul>

## **KEY STRENGTHS AND AREAS FOR DEVELOPMENT BY OUTCOME**

### **Improved health and emotional well-being**

#### **The contribution that the Council makes to this outcome is Good**

There is a wide range of information available on promoting healthy lifestyles including a number of award winning initiatives. There have been targeted activities to reduce health inequalities, for example the healthy living partnership which has resulted in positive outcomes for people. A range of targets to promote health and reduce inequality were included in the Local Area Agreement. Some, but not all, of these targets were met, for example the reduction in coronary heart disease and obesity exceeded their targets.

All elements of the single assessment process for older people have been implemented. Services work in partnership with the Council being a well-established integrated service with health. Improvements have been made in the Care Programme Approach for people with mental health needs and this has seen a significant increase in the numbers helped to live at home.

The Council / PCT, although aware of the issues leading to this year's performance, needs to improve on the percentage of people receiving a review. The number of delays of transfers of care attributable to social care have improved and are relatively low.

There are no learning-disabled adults who remain in NHS hospitals or in campus accommodation. The Council / PCT benefits from additional funding, was awarded a revenue grant to reflect early re-provision work.

#### **Key strengths**

- There are no learning-disabled adults who remain in NHS hospitals or in campus accommodation.
- High Levels of Intermediate Care
- Award winning Healthy Lifestyles initiatives including Healthy Living Partnership
- Reduction in delayed discharges from hospital, particularly days attributable to social care

#### **Key areas for development**

- Clients receiving a review require improvement.
- The Council / PCT should ensure Local Area Agreement targets to improve health and wellbeing, and reduce health inequalities are met.
- Although the Council / PCT has a high level of intermediate care provision consideration should be given to monitoring the level of provision to prevent hospital admission to ensure it meets the level of need of the local community.

### **Improved quality of life**

#### **The contribution that the Council makes to this outcome is Adequate**

The Council / PCT has significantly improved timescales for minor adaptations with excellent performance in this area. The Council / PCT faced some

challenges in the timely delivery of equipment but effectively resolved this during the year and maintained very good performance. Feedback on the provision of equipment has been very positive with high levels of satisfaction.

There was a small delay in the opening of one extra care housing but this became available in July 2008. The numbers of people helped to live at home has increased across all client groups, but significantly amongst those with mental health needs. There continues to be a good level of provision of intensive home care however the use of direct payments to purchase intensive home care should improve further.

Generally the number of breaks, both to carers and those for people with a learning disability, provided is reported to be low. There is good joint working with partners to reduce falls, and there has been a reduction in the rate of people falling.

People may access voluntary sector services through Peterborough Direct which will signpost people, although information about voluntary sector services on the Council / PCT website was limited or apparently had not been recently reviewed. There is evidence of people benefiting from assistive technology.

There has been a marginal reduction in the reporting of the services to carers as recorded in the performance indicator. From feedback received, this indicated carers valued the carers support groups although the newsletter provided to carers could be improved. The Council / PCT aims to commission services locally.

Generally people who use services report feeling safer than the general population.

### **Key strengths**

- Adaptations tend to be provided on a timely basis, particularly for minor adaptations
- Survey evidence suggests that people who use adult social care services feel safer than those in the general community.
- Adults with mental health problems helped to live at home
- High Levels of satisfaction with the equipment service reported

### **Key areas for development**

- Services for carers, and moving forward the new carers strategy. The carers newsletter is a helpful way of keeping in contact with carers but it could be further improved in ensuring it is issued in a more timely way, and steps taken to ensure it includes up to date information on national as well as local issues for carers. The Council / PCT should also ensure carers of young people are informed about and able to access carers services.
- The Council / PCT should work to ensure there is a good range of breaks available to meet local need. To improve the choice of residential breaks within Peterborough for people with learning disabilities.

- The Council / PCT should promote and increase the use of telecare, within the context of the existing level of provision which the Council / PCT should clarify to ensure all those currently in receipt are counted.
- The Council / PCT should review the provision of information about preventative services to ensure this is easily accessible.

## **Making a positive contribution**

### **The contribution that the Council makes to this outcome is Good**

The Council / PCT has developed a range of opportunities for people who use services and their carers to contribute their views about service development. The Learning Disability Partnership Board, jointly chaired with a service user and the director of adult social care, has been further developed to enable people to more effectively contribute. Views of carers and people who use services are taken into account and have helped develop improvements or new services, for example Crafty Carers (a craft group for carers). The Council / PCT provides feedback, including in an accessible format, to people who contribute to service development. There was some limited evidence that the Council / PCT does not routinely ask for feedback from people on the services they receive.

The Council / PCT has supported people to undertake the Partners in Policy Making course with some of those attending subsequently obtaining paid employment. The Wellbeing Centre has successfully assisted service users to gain skills and employment. Volunteers are engaged to support to more vulnerable people. There are low numbers of people with a learning disability supported into voluntary work, within the context of percentage assisted into paid employment.

### **Key strengths**

- The impact of the Wellbeing Centre
- The improvements in the Learning Disability Partnership Board
- The consultation and contribution made by people on Valuing People
- The appointment of an advocacy worker for the black and minority ethnic community
- Development of Crafty Carers Group as a carer's initiative

### **Key areas for development**

- Engaging with people who have drug and alcohol problems as identified through the Drugs and Alcohol Team needs assessment
- Improve the mechanisms for obtaining feedback on an ongoing basis from people who use services on those services
- Increase the numbers of people with a learning disability helped into voluntary work

## **Increased choice and control**

### **The contribution that the Council makes to this outcome is Adequate**

The Council / PCT has improved timescales for commencing assessments but is slow in completing assessments which they acknowledge is an area for

improvement. There has been a very good improvement in providing a service following an assessment.

We received positive feedback about key members of staff with whom individuals have contact, for example social workers and the carer's development worker. As in 2006/07 the Council / PCT needs to improve its performance in assessing and reviewing carers of people with a learning disability.

The Council / PCT continues to reduce the numbers of older people living in a care home setting and maintains a very good performance in this area. There has been a slight increase in the number of younger adults moving into a care home setting, but this represents just 4 people.

There has been a good improvement in the numbers of people receiving a direct payment but the Council / PCT should strive for further improvement. Some initial work has been undertaken on developing individual budgets with a target date of April 2009 for full implementation. Information we saw to consult on self directed support was not fully accessible, for example reference made in community languages, although the Council confirmed information can be made available in other languages/formats. The website enabled people to access the information in different languages by having a flag in the bottom left which you could click on to change the language.

Outcome focussed care or support planning has not been fully implemented, and not everybody who has requested it has a person centred plan. There was evidence of good developments of person centred in the transition service for those with a learning disability moving into adulthood.

The Council / PCT continues to receive a relatively low level of complaints, and there was some evidence not everybody knew the process for making a complaint. There has been some improvement in that the Council / PCT is now able to report the services to which complaints relate. There is evidence of complaints leading to improvements in services.

There has been some improvement in advocacy provision and steps are being taken by the Council / PCT to ensure there is adequate capacity. People we met were aware of advocacy services available.

### **Key strengths**

- Services provided within four weeks following assessment
- Timeliness with which services are provided after an assessment
- Satisfaction surveys report almost all service users receive satisfactory or good information about the services available to them.
- Positive interaction noted between service users and key members of staff
- Person centred planning in the transition service

### **Key areas for development**

- Assessments of older people completed within two and four weeks
- The Council / PCT should progress the arrangements to develop more flexible

working as undertaken with the project to undertake reviews out of office hours

- Complete the pilot for carers emergency respite care and ensure the proposal reflects demand for emergency respite care services for all carers
- To implement individual budgets for new and existing service users as planned
- Review and implement changes as necessary to the system for producing public information
- Examine the reasons for the relatively low number of complaints and ensure the process for making complaints is accessible
- Ensure all service users receive outcome focussed/person centred planning

## **Freedom from discrimination and harassment**

### **The contribution that the Council makes to this outcome is Good**

The Council / PCT has maintained access to services for people with moderate to high levels of need and there are no plans to change this. Information about eligibility for services can be found through the Community Care Directory on the PCT website. The Council / PCT monitors the impact of voluntary sector services through its contract monitoring. The impact of the eligibility criteria on outcomes for individuals not eligible for a Council / PCT funded service is not measured. Peterborough Direct, the call centre, is able to provide callers with information about Council / PCT and voluntary sector services. Everybody, including self-funders, is entitled to receive a full assessment.

The Council / PCT has achieved level five of the Equality Standard for Local Government although the standard is not applicable to social care in Peterborough as it is commissioned and delivered by the PCT on behalf of the Council. The Council / PCT has maintained an acceptable level of performance in the numbers of people from black and minority ethnic groups who have both been assessed and in receipt of services. There is a good performance in recording the ethnicity of those assessed for a service but the recording of ethnicity of those receiving a service has deteriorated in the past year. It is positive to note the expert patient programme is being run in Gujarati. Equality impact assessments are regularly undertaken and this is imbedded in practice. The Council / PCT has increased its level of engagement with minority groups, for example through Health Connectors. In addition a Disability Forum has recently been established in response to requests from stakeholders. Disability, gender and race equality action plans are in place but the information available on the PCT website did not provide details of outcomes of these plans.

### **Key strengths**

- Equality impact assessments are embedded within the practice of the Council / PCT
- Disability Forum established
- Good performance in recording the ethnicity of people assessed for a service

### **Key areas for development**

- The Council / PCT should focus on the provision of non-care managed services in using the reform grant as is planned.



- Recording of ethnicity of people in receipt of a service
- Monitor action taken in response to the race, gender and disability equality action plans to ensure the required impact is achieved
- Monitor the impact on outcomes for people of the eligibility criteria

## **Economic well being**

### **The contribution that the Council makes to this outcome is Good**

Continuing care arrangements are effective and there have not been any disputes or delays in providing a service. The modernisation of day services for people with a learning disability has increased staffing in the employment support team.

There are relatively low numbers of people with a learning disability helped into paid employment however almost half of those people, who have a learning disability, known to the Council / PCT are in some form of employment; either paid, work experience or voluntary work. Carers and people with mental health needs, as already identified by the Council / PCT, would benefit from improvements in enabling them to return to or remain in employment. The Director for Public Health is working with partners to improve employment opportunities the aim of which is to further reduce health inequalities. The Council / PCT anticipates they will receive an increase in contributions made as the numbers of people receiving services/packages of support will increase although the majority of people pay the minimum contributions.

The Council / PCT provides advice for people on benefits and has seen an increase in take up. There is a good level of satisfaction with the benefits service provided.

### **Key strengths**

- Continuing Care disputes are dealt with effectively and promptly
- Level of satisfaction with the benefits service
- Work undertaken by the Director for Public Health to improve employment

### **Key areas for development**

- The Council / PCT have already identified helping carers and those with mental health needs to remain in or return to paid work as an area for development
- There are low numbers of people with a learning disability helped during the year into employment, paid or voluntary, although almost half are in some form of employment currently. The Council / PCT should ensure it maximises opportunities for people with a learning disability for employment, paid or otherwise

## **Maintaining personal dignity and respect**

### **The contribution that the Council makes to this outcome is Adequate**

There has been an increase in the percentage of Council / PCT staff trained in working with vulnerable people, and there has been a good percentage of staff in the independent sector trained in adult protection, with further improvements planned. There is a dedicated team of two people (POVA team)

who work with the local teams responding to safeguarding concerns. There has been a considerable increase in the number of safeguarding alerts to the POVA team, with a high (98%) percentage of cases completed. There is a higher level of referrals of self-funders compared to similar Councils, which suggests that there is a high level of awareness of safeguarding procedures.

The Peterborough Safeguarding Adults Partnership Committee has been re-established and initial feedback about its functioning is positive. There is evidence that Peterborough has, since the end of March, moved forward with safeguarding and have a committee made up of at director level or thereabouts. Three meetings have been held and have been very positive. The meetings are now viewed to be well structured and involve a number of agencies. There has been a small improvement in the provision of single rooms for those admitted to care homes on a permanent basis. There is limited information relating to interpersonal relationships for service users.

### **Key strengths**

- The percentage of people in the independent sector trained in safeguarding
- High level of alerts

### **Key areas for development**

- Review the capacity within the POVA team to deal with the increase in alerts and adjust as necessary
- Develop guidance on interpersonal relationships for all service user groups across both Council / PCT and contracted services. Make this accessible to everybody in both format and publication

### **Capacity to improve**

#### **The Council's capacity to improve services further is Promising**

The Council / PCT now has a permanent senior management team in place, with the Director of Adult Social Care taking up post in September 2007, and the Assistant Director – Operations for Peterborough Community Services in January 2008. There is a high level of confidence in and support for the senior management from the chief executives and lead cabinet member. The lead cabinet member is a champion for social care working across Council / PCT departments for the benefit of vulnerable people, for example transport and leisure. Vulnerable people remain a corporate priority aligned with the Community Strategy priorities of vulnerable people, access, healthy lifestyles and health inequalities. These in turn are reflected in the priorities of the Local Area Agreement. Staff engagement is encouraged from listening and responding projects through to business planning. Four performance indicators improved their bandings, and none declined.

Most targets for improvement were met however others were exceeded. There are low levels of staff vacancies and staff turnover has reduced. There is an increased level of sickness absence, which requires improvement. There is excellent performance in the recording of staff ethnicity. A system for staff supervision and appraisal is in place. Performance targets exist at team level.

The Council / PCT undertakes targeted work with poorly performing contracted services to good effect.

The Joint Strategic Needs Assessment (JSNA) was completed in December 2007, and has been effectively used to develop Local Area Agreement targets for 2008 onwards. The JSNA has also helped increase understanding of the needs of the local community, for example the sharply increasing prevalence of depression in older people. There has been additional investment in adult social care to reflect increasing demands and the priority afforded to it. The Council / PCT managed its budget well coming in slightly under spent. The Council / PCT reviews its eligibility annually in line with their business planning. Good progress has been made on achieving efficiencies.

The Learning Disability Partnership Board has responsibility for the spend from the Learning Disability Development Fund. Service users and carers are involved in the consultations on commissioning strategies. There is ongoing work with independent sector providers in relation to self-directed support.

There has been a good overall improvement in the number of registered services judged to be poor, with the Council operating as an integrated service with health. The Council / PCT monitors contracted services through its contract monitoring arrangements. As of September 2007 a high percentage of placements in care homes for older people were in services that had not been rated by the regulatory body.

## **Key strengths**

### **Leadership**

- Corporate support for social care
- Effective senior management leadership
- Peterborough Executive Committee represents social care professionals
- Low level of staff vacancies

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

- Completion of JSNA which was used to develop the LAA targets
- Budget management, and ongoing investment in social care

## **Key areas for development**

### **Leadership**

- Performance management to ensure targets set are met and corrective action taken as necessary
- Reducing staff sickness absence

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

- The Council / PCT should ensure there are robust systems in place to monitor placements made in services which have not been rated by the regulatory body

Progress to address the key areas for development will be monitored through regular routine business meetings between the Council and the Commission for Social Care Inspection.

Yours sincerely

**NORWYN COLE**

Regional Director  
Commission for Social Care Inspection

*cc: Council Chief Executives,  
Peterborough City Council - Gillian Beasley  
Peterborough PCT – Angela Bailey*