



Making Social Care  
Better for People

## CSCI

Ladywood House  
45/46 Stephenson Street  
Birmingham  
West Midlands  
B2 4DH

Tel: 0121 600 5300  
Fax: 0121 600 5336  
Email: [enquiries.westmidlands@csci.gsi.gov.uk](mailto:enquiries.westmidlands@csci.gsi.gov.uk)  
[www.csci.org.uk](http://www.csci.org.uk)

Linda Sanders  
Director Adults, Communities  
and Housing  
Ednam House  
St James Road  
Dudley  
West Midlands  
DY1 3JJ

21 October 2007

Dudley/AD/KF

Dear Director,

### **SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR DUDLEY**

#### **Introduction**

This report summarises the findings of the 2007 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.

Attached is a revised copy of the performance assessment notebook which provides a record of the process of consideration by CSCI, leading to an overall performance rating. You will have had a previous opportunity to comment on the factual accuracy of the evidence notebook 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 (formerly Serving People Well) using the LSIF rating scale is excellent

And

- Capacity for Improvement (a combined judgement from the Leadership and the commissioning & use of resources evidence domains) is excellent.

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 2008) and to make available to the public, preferably with an easy read format available.

### **ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07**

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

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

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

Key strengths	Key areas for improvement
<b>All people using services</b>	
<ul style="list-style-type: none"> <li>• People are well informed as to the services that are available in the borough. Access to needs led assessments is universal, mostly undertaken jointly with health and, when required, services are delivered which are timely and appropriate.</li> <li>• Consultation with service users is wide ranging and directly influences outcomes for people.</li> <li>• A wide range of universal and preventative services are available, which avoid hospital admission or reduce dependency on statutory services.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in delayed transfers of care.</li> <li>• Further work in implementing Equality Standards</li> <li>• Training staff in identifying and assessing risks in Safeguarding Adults.</li> </ul>
<b>Older people</b>	
<ul style="list-style-type: none"> <li>• There is a wide range of traditional and innovative services available to ensure that older people can remain in their own homes if they wish to do so.</li> </ul>	<ul style="list-style-type: none"> <li>• Planned work on rolling out Direct Payments will further enhance performance in this area.</li> </ul>
<b>People with learning disabilities</b>	
<ul style="list-style-type: none"> <li>• People with Learning Disabilities have a range of person centred services available to them, ranging from day opportunities, volunteering, employment, carers support and a developing range of choices in accommodation.</li> </ul>	
<b>People with mental health problems</b>	
<ul style="list-style-type: none"> <li>• Services are effectively delivered in partnership with health. Service users and carers are widely consulted and influence service development and the recruitment of staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Further work to consolidate recent improvements in accessing substance misuse services and planned discharge.</li> </ul>
<b>People with physical and sensory disabilities</b>	

<ul style="list-style-type: none"> <li>• Service users and carers are included in the design and delivery of service via an effective Partnership Board. Specialist services are available when required. High numbers of people with a physical disability in Dudley are helped to live at home</li> </ul>	
---	--

**Carers**

<ul style="list-style-type: none"> <li>• The needs of carers is acknowledged and supported by a range of services, staff and creative use of Direct Payments. Carers are included in all areas of service development and delivery across the borough.</li> </ul>	
---	--

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

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

The council makes an excellent contribution to improving people's health and sense of well being.

People in Dudley are well informed on how to maintain healthy lifestyles and their independence and choice is promoted in the range of services it provides.

Joint working with health and other partners is well developed in the borough, which has had a positive impact on outcomes for citizens in the borough and in particular for those with long term issues such as improving life expectancy. A range of services exist to either prevent hospital admission e.g. Falls Prevention, The 'OTAGO' Exercise Project and the rapid response team - 'THUNDERBURDS', or to reduce the length of stay in an acute hospital setting e.g. Intermediate Care and further work is underway to reduce delays in discharge from acute care. The council, in partnership with the PCT has achieved the satisfactory transfer of patients from Ridge Hill Hospital to more appropriate placements. Targets set by the National Treatment Agency (NTA) for substance abuse have been met and services provided in partnership with the voluntary sector are age appropriate. A wide range of person centred and specialist services are available and the Single Assessment Process is rolled out to all service users groups along with the Care Programme approach for people with poor mental health.

#### **Key strengths**

- Information on Healthy lifestyles is widely provided in different media formats and community languages.
- Intermediate Care is well developed with a range of initiatives and services to prevent admission to hospital.
- Joint working with health offers opportunities to provide a seamless service in promoting the health and well being of people in Dudley.

#### **Key areas for improvement**

- Further work to reduce delayed discharges.
- Access to substance misuse services and planned discharge from treatment programmes.

### **Improved quality of life.**

The contribution that the council makes to this outcome is excellent.

The council promotes independence and choice in the range of services it provides.

Dudley performs well in helping people to remain living in their own homes. The council utilises, where possible, initiatives such as direct payments, assistive technology, and intensive home care, which in some cases is

directly purchased via direct payments from the council. Extra Care housing and supported living schemes are well developed and specific provision has been developed for BME communities. In particular the development of supported living schemes for people with a learning disability has facilitated the transfer of patients from a long stay hospital resulting in its closure. This was seen as an area of improvement in last year's assessment. The council performs well in delivering minor adaptations and equipment and work is underway to further improve the installation of major adaptations. Services for carers are innovative and well developed with examples being the provision of manual handling training for carers and direct payments to enhance the carers quality of life. The development and delivery of services is shaped by close working with service users, carers and persons from BME communities. Specialist services are provided where required to ensure that care provided is person centred. The link between prevention and future demand for services has been established and non care managed and preventative services are well developed and integrated with services provided by partners in both statutory and independent sectors. The START team provides immediate assessment and support with a high percentage of people not requiring further support after intervention by this team. A high number of people are signposted to direct access services and the council canvasses persons that decline services in order to further understand the needs of the population.

### **Key strengths**

- Helping People live at home
- Assistive Technology/ Telecare provision
- Extra Care and Supported Housing provision
- The provision of equipment and adaptations.
- Services for Carers
- The inclusion of BME communities in service development and delivery
- A wide range of innovative services to prevent the need for a higher level of support.
- The vision and operational priorities for people with learning disabilities combined with its delivery by specialist integrated teams.
- Specialist services for persons with dual sensory loss.

### **Key areas for improvement**

### **Making a positive contribution**

The outcomes in this area are excellent.

The council actively seeks to engage service users, including BME and hard to reach groups, in developing strategies and delivering services.

Service users and carers are supported both formally and informally to contribute to service development, design and delivery. There is a wide range

of evidence of systems to collect and respond to service user and carer views and of the influence of service users and carers on outcomes. The views of people from BME communities and hard to reach groups are actively pursued and there is evidence of the council responding to the needs of these people. The systems and processes to support service users self-assessment are being developed. Volunteering is encouraged, supported and formally recognised by the council. People with disabilities are actively encouraged to take up volunteering and where possible employment. Carers are assisted in retaining their employment and the take up of benefits by service users and carers is widely promoted. Advocacy and interpreting services are widely available if required. The council welcomes comments and complaints and uses these to inform strategy and service delivery.

### **Key strengths**

- The wide range of arrangements to engage service users and carers in developing and delivering services.
- Consultation is standard practice, dynamic and effects outcomes for service users.
- The voice of BME and hard to reach groups is actively pursued.
- Links with Carers are well developed.
- Volunteering is encouraged and well supported.
- Volunteers and their efforts are formally recognised.

### **Key areas for improvement**

#### **Increased choice and control**

The outcomes in this area are excellent.

The council works to continually increase the level of choice and control that services users are able to exercise.

Assessment and care planning is timely, efficient and respectful of the individual. Service provision in Dudley is undertaken jointly with health and able to meet the diverse needs of the population and includes persons who self fund. Access to assessments and services is timely and eligibility for such services is explicit and well published. Carers receive a timely assessment of their needs. Out of hours services are accessible and are efficient, responsive and integrated. People in Dudley receive appropriate care from appropriate professional resources regardless of funding streams. Individual rights are acknowledged and acted on and service users have appropriate access to information about their care plans and information held about themselves. Advocacy is well developed and the council actively responds to complaints and feedback in reviewing the way services are delivered.

Direct Payments have increased, particularly to people from BME communities and carers. The provision and take up of Direct Payments has improved since last year and work is needed to ensure that improvement is consolidated over

the next year. The council is working to promote individual payments and an 'In control' project in Learning Disability services is raising awareness of individualised budgets with staff, service users and carers.

### **Key strengths**

- The speedy and efficient response to referrals and provision of service.
- The councils eligibility criterion is explicit.
- The single assessment process is well developed.
- Most service users receive a timely review.
- Complaints and compliments affect better practice.
- Advocacy services are widely available to all sectors of the community.
- Less people are being admitted to residential care each year.

### **Key areas for improvement**

- Further work to consolidate and increase the provision and take up of Direct Payments to all service user groups.

### **Freedom from discrimination or harassment**

The outcomes in this area are good.

All persons in Dudley that meet the eligibility criterion are able to access services.

The council's eligibility criterion is set at moderate and the Fair Access to Care (FACS) arrangements are widely published and facilitate service user and carer comment at the point of assessment. Access to assessments and services is timely and self-funders are supported where necessary to arrange their care. The council published its combined Equality scheme in April 2007 and Equality Standards One and Two are met fully by the council. Under its Disability Equality Scheme the council has in place organisational developments to promote disability equality and systems are in place to monitor these developments. The council actively consults people with disabilities in developing strategies to tackle equality and diversity issues. The council's Equality and Diversity action plan is monitored and reports published. Information across the council is published in relevant community languages and different media formats. The council gives consideration to its employees who may have a disability. A wide range of services is available in the borough to ensure the equality and diversity of the population is acknowledged. The councils approach to person centred planning assists in providing a range of service tailored to meet the diverse needs of the community. The number of persons from BME communities receiving an assessment has increased since last year and in particular the delivery of services to people in BME communities with a Learning Disability. Performance in the recording of service user ethnicity is satisfactory and the council actively addresses low uptake of services by minority groups. Mental health services have appointed a Race Equality lead within the integrated team. Positive outcomes for service users

and carers resulting from equality impact assessments are evident and wide ranging.

### **Key strengths**

- Clear and explicit eligibility criterion and the application of FACS.
- Access to assessments is universal and both assessments and services are delivered efficiently and quickly.
- People who self fund are assisted in accessing care provision and offered a review.
- Implementation of the DDA is regularly monitored.
- The equality and diversity needs of the community are met via a wide range of services.
- Take up of services by minority groups is maximised.
- The council actively facilitates consultation to tackle issues of equality and diversity.

### **Key areas for improvement**

- Further work on implementing the Equality Standards

### **Economic well being**

The outcomes in this area are excellent.

Dudley works well with a range of partners in the statutory and independent sector to promote the economic well being of the community

Continuing Health Care is facilitated via clear protocols and disputes are effectively dealt with via long standing collaborative arrangements. People in Dudley receive appropriate care from appropriate professional resources, regardless of funding streams, which are timely and based on individual need. Intensive re-ablement services are free for the first six weeks and grant funding is used to promote and widen the range of preventative services in the borough. Self-funders, where known, are offered assessments and regular reviews and are signposted to appropriate services. A wide range of activity is underway to assist persons with a disability or long term illness into volunteering, work based volunteering or paid employment. These arrangements are supported by strong links with the community, local employers and colleges. The development of appropriate day services for people with a learning disability has extended the range of meaningful activity for this service user group including opportunities for volunteering or employment at the local museum and in the catering industry. An innovative use of direct payments to carers, 'Carers Direct', assists carers in retaining or taking up training and/or employment. The council operates an active programme with the DWP and the local PCT to maximise the take up of benefits.

## **Key strengths**

- The joint and pro-active management of continuing health care.
- Pathways to employment for persons with a learning disability or poor mental health.
- Direct payments and support for to carers to retain employment or take up training.
- Benefit maximisation projects and specialist welfare benefits officers.
- The wide range of specialist services available which is responsive to the diversity of the population in the borough.

## **Key areas for improvement**

### **Maintaining personal dignity and respect**

The outcomes in this area are good.

The council works to promote and maintain personal dignity and respect for service users and carers and peoples rights are acknowledged across all the services it operates.

The council has acknowledged some issues with process over the last year and work is underway to improve procedures to safeguard adults. There is an action plan in place to improve the collection of data, including information on persons who self fund, with an audit planned in the autumn of 2007. Senior managers in the directorate regularly monitor the implementation of revised policies and procedures and there is a well established multi-agency Safeguarding committee. Staff awareness training in safeguarding exceeded targets for 06/07 with a further ambitious plan for 07/08. The numbers of in house staff specifically trained to identify and assess risk improved since last year and exceeded council targets. However performance was below that of similar councils and the plan for next year seeks to address this. Similarly the numbers of staff trained in safeguarding in the independent sector, funded or commissioned by the council, was below that of similar councils and the plan for 07/08 is set to bring the council's performance well above that of comparators. The IMCA service was in place in Dudley on 1<sup>st</sup> April to meet government guidelines with high numbers of staff trained before this date. The council is compliant with the requirements of the Data Protection Act and performance is monitored and reported to the council's corporate board and Directorate Management Team. Information sharing protocols are in place with partners in the statutory and independent sector and the council works closely with CSCI with regard to improving registered services. All registered services owned and operated by the council meet the quality rating of adequate or above and standards in homes commissioned by the council have improved with a concerted plan to work with providers to improve standards.

## **Key strengths**

- The numbers of staff trained in the awareness of safeguarding adults.
- Advocacy services in response to the Mental Capacity Act.
- Most people have access to a single room in registered care or nursing homes.
- Privacy and confidentiality are assured via robust protocols and regularly monitored.
- Peoples rights are acknowledged and acted on with regard to interpersonal relationships, the Mental Capacity Act and the Data Protection act and guidance is available to staff and service users.

## **Key areas for improvement**

- Specific training in identifying and assessing risks to safeguard adults.
- Safeguarding Adults training in the independent sector.

## **Capacity to improve**

The council's capacity to improve services further is excellent.

The council comprehensively evidences its capacity to improve and its ability to sustain improvement.

The Directorate is well led and has ambitious visions. These visions are shared across its staff, with the wider council and with elected members and rolled out as strategies and action plans, which deliver key priorities within budget. The 'joined up' working of the council in partnership with service users, carers, health and the independent sector achieves better outcomes for people in the borough. The council knows and understands the needs of its population and commissioning reflects active and wide ranging consultation to shape service strategy and delivery with resultant improved outcomes for service users and carers. A joint approach with health to a strategic joint needs assessment will strengthen a local evidence based assessment of health and social care needs and provide an updated needs assessment in Dudley. This approach is intended to support a joint commissioning framework. There are strategic plans in place for all service user groups, produced jointly with health. There are strong arrangements in place for the supervision and support of jointly funded or jointly appointed staff. The process for managing joint strategies and joint funding is well developed. A joint performance panel reporting to the Health and Well Being Partnership and Select Committee monitors service delivery. The council realises efficiency gains without significant reduction in the performance or accessibility of services. The services commissioned, by the council, are cost effective and value for money.

Staff vacancies and staff sickness levels are low and the council performs well in this area. There are a number of initiatives underway to develop the workforce for the future including training of staff in the use of direct payments

and individual budgets. The council disburses its training grants equally between the public and independent sectors.

The council manages the market effectively with premiums being offered for quality and incentives offered to develop specialist services where required. Contracting is via service level agreements with specific arrangements for monitoring quality. All registered services owned and operated by the council meet the quality rating of adequate or above. Commissioners are working effectively and collaboratively with providers and CSCI to improve performance against National Minimum Standards across the borough.

## **Key strengths**

### Leadership

- The leadership of the Directorate and its ethos of collaboration with strategic partners.
- The inclusion and active pursuit of consultation with service users and carers from the diverse community.
- Strategies exist for every service user group and identified priorities are linked to resource allocation in order to improve outcomes.
- Joint working and joint funding is effective and well developed.
- Arrangements are in place to effectively manage performance.

### Commissioning and use of resources

- The council assesses and understands the needs of its population
- Strategic commissioning is joint, joined up and reflects the identified health and social care needs of the population.
- The budget is well managed, services are value for money and effective strategies link expenditure to service priorities.
- Commissioning is inclusive and consultation is wide ranging.
- Commissioning strategies reflect outcomes for service users and carers and are regularly reviewed.
- Efficiency is achieved without reduction in performance or accessibility.

## **Key areas for improvement.**

### Leadership

- Consolidate work to merge Mental Health Services with Walsall to form a Mental Health Partnership Trust.
- Further work on rolling out individualised budgets.

### Commissioning and use of resources

- Further work with independent providers to improve the quality of commissioned services so that there are no services rated as 'Poor' by CSCI in the borough.
- All directly provided services should achieve a Quality Rating of at least 'good' from CSCI.

## **Follow up action in 2007-8**

The minimum number of routine business meetings to be held is two.

Yours sincerely

SARAH NORMAN

Regional Director  
Commission for Social Care Inspection