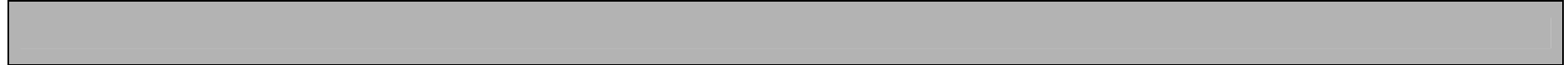


Assessment of Performance Report 2009/10

ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10 :Dudley



Contact Name	Job Title
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<p>The report will produce a summary of the performance of how the council promotes adult social care outcomes for people in the council area.</p> <p>The overall grade for performance is combined from the grades given for the individual outcomes. There is a brief description below – see Grading for Adult Social Care Outcomes 2009/10 in the Performance Assessment Guide web address below, for more detail.</p> <p>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.</p> <p>We also make a written assessment about</p> <p>Leadership and Commissioning and use of resources</p> <p>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.</p>	

2009/10 Council APA Performance

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

Council overall summary of 2009/10 performance

Dudley Council has continued to deliver the transformation agenda within adult social services. The people of Dudley have an increased opportunity to engage with the leaders of services and to obtain information about services in a greater number of ways. The community information directory held by libraries has widened the opportunity for people to engage with the council and to obtain information on services and choices available to them irrespective of whether they receive services funded by the council. The council's focus on the lives of people rather than on services they receive has improved outcomes for the people who receive services.

The council has decommissioned more traditional services, especially in learning disabilities services, and commissioned more community based services which has led to greater choice and is a more inclusive strategy. The council has also commissioned the building of extra care housing facilities and these are due to be opened in summer 2011. The current provision has proven improved outcomes for the people living at this site.

Carers in Dudley have benefited from improvements made to direct payments as well as an increasing number of ways in which they can spend them. Carers are increasingly involved in the design of services and in assisting Dudley Council in making improvements. The council is delivering the Carer Aware training programme on-line through libraries. The council continues to gain positive responses to surveys of people who use services and their carers about the services they receive. The council has a strong history of engagement of people who use services and their carers and this leads to services being tailored to meet those needs.

The council has strengthened its safeguarding procedures with some notable examples of joint partnership working with commissioners and regulators of services in order to protect the people who use services in Dudley. The council takes a proactive approach to monitoring standards of care received by the people of Dudley and provide joint training events in order to increase skills and knowledge amongst those who care for people using services. The council is implementing the recommendations of the two serious case reviews carried out during 2009-10.

Partnership working is strong within the council and a number of joint initiatives have been implemented this year with health, voluntary and independent partners. Prevention services with partners are ensuring that people are safe within their own homes, whilst joint work ensures that people are discharged from hospital in a timely manner. Whilst many of these partnerships are mature the council continue to embrace new partnerships as the opportunity arises.

Leadership

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

Conclusion of 2009/10 performance

Dudley Council continues to achieve the transformation agenda through its strong leadership team and solid partnership working arrangements. Sixteen different projects are being delivered by lead officers, working with project teams, under the overall direction of the programme board. The team are committed to providing quality services and this is demonstrated through a good understanding of what the people of Dudley want and need. The management team are supported by the cabinet member who is proactive in supporting the team to deliver quality services for the people of Dudley.

This year the council has delivered significant improvements in safeguarding arrangements. The safeguarding board working with the Chief Executive’s team have used a partnership evaluation tool to highlight further improvements, which can be made to the operation of the board. The management team has driven improvements following the Independence Wellbeing and Choice inspection in the summer of last year and completed or made significant impacts in the actions identified as areas for improvement. This has had a positive effect of the services that the people of Dudley received this year.

The council has strong partnerships with local providers of health services and this joint working has led to a number of improvements to the pathways of care received by the people of Dudley. The Health and Wellbeing partnership has commissioned joint strategies on carers, physical disabilities and older people. This partnership is currently working to address some of the health inequalities in the Dudley area.

Dudley Council has a strong history of engaging with the people of Dudley and this has continued in this year to inform, shape and design the way in which services are delivered within Dudley. The council engage through a variety of means with the people of Dudley to ensure that services provided to them are both what they want and in an easy to access format. This engagement whilst time consuming ensures that the services are designed and delivered in a way that meets the needs of the people of Dudley.

The council has an extensive training plan which encompasses staff from the voluntary and private sector. This training plan ensures that the workforce is developed and informed of changes to practice and policy and that they have the necessary skills to improve services. Some notable examples of this include the increase in the uptake of direct payments in order that people are able to choose the care services they want. This is assisted by the development of the improved access to information to the people of Dudley to ensure that people are given a choice. This improved access to information has benefited carers within Dudley who are now able to access information on how to receive services to support them to live their own lives as well as caring for someone.

Whilst improving services Dudley Council continues to implement its three year medium term financial strategy. This strategy shows where savings will be made without impacting on the quality of services. Indeed some savings have been met earlier than anticipated. The council is able to re-prioritise their budget in line with local need when their engagement events highlight a need for change. The challenge to meet the needs of the people of Dudley and in particular in areas of increasing need such as dementia care continues to challenge the leadership team in the current financial climate. Despite this the council has achieved savings and managed to develop services in line with the transformation and modernisation agenda.

Key strengths

- Strong partnership working across sectors
- Good engagement with the people of Dudley
- Ability to manage financial pressures without detracting from service delivery.

Areas for improvement

- Increasing the pace of change whilst continuing to involve and engage stakeholders
- Continued progress on meeting Putting People First Milestones.

Commissioning and use of resources

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

Conclusion of 2009/10 performance

The people of Dudley are increasingly able to commission the services they require through self directed support. The council has made available improved access to information in order that people are able to choose the services they require. The council has also undertaken significant engagement with people who use services in order that the services that they require are available to meet their needs. Carers have been increasingly able to use the direct payments made to them in order to access respite and other services so that they are supported by the council in their caring role. The council has appointed a micro services co-ordinator to stimulate the growth of small social care businesses in order to increase the number and range of services available to the people of Dudley. Six new businesses have set up since April 2010, and the co-ordinator is working with 16 other groups which may wish to provide services. The council has developed a range of preventative services with the independent and voluntary organisations. People from across the spectrum are enabled to contribute and have a voice on the shaping and commissioning of services.

The council has commissioned two extra care housing units which will be ready for occupation in the summer of 2011. The unit

already opened has improved the outcomes for people who would otherwise have required residential care. A number of people with learning disabilities have also moved into supported living accommodation instead of residential care and 68% of people with learning disabilities are now in settled accommodation. The council is able to evidence how the lives of these people have been improved through this move. The new outcomes based framework for commissioning has assisted with ensuring that services do improve the outcomes for people.

The council has commissioned a number of preventative services with their partners so that the people of Dudley are able to continue to live as independent a life as possible. The falls prevention, community equipment services and the learning disabilities services are examples of where improvements have been made to services with partners in order that people remain independent. The council proactively reviews the standards of care in care homes and takes action where standards do not meet their expectations. This is assisted by the use of experts, people who use services, in the monitoring of providers of care.

Dudley Council ensures that services provide value for money not only for the council commissioned services but for the public using services. Savings made on the meals on wheels service and day services for people with a learning disability has not only assisted with meeting financial savings but has increased choice for the people using these services. Participation in the national project to develop a cost calculator has enabled the cost effective pricing of residential and supported living placements.

Key strengths

- Increased choice through developments in self directed support
- Focus on value for money driving choice and improvements
- Increase in preventative services
- Provision of services in order that people are able to stay at home.

Areas for improvement

- Development of small businesses in order that people are afforded greater choice of services
- Continued implementation and embedding of the Outcome Based Framework.

Outcome 1: Improving health and emotional well-being

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

Conclusion of 2009/10 performance

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

Outcome 2: Improved quality of life

“People who use services and their carers enjoy the best possible quality of life. Support is given at an early stage, and helps people to stay independent. Families are supported so that children do not have to take on inappropriate caring roles. Carers are able to balance caring with a life of their own. People feel safe when they are supported at home, in care homes, and in the neighborhood. They are able to have a social life and to use leisure, learning and other local services.”

Conclusion of 2009/10 performance

The people of Dudley have greater access to information through a variety of means including information centres in Libraries and the Council website which offers information on a range of services available in the borough. The council has invested in these information systems and has trained librarians to be able to assist the people of Dudley to understand what services are available and how to access them. The library services are also able to answer simple questions regarding care services and therefore people are able to make informed decisions about the care they receive. This is only one of a number of methods employed by Dudley Council in order to seek and give information to the people of Dudley. The council actively engages with a variety of groups in Dudley. They engage through general meetings, newsletters, through the LINK (Local Involvement Network) and through council funded and voluntary organisations. In this way they can tailor services to meet the needs of the people of Dudley. The council are able to evidence this work through changes to the carers one off payments, the formation of a dementia sub group and the a befriending group which offers people in residential accommodation with no external contacts a visitor service.

The council has worked hard to reduce the time people wait for major adaptations to their homes. The waiting time has been reduced by half within the year with the average waiting time being just 17 weeks. The introduction of occupational therapists that are based in the locality teams has assisted in expediting adaptations so that people can live independently in their own homes. The council has also utilised previously adapted properties in order that people can remain in a home rather than being admitted to hospital or residential care. The council continues to develop Telecare services with the introduction of the Just Checking service which monitors people with dementia to ensure their safety. This service has been provided to 16 people who report satisfaction with it and that they feel safer using it. The council has developed a Telecare screening tool which is to be rolled out across the borough in the near future.

The council is in the process of building extra care homes for older people with two schemes due for completion in 2011. The council has made an additional 20 extra care housing units available during the assessed year with positive outcomes for people living in these units. Funding has been secured for a further development of 30 council homes for people with severe learning and physical disabilities. Whilst these are in development the council are continuing to consult with people identified for occupation, and with their carers, as to the design and facilities within the new homes.

The council works with children's services to identify young people who are caring for adults. There is provision for children to relax and enjoy a life of their own in the young carers centre through art classes, outdoor activities and organised events. The council supported two young people attending the National Carers Conference. The council runs a carers' awareness course which ensures that staff consider the needs of young carers.

The council supports a peace of mind card and emergency care plan scheme in order that carers can be reassured that if something happens to them and they are unable to care the person they support would receive care in a timely and effective care. The peace of mind card has been particularly popular with carers who care for people with complex needs. The peace of mind cards is available at a variety of locations within the borough. Emergency care plans which encourage carers and people who receive services to plan for unexpected events are available on the internet and in hard copy at a number of council locations.

Key strengths

- Ease of access to information through centres in Libraries and the council website
- Improvements made to the waiting times for major adaptations
- Good engagement activity with the people of Dudley
- Examples of joint Occupational therapist and nursing care working in palliative care services
- Innovative use of adapted properties to ensure that people maintain independence
- Commissioning of the building of extra care housing units.

Areas for improvement

- Expansion of the Age UK befriending service to ensure potential users are identified
- Review arrangements for young carers to ensure that support meets their needs as they transition across into adult services.
- Further development of emergency care plans to ensure continuance of care for people who use services.
- Completion of extra care housing schemes to enable more people to live independently.

Outcome 3: Making a positive contribution

“People who use services and carers are supported to take part in community life. They contribute their views on services and this helps to shape improvements. Voluntary organisations are thriving and accessible. Organisations for people who use services and carers are well supported”.

Conclusion of 2009/10 performance

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

Outcome 4: Increased choice and control

“People who use services and their carers are supported in exercising control of personal support. People can choose from a wide range of local support”.

Conclusion of 2009/10 performance

Dudley Council’s approach to self directed support has been to consult with its partners in order that the end product meets the needs of service users. The implementation of self directed support is due for roll out in the first quarter of 2010/11. The council has piloted this service in three teams providing services to older people, people with learning or physical disabilities. There is an increase in the number of people with a learning disability who receive direct payments with a number of young people employing

a personal assistant to help with their care. This has recently been rolled out to all people who use services with the exception of those with mental health issues. The council has provided training for staff in respect of the implementation of the Resource Allocation System and has altered the assessment and support planning documentation in light of comments from people who use services and their carers. This has resulted in a more user friendly form for these people. Dudley Council offers people who fund their own care an assessment of needs and at point of contact they will be sign posted to relevant services to meet their needs.

The council has a variety of sources of services for people to choose from on their website and are working to ensure that services are developed in line with the requirements of the people of Dudley. This is being achieved through the recruitment to a position of micro services co-ordinator who provides advice to people wanting to set up their own social care business.

The council has modernised services through the opening of the Beacon Court extra care service, at the beginning of 2010, and putting plans in place to open two day centres over a two year period. Whilst the people using Beacon Court have already seen benefits from this new provision the people using day centres are being consulted as to the services provided by the day centres. By the end of 2011 there will be one remaining day centre for people with profound learning disabilities and complex needs which is under refurbishment and changes to the day opportunities workforce are being implemented in order to ensure a more effective deployment of staff.

The Supporting People Team is enabling people in Dudley to get advice, information and low level support. It is reported that this is of significant benefit to the people of Dudley. This support is provided by a wide range of organisations such as Dudley Age Concern and stay safe, small tasks group. A reconfiguration of this service has seen localised improvements in order to make the most of resources. Whilst in general the timeliness of assessments for people who use services has increased there is a decrease in timeliness of assessments for people with a learning disability. Work continues to move people with a learning disability from residential to independent living. Robust consultation with people who use services has impacted upon the timeliness of the implementation of the move to independent living. The council continues to implement and evaluate the outcomes of the joint review on the services for people with a learning disability and complex needs undertaken in October 2008. The special need register has been reconfigured which allows improved information and monitoring. The council is involving people who use services in their inspection programmes and is able to report improved outcomes from this activity.

The number of complaints Dudley Council receives has reduced year on year. The council reports that this is due to a greater number of complaints being resolved at a local level following training of staff in complaint resolution. The council was able to evidence how the early resolution of complaints improved outcomes for people. The council has worked in partnership with the Primary Care Trust to produce a joint protocol in complaint handling to ensure that there is equity in response when people complain about both health and social care services.

Key strengths

- Increase in the number of people who receive a timely assessment of need
- Increase in the number of carers who received an assessment or review in the year
- Extensive consultation with people who use services, their carers and third parties on the design of the Resource Allocation System
- Increase in the availability of information for the people of Dudley through the Directory of Services.

Areas for improvement

- Continued rollout of self directed support so that people have the choice to direct their own care
- Continue to develop the work around services which meet the needs of the people of Dudley.
- Monitor impact of the access centre on outcomes for people who use this service.
- Embed actions taken following the outcome from the joint review of services for people with a learning disability and complex needs.

Outcome 5: Freedom from discrimination and harassment

“People who use services and their carers have fair access to services. Their entitlements to health and care services are upheld. They are free from discrimination or harassment in their living environments and neighborhoods”.

Conclusion of 2009/10 performance

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

Outcome 6: Economic well-being

“People who use services and their carers have income to meet living and support costs. They are supported in finding or maintaining employment”.

Conclusion of 2009/10 performance

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

Outcome 7: Maintaining personal dignity and respect

“People who use services and their carers are safeguarded from all forms of abuse. Personal care maintains their human rights, preserving dignity and respect, helps them to be comfortable in their environment, and supports family and social life”.

Conclusion of 2009/10 performance

The council has responded well to the independence, choice and wellbeing report in the summer of 2009. The council had begun to review its processes for safeguarding vulnerable adults in January 2009 and the recommendations from the report expedited improvements to services. The safeguarding policy and procedures have been revised and implemented with associated training for staff. Information for the public has been reviewed and is in easy to read format so that people are encouraged to report abuse. The council has funded several initiatives in order to make the public aware of reporting mechanisms including posters leaflets and window adverts which send out Bluetooth messages to passing mobile telephones. The council has also reviewed and updated its IT systems for logging safeguarding work which went “live” in February. Training for administration staff was undertaken to support this updating of the system. Business modelling has taken place in July and procedures are awaiting final implementation.

The formalised links with the Local Children’s Safeguarding Board has ensured that partners have all the key safeguarding arrangements in place. Examples of joint working include a media campaign and training in forced marriages and safer recruitment. Random checks are made to providers of care to monitor reporting against safeguarding returns. Awareness training has been undertaken and is promoted to others through meetings with key groups. These key groups cover a range of people who use services such as people with learning disabilities and mental health issues as well as older persons championed through Age Concern. The council has approved a review of the effectiveness of cross agency safeguarding arrangements. This review will look at capabilities and opportunities to streamline initiatives. The four principal agencies are involved in the steering group.

Increasing numbers of social workers to senior practitioner levels has also assisted in the development of safeguarding standards. Training and development for staff has increased with high numbers of staff receiving training. This has included over 500 health care staff receiving training. Safeguard and protect procedures at the local NHS trusts have been reviewed and ratified. Implementation of the Hate Crime Strategy continues to be developed and progress with raising awareness of this type of crime continues.

The commissioning section of the council has been working proactively to review all providers contracts and to monitor standards where there may be deficits. The council and its partners have identified and supported providers who were providing poor standards to improve. The council has worked with key partners to ensure that people are safe and well looked after in residential and nursing homes and that appropriate action is undertaken in partnership by commissioners and regulators of the service. The council has facilitated a number of serious case reviews which have entailed working across partnerships.

Key strengths

- Good evidence of joint working and early intervention through safeguarding strategy meetings
- Increased training and awareness of safeguarding practices
- Proactive contract monitoring of providers to ensure safety for people who use services
- Good participation and feedback mechanisms for the public and people who use services.

Areas for improvement

- Continued implementation of the recommendations from the Independence Wellbeing and Choice inspection
 - Embedding of practice changes arising from the serious case review.
-