

By: Kevin Lynes, Cabinet Member for Adult Social Services
Oliver Mills, Managing Director, Kent Adult Social Services

To: Cabinet – 14 January 2008

Subject: **COMMISSION FOR SOCIAL CARE INSPECTION – ANNUAL PERFORMANCE REVIEW REPORT FOR ADULT SOCIAL CARE**

Classification: Unrestricted

Summary: Enclosed is the Performance Review Report for Adult Social Care. It outlines the Commission for Social Care Inspection's view of the Adults Social Services Directorate's performance over the last year.

Introduction

1. On 11 September 2007, Kent Adult Social Services Annual Review Meeting with the Commission for Social Care Inspection took place to audit performance for the year 2006/07. Enclosed with this report is the letter from CSCI informing us of our star rating for the period 2006- 2007 (Appendix 1) and the 'Summary Report of 2006-07 annual performance assessment of Social Care Services for Adults Services Kent' (Appendix 2). There is a requirement to present this to an executive meeting of elected members.
2. In the main the services assessed are within the Adult Social Services Directorate but it also covers some services managed within the Communities Directorate such as Kent Drug & Alcohol Action Team.

Policy Context

3. The Letter outlines areas where Adult Social Services have improved and recommends areas for improvement. The recommendations are intended to help the council improve outcomes and the quality of services.
4. In assessing performance, CSCI uses Performance Assessment Framework (PAF) indicators and other statistical data, set out in the Self-Assessment Survey. For the Annual Review Meeting, the Directorate also produces an information booklet to assist CSCI by addressing the issues of the agenda produced by CSCI and outlining many of the innovations in place for the year. This booklet is on K-Net for staff and Members to view.
5. CSCI *identified several key areas of strength which included:*
 - The delivery of telecare services
 - Users and carers are actively involved in policy development and decision-making.
 - The council continues to operate a "moderate" level eligibility criteria
- The senior management team provide robust leadership and a vision on the direction of travel.

- The council have established good working relationships with the two newly formed PCT's.
- Kent have strong recruitment, retention and performance management systems in place

6. The key areas for improvement included:

- Delayed discharges from hospital due to health needs are still very high.
- The number of drug misusers sustained in treatment is lower than the average for other similar councils.
- The levels of practice learning in the council have improved to an acceptable level, however this is still below the average for other similar councils

7. The outcome of the performance assessment of Adult Social Services for 2006/07 was announced on 29 November 2007. KCC has retained its **3-star rating** for the **sixth year** for Adult Social Services.

- *Delivering outcomes: Good (formerly Serving People Well)*
- **Capacity for Improvement:** Excellent

This is excellent news for KCC, the people who use Adult Social Services and their carers, as it demonstrates that 'we serve most people well and have excellent capacity for improvement', while recognising the hard work and dedication of staff.

8. 2007/08 is likely to be the last year in which a star rating will be given for adult social services. There is expected to be a new performance regime from 2009, which will include a joint assessment framework with Health. Furthermore, a joint Commission for Health and Social Care is expected to be established in 2009.

Recommendations

9. Cabinet is asked to NOTE this report, Star Rating letter and 'Summary Report of 2006/07 annual performance assessment of Social Care Services for Adults Services'

Nick Sherlock
Public Involvement and Performance Manager
01622 696175

Attached documents:

Appendix 1: Star rating letter.

Appendix 2: Summary Report of 2006-07 annual performance assessment of Social Care Services for Adults Services

CSCI
4th Floor
Finlaison House
15-17 Furnival Street
London
EC4A 1AB

Tel: 020 7979 8079
Fax: 020 7979 8091
Email: enquiries.southeast@csci.gsi.gov.uk
www.csci.org.uk

CONFIDENTIAL: EMBARGOED UNTIL 29 NOVEMBER 2007

Mr Oliver Mills
Managing Director of Adult Social Care
Kent County Council
Sessions House
County Hall
Maidstone
Kent
ME14 1XQ

27 Nov 2007

Dear Director/Chief Executive,

Following our letter of 21 October, I am writing to confirm your adult social care performance judgements and rating and arrangements to access the performance indicators and ratings website.

(1) Performance Judgements and Ratings for Adult Social Care Services

The performance judgements for your Council are as follows:

Delivering outcomes: **Good**

Capacity for improvement: **Excellent**

Your adult social care services performance rating is **3** stars.

The new performance ratings and underlying judgements will be published on 29 November 2007. The summary report for your Council and a copy of this letter will also be available on the CSCI website at www.csci.org.uk/councilstars

(2) Access to the Performance Indicators and Performance Ratings Report Website

You will be able to access the website from 12.01am Tuesday 27 November 2007.

The hyperlink is below. Please follow the instructions on the screen.

<http://www.csci.org.uk/default.aspx?page=1801>

Username: Council Stars

Password: stars2007

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paul Small', with a horizontal flourish underneath.

Chief Inspector

Copies: Peter Gilroy – Kent County Council Chief Executive
Chief Executive of SHA (*council to arrange distribution*)
Council's Appointed Internal Auditor (*council to arrange distribution*)

cc: Council Chief Executive

We welcome your feedback to help us improve our service.
Please feel free to contact the Customer Service Unit on 0845 015 0120



Making Social Care
Better for People

CSCI
4th Floor
Finlaison House
15-17 Furnival Street
London
EC4A 1AB

Tel: 020 7979 8079
Fax: 020 7979 8091
Email: enquiries.southeast@csci.gsi.gov.uk
www.csci.org.uk

Mr. Oliver Mills
Managing Director of Adult Social Care
Kent County Council
Sessions House
County Hall
Maidstone
Kent
ME14 1XQ

21st October 2007

Ref: JD/JW KENTAPA

Dear Director,

SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES KENT

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 **Good** (formerly *Serving People Well*) using the LSIF rating scale*

And

- *Capacity for Improvement **Excellent** (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 31st January 2008) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Good
Capacity to Improve (Combined judgement)	Excellent
Leadership	
Commissioning and use of resources	
Star Rating	3 Stars

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
All people using services	
<ul style="list-style-type: none"> • Effective multi agency agreed set of policies and procedures to respond to incidents of abuse • Kent have a robust ten year plan which gives the strategic direction for the development and delivery of services to ensure the improving health and emotional wellbeing of its residents • A variety of intermediate care services have been expanded this year • Users and carers are actively involved in policy development and decision-making. • The council strongly promote leadership roles for users and carers • The council continues to operate a “moderate” level eligibility criteria • There is universal access to initial assessments to determine the needs of the individual • The council collect important equality data, which they use to help shape future delivery of services • Access to services is promoted through an effective, easily accessible on line self assessment process. • Assessments are carried out in a timely manner and individuals receive a copy of their statement of needs. • Specialist advocacy services have been steadily growing and are available for all service user groups. • This year the provision of Direct Payments has substantially increased • There is an increasing choice of pathways to meet diverse 	<ul style="list-style-type: none"> • The levels of practice learning in the council have improved to an acceptable level, however this is still below the average for other similar councils (PAF D75)

<p>economic and employment needs</p> <ul style="list-style-type: none"> • The senior management team provide robust leadership and a vision on the direction of travel. • The council has an effective and well-established performance management system in place, • The council have established good working relationships with the two newly formed PCT's. • Kent have strong recruitment, retention and performance management systems in place • There is a major change programme in place focusing on new ways of working, underpinned by choice, personalisation and self directed support. • Needs assessment informs joint commissioning at all levels and progress is being made on creating a Kent multi-agency joint commissioning strategy. • The council have in place robust budget management and strategic and operational financial planning. • Kent has a clear understanding of the local social care market and there are innovative measures taken jointly with providers to meet the needs of both publicly funded and self-funded individuals. 	
<p>Older people</p>	
<ul style="list-style-type: none"> • The delivery of telecare services to people over 65 is good. • The council has an effective "homesafe/handyvan" scheme operating across the county, primarily targeted at the over 60's. • The development of extra care housing has substantially increased 	<ul style="list-style-type: none"> • Delayed discharges from hospital due to health needs are still very high
<p>People with learning disabilities</p>	

People with mental health problems	
	<ul style="list-style-type: none"> • Numbers of drug misusers retained in treatment is lower than the average for other similar councils.
People with physical and sensory disabilities	
<ul style="list-style-type: none"> • Transition planning for young people with disabilities is well established. • The council have involved disabled people in producing a Disability Equality Scheme 	
Carers	
<ul style="list-style-type: none"> • Support is offered to most carers wishing to access and sustain employment opportunities. 	

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The Council makes a good contribution to improving people's health and sense of well being.

Most people who use services and their carers are helped to understand how to stay healthy and maintain their emotional well-being. Support is provided through a good range of clear, accurate, accessible information and individual advice and support. The Director has restructured the Adult Services management team in order to focus more explicitly on the wider wellbeing role and to ensure close working with the jointly appointed director of Public Health.

Kent has a robust ten year plan which gives the strategic direction for the development and delivery of services to ensure the improving health and emotional wellbeing of its residents. The expansion of intermediate care services supports the council's intention to enable individuals to live independent lives with appropriate support. This year telecare services have been specifically developed for the use of people with dementia.

The council are not engaged in joint commissioning for mental health services at this time believing better outcomes for users can be achieved through their own arrangements, this is a mutually agreed position with the council's health partners. A variety of intermediate care services have been expanded this year, which has supported social care to keep delayed discharges from hospital to a reasonable level. However, delayed discharges from hospital due to health needs are still very high and evidence is available to explain the position.

Key strengths

- Kent have a robust ten year plan which gives the strategic direction for the development and delivery of services to ensure the improving health and emotional wellbeing of its residents.
- A variety of intermediate care services have been expanded this year.

Key areas for improvement

- Delayed discharges from hospital due to health needs are still very high.
- The number of drug misusers sustained in treatment is lower than the average for other similar councils.

Improved quality of life

The Council makes a good contribution to improving people's quality of life.

The independence of most people who use services and their carers is promoted consistently within a range of services. The council's strategy, planning and execution of its preventative agenda is robust. The development of extra care housing has substantially increased with still more services planned to be available within the next three years. The delivery of Intensive Homecare services is at an acceptable level. The extensive provision of services and prompt delivery provides excellent services to users. Services for Carers are also excellent and Kent is a high performing council.

There is a focus on early prevention, which can be demonstrated to be reducing need for higher-level support in most relevant instances. Comprehensive services such as telecare, falls prevention and staff awareness training on aiding independence ensures that appropriate support is provided to enable people to live as independently as possible. The delivery of telecare services to people over 65 is good and double the national comparator average. To support the council's prevention agenda further expansion of telecare services is planned next year and delivery is on target.

Where the council commissions care services, which do not require a formal assessment, most residents can have easy access to an adequate range of services. Care managers refer on, to relevant non-care managed services of the people who need them. This is also available through the on line self-assessment service that Kent offers. This year the council has explored initiatives to ensure the early identification and planning for young people aged 14 and above who are likely to need services in the future and this allows for strategic planning.

This year the council have addressed areas of safety and whilst the surveys show most people feel safe and are well supported with aids to assist their safety at home the council are taking steps to address some areas of improvement that were identified in the latest Active Lives consultation. The council has an effective "homesafe/handyvan" scheme operating across the county, primarily targeted at the over 60's.

Key strengths

- The development of extra care housing has substantially increased
- The extensive provision of services and prompt delivery provides excellent services to users.
- The delivery of telecare services to people over 65 is good.
- The council has an effective "homesafe/handyvan" scheme operating across the county, primarily targeted at the over 60's.

Key areas for improvement

- Learning Disability re-provisioning plan.

Making a positive contribution

The council makes a good contribution towards supporting people in the area to make a positive contribution.

The council has a strong commitment to ensuring users and carers are given every opportunity to be actively involved in policy development and decision-making. Opportunities to provide feedback to the council are available through user involvement groups and forums, surveys and direct engagement during the monitoring and reviews of services delivered.

The council strongly promote leadership roles for users and carers through involvement in strategic boards and partnership forums. A website has been specifically created for people with a Learning Disability and the Carers website includes a discussion forum. People with disabilities have made substantial contribution to the council's disability equality scheme. Learning Opportunities exist for paid and volunteer workers, which enhances workforce development. Kent can show it has a significant commitment to developing ways of expanding numbers of volunteers working in social care and welfare services and that there is some evidence of increasing numbers.

The council seeks feedback from people who use services and their carers as well as the wider community. Regular meetings are held for users to meet with members and senior staff. Targeted surveys are held and feedback received used in the preparation of future planning of service delivery.

Key strengths

- Users and carers are actively involved in policy development and decision-making.
- The council strongly promote leadership roles for users and carers
- Targeted surveys are held and feedback received used in the preparation of future planning of service delivery.

Key areas for improvement

- Ensure that the individuals effected in the reprovision of residential services for people with learning disabilities are provided with opportunity to exercise choice and control regarding future provision. This may require independent advocacy.

Increased choice and control

The council makes a good contribution towards increasing choice and control for people in the area.

The Council has an effective long-term strategy for maximising individual's choice and control of social care services and enhancing their opportunities to live independently. The council continues to operate a "moderate" level eligibility criteria and access to services is promoted through an effective, easily accessible on line self assessment process, which provides information about social care services and those operated in the independent sector. Most people who use adult social care are well informed about services. Information is accurate, accessible, and appropriate. The complaint process is open and made known to users. Information

and support relating to service standards is available on request or accessible via the internet. Access to services in Kent is available 24 hours per day, 7 days per week. With the newly configured PCT's now in place, the council have reviewed and amended practices and procedures to ensure 24/7 accesses to services is complementary to and supports healthcare.

The number of assessments leading to a directly provided service is operating at an appropriate level. Assessments are carried out in a timely manner and individuals receive a copy of their statement of needs. Specialist advocacy services have been steadily growing and are available for all service user groups. In line with the council's strategy to promote choice and control and independents, the use of residential services is declining due to the availability of alternative community services. The introduction of family group conferences is a welcome initiative that allows for better exploration and care management of complex need cases.

The range of services provided is broad and Kent is working towards being able to offer more choices and to meet preferences, both within its internal services and those it commissions from the independent sector. There is evidence of increasing take up of self-directed services across most groups of people who use services. This year the provision of Direct Payments has substantially increased, offering greater flexibility to those individuals who wish to have greater control and flexibility over the purchasing services to address their care needs.

Key strengths

- The council continues to operate a "moderate" level eligibility criteria
- Access to services is promoted through an effective, easily accessible on line self assessment process.
- Assessments are carried out in a timely manner and individuals receive a copy of their statement of needs.
- Specialist advocacy services have been steadily growing and are available for all service user groups.
- This year the provision of Direct Payments has substantially increased

Key areas for improvement

- None

Freedom from discrimination or harassment

The council makes a good contribution towards ensuring people in the area are free from discrimination or harassment.

The council promote equality of access to all services and actively promote freedom from discrimination and harassment in all the services run directly or indirectly. There is universal access to initial assessments to determine the needs of the individual, regardless of whether a person intends to self-fund, and whether they are eligible for council provision. The council collect important equality data, which they use to help shape future delivery of services, have undertaken an equalities assessment and have a comprehensive strategy which minority groups have had an influence in. The Council has published a Disability Equality Scheme. Advocacy and interpreting services are well established across all the main service user groups. Transition planning for young people with disabilities is well established. The

council have involved disabled people in producing a Disability Equality Scheme. The council has identified further work to be undertaken to involve disabled people in taking the scheme forward and evaluating its success.

Key strengths

- There is universal access to initial assessments to determine the needs of the individual.
- The council collect important equality data, which they use to help shape future delivery of services.
- Transition planning for young people with disabilities is well established.
- The council have involved disabled people in producing a Disability Equality Scheme.

Key areas for improvement

- Ensure equality standards are applied equally at the design stage of the provisioning of Learning Disabled Services.

Economic well being

The council makes a good contribution towards the economic well being of people in the area.

To support individuals to be economically independent the council have a number of initiatives in progress in order to resolve disputes in continuing care funding. There is an increasing choice of pathways to meet diverse economic and employment needs. The partnership between the council, the Learning and Skills council and the business sector is constructive and the collaboration between partners leads to effective advice and guidance to most groups of people. The council is acutely aware of the importance of providing help and assistance to individuals with a learning disability accessing employment opportunities. Support is offered to most carers wishing to access and sustain employment opportunities.

The council has in place a range of services that are designed to promote greater independence for individuals. The council has an effective financial and business planning process and a three-year medium term plan seeks to achieve balancing funds with cost pressures and saving proposals. This year the council have undertaken a broad consultation to review domiciliary care payments. The council provides specialist financial teams and support workers to help users access benefits that they are entitled to and give advice and assistance to budget planning.

Key strengths

- There is an increasing choice of pathways to meet diverse economic and employment needs.
- Support is offered to most carers wishing to access and sustain employment opportunities.

Key areas for improvement

- Develop employment opportunities for people with Learning Disabilities

Maintaining personal dignity and respect

The council makes a good contribution towards maintaining the personal dignity and respect of people in the area.

The council has an effective multi agency agreed set of policies and procedures to respond to incidents of abuse and to demonstrate that abuse is not tolerated. The policy and procedures are underpinned by an effective training strategy for all staff working in the care profession. The council have undertaken training events with staff to ensure that they are aware of the directorate's roles and responsibilities under the Mental Capacity Act. The council feel that they can produce better outcomes for people who use services without the need to use jointly commissioned services with the Mental Health Partnership Board. Awareness raising of safeguarding matters in the independent sector is supported by effective contract compliance, which ensures that all registered care services seek training via the multi agency training.

The number of safeguarding incidents being reported continues to rise on an annual basis, reflecting the successful awareness and training campaign for social care staff within the council and in the independent sector. Investigations are carried out in a timely manner although performance in completing and resolving an investigation could be improved. The council's performance in purchasing single room accommodation in residential settings could be improved, although performance is of a good standard.

Interpersonal relationships are innovatively and actively encouraged. The council has policy guidance for staff, which was developed with input from service users. This is regularly reviewed involving staff and service users. It is also adhered to by the in-house services as well as reflected in the contract with external providers. The council is complying with the Data Protection and Freedom of Information Acts by having a local Information Governance agenda managed by the multi agency Kent and Medway Information Governance Programme Board. The multi agency safeguarding policy, protocols and guidance has been signed up to all by all agencies and services with the implementation being managed through an effective 6 level training strategy.

Key strengths

- Effective multi agency agreed set of policies and procedures to respond to incidents of abuse.

Key areas for improvement

- The availability of single rooms is good, however this remains below the average for other similar councils.

Capacity to improve

The council's capacity to improve is excellent.

Adult social care is strongly managed by a competent, ambitious and determined group of senior officers and well supported by member involvement and corporate backing. The senior management team provide robust leadership and a vision on the direction of travel, which is translated into strategic plans and goals to ensure

the service undertakes the transformation needed to ensure service delivery at the front line gives control to service users. With 80% of services being delivered by the independent sector the council are mindful of ensuring that good performance management systems support the need of achieving value for money, whilst ensuring quality is of a good standard. The council have established good working relationships with the two newly formed PCT's. Delayed discharges to care still require overall reduction. Improvements have been made to services for people with Learning Disabilities by the establishment of effective partnership boards with service user. Almost all plans are comprehensive, strategic and address key developmental areas. Coordinated working arrangements across all directorates in the council and external partnerships are reflected in strategic planning. There is excellent evidence that this working has resulted in improvements.

Kent has strong recruitment, retention and performance management systems in place. Retention of staff is stable and vacancy levels are low. Staff sickness and absence is robustly managed, with individual's absence levels below the national average. There is an effective system to assess training needs and deliver training packages both for internal staff and external providers. Kent has this year improved on their already robust electronic management systems by introducing a new package, which allows better data transfer between partners. The council has an effective and well-established performance management system in place, which provides information to staff.

The council work in partnership with public health and children's services in the development of Joint Services Needs Analysis. There is a major change programme in place focusing on new ways of working, underpinned by choice, personalisation and self directed support. This represents a major cultural change for the directorate, which it is addressing through organisational development processes. Needs assessment informs joint commissioning at all levels and progress is being made on creating a Kent multi-agency joint commissioning strategy. The council works closely with District Councils and the independent sector as well as the general public, service users and carers. The council have ensured that all its commissioning strands and contracts take into account equality and diversity issues and linked to the outcomes in "Our Health, Our Care, Our Say". The council have in place robust budget management and strategic and operational financial planning. The planning processes in place address ways the council can maximise value for money whilst continuing to preserve quality at the point of delivery and make prudent efficiency savings.

The Council makes sure that most people who use services, carers groups and relevant staff are integral to the commissioning process through consultation, design and evaluation of service provision. Kent has a clear understanding of the local social care market and there are innovative measures taken jointly with providers to meet the needs of both publicly funded and self-funded individuals. Good use is made of some joint commissioning and partnership working to improve the economy, efficiency and effectiveness of local services. Informed choices are made about the balance of cost and quality. The council's eligibility criteria level at "moderate" band ensures the development of the preventative agenda. The council have good support systems in place to assist those individuals who need care services without financial assistance from the council.

Key strengths

Leadership

- The senior management team provide robust leadership and a vision on the direction of travel.
- The council has an effective and well-established performance management system in place,
- The council have established good working relationships with the two newly formed PCT's.
- Kent have strong recruitment, retention and performance management systems in place

Commissioning and use of resources

- There is a major change programme in place focusing on new ways of working, underpinned by choice, personalisation and self directed support.
- Needs assessment informs joint commissioning at all levels and progress is being made on creating a Kent multi-agency joint commissioning strategy.
- The council have in place robust budget management and strategic and operational financial planning.
- Kent has a clear understanding of the local social care market and there are innovative measures taken jointly with providers to meet the needs of both publicly funded and self-funded individuals.

Key areas for improvement

Leadership

- The levels of practice learning in the council have improved to an acceptable level, however this is still below the average for other similar councils (PAF D75)

Commissioning and use of resources

- The council continue to work with the Mental Health Partnership on commissioning in order to develop total joint commissioning when appropriate.

Follow up action in 2007-08

Areas identified above as needing improvement will be monitored through regular routine business meetings through the course of the year.

Yours sincerely

AMANDA SHERLOCK
Regional Director
Commission for Social Care
Inspection

