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12<sup>th</sup> October 2009

Dear Phung

## **Annual Performance Assessment of Adult Social Care for London Borough of Haringey 2008/9**

### **Introduction**

The annual performance assessment report outlines the findings of the 2009 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.

With this letter is the final copy of the Annual Performance Assessment (APA) report. Also attached are:

- The Performance Assessment Notebook (PAN), which you have already had an opportunity to comment on for factual accuracy following the Annual Review Meeting and
- The Quality Assurance & Moderation summary, which provides a record of the process of consideration by CQC from which the APA report is derived.

The grades outlined in the APA report are an overall grade for delivering outcomes and a separate grade for each of seven outcomes. The commentary on the two domains of leadership, use of resources and commissioning will be directly transferred to the Comprehensive Area Assessment from the APA report.

The grades we use are:

Grade	Descriptor
<b>Grade 4: (Performing excellently)</b> <b>People who use services find that services deliver well above minimum requirements</b>	A service that overall delivers well above minimum requirements for people, is highly cost-effective and fully contributes to the achievement of wider outcomes for the community.
<b>Grade 3: (Performing well)</b> <b>People who use services find that services consistently deliver above minimum requirements</b>	A service that consistently delivers above minimum requirements for people is cost-effective and makes contributions to wider outcomes for the community.
<b>Grade 2: (Performing adequately)</b> <b>People who use services find that services deliver only minimum requirements</b>	A service that delivers only minimum requirements for people, but is not consistently cost-effective nor contributes significantly to wider outcomes for the community.
<b>Grade 1: (Performing poorly)</b> <b>People who use services find that services do not deliver minimum (performing adequately) requirements</b>	A service that does not deliver minimum requirements for people, is not cost-effective and makes little or no contribution to wider outcomes for the community.

The DASS Director of Adult Social Services is expected to take the report to an open meeting of the relevant executive committee of the council by 31<sup>st</sup> January 2010 and to inform us of the date this will take place. The council should make the report available to members of the public at the same time and they must copy this grading letter and report to the council's appointed auditor.

## ADULT SOCIAL CARE PERFORMANCE JUDGMENTS FOR 2008/09

<b>Overall Grade Awarded for Delivery of Outcomes</b>	<b>Performing Well</b>
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<b>Delivering Outcomes</b>	<b>Grade Awarded</b>
Improved health and well-being	Well
Improved quality of life	Well
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination or harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Adequate

The attached APA report sets out progress 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 CQC will take.

Yours sincerely

Colin Hough  
Regional Director  
Care Quality Commission

## Annual Performance Assessment Report 2008/2009

### Adult Social Care Services



**Council Name:** Haringey

This report is a summary of the performance of how the council promotes adult social care outcomes for people in the council area.

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 2008/09 in the Performance Assessment Guide web address below, for more detail.

**Poorly performing** – 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

We also make a written assessment about

**Leadership** and

**Commissioning and use of resources**

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.

### Delivering Outcomes Assessment

**Overall** Haringey council is performing:

**Well**

Outcome 1:

[Improved health and well-being](#)

The council is performing:

**Well**

Outcome 2:

[Improved quality of life](#)

The council is performing:

**Well**

Outcome 3: <a href="#">Making a positive contribution</a>	The council is performing:	<b>Well</b>
Outcome 4: <a href="#">Increased choice and control</a>	The council is performing:	<b>Adequately</b>
Outcome 5: <a href="#">Freedom from discrimination and harassment</a>	The council is performing:	<b>Well</b>
Outcome 6: <a href="#">Economic well-being</a>	The council is performing:	<b>Well</b>
Outcome 7: <a href="#">Maintaining personal dignity and respect</a>	The council is performing:	<b>Adequately</b>

*Click on titles above to view a text summary of the outcome.*

## **Assessment of Leadership and Commissioning and use of resources**

### **Leadership**

#### **What the council does well:**

- The Council provided strong political leadership and contributed to good partnership arrangements promoting the modernisation of adult social care.
- The Service Inspection noted these strengths and the clear vision for older people's and self-directed care services and judged the Council's capacity for improvement to be Promising.
- The workforce was relatively stable, and the Service Inspection found that staff were generally aware of key issues and satisfied with the support they received.
- The model of adult care services was steadily modernising towards prevention, re-ablement and self-directed care.

#### **What the council needs to improve:**

- Give political, corporate and partnership priority to full achievement of the extensive Service Inspection action plan.

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

#### **What the council does well:**

- The Service Inspection found the quality of in-house services for older people to be good and wider market management to be sound. This contributed to its judgement that the Council's capacity to improve was Promising.
- Services were being re-commissioned with an emphasis on preventive and open access interventions that supported the continuing shift in the balance of care. The Joint Strategic Needs Assessment assisted this trend.

- The local market for regulated service was of generally good quality, while in-house services improved during 2008/09.
- The procurement of services was increasingly restricted to those rated Good or Excellent by CQC regulation, with positive effects on the quality of out of borough placements and reductions in their use.

**What the council needs to improve:**

- None

## **Summary of Performance**

Brief overview of performance and progress

Although the Service Inspection found clear areas for improvement in normal services, and in the achievement of individual outcomes, relating to personalisation and especially to safeguarding, it nonetheless judged the Council's capacity to improve to be Promising. This has been reinforced by its prompt implementation of key areas of the resulting Service Inspection action plan, and its management of some significant related challenges. Other indications of good leadership in 2008/09 included the continuing shift in the balance of care towards community support and prevention, the associated consolidation of a modernised model of social care and health service by the Haringey whole system.

Strategic commissioning, market management and procurement and contract monitoring contributed to the steady modernisation of services and were endorsed within the Service Inspection, which judged the Council's capacity to improve to be Promising. Although the Service Inspection report criticised some aspects of commissioning plans for older people's services, these had been fully updated by the time of the 2009 Annual Review Meeting. CQC regulation noted improvements to in-house services, while the Council took effective action to restrict the use of regulated services other than those rated Good or Excellent and to improve individual outcomes for people placed outside the Borough.

## **Outcome 1: Improved health and well-being**

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The council is performing: **Well**

The Council and its partners continued to put in place a good range of joint services to promote re-ablement and healthy living, such as “Get up and Walk” and the new Haynes Centre. Progress included modernisation of mental health services, although the Service Inspection identified gaps in such services for older people. However the main area for improvement related to delayed transfers of care which remained at a high level within London, the rate of reduction having been limited in 2008/09 compared to the previous year.

### **What the council does well:**

- A wide range of joint interventions promoted re-ablement and healthy living outcomes, including new developments such as “Get up and Walk” and the Haynes Centre for people with dementia.
- These included community-based preventive options such as those based in libraries, and primary care contributions including the Clinicienta.
- Drug treatment services were rated Excellent by the Healthcare Commission / NTA Joint Service Review.

### **What the council needs to improve:**

- Give additional priority to reducing the high level of delayed transfers of care.
- Address areas for improvement in mental health services for older people identified by the Service Inspection.

## **Outcome 2: Improved quality of life**

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The council is performing: **Well**

The balance of care continued to shift towards promptly delivered support in the community, increasingly reflecting independence and choice and preventive and open-access services. Expanded telecare networks and support to carers made particular contributions. The Council was responding to the need to ensure that older people benefited fully from these generally positive trends, and the delivery of major adaptations required specific attention.

### **What the council does well:**

- The use of residential care reduced and the balance of care continued to shift towards community and preventive support, although progress for older people was rather less marked.
- The Service Inspection found a good range of traditional services and commendable developments in independence-oriented services.
- More carers were supported both through short breaks and other service developments.
- Telecare and telehealth expanded and were integral to plans for additional supported housing including extra-care developments.

### **What the council needs to improve:**



- Reduce excessive waiting times for major adaptations.

### **Outcome 3: Making a positive contribution**

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The council is performing: **Well**

Engagement of service users and carers increased and increasingly emphasised influence on services rather than consultation. Significant developments included the development of a user payment policy and the service user forum established as part of personalisation planning. The Service Inspection found good examples of involvement in the design and planning of services, while also identifying scope for further developments involving older people, which was being progressed. Haringey's LINK had been established and was contributing to the evaluation of personal budgets pilots.

#### **What the council does well:**

- A Wellbeing Board subgroup coordinated a range of participation and engagement initiatives, and was progressing a user payment policy.
- The Service Inspection identified good examples of service user involvement in the design and planning of services, such as the Haringey Forum for Older People.
- Positive participation was particularly facilitated by the Older People's and Learning Disability Partnership Boards.
- Carers were involved in service development and evaluation, particularly via the Carers Partnership Board, and the Equalities Impact Assessment on the revised Carers Strategy encouraged these trends.

#### **What the council needs to improve:**

- Consolidate developments progressing the Service Inspection finding that participation by older people could be developed further.

### **Outcome 4: Increased choice and control**

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The council is performing: **Adequately**

Project and pilot arrangements for self-directed care were being taken forward, but pilots originally set up in 2008 had not reported, and the Service Inspection found clear areas for improvement in the focus on independence and choice of some more conventional care planning. Nonetheless the timeliness of assessment and reviewing practice was reliable, and the numbers of direct payment recipients including carers was increasing. Current arrangements for progressing personalisation pilots, and user involvement, were positive and had already benefited from learning from the Service Inspection.

### **What the council does well:**

- The Service Inspection noted improvements in care planning such as timeliness and reviewing, and the appropriateness of programme and project planning for self-directed care.
- The number of direct payment recipients increased. Carers were particularly benefiting, often through one-off payments such as for short breaks.
- Individual pilots involving people with physical disabilities and learning disabilities were well-established and a pilot for older people had been brought forward. The LINk was involved in their user evaluation.
- The Service Inspection found a good range of out of hours services which were widely used.

### **What the council needs to improve:**

- Reflecting the Service Inspection judgement of Adequate for this outcome, implement the resulting action plan which relates both to care management and to self-directed care services.
- Ensure that personal budgets pilots report within 2009/10, so that learning from them influences further developments reliably.

## **Outcome 5: Freedom from discrimination and harassment**

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The council is performing: **Well**

The Service Inspection found a good range of services for people from black and ethnic minority communities, and effective engagement with them, but nonetheless found that some care planning lacked sufficient focus on cultural and religious dimensions. In other respects equalities issues were taken forward strongly. A peer review by Redbridge Council confirmed good overall progress in service developments, consistent with the planned achievement of Level 3 of the Equalities Framework for Local Government. Equality Impact Assessments were applied to key developments such as safeguarding, carers support and self-directed care, while compliance with ethnic monitoring requirements continued to improve.

### **What the council does well:**

- The Service Inspection found a good range of specialised services for black and ethnic minority communities.
- The Council was engaged effectively with these communities and others such as people with low vision and limited hearing.
- Progress towards Level 3 of the Equalities Framework for Local Government was affirmed by a peer review conducted with Redbridge Council.
- Equality Impact Assessments relating to safeguarding, carers support and self-directed care contributed to service improvement.
- Compliance with ethnic monitoring of people assessed or receiving services improved further.

### **What the council needs to improve:**

- Continue to respond to findings in the Service Inspection that some care planning lacked focus on cultural and religious issues, and so was not holistic.

## **Outcome 6: Economic well - being**

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The council is performing: **Well**

Developments in income maximisation, including a multi-agency take-up campaign, improved the economic wellbeing of people using social care services. The Council's commitment to promoting employment for all its residents continued. It was exhibited within social care through a range of initiatives including social firms, and had developed to involve a direct role from NHS Haringey. Employment achievements among people with learning disabilities were rather above average for London.

### **What the council does well:**

- Income maximisation became prominent across all service user groups and included an effective multi-agency take-up campaign.
- A wide range of employment-related initiatives included developments in social firms.
- The numbers of people with learning disabilities helped into paid work was rather above the average for London.
- The "Haringey Guarantee" continued to reflect the Council's role as a major employer, and now involved NHS Haringey.

### **What the council needs to improve:**

- None.

## **Outcome 7: Maintaining personal dignity and respect**

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The council is performing: **Adequately**

The Service Inspection found clear areas for improvement in January 2009. These particularly included case recording and follow-up protection planning, but also management oversight, follow-up protection planning and some aspects of partnership involvement including by the police. Nonetheless the inspection found Safeguarding Board arrangements, initial responses to referrals and staff attitudes and awareness to be generally satisfactory. The Council made good use of inspection feedback and produced a sound action plan. At the time of the ARM some key actions had already been implemented, including reconfiguration of central safeguarding team management and staffing and improvements in quality assurance.

### **What the council does well:**

- The Service Inspection found that safeguarding governance was satisfactory, that staff awareness of safeguarding issues was good and that initial responses to referrals were generally sound.
- The Council was politically and managerially committed to improve safeguarding and had rapidly improved key areas within the resulting action plan.
- Recent improvements included enhancing and reconfiguring the staffing and management of the central safeguarding team, quality assurance developments

and increased police involvement. An independent chairperson was being recruited for the Safeguarding Board.

- The London Region Social Care and Partnerships Associate affirmed the Council's progress in taking forward the Service Inspection Action Plan.

**What the council needs to improve:**

- Fully implement the Service Inspection action plan, which reflects the need for improvement in day-to-day safeguarding practice that contributed to the Service Inspection judgement of Adequate.