

Executive**On 20 December 2005**Report Title: **Commission for Social Care Inspection Review of Performance**Report of: **Director of Social Services****Wards(s) affected:** All**Report for:** Non-Key Decision**1. Purpose**

1.1 To report on the Commission for Social Care Inspection's Annual Review of Social Services and to inform the Executive of the contents of the Annual Review Letter.

2. Introduction by Executive Member

2.1 Each year the Social Services Directorate receives an annual letter from the Commission for Social Care Inspection (CSCI) which highlights the Directorate's overall performance, identifying particular strengths and weaknesses. The performance letter is a useful tool in validating our own internal assessments and understanding of our performance and provides a guide against which to check performance in the forthcoming year.

2.2 This year's CSCI letter highlighted the following strengths:

- High-level support and promotion of independence for people to live at home. This reassures Members that the efforts to introduce services which reflect the Executive's emphasis on choice and independence is delivering results.
- Services and involvement of users and carers through the partnership board structure is strong, with evidence of good partnership working across agencies, other Council departments and with local community and voluntary groups. This observation confirms that the community strategy and other drivers for holistic working and services is proving to deliver better care and engagement of our more vulnerable citizens.
- The report also noted that the corporate function within the Directorate continues to be strong, particularly in relation to financial stability, performance management and Framework-I.

2.3 The report also highlighted the following areas where we need to focus attention to ensure we continue to improve in the forthcoming year: developing support for people with mental health problems to live in the community, and a continuing need to address the recruitment and retention issues that are common across London.

2.4 Of key importance is that CSCI noted that there is a strong commitment and understanding to delivering a range of services to meet the needs in such a diverse community. Members should note this commitment from senior to frontline staff and acknowledge that the effort and dedication demonstrated by the entire Directorate has been instrumental in delivering the improvements we see today.

3. Recommendations

3.1 That Members note the significant improvement to Haringey Social Services following the award of two stars by the Commission for Social Care Inspection.

3.2 That Members note the annual review monitoring letter 2004/5.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: **Catherine Galvin, Assistant Director, Social Services**

E-mail: catherine.galvin@haringey.gov.uk Telephone: 020 8489 3719

4. Executive Summary

4.1 Social care services for adults have been found to be serving most people well and have promising capacity for improvement.

5. Reasons for any change in policy or for new policy development (if applicable)

N/A

6. Local Government (Access to Information) Act 1985

N/A

7. Background

The Commission for Social Care Inspection (CSCI) Record of Performance Assessment for Adult Social Care is an annual review of Social Service Performance. There is a requirement for the Annual Review Meeting letter to be presented to an open Executive meeting of the Council. CSCI's independent judgements of performance across all Social Services rates the service on a scale of zero to three stars. The ratings aim to improve public information about the current performance of services and the capacity for improvement.

8. 2005 Performance

The review outlines the authority's performance in the following areas. The structure below shows CSCI's findings in terms of Haringey's performance. The full letter is attached as Appendix 1.

8.1 National Priorities and Strategic Objectives

- 8.1.1 The report recognises that strategies are developing in line with national and local priorities with service users and their carers being involved in the consultation and planning process.
- 8.1.2 Haringey continues to be strengthened through effective partnership working.
- 8.1.3 Direct payments continue to improve performance, now being in the top quartile nationally.
- 8.1.4 The report suggests a focus be placed to reduce “delayed discharge, which has increased in 2004/2005.”
- 8.1.5 Service planning should continue to identify gaps in provision with reference to older people and those with mental health issues.

8.2 Cost and Efficiency

- 8.2.1 The report identifies effective planning in areas of budget pressure, delivery of value for money and evidence of a continued shift toward intensive homecare and stability of unit costs.
- 8.2.2 A focus should be drawn to meet recommendations presented in the action plan following the Older People’s Services inspection.
- 8.2.3 Additional improvements will be gained through effective use of IT and provision of supported living options, delivery savings and process re-engineering.

8.3 Effectiveness of service delivery outcomes

- 8.3.1 There is recognition of strategies developing in line with national and local priorities, while service users and their carers are being involved in the consultation and planning process.
- 8.3.2 Importance is placed on meeting the recommendations of the inspection of Older Peoples Services, particularly around adult protection.
- 8.3.3 Independence continues to be endorsed for the vulnerable and those with high dependency needs; with effective use of the supporting people programme for those with Mental Health concerns.
- 8.3.4 Carers strategies and partnership board are well-developed and carer assessments and services for carers including those from Black Minority Ethnic groups continues to improve.

8.4 Quality of services for users and carers

- 8.4.1 The report recognises that improved performance has been assisted by revised processes and procedures, and improvements to Occupational Therapy.
- 8.4.2 Services for carers continue to be provided at very good levels while carers are consulted and involved in service planning.
- 8.4.3 Equipment delivery and high level need adaptations, though business re-engineering, has taken place and improved outcomes are being measured through additional investment in staff and budgets for the Integrated Community Equipment Store.
- 8.4.4 Good progress in the implementation of the recommendations of the Inspection for Older People Services has been made, in particular around the introduction of Framework-i the ESCR.

8.5 Fair access

- 8.5.1 The report acknowledges improved access for users, carers and staff, which continues fair and reflective of the diverse communities.

- 8.5.2 There is recognition of commitment to promoting racial equality and specific projects, which run in line with community care strategy, giving attention to Black and Minority Ethnic groups, women and the differing needs between the east and west of the borough.
- 8.5.3 Occupational Therapy has undergone a redesign, with attention to recommendations made in the Inspection of Older People's Services, and there is now a positive focus on early intervention strategies for Mental Health.
- 8.5.4 The report identifies continual development to recognised strengths and innovative ways of improving accessibility.

8.6 Capacity for improvement

- 8.6.1 The report highlights strong financial management and leadership, with all senior management in place and all third-tier posts filled.
- 8.6.2 There is clear ambition and priorities, particularly for adult social care and in relation to joint visions with partners.
- 8.6.3 Staff objectives, budgets and monitoring have created a solid performance management and financial management, which has ended the financial year in balance.
- 8.6.4 The report acknowledges Members' commitment to improving outcomes for service users and carers, while engaging in strategic planning and scrutiny arrangements.
- 8.6.5 The council is in a good position to improve in performance and service, already investing in partnership working and raising standards in the voluntary and private sector through training and resources.
- 8.6.6 The report suggests a future focus on improvement to recruitment and retention processes, ensuring that actions are implemented following the Inspection of Older People's Services and work to complete actions set as priorities for 2005/06.

9. Consultation

Not applicable.

10. Summary and Conclusions

10.1 Summary of Improvements

There is evidence of high-level support and promotion of independence for people to live at home. Services and involvement of users and carers through the partnership board structure is strong, with evidence of good partnership working across agencies, other council departments and with local community and voluntary groups.

There is a solid evidence of financial stability partnered with a positive performance management culture, while the Council's implementation of Framework-I promises an efficient electronic social care system.

The report identifies a strong senior management team that demonstrate a clear understanding and vision for adult and older people's services. There is a strong commitment and understanding to delivering a range of services to meet the needs in such a diverse community. Development of skills and awareness of

staff has been a positive focus, noticeable though improvements in management capacity through training and development.

10.2 Summary of areas for improvement

The Council should carry on developing support for people with mental health problems to live in the community and supply evidence of users who are actively involved in assessments and care plans. A focus should be maintained towards people acquiring quick services by reducing the time they wait for assessments.

Haringey has made good progress regarding recruitment and retention of experienced and qualified staff, currently performing better than a number of similar authorities. However, recruitment and retention across social care remains an important challenge to the Council.

10.3 An action plan setting out how areas for development will be improved is attached as Appendix 2.

11. Comments of the Director of Finance

11.1 The Director of Finance has been consulted and has no specific comments to make on this report.

12. Comments of the Head of Legal Services

12.1 There are no legal implications to this report.

13. Equalities Implications

13.1 CSCI acknowledges that Haringey Social Services have improved access for users, carers and staff, which continues fair and reflective of the diverse communities. There is recognition of commitment to promoting racial equality and specific projects, which run in line with community care strategy, giving attention to Black Minority Ethnic groups, women and the differing needs between the east and west of the borough. The report identifies continual development to recognised strengths and innovative ways of improving accessibility.

14. Use of Appendices / Tables / Photographs

14.1 Annual Review Meeting Record of Performance Assessment is attached as Appendix 1.

14.2 Action Plan is attached as Appendix 2.