

PERFORMANCE REVIEW REPORT FOR ADULT SOCIAL CARE

Name of Adult Services Authority

Haringey

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Performance Review Report

Summary of Improvements

The Council continues to support high numbers of people to live at home and the promotion of independence is a strength. The development of services for carers and the involvement of carers in service development is robust. Planning is robust and there is increasing involvement of users and carers in service development, through the partnership board structure. There is evidence of good partnership working across agencies, other council departments and with local community and voluntary groups. There is strong financial control linked to a robust performance management culture. The Council have developed their electronic social care systems to improve efficiency and the implementation of Framework-I will support that process.

The senior management team is strong, with a clear understanding of the vision for adult and older people services. There is a good understanding of the challenges in delivering services in a very diverse community. There is a strong commitment to delivering a range of services able to meet the needs of such a community. There has been a positive focus on developing the skills and awareness of staff and in particular, improving the management capacity of the organisation through training and development.

Summary of Areas for Improvement

The work being carried out to develop support for people with mental health problems to live in the community should continue. The Council should work to ensure that they are able to evidence that users are actively involved in their assessments and care plans. There should be a continued focus in ensuring that people get the services they need quickly, and in particular, continue to reduce the length of time people wait for assessments.

It is acknowledged that the council have made good progress in relation to the recruitment and retention of experienced and qualified staff, and that Haringey is currently doing better than a number of similar authorities. However, recruitment and retention continues to be an important challenge for the Council, as it is across social care in general.

STANDARD 1: National Priorities And Strategic Objectives

The council is working corporately and with partners to deliver national priorities and objectives for social care, relevant National Service Frameworks and local strategic objectives to serve the needs of diverse local communities

Improvements achieved/achievements consolidated since the previous annual review

- The Community Care Strategy for Older People was agreed by Members in October 2004. This Strategy is successfully supporting the shift of resources from residential provision to community based care and service modernisation.
- The vision for adult social services is clear and reflects national priorities and objectives. Clear performance plans are in place to ensure progress;
- The strategy and vision for services has been developed with input from the council's partners and reflects the commitment to deliver improvement in partnership;
- Similarly, the views and involvement of service users has been integral to the process. The Council are increasingly talking to and listening to older people and carers. All Partnership Boards have carers and service user representation. The Learning Disabilities Partnership Board is chaired by a service user;
- There has been a review of the Strategic Partnership arrangements and a new thematic structure has been established from April 2005, and has shifted focus from care group to the broader health and social well being agenda;
- A number of measures have been taken to support more people at home. The Council have successfully expanded their home care service and there is evidence that this was having a positive impact on outcomes;
- The 24-hour home care service had received a regional award for the care of older people. There is evidence of greater collaboration with partners to deliver the strategy to move towards more community based care and support;
- The take-up of direct payments continues to improve and this is an area of strength for the Council; and
- A carer's strategy and Carers Partnership Board is in place and there is evidence of progress to involve and support carers.
- There has also been a significant increase in the number of people receiving both residential and non-residential intermediate care to prevent hospital admission and to facilitate timely discharge;
- There is a whole systems capacity-planning group that monitors hospital activity and a focus on preventative strategies alongside partner agencies; and
- Similar steps are being taken to reduce the level of delayed discharges of people with mental health problems. This has included linking with the vulnerable housing team and social landlords.

Areas for improvement

- Although there has been good improvement in the level of reimbursable days in the early part of 2005/06, there was a steady increase over the year 2004/05. During the peak months of November-December 2004, Haringey recorded the highest delays in London. It is recognised that this was a whole systems issue with over half the delays attributable to non- social care delays. Although this is an area for continued focus, improvements in the early part of this year are welcome.

STANDARD 2: Cost and efficiency

Social services commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available

Improvements achieved/achievements consolidated since the previous annual review

- The Council has continued to make progress in relation to cost and efficiency costs are generally well managed. The Council's commissioning strategy developed in June 2004, with Haringey Teaching Primary Care Trust, sets out the Council's commissioning intentions;
- The Council has developed cost and volume contracts with a range of providers and these are beginning to improve compliance and promote quality and effective partnership;
- There is a robust performance management system and financial management is linked to performance management;
- There is a good understanding of budget scrutiny and adults and older People's services came in slightly under budget in 2004/05. This is evidence of improving financial control and management;
- The Council has successfully applied best value to support improvement in the development of supported housing and the review of day care provision;
- Steps have been taken to focus on training for staff on financial procedures to ensure that budgets are effectively managed;
- Sound financial review and monitoring systems are in place. This is further supported by an effective business planning process;
- The implementation of the electronic social care system, Framework-I should ensure more efficient service delivery in the future;
- There is evidence that the Council's community care strategy and remodernisation programme is being effectively managed;
- The Council is making good use of funding opportunities to support improvement. The Delayed Discharges Grant has enabled the Council and the Primary Care Trust develops additional resources and capacity around the interface between health and social care;
- The Council is responding to financial pressures by looking to partnerships with health to deliver improved community support services;
- Plans for investment in 2005-06 reflect priorities and should support a continued improvement in outcomes; and
- Plans to achieve Gershon efficiency targets are being made through the shift to community based services, service delivery efficiencies and the realisation of benefits from IT implementation, business process re-engineering and invest to save initiatives. Plans are realistic and achievable.

Areas for improvement

- There is a good understanding of the challenges, in relation to rising needs, the need to meet more complex needs and the focus on delivering more flexible and tailored care packages that will allow users to make choices. This will require the Council to continue to develop its commissioning arrangements and in particular, the emphasis on joint commissioning; and
- The Council should continue to address the areas identified in the Inspection of Social Care Services for Older People 2004 in line with the Council's action plan.

STANDARD 3: Effectiveness of service delivery and outcomes

Services promote independence, protect from harm, and support people to make the most of their capacity and potential and achieve the best possible outcomes

Improvements achieved/achievements consolidated since the previous annual review

- The strategy to provide community based support services have resulted in a reduction of supported residents being admitted to residential and nursing care. There continues to be a good level of performance in relation to both younger and older adults;
- The Council continues to provide a high level of intensive home care;
- The Council is well placed to actively promote independence and provide flexible, accessible and outcome focussed interventions. This includes some services that have been developed to meet the needs of older people from black and ethnic minority communities;
- The expansion of home care services, developments in extra Care and day Care, coupled with improvements in intermediate and post-hospital care, has contributed to more people being helped to live at home;
- Additionally, Housing and social services are working closely together to develop a range of services to support people in their own homes;
- The promotion of independence in relation to older people and adults with physical disabilities continues to be an area of strength and a very good level of performance
- There has been a continued and good improvement in the take-up of direct; payments. The increase in the numbers of older people receiving direct payments has increased significantly but there has also been considerable improvement in relation to children with disabilities and for users with physical disabilities;
- The pilot project, providing night packages of care is innovative and won the regional award for the Department of Health 'Health and Social Care Awards';
- There has been some successful work to improve access to employment for people with disabilities and long-term conditions. This includes the work done by the Learning Disability Partnership in the development of person centred planning; and
- A mental health employment team has been established and this is beginning to show evidence of success.

Areas for improvement

- There has been a very slight fall in the numbers of people with learning disabilities helped to live at home and it remains an adequate level of performance. However, it is below the level of similar authorities and should remain an area for continued attention;
- The number of adults with mental health problems helped to live at home continues to fall. The Council is aware of this issue and is taking appropriate action to improve the number of people with mental health problems helped to live at home or living independently through the Supporting People programme. This work is welcome and the focus needs to continue; and
- There is an increasing need for day care facilities, residential and nursing beds for older people with dementia and functional illness.

STANDARD 4: Quality of services for users and carers

Services users, their families and other supporters, benefit from convenient and good quality services, which are responsive to individual needs and preferences

Improvements achieved/achievements consolidated since the previous annual review

- A high proportion of care packages are delivered within timescales.
- Care management and assessment services were reorganised at the end of 2004 in order to respond more effectively to the diverse community;
- Good progress has been made in developing services for carers. The Carers strategy was completed with the significant involvement of carers. Steps have been taken to survey carers to better inform future commissioning and service planning;
- Carer's assessments have improved to an acceptable level. Voluntary and community organisations across Haringey have established a number of carer consultation groups. A number of carer events to enable carers to contribute to developments have been held.
- There are eight carers as members of the Carers Partnership Board. The Carers Centre is now established; and
- The Council carried out a process review of occupational therapy services and equipment stores in the course of the year. Occupational Therapy drop-in assessments service has been established and this should reduce the waiting time for assessments. New processes have been put into place to improve delivery times.

Areas for improvement

- There has been a slight decrease in the number of clients receiving a review, levels of performance are below that of similar authorities;
- There has been a fall in the number of people receiving a statement of needs and how they will be met. This is below comparator group performance;
- Assessments and care plans should be routinely signed by and given to users.
- The delivery of items of equipment and adaptations within timescales has fallen, to an adequate level of performance. The Council acknowledge that this is an area for improvement and have taken positive steps to make improvements; and
- The time that people wait for assessments has improved but it continues to be an area for improvement.

STANDARD 5: Fair access

Social services act fairly and consistently in allocating services and applying charges

Improvements achieved/achievements consolidated since the previous annual review

- The Council continues to focus on developing services that are fair and equitable. The Council recognises the differing needs between the East and West of the borough, and the community care strategy identifies how this will be managed;
- The Case Management Structure is being reconfigured in response to those needs;
- The Council has exceeded its targets for the number of adults from black and minority ethnic communities being helped to live at home;
- Similarly, targets on the proportion of adults from black and ethnic minority communities receiving direct payments has been exceeded;
- The proportion of older people receiving an assessment and the proportion of those who go on to receive a service, is in line with the Council's population profile. There is evidence of a number of culturally sensitive services being made available for older people;
- There has been a continuing increase in the number of adults and older people who receive services following an assessment and is well above the level of performance in similar authorities;
- The Mental Health Trust is leading on a pilot of the delivery of the Race Equality Framework for Mental Health;
- The Council's social care workforce reflects the diverse community in which it works. There are a number of initiatives, including a successful Leadership programme and the forthcoming 'Aiming High' programme targeted at staff with disabilities, staff from black and minority ethnic communities and woman, to provide staff development opportunities;
- The Council has taken positive steps to develop awareness of equality issues through a series of equalities seminars and two large staff events;
- The diversity of the local community is a challenge in relation to the provision of information and translation services, covering 193 languages;
- The Council provides a range of information in a variety of formats, and there is a good translation and language service; and
- There is also a range of mechanisms for users and carers to comment on services.
- Eligibility criteria has been revised in line with fair access requirements and the Council's charging policy is supported by an effective assessment and welfare benefits service.

Areas for improvement

- There has been a decrease in the number of new clients over 65 who received an assessment in 2004/05 the service should continue to focus resources in this area. The Council has responded to the recommendations of the Inspection of Older People's Services.

STANDARD 6: Capacity for improvement

The council has corporate arrangements and capacity to achieve consistent, sustainable and effective improvement in social services

Improvements achieved/achievements consolidated since the previous annual review

- There is a strong vision for adults and older people's services. There is a clear corporate and member commitment for supporting vulnerable people in the community;
- Planning is realistic and effective. Members are clear about their responsibilities and are well informed and engaged in planning and scrutiny arrangements. Importantly, increasing consideration is given to user and staff involvement and this is reflected in the planning arrangements;
- Similarly, the organisational structures of the partnership boards reflect user representation and involvement. There is a focus on partnership working and involvement with the local community and voluntary organisations;
- Partnership working is recognised in the planning to meet future challenges and service development;
- There is a strong senior team that is committed to delivering the community care strategy;
- The Council has managed the organisational changes in line with the Children's Act 2004 effectively. It has been a well-managed process and the Council has continued to maintain a focus on supporting vulnerable people and children through the change process;
- The Council has strong financial controls and budgets are well managed. This is an area of strength. The spend for 2004/05 came in under budget for adults and older people's services;
- There is a 3-year financial strategy in place, alongside an embedded business-planning framework, which measures progress against objectives, budgets and targets. Resources are allocated against priorities;
- There is robust planning in place to respond to future challenges and good use made of external funding opportunities and developing partnership working;
- There is evidence of good partnership working across council departments, other agencies and with the local communities;
- There is a strong performance management culture that clearly links individual and service objectives with business planning objectives;
- The Council is committed to delivering services that meet the needs of a very diverse community and there is evidence that this commitment is delivering positive outcomes.
- The Council is a partner in the North Central London NHS Workforce Development Consortium. There is a trainee social work scheme delivering 10 placements in 2004/05. The Council has a strong focus on staff development and there is evidence of a number of initiatives and partnerships to improve training and development opportunities;
- The Inspection of Older People services found that a wide range of staff were benefiting from these opportunities;
- The Council has successfully achieved the Investors in People Award. There is a robust Leadership Programme that has been rolled out to all 2nd and 3rd tier managers. The Council has been successful in acquiring further funding to roll the programme about to 4th and 5th tier managers; and
- In 2004, to support the achievement of National Minimum Standards in the private and voluntary sector, the Council has co-ordinated a partnership of 25 organisations and facilitated their NVQ training programmes. This is being increased to 54 groups.

Areas for improvement

- o The recruitment and retention of suitably experienced and qualified staff continues to be a challenge. This is a problem across social care generally, and in London in particular;
- o Haringey has responded well to the challenge, and in fact, staff turnover is significantly below the level of similar authorities;
- o Similarly, the vacancy rate is falling and is below the level found in similar authorities;
- o The Council has run a new recruitment campaign and introduced new pay and conditions;
- o The Council's progress is acknowledged but continued attention on workforce development is important particularly in the light of future challenges; and
- o The spend on Training and Development and has increased but is below the level of comparator groups. Similarly, Practice learning has also increased but again is significantly below the levels of similar authorities