



Making Social Care  
Better for People

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27<sup>th</sup> October 2008

Ref DW/DK

Dear Director

## **PERFORMANCE SUMMARY REPORT of 2007-08 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR HALTON BOROUGH COUNCIL**

### **Introduction**

This performance summary report summarises the findings of the 2008 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 the final copy of the performance assessment notebook (PAN), which provides a record of the process of consideration by CSCI and from which this summary report is derived. You will have had a previous opportunity to comment on the factual accuracy of the PAN following the Annual Review Meeting.

The judgments outlined in this report support the performance rating notified in the performance rating letter. The judgments are

- Delivering outcomes using the LSIF rating scale

*And*

- Capacity for Improvement (a combined judgement from the Leadership and the Commissioning & Use of Resources evidence domains)

The judgment 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 31<sup>st</sup> January 2009) and to make available to the public, preferably with an easy read format available.

### **ADULT SOCIAL CARE PERFORMANCE JUDGMENTS FOR 2007/08**

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

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 DEVELOPMENT BY PEOPLE USING SERVICES

Key strengths	Key areas for development
<b>All people using services</b>	
<ul style="list-style-type: none"> <li>• The continued promotion of healthy lifestyles with clear links to the overall Corporate Strategy</li> <li>• Positive joint working with all partners addressing priority issues to improve the health, independence and well-being of all people residing in the borough</li> <li>• Development of the Local Area Agreement (LAA), focussing on priorities and outcomes for people</li> <li>• Continued very good performance in helping all adults to live at home</li> <li>• Continued increased provision of telecare services improving people's quality of life and independence</li> <li>• Consultation and publication of a Commissioning Strategy for extra care housing</li> <li>• Good progress made in relation to the key action points resulting from the Housing Strategy</li> <li>• Continued monitoring of onward referrals to grant funded services to ensure effective provision is in place</li> <li>• The provision of specialist services for people in the borough</li> <li>• Mechanisms in place to ensure people feel safe in their communities and safer as a result of direct service provision</li> <li>• Users satisfaction about services in the borough is strong</li> <li>• The continued development of self-assessment questionnaires improving access to services for people as a result</li> <li>• Consultation with all groups of people who use services and their carers in the development, modernisation and planning of services</li> <li>• Encouraging and supporting</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to negotiate with housing providers and partners in relation to the provision of further extra care housing tenancies</li> <li>• To develop and support Local Involvement Networks to ensure a smooth transition from existing arrangements</li> <li>• To continue to promote and progress volunteering as a means of improving services to communities</li> <li>• To continue to implement, monitor and review the roll out of the Single Assessment Process</li> <li>• To continue to plan and progress the implementation of Individualised Budgets</li> <li>• To continue to ensure that people from BME communities have access to appropriate services</li> <li>• To continue to work towards the achievement of Level 4 of the Local Government Equality Standard</li> <li>• To further increase the percentage of relevant staff trained to identify and assess risks to vulnerable adults</li> <li>• To continue to ensure that all partners and members are fully engaged with safeguarding protocols</li> <li>• To continue to drive forward the personalisation agenda</li> <li>• To continue to review workforce development strategies supporting the wider agenda</li> <li>• To continue to improve the numbers of days/shifts lost to sickness absence</li> <li>• To continue to work towards achieving implementation of the</li> </ul>

<p>volunteers to work within social care</p> <ul style="list-style-type: none"> <li>• Overall effective care management processes</li> <li>• An effective complaints procedure</li> <li>• The provision of accurate and accessible information to ensure people remain well informed</li> <li>• Development of a Joint Emergency Duty Team (EDT) with a neighbouring authority</li> <li>• The provision of advocacy and the development of an Independent Mental Capacity Act (IMCA) service</li> <li>• The promotion and development of family based care as an alternative to traditional models</li> <li>• Continued very good performance on the number of people using direct payments as a way of purchasing services</li> <li>• A clear published eligibility criteria</li> <li>• Continued good progress in understanding and addressing the equality and diversity agenda with the attainment of Level 3 of the Local Government Equality Standard</li> <li>• A partnership approach to Gypsy and Traveller issues with the employment of a co-ordinator to support the equality and diversity agenda</li> <li>• Good progress made against the Disability Equality Scheme Action Plan</li> <li>• Effective joint protocols with health in relation to continuing health care disputes</li> <li>• Continued positive outcomes for people who use services and carers in both volunteering and employment opportunities</li> <li>• Continued effective benefits and debt management service targeting the most deprived areas of the borough to maximise peoples income and avoid financial difficulty</li> <li>• Well developed and effective arrangements are in place to effectively safeguard people against abuse, neglect or poor treatment</li> </ul>	<p>electronic social care record</p> <ul style="list-style-type: none"> <li>• To continue to implement the Joint Strategic Needs Assessment (JSNA)</li> </ul>
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- Updated and published Inter Agency Policy, Procedures and Guidance in relation to safeguarding
- The development of formal joint protocols with other agencies involved in the protection of vulnerable adults
- Increased numbers of council staff and staff and independent sector staff trained to address work with vulnerable adults
- All people going into permanent residential and/or nursing care continued to be offered a single room
- Strategies, policies and guidance in place to ensure people's privacy and confidentiality are met
- Improved outcomes for people using services as a result of the Dignity in Care Grant enhancing privacy and dignity
- A clear and ambitious vision in line with changes in national policy agendas, with clear synergies to the Corporate Strategy and Community Strategy priorities
- Effective leadership at all levels centring on delivering high quality value for money services for local people
- Positive partnership working with evidence this is leading to better outcomes for people who use services
- A multi-agency Transition Protocol that clearly demonstrates the Transition Process and the council's commitment to transition.
- Continued very good performance on the numbers of social work staff accessing practice learning
- The recording of staff ethnicity
- Good progress made against the Workforce Development Plan to develop the skills, knowledge and quality of the social care workforce
- Robust performance management frameworks
- Good progress made in relation to

<p>the Joint Strategic Needs Assessment (JSNA) reflecting national and local priorities</p> <ul style="list-style-type: none"> <li>• Consultation and development of a Domiciliary Care Strategy</li> <li>• Very Good performance on the number of people receiving intensive home care as a percentage of all people receiving services</li> <li>• Well established financial arrangements and proven track record of strong budgetary control</li> <li>• Clear understanding of the social care market</li> <li>• The review and development of integrated commissioning for the whole health and well-being agenda</li> <li>• Continued scrutiny of provider performance and appropriate responses to failing services</li> </ul>	
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<b>Older people</b>	
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<ul style="list-style-type: none"> <li>• Continued emphasis on the preventative agenda reducing hospital admissions and helping people return home after a hospital stay</li> <li>• Continued improved performance on the number of reviews for people who use services</li> <li>• A continued focus on early prevention to reduce higher-level support services</li> <li>• Very good performance in the percentage of services for older people within 4 weeks of assessment</li> <li>• Continued good performance on the number of older people receiving a statement of their need</li> <li>• Continued very good performance on the number of older people admitted to residential care</li> </ul>	<ul style="list-style-type: none"> <li>• To formally develop the Single Point of Access Team</li> <li>• To continue to progress and develop services for people with long-term neurological conditions</li> <li>• To continue to improve performance on acceptable waiting times for assessment</li> </ul>
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<b>People with learning disabilities</b>	
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<ul style="list-style-type: none"> <li>• Robust protocols and policies for Transition Planning and Person Centred Planning (PCPs)</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to develop locally based specialised services</li> <li>• To continue to ensure there is a wide choice of pathways to employment and volunteering</li> </ul>
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	opportunities to meet the needs of people with a learning disability
<b>People with mental health problems</b>	
<ul style="list-style-type: none"> <li>• Good progress made within mental health services promoting and protecting mental well-being</li> <li>• The successful implementation of recommendations made in the Mental Health Service Review</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to develop drug and alcohol services to ensure positive outcomes for people are maintained</li> </ul>
<b>People with physical and sensory disabilities</b>	
<ul style="list-style-type: none"> <li>• The continued prompt delivery of equipment and minor adaptations and improvements to waiting times for major adaptations</li> </ul>	
<b>Carers</b>	
<ul style="list-style-type: none"> <li>• Good progress made in relation to the key action points arising from the Carers' Strategy with very good performance in the provision of services to carers</li> </ul>	

## **KEY STRENGTHS AND AREAS FOR DEVELOPMENT BY OUTCOME**

### **Improved health and emotional well-being**

#### **The contribution that the council makes to this outcome is excellent.**

The council continues to ensure that people have access to information and advice to enable them to understand how to stay healthy. A number of initiatives have demonstrated positive outcomes for people, promoting independent living and reducing social isolation. The council continues to work in partnership with health colleagues supporting the health and well-being agenda. Halton's 'Advancing Well Strategy' launched during the year, has a clear link to healthy improvement targets. The 'Bridgebuilding' initiative has continued to expand its services and links into all other health promotion services to ensure a seamless approach. There are well-developed joint working arrangements with health and clear pathways in place to prevent unnecessary admissions to hospital and to facilitate timely hospital discharge. The council anticipates a Single Point of Access service will be operational during 2008-09. With the Primary Care Trust (PCT) work is underway to identify all people with long-term neurological conditions and to re-examine current care pathways. The council continues to develop drug and alcohol services to ensure positive outcomes for people are maintained by supporting service users and carers through treatment and back into the community.

#### **Key strengths**

- The continued promotion of healthy lifestyles with clear links to the overall Corporate Strategy
- Positive joint working with all partners addressing priority issues to improve the health, independence and well-being of all people residing in the borough
- Development of the Local Area Agreement (LAA), focussing on priorities and outcomes for people
- Continued emphasis on the preventative agenda reducing hospital admissions and helping people return home after a hospital stay
- Continued improved performance on the number of reviews for people who use services
- Good progress made within mental health services promoting and protecting mental well-being

#### **Key areas for development**

- To formally develop the Single Point of Access Team
- To continue to progress and develop services for people with long-term neurological conditions
- To continue to develop drug and alcohol services to ensure positive outcomes for people are maintained



## **Improved quality of life**

### **The contribution that the council makes to this outcome is excellent.**

The council continues to support the independence of people who use services. There continues to be a strong focus on early prevention to reduce higher-level support services and the council effectively signposts to non-care managed support when necessary. The council continues to promote the use of assistive technology to support its preventative agenda. This approach enables people to live their lives in a way they choose and minimises the impact of any disabilities. The council continues to look at ways of developing extra care housing tenancies to ensure peoples' care needs are met in a variety of service provisions. The Carers' Strategy Action Plan is making a difference to the lives of carers within Halton. There continues to be appropriate access to specialist services and there are effective relationships with a number of stakeholders to improve these further. Partnership working is helping to reduce crime and build stronger communities ensuring that people who use services feel safe and secure.

### **Key strengths**

- A continued focus on early prevention to reduce higher-level support services
- Continued very good performance in helping all adults to live at home
- Continued increased provision of telecare services improving people's quality of life and independence
- The continued prompt delivery of equipment and minor adaptations and improvements to waiting times for major adaptations
- Good progress made in relation to the key action points arising from the Carers' Strategy with very good performance in the provision of services to carers
- Consultation and publication of a Commissioning Strategy for extra care housing
- Good progress made in relation to the key action points resulting from the Housing Strategy
- Continued monitoring of onward referrals to grant funded services to ensure effective provision is in place
- The provision of specialist services for people in the borough
- Mechanisms in place to ensure people feel safe in their communities and safer as a result of direct service provision

### **Key areas for development**

- To continue to negotiate with housing providers and partners in relation to the provision of further extra care housing tenancies
- To continue to develop locally based specialised services

## **Making a positive contribution**

### **The contribution that the council makes to this outcome is excellent.**

The council actively involves people and their carers in policy development and decision making. The council uses this information to drive forward improvement. The council continues to progress and evaluate the use of self-assessments and self-directed care. A number of other new self-assessments were introduced during the year and this has demonstrated improved outcomes for people who use services and for carers. User satisfaction is strong. The council anticipates implementation of the Local Involvement Network (LINKs) during 2008-09 enabling communities to influence the health and social care they receive. The council recognises the importance of volunteering as a means of improving all services to communities and has a range of volunteering opportunities in place. The 'Bridgebuilding' and Sure Start programmes offer both support and volunteering opportunities for people in a vulnerable position. There is a significant commitment within adult social care and corporately to develop ways of expanding the number of volunteers working in social care settings.

### **Key strengths**

- Users satisfaction about services in the borough is strong
- The continued development of self-assessment questionnaires improving access to services for people as a result
- Consultation with all groups of people who use services and their carers in the development, modernisation and planning of services
- Encouraging and supporting volunteers to work within social care settings

### **Key areas for development**

- To develop and support Local Involvement Networks to ensure a smooth transition from existing arrangements
- To continue to promote and progress volunteering as a means of improving services to communities

## **Increased choice and control**

### **The contribution that the council makes to this outcome is good.**

Overall the council continues to ensure that care management processes are undertaken in a timely manner. The council provides sufficient, accurate and accessible information to ensure people are well-informed about services and how to make a complaint if they are dissatisfied. In partnership with the Primary Care Trust (PCT) the council has progressed the implementation of the Single Assessment Process and is aware this remains an area of development. Person Centred Transition Planning (PCP) for people with a learning disability continues to be progressed. The council continues to support advocacy services for all vulnerable groups and there is an effective out of hour's service. The council

continues to promote independence and choice enabling people to take control of their lives. There continues to be an upward trend in the number of people using direct payments as a way of purchasing services. The council anticipates further developments to the implementation of Individualised Budgets during 2008-09 with a dedicated project officer to support this agenda. Family based care continues to be promoted and developed as an alternative to more traditional forms.

### **Key strengths**

- Overall effective care management processes
- Very good performance in the percentage of services for older people within 4 weeks of assessment
- An effective complaints procedure
- The provision of accurate and accessible information to ensure people remain well informed
- Development of a Joint Emergency Duty Team (EDT) with a neighbouring authority
- Continued good performance on the number of older people receiving a statement of their need
- Continued very good performance on the number of older people and adults admitted to residential care
- Robust protocols and policies for Transition Planning and Person Centred Planning (PCPs)
- The provision of advocacy and the development of an Independent Mental Capacity Act (IMCA) service
- The promotion and development of family based care as an alternative to traditional models
- Continued very good performance on the number of people using direct payments as a way of purchasing services

### **Key areas for development**

- To continue to improve performance on acceptable waiting times for assessment
- To continue to implement, monitor and review the roll out of the Single Assessment Process
- To continue to plan and progress the implementation of Individualised Budgets

### **Freedom from discrimination and harassment**

#### **The contribution that the council makes to this outcome is good.**

The council has clear published eligibility criteria and continues to ensure that residents can access appropriate advice and information about their needs. There is a robust framework in place to support equality and diversity with the council focussing on those living in the most deprived parts of the borough to narrow the deprivation gap. The council has made considerable progress in understanding

and addressing the equality and diversity agenda across all services, attaining Level 3 of the Local Government Equality Standard. There is an All Party Members Equality and Diversity Group to ensure strong political commitment to champion equality issues. The council is actively looking at ways of encouraging the take up of services from under represented groups. In partnership with people who use services the council has continued to progress the areas outlined within the action plan relating to the Disability Equality Scheme. There has been good progress on improving access to services.

### **Key strengths**

- A clear published eligibility criteria
- Continued good progress in understanding and addressing the equality and diversity agenda with the attainment of Level 3 of the Local Government Equality Standard
- A partnership approach to Gypsy and Traveller issues with the employment of a co-ordinator to support the equality and diversity agenda
- Good progress made against the Disability Equality Scheme Action Plan

### **Key areas for development**

- To continue to ensure that people from BME communities have access to appropriate services
- To continue to work towards the achievement of Level 4 of the Local Government Equality Standard

## **Economic well being**

### **The contribution that the council makes to this outcome is excellent.**

There is a clear and effective protocol in place between the council and Primary Care Trust (PCT) covering continuing care. There is a wide choice of pathways available to meet the employment needs of people who use services and their carers. The 'Bridgebuilding' service continues to support people into employment and volunteering. Employment opportunities for carers improved during the year and the council has introduced a 'Flexible Working Strategy' to reinforce its commitment to carers employed in the organisation. The council has demonstrated how it intends to improve pathways to employment and volunteering to meet the needs of people with a learning disability. This includes the expansion of a permitted work scheme with the intention of increasing the number of people with a learning disability employed in the council. There continues to be an effective benefits advice and debt management service in place to maximise people's income and avoid financial difficulties.

### **Key strengths**

- Effective joint protocols with health in relation to continuing health care disputes

- Continued positive outcomes for people who use services and carers in both volunteering and employment opportunities
- Continued effective benefits and debt management service targeting the most deprived areas of the borough to maximise peoples income and avoid financial difficulty

### **Key areas for development**

- To continue to ensure there is a wide choice of pathways to employment and volunteering opportunities to meet the needs of people with a learning disability

## **Maintaining personal dignity and respect**

### **The contribution that the council makes to this outcome is good.**

The council continues to ensure that people are adequately safeguarded. The multi-agency Safeguarding Vulnerable Adults Partnership Board has matured over the year with an increase in membership and consistency of attendees. The council, working collaboratively with health colleagues refreshed Inter-Agency Policy, Procedures and Guidance. The council also developed formal joint protocols with the police. Staff awareness training increased further to ensure staff deal appropriately with concerns. The council is aware it will need to continue to work with all partners to ensure all are fully engaged with safeguarding issues. All single adults and older people going into permanent residential and nursing care were allocated single rooms. Strategies, policies and guidance are in place to ensure people's privacy and confidentiality are met.

### **Key strengths**

- Well developed and effective arrangements are in place to effectively safeguard people against abuse, neglect or poor treatment
- Updated and published Inter Agency Policy, Procedures and Guidance in relation to safeguarding
- The development of formal joint protocols with other agencies involved in the protection of vulnerable adults
- Increased numbers of council staff and staff and independent sector staff trained to address work with vulnerable adults
- All people going into permanent residential and/or nursing care continued to be offered a single room
- Strategies, policies and guidance in place to ensure people's privacy and confidentiality are met
- Improved outcomes for people using services as a result of the Dignity in Care Grant enhancing privacy and dignity

### **Key areas for development**

- To further increase the percentage of relevant staff trained to identify and assess risks to vulnerable adults
- To continue to ensure that all partners and members are fully engaged

with safeguarding protocols

## **Capacity to improve**

### **The council's capacity to improve services further is excellent.**

The council continues to make year on year improvements in many of its key areas demonstrating improved outcomes for people who use services. There is strong and effective leadership at all levels and evidence of good political support. Plans are comprehensive and linked strategically addressing key development areas. The council continues to promote the personalisation agenda and has strong working relationships with health colleagues. The council's Workforce Development Plan addressed a number of issues during the year supporting commissioning, service redesign and quality. The council and its partners are working together to ensure that a suitable workforce is available to support the personalisation agenda. The council has revised policies in place to monitor sickness absence and is confident this will evidence positive outcomes. There is good transition planning for young people. Performance management arrangements remain robust and effective scrutiny arrangements are in place. The council has implemented the Electronic Social Care Record and is aware this remains an area of further development.

Together with its major partners, the council has developed strong, clear and challenging ambitions that are based on a detailed knowledge about the needs of its communities and the views of local residents. Good progress is being made in relation to the Joint Strategic Needs Assessment (JSNA). The council is aware that future commissioning strategies will need to take account of demographic changes in Halton to ensure commissioning reflects present and future need. Financial arrangements are well established and the council's medium term financial forecast links to its corporate priorities and forms an integral part of the corporate planning process. Risk management is effectively integrated into service planning and project management. The council has a proven track record of strong budgetary control with performance reports including both financial and performance indicator information. The council makes effective use of contracting processes to improve the quality of services it commissions embedding a robust approach to addressing poor services.

## **Key strengths**

### **Leadership**

- A clear and ambitious vision in line with changes in national policy agendas, with clear synergies to the Corporate Strategy and Community Strategy priorities
- Effective leadership at all levels centring on delivering high quality value for money services for local people
- Positive partnership working with evidence this is leading to better outcomes for people who use services

- A multi-agency Transition Protocol that clearly demonstrates the Transition Process and the council's commitment to transition.
- The successful implementation of recommendations made in the Mental Health Service Review
- Continued very good performance on the numbers of social work staff accessing practice learning
- The recording of staff ethnicity
- Good progress made against the Workforce Development Plan to develop the skills, knowledge and quality of the social care workforce
- Robust performance management frameworks

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

- Good progress made in relation to the Joint Strategic Needs Assessment (JSNA) reflecting national and local priorities
- Consultation and development of a Domiciliary Care Strategy
- Very Good performance on the number of people receiving intensive home care as a percentage of all people receiving services
- Well established financial arrangements and proven track record of strong budgetary control
- Clear understanding of the social care market
- The review and development of integrated commissioning for the whole health and well-being agenda
- Continued scrutiny of provider performance and appropriate responses to failing services

### **Key areas for development**

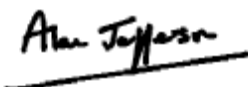
#### **Leadership**

- To continue to drive forward the personalisation agenda
- To continue to review workforce development strategies supporting the wider agenda
- To continue to improve the numbers of days/shifts lost to sickness absence
- To continue to work towards achieving implementation of the Electronic Social Care Record

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

- To continue to implement the Joint Strategic Needs Assessment (JSNA)

Yours sincerely



Alan Jefferson  
Regional Director  
Commission for Social Care Inspection

Copy to David Parr, Chief Executive Officer