

Assessment of Performance Report 2009/10

ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10: Slough



Contact Name	Job Title
Maureen Burton	Compliance Manager

The report will produce 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 2009/10 in the Performance Assessment Guide web address below, for more detail.

Performing Poorly - 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.

2009/10 Council APA Performance

Delivering outcomes assessment Overall council is:	Well
Outcome 1: Improved health and well-being	Well
Outcome 2: Improved quality of life	Well
Outcome 3: Making a positive contribution	Excellent
Outcome 4: Increased choice and control	Well
Outcome 5: Freedom from discrimination and harassment	Excellent
Outcome 6: Economic well-being	Excellent
Outcome 7: Maintaining personal dignity and respect	Well

Council overall summary of 2009/10 performance

The council is aware of the needs of the local population and what services are required to meet those needs. The council has published a plan which sets out the overall aims, values and principles of the council to ensure that local services are delivered in ways that improve the quality of life for local people living in Slough.

The personalisation agenda is progressing well in Slough. The council has implemented the 'putting me first' programme which aims to support people to get services that meet their needs in a more personal way. The number of people who have a personal budget is relatively low; however the number of people who receive a direct payment to pay for their care services has increased. The council has worked to provide alternatives to residential care for older and vulnerable people. Examples include, extra care services, which is aimed at supporting people to maintain their independence by providing a range of services to people in their own homes.

The council has well established processes in place for the effective management of safeguarding referrals. A high number of staff both within the council and in organisations providing social care had received safeguarding training. This was significantly higher than in similar council areas. Despite increased awareness of safeguarding issues and high levels of staff training, the overall number of referrals is low.

The council has a performance management system in place, which involves ensuring that the council works in an effective and efficient way.

Leadership

"People from all communities are engaged in planning with councilors and senior managers. Councilors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce".

Conclusion of 2009/10 performance

Slough Borough Council is aware of the needs of the local population and what services are required to meet those needs. The council has consulted extensively with local people about how services could or should be provided to help maintain independence, offer choice and control and increase well being. The council has published a plan which sets out the overall aims, values and principles of the council to ensure that local services are delivered in ways that improve the quality of life for local people.

The council has reviewed the joint strategic needs assessment and analysis, which has given an up to date knowledge of the needs of the local population. This analysis is a government led initiative to ensure that the health and social care needs of a local population are fully understood. This forms a 'duty to cooperate' between primary care trusts, who commission healthcare and the local authorities that commission social care, to work together to deliver services to ensure that health and social care needs are met. The council has developed good working relationships with partner organisations delivering healthcare.

Slough has made progress in the implementation of the 'putting people first' programme. This is a reform of public services which is aimed at helping people to live their lives as they wish and to receive services that are of high quality, are safe and promote independence, dignity and well being. The number of people who have a personal budget is relatively low; however the number of people who receive a direct payment to pay for their care services has increased.

The council has worked with service providers in helping them to understand that services need to be provided in a more personalised way and moved away from the previously more traditional delivery of social care. The council has also made progress in delivering local priorities to reduce health inequalities for people in Slough and to promote Slough as a healthy place to live. The council has already implemented the electronic social care record for recording care plans for people who use services.

Fewer staff left employment within the council during the year and the council has fewer vacant posts compared with similar councils. Absences caused through sickness have reduced; however sickness absence rates remains higher than for similar councils.

The council has a performance management system in place, which involves ensuring that the council works in an effective and efficient way. This is regularly monitored to identify any risks to delivering services early so that these can be investigated in a timely way.

Key strengths

- The council is aware of the needs of the local population and what services are needed to improve the quality of life for local people.
- The council actively engages local people in deciding what services should or could be provided.
- The council has made good progress in the implementation of the 'putting people first agenda'.

Areas for improvement

- The council needs to increase the number of people receiving personal budgets to improve control and choice over the services they receive.

Commissioning and use of resources

"People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value".

Conclusion of 2009/10 performance

In Slough the council ensures that local people who use services and their carers have opportunities to be involved in the planning, development and future of adult social care services that support independent living. The East Berkshire joint strategic commissioning board is a forum that has been established to agree priorities for services across the three local authority areas working closely with partner organisations that provide healthcare. The council has a number of services which are jointly funded with organisations providing health care. These contracts have been reviewed to move away from the way that care services have been traditionally delivered in the past to provide more personalised services. The personalisation agenda is progressing well in Slough. Personalisation is an approach to social care which aims to provide people who receive services, funded by the council or themselves, with increased choice and control over the support that they can receive. In Slough the 'putting me first' programme aims to support people getting services that meet their needs in a more personal way. The council has appointed a manager to oversee all commissioning of services. This post is jointly funded with the primary care trust.

The council has effective procurement arrangements, in place to deliver comparable low cost quality services for people in each of the care groups. The council has worked hard to provide alternatives to residential care for older and vulnerable people. Examples include, extra care services, which are aimed at supporting people to maintain their independence by providing a range of services to people in their own homes. Services include the increased use of telecare which consists of equipment or services that help to maintain safety in peoples home. Information systems have been improved and upgraded to help the council make better use of information about the needs of individuals and the services they have.

The council has a number of 'partnership boards', which have been established with membership from people who use services. These boards bring together service users, carers and service managers, to plan and develop services. The council has identified the needs of individuals and communities where there have been fewer uptakes of social care services. Referred to as 'reducing the gap', the scheme seeks to identify where fewer people receive care services, the reasons for this and work to improve access to services for people who need them.

The council was successful in securing additional funding during the year, to meet increasing demand for services. However, the council did not fully meet its efficiency target of 3%.

Key strengths

- The council is well aware of the needs of the local population and the care services needed to meet those needs.
- People using services are encouraged and supported to contribute to how local services are planned and delivered.
- The personalisation agenda is progressing well in Slough.

Areas for improvement

- The council needs to ensure that in the current economic climate and with increasing financial pressures that services are delivered with the agreed allocated budgets.

Outcome 1: Improving health and emotional well-being

“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for *outcome 1* from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “Well” in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 2: Improved quality of life

“People who use services and their carers enjoy the best possible quality of life. Support is given at an early stage, and helps people to stay independent. Families are supported so that children do not have to take on inappropriate caring roles. Carers are able to balance caring with a life of their own. People feel safe when they are supported at home, in care homes, and in the neighborhood. They are able to have a social life and to use leisure, learning and other local services.”

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for *outcome 2* from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “Well” in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 3: Making a positive contribution

“People who use services and carers are supported to take part in community life. They contribute their views on services and this helps to shape improvements. Voluntary organisations are thriving and accessible. Organisations for people who use services and carers are well supported”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for *outcome 3* from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “Excellently” in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 4: Increased choice and control

“People who use services and their carers are supported in exercising control of personal support. People can choose from a wide range of local support”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for *outcome 4* from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “Well” in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 5: Freedom from discrimination and harassment

“People who use services and their carers have fair access to services. Their entitlements to health and care services are upheld. They are free from discrimination or harassment in their living environments and neighborhoods”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for *outcome 5* from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “Excellently” in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 6: Economic well-being

“People who use services and their carers have income to meet living and support costs. They are supported in finding or maintaining employment”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for *outcome 6* from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform “Excellently” in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 7: Maintaining personal dignity and respect

“People who use services and their carers are safeguarded from all forms of abuse. Personal care maintains their human rights, preserving dignity and respect, helps them to be comfortable in their environment, and supports family and social life”.

Conclusion of 2009/10 performance

The council has its own safeguarding adults partnership board aimed at protecting people who live in Slough from any form of abuse. The board has senior membership from a number of partner organisations and is led by an independent chair. A number of subgroups have been established for areas such as, quality assurance and governance, which are systems for monitoring and evaluating all aspects of safeguarding management and ensuring that policies and practices are consistently applied.

The number of safeguarding referrals has increased but, despite this, the overall rates of referral are lower than for similar councils. However the number of safeguarding cases that are investigated and completed in a timely way has increased.

The council has worked to raise awareness of safeguarding issues through a series of publicity campaigns. Posters and information about safeguarding were displayed in a number of community and healthcare facilities. High numbers of council staff and staff working in organisations that provide social care, have been trained to identify and assess risks to vulnerable people. The council has also extended training to staff in areas such as leisure and sports facilities. Commonly referred to as safeguarding training, the number of staff who have received training is significantly higher than in similar council areas.

At the beginning of the year the percentage of people in residential care homes rated as poor, by the CQC, was substantially above the average when compared with similar councils. However, council staff worked very closely with staff in the poorly rated services to raise standards of care for the residents and improve the management of those services. This resulted in an improvement and by the end of the year when there were no residents in homes rated as poor.

The council has worked to raise the awareness of the deprivation of liberty safeguards. These safeguards are designed to protect people in hospital or in residential care. Applications need to be made to local councils if a vulnerable person is to be deprived of their liberty for treatment or care in their best interests or to protect them from harm. Whilst the number of referrals has been lower

than anticipated, as is the case nationally, information about the safeguards led to an increase in referrals in the latter part of the year.

Key strengths

- The council has well established processes in place for the effective management of safeguarding referrals.
- Raising awareness about safeguarding issues has led to an increase in safeguarding referrals.
- A high number of staff both within the council and in organisations providing social care had received safeguarding training. This was significantly higher than in similar council areas.

Areas for improvement

- Despite increased awareness of safeguarding issues and high levels of staff training, the overall number of referrals is low. The council should review referrals rates to understand the reasons for this and if further publicity or other action needs to be taken.
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