



Making Social Care  
Better for People

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John Weeks  
Director of Community Services  
Cheshire County Council  
County Hall  
Chester  
CH1 1BW

27<sup>th</sup> October 2008

Ref: DW / HJC

Dear Director

**PERFORMANCE SUMMARY REPORT of 2007-08 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR CHESHIRE COUNTY 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>Good</b>
Improved health and emotional well-being	Excellent
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Excellent
Freedom from discrimination and harassment	Adequate
Economic well-being	Good
Maintaining personal dignity and respect	Good
<b>Capacity to Improve (Combined judgment)</b>	<b>Promising</b>
Leadership	Excellent
Commissioning and use of resources	Promising
<b>Performance Rating</b>	<b>Two 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 promotion of information to vulnerable people to ensure they enjoy good physical and emotional well-being</li> <li>• Development of the Local Area Agreement (LAA), focussing on priorities and outcomes for people</li> <li>• Demonstrable evidence of better outcomes for people as a result of assistive technology</li> <li>• The monitoring of outcomes for people referred to grant funded services</li> <li>• Successful joint working with a number of partners to ensure people feel more safe and secure</li> <li>• People who use services and their carers continue to be actively involved in service development and planning</li> <li>• Encouraging and supporting volunteers to work within social care</li> <li>• Overall improvements in assessment and care management processes and the provision of services</li> <li>• Involvement of people who use services and partners to develop information so that people feel well informed about services available</li> <li>• An effective complaints procedure</li> <li>• Continued overall increases in the number of people using direct payments as a way of purchasing services</li> <li>• A range of out of hours services</li> <li>• A clear published eligibility criteria</li> <li>• The promotion of equality and</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to develop partnership working to promote healthier communities for all vulnerable adults</li> <li>• To continue to support the Local Area Agreement through the transition period to two new unitary authorities</li> <li>• To continue to develop services for deaf/blind adults</li> <li>• To continue to monitor and evaluate the impact of the community retail model for the provision of community equipment and improved outcomes for people</li> <li>• To continue to develop self assessments and tools</li> <li>• To finalise and implement the Volunteering Policy</li> <li>• To develop and support Local Involvement Networks</li> <li>• To continue to develop transitional and person centred planning</li> <li>• To further improve access to information to meet the needs of the increasingly diverse community in Cheshire</li> <li>• To continue to develop family based care as an alternative to traditional models</li> <li>• To continue to implement proposals to support the roll out of individualised budgets</li> <li>• To continue to progress the completion of Equality Impact Assessments (EIAs)</li> <li>• To continue to progress the Local Government Equality Standard</li> <li>• To continue to ensure that</li> </ul>

diversity

- Joint protocols with health in relation to continuing care disputes
- Improved outcomes for adults in relation to employment opportunities
- An effective benefits service promoting the economic well-being of all people
- An improved range of public information about adult safeguarding
- Systems are in place to ensure compliance with Data Protection legislation
- Overall people are effectively safeguarded against abuse, neglect or poor treatment
- All people who are supported by the council going into permanent residential and/or nursing care are allocated single rooms
- A clear vision and strategic direction is in place to ensure services are delivered in a way that provides better outcomes for people
- A clear workforce strategy linked to the modernisation programme being undertaken
- The recruitment and retention of staff
- Good performance on the numbers of social work staff accessing practice learning
- The development of a Transitions Protocol for young people moving to adult services
- Continued improvements to performance management arrangements
- The implementation of the Electronic Social Care Record
- Prudent and effective management of budgets
- Good support and signposting for those who fund their own care
- Continued scrutiny of provider performance in the achievement of key outcomes

equality and diversity is core to all the council's work

- To continue to progress the action plan in relation to the Disability Discrimination Act
- To review policies and procedures relating to safeguarding
- To review the focus, governance and performance management functions of the Adult Protection Committee
- To further improve the percentage of relevant staff trained to identify and assess risks with vulnerable adults
- To continue to drive forward the personalisation agenda
- To continue to maintain service delivery whilst working to develop the two new unitary councils for Cheshire
- With partners to continue to develop and progress the Joint Strategic Needs Assessment (JSNA)
- To continue to develop joint commissioning for the whole health and well being agenda
- To continue to monitor the medium term financial plan to ensure costs are kept to a sustainable level
- To continue to work with providers in developing services where there has been an identified gap in quality provision

<ul style="list-style-type: none"> <li>• Older people</li> </ul>	
<ul style="list-style-type: none"> <li>• Improved models for managing long term conditions to reduce reliance on in patient care and promote timely discharge from hospital</li> <li>• Continued improvement on the number of reviews for people who use services</li> <li>• Continued good performance on the number of households receiving intensive home care and on the use of direct payments</li> <li>• Increased provision and further planned developments of extra care housing</li> <li>• An effective falls service complimenting the preventative agenda</li> <li>• Continued good performance on the number of older people receiving a statement of need</li> <li>• Continued very good performance on the number of older people admitted to permanent residential or nursing care</li> <li>• Good progress and joint working with partners in relation to the Single Assessment Process (SAP) for older people</li> <li>• Continued increased performance on the number of people receiving intensive home care</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to develop intermediate care models with the Primary Care Trusts by analysing current and future need</li> <li>• To further develop and improve Single Point of Access Teams in Cheshire</li> <li>• To continue to monitor outcomes to evidence that older people are supported to live independently in their own home</li> <li>• To continue to improve models for managing long term conditions and integration with health</li> <li>• To address the recommendations resulting from the recent Service Inspection of Older People's services</li> </ul>
<b>People with learning disabilities</b>	
<ul style="list-style-type: none"> <li>• Continued very good performance on the number of adults with a learning disability helped to live at home</li> <li>• Continued developments in services for adults with specialist needs</li> <li>• Continued very good performance on the number of people with a learning disability admitted to permanent residential or nursing care</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to develop healthy lifestyles for people with a learning disability</li> <li>• To continue to ensure people with a learning disability are supported into volunteering and employment</li> <li>• To continue to review services for people with a learning disability to ensure people are adequately safeguarded and protected</li> </ul>

<b>People with mental health problems</b>	
<ul style="list-style-type: none"> <li>• The development of services for people who require care and treatment for drug related matters</li> <li>• Continued very good performance on the number of adults with mental health problems helped to live at home</li> <li>• Improved outcomes for people with mental health problems</li> <li>• The continued development of advocacy services including Independent Mental Capacity Act (IMCA).</li> <li>• Further increases in the number of organisations signed up to the Charter for Employers Positive about Mental Health</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to review the Community Mental Health Teams to ensure the appropriate transition of adults with mental health needs and adults with learning disabilities to older people's services</li> </ul>
<b>People with physical and sensory disabilities</b>	
<ul style="list-style-type: none"> <li>• Improved waiting times for major adaptations</li> <li>• Very good performance in respect of the percentage of items of equipment delivered within seven days</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to monitor outcomes to evidence that younger people with a physical disability are supported to live independently in their own home</li> <li>• To improve and monitor waiting times for minor adaptations</li> </ul>
<b>Carers</b>	
<ul style="list-style-type: none"> <li>• Continued very good performance on services to carers</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to develop services for carers that respond to a crisis</li> <li>• To continue to work with partners developing services that support and facilitate positive employment outcomes for carers</li> <li>• To continue to progress the action plan resulting from the Carers Strategy</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 population of Cheshire continues to have access to a variety of information to encourage and direct people towards healthier and productive leisure activities. The council in partnership with the Primary Care Trusts (PCTs) continues to address the health and well-being agenda. The council has developed the Local Area Agreement (LAA) as a 'transitional severable' agreement to ensure effective transition arrangements through the Local Government Restructuring. The council has continued to progress the integration of the Community Health Teams with a further review underway to ensure the appropriate transition of adults with mental health needs and learning disabilities to older people's services. There is evidence of collaborative working with the Primary Care Trusts to further develop intermediate care services with an analysis of current and future needs underway. Models for managing long term conditions continue to be explored to ensure vulnerable groups in the community have access to appropriate treatment and support. The council is confident the social care re-design programme will contribute further to improved health and well-being across the whole community.

#### **Key strengths**

- The promotion of information to vulnerable people to ensure they enjoy good physical and emotional well-being
- Development of the Local Area Agreement (LAA), focussing on priorities and outcomes for people
- The development of services for people who require care and treatment for drug related matters
- Improved models for managing long term conditions to reduce reliance on in patient care and promote timely discharge from hospital
- Continued improvement on the number of reviews for people who use services

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

- To continue to develop healthy lifestyles for people with a learning disability
- To continue to develop partnership working to promote healthier communities for all vulnerable adults
- To continue to review the Community Mental Health Teams to ensure the appropriate transition of adults with mental health needs and adults with learning disabilities to older people's services
- To continue to develop intermediate care models with the Primary Care Trusts by analysing current and future need
- To further develop and improve Single Point of Access Teams in Cheshire
- To continue to support the Local Area Agreement through the transition period to two new unitary authorities

- To continue to improve models for managing long term conditions and integration with health

## **Improved quality of life**

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

The council continues to promote the independence of people who use services and of their carers, enabling people to live their lives in a way they choose. An active voluntary sector continues to supplement formal packages of care and provide services for people with low level needs. The council continues to monitor the effectiveness of these services based on the seven outcomes. People report they feel safe with demonstrable evidence of better outcomes for people as a result of assistive technology. The council view telecare as an essential option within the social care re-design programme and plan to continue to expand its use as part of the preventative agenda. The council has an ambitious and well considered extra care housing strategy. Specialist provision continues to be developed with a Strategic Planning Group focussing on further developing services for deaf/blind people. There is a growing focus on the needs and provision of support to carers. The council is aware that it will need to improve monitoring arrangements for minor adaptations. The 'retail model' approach to the provision of community equipment aims to increase the range of options available for individuals. The council's quality standards survey demonstrates that people feel safer and more secure.

### **Key strengths**

- Continued good performance on the number of households receiving intensive home care and on the use of direct payments
- Continued very good performance on services to carers
- Continued very good performance on the number of adults with a learning disability and adults with mental health problems helped to live at home
- Improved outcomes for people with mental health problems
- Increased provision and further planned developments of extra care housing
- Continued developments in services for adults with specialist needs
- Improved waiting times for major adaptations
- Very good performance in respect of the percentage of items of equipment delivered within seven days
- Demonstrable evidence of better outcomes for people as a result of assistive technology
- An effective falls service complimenting the preventative agenda
- The monitoring of outcomes for people referred to grant funded services
- Successful joint working with a number of partners to ensure people feel more safe and secure

## **Key areas for improvement**

- To continue to develop services for deaf/blind adults
- To continue to monitor and evaluate the impact of the community retail model for the provision of community equipment and improved outcomes for people
- To continue to monitor outcomes to evidence that older people and younger people with a physical disability are supported to live independently in their own home
- To improve and monitor waiting times for minor adaptations

## **Making a positive contribution**

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

The council encourages and supports people who use services and their carers to contribute to service design and delivery. There is evidence that people challenge the council with a number of examples of improvements to services as a result. The council acknowledges that further work is required to actively involve carers of people with a physical and/or sensory disability. The council anticipates implementation of the Local Involvement Networks (LINKs) during 2008-09. The council is in the early stages of developing self assessments and anticipates these will be developed further as the implementation plan for self directed care is rolled out. A range of volunteering opportunities is provided and the council is aware it will need to finalise and implement the volunteering policy.

## **Key strengths**

- People who use services and their carers continue to be actively involved in service development and planning
- Encouraging and supporting volunteers to work within social care

## **Key areas for development**

- To continue to develop self assessments and tools
- To continue to look at different ways of engagement for people with physical and sensory disabilities and their carers
- To finalise and implement the Volunteering Policy
- To develop and support Local Involvement Networks

## **Increased choice and control**

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

The council provides sufficient information to enable people to choose and direct their services. An Information Strategy Event was held during the year involving collaboration and consultation with partners in the third sector, health agencies and members of the public. The council is aware it will need to continue to further improve access to information to meet the needs of the increasingly diverse community in Cheshire. There is evidence the council uses information from complaints as a learning mechanism to improve service delivery and provide

better outcomes for people who use services. The council has continued to improve assessment and care management processes ensuring that people who approach adult social care receive a more timely and effective service. There continues to be an upward trend in the number of people using direct payments and reductions in the number of adults and older people admitted to residential care. The council anticipates further developments to self directed care during 2008-09. The Single Assessment Process is ensuring better outcomes for people. The council has continued to invest in person centred planning with further developments anticipated during 2008-09.

### **Key strengths**

- Overall improvements in assessment and care management processes and the provision of services
- Involvement of people who use services and partners to develop information so that people feel well informed about services available
- An effective complaints procedure
- Continued good performance on the number of older people receiving a statement of need
- Continued very good performance on the number of older people and people with a learning disability admitted to permanent residential or nursing care
- Continued overall increases in the number of people using direct payments as a way of purchasing services
- A range of out of hours services
- Good progress and joint working with partners in relation to the Single Assessment Process (SAP) for older people
- The continued development of advocacy services including Independent Mental Capacity Act (IMCA)

### **Key areas for development**

- To continue to develop transitional and person centred planning
- To further improve access to information to meet the needs of the increasingly diverse community in Cheshire
- To continue to develop services for carers that respond to a crisis
- To continue to develop family based care as an alternative to traditional models
- To continue to implement proposals to support the roll out of individualised budgets

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

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

The council has clear published eligibility criteria. The council has progressed the equality and diversity agenda, although it acknowledges further work is required to ensure equality and diversity is core to all the councils work. The council remains at Level 2 of the Local Government Equality Standard. Further developments are required in relation to increasing the take up of services from under-represented groups. The council has commissioned a work to ascertain

what services are required in relation to housing, support for people and services for carers. The council continues to progress the action plan in relation to the Disability Discrimination Act, involving people with a disability.

### **Key strengths**

- A clear published eligibility criteria
- The promotion of equality and diversity

### **Key areas for development**

- To continue to progress the completion of Equality Impact Assessments (EIAs)
- To continue to progress the Local Government Equality Standard
- To continue to ensure that equality and diversity is core to all the council's work
- To continue to progress the action plan in relation to the Disability Discrimination Act

## **Economic well being**

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

The council continues to assist people to access and maximise their income therefore improving their economic well-being. New process and protocols for continuing care applications have improved shared practices and understanding. There are improved outcomes for adults who wish to access voluntary or employment opportunities. Other initiatives should facilitate further employment outcomes for learners with learning difficulties and disabilities. There have been further increases in the number of organisations signed up to the Charter for Employers Positive about Mental Health. The council continues to address opportunities for carers to enable them to continue in their employment or return to work.

### **Key strengths**

- Joint protocols with health in relation to continuing care disputes
- Further increases in the number of organisations signed up to the Charter for Employers Positive about Mental Health
- Improved outcomes for adults in relation to employment opportunities
- An effective benefits service promoting the economic well-being of all people

### **Key areas for development**

- To continue to work with partners developing services that support and facilitate positive employment outcomes for carers
- To continue to ensure people with a learning disability are supported into volunteering and employment

## **Maintaining personal dignity and respect**

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

Overall the council ensures that people are effectively safeguarded against abuse, neglect or poor treatment whilst using services. The council is to undertake a wide ranging Strategic Review of its policies and procedures relating to adult protection. The council anticipates this will further strengthen information sharing and the management of risk. Two new full time Adult Protection Co-ordinators are to be appointed to help manage the increase in referrals and investigations for safeguarding. The council has expanded its safeguarding training to ensure all relevant staff in external organisations and its elected members know how to respond appropriately to concerns. Services for people with a learning disability continue to be reviewed and monitored to ensure people are adequately supported and protected. The council ensures information is kept safe and secure and has a number of policies and procedures in place to maintain people's privacy and dignity.

### **Key strengths**

- An improved range of public information about adult safeguarding
- Systems are in place to ensure compliance with Data Protection legislation
- Overall people are effectively safeguarded against abuse, neglect or poor treatment
- All people who are supported by the council going into permanent residential and/or nursing care are allocated single rooms

### **Key areas for development**

- To review policies and procedures relating to safeguarding
- To review the focus, governance and performance management functions of the Adult Protection Committee
- To further improve the percentage of relevant staff trained to identify and assess risks with vulnerable adults
- To continue to review services for people with a learning disability to ensure people are adequately safeguarded and protected

## **Capacity to improve**

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

The council has a clear vision and strategic direction with an alignment of corporate and service plans to promote improved outcomes. Overall performance has been sustained and in some areas improved. During the year the council embarked on a major re-design of the social care system in response to national and local priorities. The council aims to radically change its relationship with customers to ensure services are delivered in a way that provides better outcomes for individuals and in the most efficient way. This is being managed alongside the transition to two new unitary councils and reconfigured Primary Care Trusts.

There is effective leadership at all levels and the council is aware it will need to maintain service delivery whilst working to develop the two new Unitary Authorities. There are clear plans in place to mitigate these challenges and good evidence of consultation with people who use services, their carers and partner organisations. There is a clear workforce strategy linked to the modernisation programme being undertaken. The council has implemented the Electronic Social Care Record (ESCR). Performance management arrangements have been strengthened with performance clinics well established and are being used to help focus attention and action on poorly performing areas. Overall, there are no reported recruitment and retention difficulties and more practice learning days were provided for social work staff.

The Joint Director of Public Health has the overall co-ordinating role for the Joint Strategic Needs Assessment. The development of this continues to be progressed and it is anticipated the full analysis will be completed during the Autumn of 2008-09. The council, in partnership with the Primary Care Trusts, continues to look at ways in which it can contribute to each other's key strategic objectives. The council has progressed its joint commissioning intentions and is aware these developments will have to be sustained if it is to jointly commission for the whole health and well-being agenda. There is prudent and effective management of budgets. The council is aware it will need to continue to monitor and review the medium term financial plan to ensure costs are kept to a sustainable level. There is good support and signposting for those who fund their own care. There is continued scrutiny of provider performance to improve the quality of directly provided and commissioned services. The council continues to work with a range of providers to assist them in modernising services to enable them to be more proactive in their response to demographic challenges.

## **Key strengths**

### **Leadership**

- A clear vision and strategic direction is in place to ensure services are delivered in a way that provides better outcomes for people
- A clear workforce strategy linked to the modernisation programme being undertaken
- The recruitment and retention of staff
- Good performance on the numbers of social work staff accessing practice learning
- The development of a Transitions Protocol for young people moving to adult services
- Continued improvements to performance management arrangements
- The implementation of the Electronic Social Care Record

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

- Prudent and effective management of budgets
- Continued increased performance on the number of people receiving intensive home care
- Good support and signposting for those who fund their own care
- Continued scrutiny of provider performance in the achievement of key outcomes

### **Key areas for development**

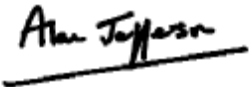
## **Leadership**

- To continue to drive forward the personalisation agenda
- To continue to maintain service delivery whilst working to develop the two new unitary councils for Cheshire
- To address the recommendations resulting from the recent Service Inspection of Older People's services
- To continue to progress the action plan resulting from the Carers Strategy

## **Commissioning and use of resources**

- With partners to continue to develop and progress the Joint Strategic Needs Assessment (JSNA)
- To continue to develop joint commissioning for the whole health and well being agenda
- To continue to monitor the medium term financial plan to ensure costs are kept to a sustainable level
- To continue to work with providers in developing services where there has been an identified gap in quality provision

Yours sincerely

A handwritten signature in black ink that reads "Alan Jefferson". The signature is written in a cursive style and is underlined with a single horizontal line.

Alan Jefferson  
Regional Director  
Commission for Social Care Inspection

Copy to Jeremy Taylor, Chief Executive Officer