Dear Mr Nawrockyi,

Performance Summary Report of 2007-08
Annual Performance Assessment of Social Care Services for Adults Services
Greenwich

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 31st January 2009) and to make available to the public, preferably with an easy read format available.
### Adult Social Care Performance Judgments for 2007/08

<table>
<thead>
<tr>
<th>Areas for Judgment</th>
<th>Grade awarded</th>
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<tbody>
<tr>
<td><strong>Delivering Outcomes</strong></td>
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<tr>
<td>Improved health and emotional well-being</td>
<td>Good</td>
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<tr>
<td>Improved quality of life</td>
<td>Good</td>
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<tr>
<td>Making a positive contribution</td>
<td>Good</td>
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<tr>
<td>Increased choice and control</td>
<td>Good</td>
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<tr>
<td>Freedom from discrimination and harassment</td>
<td>Good</td>
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<tr>
<td>Economic well-being</td>
<td>Good</td>
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<tr>
<td>Maintaining personal dignity and respect</td>
<td>Adequate</td>
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<tr>
<td><strong>Capacity to Improve (Combined judgment)</strong></td>
<td>Promising</td>
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<tr>
<td>Leadership</td>
<td>Promising</td>
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<tr>
<td>Commissioning and use of resources</td>
<td>Promising</td>
</tr>
<tr>
<td><strong>Performance Rating</strong></td>
<td>Two Stars</td>
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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 Improvement by People Using Services

<table>
<thead>
<tr>
<th>Key strengths</th>
<th>Key areas for improvement</th>
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<tbody>
<tr>
<td><strong>All people using services</strong></td>
<td><strong>Continue to enhance preventative capacity within and outside the council</strong></td>
</tr>
<tr>
<td>• Good awareness and participation in healthier lifestyles</td>
<td>• Continue to develop self assessment arrangements</td>
</tr>
<tr>
<td>• Beacon award for reducing health inequalities</td>
<td>• Continue to encourage and support volunteering</td>
</tr>
<tr>
<td>• Council engaging widely with a range of people</td>
<td>• Progress work on transforming social care</td>
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<td>• Mechanisms in place to enable people to influence service development</td>
<td>• Continue to ensure that people wishing to complain can easily do so</td>
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<tr>
<td>• Increased capacity to assist council’s engagement arrangements</td>
<td>• Continue to improve recording of ethnicity and faith</td>
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<td>• Timely provision of care packages following assessment</td>
<td>• Development of Quality Manager role to ensure scrutiny of safeguarding arrangements</td>
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<tr>
<td>• Accessibility of Information</td>
<td>• Safeguarding Adults Multi-Agency Group (SAMAG) to continue to develop it’s role and work programme of future activity</td>
</tr>
<tr>
<td>• Quality Alert system in place</td>
<td>• Implement CSIP recommendations on enhancing front line capacity</td>
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<td>• Beacon Award for Improving Accessibility</td>
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<td>• Further embed the Quality Advisory Board into the work of the directorate</td>
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<td>• No continuing care disputes during year</td>
<td>• Continue to develop the use of CRILL/LAMA data into commissioning activity</td>
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<tr>
<td>• Joint council / department for work and pensions (DWP) team in place</td>
<td>• Ensure value for money is being maintained</td>
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<tr>
<td>• Increased capacity in Safeguarding Adults Team</td>
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<tr>
<td>• High percentage of staff in council and independent sector have undergone vulnerable adult training</td>
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<tr>
<td>• Positive engagement with Care Services Improvement Partnership (CSIP)</td>
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<tr>
<td>• Close co-operation with health partners on major policy initiatives</td>
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<td>• Effective action planning and monitoring demonstrated</td>
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<td>• Upward trajectory of PAF PIs maintained</td>
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<td>• Satisfactory progress on developing the Joint Strategic Needs Assessment (JSNA)</td>
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<td>• Good record of financial management</td>
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<tr>
<td>• Commissioning and contract compliance arrangements strengthened</td>
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<tr>
<td><strong>Older people</strong></td>
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<td>------------------</td>
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<tr>
<td>• High levels of intermediate care</td>
<td>• Progress further development of intermediate care</td>
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<tr>
<td>• Good progress made in increasing use of assistive technologies</td>
<td>• Progress the development of additional extra care housing</td>
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<thead>
<tr>
<th><strong>People with learning disabilities</strong></th>
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<tbody>
<tr>
<td>• Helping people into work</td>
<td>• Put in place mechanism for consulting users with profound learning disabilities</td>
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<tr>
<th><strong>People with mental health problems</strong></th>
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<tr>
<td></td>
<td>• Improve work and training opportunities</td>
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<th><strong>People with physical and sensory disabilities</strong></th>
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<tr>
<td>• Timely provision of major and minor adaptations</td>
<td>• Develop and modernise services</td>
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<td></td>
<td>• Further improve work and training opportunities</td>
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<tr>
<td>• Improvement in services for carers</td>
<td>• Put in place mechanism for consulting carers of users with profound learning disabilities</td>
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<td></td>
<td>• Continue to develop work, training and leisure opportunities</td>
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<tr>
<th><strong>Drugs and Alcohol Misuse</strong></th>
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<tr>
<td>• Health Care Commission (HHC)/National Treatment Agency (NTA) rated services for drug misusers as good</td>
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<th><strong>HIV/AIDS</strong></th>
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<tr>
<td></td>
<td>• Following recent analysis continue to develop plans for HIV/AIDS services</td>
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Improved Health and Emotional Well–Being

The contribution that the council makes to this outcome is Good

The council provided evidence of an active engagement in healthy lifestyles initiatives with health partners. The recent Independence, Wellbeing and Choice (IWC) inspection found that there was a good level of awareness and participation among people with a disability in healthy living programmes. For the past three years there has been a Head of Healthy Communities post with both corporate and partnership responsibilities. Healthy living is a corporate priority and is a central part of the Local Area Agreement (LAA). Adult Social Care (ASC) achieves a balance between central government and local targets and uses evidence from the Joint Strategic Needs Assessment (JSNA) and Public Health Report to determine programmes requiring action. Some evidence of impact on people is beginning to emerge.

The council received a beacon award this year for reducing health inequalities.

The IWC inspection noted the significant progress made in developing intermediate care (IC). Greenwich has a substantially greater amount of intermediate care provision for older people than similar authorities and the council is among the highest providers of non-residential IC in London. During the year it expanded IC provision and now has two co-located rapid response teams in hospital and the community geared to providing a preventative service that is open to all without the need to satisfy eligibility criteria. There are plans to further develop IC in the context of plans for the personalisation of services, and the development of Eltham Community Hospital, which will have some IC and rehabilitation provision.

The performance summary report for 2006-07 commented on the need for the council to reduce the number of delayed transfers in co-operation with health partners. A reduction has been achieved during 2007-08, the figure now being at about the same level as that for similar authorities.

The estimated number of people with HIV/AIDS in Greenwich is about average for similar authorities. Provision is a mix of generic and specialist services commissioned from the voluntary sector and the South London HIV partnership. A needs analysis has been built into the JSNA, which will inform future commissioning strategies and plans.

The recent Healthcare Commission and National Treatment Agency audit of services for problem drug misusers awarded Greenwich’s drug partnership a ‘good’ judgement. There is a target within the LAA to reduce alcohol related admissions. The annual needs assessment is now linked to JSNA. The council confirmed that it engages with users of services in order to increase knowledge of need and that a user of services is a member of the commissioning group.

The IWC inspection recommended that the council improved its performance on undertaking reviews of people with a disability. The council has increased the percentage of reviews undertaken and is now in line with the average for similar councils.
Key Strengths

- Good awareness and participation in healthier lifestyles
- Beacon award for reducing health inequalities
- High levels of intermediate care
- HHC/NTA rated services for drug misusers as good

Key areas for improvement

- Progress further development of intermediate care
- Following recent analysis continue to develop plans for HIV/AIDS services
Improved Quality of Life

The contribution that the council makes to this outcome is Good.

The number of new users of services provided with Telecare equipment in Greenwich during the year was among the highest in London. The council and its partners envisage Telecare and Telehealth services making a significant contribution in the implementation of the personalisation agenda. To demonstrate and publicise the range of available Telecare services, road shows have been held for the benefit of potential users, carers and care managers.

The council has recorded no additional extra care housing places in recent years but has plans for an extra 90 places in 2008-09. It has now published an extra care housing consultation report and states that it intends to increase provision to 250 units in succeeding years. The emphasis will be on creating community ‘hubs’ with other services available in close proximity. Work on developing these schemes is being conducted in co-operation with housing and health partners.

The performance summary report for 2006-07 commented that the number of older people helped to live at home was below that for similar councils. During 2007-08 the number increased to a level that is now just above average for similar councils. Figures for other groups of users also increased in all cases. These figures are also now at about or slightly above the average for comparator councils.

During the year, there were substantially increased services for carers, as measured by the relevant performance indicator, and the figure is now well above the average for comparator authorities. The number of carer breaks provided by Greenwich in 2007-08 is also significantly higher than similar councils. Examples were provided of how carer initiatives have influenced outcomes for users of services and carers including a revision of the carer’s strategy after consultation. It was stated that the increased number of carers now supported is likely to be linked to the better availability of information.

The performance summary report for 2006-07 stated that the waiting times for major adaptations needed to be improved. The council’s performance has improved during 2007-08, waiting times for major adaptations now being below the average for comparator councils.

Key Strengths

- Good progress made in increasing use of assistive technologies
- Improvement in services for carers
- Timely provision of major and minor adaptations

Key areas for improvement

- Progress the development of additional extra care housing
- Continue to enhance preventative capacity within and outside the council.
Making a Positive Contribution

The outcomes in this area are Good.

CSCI obtained evidence of the participation of individuals and carers in services and planning, and of this involvement having influenced outcomes, from documentation submitted by Greenwich to the Commission and from information obtained during a meeting the council arranged for CSCI. The participants were a group of users with a learning disability and their helpers. These sources showed that users of services and their carers have been consulted widely and actively during the year. Examples provided include details of a range of special consultation events, the involvement of a user of services as co-chair of the learning disability partnership board, and of a user of services being a member of the Quality Advisory Board. The management team has approved new posts of Service User Involvement Officer and Quality Assurance Officer. The project with Oxford Brookes University to involve users of services to a greater extent in the commissioning process also came to a conclusion during the year and is now being implemented.

The council demonstrated that it supports a range of schemes geared towards the involvement and encouragement of volunteering. These include the participation of schoolchildren in a sheltered housing project, and of volunteers in day services undertaking befriending and the running of groups. People are supported into employment through volunteering.

**Key Strengths**

- Council engaging widely with a range of people
- Mechanisms in place to enable people to influence service development
- Increased capacity to assist council’s engagement arrangements

**Key areas for improvement**

- Continue to develop self assessment arrangements
- Continue to encourage and support volunteering
Increased Choice and Control

The outcomes in this area are Good.

The 2006-07 summary report commented that the council was slower than similar councils in commencing and completing assessments. During 2007-08 it improved the percentage of assessments both started and completed within the appointed timescales. Whilst the council remains slightly below the average for comparators on assessment starts, it is now above average for completions within 4 weeks and for the prompt provision of services.

Admissions of older people to residential care were slightly above average for comparators during 2006-07. A small reduction in numbers of admissions was achieved during 2007-08 but, because of a similar reduction in comparator authorities, the number of admissions is still rather higher than the average for better performing authorities. Performance overall, however, remains at a very good level.

The recent IWC inspection report stated that the capacity of the council to deliver personalised services for adults with a physical or sensory impairment was limited and that work was required to modernise services and improve service development capacity. The council reported that all action plans associated with the IWC physical and sensory services were now complete and signed off. Development work that is now taking place to modernise and develop services for people with physical disability or sensory impairment should take account of the work to implement Putting People First and of the JSNA, which, the council informed CSCI, is on-going with stakeholders and with partners in health.

In recent years there have been increases in numbers of people on direct payments annually and there have been further increases during the year. The council is now above the average for similar authorities. Feedback from users of services on their experiences of direct payments is proving a useful source of information for work on personalisation. There is a LAA target for self-directed care. Initial work on transforming social care has identified areas of work to be undertaken and how this will be taken forward. The council will be using Oxford Brookes University to oversee the project.

The council reported that all of the actions required by the IWC action plan agreed with CSCI were completed by the end of March 2008. Performance indicators relating specifically to services for people with a disability or sensory impairment had all improved. Quality assurance arrangements have also been improved by the use of a new audit tool and through the Quality Assurance Board’s consideration of case audits.

The IWC inspection recommended the improvement of access to services for people with a disability or sensory impairment. This been addressed by making changes to Greenwich’s website’s social care pages; undertaking a mystery shopping exercise to monitor the availability of information and providing opportunities through user and carer events to check for gaps in the availability of information. In the longer
term the council is developing centres across the borough to provide a single point of entry for services.

The number of complaints received by Greenwich has been lower than the average for comparable authorities in recent years and this continued during 2007-08. Revised figures to those in the Self Assessment Survey were submitted which now show that the council received 69 complaints during the year, a rather higher figure than that originally recorded but remaining lower than the average for similar councils. The council also reported that it had received 140 quality alerts during the year, all of which had received a local resolution. Evidence was provided that an analysis was undertaken on the number of complaints. Suggested reasons for the lower than average numbers include the fact that some incidents are dealt with at an early stage and do not reach the complaints procedure. Member’s surgeries, and events such as ‘Have Your Say’ also allow issues to be dealt with before they develop into a complaint. The council should continue to keep the position under review to be sure that those wishing to comment or complain have the necessary information and feel confident enough to do so.

The IWC inspection considered out-of-hours services to be adequate. During 2007-08 the council has further developed services by increasing the capacity within the night care service and by introducing carer cards, which provide user information in an emergency.

**Key Strengths**

- Timely provision of care packages following assessment
- Accessibility of Information for users and carers
- Quality Alert system in place

**Key areas for improvement**

- Progress work on transforming social care
- Continue to ensure that people wishing to complain can easily do so
- Develop and modernise services for people with physical and sensory disabilities
Freedom from Discrimination and Harassment

The outcomes in this area are Good.

The council was awarded Beacon Council status for Improving Accessibility, the central strand being ‘information & services’. The award also included access to employment, learning and training, access to leisure and healthier lifestyles and access to transport and a safer environment.

The IWC inspection recommended that the council should improve the identification and recording of an individual’s ethnicity and faith and the performance summary report for 2006-07 stated that ethnicity recording needed to improve further. During 2006-07 performance improved on the key performance indicators relating to the ethnicity recording of individuals who were assessed or received services and a further improvement was achieved during the year. However, in relation to the indicator concerning those assessed, the council remain below the average for similar councils.

The IWC inspection recommended that the council’s Disability Equality Scheme (DES) should have a stronger focus on outcomes and ensure the development of an empowering culture. The council has responded by conducting a review of the DES, which involved people with a disability in its development and was originally published in 2006. Outcomes of the review have included the development of an access strategy and improving access to services in the community, including sport and leisure facilities.

One of the issues raised by users of services with profound learning disabilities and their helpers at the recent meeting organised for CSCI was the need for earlier involvement in the development of services. The council summarised its plans to increase and modernise services in co-operation with health partners, stating that it is currently developing a strategy and implementation plan. The JSNA is providing the focus for assembling information that will inform future service developments and commissioning and will include a mechanism for consultation with individuals and helpers. Forward plans include supported living for an extra 300 users of services and a new project providing support to people with profound disability and moderate learning disability. An engagement event was held with users of services and supported by advocacy, to discuss views on ‘Care Land to Community Land’.

Key Strengths

- Beacon Award for Improving Accessibility
- Good progress made in implementing Local Government Equality Standards

Key areas for improvement

- Put in place mechanism for consulting users with profound learning disabilities and their carers
- Continue to improve recording of ethnicity and faith
Economic Well-being

The outcomes in this area are Good.

The council confirmed that continuing care protocols and processes are in place, including arrangements for handling disputes. Decisions are made at multi-agency panels, reducing the possibility of disputes. No disputes occurred during the year.

During the year there was an increase in the total number of people with a learning disability helped into paid employment or voluntary work, and performance is above the average for similar authorities. The council also described a number of initiatives in place to support other user groups into employment, including the active promotion of a Local Labour and Business group. The Group supported a number of users with a disability into work and also provided a number of users with personal development interviews. CSCI was informed about a range of support provided to carers, including job searching and brokerage, training, some funding and work experience.

The council reported that all users of adult social care services are offered a check on welfare benefit entitlements. Advice is provided on benefits through a joint team in partnership with the DWP. A benefit take-up project delivered gains of over £1m.

Key Strengths

- No continuing care disputes during year
- Helping people with a learning disability into work
- Joint council / DWP team in place

Key areas for improvement

- Further improve work and training opportunities for people with physical and sensory disabilities
- Improve work and training opportunities for people with mental health issues
- Continue to develop work, training and leisure opportunities for carers
Maintaining Personal Dignity and Respect

The outcomes in this area are Adequate.

The IWC inspection that took place in September 2007 concluded that the council’s performance on safeguarding adults was poor and that capacity to improve was uncertain.

The council stated that they had responded actively and in depth to the recommendations of the IWC inspection report. All of the inspection recommendations had been addressed and all of the actions required completed by March 31st 2008. External challenge of Greenwich’s response to the inspection recommendations has been conducted by officers of CSIP and has focussed on a casework and quality assurance audit. It was reported that the council has acted on the recommendations of both of the CSIP work strands. The casework audit resulted in a wholly positive report by the external consultant. The quality assurance study concluded that arrangements were fit for purpose provided strands of work were effectively linked. The appointment of a quality manager is therefore proposed to scrutinise, challenge and deliver quality assurance. Two senior posts have also been established for older people and other groups of users to oversee safeguarding performance and practice and keep this under review. Recently, additional assistance from CSIP has been given to enhance front line capability.

Figures submitted in the Self Assessment Survey indicate that the number of safeguarding referrals received during 2007-08 more than doubled, and are now at a level substantially above the average level for comparable councils. The council attributes the large increase in safeguarding referrals during the year to a number of factors including the launch of new procedures, the strengthening of the safeguarding team and improved partnership working. The rate of safeguarding completions is about average for similar authorities. There is on-going analysis of outstanding cases and the council reports that it is satisfied that reasons for referrals remaining incomplete are acceptable.

A recommendation of the IWC report concerned the need to widen the membership of the safeguarding board (SAMAG). The external consultants report that SAMAG has been re-energised, with effective work now taking place. An away day took place during October 2008 to review the year’s activity.

The performance summary report for 2006-07 commented that the percentage of relevant council and independent sector staff receiving vulnerable adults training should be increased. Figures recorded in the Self Assessment Survey show a significant increase in numbers in both categories during 2007-08. Both figures are now at a level above the average for similar councils.

The council has taken additional action during the year to improve the security of data. This includes a systems audit, updating of guidance and the provision of additional security to portable devices.
Key Strengths

- Increased capacity in Safeguarding Adults Team
- High percentage of staff in council and independent sector have undergone vulnerable adult training
- Positive engagement with CSIP

Key areas for improvement

- Development of Quality Manager role to ensure scrutiny of safeguarding arrangements
- SAMAG to continue to develop it’s role and work programme of future activity
- Implement CSIP recommendations on enhancing front line capacity
Capacity to Improve

The council’s capacity to improve services further is Promising.

The IWC inspection report stated that leadership in relation to safeguarding services needed to be improved. One of the CSIP external consultants reported that by the time of their involvement ASC’s strategic leadership had improved both safeguarding processes and practice, and that senior management leadership was to be particularly praised.

The Self-Assessment Survey shows that staff turnover continues to be rather higher than that for similar authorities. The council reported that its analysis indicates no underlying reason for this and that small numbers unduly influenced percentages. The reason for the increase centred on changes to the council’s home care service and the planned loss of a number of positions. Without this loss the turnover figure would have been around 7%.

Satisfactory progress has been made on work in connection with the Joint Strategic Needs Assessment. This has been undertaken in partnership with health partners and other stakeholders. Joint work on the JSNA will be an important influence on development work in relation to Putting People First.

The council and its Primary Care Trust partners described Greenwich’s plans for progressing partnership working and provided evidence that close co-operation was taking place in taking forward major policy initiatives such as personalisation of services and improving health and wellbeing. Improvements were also taking place at operational level. Joint work will manage the delivery of LAA and CAA targets and there is a joint Discharge Action Group to address issues concerning delayed transfers. The council are now lead commissioner for learning disability services in preparation for the transfer of responsibility and funding in 2009.

The 2006-07 performance summary report commented upon the council’s good track record in managing resources within budget. Performance continues to be good for 2007-08, with unit costs below the average for similar councils and the budget outturn expected to be within 1% of the target. The Audit Commission Corporate Assessment Report published July 2007 judged Greenwich to be a council that at the time was improving well and demonstrating a three-star overall performance.

The IWC inspection report found that ASC had strengthened its approach to commissioning and contract compliance.

The council demonstrated that information from CRILL had been used to monitor the quality of regulated provision and to inform the commissioning and procurement processes. No individuals supported by the council are currently placed in services rated as ‘poor’. Greenwich described a number of mechanisms for tracking the quality of outcomes for users of services including the monitoring of contracts, analysing information from complaints and comments and evidence from CRILL and LAMA.
Key Strengths

➢ **Leadership**
  o Close co-operation with health partners on major policy initiatives
  o Effective action planning and monitoring demonstrated
  o Upward trajectory of PAF PIs maintained

➢ **Commissioning and use of resources**
  o Satisfactory progress on developing the JSNA
  o Good record of financial management
  o Commissioning and contract compliance arrangements strengthened

Key areas for improvement

➢ **Leadership**
  o Progress plans for partnership working
  o Further embed the Quality Advisory Board into the work of the directorate

➢ **Commissioning and use of resources**
  o Continue to develop the use of CRILL/LAMA data into commissioning activity
  o Ensure value for money is being maintained

Yours sincerely,

Colin Hough, Regional Director
Commission for Social Care Inspection