

Report to: CABINET
ADULT SERVICES PANEL

Date: 13th DECEMBER, 2007
22nd JANUARY, 2008

Subject: CSCI ANNUAL PERFORMANCE ASSESSMENT 2006/7

Report of: DIRECTOR OF ADULT SERVICES

Contact officer: STEVE PEDDIE 01942-827854

Purpose / summary: To inform members of the outcome of the Annual Performance Assessment of Adult Social Services

Alternative options considered and reason for selecting the one recommended: None

Recommendation / decision: That members note the Report.

Key Decision: This report does not involve a key decision. The decision made as a result of this report will be published within **48 hours** and cannot be actioned until **seven working days** have elapsed, i.e. before

Risks / Implications:

Financial:	None
Staffing:	None
Policy:	Social Care
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	N/A
Wards affected:	All

Property – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No

Does this proposal have significant implications for the Council and the local population?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **Yes / ~~No~~ ***

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council's budget? **Yes / ~~No~~ ***

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **~~Yes~~ / No ***

* delete which applicable

For Cabinet reports only :

Categorisation of the report:	x
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	

	x
Discussion	
Decision	
Information	x

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
22 nd January, 2008		13 th December, 2007	

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer Bernard Walker

Date 28th November, 2007

1. BACKGROUND

- 1.1 The purpose of this report is to inform Cabinet and Adult Services Panel of the outcome for Wigan of the Commission for Social Care Inspection's (CSCI) annual evaluation exercise for Councils' Adult Social Services responsibilities (CASSR).
- 1.2 Wigan Council has been awarded 2 stars by CSCI for the exercise of these responsibilities, from a possible rating of between zero and three stars. This translates to a CPA score for the Adult Services 'service block' of 3 stars. The period covered is municipal year 2006-7.
- 1.3 The judgement confirms that the Council is delivering 'good outcomes' and has 'promising capacity for improvement' and is broadly positive, reaffirming the view of Inspectorate bodies that these functions in Wigan are delivered to a good standard, and are mainly meeting government targets ~ promoting independence, supporting and protecting older people and other people with additional needs.
- 1.4 'Leadership is focused upon modernising services and upon achieving economy and efficiency. The CSCI inspection of older people's services noted that a clear vision was setting the direction for a modern service for older people with the objective of supporting independence and well being'.
- 1.5 'Promoting the involvement of potentially excluded groups, including older people and people with learning disabilities, in volunteering is a particular strength.'
- 1.6 'Adults (18-64) with mental health needs, physical disabilities or learning disabilities all receive good levels of support to live at home through care management systems. The needs of people with physical disabilities are addressed by the timely provision of adaptations'.
- 1.7 However, as well as many positive comments there are other areas where improvements need to be made, particularly in older people's services. These are specifically around: Co-ordination of hospital discharge arrangements; continuing development in safeguarding systems; intermediate care arrangements; Extra Care housing; and ensuring a falls strategy is in place.

2. PROPOSALS

- 2.1 In view of those areas of most critical concern, an action plan has been drawn up and monitoring arrangements on performance strengthened.

3. ALTERNATIVE OPTIONS CONSIDERED AND REASON FOR THE RECOMMENDED OPTION

- 3.1 None

4. CONCLUSIONS

- 4.1 The Department of Adult Services is pleased to be able to report that we are delivering good outcomes and that the Commission is able to describe prospects for improvement as 'promising', where Adult Services expenditure is the lowest for all Metropolitan Authorities.
- 4.2 It is, however, imperative that performance is raised for the municipal year 2007-8. Failure to achieve this may result in a drop in star rating from 2 to 1 star (or 2 stars in CPA terms), due to higher expectations from the Commission.
- 4.3 The areas for improvement highlighted by CSCI will be a priority over the coming months.



Making Social Care
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Mr Bernard Walker
Director of Adult Services
Wigan Council
Civic Centre
Millgate
Wigan
WN1 1AZ

27th November 2007

Ref: DM / DL

Dear Mr Walker,

SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR WIGAN

Introduction

This report summarises the findings of the 2007 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 a revised copy of the performance assessment notebook which provides a record of the process of consideration by CSCI, leading to an overall performance rating. You will have had a previous opportunity to comment on the factual accuracy of the evidence notebook following the Annual Review Meeting.

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

- Delivering outcomes (formerly Serving People Well) using the LSIF rating scale

And

- Capacity for Improvement (a combined judgement from the Leadership and the commissioning & use of resources evidence domains)

The judgement 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 2008) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Good
Freedom from discrimination or harassment	Adequate
Economic well-being	Good
Maintaining personal dignity and respect	Adequate
Capacity to Improve (Combined judgement)	Promising
Leadership	
Commissioning and use of resources	
Star Rating	2

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

Key strengths	Key areas for improvement
All people using services	
<ul style="list-style-type: none"> • Having a good range of initiatives designed to promote healthy living. • Improving partnership working with health through the involvement of consultants. • Improving the numbers of people whose care needs are reviewed. • Working with health partners to meet the needs of people with long term health needs. • Providing good levels of support through grant funded services. • Increasing the use of assistive technology to promote independence. • Ensuring good communication between council assessment services and grant funded support services. • Providing opportunities for people to make a positive contribution through volunteering. • Recognising the need for a more systematic approach to the engagement of users and carers and developing an Engagement Strategy. • Reducing the number of adults (age 18 to 64) and older people admitted to residential care. • Ensuring that people who are assessed receive a statement of their needs and how they will be met. • Ensuring that interpreter services are always available when required. • Improving monitoring systems to ensure that access to services is fair. • Using diversity impact assessments and the implementation of the Disability Discrimination Act to 	<ul style="list-style-type: none"> • Demonstrating systematically that positive outcomes are arising from initiatives to promote health and emotional wellbeing. • Making further progress to increase the level of usage of direct payments. • Ensuring a prompt response to requests for investigations under Social Services complaints procedures. • Ensuring that advocacy services are available and that the use of advocacy is promoted. • Achieving levels three, four and five of the Local Government Equality Standard. • Continuing development in safeguarding systems . • Ensuring compliance with all standards that contribute to ensuring that safety needs are met in council run domiciliary care services. • Completing the implementation of the Electronic Social Care Record. • Ensuring alignment between strategic plans for housing related support and strategic planning in the wider health and social care arena. • Completing a full joint strategic needs and gap analysis. • Exploring and addressing the risks related to the low level of residential care fees paid to service providers. • Developing a full quality assurance scheme that integrates information from individual

promote the development of fair access and culturally appropriate service.

- Ensuring that preventative services address the needs of people from black and minority ethnic groups.
- Improving access to appropriate benefits.
- Having systems in place to avoid delays in funding continuing care.
- Increasing awareness of safeguarding issues.
- Promoting privacy and dignity through use of single rooms.
- Treating people with respect and dignity.
- Appointing dignity champions.
- Having developed guidance appropriately linked to safeguarding adults procedures on personal and sexual relationships between people who use care services.
- Having well developed workforce processes.
- Improving performance management information to provide greater scope for internal monitoring and learning.
- Using external advice and support to facilitate partnership working and service development.
- Improving opportunities for social work students to access practice learning placements.
- Working jointly with the director of public health towards a public health strategy to address the challenge of health inequalities.
- Working with external providers to ensure an appropriately trained social care workforce.
- Being recognised as having promising prospects for improvement by the Audit Commission led inspection of the Supporting People Programme.
- Accessing external sources of funding to contribute to positive health and social care outcomes.
- Achieving an appropriate range of efficiency savings.

casework, professional audit and contract monitoring.

- Reducing the high costs of intensive social care.
- Tackling non compliance with standards by the in house domiciliary care service.

Older people

<ul style="list-style-type: none"> • Increasing the level of intermediate care support. • Ensuring that older people do not remain in hospital unnecessarily whilst waiting for community services. • Taking account of older people's wish to remain in their own homes and progressing the development of a night sitting service in response. • Providing services to older people promptly following assessment. • Tackling age discrimination through the "Ageing Well in Wigan" strategy. • Focussing on the modernisation of older people's services, including reablement, engagement and preventing loss of independence through crisis support. • Using the opportunities created by the successful partnerships for older people bid to develop partnerships with the voluntary sector. 	<ul style="list-style-type: none"> • Working with partners to secure further increases in the availability of intermediate care. • Ensuring that hospital discharge arrangements are consistently well co-ordinated. • Increasing the level of care managed support to older people. • Increasing the engagement of people who use services and carers in service planning and development. • Ensuring that implementation of the falls strategy achieves a demonstrable improvement in outcomes. • Increasing the availability of extra care housing. • Developing an improved understanding and response to the needs of older people from black and minority ethnic communities through a process of engagement. • Moving service planning and strategic commissioning for older people away from a single agency process. • Improving governance arrangements for intermediate care.
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People with learning disabilities

<ul style="list-style-type: none"> • Helping people (18 – 64) with learning disabilities to live at home through care managed services. • Supporting access to paid and voluntary employment for people with learning disabilities. 	<ul style="list-style-type: none"> • Expanding the use of adult placements to support people with learning disabilities. • Developing a more strategic approach to planning for transitions.
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People with mental health problems

<ul style="list-style-type: none"> • Improving continuity in addressing mental health needs by integrating mental health services for adults and older people. • Contributing to the improvement of services for people with drug problems. • Making an effective contribution to improving outcomes for people with mental health needs. • Helping people (18 – 64) with mental health needs to live at home through care managed services. 	
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<ul style="list-style-type: none"> • Supporting people with mental health needs into employment. • Proactively managing risks created by changes in local mental health services. 	
People with physical and sensory disabilities	
<ul style="list-style-type: none"> • Providing equipment and adaptations promptly. • Providing specialist services which contribute to the quality of life of people with dual sensory loss. • Helping people (18 – 64) with physical disabilities to live at home through care managed services. • Developing an option for people who need small items of equipment to assess their own needs. 	<ul style="list-style-type: none"> • Improving the timeliness of occupational therapy assessments.
Carers	
<ul style="list-style-type: none"> • Working to improve carers services through a mentoring arrangement with a nearby beacon council. 	<ul style="list-style-type: none"> • Increasing the level of support to carers.

KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The council makes a good contribution to improving people's health and sense of well being. Everyone accessing social care services is receiving an improved service in terms of the likelihood of their care arrangements being reviewed. A focus on healthy lifestyles for all vulnerable groups demonstrates a commitment to promoting health and wellbeing. Older people are benefiting from improvements in intermediate care provision, and are unlikely to spend time in hospital unnecessarily whilst waiting for social care services. However a recent CSCI inspection of services for older people found a need for further developments in intermediate care and improvements in the co-ordination of hospital discharge planning. The inspection also noted the need to improve the effectiveness of working links between older people's teams and primary care services. Older people are starting to see positive effects from a review of mental health services. The council's successful bid for funding for a Partnerships for Older People Project (POPP) has created a range of projects designed to promote the wellbeing of older people. Services provided in partnership for people with mental health needs have been positively assessed by the Strategic Health Authority in relation to crisis resolution, engagement of users and carers and the promotion of employment. The council faces a significant challenge in relation to health inequalities and progress on this is being monitored through the Local Area Agreement. Schemes to promote health and well being of vulnerable groups also need to demonstrate clear outcomes in order to ensure that these projects are achieving their aims.

Key strengths

- Increasing the level of intermediate care support.
- Having a good range of initiatives designed to promote healthy living.
- Improving partnership working with health through the involvement of consultants.
- Improving the numbers of people whose care needs are reviewed.
- Ensuring that older people do not remain in hospital unnecessarily whilst waiting for community services.
- Improving continuity in addressing mental health needs by integrating mental health services for adults and older people.
- Working with health partners to meet the needs of people with long term health needs.
- Contributing to the improvement of services for people with drug problems.
- Making an effective contribution to improving outcomes for people with mental health needs.

Key areas for improvement

- Working with partners to secure further increases in the availability of intermediate care.
- Ensuring that hospital discharge arrangements are consistently well coordinated.
- Demonstrating systematically that positive outcomes are arising from initiatives to promote health and emotional wellbeing.

Improved quality of life

The contribution that the council makes to this outcome is good. The amount of support to older people through care management arrangements is lower than last year and below that which is regarded as adequate. The level of support is lower than in similar councils. The council asserts that high levels of grant funded services complement care managed support to provide an overall acceptable level of service and now plans only a small increase with the introduction of a night sitting service. The council plans to contribute further to older people's quality of life by the implementation of a revised falls strategy and an increase in extra care housing. The council provides a higher level of grant funded support for older people, people with learning disabilities and people with physical and sensory disabilities than similar councils. There are positive working relationships between the council services and the "Starting Point" scheme which acts as a gateway to grant funded support. Adults (18-64) with mental health needs, physical disabilities or learning disabilities also all receive good levels of support to live at home through care management systems. The needs of people with physical disabilities are addressed by the timely provision of adaptations and an appropriate range of services are available for people with dual sensory loss. Older people are benefiting from improved arrangements for assistive technology and carers from an increased level of support. However a further increase in support for carers is also an area for development.

The council can demonstrate that almost all its residents feel safe in their own homes.

Key strengths

- Providing good levels of support through grant funded services.
- Providing equipment and adaptations promptly.
- Increasing the use of assistive technology to promote independence.
- Providing specialist services which contribute to the quality of life of people with dual sensory loss.
- Helping people (18 – 64) with learning disabilities to live at home through care managed services.
- Helping people (18 – 64) with physical disabilities to live at home through care managed services.
- Helping people (18 – 64) with mental health needs to live at home through care managed services.
- Ensuring good communication between council assessment services and grant funded support services.
- Working to improve carers services through a mentoring arrangement with a nearby beacon council.

Key areas for improvement

- Increasing the level of care managed support to older people.
- Ensuring that implementation of the falls strategy achieves a demonstrable improvement in outcomes.
- Increasing the availability of extra care housing.
- Increasing the level of support to carers.

Making a positive contribution

The outcomes in this area are good. The council has a pilot self-assessment scheme for equipment and adaptations for people with physical disabilities. A range of initiatives has facilitated the engagement of most groups of people who use services in planning and service development and the council can evidence by example changes that have been introduced as a result. However the recent CSCI inspection of older people's Services found that consultation with older people had not progressed to active participation in service planning groups. The council's commitment to continuous improvement in this area has resulted in a three-year strategic plan for engagement. Promoting the involvement of potentially excluded groups, including older people and people with learning disabilities, in volunteering is a particular strength.

Key strengths

- Opportunities to make a positive contribution through volunteering.
- Developing an option for people who need small items of equipment to assess their own needs.
- Taking account of older people's wish to remain in their own homes and progressing the development of a night sitting service in response.
- Recognising the need for a more systematic approach to the engagement of users and carers and developing an Engagement Strategy.

Key areas for improvement

- Increasing the engagement of people who use services and carers in service planning and development.

Increased choice and control

The outcomes in this area are good. The council has improved the provision of statements of need and how they will be met. Older people are receiving a more timely response to their needs in terms of assessment and provision of service and the single assessment process is in place. However the CSCI inspection of older people's services found that waiting times for occupational therapy assessments needed further improvement. Older people are less likely to be admitted to residential care than during 2005-06. Arrangements for transitions are working appropriately for people with learning disabilities. Admissions to residential care of adults (aged 18 to 64) have reduced further and the rate is now regarded as very good. The council makes comparatively limited use of adult placements to support people with learning disabilities and an increase in this area would promote choice. There have been increases in take up of direct payments for all groups of people who use services, and the council is implementing an action plan designed to further increase take up. The recent CSCI service inspection of older people's services found that direct payments were actively promoted. There has been an increase in the availability of advocacy but the offer of advocacy is not embedded in care management systems and the recent CSCI inspection of older people's services found a need for further development in this area.

Key strengths

- Reducing the number of adults (age 18 to 64) and older people admitted to residential care.
- Providing services to older people promptly following assessment.
- Ensuring that people who are assessed receive a statement of their needs and how they will be met.
- Ensuring that interpreter services are always available when required.

Key areas for improvement

- Making further progress to increase the level of usage of direct payments.
- Ensuring a prompt response to requests for investigations under Social Services complaints procedures.
- Ensuring that advocacy services are available and that the use of advocacy is promoted.
- Expanding the use of adult placements to support people with learning disabilities.
- Improving the timeliness of occupational therapy assessments.

Freedom from discrimination or harassment

The outcomes in this area are adequate. The council's assessment and service delivery processes show no indication of unfair barriers to access. The council has taken positive steps to address issues of equal opportunities in employment and to promote access by older people from black and minority ethnic groups and people with physical and sensory disabilities. The recent CSCI inspection of services for older people identified a need for further work to understand the needs of older people from black and ethnic minority communities. The council's vision for older people "Ageing Well in Wigan" aims to address the issue of age discrimination. The council recognises the need to progress towards improved internal monitoring of

equalities issues and plans to achieve this through working towards further stages of the local government equality standard.

Key strengths

- Improving monitoring systems to ensure that access to services is fair.
- Tackling age discrimination through the "Ageing Well in Wigan" strategy.
- Using diversity impact assessments and the implementation of the Disability Discrimination Act to promote the development of fair access and culturally appropriate services.
- Ensuring that preventative services address the needs of people from black and minority ethnic groups.

Key areas for improvement

- Developing an improved understanding and response to the needs of older people from black and minority ethnic communities through a process of engagement.
- Achieving levels three, four and five of the Local Government Equality Standard.

Economic well being

The outcomes in this area are good. The council's focus on this area includes particular strengths in improving benefit take up amongst all groups of people who use services together with the effective use of partnerships to promote of employment and education opportunities for people with learning disabilities and mental health problems. There are systems in place to avoid people being affected by delay in agreeing funding to meet complex needs spanning health and social care.

Key strengths

- Supporting access to paid and voluntary employment for people with learning disabilities.
- Improving access to appropriate benefits.
- Supporting people with mental health needs into employment.
- Having systems in place to avoid delays in funding continuing care.

Key areas for improvement

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Maintaining personal dignity and respect

The outcomes in this area are adequate. The council's approach to maintaining personal dignity and respect has the following strengths: a high proportion of older people are accommodated in single rooms and good compliance with standards which promote privacy and dignity in the council run home care service. The CSCI inspection of older people's services found evidence that people are treated with dignity and respect and involved in care planning. The appointment of dignity champions demonstrates support for this outcome within the council as a whole. The council has made progress on training and awareness in relation to safeguarding adults, but has recognised the need for continuing development in this area. Guidance, linked to the safeguarding adults framework, is available on personal and

sexual relationships between people who use services. Non-compliance with a number of standards in relation to safety is an area to be addressed within the council's home care service.

Key strengths

- Increasing awareness of safeguarding issues.
- Promoting privacy and dignity through use of single rooms.
- Treating people with respect and dignity.
- Appointing of dignity champions.
- Having developed guidance appropriately linked to safeguarding adults procedures on personal and sexual relationships between people who use care services.

Key areas for improvement

- Continuing development in safeguarding systems.
- Ensuring compliance with all standards that contribute to ensuring that safety needs are met in council run domiciliary care services.

Capacity to improve

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

Progress during 2006-07 on most of the key areas identified in last year's performance assessment demonstrates the council's capacity for improvement. **Leadership** is focussed upon modernising services and upon achieving economy and efficiency. The CSCI inspection of older people's services noted that a clear vision was setting the direction for the development of a modern service for older people with the objective of supporting independence and well being. Partnerships have been established with the aim of improving service delivery and are reported to be working well. Partnership working has been facilitated by the use of external consultants and the council has been proactive in engaging advice and consultancy from a range of sources.

The council's Supporting People programme, which is run from within Adult Social Care has been subject to an Audit Commission led inspection this year. This inspection identified a range of strengths and areas for improvement and overall concluded that the programme was providing a good service with promising prospects for improvement. The inspection highlighted the need to ensure alignment between strategic plans for learning disability services and the Supporting People programme and the need for an overarching commissioning plan, together with a revision of the five year strategy for Supporting People. Addressing these issues will provide an opportunity to ensure that housing related supported needs are considered as part of a holistic approach to promoting wellbeing and independence. Challenges in relation to performance and human resource management identified in last year's performance assessment have been addressed. The CSCI inspection of older people's services found well developed workforce processes. Strong project management has created a framework within which a number of areas for development have been effectively progressed. The council has itself identified the need for further progress on some specific areas of development in relation to transitions, the governance of intermediate care and the full implementation of the electronic social care record. The council can evidence by example its approach to managing risk and reference developments in which the primary

aim has been to achieve positive outcomes for the people who use services rather than achieve efficiencies.

The council's **commissioning** is based on work with partners in specific service areas and has used recognised tools and data to analyse need and formulate plans. Strategies focus on independence, wellbeing and choice. The CSCI service inspection identified the need to move strategic commissioning and service planning for older people away from being a single agency process. A range of improvements to financial management are evidenced by the council and there is high level monitoring of the Adult Social Care budget. The council reports an appropriate range of efficiency savings. There are examples of procurement and contracting processes which involve the people who use services. The approach to commissioning is influenced by people who use services. A specific concern related to commissioning is the relatively high cost of domiciliary services taken together with the lack of compliance with national minimum standards. The council is progressing plans for outsourcing a large proportion of its domiciliary care service which has the potential to address this issue.

The high cost of intensive social care was highlighted as a concern in last year's performance assessment and there has been a further increase this year due to the high care needs of some young adults in transition. This has been managed without increasing overall rates of residential care placements but creates further financial pressure. The council has identified strategic planning to meet the needs of young people in transition as an area for development. Quality monitoring of external providers relies on a process of feedback from all relevant sources and assessment by external agencies rather than any direct quality sampling by council staff. The CSCI inspection of older people's services recommended that a full quality assurance system which integrated information from individual casework with audit and contract monitoring was needed. The risks posed by identified financial constraints in relation to residential care fees are known to the council but have not as yet been addressed. This creates areas for development in relation to both the level of fees and steps to ensure that people who pay for their own care are not disadvantaged by this situation.

Key strengths

Leadership

- Focussing on the modernisation of older people's services, including re-ablement, engagement and preventing loss of independence through crisis support.
- Having well developed workforce processes.
- Improving performance management information to provide greater scope for internal monitoring and learning.
- Working in partnership to secure the timely delivery of equipment.
- Using external advice and support to facilitate partnership working and service development.
- Improving opportunities for social work students to access practice learning placements.
- Using the opportunities created by the successful partnerships for older people bid to develop partnerships with the voluntary sector.
- Working jointly with the director of public health towards a public health strategy to address the challenge of health inequalities.
- Working with external providers to ensure an appropriately trained social care workforce.
- Proactively managing risks created by changes in local mental health services.
- Being recognised as having promising prospects for improvement by the Audit Commission led inspection of the Supporting People Programme.

Commissioning and use of resources

- Accessing external sources of funding to contribute to positive health and social care outcomes.
- Achieving an appropriate range of efficiency savings.

Key areas for improvement

Leadership

- Completing the implementation of the Electronic Social Care Record.
- Improving governance arrangements for intermediate care.
- Ensuring alignment between strategic plans for housing related support and strategic planning in the wider health and social care arena.

Commissioning and use of resources

- Completing a full joint strategic needs and gap analysis.
- Moving service planning and strategic commissioning for older people away from a single agency process.
- Exploring and addressing the risks related to the low level of residential care fees paid to service providers.
- Developing a full quality assurance scheme that integrates information from individual casework, professional audit and contract monitoring.
- Reducing the high costs of intensive social care.
- Tackling non compliance with standards by the in house domiciliary care service.
- Developing a more strategic approach to planning for transitions.

Follow up action in 2007-08

The minimum number of routine business meetings to be held: 3

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.

MR ALAN JEFFERSON

Regional Director
Commission for Social Care Inspection

