



Making Social Care
Better for People

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Sue Spurlock
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Ref: HLSR/JM/LM

Date: 21st October 2007

Dear Ms Spurlock,

Summary Report of 2006-07 Annual Performance Assessment of Social Care Services for Adults Services for Hounslow

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	Excellent
Improved health and emotional well-being	Excellent
Improved quality of life	Good
Making a positive contribution	Excellent
Increased choice and control	Excellent
Freedom from discrimination or harassment	Good
Economic well-being	Excellent
Maintaining personal dignity and respect	Excellent
Capacity to Improve (Combined judgement)	Excellent
Leadership	
Commissioning and use of resources	
Star Rating	Three Stars

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"> • Good availability of Advocacy • African Health Project • Clear leadership and stability at Corporate level • Community Mental Health Team work in relation to improving health • Direct Payments • Early Intervention Service • Equal access Scheme and cross culture training • Financial Management, budget management and efficiency savings • Funding of voluntary sector to run four user groups • Information, fora and consultation with clients and carers • Internal quality assurance inspection process of regulated services • Investor in People • Money Advice and Welfare Benefits Unit • Partnership work and relationship with the PCT • Sound Performance Management • Quality of council owned regulated services • Reduction of crime and anti-social behaviour • Robust and effective safeguarding policy, training and awareness raising including Adult Abuse Awareness Week • Self assessments • Single Assessment Process • Staff training, vacancy and retention rates • Strong tendering process • Suicide prevention • Low waiting times for assessments and care packages • West London Gay Men's project 	<ul style="list-style-type: none"> • Focus on self-funders • GP engagement • Implementation of ICT and ESCR • Use of adult placement schemes
Older people	
<ul style="list-style-type: none"> • Low rates of admissions to permanent residential or nursing care 	<ul style="list-style-type: none"> • Numbers of people provided with Telecare equipment

<ul style="list-style-type: none"> • Assessments of older people and adults leading to a service • Charter mark for older people's services • Ethnicity of people receiving assessments and services • Falls strategy and increased awareness • Joint Commissioning Strategy for OP Mental Health • Non care managed services for people over 65 • Older Persons Mental Health Strategy, 2006-10 • Older persons panel • Planning for extra-care housing • Refurbishment of day centres in response to client need 	
People with learning disabilities	
<ul style="list-style-type: none"> • Low rate of admissions to permanent residential or nursing care • No Learning disabled people in long-stay hospitals • Person centred transitional planning • Support to people to live at home • We Say, You say" bi-monthly newsletter for learning disability services 	<ul style="list-style-type: none"> • People with learning disabilities who have been assisted into paid employment
People with mental health problems	
<ul style="list-style-type: none"> • Award winning Pharmacia House - work with drug/alcohol misuse • Ethnic Alcohol Counselling Hounslow (EACH) • Newsletter for mental health clients • Provision of care plans • Rolling groups (anger management/ Healthy Nutrition/ Anxiety Management/ Abstinence and Relapse Prevention) • Support to people to live at home 	
People with physical and sensory disabilities	
<ul style="list-style-type: none"> • Empowering Disabled People to Work Strategy • HIV User Forum • Supported to live at home • Work with refugee population and HIV/AIDS • You and Me – Disability Matters Newsletter 	<ul style="list-style-type: none"> • Waiting times for adaptations
Carers	

<ul style="list-style-type: none">• Carers' strategy• Carers' week and Carers' Rights day• Caring in Hounslow magazine• Contingency planning and voucher scheme• Dedicated carers staff• Services provided to carers• Sitting services• Spend on breaks for black and minority communities	
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Key Strengths and Areas for Improvement by Outcome

Improved health and emotional well-being

The council make an excellent contribution to improving people's health and sense of well being.

There is a mature and effective partnership with the Primary Care Trust. Risk is managed carefully and jointly. There are no pooled budgets in relation to Section 31 agreements and no money is in dispute. Hounslow has recently finalised an Older Persons Mental Health Strategy, which sets out the development for effective joint working between all partners. A new Older Peoples Health and Well Being Strategy has also been agreed, based on a holistic partnership approach. Older people are discharged from hospital in a timely manner, and creative methods sought to ensure re-ablement, which is effective. Assessments for drug misusers are timely, work is completed in partnership with the client, and 80% of those who complete the programme are drug-free after 6 weeks. The council provides 24 hours support for mental health clients. Work to support people affected by alcohol related problems is effective. The Housing and Community Services Team ensures that assessments are completed faster than the NTA targets suggest for all substance misusers. High rates of people who are admitted complete programmes. There is evidence of awareness raising on falls prevention and osteoporosis through a programme of training that contributes to an effective programme of healthy ageing.

Key strengths

- Awareness for falls and osteoporosis
- Community Mental Health Teams focus on health improvement
- Delayed transfers of care
- Drug retention rates
- Early Intervention Service
- Joint Commissioning Strategy for Older People's Mental Health
- Older People Health And Well Being Strategy
- Suicide prevention strategy
- West London Gay Men's project

Key areas for improvement

- None

Improved quality of life

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

There is a structured and planned approach to the development of extra-care. Old sheltered housing units will be de-commissioned, and there is a new strategy in place. Although there are no new extra care housing places yet available, new links to sheltered housing and a new assessment flat in existing extra care has allowed people to return home. High numbers of people with mental health problems are supported to remain in their own homes, and higher than average numbers of people with learning difficulties and physical disabilities are also supported. In addition to care managed services the council funds a significant range of non-care managed services for older people within Hounslow e.g. Indian Gymkhana, falls and osteoporosis awareness training, Age Concern, Alzheimer's Society and Crossroads, which are well used and highly regarded.

Although a modest improvement on the previous year, waiting times for adaptations remains lengthy. Considerably lower than projected numbers of people have been supplied with Telecare equipment in their own homes. Although projections for 2007-08 outturns indicate this is set to improve, the current outcome is low. There is commissioning of short breaks, weekend breaks, vouchers, direct payments and sitting services for carers. All care groups have support packs, dedicated carers staff, support groups and forums and links with Primary Care and there is good performance for services for carers, including some services without assessment such as Crossroads, TASHA Foundation, EMAPP. Hounslow have invested in publicity to promote the value of the caring role.

Key strengths

- All people helped to live at home
- Planning for Extra-care housing
- Services to carers including short breaks, weekend breaks, vouchers, direct payments and sitting services for carers
- Range of non care managed services

Key areas for improvement

- Provision of Telecare equipment
- Waiting times for adaptations

Making a positive contribution

Outcomes in this area are excellent.

Hounslow works well to support people affected by drug misuse, through an award winning one-stop shop (Pharmacia House) developed in Partnership to provide holistic care, education and training. The Older Peoples Panel is now well established, and the forum is effective with a postal forum reaching and informing those who are housebound. The council works to collate feedback from learning disabled clients, which are reviewed at the Learning Disabilities Partnership Board. Hounslow has listened to client's suggestions and outcomes include refurbishment to day centres and purchased two new minibuses. Funding for people with HIV/AIDS has been retained, and four clients of this category are now in receipt of direct payments. High numbers of clients have completed self-assessments for OT services, and quality assurance measures are in place to audit at the end of the process. Additional support measures are in place for clients with specific needs (e.g. hard of hearing/deaf). Client's feedback is sought and collated from service open days, forums, partnership boards, annual client events, and via newsletters and magazines. This has resulted in improved signage, reviewed documentation and calling cards.

Key strengths

- African Health Project
- Annual client event
- Empowering Disabled People to Work Strategy
- Ethnic Alcohol Counselling Hounslow (EACH)
- Funding of voluntary sector to run four user groups
- Newsletters, consultation and forums
- Older Persons Panel
- Refurbishment of day centres in response to client need
- Rolling groups (anger management/Healthy Nutrition/Anxiety Management/Abstinence and Relapse Prevention)
- Self assessments

Key areas for improvement

- None

Increased choice and control

Outcomes in this area are excellent.

Carers are supported through a strategy document, and through a varied range of services and initiatives such as the Expert Carer Programme, multi-agency carers action group, carers vouchers & DP schemes; carers support groups; emergency respite; information days highlighting carers rights to an assessment; flexible working policies. Assessments of older people and adults leading to a service have increased year on year and the percentages are high. The overall numbers of people in receipt of direct payments are high and more older people have been brought into the scheme. Nearly all clients receive a statement of their needs and assessments and care packages are provided in a timely manner. Improvements have been made to transitional planning. All young people in transition during 2006-07 had a person centred plan and a transitional worker has been appointed. Single Assessment Process is now well established within social care and for district nurses, and 150 staff have been trained. Despite budget reductions from the PCT, advocacy services across all client groups, have been sustained and there is now a Carers Rights advocacy worker. Advocacy is also offered to complainants. Hounslow has a "We Say, You say" bi-monthly newsletter for learning disability services, which provides information updates and topical issues such as direct payments. This is distributed to clients, carers, internal and external staff and organisations who support clients with a learning disability. The numbers of older people and adults admitted on a permanent basis to residential or nursing care has positively fallen year on year. The Mental Health day support is open evenings and weekends and now provides a 365-day service. There has been an extension of home care to 6am to 11pm all year as a response from mental health clients.

The use of adult placements is low and the council are to apply for registration of their own scheme this year.

Key strengths

- Low admissions into permanent residential or nursing care
- Advocacy to carers
- Advocacy to complainants
- Assessments of older people and adults leading to a service
- Carers Week and Carers Rights Day
- Direct payments
- Information, advice, consultation and fora
- Person centred transitional planning
- Single Assessment Process
- Waiting times for assessments and care packages
- Mental health day support provided every day all year

Key areas for improvement

- Use of adult placement schemes

Freedom from discrimination or harassment

Outcomes in this area are good.

40% of Hounslow residents are of Black or Minority Ethnic groups, with more than 140 languages spoken. The staff group reflects local demography and this is continually monitored. The council published its Equal Access scheme in December 2006. There is a Joint Equalities post within the PCT, and new posts in the employment resource for Mental Health. The workshops for people with a learning disability and older people include involvement from people who use services and carers. Hounslow has also received a special nomination for the Roshni Unit, a specialist centre for Asian clients. The Number 10 project is also successful, and is a user led mental health service around BME/diversity. The rates of BME Older People being assessed and receiving services are good. Hounslow provides information to the public and focus groups in the form of newsletters and magazines, in accessible locations including the intranet, which are also available in other formats – such as translation services and Braille. A Cross Culture Care Training package will be available in 07/08 to internal and external providers that will provide information on culturally sensitive care and legal requirements.

In conjunction with two other boroughs, there is a successful gay men's health project providing support against homophobic crime.

Key strengths

- Equal access scheme is published
- Staff group reflects local demography
- Rates of BME older people receiving assessments and services
- Gay men's health project
- Information, advice, consultation and fora provided to the community

Key areas for improvement

- None

Economic well being

Outcomes in this area are excellent.

Although adults with learning disabilities have voiced their eagerness to acquire work related skills and to find employment, comparatively low numbers of learning disabled people are helped into paid and unpaid work. These numbers should increase during 07/08 as new posts have been approved for the Leaders Employment Resource, which will coordinate a 9-month job readiness programme. This is part of the Empowering People to Work Strategy. There are 3 multi disciplinary and multi agency decision-making panels in place for Continuing Care, with agreed terms of references. There were no formal disputes between the PCT and the council during 2006-07. There is a joint visiting team within the Pension Service to ensure benefit entitlement for home care clients, Welfare Benefit campaigns and leaflets across all client groups and a new part-time Welfare Rights Worker is in post within the Independent Living

team. In Partnership with Adult Education, IT training is offered to clients that includes access to the Department of Works and Pensions website. A leaflet on benefit changes following introduction of Civil Partnerships is available.

Key strengths

- Multi agency and multi disciplinary panels for Continuing Care in place.
- Empowering People to Work Strategy.
- Welfare Benefits & Money Advice Service.
- Information on benefit changes for same sex couples.

Key areas for improvement

- People with learning disabilities assisted into paid and voluntary work.

Maintaining personal dignity and respect

The outcomes in this area are excellent.

Hounslow has a clear policy on Safeguarding, which has been developed jointly with the council, health and the Police. There is a comprehensive safeguarding toolkit in place, which is used by internal or external agencies (including volunteers) and a re-design of the safeguarding database has taken place. All investigations are reported to be carried out to timescale. Although there are a significant number of GP's who received Adult Abuse training, there is a need to ensure that the engagement of GP's continues within the multi-agency approach.

Image in Action Group reduced incidents of sexually inappropriate behaviour for people with Learning Disabilities. Hounslow have commenced a Mental Capacity Panel and Mental Capacity Act awareness sessions have been provided for multi-agency staff, users and carers.

Large scale asset improvement is underway as part of the modernisation of day centres and benefits have already been provided to clients, e.g. refurbishment of personal care areas in all disability day centres. Older people's resource centres set out clear standards for services as recognised by the Charter Mark. Destitute adults are a challenge for the borough due to assessment and legal challenges where people do not meet the eligibility criteria. This will be explored during 07/08.

Services are provided to all clients who meet their eligibility criteria.

Staff training levels are high and all staff in adult teams have received adult abuse training. Almost all people in residential or nursing care are provided with a single room.

Key strengths

- Care planning for people with mental health problems including Mental Capacity Act.
- Large-scale asset improvement work in all homes and day centres
- Robust and effective Safeguarding policy, training and awareness raising across council staff and external stakeholders.
- Availability of single rooms.

Key areas for improvement

- Continued GP engagement on Adult abuse.

Capacity to improve

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

Strategic leadership is strong within the council. The minority coalition provides clear direction with a knowledgeable lead member and there is stability within Adults Services, despite the Director of Adult Social Services (DASS) post being vacant. This vacancy has been risk assessed and the acting DASS has covered this role previously. Hounslow is in close proximity to the Heathrow Airport, which has a financial impact on services. However, this is well managed by the Department. Partnerships within Hounslow are effective. The PCT remains financially challenged. However, the mature relationship between the council and the PCT remains stable. No money is in dispute and the PCT will not cost shunt onto the council. A joint needs analysis has been undertaken with the PCT and commissioning strategies are linked to outcomes. The 3-year commissioning plan is also in the process of being updated. The council is an accredited Investor in People and some adult services have received a Charter Mark. There is a strong commitment to staff training in all areas including Safeguarding. Training is provided to the private and voluntary sector, including food hygiene, first aid, infection control, continence, stroke control, and Parkinson's awareness. The staff group in adult social care is stable, and vacancies are reducing. However, the availability/recruitment of Project staff required for implementation of ICT and ESCR is a challenge for Hounslow which has led to slippage in the delivery of their ESCR. Plans within the borough are inclusive and address realistic improvement supported by risk and impact assessments. There is accountability of delivery through lead officers, monitoring and scrutiny panels which ensures the plans are outcome based. Hounslow plans to undertake a pilot for learning disability people to develop more self-directed support and individual budgets.

Regulated services are internally quality assured using an inspection process similar to CSCI, which has been reported as successful and has driven improvements. Financial management processes are robust and there is a strong tendering process. Problems with providers are handled promptly and appropriately. The commissioning plan is currently being updated through consultation with partners, clients and carers. The council's eligibility criteria is "substantial" and there has been no changes to this since 2005-06. Self-funders are assessed, provided with information and supported by the Older People's Review Team, but the council acknowledge more to be done in this area. Hounslow reported that they are strongly confident in their performance management. There has been no reduction in budgets, although there is no longer a specific budget in relation to Asylum Seekers or HIV/AIDS clients. This is now included in mainstream financial plans. Hounslow reports that are now within budget for the second year and efficiency savings have been delivered.

Key strengths

Leadership

- Charter Mark for Older Peoples residential and day support services
- Clear Corporate leadership and stability
- Investor in People
- Mature and effective partnership working with the PCT.
- Robust performance management used for ensuring better outcomes for clients.
- Robust financial management
- Subscription to In-Control for Learning Disabilities
- Training, recruitment and retention rates
- External training provision

Commissioning and use of resources

- Efficiency savings have been delivered
- Within budget year on year.
- Good quality of in-house regulated services
- Strong tendering process linked to 3-year Commissioning plan
- Asylum seeker and HIV/AIDS budgets now in mainstream

Key areas for improvement

Leadership

- Although self-funders receive some support, there is more work to do.
- Project staff required for implementation of ICT and ESCR

Commissioning and use of resources

- None

Follow up action in 2007-08

Monitoring will be undertaken through Routine Business Meetings. The minimum number of routine business meetings will be 2.

Yours sincerely



**Regional Director
Commission for Social Care Inspection**