Dear Ms Cleary,

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

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 31\textsuperscript{st} January 2008) and to make available to the public, preferably with an easy read format available.

**ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2006/07**

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

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

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<th>Key strengths</th>
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<td><strong>All people using services</strong></td>
<td><strong>Further work required in refocusing care packages for adults with complex needs</strong></td>
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<tr>
<td>Wide range of wellbeing information available</td>
<td>Increase level of intensive home care</td>
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<td>Improved engagement and consultation systems</td>
<td>Timeliness of assessments needs to improve further</td>
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<tr>
<td>Evidence that consultation influences decision making</td>
<td>Further improve uptake of direct payments</td>
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<td>Care services are provided quickly after assessment</td>
<td>Move forward with development of self directed care</td>
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<td>All people using services have a statements of their needs</td>
<td>Implementation of levels 4 &amp; 5 of Equality Standards for Local Government</td>
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<td>High levels of ethnicity recording</td>
<td>Some positive signs of improved staff retention but progress needs to be sustained</td>
</tr>
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<td>Evidence that the needs of minority groups considered when making key policy decisions</td>
<td>Ensure that training spend appropriately reflects how services are commissioned</td>
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<td>The council are engaged in a campaign to maximise individual’s benefit claims</td>
<td>Corporate financial situation needs careful management</td>
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<td>Good levels of safeguarding training for both council and independent sector staff</td>
<td>Ensure that any efficiency savings don’t impact on effectiveness of services</td>
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<td>Adult protection case completion rate in line with other London councils</td>
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<td>Increased capacity of safeguarding team</td>
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<td>All single people admitted to care homes have their own bedroom</td>
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<td>Permanent Director now in post</td>
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<td>Strong corporate support</td>
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<td><strong>Older people</strong></td>
<td><strong>Complete joint review of intermediate care</strong></td>
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<tr>
<td>Increased use of intermediate care</td>
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<tr>
<td>Delayed transfers from hospital shorter than for similar councils</td>
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- Progress made in shifting the balance of care away from residential/nursing toward community based services
- Progress in use of telecare
- Positive response to Service Inspection with action plan almost complete

<table>
<thead>
<tr>
<th>People with learning disabilities</th>
<th>People with mental health problems</th>
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<tr>
<td>Council are ‘In-control’ pilot site</td>
<td>Good progress in moving people from long stay hospitals but work needs to be completed</td>
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<tr>
<td>Day services are being modernised</td>
<td>Improve services for this service user group</td>
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<td></td>
<td>Improve numbers in both paid and unpaid work</td>
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<tr>
<th>People with physical and sensory disabilities</th>
<th>Carers</th>
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<tr>
<td>Improved timeliness of minor adaptations</td>
<td>Evidence that consultation influences decision making</td>
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<tr>
<td>Increased numbers of people helped to live at home</td>
<td>The council are currently consulting on their draft Carers Strategy</td>
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<tr>
<td></td>
<td>Improve services</td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>none</th>
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<tbody>
<tr>
<td>Occupational training co-located with Community Mental Health Teams to be extended</td>
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</table>
KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME

Improved health and emotional well-being

The council makes an adequate contribution to improving people’s health and sense of well-being.

There was evidence that the council supported people in making positive lifestyle choices by providing a wide range of information and advice and the existence of a specialist sport and leisure strategy for people with disabilities.

The council has made some progress in refocusing the care packages of people with complex needs living outside the borough. The appointment of a Reviewing Officer and a reconfiguration of the service has enabled more specialist reviews to take place. The design of creative alternative care packages as part of the In-Control pilot was encouraging, although the council acknowledged that this work was at an early stage. The council has made progress in supporting adults with learning disabilities to move from a long stay hospital following reviews of their needs, with the process now almost complete.

There has been an increase in the provision of intermediate care with the council providing a similar level to other London councils. A review of this joint service was currently being carried out to consider the future development of the scheme. There has been a reduction in the time people wait to be transferred from hospital with waits shorter than the London average.

Key strengths
• Wide range of wellbeing information available
• Increased use of intermediate care
• Delayed transfers from hospital shorter than for similar councils

Key areas for improvement
• further work required in refocusing care packages for adults with complex needs
• Good progress in moving people with learning disabilities from long stay hospitals but work needs to be completed
• Complete joint review of intermediate care

Improved quality of life

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

The council has made progress in shifting the balance of care for older people away from residential and nursing care toward community support. It has continued to help a high number of older people to remain living at home whilst reducing further the number admitted to care homes. The council is performing better than comparators on both these measures. However, despite a slight improvement, Lambeth are providing a smaller proportion of intensive home care than most other London boroughs. There has been progress in extending the use of telecare with the council increasing it’s use. Lambeth is also, in
conjunction with a housing association, exploring a greater range of telecare options by developing a show house.

During the year the council has been working with the equipment provider to reduce delays in the delivery of equipment. Some improvement has been made but the council is still performing less well than comparator councils and needs to make further improvements. The council has had some success improving the speed in which minor adaptations are carried out with delays having been reduced significantly. Delays are now shorter than the London average. The wait for major adaptations is in line with the London average. The council has also increased the number of people with physical disabilities helped to remain living in their own homes and it was now doing slightly better than the London average.

The indicators suggest that there has been a decline in the number of adults with learning disabilities helped to live at home and that the proportion supported within the community is one of the lowest in London. The council recognises that services for adults with learning disabilities need to improve. Some early progress has been made via the In-Control Pilot in which the council is involved, but these initiatives are at an early stage.

The indicators suggest that the number of people with mental health problems helped to live at home has declined. However the council are engaged in a range of preventative initiatives which have succeeded in helping a significant number of people live independently rather than requiring hospital, residential care or institutional support.

**Key strengths**
- Progress made in shifting the balance of care for older people away from residential/nursing toward community based services
- Progress in use of telecare
- Improved timeliness of minor adaptations
- Increased numbers of adults with physical disabilities helped to live at home
- In-control pilot for adults with learning disabilities
- Engagement in preventative work for people with mental health problems.

**Key areas for improvement**
- Increase level of intensive home care
- Despite improvements timeliness of equipment delivery needs to improve further
- Improve services for adults with learning disabilities

**Making a positive contribution**

The outcomes in this area are good.

Following comments made in last years performance assessment report the council has taken steps to improve the way in which engagement and consultation with service users and carers takes place. The council were able to
give examples of how such consultation influenced decision making. These included consultation over the proposed change in eligibility criteria which was wide ranging and extensive. Following the consultation exercise and taking into account the negative feedback received the council decided not to proceed with the proposed changes. Another example was how feedback from users of the council’s transport service led to a withdrawal from the ‘education lead’ contract and the letting of a new contract based on the needs of adult social care users. The council also has in place a Customer Services Board which receives feedback from users and carers and has an input into planning and commissioning of services.

Key strengths
- Improved engagement and consultation systems
- Evidence that consultation influences decision making

Key areas for improvement
- none

Increased choice and control

The outcomes in this area are adequate.

The council has made some progress in improving the speed of assessments with a significant improvement in start times. However the council still has one of the worst rates in London and needs to improve further. Figures for the first part of 07/08 suggest further progress is being made. Once the assessment is completed the council continues to provide care services quickly and in line with the London average.

Although there has been progress in increasing services for carers the council is providing less than similar councils. Lambeth accepts that more work needs to be done in improving the range and number of services available. A draft Carers Strategy has been developed and is currently being consulted upon. The development of a Carers Hub is a priority for the council, although plans are at an early stage.

Following comments made in last years performance assessment report the council put in place an action plan to increase the take up of Direct Payments. During the year the council has succeeded in increasing both the overall number of recipients and the recipients for each user group. However the rate is now below the London average. The council plans to increase the use of direct payments further and to embed them into a more general system of self-directed care, although these plans are at an early stage.

All service users continue to receive a statement of their needs and how these will be met

Key strengths
- Care services are provided quickly after assessment
- All people using services have a statements of needs
- Consulting on Carers Strategy
Key areas for improvement

• Timeliness of assessments needs to improve further
• Improve services for carers
• Further improve uptake of direct payments
• Move forward with development of self directed care

Freedom from discrimination or harassment

The outcomes in this area are good.

During the year the council has consulted on a proposal to move the eligibility criteria from substantial and critical to critical only. A number of factors, including the council’s desire to avoid disadvantaging minority groups led to the council deciding not to proceed with the proposed change.

The council has made good progress in increasing the level of ethnicity recording for both people being assessed for services and those receiving services. The council now has a better recording rate than most other London councils.

The council have made some progress in implementing the Local Government Equality Standards with levels 1 to 3 complete and plans to implement the remaining 2 levels over the next 2 years.

Key strengths

• High levels of ethnicity recording
• Evidence that the needs of minority groups considered when making key policy decisions

Key areas for improvement

• Implementation of levels 4 & 5 of Equality Standards for Local Government

Economic well being

The outcomes in this area are adequate.

The council has taken steps to increase the employment opportunities for adults with social care needs. Although the number of adults with learning disability helped into paid and voluntary work is below the London average the modernisation of day care for adults with learning disability is expected to bring increased opportunities. Individual career profiles have recently been produced which have enabled people to move into sheltered or supported employment projects. Two recent successful partnership bids are expected to increase the options further.

The council is also taking the opportunity afforded by a re-commissioning process to revise provider targets in relation to employment practice for people with mental health problems. Following a pilot which involved locating
occupational training within one of the Community Mental Health Teams the initiative is set to be extended to the remaining teams. Some early success is reported which the council are hoping to sustain.

The council are at the early stages of a campaign aimed at maximising individual benefit claims.

**Key strengths**
- Modernisation of Day services for adults with learning disabilities
- Campaign to maximise benefits
- Provider targets in place in relation to employment practice for people with mental health problems
- Occupational training co-located with Community Mental Health Teams to be extended

**Key areas for improvement**
- Continue to develop employment opportunities
- Improve numbers of adults with learning disabilities in both paid and unpaid work

**Maintaining personal dignity and respect**

The outcomes in this area are good.

There has been an increase in the number of adult protection referrals across all service user groups during the past year. The council attributes this to increased awareness of safeguarding issues, especially in independent care homes, following safeguarding training.

The council is amongst those councils in London providing safeguarding training to a high percentage of staff in the independent sector. The percentage of completed adult protection cases is in line with the London average. In order to deal with the increased workload the council has recently increased the capacity of the Safeguarding Adults Team.

The council continues to ensure that all single people admitted to care homes have their own bedroom.

**Key strengths**
- Good levels of safeguarding training for both council and independent sector staff
- Adult protection case completion rate in line with other London councils
- Increased capacity of safeguarding team
- All single people admitted to care homes have own bedroom

**Key areas for improvement**
- none
Capacity to improve

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

Adult social care recently entered a new phase of operation with the appointment of a new Executive Director of Adults and Community Services following interim appointments. This appointment means that there is now a fully established strategic management team in place.

The team has identified as a priority the intention to make self-directed care a key element of future social care service development. This development is at an early stage and progress will be monitored during the year.

The council has experienced staff retention difficulties in recent years and, despite a slight reduction, had at September 06 one of the highest turnover rates in London. However the council’s revised Human Resources strategy appears to be having some impact with a reported reduced turnover in the six months following publication. The close attention that the council has paid to staff absence rates has had some impact with staff absence reducing and now in line with the London average. There are a number of initiatives in place to increase training opportunities in the independent care home/home care sector. However the spend did not appear to reflect council / independent sector allocation with a larger percentage being spend on the council side than planned. However this may be related to the way the grant is structured. The council should ensure that training spend appropriately reflects how services are commissioned.

The council is close to the successful completion of all required actions arising from the CSCI 2006 inspection of Older People’s services. The one remaining action, relating to advocacy services, was awaiting funding. The report received a most and promising outcome.

Lambeth now has a number of partnership arrangements in place which are making a positive contribution to the council’s efforts to improve outcomes for users of services. These include the joint management and implementation of an agreed strategy for intermediate care, a multi-agency transitions partnership board and a joint Local Authority / Primary Care Trust 5 year commissioning strategy that reflects joint commissioning priorities.

During the year, Lambeth has been engaged in finding a solution to an historical financial problem that, if not resolved in favour of the council, could lead to a substantial reduction in the level of the council’s reserves, and consequently affect the budgets of council departments including adult social care. To deal with this, Lambeth initially considered raising the level of eligibility criteria to ‘critical’. However, the decision has now been taken after consultation with stakeholders to maintain eligibility criteria at their current levels in order to avoid an unacceptable impact on individuals and carers. There is corporate support for social care with a commitment to minimise necessary budget reductions that may impact on front line statutory services.
The council has acted on the comments made by CSCI in last year’s performance assessment report concerning further development of performance management systems. One measure involves bringing a broader range of staff within the compass of performance information and management. The council is also on target to implement electronic social care records for all service users this autumn.

The Council has responded positively to the areas highlighted for improvement in last year’s performance assessment report.

**Key strengths**

Leadership
- Permanent Director in post
- Priorities established for coming year
- Reduced staff absence
- Positive response to Older People Inspection with action plan almost complete
- Partnership arrangements having positive impact
- Positive response to last year’s performance assessment report

Commissioning and use of resources
- Strong corporate support
- Improved performance management systems
- On target to implement electronic social care record

**Key areas for improvement**

Leadership
- Some positive signs of improved staff retention but progress needs to be sustained
- Ensure that training spend appropriately reflects how services are commissioned.

Commissioning and use of resources
- Corporate financial situation needs careful management
- Ensure that any efficiency savings don’t impact on effectiveness of services

**Follow up action in 2007-08**

A minimum of three routine business meetings to be held over the next year.

Yours sincerely

[Signature]

Regional Director
Commission for Social Care Inspection