

**Meeting of the Cabinet – 28<sup>th</sup> October 2009**

**Report of the Director of Adult, Community and Housing Services**

**Care Quality Commission Service Inspection of Adult Social Care 2009**

**Purpose of Report**

1. For Cabinet to consider the Report of the Care Quality Commission (CQC) on the Service inspection of Adult Social Care in Dudley. A copy of the full report is available in the Members Library and on CMIS.

**Background**

2. The CQC was established in April 2009 when the three large Inspectorates – the Commission for Social Care Inspection (CSCI,) the Healthcare Commission and the Mental health Act Commission were merged. This was a substantial organisational change which resulted in the overall reduction of numbers of staff in the organisation with Inspectors from differing professional background now engaging in the inspection process of services in which they may not have previously worked.
3. At the same time as this substantial organisational change, a revised methodology for the inspection of adult social care services was introduced. Inevitably, the revised framework carried forward commitments from the previous arrangements which included a focus on inspecting the relatively new arrangements which were put in place across the country for the safeguarding of vulnerable adults.
4. The focus of this inspection in Dudley, therefore was on “Safeguarding Adults” and “Improved Quality of Life for Older People.” In addition, two supporting areas under a “Capacity to Improve” judgement of “Providing Leadership” and “Commissioning and Use of Resources were also considered.
5. In terms of methodology, the CQC appointed a Lead Inspector, Lynette Ranson who is in attendance at the Cabinet meeting and a second Inspector who unfortunately, needed to take sick-leave during the scheduled period of the Inspection which was for two three-day periods over two weeks in June. As a contingency, another Inspector, Laurie James was appointed for the first two days in the first week and Charles Cope initially covered the second two days of the first week. When it became clear that the nominated Inspector would need to remain on sick-leave and be unable to attend for the second week of the Inspection, Charles Cope went on to cover the second three days of the second week.

6. The CQC inspection methodology included consideration of a 30-page Self Assessment provided by the Council with some 60 supporting documents (a further 70 items were provided in the course of the Inspection) examination of some files, meetings with many relevant managers and staff, Elected Members, partners, service users (five who had been the subject of Safeguarding referral and eight older people) and carers including a public meeting.
7. Informing the judgements, the CQC recognise achievements by the Council. For example:
  - Safeguarding Adults - they acknowledge that the Council has raised the profile of adults safeguarding amongst partner agencies and third sector organizations e.g. through training; equipped staff in and beyond the Council with a good awareness of safeguarding and responded promptly to concerns and taken robust action in addressing providers who consistently failed to meet the required standards.
  - Improved Quality of Life for Older People - promoted older citizens access to a range of mainstream community facilities e.g. the Age Concern's "Community Connects," a programme which helps older people participate in everyday-life opportunities such as cinema visits; funded preventative services in partnership with third sector organisations; helped older people including people with complex needs to be supported at home including easy access to aids and adaptations; and arranged good support for older people who wanted to shape their own care and support by using direct payments.
  - Leadership - had adopted a vision for transformation of social care and had this year made progress in sharing this vision with older people and carers; used its corporate structure to improve the delivery of social care objectives; supported good access to training opportunities for its own staff and helped many staff in social care services outside the council to improve their skills e.g. through Black Country-wide training initiative; promoted flexible working for its own staff in support of caring responsibilities; and had arrangements in place to update its electronic social care and records system to improve performance management and support the transformation agenda
  - Commissioning and Use of Resources – had successfully attracted a range of additional funding streams to improve services; supported third sector organisations with grant funding; consistently achieved a balanced budget for social care; invested in contract monitoring to assess compliance and encourage improved standards in social care services; and had re-commissioned care at home services to be more locally responsive
8. The CQC judges performance in two ways as follows:
  - Performance of main focus of inspection (Safeguarding Adults and Improved Quality of Life for Older People) uses four grades: "performing poorly", "performing adequately", "performing well" and "performing excellently".
  - Capacity to improve has four grades: "poor", "uncertain", "promising" and "excellent".

For Dudley, on this occasion, the CQC judgement for the areas is as follows:

	<b>Inspection Focus</b>	<b>CQC Service Inspection Judgement</b>
1	Safeguarding Adults	Performing adequately
2	Improved Quality of Life for Older People	Performing adequately
3	Capacity to Improve	Promising

9. In responding to these judgements, it is understood that throughout the country many other Local Authorities have been judged as “adequate” in relation to Safeguarding. A range of factors may have affected this such as the relatively early stage of development of practice for safeguarding arrangements for vulnerable adults compared to children and young people. In addition, it is vital that everyone learns the lessons from inquiries into tragic events including the death of Baby Peter or the Cornwall and Sutton/Merton inquiries into the treatment of adults with learning disabilities. Good management requires the identification of challenges and most of the areas identified as areas for development within the inspection report were ones that were actively being managed and the attached Action Plan agreed with the CQC gives renewed energy and direction to these issues even where a different view has been taken to the Inspection findings. The Action Plan also shows how we have already proactively addressed a number of action points.
10. For example, in relation to Safeguarding, CQC state that managers need to re-assure themselves that staff and managers in all relevant agencies know how to recognise and manage concerns appropriately. A key response to this is the appointment of a Head of Safeguarding appointment in Dudley PCT which is imminent. However, the Vice Chair of the Safeguarding Board is a PCT Director and has undertaken this role for sometime. Issues connected to the attendance of agencies have also been addressed over time.
11. CQC also state that we should ensure that the safeguard and protect policy and procedures fully address all areas of vulnerability and are implemented consistently. Consistent implementation of policies is always a challenge in any area of work and its importance for safeguarding is acknowledged. The Directorate’s view has been that decision-making by Social Workers has been proportionate in the situation assessed and has used a wide-ranging training programme to address knowledge and practice development.
12. Amongst the other recommendations on Safeguarding, CQC also state that person-centred approaches need to be championed in all areas where practice in relation to delivery of health and social care should be addressed. The Directorate believes that the strengths in our workforce that have been acknowledged by CQC have enabled us to do this over a long period of time and existing practice such as file audits will be developed further.
13. In relation to improving quality of life for older people, CQC state that we should assure ourselves that first-contact and signposting for older people promotes effective and equal access. We are responding to this and other recommendations such as the need to further address emotional, leisure and social needs opportunities for older people through the steps we are already

taking in the implementation of the Transformation of Social Care which is now at a crucial point in its development and the subject of a connected Report to this Cabinet meeting. We are using the opportunity presented by the Transforming Social Care agenda to respond to this issue.

14. Finally, in relation to leadership, commissioning and use of resources work to complete the joint workforce strategy with the PCT is well underway and due for completion in early 2010. We are also addressing the issues connected to commissioning through creating a clearer separation between the commissioning function and the assessment and provision of services.
15. In conclusion, against the background of an excellent assessment over time, the Directorate has always been mindful that having an excellent assessment has not meant that our work has been easy, that there is no challenge or that there is not always more to do. Significant changes to safeguarding arrangements, has been a case in point.
16. An Action Plan setting out the steps that we have agreed to make with the CQC to move forward into the next stage of improving our services will follow. It will cover activity relating all the areas identified in this Report and we have already been working on implementation with a number of actions already complete.

#### **Finance**

16. The financial implications of the report relate to the need to ensure continued good value for money in the provision of services for Dudley people in the midst of challenges to the public sector finances.

#### **Law**

17. Adult Social Care Services are provided to the public as a result of a range of legislation and guidance including the NHS and Community Care Act 1990 and other related legislation.

#### **Equality Impact**

18. A number of aspects of the Action Plan have implications for equality such as the need to ensure that older people access appropriate services when their need is such that they require them.
19. Whilst there are no immediate consequences for children and young people arising from this report, in the context of the wider context for the services that were inspected, pressures of family life can be a factor in many of the circumstances that were considered and transitions from children's to adults services remains a subject of active work.

#### **Recommendation**

20. It is recommended that:-

the CQC Report is noted and the Action Plan supported.

A handwritten signature in black ink that reads "Linda Sander". The signature is fluid and cursive, with a large loop at the beginning of the first name.

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**Linda Sander**  
**Director of DACHS**

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### **List of Background Papers**

CQC Service Inspection of Adult Social Care 2009