

Adult Social Care Services

Council Name: Dudley Metropolitan Borough Council

This report is a summary of the performance of how the council promotes adult social care outcomes for people in the council area.

The overall grade for performance is combined from the grades given for the individual outcomes.

There is a brief description below – see Grading for Adult Social Care Outcomes 2008/09 in the Performance Assessment Guide web address below, for more detail.

Poorly performing – not delivering the minimum requirements for people

Performing adequately – only delivering the minimum requirements for people

Performing well – consistently delivering above the minimum requirements for people

Performing excellently- overall delivering well above the minimum requirements for people

We also make a written assessment about

Leadership and

Commissioning and use of resources

Information on these additional areas can be found in the outcomes framework

To see the outcomes framework please go to our web site: [Outcomes framework](#)

You will also find an explanation of terms used in the report in the glossary on the web site.

Delivering Outcomes Assessment

Overall Dudley council is performing:

Well

Outcome 1:

[Improved health and well-being](#)

The council is performing: **Well**

Outcome 2:

[Improved quality of life](#)

The council is performing: **Well**

Outcome 3:

[Making a positive contribution](#)

The council is performing: **Excellently**

Outcome 4:

[Increased choice and control](#)

The council is performing: **Well**

Outcome 5:

[Freedom from discrimination and harassment](#)

The council is performing: **Well**

Outcome 6:

[Economic well-being](#)

The council is performing: **Excellently**

Outcome 7:
[Maintaining personal dignity and respect](#)

The council is performing: **Adequately**

Click on titles above to view a text summary of the outcome.

Assessment of Leadership and Commissioning and use of resources

Leadership

The council benefits from a strong cohesive leadership team. The Director of Adult Social Services also manages other areas such as housing and community services within the council and this provides good links and benefits for health and social care outcomes for the people of Dudley. The strong partnership arrangements with key stakeholders and the use of the voluntary and third party sector have had positive impacts on the care provided for the people of Dudley. These include opportunities to engage and shape services including the development of the palliative care service, improvements in delayed transfers of care and the LIFT partnership.

The work that the council has undertaken in 2008/09 to deliver an increasingly personalised service is beginning to show positive outcomes. The council has appointed a personalisation champion and has raised awareness of this agenda through members' workshops and presentations to Cabinet in order to secure resources and commitment to this project. The personalisation champion regularly attends meetings, workshops and conferences to engage with and receive feedback from the people of Dudley. The council was able to evidence how this is used to improve services. This change in focus is ongoing and the council will have to ensure that it stays focused on this agenda in order to deliver individualised care for the people of Dudley.

The staff turnover rate within the council has decreased year on year, as has the number of unfilled vacancies. This leads to a stable and experienced workforce that understands the needs of the people of Dudley. Positive challenges to current ways of working are experienced through new employees and partnership working. The council needs to continue to work towards the completion of the joint workforce strategy with key partners in order to fully review and address capacity and skills development of the local social care workforce if it is to address the increasing needs of the people of Dudley.

Commissioning and use of resources

The people of Dudley can be assured that they receive improving quality of services from providers of care through the council's work with providers. Where improvements are not seen the council has experience of terminating contracts for services. Care homes within Dudley are improving, but the council should consider out of borough placements with a view as to how they can continue to influence improvements to services. A tendering process for home care services during 2008/09 resulted in a mix of specialist in-house services and new contracts with preferred and approved suppliers. The new contracts provide flexibility to respond to events, such as a break clause and spot purchasing. Whilst people were involved in the commissioning, the council should review the new arrangements to ensure that all the people of Dudley are enabled a choice of providers of care in line with the personalisation agenda.

The council has used the information from the Joint Strategic Needs Assessment to profile the annual budget. It reports that efficiencies have been created through planning and management of budgets, which has facilitated redirection of funding to priority areas. These areas include

direct payments, external homecare and external residential and nursing care for older people and people with a disability. The council has also secured additional funding from partners in order to improve services to people with a learning disability.

Summary of Performance

People in Dudley have benefited from the council's proactive approach to consultation and partnership working. These are established, effective and make sure people in the community are involved in decisions made about services. The council holds and attends a large number of meetings, workshops and conferences with the people it serves and opportunities for people from traditionally hard to reach groups are facilitated by third party and voluntary organisations to ensure that services reflect those that use them.

The council benefits from strong leadership and direct involvement of council members. The team is well established and engaged in a number of local and national agendas. This ensures that the people of Dudley receive services that are both appropriate to their needs and responsive to new ideas and initiatives. The council has an understanding of the needs of the people it serves and works well with partnership organisations to address the health and social care needs of the people of the people of Dudley.

The council is improving the lives of people with a learning disability through the provision of appropriate accommodation and support mechanisms to ensure that they are able to live as independently and to contribute to the community as they wish to do so. This has been facilitated through a building programme which will not only see an increase in supported living but the modernisation of day services to provide more appropriate facilities to this group of people in Dudley.

The council has been proactive in responding to the needs of the people of Dudley during the current economic recession, providing helpful information and support for all people who are affected and increasing efforts for those who are traditionally disadvantaged in the employment market.

The council works in collaboration with partners in health to improve the health and well being of the people of Dudley. These good working relationships have improved the alternatives to hospital admission for a significant number of people. Discharges from the acute hospital have reduced in 2008/09, however the delays to discharge remained higher than similar councils during 2008/09. There are now systems in place to reduce the numbers of people awaiting social care support and these appear to be showing some early signs of improvement.

People who are at the end of their lives are supported, through the council working in partnership with health colleagues to improve palliative care schemes in the borough. People are being assisted to live more independently and safely in their own homes due to increased investments in Telecare services. The commitment to ensure that this project is expanded will see improvements to people with dementia and their carers in the coming year with the roll out of the "Just Checking" system.

Outcome 1: Improved health and well-being

The council is performing:

Well

What the council does well.

People in Dudley have access to helpful information and advice about their physical, mental health and well being. The council has provided a guide called "Aging Well in Dudley", specifically for older people, as well as undertaking a range of health and well being initiatives to tackle increasing physical activity, obesity and smoking. These initiatives include: books on prescription, walkzone, LEAP and the falls service. It would appear that the people of Dudley are taking this advice as the death rates have fallen during the year. People who are in drug treatment programmes are more likely to remain in treatment in Dudley due to the council ensuring open access, provision of appropriately qualified staff and the deployment of these staff in court and custody settings.

People who were admitted to hospital have experienced an improvement in delayed discharges due to the work undertaken by the council and its partners in improving post discharge services, such as joint intermediate care teams, increased numbers of rehabilitation beds and employment of a senior care supervisor in order to reinstate home care packages more effectively. At the end of life, people who use services are supported through the Joint Agency Palliative Care Support team to be cared for in the place they choose. Funding has been secured to extend this service into care home settings and to people who have a learning disability.

What the council needs to improve.

The council has work in progress on reviewing its alcohol strategy during the year and in the coming year it will need to implement this and monitor its effect on outcomes for the people of Dudley. Similarly the council is working with the voluntary sector to enhance its substance misuse programme and will need to evaluate work undertaken this year in light of outcomes for the people receiving treatment.

Some people who are admitted to hospital still experience a delay in discharge during 2008/09. However the council has reviewed the cause of the delay and has plans in place, which in the first quarter of 2009/10 are showing some improvements in the excess time people spend in hospital. The council will need to ensure that this pace is maintained in order to reduce delays in line with national comparators. The council has reviewed its strategy and will need to ensure that the changes it has made continue to have an impact on the numbers of people receiving intermediate care in order to facilitate discharge from hospital and to support people in living independently.

The council continues to address the recommendations from the review of learning disabilities services undertaken in 2008. However with only two thirds of people with a learning disability having had a health check, the council will need to ensure that the plans with its partners are implemented including PCT responsibility for ensuring that General Practitioners are supported in assessing all people to ensure that their health action plan is suitable to their needs.

Outcome 2: Improved quality of life

The council is performing: **Well**

What the council does well.

People with a learning disability in Dudley are being supported to live more independently through increased completion of person centred plans, work on modernising day services, increasing numbers moving in to accommodation rather than living on campus and staff training. Initiatives such as the Primary Care Response, the Moving and Handling Team and service level agreements with the voluntary and third sector to provide care have increased support for the people of Dudley to maintain their independence.

People of Dudley feel safe in their own homes through the work undertaken by the council such as the falls prevention programme, increased efficiencies in the minor adaptations service and significant increases in Telecare provision. People with dementia are set to see developments in order that they feel safer within their own homes as the council has undertaken work which will provide alarm systems for people with dementia.

What the council needs to improve.

Whilst the speed at which major adaptations to housing are undertaken has improved the average waiting time was 36 weeks for 2008/09. The council needs to ensure that plans for improvements to this service are implemented and monitored so that people are assisted in a timely manner to live independently. The council has plans for the modernisation of day services for people with learning disabilities. Due to the nature of these plans some of them will not be realised until 2011/12. Therefore the council needs to continue to action supporting plans to ensure that people with a learning disability are encouraged to have an improved quality of life through active engagement within the community.

Carers within Dudley report that they sometimes find it difficult to access short breaks, transportation and sitting services. The council acknowledges that there are capacity issues with the ring and ride service and that public transport is not always an easy option for people, in particular the elderly. The council has undertaken some work training staff to assess carers needs and this needs to be developed to ensure that they also are supported to live a life of their own. The plans to fund a carers hospital discharge support post will assist in giving carers an opportunity to continue to have a life of their own outside caring, particularly where this is the first caring that is required.

Outcome 3: Making a positive contribution

The council is performing: **Excellently**

What the council does well.

People in Dudley are supported in expressing their views on services received. The council holds annual conferences for a number of groups of people who use services and this, along with carers groups and action for the disabled meetings, facilitates interaction between the council and the people of Dudley. The council also uses Dudley Voices for Choice to support people who need advocacy to express their views. People from traditionally hard to reach

communities are encouraged to have their say through grant funded initiatives such as Summit House, Ehas and Yemeni groups.

The council has appointed a personalisation member lead who regularly attends meetings and events with the people of Dudley in order to receive feedback on services provided. The council was able to evidence several examples of when the people of Dudley had been consulted on draft issues and where their feedback had been used to redesign services provided. The council is supporting the Local Involvement Network group, which represents a variety of groups representing the people of Dudley.

What the council needs to improve.

The council is improving its monitoring of services for people with learning disabilities through the use of people who use services in the inspection of these services. These volunteers are receiving training to assist them in undertaking inspections. The council is also seeking to improve access to volunteering for all people, to assist them to make a positive contribution to the community. The council acknowledges that volunteering opportunities are becoming increasingly more difficult to access for some people as the economic recession expands the number of people unemployed. However, continued work to improve access to adult and community learning may assist some of those who become further disadvantaged during this time to gain skills that will enhance their ability to make a contribution to the community.

Outcome 4: Increased choice and control

The council is performing: **Well**

What the council does well.

People in Dudley report that it is easy to contact the council and that assessment is undertaken in a timely manner. Figures reported by the council for assessments for older people show that over 91% of assessments were started within 2 days of contact. People report that information and support met their needs and that they had a say in the planning of care. People who self fund their care have access to this assessment service. The number of people in receipt of direct payments has increased and this should allow people flexibility to choose the care they receive.

Some carers in Dudley have access to a range of support including an active carers group and carer's network, carer's health day and "Time Out", a three day respite for carers. The council supports a large number of engagement activities which involve people who use services and their carers to ensure that the services they deliver meet the requirements of the people they serve. The council reports that more carers received specific services in Dudley this year than in previous years. The council has provided training for its staff to facilitate the assessment of carers' needs.

What the council needs to improve.

The council needs to ensure that carers and people who use services continue to have choice within the range of services that are on offer to them. Whilst a number of services are run "in-house", the council should ensure that commissioning arrangements are flexible to continue to reflect the choice of the individual using services. Following a disappointing response from people who have a learning disability and their carers, the council should continue to heighten awareness of the direct payments project, through projects such as the Information Dissemination Programme, to ensure that everyone benefits from being able to choose the care provided to them.

The council whilst making improvements following the joint review inspection into learning disabilities, must ensure that all actions are taken including the production of leaflets in an acceptable format so that people who use services are able to access information which is useful to them. The council is seeking to develop a “user led organisation”, which is to be commended and although there are a number of examples of where people who use services have inputted onto a variety of projects, the council will need to ensure that a User Led Organisation is developed so that the outcomes for people are clearly demonstrated in order that they are truly a user led organisation.

Outcome 5: Freedom from discrimination and harassment

The council is performing: **Well**

What the council does well.

The people of Dudley find that they have increasing equality of access to services; this includes those that are traditionally hard to reach such as those from black and minority ethnic communities and people with learning disabilities. The council has consulted with people who use services and carers, representative organisations and advocacy groups to assist in developing the criteria for access to services. People who self fund are entitled to a free assessment of needs and are signposted to appropriate services to meet their needs.

People in Dudley benefit from the council’s work on the equality standards set by local government and is working towards accreditation under the new scheme. There is strong leadership from the council members and board to ensure that the people of Dudley are treated without discrimination or harassment. The Director of Adult Social Services is a member of a number of thematic partnerships, which ensures that adult social care values, priorities and principles are considered as part of the wider council business. There is robust partnership working with a number of other partners, in particular health partners, to ensure that strategies are developed looking at the wider health and well being economy.

What the council needs to improve.

The council is currently reviewing how people from black minority ethnic communities access the information it provides to the people of Dudley. The council will need to monitor the effectiveness of actions implemented following this review to ensure equity of access to all people of Dudley to information. The council should also review ways in which it can increase the delivery of personalised budgets to the black and minority ethnic groups within Dudley to ensure that all people of Dudley have equality of access to entitlements to health and care services.

Outcome 6: Economic well - being

The council is performing: **Excellently**

What the council does well.

People in Dudley have increased awareness of benefits and advice available to them as the council has put in place a number of initiatives such as benefit welfare officers, the benefits shop and the Themed Action Group for Income and Financial Advice from the older peoples strategy. These have assisted people to maximise their benefit entitlement. The council has supported

people who may be disadvantaged in finding and maintaining employment. Carers benefit from a carer's guide to employment that provides information on seeking or maintaining employment status whilst caring for someone.

People in Dudley will benefit from the council's proactive approach to the recession, as short term planning has provided assistance with the immediate issues through initiatives such as an employment bus touring the industrial estates to provide information on help available. It has also been part of the worklessness project across the region and there have been some benefits to people from this project. Step Up has supported a number of people into training or employment and this project is having a benefit for people who may find it harder than most to access the employment market.

What the council needs to improve.

The council continues to expand the services to assist people suffering the effects of the recession, however it must be mindful of people who are seen to be traditionally disadvantaged becoming even more disadvantaged in the current climate. The council will have to ensure robust approaches to ensuring people have the skills to assist them in getting employment or volunteering opportunities. The planned increase in the Step Up project may assist the council in ensuring that the people of Dudley have the skills they require. The council, whilst reviewing and developing apprenticeships, should remain mindful of the criteria for selection and work with employers to expand this so that all people in Dudley can benefit from this scheme. The council will also have to implement and monitor the outcomes from the carers strategy to ensure that carers are supported to maintain their own financial independence if they so choose.

Outcome 7: Maintaining personal dignity and respect

The council is performing: **Adequately**

What the council does well.

People in Dudley benefit from the partnership approach that the council takes when responding to safeguarding concerns. Improvements in safeguarding arrangements, data collection and links across the council have benefitted vulnerable people. There is strategic leadership within the council supported by an elected member champion and a head of service, which ensures that the vision and strategy are implemented. The council has improved the numbers of staff who have been trained in recognising safeguarding issues and this has resulted in an increase in the number of referrals to the safeguarding team.

People in Dudley can be assured of being treated with dignity and respect through the council's development of the Dudley Dignity in Care programme, which has sought to raise awareness and inspire people to put dignity at the centre of everything they do. This programme incorporates dignity champions into many aspects of the council's work. Dignity training is also a feature in the NVQ training sessions teaching people to recognise the importance of individual preferences being honoured. The impact of this is being seen as the people of Dudley report that their individual needs are respected when care is planned.

What the council needs to improve.

The council should consider the increasing number of safeguarding referrals it has been receiving, following raising awareness of this issue, in light of the decreases in the rate of completed cases it is currently achieving. This may include the revision of how it provides

services, which are currently provided by 15 teams across the borough. Whilst the number of staff the council has trained in safeguarding procedures has increased, it should ensure that the skills and competencies of staff are commensurate with their roles for protecting vulnerable adults. This would ensure that cases are dealt with in a timely manner and that people are assured of protection within Dudley.

A recent inspection of safeguarding procedures undertaken by the Care Quality Commission identified areas for improvement. The council recognises these and has commenced planning to redress. This work plan will continue into 2009/10 and the council should ensure that this is monitored for improved outcomes to individuals within Dudley.