



Making Social Care
Better for People

CSCI

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Annex 1

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Mr B Hodson
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Customer Advice Centre
George Hudson Street
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27th October 2008

Ref RR/RS

Dear Mr Hodson

PERFORMANCE SUMMARY REPORT of 2007-08 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR THE CITY OF YORK COUNCIL

Introduction

This performance summary report summarises the findings of the 2008 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 the final copy of the performance assessment notebook (PAN), which provides a record of the process of consideration by CSCI and from which this summary report is derived. You will have had a previous opportunity to comment on the factual accuracy of the PAN following the Annual Review Meeting.

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

- Delivering outcomes using the LSIF rating scale

And

- Capacity for Improvement (a combined judgement from the Leadership and the Commissioning & Use of Resources evidence domains)

The judgment 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 2009) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGMENTS FOR 2007/08

Areas for judgment	Grade awarded
Delivering Outcomes	Adequate
Improved health and emotional well-being	Adequate
Improved quality of life	Adequate
Making a positive contribution	Good
Increased choice and control	Adequate
Freedom from discrimination and harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Adequate
Capacity to Improve (Combined judgment)	Uncertain
Leadership	Uncertain
Commissioning and use of resources	Uncertain
Performance Rating	1 STAR

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 DEVELOPMENT BY PEOPLE USING SERVICES

Key strengths	Key areas for development
All people using services	
<ul style="list-style-type: none"> • Information for healthy lifestyles is readily available • For minority groups an interpretation and translations strategy has been introduced to improve access to services from those who do have English as a second language • Effective joint working with the PCT and Acute Trust on further Intermediate Care development should assist the development of preventative services • The IWC Inspection reported that the Age Concern home from hospital service was excellent • The Council has made sound efforts with respect to services that promote independence (for example Telecare, progressing Intermediate Care developments with partners) • Improved waiting times for the prompt provision of minor adaptations • A high percentage of items of equipment and adaptations are delivered within seven working days • A positive focus on developing safer communities and crime reduction • It is reported that residents indicate a good level of satisfaction and feeling safe living in York, including increased levels of take up from the warden service 	<ul style="list-style-type: none"> • The Council should ensure that assessment and care management and services are in place to deliver personalised outcomes that promote wellbeing • Increase the number of service users whose needs for support are reviewed, and increase in the numbers receiving a statement of their needs • Further development of the range of preventive services to promote independence for people and help more people to live at home including the provision of intensive home care • Improved waiting times for the delivery of major adaptations • Development of the provision of extra care housing and a clear forward strategy for such future development • Progress in the take up of people and users self-assessing their needs • The Council and partners should implement the SAP in accordance with national expectations • Equality Standards: further work is needed to ensure that all of the standards are implemented • Race Equality Standards: to ensure that access and take up of services is ongoing for people from ethnic minority backgrounds

<ul style="list-style-type: none"> • The numbers of working age adults admitted to residential care has decreased • The Council has engaged carers, people with learning and physical disabilities and older people to help review and design future arrangements for care provision • A conference on avoidance of bullying and harassment for people with learning disabilities was supported by the Learning Disability partnership Board members • The Council can demonstrate a responsive attitude to complainants following a further significant fall in the number of complaints • The Council report using socio-economic demographical research data to target those with greater health and social care needs • The Council has positively embraced the 'in control' and individualised budgets approach for service users • Significant improvements have been made in the provision of direct payments • The Council has maintained a "moderate" threshold for access to care managed services • Effective systems and support with the PCT has enabled increased allocation of continuing care for people • Through effective engagement with the Department of Work and Pensions, to ensure people claim and receive their entitlements, nearly £1M has been gained • The Joint Strategic Needs 	<ul style="list-style-type: none"> • Improve the engagement with the BME communities within the council area • Access and take up of breaks services for people from black minority ethnic backgrounds, and ensure that under-represented groups have fair access to services • The Council should work closer with partners on a range of income maximisation issues and including fuel poverty etc, to address economic disparities, for people • The Council and partners should improve the coverage of adult safeguarding training within the independent sector • Continue to make improvements in rates of staff turnover and vacancies • The areas for improvement highlighted in the CSCI Independence Wellbeing and Choice Service Inspection for Older People with respect to safeguarding vulnerable people, Leadership etc
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<p>Assessment for the City of York has been completed ahead of the due submission date</p> <ul style="list-style-type: none"> The Council has made substantial improvements in absences of staff due to sickness 	
Older people	
<ul style="list-style-type: none"> The Council have continued to implement the leisure service plan for the over 50's The Councils Access & Information programme, has developed closer links with PALS at York Hospital Trust, particularly in relation to working with Older People and Age Concern in relation to preventative services and health Strong engagement older people via the Partnership Board to aid choice and control via information New ways of a more "person centred" approach are being implemented in the councils older people's homes There is a rich range of low-level support services provided by the 3rd sector (but knowledge and information about these were not sufficiently well known by staff.) 	<ul style="list-style-type: none"> The Council and partners should work jointly to ensure that hospital discharge arrangements are cohesive and effective, demonstrating good quality outcomes for older people The Council should ensure that assessment and care management and services are in place to deliver personalised outcomes that promote wellbeing Development of culturally sensitive services and self-directed support to meet the needs of black and minority ethnic elders The Council should work with its partners to effectively promote and support the use of advocacy services for older people Development of preventative services for people with mental health problems in conjunction with the PCT
People with learning disabilities	
<ul style="list-style-type: none"> The Council has a good working relationship with health providers and understands the health needs of people with learning disabilities Those small numbers of people who need a specialist service, have been given a choice of specialist support tailored to their needs, to promote as much independence as possible 	<ul style="list-style-type: none"> To continue to reduce the number of people who have learning disabilities who remain in NHS in-patient accommodation To enable those people with a learning disability into paid or voluntary work Increase the numbers of carers of working age and older (65+)

<ul style="list-style-type: none"> • Development of the 'changing places' and making York Accessible services • Consultation with carers and users with respect to the renewal programme for the day services for people with learning disabilities has achieved positive results • The Council has improved its allocation with respect to the provision of advocacy services and support for people with learning disabilities • The liaison matron function works reportedly effectively and prevents unnecessary admissions to hospital • The Council reports that there is an agreement with colleagues in adult education to support a learning programme in computing for people with learning and physical disability at one of the Councils new learning libraries • Extension of advocacy support services available to people with learning disabilities 	<p>people with learning disabilities, who receive assessments or reviews in the year</p> <ul style="list-style-type: none"> • To increase the numbers of planned short-term breaks for people with learning disabilities • To identify adults with profound learning disability and multiple physical and sensory disabilities and further develop services
People with mental health problems	
<ul style="list-style-type: none"> • The Council is effective in facilitating work opportunities for people with mental health problems • Development of low level support services following consultation for people with mental health problems 	<ul style="list-style-type: none"> • Development of preventative services for people with mental health problems in conjunction with the PCT
People with physical and sensory disabilities	
<ul style="list-style-type: none"> • Development of the 'changing places' and making York Accessible services • Those small numbers of people who need a specialist service, in particular, those with a disability have been given a choice of 	<ul style="list-style-type: none"> • To enable those people with a physical disability into paid or voluntary work • To identify adults with profound learning disability and multiple physical and sensory disabilities and further develop services

<p>specialist support tailored to their needs, to promote as much independence as possible</p>	
Carers	
<ul style="list-style-type: none"> • The Council is committed to consultation with carers and employ specific staff to focus on developing carer support services • The Council is effective in facilitating work opportunities for carers • There has been a significant contribution to helping people who are carers into training as well as employment opportunities 	<ul style="list-style-type: none"> • Continue to progress and review the strategy for the support of carers • To further extend the range of services for carers • Increase the numbers of carers of working age and older (65+) people with learning disabilities, who receive assessments or reviews in the year

KEY STRENGTHS AND AREAS FOR DEVELOPMENT BY OUTCOME

Improved health and emotional well-being

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

Overall there is evidence of joint working at both local and operational level and increasingly at strategic level, between health partners and the Council with an increasingly involved Primary Care services. In a number of areas this could be further strengthened. Intermediate care services are in place but there is evidence that further development of intermediate care services and co-ordination between partners is needed as a priority. The hospital discharge policy does not appear to be joint but health led, and monitoring of discharge arrangements was poor. The rates of delayed transfer have been reduced over the past 5 years, but are still high in relation to similar councils, and it is also important for the Council to demonstrate that people are being discharged to settings that effectively meet their needs.

There is less evidence as to the linkage to key council wide agendas such as health inequalities. There are a number of imaginative programmes to improve health, and use has been made of information and data to identify priority areas such as over 55's. There is less evidence as to impact of these programmes, such as actual reductions in smoking etc.

Some aspects of the CSCI Independence Well-being and Choice Service Inspection relate to this outcome.

Key strengths

- Information for healthy lifestyles is readily available
- The Council report using socio-economic demographical research data to target those with greater health and social care needs.
- For minority groups an interpretation and translations strategy has been introduced to improve access to services from those who have English as a second language
- The liaison matron function works reportedly effectively and prevents unnecessary admissions to hospital

Key areas for development

- The Council and partners should work jointly to ensure that hospital discharge arrangements are cohesive and effective (also outcome 4)
- To continue to reduce the number of people who have learning disabilities who remain in NHS in-patient accommodation
- Increase the number of service users whose needs for support are reviewed (also outcome 4)

Improved quality of life

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

A range of preventive services is being developed across the council with scope for further development, especially with the private sector. The activity, effort and direction for progressing services does not yet appear to be fully supported by outcomes evidence, or some performance indicators.

More older people are being admitted to residential care, along with decreasing levels of intensive home care services, and a continuing provision of preventive services such as Telecare. So while activity to maintain people at home in different ways and at lower levels of need is developing, more people are also not being enabled to stay at home. What is needed is a demonstration that the Council's strategy to help people to remain independent is having the effect of people being actively being directed away from intensive or care managed services for as long as possible. Overall this would appear to suggest that there is a need to both promote the range of services that reduce long-term admissions, together with improvements in intermediate care and preventative services.

There is a mixed picture in the Performance Indicator direction of travel in some elements of this outcome, along with sound efforts to develop services that promote independence. There were a significant number of areas for improvement in 2007-08, of which about half have made good/some progress, while the rest remain as areas for improvement, most notably concerning carers. The evidence as to whether people are more satisfied and have a better quality of life could be stronger.

The Council is considering outcome based commissioning with respect to the issuing of grants to the third sector. This appears to be at the beginning phases but is a platform for further development. But there is an increasing and wide range of direct access services being developed,

While there are now some plans to provide more extra care housing, the Council also indicates it has no clear forward plans for such developments.

The Council has made efforts to meet the needs of people with specific needs even though the numbers directly involved may be quite small; often these have positive impacts on a wider citizen group. The 'changing places' and making York Accessible are amongst these efforts.

The IWC Service Inspection of Older People contributed to a number of elements of this outcome, and the overall judgements and assessment. The IWC judgement on this outcome however is not fully sustained across the whole range of service user groups by the data and evidence within the Self Assessment Survey and other evidence provided by the Council.

Key strengths

- The Council has made sound efforts with respect to services that promote independence (for example Telecare, progressing Intermediate Care developments with partners)
- The IWC Inspection reported that the Age Concern home from hospital service was excellent
- The Council is committed to consultation with carers and employ specific

- staff to focus on developing carer support services
- Improved waiting times for the prompt provision of minor adaptations
- A high percentage of items of equipment are delivered within seven working days
- Development of the 'changing places' and making York Accessible services
- The numbers of working age adults admitted to residential care has decreased
- The Council reports that there is an agreement with colleagues in adult education to support a learning programme in computing for people with learning and physical disability at one of the Councils new learning libraries
- Those small numbers of people who need a specialist service, in particular, those with a disability have been given a choice of specialist support tailored to their needs, to promote as much independence as possible

Key areas for development

- The Council should review and revise the Minimum Guaranteed Standards to ensure that it makes the maximum contribution to the delivery of personalised services that promote wellbeing and independence in line with council objectives
- The numbers of older people admitted to residential care shows a substantial rise against the small increase of the helped to live at home.
- Further development of the range of preventive services to promote independence for people and help more people to live at home (learning and physical disability, older people, and those with mental health problems) including the provision of intensive home care
- Development of preventative services for people with mental health problems in conjunction with the PCT
- The rates of carers who receive a carer specific service is lower than similar councils, as well as those who receive carers breaks, and there is a need to further extend the range of services for carers
- The strategy for the support of carers needs to be further progressed
- Increase the numbers of carers of working age and older (65+) people with learning disabilities, who receive assessments or reviews in the year
- To improve waiting times for the commencement of major adaptations
- Development of the provision of extra care housing and a clear forward strategy for such future development
- Development of culturally sensitive services and self-directed support to meet the needs of black and minority ethnic elders
- To increase the numbers of planned short-term breaks for people with learning disabilities
- To identify adults with profound learning disability and multiple physical and sensory disabilities and further develop services

Making a positive contribution

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

The Council have in place a range of ways to engage with those who use services (or may do so) and their carers. People in a number of service user groups (older people, those with learning disabilities and carers in particular) are encouraged and enabled to contribute to service development and strategy. People are also able to contribute on a more individual level. The Council has engaged carers, people with learning disabilities and their carers and older people to help review and design future arrangements for care provision.

The engagement of the BME communities within the council area needs further development, and while the Council has arranged events to engage people from minority backgrounds there is little indication of the outcomes from this activity. There has been slow progress in the take up of people and users self-assessing their needs.

Key strengths

- The Council has consulted and worked with carers and users with respect to the renewal programme for the day services for people with learning disabilities, with positive results
- The Council has generally been responsive to consultations and these processes appear embedded in the council's planning processes.
- There is evidence that there is more engagement and participation with Older People and carers, in developing strategies and services, and other service user groups also have been able to contribute to strategic developments
- The results from customer surveys show a population that expresses satisfaction with service provision
- Development of low level support services following consultation for people with mental health problems

Key areas for development

- Progress in the take up of people and users self-assessing their needs
- The further engagement of the black and minority ethnic communities within the council area

Increased choice and control

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

The care management indicators show variable picture and performance. There appears insufficient attention to the promptness of assessments, and the quality of those assessments (as experienced by the service users/carers). There are also long waiting times for OT assessments, with, over a period of time with no clear plan to achieve improvement; with respect to reviews there has been no improvement on the performance since last year. This is also the case with regard to services for people with learning disabilities, where those carers for people with learning disabilities who received an assessment or review (working age and over 65) needs some attention in order to better meet this outcome. There are a number of areas where performance has declined.

The Independence Well-being and Choice Inspection (IWC) found that there are a number of significant practice and systems issues to be addressed that would improve the quality of services and make them more individualised. A number of these concern joint working with health partners. The Council needs to focus on assessment and care management processes as a priority. At the same time there are valued services, and areas where performance has improved. Generally, older people and their carers were satisfied with the quality of services they received and felt that their level of independence had benefited from the support given. The IWC Service Inspection of Older People contributed to most elements of this outcome, and the overall judgements and assessment. It made a number of recommendations relevant to this part of the outcome and these will be areas for improvement in 2008-09.

Key strengths

- Strong engagement of older people via the Partnership Board to aid choice and control via information
- The Council can demonstrate a responsive attitude to complainants following a further significant fall in the number of complaints and evidences it learns from complaints
- Extension of advocacy support services available to people with learning disabilities
- The Council has positively embraced the 'in control' and individualised budgets approach for service users
- Significant improvements have been made in the provision of direct payments
- A variety of developments within person centred care in the councils in-house older people's homes

Key areas for development

- The Council should ensure that assessment and care management services are in place to deliver beneficial and personalised outcomes that promote wellbeing, in particular for older people
- The Council and partners should implement the Single Assessment Process in accordance with national expectations
- The Council and partners should work jointly to ensure that hospital discharge arrangements are cohesive and effective, demonstrating good quality outcomes for older people
- The Council should work with its partners to effectively promote and support the use of advocacy services for older people
- Progress in the take up of people and users self-assessing their needs
- Increase the number of service users whose needs for support are reviewed and increase in the numbers receiving a statement of their needs
- Increase the numbers of carers of working age and older (65+) people with learning disabilities, who receive assessments or reviews in the year

Freedom from discrimination and harassment

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

The Council acknowledges that it still has work to do to ensure people's individual needs arising from diversity are fully met. It is starting to respond positively to this area and has demonstrated engagement, but this has yet to fully result in substantial change and impact. It is positive that the Council has been able to maintain a "moderate" threshold for access to care managed services.

The Council also provides assessments to all enquirers. The voluntary and independent sector services are able to respond to a range of needs, particularly in relation to preventive services. However, there are falls in the indicators that are intended to show the accessibility of services and support to all people in York. Although the Council are endeavouring to address minority issues through the personalisation agenda, it has not shown that its services are yet fully accessible; for example the number of direct payments taken up by BME individuals, and the number of respite breaks taken up by these communities.

Further work is needed to ensure that all of the Equality standards are implemented.

Key strengths

- The Council has maintained a "moderate" threshold for access to care managed services
- The Council has improved its allocation with respect to the provision of advocacy services and support for people with learning disabilities

Key areas for development

- Equality Standards: further work is needed to ensure that all of the standards are implemented
- Race Equality Standards: to ensure that access and take up of services is ongoing for people from ethnic minority backgrounds

Economic well being

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

Overall a partnership approach is demonstrated in contributing to this outcome. The links between the Council and the wider employment market are positive in both improving economic wellbeing and addressing the barriers such as prejudice and ignorance. Some of this effort is not however balanced by the outcomes, for example for learning disabled people in terms of actual entry into employment, against the plans. The Council has some useful approaches such as "job carving", and creative possibilities such as social enterprises are being used as part of a broad based range of options.

The Council reports that that it is effective in facilitating work opportunities for carers and people with mental health problems. It has made a significant contribution to helping people who are carers into training as well as employment opportunities. There has been a drop in those with learning disabilities into paid or

voluntary work, and the level of those with physical difficulties moving into work (15 of the 30 within the Workstep programme), appears low.

The Council could work closer with partners on a wider range of income maximisation issues and including fuel poverty etc, to address economic disparities, for service users.

The Council has recently researched the characteristics of 'self-funders' in the care system and why some ward areas perform better with respect to helping people to continue to live at home.

Key strengths

- Effective systems and support with the PCT has enabled increased allocation of continuing care for people
- The Council is effective in facilitating work opportunities for carers and people with mental health problems
- Through effective engagement with the Department of Work and Pensions, the Council has been able to demonstrate that nearly £1M has been gained through ensuring people claim and receive their entitlements

Key areas for development

- The Council should work closer with partners on a wider range of income maximisation issues and including fuel poverty etc, to address economic disparities, for people
- To enable those people with a learning or physical disability into paid or voluntary work

Maintaining personal dignity and respect

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

Overall safeguards against abuse, neglect or poor treatment whilst using services are adequate. There are examples of good safeguarding practice, with appropriate and timely initial responses, and a new safeguarding policy and procedure has been introduced. But a number of key management processes, training, and strategic leadership and oversight require improvement.

The inspection team considered that the Executive member and Leader of the council were supportive of the strong and ambitious leadership evident at chief officer and senior manager level in Housing and Adult Social Services. However this support needed to be strengthened by a much greater depth of councillor knowledge and challenge to service activity and performance, particularly for safeguarding. Councillors were not sufficiently engaged with the oversight and development of effective safeguarding arrangements.

Further details of the key findings are within the Inspection Report. (Cross refer also to Leadership).

The Council has increased the number of their staff also the % of those in the independent sector who have received training about vulnerable adults, but the latter remains low overall within the York area, and comparatively to similar councils. The Council have implemented arrangements to meet the requirements of the Mental Capacity Act.

The Council has developed a volunteer network to undertake 'dignity surveys', and this is now being taken forward jointly by the lead Service manager for EPH's jointly with the PCT 'Dignity' lead officer.

Key strengths

- The rates of safeguarding referral and completed cases indicate that the Council has been more proactive than in previous years
- The Council provides the vast majority of people in care settings with a single room
- The Council has further engaged the independent sector in vulnerable adults training and the estimated coverage is now 20%, but this is still lower than other councils
- The % of staff in Adult Social Care having received training about vulnerable adults has increased (to 77%), (however lower than similar councils)
- Safeguarding alerts were generally responded to in a timely fashion, and there were also examples of good casework with staff taking prompt action to ensure people were protected
- Work is in hand to explore the reasons for high levels of financial abuse, and to develop ways of addressing the issues
- Those participants had experienced "alserter" training, particularly where led by an external consultant, as "excellent"

Key areas for development

- The Council and its partners should implement robust governance, performance management and quality assurance arrangements to achieve the key outcomes of keeping people safe. These should include the following;
 - formalised and effective council scrutiny
 - comprehensive inter-agency procedures establishing minimum standards of practice and participation
 - multi-agency practice and performance monitoring through effective managerial oversight
- The Council should strengthen its leadership role in relation to safeguarding by the full engagement of councillors in the development, scrutiny and evaluation of arrangements (See also Leadership)
- The Safeguarding Adults Board should ensure that people who have been or consider themselves to be at risk of harm have opportunities to shape the local safeguarding agenda and priorities
- The Council and partners should ensure that the annual safeguarding report sets out comprehensive activity data and performance analysis set

against a measurable work programme and objectives to track improvements year-on-year

- The Council and partners should develop an effective serious case review protocol.
- The Council and partners should ensure that competency-based skills training consistently completed by staff and managers undertaking key roles is in place and evaluated for impact
- The Council and its partners should promote awareness of safeguarding adults' issues through all available media so that local people are aware of the steps they can take to reduce risk and report concerns
- The Council and partners should improve the coverage of adult safeguarding training within the independent sector
- Further development and monitoring of National Dignity Guidelines

Capacity to improve

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

While Housing and Adult Social Services have ambition and direction for the future shaping and delivery of personalised and preventive services, and the Council as a whole is supportive of this ambition, the overall performance and delivery on outcomes and against performance indicators, together with the findings of the IWC Service Inspection, raises questions as to the capacity to further improve services.

Strong corporate functions are supporting well established social care services. However this support needed to be strengthened by a much greater depth of councillor knowledge and challenge to service activity and performance, particularly for safeguarding.

The early stages of planning for transforming services is underway with a draft 5-year investment plan. This represents a substantial change and development process to be achieved in a relatively short time period, which will require sustained leadership.

Overall the council is engaged on an across the board programme of modernising services (older people long term commissioning and remodelling service provision, learning disability day centre reprovision etc) However some aspects of strategic partnership work – especially with health – are at an early stage of engagement, following a challenging period of financial difficulties within the PCT. Joint commissioning is at an early stage and the potential forward work to realise the joint ambitions, is substantial.

While a number of areas identified for improvement in 2006-07 have made gains, quite a number have not (or have declined). There appears to be a gap between activity taking the council forward and a number of the Performance Indicators.

Performance is below the average of similar councils or England averages, on a significant number of performance measures.

However, the Independence Wellbeing and Choice (IWC) Service Inspection considered that strategic planning was aspirational (in relation to older people), and the council was significantly off the national pace in relation to social care services operating within a performance management culture. Performance on national indicators in relation to other councils would support this view.

Within Human Resources substantial improvements with regard to sickness absence have been made, though there remain a number of issues where improvement will be vital to achieving the councils ambitions. A number of the Inspections recommendations from other outcomes (4 and 7) impact on this capacity to improve domain.

In relation to commissioning, the council has completed it's Joint Strategic Needs Assessment, health improvement is well embedded in council activity. The data for both children's and adult's services has been drawn together with health to form a coherent understanding of need in York.

There are 4 priority work streams for joint commissioning development between the council and the PCT. The Council have an understanding of their local markets and are engaging with providers, but as they are not the major players as commissioners (there are many self funders) this poses particular challenges, especially to influence and shape the market for personalised services. More work remains to be done in this respect.

While the council continues to be funded at a low per capita basis in relation to other councils, there is clear evidence that financial management and value for money is achieved. However sometimes this may be at the cost of quality services for users.

Key strengths

Leadership

- The Council is already taking action in relation to some areas of the IWC Inspection report findings, and will shortly finalise a comprehensive action plan
- Strong corporate functions are supporting well established social care services
- Good engagement with most user groups on strategy and service developments for the future
- There is a new sense of partnership and engagement between the council and the PCT, which is now in a financial position to develop joint commissioning further
- The Council has made substantial improvements in absences of staff due to sickness

Commissioning and use of resources

- Good engagement with partners on an across the board programme of modernising services and remodelling service provision

- The Council have an understanding of their local markets and are engaging with providers
- The Joint Strategic Needs Assessment for the City of York has been completed ahead of the due submission date

Key areas for development

Leadership

- The Council should strengthen its leadership role in relation to safeguarding by the full engagement of councillors in the development, scrutiny and evaluation of arrangements
- The Council should develop a comprehensive performance management and quality assurance framework across all adult social care areas
- The Council should introduce measures to assure the content and quality of supervision within a whole system approach to individual performance development
- The Council should ensure a robust approach to multi-agency workforce planning is in place to support the delivery of its objectives
- The Council should ensure that staff and people who use services are effectively engaged with and supported through organisational change
- The Council should ensure that managers are fully equipped to deliver organisational change and effective services through the provision of a comprehensive management development programme
- The Council should develop team plans derived from council, directorate and service plan objectives and ensure teams set specific and monitorable goals to deliver continuous improvement
- Continue to make improvements in rates of staff turnover and vacancies

Commissioning and use of resources

- Development of joint commissioning activity with the PCT
- To further develop the local market of social care services to influence and shape the market for personalised services
- The Council with partners should ensure that strategic planning and commissioning is supported by the incorporation of measurable objectives and financial information

Yours sincerely



REGIONAL DIRECTOR

Linda Christon
Regional Director
Commission for Social Care Inspection