



Making Social Care  
Better for People

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Ian Davey,  
Director, Social Services and Housing  
Bracknell Forest Borough Council,  
Time Square,  
Market Street,  
Bracknell, Berkshire  
RG12 1JD

21/10/07

Ref: ER/JN

Dear Director,

## **SUMMARY REPORT of 2006-07 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR BRACKNELL FOREST**

### **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 **good** outcomes (formerly Serving People Well) using the LSIF rating scale*

*And*

- ***Promising** 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<sup>st</sup> January 2008) and to make available to the public, preferably with an easy read format available.

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

<b>Areas for judgement</b>	<b>Grade awarded</b>
<b>Delivering Outcomes</b>	<b>Good</b>
Improved health and emotional well-being	Excellent
Improved quality of life	Good
Making a positive contribution	Good
Increased choice and control	Excellent
Freedom from discrimination or harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Good
<b>Capacity to Improve (Combined judgement)</b>	<b>Promising</b>
Leadership	
Commissioning and use of resources	
<b>Star Rating</b>	<b>2 Stars</b>

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**

<b>Key strengths</b>	<b>Key areas for improvement</b>
<b>All people using services</b>	
<ul style="list-style-type: none"> <li>• Bracknell Forest Borough Council has ensured that information on healthy living is well publicized and available to its citizens</li> <li>• The Council has made significant progress in improving the quality of life for people using social care services</li> <li>• Care managers refer on to relevant</li> </ul>	<ul style="list-style-type: none"> <li>• There is a major shift in the in house provision of Telecare equipment but no provision in partnership with other agencies and council planned expenditure and total planned expenditure is below similar councils and England average</li> </ul>

<p>non-care managed services most of the people who need them</p> <ul style="list-style-type: none"> <li>• Most people using services and their carers are supported to communicate confidently and to contribute to the wider community</li> <li>• The council engages with service users and their carers in both the development of strategic and service planning and there is evidence that consultation has been used to effect</li> <li>• The council have substantially increased the uptake of direct payments</li> <li>• There is advanced investigation training on adult protection</li> </ul>	
<b>Older people</b>	
<ul style="list-style-type: none"> <li>• More older people are being helped to live at home</li> <li>• More are receiving intensive home care and further progress should be achieved</li> <li>• The council has developed an appropriate Commissioning Strategy which both meets the requirements of CSCI and captures Bracknell Forest's future vision</li> </ul>	<ul style="list-style-type: none"> <li>• Performance on Delayed Transfers of Care remains good but shows some increase in numbers this year and should be monitored</li> </ul>
<b>People with learning disabilities</b>	
<ul style="list-style-type: none"> <li>• The In Control approach to personal budgets and self directed support has been adopted by Bracknell Forest for all young people with learning disability as they approach adulthood</li> </ul>	<ul style="list-style-type: none"> <li>• More funding should be made available for advocacy for learning disabled people</li> </ul>
<b>People with mental health problems</b>	
<ul style="list-style-type: none"> <li>• Improved partnerships within Mental Health and substance misuse services</li> </ul>	
<b>People with physical and sensory disabilities</b>	
<ul style="list-style-type: none"> <li>• There is a Sensory Needs Champion in place</li> </ul>	
<b>Carers</b>	
<ul style="list-style-type: none"> <li>• There has been positive feedback on work with carers</li> <li>• Opportunities have been made for carers to be supported within their employment and there are examples of opportunities for carers to return to work where they choose to do so</li> </ul>	<ul style="list-style-type: none"> <li>• It is noted that carers receiving short breaks are lower in number than in similar authorities</li> </ul>

## **KEY STRENGTHS AND AREAS FOR IMPROVEMENT BY OUTCOME**

### **Improved health and emotional well-being**

The Council makes an 'excellent' contribution to improving people's health and emotional well-being.

Bracknell Forest Borough Council has ensured that information on healthy living is well publicized and available to its citizens. Staff receive training on this area and there are a number of activities identified to promote good physical and mental health. In 2006 the theme of a conference for older people was designed to listen to the needs of the older community and incorporate the feedback into service planning.

Partnerships with Health colleagues are strong and productive. One clear example is the Integrated Care Service and there are also improvements within Mental Health and substance misuse services.

Performance on Delayed Transfers of Care remains good but shows some increase in numbers this year and should be monitored. There is still sustained good performance in relation to Learning disabled adults, none of whom are kept in hospital once medical needs have been met.

### **Key strengths**

- Bracknell Forest Borough Council has ensured that information on healthy living is well publicized and available to its citizens
- Partnerships with Health colleagues are strong and productive

### **Key areas for improvement**

- Performance on Delayed Transfers of Care remains good but shows some increase in numbers this year.

### **Improved quality of life**

The Council makes a 'good' contribution to improving people's quality of life.

The Council has made significant progress in improving the quality of life for people using social care services. Most of the relevant performance indicators show improvement.

There is a major shift in the in house provision of Telecare equipment but no provision in partnership with other agencies and council planned expenditure and total planned expenditure is below similar councils and England average.

More older people are being helped to live at home. More are receiving intensive home care and further progress should be achieved. This year, Bracknell Forest has begun to demonstrate that people using intensive home care and who purchase this through direct payments are a priority.

The plan for next year is to increase direct payment use further and this progress should be monitored.

Carers needs are being considered and further work should be aimed at offering more breaks to carers.

In response to the recent Inspection of Older People's services the council has developed an appropriate Commissioning Strategy which both meets the requirements of CSCI and captures Bracknell Forest's vision for the future.

A falls clinic has been established and people in Bracknell are very pleased with this service and with the overall confidence and independence achieved.

Where people require specialist services these are being developed in response to need. The authority is working with neighbouring authorities and when appropriate, with national service providers. There has been a survey to assess safety within the home and most people reported that they feel safe.

### **Key strengths**

- The council has made significant progress in improving the quality of life for people using social care services
- More older people are being helped to live at home. More are receiving intensive home care and further progress should be achieved.
- In response to the recent Inspection of Older People's services the council has developed an appropriate Commissioning Strategy
- Evidence has been provided to demonstrate that grant funded services are available to support independence and the prevention agenda
- People responding to a survey on safety report that they feel safe.

### **Key areas for improvement**

- Telecare – there is no provision in partnership with other agencies and council planned expenditure and total planned expenditure is below similar councils and England average

### **Making a positive contribution**

The Council is 'good' at enabling people to make a positive contribution.

Most people using services and their carers are supported to communicate confidently and to contribute to the wider community. Clear evidence directly from service users both in person and on DVD confirmed this. The council engages with service users and their carers in both the development of strategic and service planning.

Bracknell Forest has received a capital grant from the Department of Health in order to improve the quality of people's lives. This has been used very well.

There is a strong commitment corporately to ensure that information is available to encourage volunteers to work in social care and welfare services.

The Council has a range of staff and service user working groups who plan both services and activities together. The Directorate offers funding to other

agencies when appropriate. There is clear evidence that the Council engages with its citizens, and to good effect.

### **Key strengths**

- Most people using services and their carers are supported to communicate confidently and to contribute to the wider community
- The council engages with service users and their carers in both the development of strategic and service planning
- There is a strong commitment corporately to ensure that information is available to encourage volunteers to work in social care and welfare services
- There are a range of staff and service user working groups who plan both services and activities together. The Directorate offers funding to other agencies when appropriate.

### **Key areas for improvement**

#### **Increased choice and control**

The Council is 'excellent' at enabling increased choice and control.

Referral, assessment and review processes are undertaken with respect for the person and in a timely manner. Performance has improved to a very high level except for clients receiving a review where further improvement can still be achieved.

Evidence confirms that older people receive timely assessments and service provision follows within a timescale that is better than similar authorities.

Bracknell Forest has a range of mechanisms in place to enable the maximum access to information. This is identified in both written information where necessary in a range of languages and where appropriate in other media.

The information provided takes account of a range of equality areas although further work is required to ensure that all disability equality standards are in place.

A transition panel is in place to ensure sensitive individual care planning for children with special needs who will require services as adults.

The In Control approach to personal budgets and self directed support has been adopted by Bracknell Forest for all young people with learning disability as they approach adulthood. There are many innovative and practical examples of support and complaints are handled promptly.

The emergency duty team covers the 6 Berkshire unitary authorities. There is evidence of the service responsiveness.

There is substantial evidence of advocacy services being available and where appropriate this is provided by voluntary sector organisations. More funding should be made available for advocacy for learning disabled people as this is below the similar authorities and national average. The council has given assurances that this will soon be in place.

An electronic single assessment point (SAP) is available and there is training to support the use of the system. The range of services is broad and is able to offer choices and meet preferences in all circumstances. The council have substantially increased the uptake of direct payments.

### **Key strengths**

- Referral, assessment and review processes are undertaken with respect for the person and in a timely manner
- Bracknell Forest has a range of mechanisms in place to enable the maximum access to information. This is identified in both written information where necessary in a range of languages and where appropriate in other media
- A procedure is in place to respond to and co-ordinate complaints. This is undertaken by a customer response officer and complaints are handled promptly and where appropriate actions are taken.
- There is substantial evidence of advocacy services being available and where appropriate this is provided by voluntary sector organisations.
- An electronic single access point (SAP) is available and there is training to support the use of the system
- The range of services is broad and is able to offer choices and meet preferences in all circumstances
- The council have substantially increased the uptake of direct payments

### **Key areas for improvement**

- More funding should be made available for advocacy for learning disabled people – council have assured that this will soon be in place.

### **Freedom from discrimination or harassment**

The Council is 'good' at promoting freedom from discrimination and harassment.

There are clear eligibility criteria, which have remained at substantial and the plan is for this to continue.

The Council has worked actively with health partners around support for people who are self-funding, both to support their discharge and in conjunction with the choice protocol, developed locally.

Last year the council recognised that further work was needed to access the harder to reach groups such as the BME community. This has been identified as completed within the older people's services inspection action plan and there is a fully implemented community cohesion strategy in place.

The Council's race equality scheme is in place and the first round of equality impact assessment has been completed.

The Council has reached level 2 of the Race Equality Standard for local government.

The Disability Discrimination act requirements have been implemented, are monitored and the directorate can demonstrate that it is meeting its responsibility.

### **Key strengths**

- There are clear eligibility criteria
- The Council has worked actively with health partners to offer support for people who are self funding
- There is a fully implemented community cohesion strategy in place.
- Bracknell Forest's race equality scheme is in place and the first round of equality impact assessment has been completed. The disability equality scheme has been established
- The Council can demonstrate that people are assigned to a team or manager for assessment appropriately and that their needs are met suitable for their individual requirements
- The Disability Discrimination act requirements have been implemented and are monitored

### **Key areas for improvement**

### **Economic well being**

The Council is 'good' at promoting economic well-being.

Bracknell Forest has a clear protocol agreed with Health partners covering continuing care. It is effective and there have been no disputes with either the Bracknell Forest PCT or the successor Berkshire East PCT.

A number of adults are achieving economic well-being and within each adult care group there is evidence of how employment and employment support has been provided. The initiatives include NVQ achievement, (Skills for Working Life) other training options have been made available such as computer skill training and East Berkshire MIND operates the 'Stepforward' project for people with mental health problems.

Opportunities have been made for carers to be supported within their employment and there are examples of opportunities for carers to return to work where they choose to do so.

Investment in Reablement Services have led to both an increase in the number of people who no longer need services and in people whose care packages remains stable. Investment planning is forward thinking and takes account of demographic needs.

There is a partnership approach to informing citizens about income maximisation and avoidance of financial difficulties.

### **Key strengths**

- Bracknell Forest has a clear protocol agreed with Health partners covering continuing care
- A number of adults are achieving economic well being and within each adult care group there is evidence of how employment and employment support has been provided
- Opportunities have been made for carers to be supported within their employment and there are examples of opportunities for carers to return to work where they choose to do so
- There is a partnership approach to informing people about income maximisation and avoidance of financial difficulties

### **Key areas for improvement**

#### **Maintaining personal dignity and respect**

The Council is 'good' at maintaining personal dignity and respect.

There is a significantly lower vulnerable adult referral rate than for similar councils and this is mirrored across most care groups. This is being benchmarked in the light of being the first year of accurate data capture.

There is a newly formed adult protection forum and a specialist adult protection co-ordinator.

Encouraging evidence is available to show that the departmental training plan contains mandatory adult protection awareness training for all staff working with vulnerable adults.

There is advanced investigation training on adult protection.

Very good performance has been maintained in relation to the availability of single rooms in residential care homes.

The data protection act training is mandatory for all new staff in social care and housing services with clear guidance to assist staff.

## **Key strengths**

- The council has improved its data collection arrangements
- There is advanced investigation training on adult protection
- Very good performance has been maintained in relation to the availability of single rooms in residential care homes.
- Data protection act training is mandatory for all new staff in social care and housing services

## **Key areas for improvement**

### **Capacity to improve**

The Council's capacity to improve is 'promising'

The council has in 2006-07 made it a priority to establish clear leadership with the appointment of a new and experienced Director. He has been appointed until March 2008 and has had clear objectives set within an action plan.

Significant improvement is being shown within the performance indicators. Attention will need to be paid to achieving permanent leadership next year. The council has demonstrated that strategic planning and vision is now embedded .

There is excellent support from Elected Members and the Chief Executive. There is evidence of pooled budgets and the use of health act flexibilities but this is not as well established as in similar councils.

It is noteworthy that the integrated community equipment service operates with 9 partners. The director and his senior management team have held regular meetings on performance management with frontline staff and the excellent improvement in performance is evidence of this working.

The results of the council's review into social work recruitment and retention lead to a number of important actions. Subsequently, turnover has reduced leading to improved vacancy rates (although substantially higher than comparators) and staff absence has also reduced. This is a good example of Bracknell Forest developing its own staff. There are a number of initiatives including a relocation policy to enable staff to move to the area.

Bracknell Forest Borough Council are part of the 'In Control' pilot and the Electronic Social Care Record is firmly implemented in the Borough. There is tangible evidence that quality assurance, and scrutiny arrangements are in place and effective, at management and front line levels. This is now mirrored in the Performance Assessment Framework performance indicators

It is evident that the directorate demonstrates strong financial management. Work has been undertaken to implement the financial modules of the SWIFT system to improve both timeliness and quality of

management reporting. This has enabled budget monitoring to be effective and there is clear accountability within the management structure.

There is sustained high performance in relation to the cost of intensive home care and residential care and it is encouraging to note that high costs of intensive social care have now fallen. This needs to reduce further to be in line with comparator councils.

More work will be undertaken this year to review in-house home care services which are currently higher than comparators. Emphasis is given to spot purchasing and this is higher than in similar councils for residential and nursing care.

The council are mid way through the second round of equality impact assessments within their Race Equality Scheme. The challenge for Bracknell Forest is responding to a high proportion of minority ethnic groups whose needs are diverse and require more individually tailored services. The Council has clearly developed and is consolidating its understanding of the local social care market.

## **Key strengths**

### Leadership

- The council has in 2006-07 made it a priority to establish clear leadership with the appointment of a new and experienced Director
- Improvements are being demonstrated, particularly the pace of change. Significant improvement is being shown within the performance indicators. Helped to live at home indicators demonstrate that for people living within the Borough services are modernising and are of a high quality
- There is excellent support from Elected Members and the Chief Executive and following a successful housing transfer ballot there are now arrangements in place to ensure that ambitions targets for improvement are met
- In 2006-07 strategic leadership has been used to progress staff performance management within the department.
- There is tangible evidence that quality assurance, and scrutiny arrangements are in place and effective

### Commissioning and use of resources

- There is evidence that the directorate demonstrates strong financial management
- There is sustained high performance in relation to the cost of intensive home care and residential care and it is encouraging to note that high costs of intensive social care have now fallen
- The Council has clearly developed and is consolidating its understanding of the local social care market

## **Key areas for improvement**

### Leadership

- Attention will need to be paid to achieving permanent leadership next
- There is some evidence of pooled budgets and the use of health act flexibilities but this is not as well established as in similar councils or other parts of England
- Maintain improvements demonstrated in recruitment and retention of staff, vacancy rates and staff absence

### Commissioning and use of resources

- Maintain engagement with the independent sector and with appropriate Health representatives
- The challenge for Bracknell Forest is responding to a high proportion of minority ethnic groups whose needs are diverse and require more individually tailored services
- High costs of intensive social care need to reduce further.

## **Follow up action in 2007-08**

CSCI require by 1 December 2007, an action plan outlining how the council intended to deliver against the areas for improvement outlined within the body of this summary report. Progress will be monitored and evaluated through the 2007/8 routine business meetings.

Yours sincerely

**AMANDA SHERLOCK**

Regional Director  
Commission for Social Care Inspection

