

Council Name: Kirklees

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 Kirklees council is performing:

Well

Outcome 1:

[Improved health and emotional well-being](#)

The council is performing:

Well

Outcome 2:

[Improved quality of life](#)

The council is performing:

Excellently

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: **Well**

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

Assessment of Leadership and Commissioning and use of resources

Leadership

The council has outlined its vision for adult services in the document Putting People First in Kirklees which outlines the transformation of adult social care, including services that prevent people going into long term care (prevention) and the provision of services that are tailored to the individual needs of people (personalisation). To drive this agenda the council has appropriate governance structures in place that includes the involvement of elected members to help drive the pace of change. Opportunities are available for people across the borough to engage with elected members and senior managers and influence the future direction of travel for adult social care. Senior managers have also attended other community events that seek to better understand how communities can be kept safe; this includes engaging with 120 faith leaders from across the communities, faiths and the geography of Kirklees.

There is a lower turnover of staff within adult social care than comparator councils, though the number of vacancies is higher. Fewer staff have been off work though sickness or absence. Revised supervision processes have been implemented, and supervision audits have also been introduced which has yielded positive results regarding the quality of supervision. Training has been provided regarding team planning and the use of effective objective setting, and the skills and qualifications of staff working within in-house services has improved. The council has undertaken a range of activities across the borough to improve recruitment.

There is a performance information system in place, and the council has developed the use of an 'outcomes star', which is a tool that allows people who have received services to demonstrate the impact they have made on their lives.

Commissioning and use of resources

There is a joint strategic needs assessment (JSNA) in place, and the council has recently refreshed the supporting data. The JSNA has been used to influence commissioning decisions. The council worked in partnership with NHS Kirklees to bring together the physical and sensory impairment partnership board and the long term conditions management board to ensure a more co-ordinated strategic response to the needs of people who experience a broad range of long term conditions.

There are a variety of groups and boards that include people who use services that provides the strategic direction for the council. Specialist commissioning training has been provided for staff which is already having a positive effect with new models of procurement being utilised. There is a procurement process in place and the council is increasingly using its 'outcomes star' as part of its contracting process to ensure that organisations who provide services are measuring the impact they have on the lives of individuals. Work has been undertaken to ensure that appropriate services are provided, for example the council has worked with independent sector organisations to develop specialist homes for people with dementia, and as part of this work also brought in specialist expertise from the University of Stirling's Dementia Centre to advise on the

design of the homes.

Summary of Performance

Improved Health and Well Being

The council works in partnership with NHS Kirklees to address the health and well being agenda. There are joint strategies in place and a joint strategic needs assessment. Evidence indicates that this joint approach is beginning to impact positively on reducing health inequalities, but the council recognise that there is much work still to do. A variety of information and advice is available in a variety of formats and from a number of locations for people to help improve their health and well being, and a number of services are provided to support people to eat more healthily and take more physical activity. There are examples of services that support people to regain their independence, though performance data indicates that achieving independence for older people through rehabilitation/ intermediate care is below comparators. However all other data that measures the range of services to aid independence or provide rehabilitation indicates that the council performs better than its comparators. The number of non residential intermediate care beds either to prevent hospital admission or to aid hospital discharge is also higher than comparators.

Protected meal times are in place in long term care, and training on nutrition has been provided to staff. Evidence that this is having a positive effect has been provided. A food vision has been agreed for the borough with the aims of providing more affordable food, and improving maternal and early infant nutrition. End of life care has been jointly commissioned with NHS Kirklees and there are a number of homes with the Gold Standard Framework for end of life care, including one home who has achieved Beacon status. Appropriate palliative care pathways are used, and staff work with partners to ensure joined up end of life care.

Improved Quality of Life

Information and advice is available for people from a variety of sources including Gateway to Care locations that provide a one stop shop for information and support. There has been an increase in the number of third sector organisations providing services, and the council is providing services to support people to stay in their own homes and prevent the need for long term care. The council performs above its comparators in nearly all indicators, with the exception of intensive home care and the timeliness of minor adaptations. There are opportunities for people to have a social life and these cover people who use services, carers and people from minority groups. The joint strategic needs assessment has been used to inform the commissioning needs of people with complex needs, and an additional respite service has been opened. Additional supported living accommodation continues to be provided with further plans for another 70 units. Long stay accommodation is reducing as more people move into personalised supported living.

Making a Positive Contribution

The council has structures in place to ensure the fundamental involvement of people who use services and carers to provide feedback on the quality of current services, but also to help develop new and improved services. There are many opportunities for people to take part in community life and the council has increased the opportunities for people to volunteer. The 'outcomes star' has been used by 67 third sector organisations with nearly 1000 returns from people who have used these services, and on average this has shown that people report improvements in their outcomes against 13 of a possible 28 points on the outcomes star, or a 46% improvement.

Increased Choice and Control

Information and advice is available in a variety of formats and from a variety of sources including formats for people with sensory impairments to support people in making a choice over the care they require. The Gateway to Care provides a single point of access for people, and a similar service, the Carer's Gateway provides access to carers to information and advice and

assessment. There are many services available for people who use services and carer's. Performance data is mixed with the timeliness of assessment being below comparators, though the timeliness of service provision following assessment is above comparators. More carers receive assessments; and the number of people who receive direct payments, is above comparators. The council receives more complaints than comparators, and have redeveloped their complaints function, including the expansion of the complaints team, and improved reporting mechanisms. Access to services is available out of normal working hours.

Freedom from Discrimination and Harassment

Fair access to care criteria are published, and people are sign posted to other organisations should they not meet the assessment criteria. The council has achieved level three of the local government equality scheme but has been recognised as working at level five partly through the level of work undertaken in developing equality impact assessments but also in recognition of the council's identified strength in developing and implementing partnership approaches. Services are available for people from minority groups across the borough, and work has been undertaken to develop dignity champions which has seen improvements in care environments especially for people with dementia. Nearly all council staff have received equality and diversity awareness training and more specialist dementia training has been provided for both directly employed staff as well as those from the independent sector. The council has structures in place to contribute to community safety, for example a joint workshop was held to develop stronger links between the LPSB and the LPSB Safer Stronger Communities, the objectives of which were to gain ownership of the safeguarding agenda across all key partners, foster an understanding of different agencies' perspectives on vulnerability and to ensure that formal links are developed between the crime and disorder reduction partnership (i.e. Safer Stronger Communities) and the adults safeguarding board.

Economic Well Being

The council provides a range of information and advice for people to maximise benefits and pensions, and works in partnership with other organisations to improve access to debt management. All households across the borough have been provided with additional information regarding dealing with the economic downturn, and the council has found creative ways to target advice, for example by providing information to people who receive assistance with their weekly refuse collection which has resulted in 500 referrals for welfare checks and 800 referrals to adult social care. There is an extensive fuel poverty scheme that tackles the whole borough and analysis has been undertaken to identify impact. The council works with a variety of organisations to seek training and employment for people who use services, and has a specific service to support carers. The numbers of people with learning disabilities in employment are greater than comparator councils.

Maintaining Personal Dignity and Respect

An independence, choice and well being inspection took place at the beginning of the assessment year and identified gaps and areas for improvement in the councils safeguarding arrangements. The council reported that it had already sought to review its safeguarding structures prior to this inspection, and has since introduced revised policies, procedures and governance structures. Elected members have taken a leading function in driving forward the improvements and take an active interest not only in safeguarding but also the promotion of dignity in care. The structures for dealing and managing safeguarding referrals have been strengthened and appropriate multiagency input is in place. There has been an increase in referrals, and while fewer cases have been closed, the council still performs above its comparators when compared per 10,000 of the population. Information and training events have been provided across the borough for partner organisations, elected members and staff, and 100% of directly employed staff and 91% of independent sector staff have received safeguarding training. Safeguarding audits take place both within the safeguarding team, but also internal independent audits carried out by staff from other sections of adult social care services. The

results of these show that reporting and recording have improved, but that the changes still need to be embedded fully into practice. The council has dignity champions, and has held a dignity in care conference for independent providers. A variety of promotional material has been published to help inform and improve people's knowledge of dignity in care. The quality of placements purchased is predominantly in good or excellent rated homes, especially for adults requiring long term care; for older people this is more mixed.

Outcome 1: Improved health and emotional well-being

The council is performing: **Well**

What the council does well.

- The range and access to information to help improve health and well being.
- Service to support people to live in their own homes and facilitate timely discharge.
- The current range of end of life services.

What the council needs to improve.

- The council should continue to develop its end of life care across all areas of the authority.
- The council should continue to develop the quality of its meals arrangements and begin to demonstrate the impact these improvements have on the quality of people's lives.
- The council should continue to develop its reablement and homecare services to maximise people's independence.

Outcome 2: Improved quality of life

The council is performing: **Excellently**

What the council does well.

- The use of the outcomes star to evidence the impact of services in improving people's lives.
- The range of information, advice and services.
- Services that help people to live independently in their own accommodation.

What the council needs to improve.

- The council should continue to improve performance on the timely delivery of minor adaptations to people across the borough.
- The council should continue to develop its community services to ensure that current levels of independence can be maintained and improved further.

Outcome 3: Making a positive contribution

The council is performing: **Excellently**

What the council does well.

- The opportunities for people to take part in community life.
- Measuring the impact of grant funded services.
- The opportunities for people to provide feedback to the council.

What the council needs to improve.

- The council should continue to embed the voice of users and carers in the development of services.
- The council should continue to develop its approach to volunteering.
- The council should continue to develop its involvement of people from BME groups in developing services.

Outcome 4: Increased choice and control

The council is performing: **Well**

What the council does well.

- The range of information and access via the Gateway to Care and the Carer's Gateway.
- The range of services available to people who use services and carers.
- The timeliness of service provision following assessment.

What the council needs to improve.

- The council should progress the use of direct payments and other means to provide opportunities for people who use services to live independent lives.
- The council should continue to improve the timeliness of its assessments.

Outcome 5: Freedom from discrimination and harassment

The council is performing: **Well**

What the council does well.

- Signposting to other services when FACS not met.
- Evidence that people are beginning to feel safe.

What the council needs to improve.

- The council should consider how it can further develop its contribution to developing community safety, and evidence its impact on improving outcomes for people and communities.

Outcome 6: Economic well - being

The council is performing: **Excellently**

What the council does well.

- Variety of support and information to enable people to be financially secure.
- Joint working with other agencies to maximise people's income.
- Joint working to improve the quality of people's homes.
- Carers support to find/ stay in employment.

What the council needs to improve.

- The council should continue to seek employment opportunities for people who use services and their carers, focussing on evidencing the impact these opportunities have on people's lives and specifically on those from BME communities.

Outcome 7: Maintaining personal dignity and respect

The council is performing: **Well**

What the council does well.

- Support for carers.
- Raising awareness of dignity in care.
- Progress with improving safeguarding arrangements.

What the council needs to improve.

- The council should continue to roll out the development of its safeguarding arrangements including staff training to ensure that people who use services are safeguarded from abuse.
- The council should continue to develop its dignity in care work across the borough.
- The council should continue to improve the quality of placements purchased both within and outside the borough.