

## **Community Services Overview and Scrutiny Panel**

### **Minutes of the Meeting**

**Date: Tuesday 10 September 2013**

**Time: 10.00am**

**Venue: Edwards Room, County Hall, Norwich**

#### **Present:**

Ms E Corlett	Mr W Northam
Mr D Crawford	Mr W Richmond
Mrs S Gurney (Chairman)	Mr M Smith
Mr B Hannah	Mrs M Somerville
Mr H Humphrey	Mrs A Thomas
Mr J Law	Mr J Timewell
Mr J Mooney	Mrs C Walker
Mrs E Morgan	

#### **Substitute Members Present:**

Mr C Aldred for Mr A Grey  
Mr T Jermy for Ms J Brociek-Coulton

#### **Also Present:**

Mr D Roper, Non-Voting Cabinet Member for Public Protection  
Ms S Whitaker, Non-Voting Cabinet Member for Adult Social Services  
Mrs M Wilkinson, Non-Voting Cabinet Member for Communities

#### **Officers/Others Present:**

Harold Bodmer, Director of Community Services  
Janice Dane, Finance Business Partner and Transformation Manager, Community Services (Adult Social Care)  
Jennifer Holland, Assistant Director of Community Services, Head of Libraries and Information  
Debbie Olley, Assistant Director of Community Services, Safeguarding (Adult Social Care)  
John Perrott, Business Support Manager, Community Services (Adult Social Care)  
Jill Blake, Business Support Manager, Community Services (Adult Social Care)  
Ann Baker, Vice-Chairman of the Norfolk Strategic Board for Older People  
Catherine Underwood, Director of Integrated Commissioning, Community Services  
Julie Shorten, Community Services  
Karen Haywood, Scrutiny Support, Resources  
Maureen Orr, Scrutiny Support, Resources  
Stephen Andreassen, Strategic Risk Manager, Resources  
Andrew Wiltshire, Conservative Political Assistant

Jeremy Bone, Senior Planning Performance and Partnerships Officer, Resources  
Jane Walsh, Project Manager, Transformation (Remodelling of Care) Community Services  
Julie Walker, Community Services  
Karen O-Hara, Community Services  
Susie Lockwood, Media Officer, Communications  
Sarah Stock, Community Services  
Niki Park, Client Services Manager, Environment, Transport and Development

## **1 Apologies For Absence**

Apologies for absence were received from Ms J Brociek-Coulton and Mr A Grey

## **2 Minutes**

The minutes of the previous meeting held on 9 July 2013 were confirmed by the Panel and signed by the Chairman.

## **3 Declarations of Interest**

There were no declarations of interest.

## **4 Urgent Business – Home Care Provided by Care UK**

The Chairman agreed to take as urgent business a verbal report from the Cabinet Member for Social Services about the standard of home care provided by Care UK in the Broadland area which had been mentioned extensively in the local media.

The Cabinet Member for Adult Social Services said that the Department had received approximately one hundred complaints about the Care UK contract to provide a service to approximately 270 customers in the Broadland area since it commenced on the 1 July 2013. She said that the previous contractor, Extra Hands, had lost the contract to Care UK following a competitive tendering process although some service users had taken on a personal budget so that they could remain with Extra Hands. She said that the contract was worth some £4.2m over three years and she assured Members that the contract had not been let to the lowest bidder. She said that there had been a three week handover between the two companies. There had been no indication that the handover had been problematic.

The Cabinet Member for Adult Social Services added that four key areas for improvement had been identified in discussions between Care UK and the Department, namely, visits must be on time; rotas for visits must be established; care staff must be recruited and supported, and the number of complaints about the standard of service had to drastically reduce. It was pointed out that a comparable contract which had been let at the same time had had three minor complaints to the Department.

In reply to questions about whether Care UK had taken on more business than it could manage, the Director said that there were no significant differences between the contract taken on by this company and those taken on by other companies elsewhere in Norfolk: Care UK was one of the largest companies of its kind in the country and they should not be experiencing capacity issues with this contract. The company was looking to improve on its work rotas for staff and had opened a branch office in

Hellesdon so as to improve its local knowledge of the area.

The Cabinet Member said that the situation with Care UK was being reviewed on a daily basis and that over the next few weeks all 270 customers in the Broadland area would be asked to comment on the standard of care that they received from Care UK. The replies would be used in deciding what action should be taken and an update would be provided at the next meeting of the Panel. The Director added that the Department was reviewing ways in which the contracts for domiciliary care could be put together differently in the future and that this matter would be reported back to the Panel when the review process was complete.

## **5 Public Question Time**

There were no public questions.

## **6 Local Member Issues/Member Questions**

There were no local Member issues or local Member questions.

## **7 Cabinet Member Feedback**

The annexed report (7) by the Director of Community Services was received.

The Cabinet Member for Communities referred to the success of this year's Summer Reading Challenge which was running in all libraries including mobile libraries in Norfolk, and aimed to keep children reading in the summer holidays. She said that children who took part chose and read any six books during the summer and received stickers, trading cards and other rewards at different stages of the challenge. Those who read all six books received a medal at the end of the summer, with many being given out in special ceremonies, often attended by local elected members.

The Cabinet Member for Adult Social Services said that the Enterprise Development Board had 2 elected Members on it - the Cabinet Member for Adult Social Care and 1 other and she had asked Dan Roper as Cabinet Member for Public Protection to be the other member and he had agreed.

The Cabinet Member for Adult Social Services also reported that along with the Director, she had spent a day in Kings Lynn with Jon Rouse, Director of Social Care at the Department of Health. She said they had visited a Dementia Café and one of the day centres (which operated in less than ideal conditions) which would become part of the new Social Enterprise. She said that round table discussions had taken place with Freebridge Housing, the local Borough Council, NCHC and the local CCG. Positive feedback was received from Jon Rouse.

## **8 Blue Disabled Parking Badge**

The annexed report (8) by the Director of Community Services was received.

The Panel received a report on progress to improve the Council's Blue Disabled Parking Badge Scheme.

The Director amended the action required of the Panel. He asked the Panel to hold

back on setting up a new Blue Badge Customer Service Monitoring Group and to ask officers to revisit with the Cabinet Member for Social Services the decision that had been taken in 2012 to carry out an in-house assessment of individual eligibility for Blue Badges.

In the course of discussion, the following key points were made:

- The County Council was keeping under review the length of time that it took to process Blue badge applications. This was currently taking up to 6-8 weeks, and had temporarily risen to 10 weeks, depending on the complexity of an individual's circumstances.
- Work continued to align the Council's Blue Badge application system with that provided by Northgate Public Services. Staffing had been increased at the County Council to deal with the problem
- It was pointed out that while there was no legal requirement to use Northgate Public Service (the preferred supplier established by the Government through a competitive procurement contract) to provide an end-to-end service for Blue Badges such an arrangement could help prevent delays in the processing time for Blue Badges.
- Approximately 48% of applications for a Blue Badge were made to the County Council online using an automated form, 27% were paper applications, 20% of applications were done on the telephone with the assistance of a customer service agent at the customer service centre and 3% were completed on a national online website.

It was agreed to ask the Cabinet Member for Social Services and officers to review the decision that had been taken in 2012 to continue to carry out an in-house assessment of individual eligibility for Blue Badges.

It was further agreed that an update on developments should be provided verbally by the Cabinet Member for Adult Social Services at the October 2013 meeting of the Panel and that a written report should be presented to the Panel in November 2013, after the matter had been considered by the Cabinet Scrutiny Committee.

## **9 The All-Party Working Group on Quality in Home Care (2010-12) - Review of Identified Options**

The annexed report (9) by the Director of Community Services was received.

Members received an update report following the work of the All-Party Working Group on Quality in Home Care which was presented to the Panel in July 2012 and subsequently taken to Cabinet in October 2012.

In the course of discussion, the following key points were noted:

- The role of the Quality Assurance Team in Community Services was currently subject to review. The work of this team was seen by Members of the Panel as being essential in safeguarding incidents, complaints and concerns following CQC reviews.
- The Quality Assurance Team was working closely with colleagues in the NHS to share information which would prevent problems from escalating and provide an early warning of any potential difficulties.

- The Department was also working closely with all three acute hospitals in Norfolk to review the quality of service provided to service users/patients when they left hospital.
- The home care services funded by the County Council supported just over 6,000 people in their own homes each week, with approximately 44,000 hours of contact provided per week.
- It was pointed out that there were some 69 agencies providing home care services in Norfolk of different sizes and with different setup arrangements. Some of these companies provided their staff with mobile phones whereas others did not. The costs which individual companies set aside within their tenders for staff mileage, paid travel time and payment of training etc. was commercially sensitive information. Different companies had different ways of calculating these costs. The Department took this into account in assessing the level of service that each of the companies provided to the public.
- Further work was needed to review the quality of service provided to service users who had opted for a direct payment and employed a personal assistant to meet their identified support needs.
- The Harwood Care Charter was about setting expectations about what the public expected from the social care services they use and to clarify how they could raise any concerns.
- The Department was asked to provide information to explain the reasons why there was expected to be up to a 70% increase in the number of people requiring dementia care by 2025, and the likely numbers in different areas of the county, which could be included in the Member briefing note.

The Panel then:

- Noted the re-tendering exercise incorporated in the recommendations that had been made to Cabinet.
- Asked that the Department review conditions of service for carers (particularly around safeguarding arrangements for care staff) and issues surrounding the discharge of people from acute hospitals and for these matters to be reported back to the Panel in November 2013.
- Agreed to reconvene the All-Party Working Group on Home Care.
- Agreed that the Working Group should be a Cross-Party Working Group with a membership of seven members, and that this matter should be considered further at the next Party Spokesperson's meeting.
- Agreed that the Working Group should consult as appropriate with users of the service, home support staff and managers, care management staff and representatives of older people's and disability groups in Norfolk.
- Agreed that the Working Group should also assess the quality of care being provided to people in receipt of Direct Payments who were using Personal Assistants.
- It was also noted that the Working Group would report to the Panel and, if appropriate in terms of key decisions, to the Cabinet. The Working Group would be an open-ended arrangement and set its own frequency of meetings.

**10 Reports Relating to Recommendations from the Remodelling of Care Working Group**  
**(a) Remodelling of Care: Establishing the Independence Matters Social Enterprise – Customer Engagement**

The annexed report (10a) by the Director of Community Services was received and noted.

The Panel received a report that explained how customers of the Council's Personal and Community Support Services had been consulted and engaged with on the transformation of the in-house service provider into a new social enterprise.

It was pointed out that the Department was looking to appoint an interim replacement for the post previously held by James Bullion, Assistant Director (Prevention), a senior management post involved in the implementation of the Social Enterprise, and that four members of staff had expressed an interest.

The Panel noted the report.

### **(b) Remodelling of Care: Establishing the Independence Matters Social Enterprise – Staff Engagement and Support**

The annexed report (10b) by the Director of Community Services was received and noted.

The Panel received a report that explained how staff in the Council's Personal and Community Support Service had been engaged with on the establishment of the Social Enterprise – Independence Matters. The report set out how staff would be involved in setting the direction of the enterprise and advised on service developments.

The Panel noted that the Council would oversee the work of the company through a dedicated Enterprise Development Board.

It was pointed out that UNISON had said that they would be willing to accept a seat on the Enterprise Development Board.

### **(c) Transport and the Changing Pattern of Day Care**

The annexed report (10c) by the Director of Community Services was received and noted.

The Panel received a report that set out the impact on transport of the changes in day services provision. It was noted that to date there had been no fundamental change to transport and the model of service provision had not significantly changed. There had, however, been incremental changes and associated cost savings achieved through the transport working group.

It was noted that the savings target for transport was based on an assumption that 30% of customers attending in-house day centres would not need to access transport but this had not happened. There had been no real change in the pattern of day care, with many service users staying with their existing service. The existing arrangements for transport were not expected to change significantly until fundamental change to day care provision began to take shape.

It was further noted that day care transport was being reviewed on a centre by centre

basis. In the future, day care was expected to be provided from a wider range of venues. Personal budgets contained an element of costs for transport. In order for transport to be recharged within personal budgets, transport costs were based on 5 mile zones.

The Panel asked for regular progress reports on customer and staff engagement, the use of buildings and on transport to day care centres to be brought to future meetings, including (if possible) the next meeting on 8 October 2013.

## **11 Community Services Integrated Performance and Finance Monitoring Report**

The annexed report (11) by the Director of Community Services was received.

The Panel received the first performance, risk management and finance update report for 2013-14. The report monitored progress against Corporate Objectives set in the County Council Plan that were covered by the Panel.

In the course of discussion, the following key points were noted:

- The forecast variance total for continuing health care, mentioned at page 95 of the agenda, was corrected to read £6.854m.
- It was pointed out that the appendices to performance and risk management reports were being redesigned corporately so that they did not need in future to be printed on A3 paper and handed out at Panel meetings, but could be read easily in an electronic format.
- In reply to questions it was pointed out that the next periodic report would include a new dashboard, with a more comprehensive range of national performance targets, and information on how these were being achieved. The periodic report would also at Member's request include attendance figures for individual museums.

Members asked for information about the Department's continued limited involvement in the community safety partnership, following the establishment of the office of Police and Crime Commissioner, to be mentioned in the Member briefing note.

## **12 Forward Work Programme: Scrutiny**

The annexed report (12) by the Director of Community Services was received.

The Panel received a report containing the draft scrutiny forward work programme for 2013. Members asked that the agenda for the meeting on 8 October 2013 include the Development of the Social Enterprise (an update on staff and customer engagement, use of buildings and transport); and for the agenda for the meeting on the 5 November 2013 to include reports on the conditions of service for carers, discharges from acute hospitals and a further update report on the development of the Social Enterprise.

The meeting concluded at 12.15pm.

**Chairman**



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