

Adult Social Services Overview and Scrutiny Panel

Date: **Monday 12 January 2009**

Time: **10.00am**

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

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mr A Adams
Mr C Armes
Mr R Blower
Mrs J Eells
Mr D Harrison
Mr C How
Mrs J A Howe
Mr C A Hull
Mr J Joyce

Mrs S M Matthews
Mr J H Perry-Warnes
Mr A D Pond
Mrs S A F Rice
Mr N C Shaw
Mr T Wainwright
Mrs C Ward
Mr A J Wright

Non Voting Cabinet Member

Mr C Mowle

Non Voting Deputy Cabinet Member

Mrs S C Gurney

**For further details and general enquiries about this Agenda
please contact the Committee Administrator:**

Tim Shaw on 01603 222948
or email timothy.shaw@norfolk.gov.uk

A g e n d a

Officer

- 1 **To receive apologies and details of any substitute members attending**

- 2 **Minutes**

(Page)

To confirm the minutes of the meeting of the Review Panel held on 17 November 2008.

- 3 **Members to Declare any Interests**

Please indicate whether the interest is a personal one only or one which is prejudicial. A declaration of a personal interest should indicate the nature of the interest and the agenda item to which it relates. In the case of a personal interest, the member may speak and vote on the matter. Please note that if you are exempt from declaring a personal interest because it arises solely from your position on a body to which you were nominated by the County Council or a body exercising functions of a public nature (e.g. another local authority), you need only declare your interest if and when you intend to speak on a matter.

If a prejudicial interest is declared, the member should withdraw from the room whilst the matter is discussed unless members of the public are allowed to make representations, give evidence or answer questions about the matter, in which case you may attend the meeting for that purpose. You must immediately leave the room when you have finished or the meeting decides you have finished, if earlier. **These declarations apply to all those members present, whether the member is part of the meeting, attending to speak as a local member on an item or simply observing the meeting from the public seating area.**

- 4 **To receive any items of business which the Chairman decides should be considered as a matter of urgency**

5 Public Question Time

15 minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by 5pm on Wednesday, 7 January 2009. Please submit your question(s) to the person named on the front of this agenda. For guidance on submitting public questions, please use the link below:

www.norfolk.gov.uk/cabinetquestions

6 Local Member Issues/Member Questions

Please note that all questions must be received by 5pm on Wednesday, 7 January 2009. Please submit your question(s) to the person named on the front of this agenda.

7 Cabinet Member Feedback on Previous Review Panel Comments (Page)

Items for Scrutiny

8	Norfolk Community Equipment Service	Sarah Ellis / Stephen Bullock	(Page)
9	Proposals for Management of the Scrutiny Process	Mike Gleeson	(Page)
10	Scrutiny Items Progress Report	Mike Gleeson	(Page)

Overview Items

11	2008-09 Revenue and Capital Budget Monitoring Report	Janice Dane	(Page)
12	Service and Budget Planning for 2009 to 2012	Janice Dane	(Page)
13	Adult Social Services Performance Report	Colin Sewell	(Page)

Group Meetings

Conservative	9.00am	Mezzanine Room 1
Labour	9.00am	Room 504
Liberal Democrats	9.15am	Room 532

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 2 January 2009



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**Cabinet Member Feedback on Previous Review Panel
Comments**

Report by the Cabinet Member for Adult Social Services

Summary

This report gives feedback to Review Panel from Cabinet regarding the Assessment and Care Management Review

Report	Assessment and Care Management Review (ACMR) – Proposals for Social Services Adult Community Teams
Date Considered by Review Panel:	May 2008.
Review Panel Comments:	The Review Panel have considered the Assessment and Care Management Review and noted its potential to improve the range of preventative and information services for people not currently eligible for social services.
Date Considered by Cabinet:	November 2008
Cabinet Feedback:	The Cabinet agreed to the proposals of the report for further consultation with Staff and Unions, and a start date for the new services from 1 July 2009.
Action Required:	Review Panel are asked to note the feedback from Cabinet

Officer Contact(s) Harold Bodmer on: 01603 223175

Background Document(s) N/A



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**Cabinet Member Feedback on Previous Review Panel
Comments**

Report by the Cabinet Member for Adult Social Services

Summary

This report gives feedback to Review Panel from Cabinet regarding the Joint Commissioning Strategy for People with Physical and Sensory Impairments 2008 - 2013

Report Joint Commissioning Strategy for People with Physical and Sensory Impairments 2008 - 2013

Date Considered by Review Panel: July 2008.

Review Panel Comments: The Panel fully supported the proposals.

Date Considered by Cabinet: November 2008

Cabinet Feedback: The Cabinet agreed and supported the approach whereby representatives of users and carers lead the process of determining commissioning priorities in a Joint Commissioning Board and monitor and review outcomes, approved the Strategy and Action Plan.

Action Required: Review Panel are asked to note the feedback from Cabinet

Officer Contact(s) Harold Bodmer on: 01603 223175

Background Document(s) N/A



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Report to Adult Social Services Overview and Scrutiny Panel

12 January 2009

Item No 7

Cabinet Member Feedback on Previous Review Panel Comments

Report by the Cabinet Member for Adult Social Services

Summary

This report gives feedback to Review Panel from Cabinet regarding proposals for the production of a long term plan to meet the care needs of older people in Norfolk in 2020 and beyond, taking account of the projected growth in the population of older people in the county and rising expectations about acceptable physical standards of accommodation

Report Strategic Model of Care - Care Homes; Strategic Commissioning Proposals for the Future Services

**Date Considered
by Review Panel:**

**Review Panel
Comments:**

**Date Considered
by Cabinet:** October 2008

**Cabinet
Feedback:** Cabinet Members reiterated the need for effective communication, to ensure those at the local level were fully aware of the need for change.

The Chairman requested that the role of the local member be included in the consultation plans.

And agreed to:

- The production of commissioning plans
- Further investigatory work on an approach to determine the process to commission the new services

Action Required: Review Panel are asked to note the feedback from Cabinet

Officer Contact(s) Harold Bodmer on: 01603 223175

Background Document(s) N/A



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**Cabinet Member Feedback on Previous Review Panel
Comments**

Report by the Cabinet Member for Adult Social Services

Summary

This report gives feedback to Review Panel from Cabinet regarding proposals for draft locality commissioning plans for supported day opportunities for older people and people with physical disabilities and sensory impairments

Report Making Your Day: Locality Commissioning Plans for Day Opportunities for Older People and People with Physical Disability or Sensory Impairments in Norfolk

**Date Considered
by Review Panel:**

**Review Panel
Comments:**

**Date Considered
by Cabinet:** October 2008

**Cabinet
Feedback:** Cabinet approved the draft locality commissioning plans with a view to wider public consultation being undertaken between November 2008 and January 2009.

Action Required: Review Panel are asked to note the feedback from Cabinet

Officer Contact(s) Harold Bodmer on: 01603 223175

Background Document(s) N/A



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Report to Adult Social Services Overview and Scrutiny Panel

12 January 2009

Item No 8

Norfolk Community Equipment Service

Report by the Director of Adult Social Services

Summary

This report accompanies a presentation about the Norfolk Community Equipment Service, which is run for Norfolk County Council by Norfolk County Services. It outlines the purpose of the service, what is provided and provides some detail about the size and composition of the service. Challenges and opportunities for the future are highlighted.

1 Background

- 1.1 The Community Equipment Services is run for Adult Social Services by Norfolk County Services (NCS). It was established in 1999 and was transferred to NCS in 2006 under a Partnership agreement.
- 1.2 The service is for disabled people of all ages (including children) all over Norfolk, and is primarily to support people to remain at home, or to return home from hospital or other residential settings.
- 1.3 The equipment supplied ranges from small essential items such as raised toilet seats, additional banister rails and grabrails, to complex equipment such as hoists and specialist chairs.
- 1.4 The service is popular with the public, who tell us that they greatly value the opportunity to be independent rather than needing carers to assist with personal care activities.
- 1.5 Regular customer surveys highlight a high level of satisfaction with the service.
- 1.6 The equipment service is key to Community Care objectives of promoting independence and enabling people to remain or return home.
- 1.7 The assessments which lead to requests for the provision of equipment come from Occupational Therapists and assistants in the NHS and the County Council, sensory support assessors and assistive technology workers, and to a lesser extent social workers and physiotherapists
- 1.8 Equipment provision is a key service for enabling Hospital Discharge

2 Details of the service.

- 2.1 The Community Equipment Service main activities are as follows:
- procurement of equipment, adaptations, goods and services
 - delivery,
 - fabrication,
 - installation,
 - collection
 - maintenance, repairs, inspection and servicing,
 - refurbishing.
 - infection control
 - customer satisfaction surveys.
- 2.2 The service has grown and developed since 1999, and now has a fleet of 24 vans, 56 staff. It has recently moved to new premises at Fifer's lane, along side other NCS services. In addition to the loan service provided to the public on behalf of the County Council, the service also provides equipment to the Norfolk and Norwich University Hospital (NNUH) to support their orthopaedic discharge arrangements. The NNUH pay for this service.

3 The future direction.

- 3.1 The service needs to continue to develop and faces the following challenges and opportunities:
- New technology and product development, so greater cost but more problems can be solved with equipment reducing impact on other budgets.
 - More disabled people in the community with increasingly complex needs.
 - Higher level of disability in care homes.
 - Raise in number of people with morbid obesity – high cost equipment
 - High public expectations, especially choice and control.
 - Need to reduce the time people wait from first contacting the department to the provision of equipment.
 - Need to further understand the Norfolk position on the Department of Health Retail Model proposal, which proposes an enhanced role for private sector equipment providers and prescriptions for equipment.
 - Follow up business opportunities, such as a loan service for continuing care.
 - Options for further integration with NHS, who also run an equipment service in Norfolk.

4 Resource Implications

- 4.1 Changes in demography, social policy towards care in the community, and an increase in the availability of sophisticated equipment that can solve complex problems mean that the budget for provision of equipment is continually under pressure.
- 4.2 Budget pressures are managed by Adult Social Services Officers and NCS officers working together to maximise the efficiency of the service and to ensure that eligibility criteria are used appropriately to guide prescribing decisions.

5 . Equality Impact Assessment

- 5.1 Equipment is delivered on loan free to service user's meaning that this is an equitable service for all, and it reaches urban and rural

6 Section 17 – Crime and Disorder Act

- 6.1 Not applicable

7 Action Required

- 7.1 Members are invited to listen to a joint presentation from NCS and Adult Social Services and to take the opportunity to ask any questions or make comments.

Officer Contact

Name	Telephone Number	Email Address
Sarah Ellis	01603 729257	sarah.ellis@norfolk.gov.uk



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Report to Adult Social Services Overview and Scrutiny Panel

12 January 2009

Item No 9

Proposals for Management of the Scrutiny Process

Report by the Director of Adult Social Services

Summary

This report presents proposals for how the scrutiny process could be managed in the future to ensure that the scrutiny programme is robust, prioritised and meets the objectives of the panel. It includes a model for assessing each item against set criteria.

1 Background

1.1 In August 2008 the Cabinet Scrutiny Committee Working Group produced a report - 'The Scrutiny Process at Norfolk County Council. The Cabinet Scrutiny Committee and subsequently the Cabinet endorsed the report which made a number of recommendations including:

Scrutiny items will be based on issues arising from:

- Evidence of significant public interest/concern
- The County Council Plan
- The Forward Plan of Key Decisions
- Community Strategies
- Performance and budget reports
- Inspection reports
- Service Plans

There should be clearly articulated objectives and expected outcomes for all items on scrutiny work programmes

There should be standard system of pre-agenda and scrutiny planning meetings for all Review Panels and a monitoring mechanism to ensure consistency

Chief Officers and Cabinet Members should present policy options to Review Panels, where appropriate, before too much detail is decided.

1.2 The Overview and Scrutiny Strategy Group agreed at its first meeting in July that one of its roles should be to consider a list of scrutiny topics proposed by Members, to ensure that connections are made with scrutiny activity previously done or already underway, and that the right committee is doing the work.

1.3 In May 2008, the Chair of the Cabinet Scrutiny Committee wrote to the Chairs of all Review Panels, recommending a scoring system for prioritising scrutiny topics that the Cabinet Scrutiny Committee had successfully adopted.

1.4 At its October meeting, the Overview and Scrutiny Strategy Group agreed a process for dealing with proposed scrutiny topics, to ensure that Officers and Members know what should happen when an issue is raised.

- 1.5 The Group also agreed that a committee could decide to use the questions posed by the scoring system, not the scoring, if it wished.

2 New topics for scrutiny

- 2.1 The proposed process for managing new topics for scrutiny is based on the recommendations of the Cabinet Scrutiny Committee Working Group report, and the Overview and Scrutiny Strategy Group.
- 2.2 A flowchart illustrating the process, agreed by the Overview and Scrutiny Strategy Group for proposing and agreeing new scrutiny topics is shown at Appendix 1.
- 2.3 A New Scrutiny Topic Proposal form, based on the Cabinet Scrutiny Committee prioritising system (less scoring) is at Appendix 2, and is used for assessing any future scrutiny topics that Members might wish to add in the Forward Work Programme.
- 2.4 In summary all new Scrutiny Topics are proposed through the Group Spokesperson; the proposer will have completed the proposal sheet, and will have included objectives and expected outcomes for the item being proposed. Final agreement for a topic to be included in the Scrutiny Work Programme is taken at the Scrutiny meeting.
- 2.5 Agreed Scrutiny topics are then shared with the Overview and Scrutiny Strategy Group, through the Scrutiny Support Team, who ensure that connections with Scrutiny activity previously done or already underway.

3 Resource Implications

- 3.1 None

4 Equality Impact Assessment (EqIA)

- 4.1 Any outcomes from Scrutiny which have policy implications will be subject to EqIA

5 Section 17 - Crime and Disorder Act

- 5.1 None

6 Risk Implications/Assessment

- 6.1 There is no risk associated with this report.

7 Conclusion

- 7.1 The proposed process meets the requirements of the Cabinet Scrutiny Committee Working Group report, and the Overview and Scrutiny Strategy Group recommendations.

8 Action Required

- 8.1 The Panel to agree the process

Background Papers

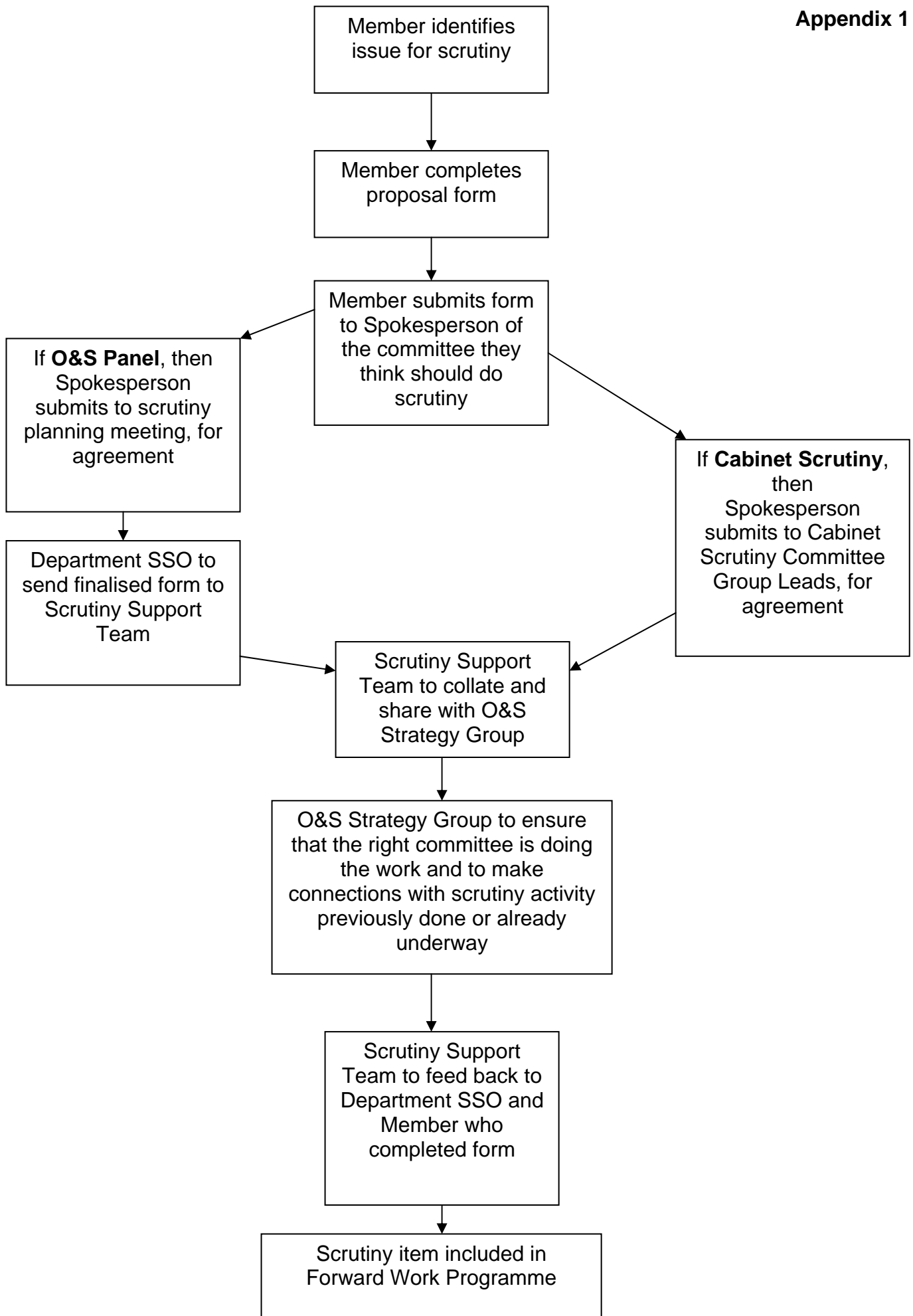
August 2008 the Cabinet Scrutiny Committee Working Group report - 'The Scrutiny Process at Norfolk County Council

Officer Contact

Name	Telephone Number	email Address
Mike Gleeson	01603 222292	michael.gleeson@norfolk.gov.uk



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Scheme for agreeing and prioritising scrutiny topics

Rules:

1. No item can be added to the Forward Work Programme before being assessed.
2. The Member proposing the item should score/assess the topic before submitting it to their Group Spokesperson on the relevant committee, providing as much supporting information as possible.
3. The Scrutiny Group Leads should consider the assessment for approval, and decide what priority the topic should take.

The Overview and Scrutiny Strategy Group should ensure that the right committee is doing the work and make connections with scrutiny activity previously done or already underway.

Proposed Topic:

Proposed by:

Objective/Outcomes:

Criteria	Yes/No	Supporting information/evidence *Use separate sheet if necessary
Corporate Priorities/Objectives – Will the review contribute to the Council's objectives and priorities?		
Weak/Poor Performance – Are there issues of weak or poor performance?		
Public importance – Is the issue ranked as important by the people of Norfolk?		
Public dissatisfaction – Is there evidence of general dissatisfaction?		
Will scrutiny be of benefit to citizens (service delivery and improvement)?		

Criteria	Yes/No	Supporting information/evidence *Use separate sheet if necessary
Member concern – Has the matter been widely identified by Members as a ‘local Member’ issue?		
Will the outcomes be measurable and of value (i.e., will the scrutiny ‘make a difference’?)		
Legislation – Is there new Government guidance or legislation?		
Other Inspections – Have inspections been completed/are they expected?		
Audit – Has the issue been raised by the internal or external auditor?		
Will scrutiny be of benefit to the Council (Corporate governance)?		
Are there issues of financial control?		

Report to the Adult Social Services Overview and Scrutiny Panel
12 January 2009
Item No 10

Scrutiny Items Progress Report

Report by the Director of Adult Social Services

Summary.
 This report summarises the Scrutiny Work Programme, and updates the Panel on progress made

1 Scrutiny Work Programme

1.1 The Scrutiny Work Programme has been updated to show progress since the last Review Panel.

	Item	Requested by who / when	Current Status
1.	Impact of new eligibility criteria under Fair Access to Care Services	Cllr Whitaker Council Meeting 24 January 05	Standing Item. Report to ASSRP in October 05. Update presented in Sept 07. Member workshop to illustrate criteria and what it means in practice - Presented at May 2008 Review Panel. Further report to Panel planned for March 2009
2.	Proposals for the quality monitoring of the Home Support Service	Cabinet 2 April 07	All party Working Group established and Terms of Reference agreed. Meeting schedule established and information pack distributed to Members. A number of meetings held and working programme agreed, including presentations from CSCI, another authority and in house Head of Service - home care. Update included in Member Bulletin for March Review Panel. Further update included in May Bulletin. Report to Panel planned for March 2009
3.	Modern Social Care	September 07 Review Panel	Standing Item. Post Go-Live report and system demonstration to Panel at July 2008 meeting. Further update planned for March 2009
4.	An Older People and Poverty Progress Report	September 07 Review Panel	Reported to Panel November 2008
5.	The Community Meals Service	September 07 Review Panel	Consultation under way. Presentation to Panel in September. Further update planned for March 2009.

6.	Member Working Group on Social Enterprise	March 08 Review Panel	Terms of Reference broadened to cover all aspects of social enterprise not just Home Support. Revised Terms of Reference presented and discussed and agreed at May 2008 Panel. Member nominations for the group agreed and meeting programme put in place. Initial meeting held – minutes are at Appendix 1 to this report.
7	Development of the Learning Difficulty Service	May 08 Review Panel	Proposed seminar March 2009.
8	Aids, Adaptations and Equipment Services	May 08 Review Panel	Presentation to Panel January 2009.
9	Progress of the Social Enterprise Company – Whole Food Planet	May 08 Review Panel	Reported to Panel November 2008.
10	Transfer of seconded staff to the Norfolk and Waveney Mental Health NHS Foundation Trust	July 08 Cabinet	Reported to Panel November 2008
11	Work with Carers	Scrutiny Meeting Sept 08	Report to Panel planned for March 2009
12	Hospital Discharge	Scrutiny Meeting Sept 08	Report to Panel planned for March 2009

2 Scrutiny Meetings

2.1 Scrutiny meetings are planned for 2009:

- 28 January
- 13 May
- 3 June
- 29 July
- 30 September

All at 9.30 am in room 610

3 Scrutiny items completed

1	Translating Performance Monitoring into Performance Improvement. Report to ASSRP in May 06
2	Adult Social Services Debts Relating to Service User Contributions. Report to ASSRP in February 06. 'Exception' reports to be brought to Review Panel as and when the level of debt rises significantly.
3	Analysis of 2005-6 Revenue Overspends and Underspends in Adult Social Services. Report to ASSRP in July 06.
4	What it means to be a Beacon Authority for Learning Difficulty Services. Member seminar held May 06
5	Debt prevention and recovery. Member seminar held in June 06.
6	Fee levels for residential and nursing home care. Member seminar held in October 06.
7	Adult Social Services response to complaints. Report to ASSRP in January 07.

	Presentation on Customer Services Strategy to ASSRP in March 07.
8	Progress report on the projects included in POPPS. Report to ASSRP in March 07, Members Seminar in April 07. Update to ASSRP in Sept 07 bulletin
9	Presentation on Blue Badge System to Review Panel in March 2008.
10	The Hospital Discharge System. Report to Health Overview and Scrutiny Committee in April sent to Members of Review Panel at the end of March with an invitation to attend the committee if they wish in order to save duplication. The paper further circulated to Review Panel, May 2008.

4 Section 17 – Crime and Disorder Act

- 4.1 The crime and disorder implications of the various scrutiny topics will be considered when the scrutiny takes place.

5 Equality Impact Assessment

- 5.1 This report is not directly relevant to equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

6 Action Required

- 6.1 The Review Panel is invited to:
- Comment on the scrutiny programme and note the progress made.
 - Note the dates of future scrutiny meetings.

Officer Contact

Mike Gleeson Head of Democratic Support Tel: 01603 222292



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**Adult Social Services
Social Care Enterprise Member Working Group**

Minutes of the Meeting held on 4 December 2008

Present

Cllr Shelagh Gurney

Cllr James Joyce

Cllr Trevor Wainwright

Maggie Hawley Head of Service, Home Support

Anne Bretherton Programme Manager, Performance and Efficiency

Jane Chilvers - Minutes Business Support Officer, Democratic Support

James Bullion - Chair Assistant Director, Community Care

Item	Minute	Action and Due Date
1	<p>Apologies for Absence Cllr Shirley Matthews</p>	
2	<p>Welcome and Introductions James Bullion welcomed everyone and explained that on the 3 March at Review Panel it was agreed to implement a Member Working Group to discuss the benefits of a Social Enterprise approach to Home Care In Norfolk. James outlined to the group that there are considerable differences between Councils with regard to Home Care and Social Enterprise, depending on when initiatives had started and the state of the employment and procurement law at the time. The starting principle needs to be that any service needs to be profitable in order that the profits can be fed back into the social enterprise. Given the costs involved in providing home care this would be a challenge – although it may work for other areas of health and care.</p>	
3	<p>Defining Social Enterprise National View Maggie Hawley and Anne Bretherton presented to the group the background and details to Social Enterprise nationally and in Norfolk outlining the opportunities.</p> <p>It was discussed that there may be £100M available for bids against the Department of Health's Social Enterprise Investment Fund, which will be available for the next four years.</p>	
4	<p>Local Initiatives Anne explained to the group about Wells Hospital who have used Social Enterprise to enhance services. This has worked positively for them and the group were keen to find out more about how they have managed to make such a success of this.</p>	

<p>5</p> <p>Discussion and way forward</p> <p>6</p> <p>Any Other Business</p> <p>7</p> <p>Date of Next Meeting</p>	<p>The Council currently promotes Whole Food Planet, which is a viable Social Enterprise. This differs from Home Care in its cost structures, and is a way to help young Adults with Learning Difficulties into work.</p> <p>The group discussed at length the benefits of Social Enterprise. But it was felt that this might not work with Home Care because of costs and TUPE regulations.</p> <p>All the Members have been out on visits to Adult Social Services Offices and to see clients in their own homes. Because of this it was felt that a preventative approach and providing support to carers could be used with some Social Enterprise in mind. This could include different aspects of Adult Social Services and not necessarily Home Care.</p> <p>It was agreed that the group will report back on the 12 January 2008 to update the Panel on the future work of the group:</p> <ul style="list-style-type: none"> • To continue with working group and agree it's Terms of Reference • Not to proceed with a Social Enterprise Firm for In House Home Care • To consider how Norfolk County Council could continue to support social enterprises in relation to other aspects of social care • To seek corporate involvement for wider aspects of social enterprise development <p>None</p> <p>TBC</p>	<p>JB</p>
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Report to Adult Social Services Overview and Scrutiny Panel

12 January 2009

Item No 11

2008-9 Revenue and Capital Budget Monitoring Report

Report by the Director of Adult Social Services

Summary

The forecast revenue outturn position for the financial year 2008-9 is a balanced budget of zero, based on the information available at the end of November, period eight. At this stage of the financial year there is slippage predicted on the capital programme of £3.584m .

1 Introduction

1.1 This is the third budget monitoring report to Adult Social Services Overview and Scrutiny Panel for 2008-9.

2 Revenue Budget

2.1 The table below shows the forecast position by division of service:

Division of Service	Net Revenue Budget	Forecast Out-turn	Forecast +Over/- Underspend	Forecast +Over/- Underspend as % of budget	Change in forecast from period six
	£m	£m	£m	%	£m
Finance, including Director	+3.000	+2.127	-0.873	-29.1	-0.207
Commissioning and Transformation	+9.663	+9.579	-0.084	-0.9	+0.039
Human Resources, Training and Organisational Development	+4.700	+4.568	-0.132	-2.8	-0.083
Locality Managed Community Care Services	+106.791	+108.269	+1.478	+1.4	+0.270
Service Development	+21.458	+20.883	-0.575	-2.7	-0.582
Mental Health, Drugs and Alcohol	+13.817	+13.879	+0.062	+0.4	+0.535
Supporting People	+0.550	+0.550	0	0	0
Total, excluding Learning Difficulties	+159.979	+159.855	-0.124	0	-0.028
Learning Difficulties (Adult Social Services) Provider Expenditure	+74.145	+74.270	+0.125	+0.2	+0.029
Learning Difficulties	-74.118	-74.119	-0.001	0	-0.001

Division of Service	Net Revenue Budget	Forecast Out-turn	Forecast +Over/- Underspend	Forecast +Over/- Underspend as % of budget	Change in forecast from period six
	£m	£m	£m	%	£m
(Adult Social Services) Provider Income					
NCC Commissioner Contribution	+49.027	+49.027	0	0	0
ASSD Learning Difficulties Subtotal	+49.054	+49.178	+0.124	+0.3	+0.028
Total	+209.033	+209.033	0	0	0

2.2 Within each division of service, the main reasons for the variances between the budget and the forecast outturn are set out below.

Finance, including Director £-0.873m underspend (budget £+3.000m)

2.3 The forecast outturn for Finance and the Director is analysed below:

Area	Budget	Forecast +Over/- Under spend	Analysis
	£m	£m	
Modern Social Care costs	+0.868	+0.200	This includes the department's contribution to the project. The savings target of £0.266m for 2008-9 has now been allocated to Community Care.
Other	+2.132	-1.073	This is mainly due to a provision to offset pressures elsewhere within the department.
Total Forecast Out-turn	+3.000	-0.873	

Commissioning and Transformation £-0.084m underspend (budget £+9.663m)

2.4 The forecast outturn is analysed below:

Area	Budget	Forecast +Over/ -Under spend	Analysis
	£m	£m	
Purchasing and Quality Assurance team	+0.934	+0.022	Overspend on staff salaries.
Performance and Information team	+0.616	-0.100	Savings due to staff vacancies.
Computing	+0.789	-0.057	Savings due to leavers and vacancies.
Other, including Logistics - Building and Supplies, and Transport	+7.324	+0.051	
Total Forecast Outturn	+9.663	-0.084	

Human Resources, Training and Organisational Development £-0.132m underspend (budget £+4.700m)

The forecast outturn is analysed below:

Area	Budget	Forecast +Over/ -Under spend	Analysis
	£m	£m	
Personnel	+1.538	-0.031	Reduction in recruitment and advertising costs.
Training and Organisational Development	+3.162	-0.101	Underspend due to increased income and vacancies.
Total Forecast Outturn	+4.700	-0.132	

Locality Managed Community Care Services £+1.478m overspend (budget £+106.791m)

2.5 The forecast outturn position on Locality Managed Community Care Services is analysed in the following table:

Area	Budget £m	Forecast +Over/ -Under spend £m	Analysis
Purchase of Care - Older People	+47.490	+0.405	<p>Purchase of Care is the budget for the purchase of care from the independent sector, ie residential care, nursing care, domiciliary care, day care and supported living.</p> <p>There are pressures on this budget of £+0.843m but it is expected that a large proportion of this will be managed down as Norfolk First Support (the home support assessment and reablement service implemented in January 2008) has now been rolled out to all people needing home support. Over 40% of people using Norfolk First Support do not need long term care after the initial period.</p> <p>Within the forecast for Purchase of Care for Older People and Physical Disabilities an allowance has been made for the recent home care block contract retendering exercise.</p> <p>Due to the budget settlement the department was able to put additional monies into the Purchase of Care budgets this year, but demographic growth and the increasing cost of packages mean increasing need and costs in this area.</p> <p>The number of older people in residential and nursing placements at September 2008 was 2,991 compared to 2,966 at September 2007.</p>
Purchase of Care - People with Physical Disabilities	+12.884	-0.145	<p>Due to the budget settlement the department has been able to put additional monies into the Purchase of Care budgets this year and this is reflected in the current forecast position.</p> <p>There are still some expensive packages</p>

Area	Budget £m	Forecast +Over/ -Under spend £m	Analysis
			<p>pushing up expenditure for this group of service users. This is caused by higher unit costs in this market, primarily as a result of demand exceeding supply. This is a national issue for this market and is not confined to Norfolk.</p> <p>The Department is working with Saffron Housing to develop a Housing With Care scheme for people with physical disabilities. The department is also investigating the possibility of other housing schemes in the west of the county.</p> <p>The Department is rolling out the use of the cost analysis model as a tool for negotiation. The cost analysis model has been drawn up in conjunction with the regional Centre of Excellence using regional information, to understand what drives the costs of different packages. It enables the contracts team to compare a provider's proposed charge for a care package against a fair rate.</p>
In-House Home Care - Older people and people with Physical Disabilities	+12.433	-0.044	<p>The department implemented the Support and Reablement model in January 2008, which includes the Assessment and Reablement service (Norfolk First Support) and savings being realised through the In House service (£-0.940m in 2008-9).</p> <p>Norfolk First Support has now been rolled out to all people needing home support. Over 40% of people who have used the Assessment and Reablement service (Norfolk First Support) since January do not need any ongoing service.</p>
Homes for Older People, Locality Managers, Housing With Care and Day Centres for Older People	+19.822	+0.805	<p>The pressure on this budget is mainly due to the staffing costs for In-House Homes for Older People (£+0.827m overspend), including meeting CSCI (Commission for Social Care Inspection) requirements.</p> <p>The new agreement for agency staff is now in place and the anticipated savings from this and the sickness absence measures have been included in the forecast.</p>
Hired Transport for Older People	+1.324	+0.266	Demand for these services continues to increase. There is a transport efficiency

Area	Budget	Forecast +Over/ -Under spend	Analysis
	£m	£m	
and people with Physical Disabilities			project in place looking at issues such as the efficient and effective use of vehicles and journeys made.
Meals Service	+0.092	+0.191	The overspend is due to the delayed introduction of the efficiency project that is designed to make this service cost neutral. The recruitment of a project manager is now complete and initial consultation has been undertaken via the voluntary sector with service users. In period seven the budget and expenditure for the meals for day centres was reallocated from this budget to the day centres.
Care and Assessment	+9.016	+0.234	The overspend is due to the inclusion of the savings target relating to Modern Social Care (£-0.266m). This is offset by the underspend below.
Other Locality Managed Community Care Services	+3.730	-0.234	Savings on staffing costs.
Total Forecast Out-Turn	+106.791	+1.478	

Service Development £-0.575m underspend (budget £+21.458m)

The forecast outturn is analysed below:

Area	Budget	Forecast +Over/ -Under spend	Analysis
	£m	£m	
Service Development	+21.458	-0.575	Forecast slippage on projects in the financial year. This now includes the budget for Aids and Adaptations.

Mental Health, Drugs and Alcohol £-+0.062m overspend (budget £+13.817m)

The forecast outturn is analysed below:

Area	Budget £m	Forecast +Over/ Under spend £m	Analysis
Purchase of Care - People with Mental Health problems and Drug and Alcohol.	+7.990	-0.076	<p>The forecast for Purchase of Care packages was adjusted in period seven to reflect additional cases currently being paid by Health as continuing care that may become Adult Social Services funded during the financial year. As it is not known at this stage how many of these cases will eventually be Health or Adult Social Services funded it is very much an estimate.</p> <p>Due to the budget settlement the department has been able to put additional monies into the Purchase of Care budgets this year and this is reflected in the current forecast position.</p>
Other Mental Health and Drug and Alcohol services	+5.827	+0.138	The forecast includes the overhead payable to the Norfolk and Waveney Mental Health Foundation Trust following the transfer of the staff.
Total Forecast Out-Turn	+13.817	+0.062	

Learning Difficulties £+0.124m overspend (budget £+49.054m)

2.6 The forecast outturn position is analysed below:

Area	Budget £m	Forecast +Over/ -Under spend £m	Analysis
Purchase of Care	+51.971	+0.021	The department has been able to put additional monies into the Purchase of Care budgets this year. The closure of a residential unit and the resettlement of the people concerned has meant increased costs.
Care and Assessment	+1.411	+0.077	
Hired transport	+1.912	-0.082	
Homes for people with Learning Difficulties	+2.944	+0.311	Mainly due to dual salary costs where long term sickness. Additional expenditure has been, and is expected to be, incurred on adapting Magdalen House and Mildred Stone.
Day Care	+7.047	-0.027	
County Management	+0.940	+0.012	Small overspend on salaries.
Community Support Team	+1.956	+0.280	Increase in forecast spend on staff costs, agency staff.
In house home care	+0.346	+0.002	
Other	+5.618	+0.151	Proportion of NHS Norfolk savings target allocated to ASSD.
Savings Plan	0	-0.620	The service has actions in hand to bring the forecast overspend down to a balanced position at the year-end. It is estimated that: £-0.050m can be saved by using vacant Supported Living places; £-0.050m can be made by reviewing expensive transport packages; £-0.100m of savings will be achieved through staff vacancies in the Community Teams; £-0.120m can be saved on Purchase of Care and further savings can be made by successful applications for Independent Living Funds.
Forecast Out-turn for NCC LD provider	+74.145	+0.125	

ASSD/NCC Contribution to the Pooled Fund	+49.027	0	Cabinet on 11 August 2008 agreed that £1.229m of additional funding from Finance General would be allocated to the Learning Difficulties Pooled Fund, to meet the Norfolk County Council share of the funding gap identified as part of the 2008-9 budget setting process.
Service Level Agreement income to ASSD from Pooled Fund, to provide services	-74.118	-0.001	
Forecast ASSD LD out-turn	+49.054	+0.124	

Supporting People £0m (budget £+16.858m)

- 2.7 Norfolk County Council receives two grants for Supporting People: in 2008-9 a Programme Grant of £16.337m to pay for the services and an Administration Grant of £0.522m to pay for the management of the programme. In addition, £3.346m of underspend on the Programme Grant from previous years was brought forward into 2008-9 to supplement the Programme Grant. This underspend is fully committed.

The Programme grant income budget is now matched to the expenditure budget in the department's accounting records.

3 Capital Programme

- 3.1 The capital programme is summarised in Appendix One. Details of the budget and the outturn are given for each scheme. Where there is slippage on a scheme the money will be carried forward to 2009-10.

Capital Programme	2008-9 Budget £m	2008-9 Forecast Outturn £m	2008-9 Slippage £m
Total	9.640	6.055	3.584

4 **Bad Debt Fund**

- 4.1 The Bad Debt Fund represents money set aside by Adult Social Services to pay for debts that, after lengthy investigation and, in many cases, legal action, are unlikely to be paid by the debtor. The level of the Fund is based on the overall level and nature of debts owed to the Department and the forecast position is set out below.

Bad Debt Fund	£m
Fund as at 31 March 2008	+0.720
Plus: 2008-9 budget contribution	+0.200
Sub-total	+0.920
Less: estimated net write-offs during the financial year	-0.920
Forecast Balance as at 31 March 2009	0

- 4.2 More detail on the debt position at the end of November can be found in Appendix Two.

5 **Equality Impact Assessment**

- 5.1 An Equality Impact Assessment was carried out at the Budget Planning Stage. This report is not directly relevant to equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

6 **Section 17, Crime and Disorder Act, implications**

- 6.1 Adult Social Services works in part with those people who are at risk of drifting into crime, and supports victims and vulnerable people. The action taken to deliver a balanced budget does not affect the planned work carried out with these people.

7 **Conclusion**

- 7.1 The Adult Social Services department is working hard to manage the budget position in 2008-9, given the inherent pressures on social services activity. The pressures on Purchase of Care and other care budgets continues to be an area of concern, as demographic indicators and the increasing cost of packages indicate increasing need and costs in this area.
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8 Action Required

8.1 Members are invited to note the contents of this report.

Officer Contacts

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Lesley Spicer, Tel: 01603 638129, Minicom: 01603 223242, and we will do our best to help.

Appendix One: Summary of Capital Programme

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Other Housing With Care Schemes (2007-8)	84,000	84,000	0	It is still to be determined what the remainder will be spent on: no scheme has been identified yet. £150k was spent on Huntingfield that includes Housing With Care.
Reprovision of Bishop Herbert House	5,837	5,837	0	The completed scheme was handed over on 28 February 2005. Scheme completed, including the work to the fire exit. There was an outstanding fee account at the end of the financial year.
Housing Grants to resettle clients from Little Plumstead Hospital	1,169,680	209,680	-960,000	The service users have been resettled. This is funds to be released to Wherry Housing (previously Anglia Housing): negotiations are still ongoing between the legal representatives for Health and Wherry Housing. This matter is being followed up with Wherry Housing.
Learning Difficulties Day Care – Phase Two (2004-5)	5,466	5,466	0	This money is earmarked for an employment scheme for service users.
Mental Health Supplementary Credit Approval 2005-06	40,000		-40,000	All grants had been paid except for £40k that was earmarked for the set up costs of an Integrated Mental Health Team bases in South Norfolk. Norfolk and Waveney Mental Health Care Trust is leading the search for premises for these bases but continues to incur difficulties in identifying suitable affordable premises.
Mental Health Supplementary Credit Approval 2006-7	252,111	50,000	-202,111	This funding will be used to support the redesign of residential and day services over the next couple of years. It is likely to be used to develop supported housing for people with mental health problems.
Mental Health Supplementary Credit Approval 2007-8	263,602	0	-263,602	This funding will be used to support the redesign of residential and day services over the next couple of years. It is likely to be used to develop supported housing for people with mental health problems.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Huntingfield Reprovision (2007-8)	1,850,000	1,850,000	0	This sum was earmarked for a possible future scheme for people with physically disabilities on the Huntingfield site. Construction works are now underway. The scheme was delayed due to the legal transfer of land.
Supported Living for People with Learning Difficulties (2006-7)	25,296	25,296	0	This money is earmarked for schemes in West Norfolk. The first scheme at Emneth was completed in June 2005. Further properties have been completed at Necton, Swaffham, West Winch and Kings Lynn. This project is near completion.
Disability Resource Centre, Great Yarmouth (2006-7)	33,272	33,272	0	Scheme completed and operational. Paid for in April 2006. The final account has been paid since the year-end.
Social Services Computer Projects (2003-4)	133,997	33,997	-100,000	The unspent monies have been carried forward. Work is in hand as part of the Modern Social Care project to identify further IT investment needs.
Information Management Grant (2007-8)	332,121		-332,121	This is a capital grant. Unspent monies in previous years were carried forward to 2007-8 and a further grant of £0.324m was received in 2007-8. Work is in hand as part of the Modern Social Care project to identify further IT investment needs.
Cranmer House, Fakenham Community Support Centre (2007-8)	4,330	4,330	0	The main contract was completed in January 2006 and the flooring works were completed in February 2006. At the year-end final fee accounts were outstanding.
Thermostatic Blending Valves at Homes for Older People (2007-8)	33,529	33,529	0	The programme of works within all areas accessible to residents has now been completed. The remaining amount is being used to fit thermostatic blending valves in sluice rooms and staff restrooms in line with the new hand washing hygiene legislation.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Department of Health - Extra Care Housing Fund (Learning Difficulties) (2006-7)	85,986	85,986	0	This is a five-year project to support adults with learning difficulties living independently in their own accommodation. At the end of 2007-8, year two of the project, 15 people were supported. A further seven packages are currently identified for 2008-9.
Ellacombe Home for Older People refurbishments (2007-8)	72,384	72,384	0	Creation of 14 bedded Older Peoples Unit following the end of the lease to Norfolk and Waveney Mental Health Partnership Trust. Work started on site on 8 January 2007. Additional funding was agreed by Cabinet in November 2006. There was slippage due to technical issues (eg asbestos) identified when minor enabling works started. The work has now been completed. Final payments to the contractor and fee accounts were outstanding at the year-end.
Home Ownership Pilot (Learning Difficulties) (2006-7 and 2007-8)	300,000	300,000	0	Funding from Department for Communities and Local Government to facilitate home ownership for people with learning difficulties. The partnership agreement with the Housing Association (Saffron) is being finalised and the funds will be released in 2008-9.
Clere House – Bathroom facilities (2007-8)	24,787	24,787	0	Part of the essential improvements for the in-house Homes for Older People. Needed to wait for completion of other capital works at the home before starting this scheme. This scheme has been completed.
Heathfield – Heating system (2007-8)	16,664	16,664	0	Part of the essential improvements for the in-house Homes for Older People. Work completed. This work was integrated with the dementia care works so that the disturbance was minimised. Final accounts outstanding.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
High Haven – Windows (2007-8)	90,067	90,067	0	Part of the essential improvements for the in-house Homes for Older People. Delay due to granting of planning permission and need to programme works amongst other capital works at the home. Phase One is complete and the pre-start meeting with the approved contractor has been arranged for December. This is scheduled to be completed in 2008-9.
Linden court – Bathroom facilities (2007-8)	56,000	56,000	0	Part of the essential improvements for the in-house Homes for Older People. Delay was attributable to design stage, other works being undertaken and the lead in time for equipment and materials. Work completed in June 2008.
Munhaven – Heating system (2007-8)	166,315	166,315	0	Part of the essential improvements for the in-house Homes for Older People. This work was integrated with the dementia care works so that the disturbance was minimised. The work is completed.
Munhaven – Windows (2007-8)	93,677	93,677	0	Part of the essential improvements for the in-house Homes for Older People. This work was integrated with the dementia care works so that the disturbance was minimised. This is completed.
Rebecca Court – Windows (2007-8)	58,096	58,096	0	Part of the essential improvements for the in-house Homes for Older People. Phase One work completed, and the pre-start meeting with the approved contractor has been scheduled for December. Phase Two work is expected to be completed in February.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Rebecca Court – WC and bathroom facilities (2007-8)	48,500	48,500	0	Part of the essential improvements for the in-house Homes for Older People. Had to wait for completion of other capital works at the home before starting this scheme. Completed in June 2008.
Rebecca Court – Accessible external areas (2007-8)	24,739	24,739	0	Part of the essential improvements for the in-house Homes for Older People. Scheme completed. Final accounts outstanding.
Somerley – Heating system	100,000	100,000	0	Part of the essential improvements for the in-house Homes for Older People. A full re-boiling was necessary and we waited to do this until the summer, because of the residents. The existing old heating system prevents the draining down of individual areas. The scheme started in August 2008 and is almost complete.
St Nicholas House – WC and bathroom facilities (2007-8)	92,591	92,591	0	Part of the essential improvements for the in-house Homes for Older People. There was a delay due to linking with other works at the home, however this has been overcome and the project has now been completed.
Sydney House – Windows (2007-8)	143,000	143,000	0	Part of the essential improvements for the in-house Homes for Older People. Delay due to granting of planning permission and lead in time for fabrication of materials. Phase One work now completed and Phase Two is out for tender.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Sydney House – Lift (2007-8)	77,500	77,500	0	Part of the essential improvements for the in-house Homes for Older People. Trying to put in a platform lift but delays due to design stage, planning permission and need to programme works amongst other capital schemes at the home. The tender has been returned and a contractor has been chosen. This is expected to be finished in 2008-9.
Westfields – Lift (2007-8)	77,500	77,500	0	Part of the essential improvements for the in-house Homes for Older People. Trying to put in a platform lift but delays due to design stage, planning permission and need to programme works amongst other capital schemes at the home.
Westfields – Windows (2007-8)	81,000	81,000	0	Part of the essential improvements for the in-house Homes for Older People. Delays due to design stage, planning permission and need to programme works amongst other capital schemes at the home. Completed.
Westfields – Heating system (2007-8)	80,000	80,000	0	Part of the essential improvements for the in-house Homes for Older People. The work slipped because of the decision to delay the start of the works until the summer, as it is not possible to isolate different wings of the building. Started in June 2008 and is now completed.
Woodlands – Dementia Care Unit Extension (2007-8)	75,667	75,667	0	Part of the essential improvements for the in-house Homes for Older People. Delays due to design stage, planning permission and need to programme works amongst other capital schemes at the home. Tender has been returned and work is scheduled to take eight weeks.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Harker House – Bathroom facilities (2007-8)	17,523	17,523	0	Part of the essential improvements for the in-house Homes for Older People. Delays due to design stage, other works at home and lead in time for receipt of equipment and materials. Completed.
Rosemeadow – WC facilities (2007-8)	1,250	1,250	0	Part of the essential improvements for the in-house Homes for Older People. Work completed and waiting for final accounts.
Woodlands – Dementia unit bathroom facilities (2007-8)	14,363	14,363	0	Part of the essential improvements for the in-house Homes for Older People. Scheme completed in April 2008.
High Haven – Dementia unit bathroom facilities	14,363	14,363	0	Part of the essential improvements for the in-house Homes for Older People. Delays due to design stage, other works at home and lead in time for receipt of equipment and materials. Scheme completed in April 2008.
Sydney House – Shower facility (2007-8)	20,000	20,000	0	Part of the essential improvements for the in-house Homes for Older People. Delay due to need to programme works amongst other capital schemes at the home. Completed June 2008.
Munhaven – WC and bathroom facilities (2007-8)	56,000	56,000	0	Part of the essential improvements for the in-house Homes for Older People. Interlinked to other planned works at the home in order to minimise disruption to the home. Now completed.
Homes for Older People- Essential equipment (2007-8)	18,656	18,656	0	Part of the essential improvements for the in-house Homes for Older People. Initial urgent equipment is in place. This has been fully allocated.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Clere House – extension (2007-8)	10,348	10,348	0	Part of the essential improvements for the in-house Homes for Older People. Work is completed.
Harker House –Level Access, Front Entrance (2007-8)	5,000	5,000	0	Part of the essential improvements for the in-house Homes for Older People. Work is completed.
Magdalen House – WC and bathroom facilities (2007-8)	98,000	98,000	0	Part of the essential improvements for the in-house Homes for Older People. Started September 2008. Expected to be finished before the end of January 2009.
Westfields Shower Facility (2007-8)	6,109	6,109	0	Part of the essential improvements for the in-house Homes for Older People. Scheme completed.
Essential Improvements – In-house Homes for Older People (2007-8)	441,300	101,300	-340,000	This money will be used to help fund further essential improvements for Homes for Older People in 2008-9. Waiting for the outcome of the strategic planning.
Improving Care Home Environment for Older People (2007-8)	267,555	267,555	0	The Department of Health provided a one-off grant in 2007-8 to enhance the physical environment in care homes registered to provide nursing or personal care where the majority of places are for older people. This was part of the Government's dignity campaign that aims to place dignity and respect at the heart of caring for older people. The grant was intended to safeguard and promote the welfare of older people for whom an Authority has made arrangements to provide or secure the provision of residential accommodation. The money is for independent homes and in-house homes. Work is still being completed at some independent homes but all work has been completed in NCC owned homes.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Dementia Care Norwich and North Norfolk (2007-8)	94,185	94,185	0	This relates to the work at Heathfield, Mountfield and Munhaven. The work at Heathfield and Mountfield is completed. The scheme at Munhaven was interlinked into other planned works at the home in order to minimise disruption and has now been completed.
Local Public Service Agreement Award Grant 2007-8	0	0	0	This money is earmarked for an employment scheme for service users.
Southern Learning Difficulties Team office relocation at Attleborough	6,138	6,138	0	Move complete and waiting for final account.
Learning Difficulties Community Homes Resettlement	280,000		-280,000	Grant funding to be handed over to Registered Social Landlords to help fund the purchase and conversion of accommodation suited to the needs of the individuals undergoing resettlement from the Campus Closure.
Essential Improvements – In-house Homes for Older People (2008-9)	166,000	0	-166,000	Waiting outcome of strategic planning.
Failure of kitchen appliances	375,000	100,000	-275,000	Gas safety works re kitchen appliances.
Mental Health SCE 2008-9	278,000	0	-278,000	This funding will be used to support the redesign of residential and day services over the couple of years. It is likely to be used to develop supported housing for people with mental health problems.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Heathfield Bathroom Facilities (2008-9)	44,000	44,000	0	The design work is being completed and works are currently out to tender.
Somerley – Bathroom Facilities (2008-9)	44,000	44,000	0	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
Philadelphia House – Bathroom Facilities (2008-9)	44,000	44,000	0	Part of the essential improvements for the in-house Homes for Older People.
Springdale – Shower Facility (2008-9)	16,500	16,500	0	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
Rebecca Court – Bathroom facility (2008-9)	27,500	27,500	0	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
Westfields – Toilet and Bathroom facilities (2008-9)	88,000		-88,000	Part of the essential improvements for the in-house Homes for Older People.
St Edmunds – Shower facility (2008-9)	16,500	16,500	0	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
High Haven – FF Bathroom Facilities (2008-9)	27,500	27,500	0	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
High Haven – Garden Areas (2007-8)	15,000	15,000	0	Part of the essential improvements for the in-house Homes for Older People.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Balance of LPSA Reward Grant 2008-9, not allocated	136,153	136,153	0	
Linden Court – Lift 2008-9	82,500	0	-82,500	Part of the essential improvements for the in-house Homes for Older People.
Mildred Stone House – Lighting 2008-9	16,500	16,500	0	Part of the essential improvements for the in-house Homes for Older People and the feasibility study is being undertaken.
Sydney House – Lighting 2008-9	13,200	13,200	0	Part of the essential improvements for the in-house Homes for Older People and the feasibility study is being undertaken.
Beauchamp House WC & Bathroom facilities 2008-9	66,000	66,000	0	Part of the essential improvements for the in-house Homes for Older People.
Beauchamp House Dementia Unit 2008-9	30,000	30,000	0	Part of the essential improvements for the in-house Homes for Older People.
Ellacombe Windows 2008-9	22,000	22,000	0	Part of the essential improvements for the in-house Homes for Older People.
Magdalen House Windows 2008-9	77,000	0	-77,000	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
Sydney House Heating 2008-9	100,000	0	-100,000	Part of the essential improvements for the in-house Homes for Older People.
Woodlands Windows 2008-9	77,000	77,000	0	Part of the essential improvements for the in-house Homes for Older People. Awaiting planning permission.

Scheme	2008-9 Budget £	2008-9 Forecast Outturn £	2008-9 Slippage (see Note One) £	Reasons for Variance or Comments
Mountfield Windows 2008-9	8,000	8,000	0	Part of the essential improvements for the in-house Homes for Older People. Awaiting planning permission.
Harker House FF shower facility	16,500	16,500	0	Part of the essential improvements for the in-house Homes for Older People and works are currently out to tender.
Wholefood Planet 2008-9	105,000	105,000	0	Social Enterprise scheme to offer employment for people with Learning Difficulties.
Accommodation for LD 2008-9	100,000	100,000	0	
Adult Social Care IT infrastructure	259,311	259,311	0	A new grant received in October 2008.
Mountfield call system	40,000	40,000	0	Placing speech units into bedrooms.
Total	9,639,668	6,055,334	-3,584,334	

Note1: Where there is slippage on a scheme the money will be carried forward to 2008-9. The year in brackets is the financial year the project started.

Appendix Two: Aged Debt Analysis as at 30 November 2008

	Adult Social Services Department service users at 30 November 2008	All other debts 30 November 2008	Total 30 November 2008		Adult Social Services Department Service Users at 30 September 2008	Total 30 September 2008	
	£	£	£		£	£	
items referred to Head of Law awaiting estate finalisation	888,064	959,549	1,847,614	*1	814,144	1,451,300	
secured debts	931,801	0	931,801	*2	898,209	898,209	
being paid by instalment	4,405,454	0	4,405,454	*3	4,445,636	4,445,636	
items on hold/in dispute	724,318	218,667	942,985		693,290	905,785	
items awaiting referral	656,649	815,296	1,471,945	*4	474,633	1,218,345	
Items awaiting write-off	27,032	2,459	29,491		0	0	
Sub-total	11,793	4,978	16,771		9,769	11,478	
	7,645,111	2,000,949	9,646,061		8,930,753	8,930,753	
items outstanding							
under 30 days	2,373,297	10,868,006	13,241,303	*5	2,578,156	12,113,928	
31-60 days	837,221	1,754,895	2,592,116	*6	926,292	1,953,433	
61-90 days	458,048	608,335	1,066,382		657,214	1,666,038	
91-120 days	242,188	182,070	424,258		196,027	1,176,248	
121-150 days	217,680	235,254	452,933		129,033	479,043	
151-180	201,091	676,292	877,383		102,219	231,560	
over 180 days	100,307	663,054	763,361		91,794	1,086,570	
Total debt outstanding	12,074,942	16,988,856	29,063,798		12,016,416	27,637,571	

Key: *1 Debts subject to recovery by legal action.
*2 Debts subject to estate finalisation at death.

*3 Debts secured by legal charge on property or other security. Adult Social Services service users have certain rights regarding paying for residential care. If they declare an interest in a property, they can elect to defer payment (all or part) until the property is sold. If the service user defers payment, the debt is secured by a deferred payment agreement and it may be some time before the debt can be collected.

*4 Debts disputed and referred back to service departments, includes debts owed by trading partners (e.g. NPS, May gurney) which may be contra'd

*5 New debts raised during the current month and unpaid at month end.

*6 Debts raised in the previous month and subject to normal recovery action.

Report to Adult Social Services Overview and Scrutiny Panel
12 January 2009
Item No 12

Service and Financial Planning 2009-12

Report by the Director of Adult Social Services

This report updates the Panel on proposals for service planning for 2009/10-2011/12. It includes updated information on the Provisional Grant Settlement, revenue budget proposals and capital funding bids. The Panel is asked to consider the contents of the report and to feed back comments to inform Cabinet discussion at its meeting on 26 January 2009.

1 Background

- 1.1 Budget planning is part of an integrated approach to overall service planning, including reviewing and up-dating the County Council Plan. The proposals in this paper are part of that overall approach.
- 1.2 Review Panels received service and budget planning reports in November 2008 identifying key contextual issues and service challenges together with Chief Officer proposals towards delivering the County Council's Objectives within the agreed financial planning framework. Planning carried out during the year and prior to the announcement of the Provisional Grant Settlement has been based on financial planning assumptions, which included a 3% uplift for Children's Services, Adult Social Services, Planning and Transportation, Waste and Environment and Fire and 2.5% for all other services. Decisions on the final allocation of resources will reflect the delivery of the County Council's Objectives and improvement priorities. At the Panel meetings in November, Members were asked to consider and comment on the revenue and capital proposals in light of the information then provided on corporate issues, performance, value for money, risk management and funding to help inform Cabinet members' discussions.
- 1.3 This paper updates Members on the Government's financial settlement for Norfolk. It also reports further work to prioritise bids for capital funding. Overview and Scrutiny Panels are again asked to consider the implications in relation to their own service areas for report back to and consideration by Cabinet in January 2009.

2 Council Objectives and Service Planning Preparation

- 2.1 The Panel regularly receives performance information against the current corporate objectives, relevant to this Panel. In addition, progress against actions in the County Council Plan 2008-11 and service plans was reported in November.
- 2.2 Work is ongoing to develop service plans for Adult Social Services. This includes:

- A 'gap' analysis of this year's plans, to ensure next year's plans include the recommendations and improvement areas from our Commission for Social Care Inspection (CSCI) performance assessment, and other identified challenges and issues affecting the service;
- An update of service objectives to make sure any identified gaps are filled, and to ensure our plans reflect our priorities;
- Developing a monitoring framework of actions, milestones, performance indicators and risks to enable regular reporting to Overview and Scrutiny;
- Details of how the plans will be resourced – in terms of workforce planning, assets and budgets;
- Impact assessments (using the Single Impact Assessment tool) to ensure our plans positively impact upon key cross cutting issue like diversity and equality issues, accessibility and sustainability.

2.3 We will report back to Overview and Scrutiny Panel on the 5 March to propose:

- The service objectives for Adult Social Services;
- The monitoring framework for the Panel against these objectives, for 2009/10;
- The key findings from the Single Impact Assessment of the proposed plans.

2.4 Plans will then be finalised and published on the 1 April 2009.

3 **Provisional Local Government Finance Settlement 2009/10**

3.1 The Provisional Settlement was announced on 26 November 2008 covering the two years 2009/10 to 2010/11. It has been issued for consultation with responses due back to Communities and Local Government by 7 January 2009. The final Settlement is usually announced towards the end of January/early February.

3.2 For Norfolk, the position is set out in the table below:

	2009-10	2010-11	2009-10	2010-11
	%	%	£M	£M
Shire Counties	4.2	4.0	+154.9	+152.9
Shire Districts	1.4	1.3	+22.1	+22.3
Unitaries	3.4	3.0	+141.9	+131.2
England	2.8	2.6	+780.1	+747.5
Norfolk	5.9	5.3	+12.7	+12.0

3.3 This confirms the position for Norfolk County Council announced in the three-year settlement in January 2008 and previously reported to this Overview and Scrutiny Panel. The only change relates to some redistribution of the funding totals for shire counties and districts reflecting local government restructuring decisions. This has not affected the Norfolk total.

4 Update on Financial Planning Position for 2009-10

4.1 Icelandic Investments

4.1.1 As has been reported previously, we currently have £32.5m of assets frozen in the accounts of three Icelandic banks. The banks have now been put into administration and we are working with the administrators, and all other local authorities with exposure to Icelandic banks, to recover in full the investments at risk. The position regarding the timing and the extent that the investment will be returned remains unclear. The Minister for Local Government, John Healey, announced in his statement to the House of Common on 26 November that a new Regulation is to be made, which will mean that we, and other Councils, will not need to make provision in our 2009-10 budget for any loss on these investments. This will provide additional time to obtain a clearer view on reaching a resolution and subsequently, to assess a more accurate view of any requirements within our medium term financial plan.

4.2 Inflation 2008-9

4.2.1 Due to the increase in inflation experienced mid way through the current financial year, it was reported to November Review Panels that the situation would be reviewed and an assessment made as to how this could be managed and the likely impact on future years. All services have identified some increased costs during the year due to inflation, primarily affecting fuel costs and utilities including gas, oil, electricity and oil related costs affecting highways maintenance materials. These additional costs have been managed by Chief Officers during the year within their respective cash limited budgets. For 2009-10, commentators are projecting a significant reduction to the levels of inflation experienced in 2008-09. This is evidenced already by the reduction in the price of oil over recent months. It is recognised that whilst this change to inflation may not impact immediately in all areas, for example, fixed contracts and contracts for supplies where there is normally a delay in price reductions, such as gas, it is considered that inflation should be containable within the cash limited budget.

5 Review Panel Comments

5.1 On the basis of the agreed financial planning uplift, proposals and issues of particular significance for this Panel including risks and key efficiencies were considered in November. At that meeting, the following issues were identified as having particular impact on service delivery and achievement of the Council's priorities.

- Demographic growth. Nationally the number of people with learning difficulties and people with physical disabilities continues to rise because people are living longer than even in the relatively near past. The financial pressure created is significant given the high cost of many of these packages and the increasing levels of need amongst these client groups. Norfolk has higher proportions of people aged 50-54 and over, and lower proportions population of younger age groups when compared to the average in England and Wales. This has implications for the need for provision of care, independence and housing. The

department has to meet the increasing needs of the people of Norfolk whilst managing the budgetary pressures the department faces.

- The Adult Social Services Change Agenda, including Putting People First and the need for more personalisation and prevention. The Modern Social Care project is still ongoing and there are 15-20 other significant service change projects affecting virtually every aspect of the services we commission and deliver. These include the projects for: Assessment and Care Management Review, incorporating Personal budgets; the review of Day Opportunities for Older People and People with a Physical Disability or Sensory Impairments; the ongoing externalisation of home support; the Strategic model of Care for Care homes; Community Meals; and the Integration of Health and Social Care services. This transformation programme is necessary to ensure that Adult Social Services puts the needs of the individual at the core of the services we provide, whilst providing Value for Money.
- Achieving the ambitious targets for Personal Budgets as set out in the Local Area Agreement for 2009-10 and future years.
- The need to continue to maintain and improve performance. Particular areas the department is working on at the moment are to: increase the number of reviews of service users and inputting these into Carefirst; improve our recording of ethnicity data; increase the number of Carers assessments and reviews which again is mostly a recording issue on Carefirst; and continue with the improvements made around Delayed Transfers of Care where many joint actions are being undertaken between ASSD and NHS Norfolk, and the drop in delays since May illustrate the improvements being made.
- The need to invest money in prevention. Previously the department has received grant monies for Partnerships with Older Peoples Projects (POPSS) and used this to pilot various prevention initiatives such as Night Owls, Swifts and Teleshopping. However this money will not be available in 2009-10. The department therefore needs to find other sources of funding for those prevention projects that it can demonstrate results in improved outcomes for people, helps the authority achieve its objectives and achieve savings in the longer term for Adult Social Services and its partners investing in these services.
- The Priority Based Budget exercise in Learning Difficulties aims to develop a budget for 2009-10 that enables Norfolk Learning Difficulties Service to operate within the financial constraints of the 5% growth target (including inflation) agreed by the Pooled Fund partners; as well as introduce an improved resource allocation and budgeting procedure; and extend managerial involvement in resource allocation, budgeting and financial management. The savings this exercise needs to achieve are £6.856m in 2009-10. There are inevitably risks around achieving savings at this level within the Learning Difficulties service given the pressures in demographic growth and increased need facing this area.
- Demand Management - in addition to the other savings we have had to include a figure of £4.462m representing a reduction in the number of packages we are able to provide. This is not a welcome measure however with the forecast growth pressures and funding not meeting this, there are no other alternatives to

recommend. This measure significantly increases risks to people as the overall needs of the population increases and there is also a significant risk that the placement rate cannot be held at this low level. This level of reduction would be greater than the growth monies going into the non-Learning Difficulties Purchase of Care budgets in 2009-10.

6 Revenue Budget Proposals

6.1 The attached proposals set out the proposed cash limited budget for Adult Social Services and individual budget proposals for the key service budgets for this Overview and Scrutiny Panel, which are:

- Community Care and Service Development;
- Learning Difficulties;
- Mental Health and Drugs and Alcohol;
- Other, consisting of Commissioning and Transformation, the Director, Finance and Human Resources, Training and Organisational Development.

6.2 There are no changes to the budget proposals reported to this meeting on 17 November.

6.3 Appendix A shows:

- Cost pressures which impact on the Council Tax
- Budget Savings
- Transfer of specific grants to Area Based Grant
- Transfers of responsibility from Local to Central Government
- Cost neutral changes, ie budget changes that across the Council do not impact on the overall Council Tax.

6.4 All budget planning proposals have been considered in the light of impact on corporate objectives, performance, risk, value for money, equalities and community cohesion and sustainability. This has included a high-level single impact assessment. Key implications for consideration are identified against each item within the table in Appendix B, which provides a summary of the information for the service department as a whole. The spending pressures and savings for each key service division for 2009-10 are shown in Appendix C.

7 Capital Programme

7.1 In accordance with the Capital Strategy, departments have submitted bids for capital funding to the Corporate Capital and Asset Management Group (CCAMG). Review Panels considered these bids at their November meeting and comments were passed to CCAMG.

7.2 CCAMG has prioritised these bids using the Council's Capital Prioritisation Model. The prioritised list for Adult Social Services is shown in Appendix D, including the scores achieved by each bid. Following the Government's announcement of capital grant for 2009-11, all sources of funding for capital schemes are being assessed to ensure the most cost effective use of capital

funding. Any changes to the submitted bids may affect the current scores and prioritisation. Cabinet will consider the prioritised list on 26 January 2009, where the prioritisation will be reviewed (and may be amended). Cabinet will also consider, alongside revenue requirements, the level of funding that can be made available to fund the bids, and recommend to Council which bids are included in the capital programme.

8 Recommendations

- 8.1 Members are asked to consider and comment on the proposals contained within this paper and to consider the prioritised bids for capital funding, in order to inform Cabinet discussion at its meeting on 26 January.

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Lesley Spicer, Tel: 01603 638129, Minicom: 01603 223242, and we will do our best to help.

Appendix A: 2009-12 Revenue Budget Estimates

2009-12 Revenue Budget Estimates	2009-10	2010-11	2011-12
	£m	£m	£m
2008-09 Original Budget	208.198	212.251	
Adjustments to Base			
Additional Cost Pressures (see Appendix B)	25.387	11.568	
Budget Savings (see Appendix B)	-19.228	-5.200	
Sub-total	6.159	6.368	
Budgetary Planning Uplift (difference between sub-total above and 2007-08 Original Budget)	6.159	6.368	
Service Transfers			
Transfer of specific grants to Area Based Grant	0		
Area Based Grant increase above existing grant	0.261		
Cost Neutral Changes, including budget transfers - these do not impact on the overall Corporate Budget or on the overall Council Tax			
Budget Transfer to Corporate Procurement - LINks grant (Local Involvement Networks)	-0.344		
Budget Transfer to Children's Services - Lakeside accommodation	-0.075		
Budget Transfer to Children's Services - Interpreters, Car Parks, Printing, Non-NPS managed property rental costs	-0.113		
Transfer to Trading Standards - Transfer of Norfolk Home Call function, Salaries and Non-Salary costs	-0.070		
Depreciation Charges*	-0.357		
Deferred Charges*	-3.272		
Grant on Deferred Charges*	1.770		
Grant and Contributions Deferred	-0.048		
Office Accommodation - less adjustment	0.141		
Cash Limited Budget	212.250	218.619	

*These are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax Calculation. They are self-balancing notional adjustments to ensure the department's accounts show the true cost of the assets it uses.

Adult Social Services: Revenue Budget Planning - Spending Pressures and Savings 2009-12

Analysis of Change to the Budget	2009-10	2010-11	2011-12	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
	£m	£m	£m	
Budget Uplift for Planning Purposes Only	6.159	6.368		
Cost Pressures And Service Improvements				
Basic Inflation - Pay (2.25%)	1.793	1.833		
Basic Inflation - Prices (general 2%)	5.665	5.803		
Additional Inflation				
Increase in Local Government Employers Pension Contribution	0.787	0.795		
Potential increase in mileage rates paid to volunteer drivers	0.020			
Estimated increase in utilities - gas, oil, electricity , water	1.018			Estimate of potential increase in cost of utilities given the current price increases in the department's establishments.
Increase in costs of home care purchased from external providers, greater than basic inflation, following the 2008-9 re-tendering exercise	0.069			Pressure that will be incurred following the recent home care retendering exercise. The demographic growth pressure covers the cost of the increase in hours as a result of the retendering exercise.
Government/Legislative requirements				
Reduction in Preserved Rights Grant	0.240	0.201		Reduction in specific grant received by Adult Social Services, which if not funded would

Analysis of Change to the Budget	2009-10	2010-11	2011-12	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
	£m	£m	£m	
				result in less Purchase of Care budget.
Demand/Demographics				
Demographic growth – Older People	2.000	2.000		Pressure on Purchase of Care budget based on corporate demographic trend information.
Increased cost packages – Older People	0.749	0.756		Pressure on Purchase of Care budget due to increasingly complicated needs of people.
Demographic growth – Physical Disability	0.039	0.036		Pressure on Purchase of Care budget based on corporate demographic trend information.
Increased cost packages – Physical Disability	0.117	0.118		Pressure on Purchase of Care budget due to increasingly complicated needs of people.
Demographic growth – Mental Health	0.028	0.026		Pressure on Purchase of Care budget based on corporate demographic trend information.
Learning Difficulties Recurrent overspend from 2008-09, due to packages of care	0.500			Pressure on Learning Difficulties budget identified in 2008-9.
Learning Difficulties – make 2008-09 one off contribution recurring	1.228			Norfolk County Council's share of the 2008-9 gap in the Learning Difficulties Pooled Fund was made via an increased recurring additional contribution. This was funded from Finance General in 2008-9.
Increase in NCC/ASSD contribution to the Learning Difficulties Pooled Fund - 5% less corporate inflation increase of 2%	1.481			Partners in the Learning Difficulties Pooled Fund have agreed 5% growth in 2009-10.
Inflation on Learning Difficulties - greater than corporate 2%	0.885			

	Analysis of Change to the Budget	2009-10	2010-11	2011-12	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
		£m	£m	£m	
	Transition of people with Learning Difficulties from Children's Services to Adult Social Services	2.600			Estimate of additional cost of packages of care for people it is known will be moving from Children's Services to Adult Social Services.
	Learning Difficulties Panel Decisions - new services less people leaving the service	2.720			Pressure on the Learning Difficulties Purchase of Care budget following an increase in costs of care.
	Full year effect of previous year's Learning Difficulties Panel decisions	2.430			Pressure on the Learning Difficulties Purchase of Care budget following an increase in costs of care.
	Full year effect of reprovision of Burlingham House- Learning Difficulties	0.750			Pressure on the Learning Difficulties Purchase of Care budget following an increase in costs of care for people being resettled following the closure of a unit in 2008-9.
	Aspergers Service - Learning Difficulties	0.100			
	Transition of people with physical disabilities from Children's Services to Adult Social Services – increase between years	0.168			Estimate of additional cost of packages of care for people it is known will be moving from Children's Services to Adult Social Services.
	Total Cost Pressures And Service Improvement	25.387	11.568		
	Shortfall, ie cost pressures less budget uplift	-19.228	5.200		

	Analysis of Change to the Budget	2009-10	2010-11	2011-12	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
		£m	£m	£m	
	Increase in income to Norfolk Learning Difficulties Service from the Learning Difficulties Pooled Fund, excluding NCC 2% inflation	-3.129			Partners in the Learning Difficulties Pooled Fund have agreed 5% growth in 2009-10.
	Potential Budget Savings				
	Modern Social Care/Assessment and Care Management Review Savings	-1.500			Enhanced access service and in community social care teams. Potential efficiency savings of £1.2m related to these proposals have been identified to date. Proposals are to reduce posts by 38.5. Additional proposals are in development that will improve the remaining care management services and which will lead to further efficiencies.
	Priority Based Budgeting exercise in LD	-6.856			The Priority Based Budgeting exercise aims to: develop a budget for 2009-10 that enables Norfolk Learning Difficulties Service to operate within the financial constraints of the 5% growth target (including inflation) agreed by the Pooled Fund partners; introduce an improved resource allocation and budgeting procedure; and extend managerial involvement in resource allocation, budgeting and financial management. There are risks around achieving savings at this level within the Learning Difficulties service.

	Analysis of Change to the Budget	2009-10	2010-11	2011-12	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
		£m	£m	£m	
	Recalculation of overall inflation required	-2.000	-2.000		Recalculation of the amount Adult Social Services requires for general inflation in future years. The recalculation of inflation takes into account expenditure and income budgets.
	Savings from continued externalisation of home support services	-0.821	-0.719		This is a crucial element of caring for people at home, away from residential settings. Remodeling of the service is needed to reduce the escalation of care needs and so cope with demographic pressure. 31% of the people using the Assessment and Reablement service implemented in January 2008 have not needed long term care.
	Savings from Day Opportunities project	-0.500			The aim of the project is to enable older people and people with physical or sensory impairments to access an increasingly full and flexible range of day opportunities to meet their individual requirements, promote their health and well being, and that of their carers, and reduce social isolation.
	Demand management (non- Learning Difficulties) - ie reduction in Purchase of Care budgets	-4.422	-2.481		Demand management is achieved by holding placement rate at current low level. Over time this significantly increases risks to people as the overall needs of the population increases. There is also a significant risk that the placement rate cannot be held at this low level. This level of reduction is greater than the growth monies

	Analysis of Change to the Budget	2009-10	2010-11	2011-12	Summary assessment of positive or negative impact on performance; corporate objectives; value for money, equalities and sustainability
		£m	£m	£m	
					going into the Purchase of Care budgets for non-Learning Difficulties.
	Total Savings And Increased Income	-19.228	-5.200		
	Shortfall	0	0		

Appendix C: Revenue Budget Planning - Spending Pressures and Savings 2009-10 by Service

Analysis of Change to the Budget	Community Care and Service Development	Learning Difficulties	Mental Health and Drugs and Alcohol	Other (Note 1)
	£m	£m	£m	£m
Budget Uplift for Planning Purposes Only	1.156	3.702	0.377	0.924
Cost Pressures And Service Improvements				
Basic Inflation - Pay (2.25%)	1.173	0.311	0.112	0.197
Basic Inflation - Prices (general 2%)	4.287	0.682	0.237	0.459
Additional Inflation				
Increase in Local Government Employers Pension Contribution	0.519			0.268
Potential increase in mileage rates paid to volunteer drivers	0.020			
Estimated increase in utilities - gas, oil, electricity , water	1.018			
Increase in costs of home care purchased from external providers, greater than basic inflation, following the 2008-9 re-tendering exercise	0.069			
Government/Legislative requirements				
Reduction in Preserved Rights Grant	0.240			
Demand/Demographics				
Demographic growth – Older People	2.000			
Increased cost packages – Older People	0.749			
Demographic growth – Physical Disability	0.039			
Increased cost packages – Physical Disability	0.117			
Demographic growth – Mental Health			0.028	

	Analysis of Change to the Budget	Community Care and Service Development	Learning Difficulties	Mental Health and Drugs and Alcohol	Other (Note 1)
		£m	£m	£m	£m
	Learning Difficulties Recurrent overspend from 2008-09, due to packages of care		0.500		
	Learning Difficulties – make 2008-09 one off contribution recurring		1.228		
	Increase in NCC/ASSD contribution to the Learning Difficulties Pooled Fund - 5% less corporate inflation increase of 2%		1.481		
	Inflation on Learning Difficulties - greater than corporate 2%		0.885		
	Transition of people with Learning Difficulties from Children's Services to Adult Social Services		2.600		
	Learning Difficulties Panel Decisions - new services less people leaving the service		2.720		
	Full year effect of previous year's Learning Difficulties Panel decisions		2.430		
	Full year effect of reprovision of Burlingham House- Learning Difficulties		0.750		
	Aspergers Service - Learning Difficulties		0.100		
	Transition of people with physical disabilities from Children's Services to Adult Social Services – increase between years	0.168			
	Total Cost Pressures And Service Improvement	10.399	13.687	0.377	0.924
	Shortfall, ie cost pressures less budget uplift	9.243	9.985	0	0
	Increase in income to Norfolk Learning Difficulties Service from the Learning		-3.129		

Analysis of Change to the Budget	Community Care and Service Development	Learning Difficulties	Mental Health and Drugs and Alcohol	Other (Note 1)
	£m	£m	£m	£m
Difficulties Pooled Fund, excluding NCC 2% inflation				
Potential Budget Savings				
Modern Social Care/Assessment and Care Management Review Savings	-1.500			
Priority Based Budgeting exercise in LD		-6.856		
Recalculation of overall inflation required	-2.000			
Savings from continued externalisation of home support services	-0.821			
Savings from Day Opportunities project	-0.500			
Demand management (non- Learning Difficulties) - ie reduction in Purchase of Care budgets	-4.422			
Total Savings And Increased Income	-9.243	-9.985	0	0
Shortfall	0	0	0	0

Note 1: Other consists of Commissioning and Transformation, the Director, Finance and Human Resources, Training and Organisational Development

Appendix D: Capital Priorities for Funding from Corporate Capital

Capital Bid	Score	Profile of Capital Requirements		
		2009-10 £m	2010-11 £m	2011-12 £m
Essential Improvements in Homes for Older People 2009-10	37	0.417	0	0
Essential Improvements in Homes for Older People 2010-11+	37	0	2.420	2.420
Replacement Call Systems at Homes for Older People	36	0.075	0.075	0.075
Total		0.492	2.495	2.495

Adult Social Services Performance Report

Report by the Director of Adult Social Services

Summary

This report provides:

1. Confirmation of the CSCI performance assessment of Norfolk Adult Social Services for 2007/08.
2. Performance progress against the key performance indicators for 2008/09.

1 Performance Assessment 2007/08

1.1 The Commission for Social Care (CSCI) has published the 2007/08 performance ratings of all adult social services departments in England.

1.2 We are delighted to confirm that in recognition of the improvements made by Norfolk Adult Social Services we have been awarded three stars - the highest possible rating for a social services department.

1.3 The CSCI performance judgement is made in two parts and we achieved the following:

- Delivering outcomes Good
- Capacity for improvement Excellent

1.4 Within the 'Delivering Outcomes' judgement we were awarded the following:

- Improved health and emotional well-being Good
- Improved quality of life Good
- Making a positive contribution Excellent
- Increased choice & control Good
- Freedom from discrimination & harassment Good
- Economic well-being Good
- Maintaining personal dignity & respect Excellent

1.5 Within the 'Capacity to Improve' judgement we awarded the following:

- Leadership Excellent
- Commissioning & use of resources Excellent

1.6 The overall rating, made on the areas above, means that Norfolk Adult Social Services is judged as having an **overall performance rating of 3 Stars**.

1.7 From these judgements we can determine our aspirations. Which are, that we need to maintain our excellent level outcomes and that we aspire to achieve excellent for those outcomes graded as 'good'. The CSCI Performance Summary Report identifies areas of strength and areas for improvement and is attached as Appendix 1 to this report.

2 Monitoring Performance 2008/09

2.1 In order to ensure compliance with the business processes, as well as reinforcing a culture of data quality, the reporting is done in its purest sense. This is most relevant to reviews (D40) and carers

- ★ On or better than target
- ▼ More than 5% away from target
- Within 5% of target

2.2 Those indicators for 2008/09, that can currently be reported, are:

PI	Details	Comments	Outturn	Band
NI135	Self directed support	Exceeding target by 116	1,558	★
D40	Reviews of service users	Down on target of 67.7%	50.2%	▼
C73	Residential admissions 18<64	An improvement on target of 47 (low is good)	43	★
Ethnicity	Ethnicity recording at assessment	Down on the target of 97.5%	89.7%	▼
D62	Carers assessments	Down on target of 2,441	963	▼
PAFD41	Delayed transfers of care	Above target of 8.0 (low is good)	9.54	▼

2.3 The actions being taken in response to those PIs above are detailed in section 3 of this report.

3 Actions Being Taken

3.1 An action plan has been developed and is being monitored by the Performance Board. The plan includes actions for both front line and support services staff with timescales and lead officers identified.

3.2 The action plan was discussed and agreed at the Quarterly Managers Meeting and is made available on the intranet and shared drive. Members can locate the action plan on the performance page on the ASSD intranet.

3.3 In addition to the action plan a number of staff development actions are being taken to improve performance and support staff awareness and understanding. These include:

- Manager specific training day has been devised covering performance, processes and CareFirst. 18 training days over January, February and March will be offered to team and assistant team managers.
- Service specific training has been launched for staff to develop more focused expertise in using CareFirst.

3.4 **Reviews of service users – D40 ▼**

3.5 As reported to Panel in November 2008 we are able to establish that more service users have actually been reviewed, compared to those input into CareFirst. Thus if we also include these instances the PI would increase from 50.2% to 63.4% being 4.3% shy of target. Thus changing the band from ▼ to ●.

3.6 Community Care and the Integrated Services (Mental Health and the Learning Difficulties Service) have action plans in place with monthly progress being monitored at the Performance Board. The actions currently being undertaken include:

- A client-by-client list for the Learning Difficulties Service allows them to identify those requiring a review as well as overdue reviews.
- A reporting tool for the Care Management Support Service has been developed to enable them to caseload manage scheduled review activities more effectively.

3.7 **Ethnicity recording ▼**

3.8 In addition to the activities reported to Panel last month:

- The Access Service is identifying ethnicity where possible.
- Ethnicity recording is being checked at point of case closure.

3.9 **Carers Assessments and Reviews ▼**

3.10 This is mostly a recording issue and a number of actions are being taken, these include:

- A factsheet has been developed clarifying for staff how to record carers information in CareFirst.

4 **Resource Implications**

4.1 There are no implications.

5 **Other Implications**

5.1 There are no implications.

6 **Equality Impact Assessment (EqIA)**

6.1 There are no implications.

7 **Section 17 - Crime and Disorder Act**

7.1 There are no crime and disorder measures within the performance framework. Whilst the performance targets do not have a direct impact on crime, ensuring that vulnerable adults are safe and well supported, helps to contribute to a safer community.

8 **Risk Implications/Assessment**

8.1 Any risks to achieving improvement in performance are identified within the risk

register, which sets out what action is required to minimise the risk.

9 Conclusion

- 9.1 This report reflects the performance of process compliance. As such the final performance outturn result would include additional data analysis.
- 9.2 An action plan is in place to address both the recording and practice performance issues.

10 Action Required

- 10.1 Members are asked to note and comment on the contents of this report.

Background Papers

N/A

Officer Contacts

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Lesley Spicer, Tel: 01603 638129, Minicom: 01603 223242, and we will do our best to help.



Making Social Care
Better for People

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Mr H Bodmer
Director of Adult Social Services
Norfolk County Council,
County Hall,
Martineau Lane,
Norwich,
NR1 2DH

27th October 2008

Ref - **FINAL**

Dear Mr Bodmer

PERFORMANCE SUMMARY REPORT of 2007-08 ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR NORFOLK COUNTY 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.

You will have already received a 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 judgements outlined in this report support the performance rating notified in the performance rating letter. The judgements are

- Delivering outcomes using the LSIF rating scale

And

- Capacity for Improvement (a combined judgement from the Leadership and the Commissioning & 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 31st January 2009) and to make available to the public, preferably with an easy read format available.

ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2007/08

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Good
Making a positive contribution	Excellent
Increased choice and control	Good
Freedom from discrimination and harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Excellent
Capacity to Improve (Combined judgement)	Excellent
Leadership	Excellent
Commissioning and use of resources	Excellent
Performance Rating	3 Stars

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"> ➤ Countywide Health Improvement Plan ➤ Service users and carers involved in planning and implementation of services ➤ Direct Payments and individual budgets ➤ The services supporting the very good targeted prevention agenda ➤ Good feedback mechanism are in place, through reviews and the complaints procedure ➤ Good process for service users to maximise their income ➤ Safeguarding for vulnerable adults is excellent ➤ Workforce ➤ Joint Strategic Needs Assessment 	<ul style="list-style-type: none"> ➤ Further develop a more outcome focused approach to care management ➤ Intermediate Care ➤ Universal access to services ➤ Further develop policies and initiatives to ensure all are free from discrimination and harassment
Older people	
<ul style="list-style-type: none"> ➤ Well developed extra care schemes 	<ul style="list-style-type: none"> ➤ Help more people remain supported living independently at home ➤ Number of people delayed unnecessarily in hospital
People with learning disabilities	
<ul style="list-style-type: none"> ➤ Remain supported living independently at home ➤ Employment opportunities 	<ul style="list-style-type: none"> ➤ Re-provision of NHS campus provision.
People with mental health problems	
<ul style="list-style-type: none"> ➤ On going developments of the Drugs and Alcohol services 	<ul style="list-style-type: none"> ➤ Help more people remain supported living independently at home
People with physical and sensory disabilities	
<ul style="list-style-type: none"> ➤ Remain supported living independently at home ➤ People with physical disabilities have written the new physical disabilities strategy ➤ Employment opportunities 	<ul style="list-style-type: none"> ➤ Integrated Community Equipment Store
Carers	
	<ul style="list-style-type: none"> ➤ Further development of services

KEY STRENGTHS AND AREAS FOR DEVELOPMENT BY OUTCOME

Improved health and emotional well-being

The contribution that the council makes to this outcome is Good

The council continues to offer a good level of health information to all of its citizens in a range of accessible formats from Webpage's and DVD's to individual leaflets. The countywide Health Improvement Plan is an excellent initiative. There are also some good health initiatives in their in-house services. However the council needs to ensure all of its population can access quality advice and support and can affectively demonstrate the impact of this. Internal partnership arrangements are good and there is good ownership across the corporate county council for the health and emotional well being agenda, especial around leisure.

There is strong partnership work between health, police and the council supporting the on going development of the drugs and alcohol service across the county. This has been strengthened in 2007/08 with the new Tier 2 / 3 services in Thetford and the establishment of the Norwich Alcohol Board and the alcohol harm education programme in 2008/09 will enhance this further.

There is good evidence that the established board and programme director are delivering the joint commissioning strategy for long term conditions effectively. The council jointly with its partners can demonstrate a good understanding and needs of the HIV / AIDs population and is working to produce a joint commissioning strategy. A single assessment process and a good care programme approach are in place.

The council with its health partners need to continue to focus on reducing the numbers of people delayed unnecessarily in hospital and ensure appropriate capacity is available in services to achieve this. The council with its health partners have begun to review the intermediate care services across the county. There is evidence of some good initial initiatives (re-enablement / rehabilitation) taking place in areas which need to be built upon. The council has worked effectively with key partners in the re-provision of NHS campus provision for adults with Learning Disabilities.

Key strengths

- The council has implemented some excellent initiatives with partners in respect of services for older people with mental health problems, which enhances the services already established and can demonstrate good impact.
- The number of reviews undertaken is good and the council tries to put service users and carers very much at the heart of the review. Quality assurance and feedback systems are in place. Although as with the assessment process the council needs to further develop a more outcome focused approach to reviews across all client groups.

- There are good alcohol & drug services in the county - The council needs to evidence the impact its new D&A initiatives are having on the local communities.

Key areas for development

- The council with its health partners need to continue to focus on reducing the numbers of people delayed unnecessarily in hospital and ensure appropriate capacity is available in services to achieve this.
- The council with its health partners have begun to review the intermediate care services across the county. There is evidence of some good initial initiatives (re-enablement / rehabilitation) taking place in areas, which need to be built upon to ensure universal access.
- Re-provision of NHS campus provision

Improved quality of life

The contribution that the council makes to this outcome is Good

The overall number of adults with learning and physical disabilities supported at home remains excellent and there has been significant improvement with older people to a very good level. Support for adults with mental health problems to enable them to remain at home needs to be further enhanced. The number of people who are supported through intensive home care and telecare service remains low. Whilst the number of carers receiving services has increased slightly due to a number of well-developed initiatives, improvement is still required. Registered services within Norfolk are of a high quality. Acceptable timescales for delivery of equipment remains very good, although the council has yet to develop an integrated community equipment store.

The council has developed some very good initiatives around the broad prevention agenda using the Partnerships for older people's projects allocation and these will be strengthened in 2008/09. As with all of the council's service agreements for grants, these are under pinned by outcome focused contracting and monitoring. Further development of extra care initiatives across the county is required, especially around older people to ensure choice. The evaluation of the falls services needs to be implemented to strengthen the development already taken. The council needs to ensure that the telecare service is embedded operationally to enable it to support more people across the county.

The council needs to develop its evidence around impact for those people who directly access services, to enable it to be confident all citizens have universal access to services. For those people who use the council custom service centre, this has been rated as "excellent" in an Audit Commission mystery shopping exercise.

The council's specialist autistic spectrum service and services for the deaf blind are well developed. The council needs to build on the transition strategy, which was agreed in 2007.

The council has built upon the developments in previous years and can demonstrate that its citizens feel safe and secure through a number of surveys and consultation events. The rogue trading initiatives has helped the trading standards unit achieve community safety accreditation.

Key strengths

- The overall number of adults with learning and physical disabilities supported at home remain excellent.
- The council has developed some very good initiatives around the broad prevention agenda under the Partnerships for older people projects allocation and can demonstrate the impact and these will be strengthened in 2008/09.
- For those people who use the council customer service centre, this has been rated as "excellent" in an Audit Commission mystery shopping exercise.
- The county has well developed extra care schemes in place, although the council needs to ensure older people still have choice and there is capacity in the system.
- Registered services with in Norfolk are of a high quality.

Key areas for development

- Further improvement with older people and adults with mental health problems to remain at home is still required.
- Whilst the number of carers receiving services have increased slightly due to a number of well-developed initiatives, significant improvement is still required.
- Develop an integrated community equipment store, although timescales for delivery of equipment remains very good.

Making a positive contribution

The contribution that the council makes to this outcome is Excellent

The council can demonstrate good initiatives which enable service users to have the confidence to communicate appropriately, especially in adult services. Service users also contribute effectively to the wider community through a number of forums and partnership boards. The council needs to enhance their policies to ensure service users and their carers have the skills and qualifications they desire. Service users and carers across all client groups are involved in all stages of service developments and their views are proactively sought. The council can demonstrate a high number of changes which are directly attributable to responses from people using services and carers.

The council can demonstrate a significant commitment to developing ways of expanding volunteers working in social care and support services and numbers are increasing.

Key strengths

- The council is aiming to be an inspirational place with a clear sense of identity. It aims to have a vibrant, strong and sustainable economy, with

aspirational people with high levels of achievement. All of this is being undertaken in consultation with its population and the council is building a feeling of real citizenship, through People's parliaments and partnership boards.

- Full review of day services undertaken with stakeholders including service users and carers which has resulted in better choice of fulfilling daytime activities, more integrated care pathway and reduction in segregation, stigma and social isolation.
- Mutual / hidden carers identified through consultation project.
- Volunteering actively supported with SLAs and media support provided through the council's communication's unit.
- Service users and people with physical disabilities have written the new physical disabilities strategy.
- The staff reference group felt they were well consulted on policy and procedures and had an opportunity to influence discussions. Development and learning opportunities are readily available. They also stated that the council has undertaken a major culture shift around minority communities and these are embedded into policies and procedures.

Key areas for development

- To continue the excellent engagement which has already been embedded

Increased choice and control

The contribution that the council makes to this outcome is Good

The council's revised customer service centre operational procedures ensure that service users and carers are treated with respect. Although the council needs to enhance the timeliness of the care management process and ensure a person centred approach can be demonstrated across all client groups. There is good feedback mechanisms and complaint routes when necessary. However advocacy services across the county needed to be developed further to ensure accessibility.

The council has enhanced its procedures between the handover period from day services to the emergency duty team by co-locating them. There is some evidence that services operate outside nine to five, Monday to Friday, however these need to be developed.

The council offers a broad range of services from prevention to intensive services, although in some areas of the county the choice can be limited due to rurality. The council has taken a shift towards supporting people at home, with very few older people being placed in permanent residential or nursing care.

The council's direct payments scheme is excellent and is accessible to all client groups. The council was one of the individual budget pilot sites in 2006/07 and while these services are progressing, further work is required. The council is aiming to roll out its self-directed support services during 2007/08 and has set ambitious targets within its LAA.

Key strengths

- The council's direct payments scheme is excellent and is accessible to all client groups.
- The council has a good effective complaints process, which tries to resolve issues at point of contact

Key areas for development

- The council needs to enhance the timeliness of the care management process and ensure a person centred approach can be demonstrated across all client groups and ensure robust quality assurance arrangements are in place
- Advocacy services across the county needed to be developed further to ensure accessibility.
- The council has been slow to fully implement the electronic social care record, although it will be available by October 2008.

Freedom from discrimination and harassment

The contribution that the council makes to this outcome is Good

The council has clear eligibility criteria, which is set at substantial and critical and is available in a wide variety of formats and can demonstrate impact of the application on potential and existing groups of people who use services. There is universal access to initial assessments to determine the needs of the individual and carer. Adult Social Care has reached Level 3 of the equality standard for local government in June 2008 and the council has robust monitoring processes in place to enable it to capture quality ethnicity data. The council has developed during 2007/08 a number of processes and initiatives to ensure people with any disability or sexual orientation receive appropriate support and services.

The council has established an equalities and diversity group and an action plan is being developed. Through 2007/08 the council developed a network of team equality and diversity champions, who are reviewing the current equality impact assessments.

Key strengths

- The council's workforce strategy reflects anti discrimination and harassment practices.
- The range of targeted activities to engage with vulnerable and disadvantaged groups particularly with travellers, black and minority ethnic people and people with disabilities enhances accessibility to information and services.

Key areas for development

- The council needs to continue to develop its strategy of obtaining level 5 of the equality standard for local government.
- The council needs to undertake full impact assessments on its, re-enablement service, eligibility criteria, direct payments and fair access to care policies.

Economic well being

The contribution that the council makes to this outcome is Good

The partnership approach to paid and voluntary employment has had a significant impact to service users in 2007/08 and offers a wide choice of pathways through a number of social enterprises. Further work is required to support carers into paid employment and pathways for adults with mental health problems.

The council now has a number of early intervention services, through the prevention agenda and re-enablement scheme, which enables service users to make reduced payments on care services to support themselves in their own homes.

A good partnership approach exists between the department of work and pensions and the council to ensure citizens are able to maximise their income.

The council has developed interim protocols with the PCT to cover continuing care and disputes continue to deal with issues before they become formal disputes.

Key strengths

- Additional staff trained in job coaching to support people in workplace
- Developing in house employment network to support people from day services into employment.
- Employment training project 'Project Search' in partnership with Norfolk and Norwich University Hospital, City College Norwich, and Reemploy enables younger people to gain work experience and training for variety of jobs within the hospital.
- More people set up micro enterprises and receive support and business premises through establishment of business hub.
- Teams of disability development workers continued to help people with physical disabilities access a range of mainstream educational and employment related opportunities.
- The council visits all new service users to explain the charging policy, carry out a financial assessment and conduct a benefits check to ensure maximum benefit income for them and their carers.

Key areas for development

- Further work is required to support carers into paid employment and pathways for adults with mental health problems.
- The council needs to establish a fully inclusive continuing care protocol with the PCT, which will replace the current interim one.

Maintaining personal dignity and respect

The contribution that the council makes to this outcome is Excellent

The council continues to further enhance its safeguarding procedures and to ensure appropriate agencies undertake investigation, intervention and action. This assures adults who are vulnerable are not abused, neglected or embarrassed. The council has ongoing publicity to raise awareness.

Although the council ensures basic awareness training is available to all staff in the statutory, voluntary and private sectors, the proportion of relevant adult social care staff who had training to identify and assess risks remain low and further development is required. The numbers of staff employed in the independent sector that have had some training on protection of adults is low compared to comparators. Although staff in registered services are able to identify vulnerable adults and respond appropriately to concerns is high in all cases with the exception of nursing homes for older people.

Almost all people admitted to care homes or supported living settings have access to single rooms if they choose.

Privacy and confidential are assured in most cases through appropriate policies and procedures, and compliance is well managed.

With the exception of Nursing Homes for younger adults, services in Norfolk are above the national average for meeting the national minimum standard on people being effectively safeguarded against abuse, neglect, embarrassment or poor treatment.

There is good membership of the Safeguarding board, which works very effectively. The safeguarding board has commissioned an external consultant to review its safe guarding policies in respect of the self directed support agenda. Police officers are co-located within the safeguarding team.

Key strengths

- Police officers are co-located with in the safeguarding team.
- SDS process already developed. There is good guidance to service users. An external Consultant reviews Safeguarding work.
- The council have an overarching information sharing protocol between social care and health. They also have one for SAP, Learning Difficulties and Mental Health.
- The council runs a number of personal relationship programmes to offer appropriate assistance.

Key areas for development

- The council needs to ensure that its quality training is accessible to all, as numbers are low compared to other councils.

Capacity to improve

The council's capacity to improve services further is Excellent

The council have made significant progress in addressing the Areas for development identified in last year's performance assessment letter. Throughout this performance year at regular review meetings and at the performance assessment meeting the council has shown strong leadership and commitment to social care from members and senior managers.

The council can demonstrate highly competent, ambitious and determined leadership skills of senior officers and elected member champions. There is also good partnership working internally and externally across the council, with strategic plans linked. Most national and local priorities are delivered through the LAA or JSNA and the joint commissioning plans. The two exceptions are the integrated community equipment store and delayed discharge.

There are strong links between the Norfolk County Strategic Partnership and Norfolk County Council. Supporting independence is a strong theme in the LAA, looking at preventative services, access to services and improving quality of services. The safer committees strategy includes older people. Four Adult Social Services indicators are in the LAA in addition to local indicators.

The council has good human resource strategies in place, which it continues to enhance and reflect the needs of the workforce. There has been good engagement with staff with regards to the implementation of the transformation agenda.

The council has linked performance and financial management and there are good quality assurance arrangements in place. The council has successfully implemented a new IT system during 2007/08, which will further enhance quality assurance arrangements.

The council with the Director of Public Health has a detailed analysis of the needs of the whole population with comprehensive gap analysis and strategic plan that links investment to activity. The council's Joint strategic needs assessment is perceived as good practice by CSIP and has good links to the LAA. The council's contracting are becoming more outcome focused especially those from the prevention agenda.

The budget for the year has been well managed with efficiencies made.

Adults with physical disabilities have been integral to the new Physical Disabilities Commissioning strategy. The council has a number of joint commissioning strategies that underpin the overarching joint commissioning strategy.

The council understands the costs in relation to quality and is developing the effectiveness of local services. The procurement improvement project has started. The council has a very good relationship with providers which supports ongoing discussions. The council can also demonstrate that market management information through the capturing regulatory information at

the local level (CRILL) and the local area market analyser (LAMA) documents are used in the decision making process.

Key strengths

Leadership

- Embedding prevention schemes from the POPPS pilot and ensuring sustainability of successful projects through the development of a new prevention board.
- Introduced CareFirst, across adults and children's services and managing the consequent business change.
- Strong cross party member support.
- Well-embedded comprehensive workforce strategy.
- Well-embedded performance management framework, which links performance measures to financial data. This will be enhanced further with the implementation of the council's new IT system.

Commissioning and use of resources

- Built on and expanded existing joint commissioning and joint provision with the NHS.
- Joint Strategic Needs Assessment is interactive and live.
- Providers engaged in the development of locality purchasing plans for 2008-09 and meet regularly.
- Strong quality assurance and contract monitoring processes in place for regulated services and these have secured significant improvement in these services.
- Adults with physical disabilities have been integral to the new Physical Disabilities Commissioning strategy.

Key areas for development

Leadership

- The council has been slow to fully implement the electronic social care record, although it will be available by October 2008.
- Develop an integrated community equipment store, although timescales for delivery of equipment remains very good.

Commissioning and use of resources

- The council understands the costs in relation to quality and is developing the effectiveness of local services. However the council needs to explore further its fair price for care, as at present it has limited incentive payments for quality.

Yours sincerely

NORWYN COLE

Regional Director
Commission for Social Care Inspection

cc: Council Chief Executive – David White