

Adult Social Care Committee

**Minutes of the Meeting Held on Monday, 07 November 2016
at 10:00am in the Edwards Room, County Hall, Norwich**

Present:

Mr B Borrett (Chairman)

Mrs J Brociek–Coulton

Mr D Crawford

Mr J Mooney

Ms E Morgan

Mr R Parkinson-Hare

Mr J Perkins

Mr W Richmond

Mr M Sands

Mr E Seward

Mr B Spratt

Mr B Watkins

Ms S Whitaker

1. Apologies

- 1.1 Apologies were received from Mrs M Stone, Mr T Garrod, Mrs S Gurney and Mr M Storey.

2. To confirm the minutes of the meeting held on 10 October 2016

- 2.1 The minutes of the meeting held on 10 October 2016 were agreed as an accurate record and signed by the Chairman.

3. Declarations of Interest

- 3.1 There were no declarations of interest.

- 3.2 # Mr B Spratt wished to commend the Norfolk and Norwich University Hospital, nurses, Adult Social Services and Norfolk County Council for their support given to his mother. #

4. Urgent Business

- 4.1 There was no urgent business.

5. Public Question Time

5.1 There were no public questions.

6. Local Member Questions / Issues

6.1 There were no local member issues or questions.

7. Chairman's Update

7.1 The Chairman updated the Committee on the recruitment of James Bullion as the new Executive Director of Adult Social Care as of the 3 January 2017. The Chairman and Committee expressed thanks to Catherine Underwood, the Acting Executive Director of Adult Social Care, for her hard work after Harold's sad passing and that it had been a privilege to work with her.

7.2 # The Chairman had attended a Social Services Conference where he had benefited from meeting with officers and Members from other areas dealing with similar issues experienced by Norfolk County Council. #

7.3 The Chairman confirmed that he had sent the letter as requested to the Minister and MPs regarding "serious concerns regarding the financial sustainability for delivery of adult social care in Norfolk"; he was awaiting a response and **agreed** to share this once received.

8. Update from Members of the Committee regarding any internal and external bodies that they sit on

8.1 Ms Whitaker reported she had

- Attended a follow up workshop regarding implementation of the Care Act. Staff from the Council and outside bodies attended, giving the opportunity to consider problems from a range of perspectives;
- Observed a board of directors meeting for the Mental Health Trust. The financial target for the year was due to be met, however this was a deficit of £4.8m;
- Attended a Mental Health Trust AGM in Ipswich, where presentations were given by service users about living well with ongoing mental health conditions.

8.2 Mrs Brociek-Coulton reported she had attended a Dementia Care seminar in Costessey about experiences of living with dementia and an Independence Matters conference at County Hall.

8.3 Ms Morgan reported that she had attended a meeting of a group for carers of adults with learning disabilities in Dereham.

8.4.1 Mr Watkins reported on the Special Meeting of the Health and Wellbeing Board, focussing on the Norfolk and Waveney STP (Sustainability and Transformation Plan):

- The meeting reflected that the plan was still a work in progress;

It was agreed that this minute be amended and was corrected at the committee meeting on 23 January 2017. Please view the minutes of that meeting in order to note the correction made.

- There were concerns that the plan would be NHS driven and therefore over the next 6 months engagement with service users and providers was important;
- The Board was pleased that this was now a dedicated work-stream;
- There were Concerns over overall governance of the project and further plans over leadership development and cultural plans had been requested.

8.4.2 Mr Watkins reported on the NNUH (Norfolk and Norwich University Hospital):

- Despite lobbying, the Henderson unit had recently been closed with the hope of saving the NNUH £2m;
- The NNUH were looking at alternative and cost effective reablement strategies in line with social work teams;
- The predicted deficit for 2016-17 was £25m;
- Performance of the NNUH A&E had risen to 12th out of 145 in the country;
- The NNUH was placed as the top teaching hospital in the country;
- Patient flow had improved from 300+ to around half this figure.

9. Executive Director's Update

- 9.1 The Acting Executive Director of Adult Social Care gave her compliments to Adult Social Care teams' work in hospitals during times of pressure.
- 9.2 The Acting Executive Director of Adult Social Care updated the Committee on the recruitment of Newly Qualified Social Workers.
- 9.3 The Acting Executive Director of Adult Social Care updated the Committee that the first cohort of Syrian refugees was expected to arrive in Norfolk in February 2017; links were being made with the voluntary sector to support people to establish themselves in their local communities.
- 9.4 The Acting Executive Director of Adult Social Care updated the committee on decisions taken under delegated authority. See appendix A.
- 9.5 The Acting Executive Director of Adult Social Care reported on the Home Care Commission which Harold Bodmer had discussed establishing. Work had started on developing the Terms of Reference, and updates would be shared with the Committee over the coming months.
- 9.6 The Acting Executive Director of Adult Social Care **agreed** to circulate a copy of the submission regarding social care funding to Members of the Committee.

10. Appointment of Member Representative to the Governor's Council of James Paget University Hospital NHS Foundation Trust

- 10.1.1 The Committee received the report asking them to consider and agree the appointment of a Member representative to the Governor's Council of James Paget University Hospital NHS Foundation Trust to replace Cllr Brociek-Coulton, who had recently notified the Trust of her resignation.

10.1.2 Ms Whitaker proposed Mr Parkinson-Hare, seconded by Mr Richmond. Mr Parkinson-Hare confirmed he would be happy to take up this role.

10.2 The Committee **DULY APPOINTED** Cllr. R Parkinson-Hare as Norfolk County Council's Member representative to the Governor's Council of James Paget University Hospital NHS Trust.

11. Performance management report

11.1 The Committee received the report presenting current performance against the Committee's vital signs indicators, and **REVIEWED** the performance data, information and analysis presented in the vital signs report cards.

11.2.2 The Delivery Manager agreed to circulate data which had been issued in July 2016 regarding Social Care Assessments, (page 10 of the report).

11.2.3 Clarification was requested on the impact of the rapid increase in discharges on delays in transfers of care shown on the graph on page 12 of the report, and on personalised care plans. The Director of Norfolk Adult Operations and Integration confirmed that a discussion was to be held with NNUH colleagues regarding accuracy of data; the NNUH now had one of the shortest stay times, however, this put pressure on social care services. Data was also affected by the change in recording of the delayed transfers of care to now include bank holidays and weekends, therefore teams were looking into flexible working over 7 days. Health and social care teams were now more joined up at the hospital, with people being assessed quickly and efficiently to the credit of the staff. Ways of responding to pressures by the system as a whole were being investigated.

11.2.4 It was highlighted that some data shown on previous report cards was missing related the percentage of people with learning disabilities in paid. The Delivery Manager confirmed that this was due to data being refreshed; new outcomes and ongoing work would be reflected in future report cards.

11.2.5 It was clarified that work to establish an employment strategy and work placements for people with learning disabilities in Norfolk County Council was underway. A briefing on this was **requested** for a future meeting.

11.2.6 The rate of carers supported in September 2016 was queried; the Director of Norfolk Adult Operations and Integration **agreed** to clarify this figure.

11.2.7 The high percentage of people with learning disabilities recorded as "not seeking work/retired" was queried. It was clarified that interactions with service users were used to find out whether they were seeking work, and further discussion would be held under item 13 regarding how practice consultants were being worked with regarding change in this area. (See paragraph 13.2.2)

11.3 For each vital sign that had been reported on an exceptions basis, the Committee **RESOLVED TO AGREE** that the recommended actions identified were appropriate.

12. Adult Social Care Finance Monitoring Report Period 6 (September) 2016-17

- 12.1.1 The Committee received the report providing financial monitoring information based on information to the end of September 2016.
- 12.1.2 The Finance Business Partner highlighted the risk recorded in the monitoring report related to Promoting Independence, recommending the revised trajectory to be sent to Policy and Resources Committee to be included in wider planning of the budget. She recommended that £10m was deferred for 24 months, reducing it from the savings and resulting in a £10m increase in the proposed budget for the next year (2017-18).
- 12.2.2 It was clarified that other contingencies were being considered. Discussions were underway to see if any proposals from the plans for 2018-19 could be brought forward to create small savings in the budget for 2017-18.
- 12.2.3 Officers' confidence over the timescales for Promoting Independence was queried. The Chairman tabled this question to be taken under item 13 (see paragraph 13.2.2).
- 12.2.4 In reference to the reported variance of £8.593m which would bring forward an overspend to the following year's budget, it was reported that individual team targets, the Norse facility overspend and other overspends feeding into the budget were being reviewed to deliver changes to support a sustainable budget. Policy and Resources Committee had considered deferring £3m until 2019 to mitigate the overspend.
- 12.2.5 The Acting Executive Director of Adult Social Care clarified that a review of transport services was underway and a report would be brought to the Committee in January 2017.
- 12.2.6 The pricing models used to pay service providers were clarified.
- 12.3.1 The Committee **NOTED**:
- a) the forecast outturn position at Period 6 for the 2016-17 Revenue Budget of an overspend of £8.953m;
 - b) the planned actions being taken by the service to reduce the overspend;
 - c) the planned use of reserves;
 - d) the forecast outturn position at Period 6 for the 2016-17 Capital Programme
 - e) the revised risk assessment of savings for 2017/18.
- 12.3.2 The Committee **AGREED**
- to propose to Policy and Resources Committee that County Council approve the use of additional reserves of £0.651m in 2016-17 as set out in Section 2.11;
 - to recommend to Policy and Resources Committee the proposed re-profiling of £10m of savings within 2017/18 to 2019/20 to remove the savings identified as high risk.

13. Promoting Independence – next stage delivery plan

- 13.1.1 The Committee heard the report bringing proposals for the next stages of delivery of the Promoting Independence strategy, taking into account the emerging Sustainability and Transformation Plan (STP) and the Transforming Care Programme (TCP).

- 13.1.2 The Acting Executive Director of Adult Social Care introduced the Interim Strategy & Delivery Director who was working on the Promoting Independence programme.
- 13.2.2 The question tabled at paragraph 12.2.3 was heard:
- The Acting Executive Director of Adult Social Care clarified that changing the way demand was met and working with commissioned services was critical to managing within the budget;
 - Benchmarking against and conversations with other areas further ahead in the process had shown it to be possible to meet demand in other ways;
 - The Interim Strategy & Delivery Director's work looking at impact and analysis, and Professor John Bolton's work had identified that it was important to respond differently, to support people with what they could do, and look at the messages given at the "front door" for example regarding promoting independence and aspirations for people with learning disabilities and future employment;
 - Work carried out with staff to approach people differently, and commission services differently would need to be monitored closely;
 - Analysis from iMPOWER would be used to identify the areas where interventions would affect change more quickly.
- 13.2.3 The Interim Strategy & Delivery Director reported that qualitative feedback about the Community Links Project showed which areas had been more successful, however financial impact was not yet understood; this information would be brought to the Committee in future reports.
- 13.2.4 It was felt that there was not yet consistency in compliance and understanding of the Signs of Wellness approach across Norfolk, however recognition that it would take time to become embedded. Some inconsistency in understanding of the Care Act and Promoting Independence had been identified; it was important to ensure ongoing commissioning discussions ensured partners embraced Promoting Independence.
- 13.2.5 A member queried the Government as a source of support regarding the savings which needed to be made.
- 13.2.6 The Interim Strategy & Delivery Director discussed day centres developing new models of day support, moving towards a more individual approach such as helping people move around their community safely, becoming more actively involved in their community and maximising opportunities for daily living. It was noted that day centres are an appropriate model for some service users.
- 13.3.1 The Committee **AGREED** the refreshed high level programme plan.
- 13.3.2 The Committee **AGREED** to receive updates on progress.


14. Priorities in the learning disability service

- 14.1 The Committee heard the report providing the requested information on the priority activities due to be undertaken within the Learning Disability service.

- 14.2.2 It was recognised that a cultural shift would not be achieved by January 2017 however, with 500 staff now trained on strength based practice, that this process was underway.
- 14.3 Mr Watkins left the meeting at 15:34 pm
- 14.4.1 Anne Markwick had carried out benchmarking work into this strategy; she had noted the progress made and highlighted the areas for progression.
- 14.4.2 Building safety nets into the strategy to support people with Learning Disabilities was queried. It was clarified that skills within existing teams would be explored; it was important that the new model ensured a number of professionals were able to respond to people when in need. The Head of Adult Learning Disabilities highlighted the wider definition of Promoting Independence, which for some people with disabilities could mean being able to feed themselves or have a drink.
- 14.5 Mr Parkinson-Hare left the meeting at 15:39 pm
- 14.6.1 It was confirmed that service users would be involved in the Adult conference work in January 2017, (page 60 of the report).
- 14.7 The Committee **RESOLVED TO AGREE** the content of the report.

The meeting ended at 15:44 pm

CHAIR

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Briefing

Adult Social Care Update

November 2016

Decisions taken under delegated authority: Better Care Fund Plan 2016/17

In July, the Committee considered the outcome of negotiations about the Better Care Fund. As a result of these negotiations, the County Council was required to identify additional savings to meet the shortfall in the Fund. The Committee decided to delegate the decision for identifying those savings to the Executive Director in consultation with the Chairman and Group Leads.

The additional savings are set out, for information, in Table 1. In identifying these areas for savings, consideration was given to minimising the impact on the most vulnerable in line with the Promoting Independence strategy and protecting services where there is no alternative provision available. The first call on savings has been finding efficiencies, and ensuring maximum value and impact out of existing contracts. Where possible, the savings avoid reducing or stopping entirely upstream prevention activities which help to keep people close to home. The Acting Executive Director has consulted with the Chairman and Group Leads in the formation of these proposals and will ensure appropriate consultation and further impact assessment work is carried out where required.

Further discussions are ongoing to identify where remaining savings can be found and will be reported back to Committee in January 2017.

Table 1

Identified saving	2016/17	2017/18	2018/19	Volumes/impact
ASSD underspend on services previously under the Supporting People banner	(0.700)			Achieved
Remodel visiting support services provided to those who do not have a statutory need. Spend on services is currently £3.6m – covering approximately 2800 users	0	(1.000)	(1.000)	Five services to be remodelled to provide focused support to range of client groups. Efficiencies will be achieved through transforming support offered and changing contractual mechanisms
Night sitting service decommissioned from external provider and function integrated with existing NCC crisis services	0	(0.180)	(0.180)	A small service where the function has effectively been overtaken by the operation of Swifts and Night Owls. Function to be incorporated into existing NCC services
Renegotiation of contracts for 3 accommodation based services comprising: Residential home North Housing with care South Residential home South	(0.050)	(0.493)	(0.493)	Renegotiation of contracts in collaboration with providers has focused on adjusting block contracts to ensure that risk is managed proportionately between the Council and those we contract with to provide services. It is not proposed, at this stage, to reduce overall capacity

Home Improvement Agencies	(0.060)	(0.236)	(0.236)	This is funding that has been provided to District Councils to support them in discharging their statutory duties around Disabled Facilities Grants. Mitigation of the impact of the reduction in funding is proposed through use of the additional £2.4m that was provided to Districts from NCC through the BCF pooled fund
Contract for Youth Mediation as part of the Family Intervention Project	(0.050)	(0.250)	(0.250)	Proposal to cease this contract which expires in March 17 – taken in conjunction with Children’s Services.
Total	(0.860)	(2.159)	(2.159)	

Background

Norfolk Better Care Fund Plan 2016-17 Health and Wellbeing Board 20 July 2016.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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