

Adult and Community Services Overview Committee

Minutes of a meeting held at
County Hall, Colliton Park, Dorchester on 6 October 2014.

Present:

William Trite (Chairman)

Michael Bevan, Ronald Coatsworth, Robin Cook, Fred Drane, Beryl Ezzard, David Jones,
Paul Kimber, Kate Wheller and John Wilson.

Jill Haynes (Cabinet Member for Adult Social Care) attended under Standing Order 54(1).

Officers:

Catherine Driscoll (Director for Adult and Community Services), Phil Rook (Group Finance Manager for Adult and Community Services) and David Northover (Senior Democratic Services Officer).

For certain items as appropriate:

Andrew Archibald (Head of Adult Services), Harry Capron (Head of Commissioning and Service Development), Glen Gocoul (Head of Specialist Adult Services), Ali Waller (Head of Commissioning and Improvement), John Alexander (Performance and Policy Manager and Derek Hardy (Strategic Commissioning Manager (Housing)).

Apologies for Absence

113. Apologies for absence were received from Ros Kayes and David Walsh.

Code of Conduct

114. There were no declarations by members of any disclosable pecuniary interests under the Code of Conduct.

Minutes

115. The minutes of the meeting held on 15 September 2014 were confirmed and Signed subject to the following amendments:-

- replace the wording in minute 110.22 with “ The Committee was reassured that it had a part to play in the setting-up of the LATC and would, accordingly, receive regular updates on the progress being made”.
- replace the first two sentences in minute 110.23 with – “Following discussion and questioning by members, and in order to allay certain concerns, the Director confirmed that no significant changes would take place in respect of the LATC without the explicit agreement of the County Council.”
- replace the wording in minute 110.29 with “Some members expressed concern that there was insufficient member input into the setting-up of a putative pan-Dorset LATC. An amendment to the third recommendation was proposed to provide for this. On being put to the vote, the amendment was lost.”

Public Participation

Public Speaking

116.1 There were no public questions received at the meeting in accordance with Standing Order 21(1).

116.2 There were no public statements received at the meeting in accordance with Standing Order 21 (2).

Petitions

116.3 There were no petitions received in accordance with the County Council's Petition Scheme at this meeting.

Pathways to Independence Programme – Update

117.1 The Committee considered a report by the Director for Adult and Community Services which provided an update on the progress with the Pathways to Independence Programme that was designed to be the transformational change programme within the Directorate. The Programme's vision was to support people to live independently for as long as possible, to significantly reduce the demand for health and social care and to promote health and wellbeing.

117.2 Members noted that the report outlined progress being made with the Programme and the key issues arising from this and how the provisions of the three stands within the Programme were being progressed and applied. The Programme Summary set out the financial savings targets to be met and how each was progressing against those targets.

117.3 The member who had previously made known that he was opposed to the initiative once again took the opportunity to express his dissatisfaction over its principles and how he thought these were not in the best interests of the users of the service. He remained uncomfortable with how the governance arrangements were being applied and considered that this process should be more accountable, especially in the relationship between the Executive Advisory Panel (EAP) on Pathways to Independence and the Cabinet. He raised a number of specific concerns that he considered needed to be addressed, to which officers duly responded.

117.4 The Cabinet Member for Adult Social Care pointed out that whilst the establishment of that EAP had been instigated by the Cabinet, it was not beholden to it, but was designed to advise the Cabinet on how it might wish to consider progressing matters, rather than making recommendations as to how it should. As such she was of the view that the EAP should provide a series of options for the Cabinet for their consideration. To ensure that the process remained transparent and accountable, she extended an open invitation to members of the Committee to observe future meetings of the EAP if they so wished.

117.5 Officers described the part the voluntary sector would play in complementing future service provision, explaining that they would only supplement the core service delivery as and when appropriate rather than them being the primary providers of care, but their supportive role would be greatly valued in that regard none the less. To this end, officers reported that the Committee would be provided with more detail of partnership working at a future meeting.

117.6 Some other members of the Committee were inclined to share the member's concern over the principles behind the Programme, believing there to be a need for strict monitoring over how this was being developed, considering that the Committee had a critical role to play in that monitoring process. One member reiterated his request that there should be an opportunity for both a service user and a workforce presence to be included on the LATC Executive Board to be able to influence its thinking and strategy.

117.7 The majority of members recognised the need for changes to be made to how services were delivered in future and accepted that there was a need for reform and the rationalisation of working practices and their delivery, without compromising their effectiveness and considered that what was being proposed was broadly in the best interests of service users.

117.8 The Committee considered that the Programme, as proposed, was the best available means of providing for future needs within the financial and resourcing limitations in which the Directorate was working and that the part which the voluntary sector played in this process was essential to its success.

Noted

Better Together Programme and Better Care Fund – Update

118.1 The Committee considered a report by the Director for Adult and Community Services which updated on the Better Together Programme and Better Care Fund (BCF) and what both of these were designed to achieve, with the Programme reflecting the review of initiatives being undertaken during 2014/15. The Better Together Programme, designed to join up health care and social care services across Dorset, was in the process of implementing changes across five areas of intervention, with a number of projects covering each area.

118.2 The Programme as a whole continued to gain momentum in promoting joint working and integration and sought to deliver whole system approaches for adult care and health, cost reductions for partners, improved health and social care outcomes for residents and greater personalised support for individuals and their families, in particular for frail, older people and people with long term conditions.

118.3 Officers explained that there was a wide range of change activity occurring across the Dorset health and social care system. Members noted that nationally, there had been a delay in signing off BCF plans due to concerns raised by NHS England and Ministers about the financial and performance assumptions that lay behind the Fund and how it might be allocated and applied. There were also concerns that the assumed savings from reduced hospital work would not be realised, thereby requiring Clinical Commissioning Group's (CCGs) to continue to fund hospital admission activity while also investing in BCF initiatives, in turn putting overall NHS finances at risk.

118.4 Accordingly, new guidance and revised templates had now been issued, with two key changes, these being:

- the pay for performance element of the fund would be linked solely to reducing total emergency admissions in 2015/16;
- every Health and Wellbeing Board had been asked to resubmit their Better Care Fund Plan by 19 September, which will be subject to a revised assurance process.

118.5 It was proposed that the target reduction in emergency admissions should be at least 3.5% from the level that would otherwise have been anticipated in 2015/16, and savings from the reduction needed to be agreed. The Pay for Performance element of the BCF was contingent upon this target. However officers reported that this aspiration was set against a backdrop of a 10% increase in hospital admissions so, whilst the Directorate would make every effort to play its part in addressing this issue, other influences outside the control of the Authority were in play too, such as the way in which admissions were managed and how those seeking treatment made this known. Officers explained that this had been compounded by the fact that all emergency admissions were now being taken into account, which originally had not been the case.

118.6 Members recognised that the Urgent Care Strategy addressed the recent increase in emergency admissions and should agree the high impact areas of activity. Consequently, should the performance payment not be triggered, the funds would remain with the Dorset Clinical Commissioning Group (CCG) to cover the cost of the activity not avoided. Members were informed of the arrangements which had been put in place to give consideration to the approach to be taken to the revised proposed schemes.

118.7 Officers reported that, with regard to the BCF, Dorset Health and Wellbeing Boards had agreed the following:-

- a target measure and actions for the reduction in emergency admissions of at least 3.5% from the level that would otherwise have been anticipated in 2015/16, and
- the benefits and financial assumptions that would accrue from such a reduction, especially for acute hospital trusts.

118.8 Members were informed that the Better Care Fund Planning Template Part 1 had been submitted for consideration on 19 September 2014. It included the vision for health and care services; the case for change; the plan of action; risks and contingency; alignment; national conditions and engagement. There were various options for how the plan might be assessed, ranging from full approval to not being approved. It was considered likely that Dorset's Plan would be approved, but with conditions. Members recognised that the officer resources required to compile the BCF bid had been considerable and should not be underestimated.

118.9 Given the changes to the BCF, members felt that the Strategy correctly focussed on high impact areas of activity. The Committee considered this to be an appropriate course of action and was also pleased to see the arrangements in place for data sharing between partner agencies and the benefits of this for delivering joined up health and social care.

118.10 Whilst understanding the reasons for the position in which the Better Together Programme found itself, members were somewhat disappointed that more progress had not as yet been made given the initial enthusiasm which had been expressed. They felt similarly about attention having had to be diverted from development of the Better Together Programme to concentration of the BCF, but understood the reasons for this. Whilst recognising that the progress anticipated had unfortunately not come to fruition, they considered that none the less, the Programme had been influential in all that already had been achieved and the progress which had been made.

118.11 However, despite the reservations which remained over how the Fund would be allocated and applied, the principles behind the shift to integrated care was considered by the Committee to be correct for the delivery of a sustainable health and social care system. This could provide better quality care, improve outcomes for individuals and preserve user's dignity by enabling them to stay in their own homes to receive care and support as and when required.

Noted

Extra Care Housing Strategy

119.1 The Committee considered a report by the Director for Adult and Community Services regarding the Extra Care Housing Strategy which provided the evidence and context for the development of future social care housing provision in Dorset. Members were informed that this was set against the premise of greater emphasis being placed on independent living arrangements and which was designed to provide for a 'Dorset model' of extra care housing, in order to enable providers to understand the type of accommodation, support and care service of which the County Council would be supportive.

119.2 Officers explained the provisions of the strategy and how these would be applied. Essentially the County Council would:-

- work with partners to develop models on which extra care housing would be based,

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- continue to commission a core support and unplanned cares service for existing schemes, and
- look constructively at funding similar services in future extra care schemes.

119.3 The Committee acknowledged the principles behind this strategy for adult social care in Dorset. It would provide a suitable environment for those still able to make a valued contribution to society while maintaining their personal dignity. Accordingly, the Member Champion for Supporting People was particularly supportive of this initiative.

119.4 Members noted the part district councils and housing associations played in housing provision and the arrangements which were in place for them to fulfil their obligations in this regard, including the distinction between the responsibilities for housing provision and care provision.

119.5 Whilst it was acknowledged that the role played by some traditional housing providers in this market had changed somewhat in recent years, officers were confident that alternative arrangements were evolving, with different housing providers showing interest in this market so ensuring that future provision would not only be maintained, but enhanced. The funding associated with the strategy was also summarised together with the means by which this would be achieved.

119.6 The Committee was supportive of the strategy and how it would be applied so as to ensure a means for sustainable independent living arrangements continued to be provided.

Recommended

120. That the Cabinet be asked to approve the Extra Care Housing Strategy.

Reason for Recommendation

121. This strategy supported the County Council's focus on health, wellbeing and safeguarding.

Annual Report for Complaints and Compliments (2013/14) including the Local Account

122.1 The Committee considered a report by the Director for Adult and Community Services which described the arrangements for the management of complaints in relation to Community Services within the County Council procedures. The report set out the number and types of complaints compared to the previous year, the processes involved and what had been learnt from the complaints received. The number of compliments received for each service was also recorded.

122.2 The Local Account was introduced in 2011 as part of the government's plans to make local authorities more transparent and accountable to their residents by reporting on how they were performing and where improvements could be made.

122.3 Members noted that the Directorate had recorded a decrease in the number of complaints received for 2013/14. In particular, for Adult Social Care, the number of complaints had reduced from 178 to 175 from 2012/13 and for Community Services the number had reduced from 16 to 10.

122.4 Officers explained how the figures were compiled and the way in which they were applied. Whilst complaints were never gladly welcomed, members understood that lessons could invariably be learnt from them and, consequently, improvements could be made.

122.5 Members recognised that with the number of changes taking place within adult and social care, together with the nature of its business, it was only to be expected that

this might well attract complaints but were pleased to learn that measures were in place to ensure that improvements were being made.

Resolved

123. That the Annual Report for 1 April 2013 to 31 March 2014 be noted and the approach being adopted for the preparation of the Local Account in Dorset be endorsed.

Reason for Decision

124. The effective management of compliments and complaints supported the County Council's area of focus on health, wellbeing and safeguarding.

Performance and Development Review (PDR) Completion 2014-15

125.1 The Committee considered a report by the Director for Adult and Community Services which set out the performance for the Directorate for the PDR cycle 2014-15. Members recognised that PDR's were an integral aspect of the Directorate's professional supervision policy, whereby 82.2% of PDR's had been completed.

125.2 Members were pleased to learn that the Directorate's reported completion rate had increased to 89.47%. Members were pleased to see the progress being made in this regard and hoped that this improvement would continue to be maintained.

Noted

Revenue Budget Monitoring 2014/15, including Forward Together Update

126.1 The Committee considered a report by the Chief Financial Officer which presented budget information as at the end of August 2014 which showed a forecast overspend against service budgets for the County Council of £7.419M of which an overspend of £2.992M, or 2.6% of its budget, was attributable to the Directorate.

126.2 Whilst members acknowledged that historically there was a considerable demand on adult social care, particularly given the ever increasing ageing population, it was envisaged that the Pathways to Independence Programme would be critical in managing the demands on the budget so that resources were used as effectively as possible. Members noted the work that the Directorate was undertaking to reduce the overspend in 2014/15.

Noted

Corporate Performance Monitoring Report: First Quarter 2014/15 (1 April – 30 June 2014)

127.1 The Committee considered a joint report by the Chief Executive and the Director for Environment and the Economy which contained analysis of the Council's progress against both of its corporate aims and presented the results of the monitoring of the County Council's Corporate Balanced Scorecard for the first quarter of 2014/15. Whilst the Scorecard summarised performance monitoring analysis across the whole Authority, there was a specific focus on those elements of the plan which were managed by the Adult and Community Services Directorate. Officers explained that the way in which the performance monitoring report was now being produced was in direct response to how members had requested they be provided with such information in future.

127.2 Officers reported that the Corporate Plan now contained 36 performance measures of which twelve were associated with the Enabling Economic Growth corporate aim and 24 related to the Health, Wellbeing and Safeguarding theme. Four of the Enabling Economic Growth measures were the responsibility of the Adult and Community Services Directorate, in the areas of Trading Standards, Emergency Planning and in support for creative industries with 11 of the Health, Wellbeing and Safeguarding measures being their

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responsibility too, in the areas of Adult Social Care and the promotion of sport and physical activity.

127.3 Members noted that at the end of August 2014 there was an amber forecast corporate overspend on £5.7 m or 2.2% on the net budget for the year. The headline issues for the Directorate were as follows: -

- Health, Wellbeing and Safeguarding - Performance was poor for three of the six “Better Care” measures in Adult Social Care – unpredicted/avoidable hospital admissions; delayed transfers from hospital care; and the satisfaction of social care service users and their carers with the service they had received. Following a recent pronouncement by the Secretary of State for Health, one of these measures – hospital admissions – was now particularly critical, and failure to demonstrate improved performance will place £3.7m of Better Care funding at risk across Bournemouth, Dorset and Poole. Two further Adult Social Care measures in the corporate plan were under performing – the percentage of adults in contact with secondary mental health services living independently, and the percentage of people saying the services they used had made them feel safe and secure.
- Enabling Economic Growth - In the Trading Standards Service, only 79% of businesses with major non-compliances were corrected through intervention, against a target of 95%.
- Budget - At the end of July 2014, there was a “red” overspend on supported living for people with a learning disability.

127.4 As part of the performance commentary for the Directorate, progress in respect of Economic Growth was encouraging, with two thirds of indicators on target and only two measures off target, one of those being the Trading Standards indicator. The Council’s work to support the development of creative industries was an important element of the Authority’s economic growth strategy and a priority for the Local Enterprise Partnership.

127.5 With regard to the performance for the Health, Wellbeing and Safeguarding theme, overall, 58% of indicators were on target and 21% were significantly off target, as described in the headline issues. More positively, the figures suggested that performance was strong, and improving, with regard to self directed support and the effectiveness of the reablement services. Evidence also suggested that levels of physical activity amongst Dorset’s residents were starting to improve.

127.6 Members appreciated the new look, streamlined means of presenting the performance monitoring information and welcomed the inclusion of benchmarking information in those assessments, but asked that more detail might be included in future in that respect.

Noted

The Dorset Safeguarding Adults Board Annual Report – 2013 -14

128. The Committee considered a report by the Director for Adult and Community Services which presented the Dorset Safeguarding Adults Board Annual Report 2013/14, setting out actions and work undertaken during the previous year covering all aspects of how adults were safeguarded and the processes in place in order to achieve this. Officers explained that as this item had been deferred from the meeting held on 23 June 2014. The report had subsequently been signed off and its content was being applied where applicable.

Noted

Adult and Community Services Overview Committee Work Programme

129. The Committee considered and agreed its Work Programme for the first meeting of 2015, and agreed that relevant information in relation with the Executive Advisory Panel on Pathways to Independence would be circulated to members when available.

Noted**Schedule of Members' Seminars and Events 2014**

130. The Committee's attention was drawn to the Schedule of Members' Seminars and Events for the rest of 2014 and the Chairman drew attention to the Dorset Fire Authority seminar scheduled for 9 October 2014 afternoon on the proposed combination between the Dorset Fire and Rescue Service and the Wiltshire Fire and Rescue Service.

Noted**Outside Bodies**

131. The Committee noted the submissions received from both Toni Coombs on the East Dorset Police and Crime Commissioner Engagement Forum and from Ian Gardner on the Dorset Police and Crime Panel and Dorset County Hospital NHS Foundation Trust Council of Governors meetings respectively and thanked both members for producing these.

Noted**Member Briefings**

132. The Committee was provided with the opportunity to identify topics for future member briefings but decided that there was no need for any to be held at the present time.

Noted**Questions**

133. No questions were asked by members under Standing Order 20(2).

Duration of meeting - 10.00 am – 12.30 pm