

Notice of Meeting

Adult Social Care Select Committee



Date & time
Thursday, 1 May
2014
at 10.00 am

Place
Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Ross Pike or Andrew Spragg
Room 122, County Hall
Tel 020 8541 7368 or 020
8213 2673

Chief Executive
David McNulty

ross.pike@surreycc.gov.uk or
andrew.spragg@surreycc.gov.uk

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike or Andrew Spragg on 020 8541 7368 or 020 8213 2673.

Members

Mr Keith Witham (Chairman), Mrs Margaret Hicks (Vice-Chairman), Mrs Liz Bowes, Mr Graham Ellwood, Miss Marisa Heath, Mr Saj Hussain, Mr George Johnson, Mr Colin Kemp, Mr Ernest Mallett MBE, Ms Barbara Thomson, Mrs Fiona White and Mr Richard Walsh

Ex Officio Members:

Mr David Munro (Chairman of the County Council) and Mrs Sally Ann B Marks (Vice Chairman of the County Council)

TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

- Services for people with:
 - Mental health needs, including those with problems with memory, language or other mental functions
 - Learning disabilities
 - Physical impairments
 - Long-term health conditions, such as HIV or AIDS
 - Sensory impairments
 - Multiple impairments and complex needs
- Services for Carers
- Safeguarding

PART 1 IN PUBLIC

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETINGS: 16 JANUARY 2014 & 6 MARCH 2014

(Pages 1
- 20)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (25 April 2014).
2. The deadline for public questions is seven days before the meeting (24 April 2014).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

The Committee made no recommendations to Cabinet at its last meeting, so there are no responses to report.

6 DIRECTOR'S UPDATE

The Strategic Director for Adult Social Care will update the Committee on important news and announcements.

7 CABINET MEMBER PRIORITIES 2014 - 15

The Cabinet Member will provide a verbal update on his priorities for 2014-15.

8 BUDGET UPDATE

(Pages
21 - 46)

Purpose of the report: Scrutiny of Services and Budgets/Performance Management

This report provides an opportunity for the Committee to review the Adult Social Care budget for 2014-19 as now finalised.

9 COMMISSIONING AND MANAGING THE MARKET IN ADULT SOCIAL CARE

(Pages
47 - 66)

Purpose of the report: Scrutiny of Services/Policy Development

To support the Committee in its understanding of commissioning adult social care. The Commissioning function has a priority to manage and shape the care market to respond to local and national priorities. Importantly its role is to ensure support and care are available locally to meet the assessed needs of individuals.

10 SURREY CHOICES - UPDATE

(Pages
67 - 70)

Purpose of report:

To provide an update on the progress of the Local Authority Trading Company, now known as Surrey Choices.

11 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME

(Pages
71 - 80)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

12 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10am on 26 June 2014.

David McNulty
Chief Executive

Published: Wednesday, 23 April 2014

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **ADULT SOCIAL CARE SELECT COMMITTEE** held at 10.00 am on 16 January 2014 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 6 March 2014.

Elected Members:

- * Mr Keith Witham (Chairman)
- * Mrs Margaret Hicks (Vice-Chairman)
- * Mrs Liz Bowes
- A Mr Graham Ellwood
- * Miss Marisa Heath
- * Mr Saj Hussain
- * Mr George Johnson
- * Mr Colin Kemp
- * Mr Ernest Mallett MBE
- Ms Barbara Thomson
- * Mrs Fiona White
- * Mr Richard Walsh

Ex officio Members:

- Mr David Munro, Chairman of the County Council
- * Mrs Sally Ann B Marks, Vice Chairman of the County Council

In attendance

Mr Steve Cosser, Cabinet Associate for Adult Social Care

1/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Barbara Thomson and Graham Ellwood. Sally Marks acted as a substitute for Barbara Thomson.

2/14 MINUTES OF THE PREVIOUS MEETING: 5 DECEMBER 2013 [Item 2]

These were agreed as an accurate record of the meeting.

3/14 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest.

4/14 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions.

5/14 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

The Committee did not refer any items to Cabinet at their last meeting so there were no responses to report.

6/14 DIRECTOR'S UPDATE [Item 6]

Declarations of interest: None.

Witnesses: Dave Sargeant, Interim Strategic Director, Adult Social Care
Steve Cosser, Cabinet Associate for Adult Social Care

Key points raised during the discussion:

1. The Committee expressed its sadness at the departure of Sarah Mitchell, the former Strategic Director for Adult Social Care. The Chairman commented that the advice and support she provided would be missed, and wished her success for the future. Officers gave assurance that Adult Social Care would work together as a team to continue to deliver the Directorate's priorities.
2. The Committee was given an update regarding the Better Care Fund, formerly known as the Integration Transformation Fund. It was confirmed that the County had been allocated £71.4 million for the next 3 years, and that the Council was currently in discussion with the Clinical Commissioning Groups (CCGs) about how this fund would be utilised, with the proposals due to be finalised in April 2014. It was explained to the Committee that one of central government's stipulations was that the Better Care Fund must be used to prevent hospital admission and ensure timely discharge, and much of the conversation was around how these principles could be supported.
3. The Committee was informed that the governance structure for the Better Care Fund monies would be complex, as the money received would be held in respect of each of the individual 6 CCGs. The Committee raised concerns that this would lead to the budget spend being fragmented. Officers commented that the challenges had

encouraged the Council to work with the CCGs around recognising the common strategic objectives around improving health and wellbeing. It had also been agreed as a principle that no money would be spent without the full agreement of both the Council and the CCGs.

4. The Cabinet Associate for Adult Social Care provided a brief summary of the work he had undertaken to ensure that every Surrey school had a school governor responsible for young carers. It was highlighted that the legislation was changing to strengthen the rights of young carers, and that the Cabinet Associate would be writing to Surrey schools to encourage them to designate a school lead for young carers.

Recommendations:

None.

Actions/further information to be provided:

None.

Committee Next Steps:

The Committee will have a joint meeting with the Health Scrutiny Committee on 13 February 2014 to focus on the plans for the Better Care Fund.

7/14 SAFEGUARDING ADULTS [Item 7]

Declarations of interest: None.

Witnesses:

Dave Sargeant, Interim Strategic Director, Adult Social Care
Christine Maclean, Senior Manager, Safeguarding Adults

Steve Cosser, Cabinet Associate for Adult Social Care

Key points raised during the discussion:

1. The Committee was provided a presentation on the Council's responsibilities in relation to safeguarding adults. Officers outlined the proposed changes to safeguarding under the Care Bill. The Committee was informed that officers were members of two Department of Health working groups examining the levels of thresholds for safeguarding intervention, and how service user evaluation was undertaken in regard to safeguarding.
2. It was highlighted that, where the threshold for a police investigation had not been met, the Local Authority would not undertake an investigation of another agency. However, the Committee was informed that the Council would ask that agency to undertake their own internal investigation.
3. The Committee queried whether the Council had the power to suspend workers from external providers. Officers commented that

discussions would be had with the provider about how they intended to manage risk in light of an allegation. If it was felt that their response was inadequate then the future commissioning of services from that provider would be reviewed.

4. The Committee asked what support the Council could offer in instances of forced marriage. It was confirmed that referral was made to the Forced Marriage Unit, and they would provide legal advice and counsel. The Council would also look at how it could support a person if they undertook to leave the marriage.
5. The Committee questioned how the Directorate co-ordinated safeguarding with Children, Schools & Families. It was highlighted that the Directorates had met recently and made a commitment to ensure that the work of the Safeguarding Adults Board (SSAB) and Safeguarding Children Board (SSCB) was well connected. Officers confirmed that there were frequent meetings with Children safeguarding leads. It was highlighted that the Senior Manager for Safeguarding Adults was a member of the SSCB, and that Children's Services was also represented on the SSAB. The Committee was informed that there were joint protocols in place in relation to raising safeguarding alerts and that there was a "think family" protocol in place between the two Directorates.
5. The Committee also raised a question in relation to health services and safeguarding, officers commented that there had been no specific concerns identified and that the Directorate worked positively with health partners to address safeguarding.
6. The Committee requested further details regarding the level of training compliance. It was agreed by officers that these figures would be circulated.
7. The Committee was informed that there had been a re-organisation of staff to ensure that those with safeguarding expertise were on the front-line. The Elmbridge locality team was highlighted as an example of this, and the Committee was informed that the structure would be applied to other localities.
8. The Committee queried who acted as a third party advocate in any safeguarding meeting. Officers commented that this model was in the process of being developed as part of a national pilot named 'Making Safeguarding Personal'. It was anticipated that the pilot would end April 2014, with a possibility of further wide-spread implementation.
9. The Committee had a discussion around the process in instances where a number of low level safeguarding alerts had been raised in relation to a single individual or care provider. It was explained that each team kept a log, and would consider historic concerns in relation to any new alert as a matter of common practice.
10. The Committee queried what actions had been undertaken to address recommendations made as part of an internal audit in October 2013. The Cabinet Associate assured the Committee that the recommended actions had been taken, and highlighted that the quality assurance

framework for commissioning was due to be completed in the next month.

Recommendations:

- a) That the Committee recognises Surrey's preparedness for the forthcoming changes to safeguarding as result of the Care Bill.
- b) That the Directorate provide further evidence of co-operation with the Children's Safeguarding Board and the six Clinical Commissioning Groups.

Action by: Interim Strategic Director, Adult Social Care

- c) That the Directorate support the roll-out the Elmbridge model county-wide.

Action by: Interim Strategic Director, Adult Social Care

- d) That the Directorate explore how trusted third parties can be involved in the safe-guarding process.

Action by: Senior Manager, Safeguarding Adults

- e) That recommendations of internal audit reports be addressed and included in future reports where appropriate.

Action by: Democratic Services/Adult Social Care

Actions/further information to be provided:

The Directorate to provide information on the level of training compliance.

Action by: Senior Manager, Safeguarding Adults

Committee Next Steps:

None.

8/14 IMPROVEMENT TO THE ADULTS INFORMATION SYSTEM (AIS) FOLLOWING 'RAPID IMPROVEMENT EVENTS' [Item 8]

Declarations of interest: None.

Witnesses: John Woods, Assistant Director for Policy & Strategy

Key points raised during the discussion:

1. The Committee was provided with an update in relation to the current status of the Adults Information System (AIS) and the improvements to business processes surrounding it. The Committee questioned whether the assessment process now featured a shorter and higher level assessment option. Officers outlined that there had been a

reduction in the number of fields that the assessor was obliged to complete. The Committee was informed that staff were talking positively about the changes in process.

2. It was highlighted that the Care Bill would bring in new regulations around how assessments were undertaken, and any future information system would need to reflect those changes. Consequently the market providers were awaiting the publication of the draft regulations concerning assessment before developing their response.
3. The Committee was informed about possible future developments, including the development of applications in partnership with FutureGov. It was also highlighted that a self-assessment model would be adopted where the public could input their own information in order to access advice and guidance.

Recommendations:

- a) That the Committee note the work done by the Directorate to improve the business process around the Adults Information System.
- b) That the Directorate involve the Committee in future development of a new system specification.

Action by: Assistant Director for Policy & Strategy

- c) That the Committee encourages the Directorate to include feedback from officers who use the system in any future update item.

Action by: Assistant Director for Policy & Strategy

Actions/further information to be provided:

The Committee to receive copies of the assessment forms.

Committee Next Steps:

None.

9/14 CO-OPTED MEMBERS [Item 9]

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. The Committee discussed the principles surrounding the co-option of members. Members commented that stakeholders were welcome to attend meetings and give their views where appropriate. It was recognised that a large number of organisations had input into Adult Social Care in Surrey, and it would potentially prove difficult to identify organisations to act as representative without disadvantaging other groups. It was recognised that there was flexibility in the current

informal arrangements, and the Committee took the decision not to pursue the course of action outlined in the report. The Committee commented that there was recognisable value in the input that non-members provided on an informal basis, and that it would continue to be welcomed.

Recommendations:

None.

Actions/further information to be provided:

None.

Committee Next Steps:

None.

10/14 EXCLUSION OF THE PUBLIC [Item 13]

Resolved: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

11/14 ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE [Item 10]

THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE SELECT COMMITTEE. HOWEVER, THE INFORMATION SET OUT BELOW IS NOT CONFIDENTIAL.

Declarations of interest: None.

Witnesses:

Simon Laker, Lead on Trading and Income Generation – Business Services
Paul Carey-Kent, Strategic Finance Manager - Adult Social Care

Key points raised during the discussion:

1. The Committee was provided with an update on the creation of a Local Authority Trading Company (LATC) to deliver a variety of Adult Social Care services. It was highlighted that the approach had been to exercise caution, and learn from the experiences of other local authorities in implementing LATC models. The Committee was informed that the business principle had been to ensure a continuity of service. It was outlined that the LATC was expected to be implemented by April 2014. It was explained that the Council wanted to ensure a continuity of service, with the new branding for the LATC being gradually introduced.

2. The Committee was informed that the LATC would receive no favourable terms when considered alongside other commissioning options for the Council. It would be commissioned for five years with a break clause after three years.
3. The Committee queried who would be appointed as directors for the LATC. It was confirmed by officers that this was in the process of being decided, and the appointments would be made by the shareholder board. The Committee was informed that the shareholder board consisted of the Chief Executive, the Council's Leader, Deputy Leader and the Cabinet Member for Business Services. It was clarified that the Council would retain full control of the LATC as sole shareholder. The Committee asked what contingencies were in place if the LATC proved unsuccessful, and officers commented that an exit strategy was in the process of being developed.
4. The Committee raised concerns about the potential to create a two-tier staffing system through the transfer to a LATC, with new staff being paid at a lower rate than those who had Transfer of Undertakings (Protection of Employment) (TUPE) arrangements. Officers assured the Committee that both the Leader and Chief Executive had made it a clear priority that the LATC continued to invest in staff. The Committee was informed that it was proposed that Local Government pension schemes remain open to current and new employees. Officers commented that the business case made no assumptions about reducing staff levels of pay.
5. The Committee was informed that the properties currently used by services in the LATC would be transferred, with a review of business requirements planned. Officers commented that the intention would be to make the LATC services more community-based. Officers outlined the details of the loan made by the Council to the LATC.
6. The Committee queried whether the transfer of staff would increase the cost-per-head expenditure of staff remaining in the Council. Officers commented that the LATC would be strongly encouraged to continue using the Council's support services, and that this would reduce a potential impact on the Council.
7. Members expressed concern that the LATC model would lead to a decline in the quality of service. Officers gave assurance that both the Chief Executive and Cabinet had indicated that quality of service was considered paramount.
8. The Committee questioned where the potential for growth existed for the LATC. It was explained that Surrey had a large self-funder market, as well as the potential to offer community support for those not eligible for Adult Social Care services. Options around providing services to other local authorities were also in the process of being explored.
9. The Committee asked whether any profits made by the LATC would be re-invested into Adult Social Care. It was explained that the decision regarding any subsidy would be made by the shareholder board, and the Council through its business planning process.

Members expressed concern that the finances may not be re-invested back into Adult Social Care.

Recommendations:

- a) That officers provide the finalised arrangements for the Local Authority Trading Company for the Committee to review at the 1 May 2014 meeting.

Action by: Lead on Trading and Income Generation – Business Services

- b) That a performance review of the Local Authority Trading Company is presented to the Committee in January 2015.

Action by: Lead on Trading and Income Generation – Business Services

- c) That the quality and safety of services provided by the Local Authority Trading Company remain paramount above revenue generation.

Action by: Lead on Trading and Income Generation – Business Services

- d) That any profit resulting from the Local Authority Trading Company be reinvested back into Adult Social Care Services.

Action by: Lead on Trading and Income Generation – Business Services

Actions/further information to be provided:

None.

Committee Next Steps:

The Committee will continue to review the LATC in accordance with the timescales set out in the above recommendations.

12/14 ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE [Item 14]

13/14 PUBLICITY FOR PART TWO ITEMS [Item 15]

RESOLVED: That the reports considered under Part Two of the agenda should remain confidential and not be made available to the press and public.

14/14 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 11]

The Committee was asked to note its Forward Work Programme and Recommendation Tracker. There were no further comments.

15/14 DATE OF NEXT MEETING [Item 12]

The Committee noted its next meeting would be held on 6 March 2014 at 10am

Meeting ended at: 1.15 pm

Chairman

MINUTES of the meeting of the **ADULT SOCIAL CARE SELECT COMMITTEE** held at 10.00 am on 6 March 2014 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 1 May 2014.

Elected Members:

- * Mr Keith Witham (Chairman)
- * Mrs Margaret Hicks (Vice-Chairman)
- * Mrs Liz Bowes
- * Mr Graham Ellwood
- A Miss Marisa Heath
- * Mr Saj Hussain
- A Mr George Johnson
- * Mr Colin Kemp
- * Mr Ernest Mallett MBE
- * Ms Barbara Thomson
- * Mrs Fiona White
- * Mr Richard Walsh

Ex officio Members:

Mr David Munro, Chairman of the County Council
Mrs Sally Ann B Marks, Vice Chairman of the County Council

In attendance

Mr Steve Cosser, Cabinet Associate for Adult Social Care
Mr Mel Few, Cabinet Member for Adult Social Care

16/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Marissa Heath and George Johnson. There were no substitutions.

17/14 MINUTES OF PREVIOUS MEETINGS: 20 SEPTEMBER 2013 [Item 2]

These were agreed as an accurate record of the meeting. The Chairman asked the Committee to note that the minutes from the meeting on 16 January 2014 would be brought to the next meeting of the Committee.

18/14 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest.

19/14 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions.

20/14 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

The Committee noted the response from the Cabinet Member for Business Services, there were no further comments.

21/14 DIRECTOR'S UPDATE [Item 6]

Declarations of interest: None.

Witnesses: Dave Sargeant, Interim Strategic Director for Adult Social Care

Key points raised during the discussion:

1. The Committee was informed that Adult Social Care had been working with partners to ensure that pressures created by the recent flooding were being effectively responded to. It was highlighted that there had been approximately 300 welfare telephone calls and 80 welfare visits in this period, as result of the floods. It was commented that there were an estimated £100,000 additional revenue costs to the Council, and that these would be reclaimed through the Bellwin Scheme. The Committee was informed that the Fairway Centre had been closed as result of the flooding and would be re-opening in April 2014.
2. Officers informed the Committee that Adult Social Care and the Fire & Rescue Service had won an award for national fire & rescue project of the year from the national Improvement and Efficiency Social Enterprise (IESE). The project was intended to support vulnerable people from fire in their homes by providing fire safety training. The Committee congratulated the Interim Strategic Director and requested this was also passed on to colleagues involved in the project.

Recommendations:

None.

Actions/further information to be provided:

The Chairman to write the Chief Fire Officer for Surrey passing on congratulations for the IESE award.

Committee Next Steps:

None.

22/14 DEMENTIA FRIENDLY SURREY [Item 7]

Declarations of interest: None.

Witnesses:

Richard Ellmer, Dementia Friendly Champion
 Donal Hegarty, Senior Manager, Commissioning
 Dave Sargeant, Interim Strategic Director for Adult Social Care

Mel Few, Cabinet Member for Adult Social Care
 Steve Cosser, Cabinet Associate for Adult Social Care

Key points raised during the discussion:

1. The Committee were given an update on the progress of the Dementia Friendly Communities project. Officers commented that the focus was presently on embedding the legacy, and how the principles of the project would be incorporated in local alliances. It was highlighted the Dementia Friendly Champions would be a key factor in ensuring the success of this legacy. The Committee was given a brief summary of the manner in which one Dementia Friendly Champion had become involved and what benefits the project had for both himself and others.
2. The Committee questioned whether there had been challenges in finding Champions for all areas of Surrey. It was commented that rural areas would always present some challenges, however officers assured the Committee that Champions had been found to ensure coverage for the entire of Surrey. It was highlighted that a Dementia-Friendly Cafe was being set up in Reigate & Banstead, and that the Council was working with District & Borough partners to ensure there was a consistent support network. It was acknowledged by officers that there was inevitably some challenge as demand exceeded the practical resources available.
3. The Committee highlighted that there had been some difficulties in the application process for individual Members. Officers gave assurance that they would follow the matter up, and highlighted the fact that Members were seen as an important resource in developing the Dementia Friendly agenda on a local level. The Cabinet Member Associate for Adult Social Care commented that he would encourage all Members to consider becoming Dementia Champions for their areas.
4. The Committee questioned what efforts were being made to engage larger organisations in Surrey, and also highlighted the potential to

engage religious communities. It was commented by witnesses that the potential to extend the Dementia Friendly Communities project would begin with groundswell support. The Committee discussed the broader agenda of how communities could embed a more vigilant and preventative approach to those considered vulnerable.

5. The Committee had a discussion about general attitudes to the diagnosis of dementia. It was recognised that often diagnosis was undertaken when people were admitted to acute hospitals with other health issues. Officers commented that part of the work of the Dementia Friendly Communities project was about increasing awareness, and also working with GPs to ensure that the appropriate referrals were being made when people showed signs of dementia.

Recommendations:

The Committee commend the work and achievements of the Dementia Friendly Surrey Project team and the Dementia Champions, and recommend the following:

- a) That the Directorate continue the publicity and awareness campaigns around dementia in order to increase the number of early diagnoses made and improve outcomes for those with dementia.

Action by: Senior Manager, Commissioning

- b) That the Directorate review the impact of Innovation Fund projects in 12 months time.

Action by: Senior Manager, Commissioning

- c) That the Directorate ensure the lessons and achievements are embedded in commissioning and service delivery activity of Adult Social Care, including the Family, Friends and Community Support project.

Action by: Interim Strategic Director for Adult Social Care

Actions/further information to be provided:

None.

Committee Next Steps:

None.

23/14 PROGRESS OF RECOMMENDATIONS ARISING FROM THE SERIOUS CASE REVIEW - GLORIA FOSTER [Item 8]

Declarations of interest: None.

Witnesses:

Christine Maclean, Safeguarding Adults Senior Manager

Dave Sargeant, Interim Strategic Director for Adult Social Care

Steve Cosser, Cabinet Associate for Adult Social Care

Mel Few, Cabinet Member for Adult Social Care

Key points raised during the discussion:

1. The Committee was updated on the progress of the recommendations following the Serious Case Review into the death of Gloria Foster. The Interim Strategic Director for Adult Social Care reiterated the opening statement of the report: "It is with regret that nothing can change the circumstances surrounding the tragic death of Gloria Foster. In Adult Social Care, we will ensure that the learning and the recommendations identified have been acted upon and have been taken very seriously and that there is reflection upon that learning within our every day practice."
2. It was emphasised by officers that the recommendations and report had been produced as result of the independent review commissioned by the Surrey Safeguarding Adults Board. It was highlighted that Internal Audit had also completed an audit on the progress made against the Serious Case Review recommendations for Adult Social Care and returned an opinion that it was effective.
3. Members queried what actions had been undertaken to ensure that there was senior manager oversight in instances of provider failure. Officers reflected that the recent flooding had demonstrated the effectiveness of the revisions to the Provider Failure Protocol. It was explained that one list was produced in such instances and that each senior manager had oversight of this during the 24 hour on call period when the protocol was put into operation. It was commented that the flooding response had demonstrated the Council worked to support all those who were vulnerable when such events occurred, and not just those who were eligible for support.
4. The Committee questioned why self-funders had not been made aware of the raid in advance. It was clarified that the Council had known in advance that there were possibly people who were self funding their care, but that it was not in a position to identify self-funders until after the raid had been undertaken. It was commented by officers that the Local Authority could not enforce providers to supply details of self-funders accessing their services.
5. The Committee discussed the letter that was being prepared as a result of recommendation one of the Serious Case Review. It was commented that the Council was in a position where it could strongly advise self-funders but could not enforce decisions around care provision in those instances. However, it was highlighted that this could be done through the Care Quality Commission (CQC) if necessary.
6. Members raised concerns about the second recommendation within the report and asked whether an interim policy for supporting self-funders was in place. It was explained that this recommendation was contingent on the publication of guidance related to the Care Bill.

Officers commented that there was interim measures in place, and a clear understanding that an assessment of support needs was undertaken regardless of whether a person self-funded their own care or not.

7. The Committee was informed that disciplinary investigations were ongoing, and, while no comment could be made regarding the investigations themselves, officers assured the Committee that due process was being followed.
8. The Committee queried what efforts were made to ensure that information was being recorded appropriately by both those employed within the Council and multi-agency partners. Officers outlined that best practice guidelines were in place, and that the outcomes of this was assessed through manager monitoring and regular team appraisals. The use of digital technology in assisting staff recording information in a timely fashion was also highlighted.

Recommendations:

- a) That the Committee further review the implementation of the recommendations arising from the Serious Case Review in six months time, to ensure policies and practices are robust.

Action by: Chairman/Democratic Services

- b) That the Committee is advised of the outcome of the disciplinary actions undertaken following the Serious Case Review.

Action by: Interim Strategic Director for Adult Social Care

- c) That the Committee is advised of the outcome of recommendation two of the Serious Case Review, and the decision regarding the oversight of all social care cases, including self-funders, in preparation for the passage of the Care Bill.

Action by: Interim Strategic Director for Adult Social Care

Actions/further information to be provided:

None.

Committee Next Steps:

None.

24/14 INTERNAL AUDIT REVIEW OF SOCIAL CARE DEBT - CREDIT BALANCES [Item 9]

Declarations of interest: None.

Witnesses:

Paul Carey-Kent, Strategic Finance Manager - Adult Social Care
 Revinder Hothi, Auditor
 David John, Audit Performance Manager
 Dave Sargeant, Interim Strategic Director for Adult Social Care

Steve Cosser, Cabinet Associate for Adult Social Care
 Mel Few, Cabinet Member for Adult Social Care

Key points raised during the discussion:

1. The Committee was given a brief summary of the audit conducted in relation to credit balances. It was recognised that there was a potential reputational risk with regard credit balances, but also commented that this matter was actively managed by the relevant services. It was highlighted that the audit had recommended a greater clarity in officer guidance about where key responsibilities were held.
2. The Committee was assured that monthly statements are produced for individuals who held care cost balances with the Council.

Recommendations:

None.

Actions/further information to be provided:

None.

Committee Next Steps:

None.

25/14 INCOME/DEBT UPDATE REPORT [Item 10]

Declarations of interest: None.

Witnesses:

Paul Carey-Kent, Strategic Finance Manager - Adult Social Care
 Dave Sargeant, Interim Strategic Director for Adult Social Care

Steve Cosser, Cabinet Associate for Adult Social Care
 Mel Few, Cabinet Member for Adult Social Care

Key points raised during the discussion:

1. The Committee recognised that the Council's levels of social care debt were not excessive when compared with other local authorities. Officers commented that raising invoices in a timely fashion had a greater positive impact on the Directorate's budget than the small amounts of debt that were not considered recoupable.

2. The Cabinet Member commented that he felt the Rapid Improvement Event (RIE) had greatly improved business processes, and that the Directorate was better equipped to track social care debt. He highlighted the fact that people were informed of the costs they were accruing far earlier than previously, and that this enabled a better means of managing social care debt.

Recommendations:

- That the Committee receive a further update on Income/Debt in Adult Social Care Directorate in 12 months time.

Actions/further information to be provided:

None.

Committee Next Steps:

None.

26/14 BUDGET UPDATE [Item 11]

Declarations of interest: None.

Witnesses:

Paul Carey-Kent, Strategic Finance Manager - Adult Social Care
Dave Sargeant, Interim Strategic Director for Adult Social Care

Steve Cosser, Cabinet Associate for Adult Social Care
Mel Few, Cabinet Member for Adult Social Care

Key points raised during the discussion:

1. The Committee was informed that there was a projected overspend of £6 million within the Directorate's budget by the close of the financial year. The Cabinet Member commented that he recognised the overspend but would also want this to be placed in a broader context of the amount of achieved savings, both in year and as part of the Medium Term Financial Plan to date.
2. The Chairman informed the Committee that the proposed recommendations following the budget workshop in February 2014 had been referred to Cabinet through the Council Overview & Scrutiny Committee. These would be considered and responded to at the Cabinet meeting on 25 March 2014.
3. The Committee had a discussion about the shift from residential care to community-based care, and the impact this could potentially have on the demand for housing.

Recommendations:

- That the Committee receive a report covering both budget monitoring and the updated Medium Term Financial Plan for 2014-2019, following the Cabinet meeting on 25 March 2014.

Actions/further information to be provided:

None.

Committee Next Steps:

None

**27/14 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME
[Item 12]**

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. The Committee noted the Recommendation Tracker and Forward Work Programme. There was no further comment.

Recommendations:

None.

Actions/further information to be provided:

None.

Committee Next Steps:

None.

28/14 DATE OF NEXT MEETING [Item 13]

The Committee noted that the next meeting of the Adult Social Care Select Committee would be on 1 May 2014 at 10am.

Meeting ended at: 12.20 pm

Chairman

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Adult Social Care Select Committee
1 May 2014

Budget Update

Purpose of the report: Scrutiny of Services and Budgets/Performance Management

This report provides an opportunity for the Committee to review the Adult Social Care budget for 2014-19 as now finalised.

Introduction:

The 2014-19 Adult Social Care budget has now been approved and published. The Adults pages of the Medium Term Financial Plan are attached in order to enable members to discuss and seek clarification on any matters arising.

A slide presentation will be made on the day to cover budget issues and the Family, Friends and Community support programme in particular.

The opportunity will also be taken to brief the Committee orally on the outturn for 2013/14, which was not finalised at the time of preparing this paper.

Recommendations:

1. Review details of the attached Adult Social Care 2014-19 Medium Term Financial Plan and seek clarification of any matters arising at the next Committee meeting.

Report contact:

Paul Carey-Kent
Strategic Finance Manager, Adult Social Care

Contact details:

020 8541 8536
paul.careykent@surreycc.gov.uk

Sources/background papers:

- Appendix 1: Relevant Budget Book papers, setting out pressures and savings plans across the Medium Term Financial Plan.

DETAILED REVENUE & CAPITAL BUDGET 2014 - 2019

Adult Social Care 2014-19

Our vision – Work collaboratively with our partners to ensure people have choice and control, so they can maximise their wellbeing and independence in their local community and remain safe

What we will focus on

- **Residents** – individuals, families and communities will have more influence, control and responsibility
- **Quality** – we will ensure the highest quality and encourage innovation
- **Value** – we will create public value by improving outcomes for residents
- **People** – we will develop and equip our officers and Members to provide excellent service
- **Partnerships** – we will work with our partners in the interests of Surrey
- **Stewardship** – we will look after the county's resources responsibly

Our priorities for 2014/15

- 1. Connect individuals with family, friends and community support networks so they can live independently and prevent or postpone the need for funded care and support services**
 - o Reduce the average monthly cost of individual care packages by maximising local support networks to enable people to live independent and safe lives
- 2. Collaborative working with health and other partners to deliver integrated community health and primary care services to improve the health and social care for people**
 - o Work with health and other partners to co-design and plan local models of integrated health and social care using the Better Care Fund
- 3. Provide leadership in the joint commissioning of health and social care services**
 - o Work with health partners to jointly commission a more integrated home based care service for Surrey residents based around local Health and Social Care economies
- 4. Offer universal advice and information services to all local people to promote their independence and wellbeing**
 - o Ensure all Surrey residents have access to local information and advice, so they understand the options available
- 5. Continue our commitment to personalisation, with all systems, processes, staff and services giving people choice and control over their lives**
 - o Prepare for the implementation of the new Care Bill cap on care costs which becomes effective from April 2016

Interim Strategic Director



Dave Sargeant

Cabinet Members



Mel Few,
Cabinet Member,
Adult Social Care



Steve Cosser,
Cabinet Associate,
Adult Social Care

Leadership team



Sally Curtis,
Interim Assistant Director - East Surrey



Shelley Head,
Interim Assistant Director - North West Surrey



Sonya Seller,
Interim Assistant Director - Mid Surrey



Liz Ullasz,
Interim Assistant Director - South West Surrey

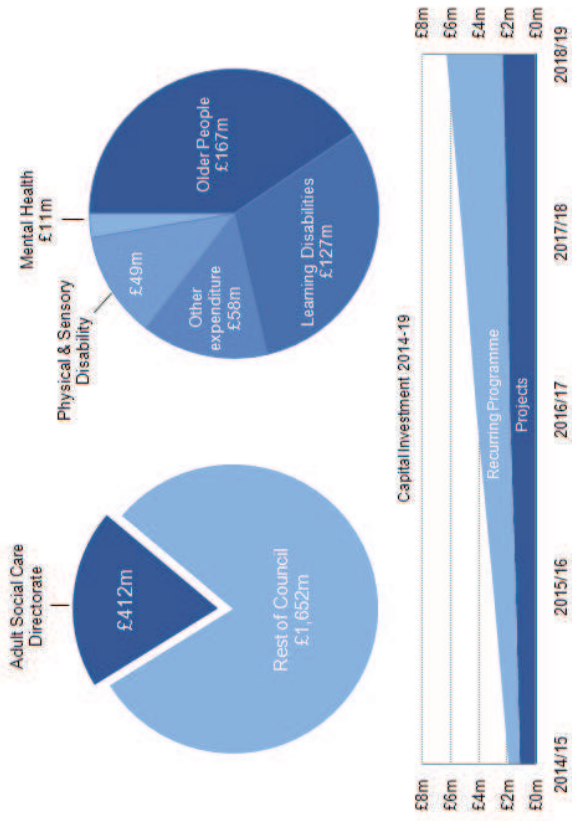


Anne Butler,
Assistant Director, Commissioning



John Woods,
Assistant Director, Policy and Strategy

Our budget



FINANCIAL COMMENTARY

- 2.1. The 2014/15 budget is £340m, an increase (after virements) of £2.1m (0.62%). This includes total pressures and funding changes of £44m (£58m excluding the contribution from reserves), and a savings target of £42m (12% of the budget).
- 2.2. 2014/15 poses exceptional financial challenges to Adult Social Care. The 2014/15 base revenue expenditure budget shows little change from that in 2013/14, a year in which savings of £46m were needed and in which an overspend of £6m is projected despite the use of considerable one-off support. That's because savings of £15m were not achieved in 2013/14 due to the slow implementation of the Friends, Family and Community programme (FFC), with the shortfall being largely offset by the use of one off provisions.
- 2.3. In recognition of the difficulties posed by that scale of challenge, the ASC budget will benefit on a one-off basis from £14m use of reserves in 2014/15.
- 2.4. Taking the £14m use of reserves into account, the Adults Service targeted savings for 2014/15 is now £42m of which £2.6m has yet to be identified. £14m of savings from the service has therefore been deferred to the 2015/16 financial year. This re-profiling of the timing of spending within the Council's overall budget recognises that Adult Social Care expects benefit of £25m to sustain social care services as a result of the Better Care Fund.
- 2.5. It is noted that the savings for 2014/15 are in excess of the savings levels of £30m typically achieved by the service over the period 2010-2014. 2.6 Key actions to achieve the savings of £42m in 2014/15 are:
- Achieve savings from FFC programme of £10m.
 - Identify programmes that will achieve £2.6m as yet unidentified.
 - Achieve savings of £29.4m which are mostly of an established nature, e.g. procurement, placement reviews and direct payment reclaims, but several do depend critically on tendering results or obtaining partnership agreements, the outcomes from which cannot be guaranteed at this stage.
 - To initiate longer-term actions which will set in train further new savings from 2015/16, especially given the one-off nature of additional support in 2014/15, which defers £14m of savings to the following year. That will include reviewing the balance between internal and external provision across a wide range of the Council's provision. In that context, the setting up of the Local Authority Trading Company (LATC) from 1 August 2014 is important, as it could provide a potential means of delivering differently.

- 2.6. Future years of the MTFP are also challenging with ambitious savings targets for the Family, Friends and Community programme of a further £25m in 2015-18, bringing the overall total to £35m. The financial risks associated with Care Bill implementation further underpin the need to move in advance to generate longer term areas of further savings, and emphasise the importance of working successfully with the Clinical Commissioning Groups (CCGs) in order to make best use of the Better Care Funding from 2015/16.
- 2.7. Partnership working is critical to the delivery of the ASC agenda. The private and voluntary sectors, the NHS, other local authorities, and other County Council directorates all underpin current means of delivery, and also form part of the wider health and social care system within which collaborative working is the best way to minimise total costs. As such, they are also vital as major contributors to the total resources to call on in making the Friends, Family and Community programme a deliverable reality.
- 2.8. Moreover, the specific partnership working with Clinical Commissioning Groups through the Better Care Fund (£71m in 2015/16) offers the best chance to put the system on a sustainable footing in the longer term by dealing with the demographic challenges faced. Consequently, the budget proposed sets out to protect the current prices and levels of support bound up in partnership arrangements on the grounds that reducing them would be not only problematic, but also counter-productive. An illustration of the costs of services that can be justifiably classified under the government's term "Protection of Social Care" – one of the intended uses of the Better Care Fund – is shown on page 24 of the MTFP.

INCOME & EXPENDITURE REVENUE BUDGET

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Total	Total	Total	Total	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	(2,030)	(222)	(222)	(222)	(222)	(222)
Other bodies grants	(14,297)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Fees & charges	(38,173)	(41,957)	(43,281)	(45,211)	(47,464)	(50,705)
Joint working income	(11,971)	(10,003)	(9,753)	(9,503)	(9,253)	(9,003)
Reimbursement & recovery of costs	(1,071)	(1,771)	(1,771)	(1,771)	(1,771)	(1,771)
Other funding	(65,512)	(72,040)	(73,114)	(74,794)	(76,797)	(79,788)
Total funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)
Expenditure:						
Employment	73,253	71,381	67,397	67,908	68,431	68,907
Running costs	6,051	5,727	5,847	5,971	6,097	6,225
Contracts & care packages	326,170	335,178	342,295	356,313	375,293	405,830
Total expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Net budget supported by Council Tax, general government grants and reserves	337,932	340,024	342,205	355,176	372,802	400,952

	2013/14	2014/15
FTE's	2,187	2,145

The above FTEs excludes posts fully funded through external funding sources and temporary invest to save posts

POLICY BUDGET

8

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	(2,030)	(222)	(222)	(222)	(222)	(222)
Other Bodies Grants	(14,297)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Fees & Charges	(38,173)	(41,958)	(43,282)	(45,212)	(47,465)	(50,706)
Joint Working Income	(9,491)	(8,159)	(8,159)	(8,159)	(8,159)	(8,159)
Joint Funded Care Package Income	(2,480)	(1,843)	(1,593)	(1,343)	(1,093)	(843)
Reimbursements & recovery of costs	(1,071)	(1,771)	(1,771)	(1,771)	(1,771)	(1,771)
Total funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)

Expenditure:**Older People**

Nursing General	19,306	20,385	22,851	26,131	29,312	33,146
Nursing Dementia	11,754	12,807	12,156	12,167	12,153	13,609
Residential General - External	36,796	38,548	38,202	39,089	40,019	42,048
Residential Dementia - External	13,164	12,578	12,360	12,455	12,539	13,307
Residential In-House Provision	7,209	7,528	4,816	4,883	4,955	5,015
Home Care - External	37,835	38,593	36,970	37,244	38,917	43,704
Reablement In-House Provision	8,096	7,374	7,516	7,570	7,617	7,656
Extra Care In-House Provision	1,186	1,393	1,403	1,406	1,407	1,409
Direct Payments	10,864	10,183	8,902	9,158	9,850	11,512
Day Care - External	2,649	2,846	2,790	2,807	2,872	3,043
Day Care In-House Provision	198	192	195	197	200	202
Respite Care	1,508	2,280	2,253	2,282	2,349	2,498
Transport Services	549	673	658	664	683	732
Other Care	7,561	11,221	10,664	10,155	9,679	9,275
Total Older People	158,675	166,602	161,735	166,208	172,551	187,157

Physical & Sensory Disabilities

Nursing General	3,543	3,067	3,341	3,631	3,908	4,160
Nursing Dementia	68	22	23	23	24	25
Residential General - External	4,848	5,499	5,658	5,788	5,956	6,168
Residential Dementia - External	105	152	156	161	165	170
Supported Living / Home Care	6,411	7,664	7,996	8,343	8,939	9,766
Direct Payments	16,870	17,481	18,585	18,906	19,736	21,037
Day Care - External	934	878	855	837	837	856
Day Care In-House Provision	539	549	558	564	572	580
Respite Care	221	278	265	255	254	262
Transport Services	302	249	242	236	239	250
Other Care - External	13,446	13,537	13,519	13,506	13,509	13,528
Total Physical & Sensory Disabilities	47,286	49,377	51,197	52,250	54,140	56,802

POLICY BUDGET (CONTINUED)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
People with Learning Disabilities						
Nursing General	750	1,166	1,342	1,518	1,686	1,842
Nursing Dementia	201	278	286	297	307	316
Residential General - External	68,025	64,003	67,792	72,203	76,782	81,558
Residential Dementia - External	79	77	83	85	88	90
Residential In-House Provision	4,968	5,193	3,109	3,151	3,205	3,256
Supported Living / Home Care - External	19,333	23,097	23,702	24,445	26,159	29,142
Supported Living / Home Care In-House Provision	658	613	624	630	640	649
Direct Payments	12,704	14,111	15,815	17,646	20,113	23,191
Day Care - External	3,886	4,246	4,342	4,475	4,743	5,140
Day Care In-House Provision	6,175	6,267	6,369	6,431	6,506	6,578
Respite Care	2,410	2,228	2,400	2,594	2,876	3,237
Transport Services	1,490	1,886	2,103	2,341	2,656	3,040
Other Care - External	2,841	2,399	2,664	2,952	3,328	3,781
Other Care In-House Provision	1,401	1,496	1,521	1,537	1,551	1,565
Total People with Learning Disabilities	124,921	127,059	132,154	140,305	150,641	163,385
Mental Health & Substance Misuse						
Nursing General	415	592	792	988	1,174	1,344
Nursing Dementia	83	90	86	82	79	81
Residential General	2,152	2,050	2,100	2,166	2,229	2,285
Residential Dementia	0	22	20	21	22	22
Supported Living / Home Care	2,387	3,029	3,351	3,674	4,079	4,555
Direct Payments	332	669	685	704	745	809
Day Care	110	42	40	38	38	39
Respite Care	68	3	3	3	3	3
Transport Services	82	10	9	9	9	9
Other Care	4,429	4,582	4,575	4,570	4,569	4,574
Total Mental Health & Substance Misuse	10,059	11,089	11,662	12,254	12,946	13,720
Other Expenditure						
Assessment & Care Management	30,888	29,728	30,166	30,434	30,690	30,936
Management & Support	18,196	15,878	16,070	16,183	16,293	16,400
Housing Related Support	15,449	12,554	12,555	12,558	12,559	12,560
Total Other Expenditure	64,533	58,159	58,791	59,175	59,543	59,896
Total expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Net budget	337,932	340,024	342,205	355,176	372,802	400,952

REVENUE SERVICE SUMMARY

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
<u>Funding and income by service:</u>						
Personal Care & Support	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Service Delivery	(575)	(540)	(540)	(540)	(540)	(540)
Policy & Strategy	(2,214)	0	0	0	0	0
Commissioning	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
ASC Strategic Director	0	0	0	0	0	0
Total Funding	(67,542)	(72,262)	(73,336)	(75,016)	(77,019)	(80,010)
<u>Expenditure by service:</u>						
Personal Care & Support	298,684	306,151	313,966	328,361	347,686	378,539
Service Delivery	22,831	23,659	19,049	19,273	19,535	19,774
Policy & Strategy	3,509	2,975	3,003	3,021	3,039	3,056
Commissioning	80,038	79,531	79,552	79,566	79,588	79,619
ASC Strategic Director	412	(30)	(29)	(28)	(27)	(26)
Total Expenditure	405,474	412,286	415,541	430,192	449,821	480,962
Adult Social Care	337,932	340,024	342,205	355,176	372,802	400,952

BUDGET MOVEMENT SUMMARY

	2014/15	2015/16	2016/17	2017/18	2018/19	2014-19
	£000s	£000s	£000s	£000s	£000s	£000s
Prior year budget	337,932	340,024	342,205	355,176	372,802	337,932
Funding changes	-4,720	-1,074	-1,680	-2,003	-2,990	-12,467
Expenditure changes:						
Pressures & changes	48,764	42,036	33,358	32,608	38,439	195,204
Savings & reductions	-41,952	-38,781	-18,707	-12,978	-7,299	-119,717
Net expenditure change	6,812	3,255	14,652	19,629	31,140	75,487
Total budget movement	2,092	2,181	12,972	17,626	28,150	63,020
Revised budget	340,024	342,205	355,176	372,802	400,952	400,952

DETAILED BUDGET MOVEMENT

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Funding changes							
<u>Grant and specific income movements</u>							
Virements	(147)					(147)	
Additional Whole Systems funding	(4,011)					(4,011)	
End of Right to Control grant	165					165	
Reversal of draw down of unspent Social Care Reform Grant	1,865					1,865	
Loss of joint funded care package income	637	250	250	250	250	1,637	
Policy & Strategy project income changes	184					184	
Ongoing funding for individuals with primary health needs	(768)					(768)	
Changes to Service Delivery income streams	(40)					(40)	
Funding changes for Mental Health staff	215					215	
Changes to Commissioning Block Contracts & Grants income	1,065					1,065	
Changes to other income streams	(29)					(29)	
Total Grant and specific income movements	(865)	250	250	250	250	135	
<u>Optimising income</u>							
Changes to Fees & Charges income	(3,855)	(1,324)	(1,930)	(2,253)	(3,240)	(12,603)	A
Total funding changes	(4,720)	(1,074)	(1,680)	(2,003)	(2,990)	(12,467)	

DETAILED BUDGET MOVEMENT (CONTINUED)

8

	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s	RAG
Pressures and changes							
<u>Legislative, Policy & Functional changes</u>							
Virements	(841)					(841)	
Additional Whole Systems expenditure	4,011					4,011	
Reduced Right to Control expenditure	(165)					(165)	
Reversal of one-off corporate contribution for speeding personalisation	(1,000)					(1,000)	
Removal of transitional LATC set up budget	(250)					(250)	
Policy & Strategy projects expenditure changes	(131)					(131)	
Changes to Commissioning Block Contracts & Grants expenditure	(1,065)					(1,065)	
Transfers of Commissioning budgets to Personal Care & Support and Policy & Strategy	(238)					(238)	
Changes to Section 256 Mental Health costs	2					2	
Total changes	323	0	0	0	0	323	
<u>Service Pressures</u>							
Inflation	8,716	8,933	8,437	8,729	9,212	44,027	
Full year effect of existing care packages - Non-Transition	5,346	3,500	3,500	3,500	3,500	19,346	
Future year demand pressures - Non-Transition	7,477	6,977	6,477	5,977	5,477	32,386	
Full year effect of existing care packages - Transition	3,367	3,500	3,500	3,500	3,500	17,367	
Future year Transition cases	4,802	5,125	5,295	5,559	5,837	26,619	
Failure to achieve MTFP savings on an ongoing basis	27,717					27,717	
Replacement of one-off use of Whole Systems funding	2,850					2,850	
Replacement of one-off staffing savings	1,637					1,637	
Additional services from LATC	503					503	
ASC staffing changes	(201)					(201)	
Changes to Service Delivery in-house budgets	226					226	
One-off contribution	(14,000)	14,000				0	
Dilnot Commission	0		5,000	5,000	10,000	20,000	
Contingency for savings not achieved / additional pressures	0		1,150	342	912	2,404	
Total pressures	48,441	42,035	33,358	32,608	38,439	194,882	
Total pressures and changes	48,764	42,035	33,358	32,608	38,439	195,205	

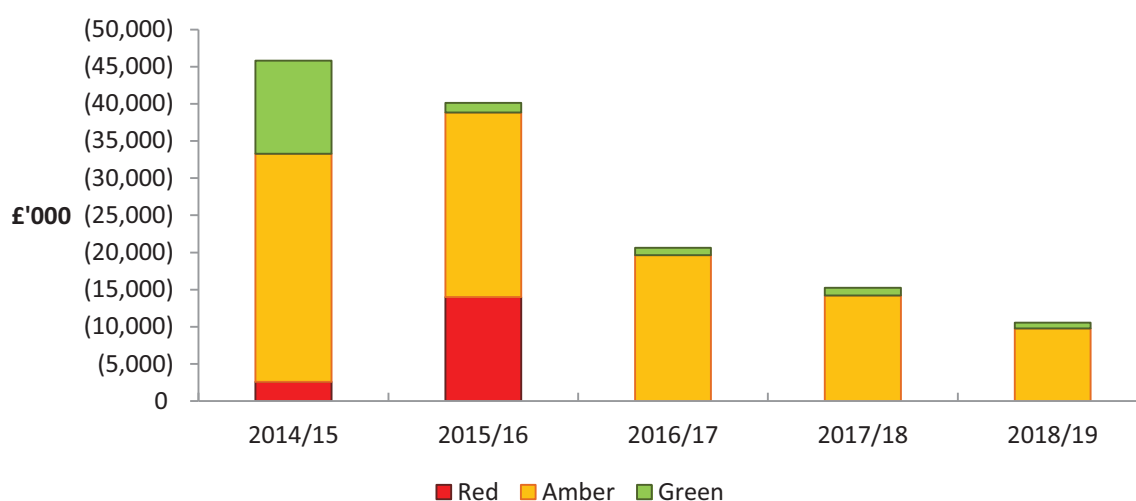
DETAILED BUDGET MOVEMENT (CONTINUED)

	2014/15	2015/16	2016/17	2017/18	2018/19	Total	RAG
	£000s	£000s	£000s	£000s	£000s	£000s	
Savings							
<u>Continuing Savings</u>							
Family, Friends and Community support	(10,000)	(10,000)	(10,000)	(5,000)		(35,000)	A
Section 256 client group savings	(1,500)	(1,250)	(1,000)	(1,000)	(750)	(5,500)	G
Optimisation of Transition pathways	(250)	(750)	(1,000)	(1,000)	(1,000)	(4,000)	A
Preventative savings through Whole Life Systems interventions & Telecare	(250)	(500)	(902)	(708)	(426)	(2,786)	A
Strategic shift from residential to community based provision	(118)	(237)	(237)	(237)	(236)	(1,066)	A
Optimisation of spot care rates	(4,005)	(2,062)	(589)	(307)	(2,315)	(9,278)	A
Learning Disabilities Public Value Review	(1,000)	(750)	(750)	(500)		(3,000)	A
Other commissioning strategies	(730)	(500)	(500)	(500)	(500)	(2,730)	A
Optimisation of main block contract rates	(433)	(417)	(425)	(433)	(441)	(2,149)	A
Optimisation of other block contract rates	(396)	(415)	(404)	(393)	(382)	(1,990)	A
Strategic supplier review ongoing savings	(750)	(250)	(250)	(250)		(1,500)	A
Strategic renegotiation of main block contracts	(1,400)					(1,400)	A
Recommission Supporting People contracts	(1,000)					(1,000)	G
"Protection" of Social Care through Whole Systems funding	(4,000)					(4,000)	A
Maximising income through partnership arrangements	(2,500)	(1,250)	(1,250)	(1,250)	(1,250)	(7,500)	A
Public Sector Transformation Network / Health Collaboration	(600)	(1,400)	(1,400)	(1,400)		(4,800)	A
Strategic review of In-house services	0	(5,000)				(5,000)	A
Savings through LATC	(700)					(700)	G
Management efficiency savings through restructuring	(300)					(300)	G
Management of team supplies, services and travel	(270)					(270)	G
Savings yet to be identified	(2,600)	(14,000)				(16,600)	R
Total Continuing Savings	(32,802)	(38,781)	(18,707)	(12,978)	(7,299)	(110,567)	
<u>One-off Savings</u>							
Direct payment reclaims	(3,000)					(3,000)	G
Overprojection due to breaks / one-off reductions in care services	(1,000)					(1,000)	G
Underusage of call offs	(500)					(500)	G
Strategic supplier review rebates	(750)					(750)	G
General In-house efficiencies	(400)					(400)	A
Manage costs below budget, e.g. vacancies	(3,500)					(3,500)	G
Total One-off Savings	(9,150)	0	0	0	0	(9,150)	
Total savings	(41,952)	(38,781)	(18,707)	(12,978)	(7,299)	(119,717)	

Residents – Value – Partnership

Quality – People - Stewardship

EFFICIENCIES RISK ANALYSIS



	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Total £000s
Red	(2,600)	(14,000)	0	0	0	(16,600)
Amber	(30,687)	(24,855)	(19,637)	(14,231)	(9,790)	(99,200)
Green	(12,520)	(1,250)	(1,000)	(1,000)	(750)	(16,520)
	(45,807)	(40,105)	(20,637)	(15,231)	(10,540)	(132,320)

BETTER CARE FUNDING – ANALYSIS

	2014/15 £000s	2015/16 £000s
Universal advice and information to keep people independent	1,240	1,240
Preventative services		
Carers	6,544	6,544
Support via Districts and Boroughs	1,000	1,000
Voluntary sector grants	6,059	6,059
Housing Related Support	12,554	12,556
	26,157	26,159
Demographic pressures without changing eligibility 2014/15	20,992	20,992
Demographic pressures without changing eligibility 2015/16		19,105
Total	48,389	67,496

ANNUAL ACTIVITY VOLUMES

Budgeted MTFP Volumes	01-Apr-14	31-Mar-15	Surrey County Council Open Cases - Note 1
Older People			
Nursing Dementia	570	615	
Nursing General	725	778	
Residential Dementia	657	639	
Residential General	1,086	1,058	
Home Care/Reablement	4,078	4,121	
Direct Payments	1,117	1,140	
Other Community Care	895	895	
Total Older People	9,128	9,246	15,365
Physical & Sensory Disabilities			
Nursing Dementia	1	1	
Nursing General	58	62	
Residential Dementia	6	6	
Residential General	93	94	
Supported Living/Home Care	580	636	
Direct Payments	988	1,046	
Other Community Care	389	390	
Total PSD	2,115	2,235	3,240
People with Learning Disabilities			
Nursing Dementia	5	6	
Nursing General	10	10	
Residential Dementia	1	1	
Residential General	997	1,023	
Supported Living/Home Care	859	932	
Direct Payments	853	1,001	
Other Community Care	1,485	1,538	
Total PLD	4,210	4,511	3,692
Mental Health & Substance Misuse			
Nursing Dementia	1	2	
Nursing General	9	13	
Residential Dementia	1	1	
Residential General	43	43	
Supported Living/Home Care	127	149	
Direct Payments	140	151	
Other Community Care	54	54	
Total MH	375	413	Note 2
ASC Total Service Volumes	15,828	16,404	
Total Open Cases excluding Mental Health			22,297

Notes:

1: Open cases are as at beginning of February 2014. The difference between open cases and planned service volumes are equipment services, professional and local support services and assessed cases where no service is being received.

2: Surrey jointly manages the Mental Health service with Surrey & Borders partnership Foundation Trust - volume data for open cases is currently not available from the joint service.

CAPITAL BUDGET

8

Commissioning Budget Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	Capital Profiling
						Total £000s
Recurring programmes						
Major adaptations	800	800	800	800	800	4,000
Total recurring programmes	800	800	800	800	800	4,000
Projects						
Wellbeing centres	105					105
In-house capital improvement scheme	250	250	250	250	250	1,250
User led organisation hubs	100	100	100			300
Total projects	455	350	350	250	250	1,655
Total Capital Schemes	1,255	1,150	1,150	1,050	1,050	5,655

Utilising the asset budget

Commissioning budget	1,255	1,150	1,150	1,050	1,050	5,655
<u>Projects (held within Business Services)</u>						
Adults Social Care Infrastructure Grant	608					608
	608	0	0	0	0	608
Utilising budget	1,863	1,150	1,150	1,050	1,050	6,263

PERSONAL CARE & SUPPORT - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: DAVID SARGEANT

8

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Funding and income:						
UK Government grants	0	(67)	(67)	(67)	(67)	(67)
Other bodies grants	(1,169)	0	0	0	0	0
Fees & charges	(37,976)	(41,824)	(43,148)	(45,078)	(47,331)	(50,572)
Joint working income	(4,973)	(4,157)	(3,907)	(3,657)	(3,407)	(3,157)
Reimbursement & recovery of costs	(3)	(771)	(771)	(771)	(771)	(771)
Other income	(44,121)	(46,752)	(47,826)	(49,506)	(51,509)	(54,500)
Total funding	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Expenditure						
Employment	43,132	39,831	40,470	40,797	41,100	41,383
Running costs	2,095	1,815	1,855	1,896	1,937	1,980
Contracts & care packages	253,457	264,505	271,641	285,668	304,649	335,176
Total expenditure	298,684	306,151	313,966	328,361	347,686	378,539
Net budget	254,563	259,332	266,073	278,788	296,109	323,972

PERSONAL CARE & SUPPORT - POLICY BUDGET

HEAD OF SERVICE: DAVID SARGEANT

8

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	0	(67)	(67)	(67)	(67)	(67)
Other Bodies Grants	(1,169)	0	0	0	0	0
Fees & Charges	(37,975)	(41,824)	(43,148)	(45,078)	(47,331)	(50,572)
Joint Working Income	(2,493)	(2,313)	(2,313)	(2,313)	(2,313)	(2,313)
Joint Funded Care Package Income	(2,480)	(1,843)	(1,593)	(1,343)	(1,093)	(843)
Reimbursements & recovery of costs	(3)	(771)	(771)	(771)	(771)	(771)
Total funding	(44,121)	(46,819)	(47,893)	(49,573)	(51,576)	(54,567)
Expenditure:						
Older People						
Nursing General	18,339	19,102	21,542	24,796	27,950	31,758
Nursing Dementia	11,754	12,807	12,156	12,167	12,153	13,609
Residential General - External	20,261	23,284	22,662	23,269	23,915	25,654
Residential Dementia - External	6,215	5,788	5,434	5,390	5,333	5,957
Home Care - External	36,158	37,125	35,502	35,777	37,450	42,236
Reablement In-House Provision	8,096	7,374	7,516	7,570	7,617	7,656
Extra Care In-House Provision	1,186	1,393	1,403	1,406	1,407	1,409
Direct Payments	10,864	10,183	8,902	9,158	9,850	11,512
Day Care - External	1,159	1,340	1,267	1,266	1,313	1,467
Respite Care	167	1,059	1,010	1,017	1,061	1,187
Transport Services	235	386	369	371	387	433
Other Care	533	920	862	853	876	972
Total Older People	114,967	120,761	118,624	123,041	129,312	143,850
Physical & Sensory Disabilities						
Nursing General	3,543	3,067	3,341	3,631	3,908	4,160
Nursing Dementia	68	22	23	23	24	25
Residential General - External	4,848	5,499	5,658	5,788	5,956	6,168
Residential Dementia - External	105	152	156	161	165	170
Supported Living / Home Care	6,411	7,664	7,996	8,343	8,939	9,766
Direct Payments	14,589	15,321	16,425	16,746	17,575	18,877
Day Care - External	623	560	537	518	519	537
Respite Care	221	278	265	255	254	262
Transport Services	292	239	232	226	229	240
Other Care - External	668	494	477	463	466	486
Total Physical & Sensory Disabilities	31,368	33,297	35,108	36,155	38,036	40,691

PERSONAL CARE & SUPPORT - POLICY BUDGET (CONTINUED)

HEAD OF SERVICE: DAVID SARGEANT

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
People with Learning Disabilities						
Nursing General	750	1,166	1,342	1,518	1,686	1,842
Nursing Dementia	201	278	286	297	307	316
Residential General - External	67,423	63,400	67,190	71,600	76,180	80,956
Residential Dementia - External	79	77	83	85	88	90
Supported Living / Home Care - External	19,333	23,097	23,702	24,445	26,159	29,142
Direct Payments	12,704	14,111	15,815	17,646	20,113	23,191
Day Care - External	3,886	4,246	4,342	4,475	4,743	5,140
Respite Care	2,410	2,228	2,400	2,594	2,876	3,237
Transport Services	1,490	1,886	2,103	2,341	2,656	3,040
Other Care - External	2,588	2,240	2,504	2,793	3,169	3,621
Total People with Learning Disabilities	110,864	112,728	119,768	127,794	137,976	150,575
Mental Health & Substance Misuse						
Nursing General	415	592	792	988	1,174	1,344
Nursing Dementia	83	90	86	82	79	81
Residential General	2,152	2,050	2,100	2,166	2,229	2,285
Residential Dementia	0	22	20	21	22	22
Supported Living / Home Care	2,387	3,029	3,351	3,674	4,079	4,555
Direct Payments	332	669	685	704	745	809
Day Care	110	42	40	38	38	39
Respite Care	68	3	3	3	3	3
Transport Services	82	10	9	9	9	9
Other Care	119	158	151	145	145	150
Total Mental Health & Substance Misuse	5,749	6,665	7,237	7,829	8,521	9,296
Other Expenditure						
Assessment & Care Management	26,477	24,293	24,709	24,958	25,194	25,421
Management & Support	9,259	8,407	8,520	8,584	8,646	8,706
Total Other Expenditure	35,736	32,700	33,229	33,542	33,840	34,127
Total expenditure	298,684	306,151	313,966	328,361	347,686	378,539
Net budget	254,563	259,332	266,073	278,788	296,109	323,972

SERVICE DELIVERY – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: GRAHAM WILKIN

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Fees & charges	(197)	(134)	(134)	(134)	(134)	(134)
Reimbursement & recovery of costs	(378)	(406)	(406)	(406)	(406)	(406)
Other income	(575)	(540)	(540)	(540)	(540)	(540)
Total funding	(575)	(540)	(540)	(540)	(540)	(540)
Expenditure						
Employment	19,845	20,782	16,099	16,249	16,435	16,597
Running costs	3,199	3,156	3,226	3,296	3,369	3,443
Contracts & care packages	(213)	(279)	(276)	(272)	(269)	(266)
Total expenditure	22,831	23,659	19,049	19,273	19,535	19,774
Net budget supported by Council Tax, general government grants and reserves	22,256	23,119	18,509	18,732	18,995	19,234

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Income:						
Fees & Charges	(197)	(134)	(134)	(134)	(134)	(134)
Reimbursements & recovery of costs	(378)	(406)	(406)	(406)	(406)	(406)
Total funding	(575)	(540)	(540)	(540)	(540)	(540)
Expenditure:						
Older People						
Residential In-House Provision	7,209	7,528	4,817	4,883	4,955	5,015
Day Care In-House Provision	198	192	195	197	200	202
Total Older People	7,407	7,720	5,012	5,080	5,155	5,217
Physical & Sensory Disabilities						
Day Care In-House Provision	539	549	558	564	572	580
Total Physical & Sensory Disabilities	539	549	558	564	572	580
People with Learning Disabilities						
Residential General - External	603	603	603	603	603	603
Residential In-House Provision	4,968	5,193	3,109	3,151	3,205	3,256
Supported Living / Home Care In-House Provision	658	613	624	630	640	649
Day Care In-House Provision	6,175	6,267	6,369	6,431	6,506	6,578
Other Care In-House Provision	1,401	1,496	1,521	1,537	1,551	1,565
Total People with Learning Disabilities	13,804	14,171	12,227	12,352	12,506	12,651
Other Expenditure						
Assessment & Care Management	0	451	470	487	503	519
Management & Support	1,080	768	782	790	799	807
Total Other Expenditure	1,080	1,219	1,252	1,277	1,302	1,326
Total expenditure	22,831	23,659	19,049	19,273	19,535	19,774
Net budget	22,256	23,119	18,509	18,732	18,995	19,234

POLICY & STRATEGY – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: JOHN WOODS

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
UK Government grants	(2,030)	0	0	0	0	0
Joint working income	(184)	0	0	0	0	0
Other income	(184)	0	0	0	0	0
Total funding	(2,214)	0	0	0	0	0
Expenditure						
Employment	2,395	2,235	2,260	2,274	2,289	2,303
Running costs	198	143	146	150	153	156
Contracts & care packages	916	597	597	597	597	597
Total expenditure	3,509	2,975	3,003	3,021	3,039	3,056
Net budget	1,295	2,975	3,003	3,021	3,039	3,056

POLICY & STRATEGY – POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Income:						
UK Government Grants	(2,030)	0	0	0	0	0
Joint Working Income	(184)	0	0	0	0	0
Total funding	(2,214)	0	0	0	0	0
Expenditure:						
Older People						
Other Care	0	597	597	597	597	597
Total Older People	0	597	597	597	597	597
Physical & Sensory Disabilities						
Other Care - External	(100)	0	0	0	0	0
Total Physical & Sensory Disabilities	(100)	0	0	0	0	0
Other Expenditure						
Assessment & Care Management	197	0	0	0	0	0
Management & Support	3,412	2,378	2,406	2,424	2,442	2,459
Total Other Expenditure	3,609	2,378	2,406	2,424	2,442	2,459
Total expenditure	3,509	2,975	3,003	3,021	3,039	3,056
Net budget	1,295	2,975	3,003	3,021	3,039	3,056

Residents – Value – Partnership

Quality – People - Stewardship

COMMISSIONING – INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: ANNE BUTLER

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Local taxation						
UK Government grants	0	(154)	(154)	(154)	(154)	(154)
Other bodies grants	(13,128)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Joint working income	(6,814)	(5,846)	(5,846)	(5,846)	(5,846)	(5,846)
Reimbursement & recovery of costs	(691)	(594)	(594)	(594)	(594)	(594)
Other income	(20,633)	(24,749)	(24,749)	(24,749)	(24,749)	(24,749)
Total funding	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
Expenditure						
Employment	7,474	8,580	8,615	8,634	8,652	8,668
Running costs	554	597	604	612	620	628
Contracts & care packages	72,010	70,354	70,333	70,320	70,317	70,323
Total expenditure	80,038	79,531	79,552	79,566	79,589	79,619
Net budget	59,405	54,628	54,649	54,663	54,686	54,717

COMMISSIONING – POLICY BUDGET

HEAD OF SERVICE: ANNE BUTLER

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s
Income:						
UK Government Grants	0	(154)	(154)	(154)	(154)	(154)
Other Bodies Grants	(13,128)	(18,309)	(18,309)	(18,309)	(18,309)	(18,309)
Joint Working Income	(6,814)	(5,846)	(5,846)	(5,846)	(5,846)	(5,846)
Reimbursements & recovery of costs	(691)	(594)	(594)	(594)	(594)	(594)
Total funding	(20,633)	(24,903)	(24,903)	(24,903)	(24,903)	(24,903)
Expenditure:						
Older People						
Nursing General	967	1,283	1,308	1,335	1,361	1,389
Residential General - External	16,535	15,265	15,539	15,819	16,104	16,394
Residential Dementia - External	6,950	6,790	6,926	7,065	7,206	7,350
Home Care - External	1,677	1,467	1,467	1,467	1,467	1,467
Day Care - External	1,489	1,507	1,524	1,541	1,558	1,576
Respite Care	1,340	1,221	1,243	1,265	1,288	1,311
Transport Services	314	287	290	293	296	299
Other Care	7,028	9,704	9,204	8,705	8,205	7,705
Total Older People	36,301	37,524	37,502	37,490	37,486	37,493
Physical & Sensory Disabilities						
Direct Payments	2,280	2,160	2,160	2,160	2,160	2,160
Day Care - External	310	318	318	318	318	318
Transport Services	10	10	10	10	10	10
Other Care - External	12,879	13,043	13,043	13,043	13,043	13,043
Total Physical & Sensory Disabilities	15,479	15,531	15,531	15,531	15,531	15,531
People with Learning Disabilities						
Other Care - External	253	160	160	160	160	160
Total People with Learning Disabilities	253	160	160	160	160	160
Mental Health & Substance Misuse						
Other Care	4,310	4,424	4,424	4,424	4,424	4,424
Mental Health & Substance Misuse	4,310	4,424	4,424	4,424	4,424	4,424
Other Expenditure						
Assessment & Care Management	4,214	4,983	4,987	4,990	4,993	4,996
Management & Support	4,032	4,355	4,391	4,413	4,434	4,454
Housing Related Support	15,449	12,554	12,556	12,557	12,560	12,561
Total Other Expenditure	23,695	21,892	21,934	21,960	21,987	22,011
Total expenditure	80,038	79,531	79,552	79,566	79,588	79,619
Net budget	59,405	54,628	54,649	54,663	54,686	54,717

ASC STRATEGIC DIRECTOR - INCOME & EXPENDITURE BUDGET

HEAD OF SERVICE: DAVE SARGEANT

8

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Funding and income:						
Total funding	0	0	0	0	0	0
Expenditure						
Employment	408	(47)	(46)	(45)	(45)	(44)
Running costs	4	17	17	17	18	18
Total expenditure	412	(30)	(29)	(28)	(27)	(26)
Net budget	412	(30)	(29)	(28)	(27)	(26)

ASC STRATEGIC DIRECTOR - POLICY BUDGET

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s
Expenditure:						
Other Expenditure						
Management & Support	412	(30)	(29)	(28)	(27)	(26)
Total Other Expenditure	412	(30)	(29)	(28)	(27)	(26)
Total expenditure	412	(30)	(29)	(28)	(27)	(26)
Net budget	412	(30)	(29)	(28)	(27)	(26)

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Adult Social Care Select Committee
30 April 2014

**Commissioning and managing the market
in Adult Social Care**

Purpose of the report: Scrutiny of Services/Policy Development

To support the Committee in its understanding of commissioning adult social care. The Commissioning function has a priority to manage and shape the care market to respond to local and national priorities. Importantly its role is to ensure support and care are available locally to meet the assessed needs of individuals.

Introduction:

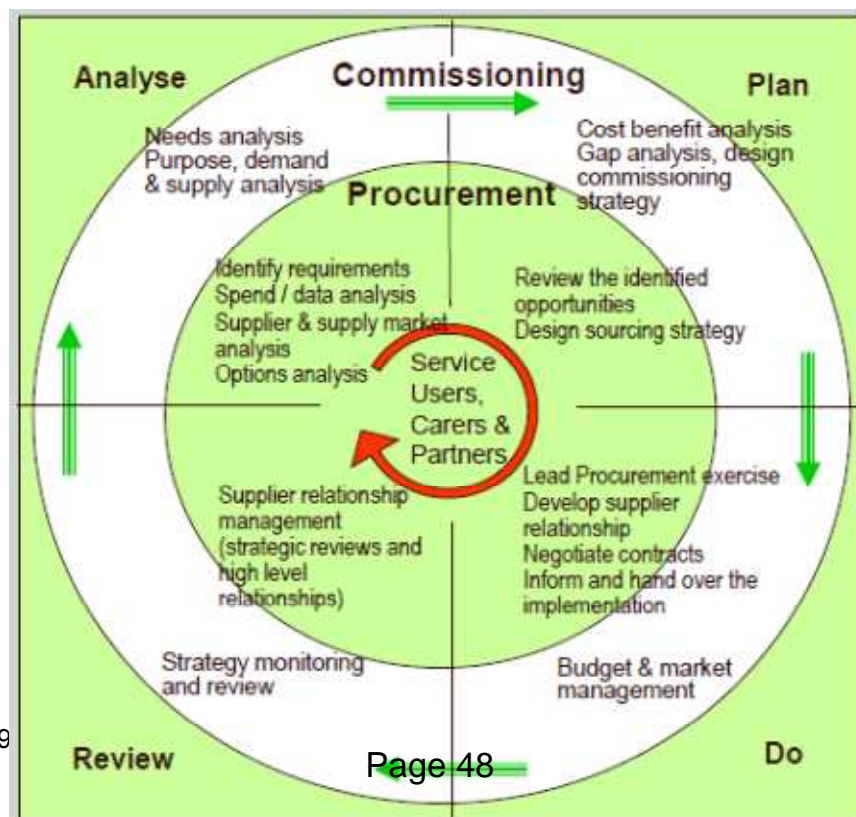
1. The commissioning function in adult social care is at the centre of providing good value, quality social care. It drives all that we do to deliver positive outcomes for the residents of Surrey. Commissioning is the process by which local authorities decide how to spend their money in the most efficient way to get the best possible outcomes for individuals and communities, based on local needs.
2. We work closely with colleagues in Personal Care and Support, Procurement and health partners to ensure an integrated approach to commissioning. Our clearly stated [commissioning principles](#) illustrate our values and approach to commissioning (Annex 1).
3. The commissioning function is integral to delivering family, friends and community support; we are currently developing our approach to this.
4. The Care Bill will have implications for commissioning and managing the market, with a focus on preventing and delaying needs for care and support.
5. Many of the areas of the Bill will impact on the commissioning and procurement of adult social care services. This includes the market impact of an increase in the number of self funders entering the adult social care system and potentially requesting the council to arrange care

on their behalf. Such an increase could cause the market to re-evaluate the rates at which it offers care and support services to Surrey County Council. This is because some services offer more advantageous rates to the council compared those offered to self funders arranging their own care. An increase in the proportion of council arranged services may cause providers to seek to increase the rates offered to the council and either maintain a higher self funder rate or equalise the two rates.

6. There are though specific clauses that require us to review, update or validate our practices, such as:
 - The general responsibility to promote the quality and diversity of local services
 - Provider failure and market oversight
7. Both Commissioning and Procurement are represented on the Care Bill Project Group at Senior Management level. This group is coordinating the implementation of the Bill in Surrey. Two Senior Commissioning Managers lead the dedicated Care Bill Commissioning workstream.
8. Commissioning and procurement work together to shape and manage the provider market so it can respond to the Bill.

How do we do it?

9. Our commissioning and procurement cycle illustrates our strategic approach of how commissioning and procurement work together to ensure investment matches needs and outcomes (see figure 1 below). The people we serve, carers and partners are at the heart of our commissioning cycle. Through a process of co-production, they are involved at all stages and we make sure that people's views and experiences are heard, taken into account and strongly influence how we get the best possible services.



- 10. As co-production is so important to commissioning we have developed an [engagement protocol](#) (Appendix 1). This illustrates in more detail how people are involved in every stage of the commissioning cycle.
- 11. The commissioning function works not just on a strategic level but also locally to help Surrey residents access quality and safe care and support. With our colleagues across the Adult Social Care Directorate, in Public Health, the Districts and Boroughs and the Clinical Commissioning Groups we analyse population needs and assets, plan support for a defined population and then procure services to meet identified needs, within budget and to meet people’s desired outcomes. With this information we can also support social care practitioners with micro-commissioning, where they make spot purchases on behalf of individuals. In doing so, the individual needs of people and their carers, their choice, control and their views on the types of care and support they wish to receive remain a central focus (see Figure 2).



Figure 2: How we approach commissioning at a local/micro level

- 12. Case study examples demonstrating the depth and breadth of how commissioning works are available in Annex 2.

Managing the social care market

- 13. There are a number of key elements used by Surrey County Council to manage the Adult Social Care market.
- 14. **Category Management:** Surrey County Council procurement utilises a category management approach for all of its £750m spend. This includes the £270m spend in ASC. By regularly going to market to procure all

services, we ensure we have an understanding of the commercial and market drivers. This also means that we routinely benchmark all aspects of quality and cost. We have skilled category managers who work with Commissioning to procure the right quality service, at the right price delivering the best possible outcomes for the people of Surrey. This has delivered over £30 million pounds of savings over the last 4 years.

15. **Supplier relationship management (SRM):** Procurement and Commissioning have established a Supplier Relationship Management programme to enhance our relationships with all Adult Social Care strategic and critical suppliers to improve performance and innovation across our current contracts.

15.1 SRM related work will save over £3 million in 2013/14. This is more than 30% of the overall Adult Social Care Procurement savings target. The programme has also helped negotiate and secure at least 450 apprenticeships across the Council over the next five years, as a result of our work with key suppliers and other partners.

15.2 The success of the programme has also been highlighted in a benchmarking exercise carried out by State of Flux, a leading procurement and supply chain consultancy. The results show that we have delivered a 35% improvement in the last twelve months in SRM maturity and outcomes. We have moved from a “Developing” to an “Established” and high performing SRM operation compared to both public and private sector organisations.

16. **New ways of working with the market:** Commissioning and Procurement are exploring new ways of working the provider market:

16.1 Joint procurement of services where scale and leverage could be supported. We offered resource to support this project, to help with financial analysis and to identify opportunities. To date, 7 suppliers have given us limited information on their temporary staff numbers. We need to increase the sample size in scope and scale to ensure beneficial outcomes. The intention is that savings achieved would be split 50/50 between the Council and the suppliers, helping reduce their cost base and delivering a win/win for all parties.

16.2 A 'true cost of care' exercise across older peoples residential care providers. At this point we have received a small sample of information. If we can increase size and scale of response, we can get a true picture of the cost of care and see how we can best to respond to market requirements. A similar process across the learning disability supplier market delivered a 1% fee increase for learning disability residential care suppliers within Surrey for 2013/14.

16.3 Investigating options in which providers could support each other. Potentially this might involve developing opportunities to 'share' assets or utilise voids to increase efficiency across the market.

- 16.4 An offer to work with Suppliers to review or support new models of delivery. For example, 4 bed homes may be too small to be economically viable in the current market; however 6 bed homes are now seen as the starting point for a successful business plan. Working with the market offering commercial consultancy, while being open and transparent about how we feel they can best support the Local Authority outcomes based approach, has the potential to further build trust, deliver better outcomes and nurture an economically sustainable market.
17. **New technology:** A new contract management system (CMS) is being rolled out across Adult Social Care, giving us a shared centralised online database holding all strategic and critical contracts, performance reporting and activity logs. For the first time we have a single place to hold all contract-related information, increasing the quality of our contract management and providing proactive alerts and reminders.
18. **Sharing the knowledge:** We continue to deliver bespoke contract and supplier management training to all commissioners. This training is to ensure the SRM principles are utilised to build better relationships, deliver improved performance and value for money across the Adult Social Care directorate with all strategic suppliers and partners. The team continue to review all aspects of the SRM framework in conjunction with commissioning to ensure continued success
19. **Commercial insight and knowledge:** The procurement team have in its product range a commercial insight team. This means we have the ability to scan a wide range of sources to give us up to date information on suppliers' finances, mergers and acquisitions and the impact of wider legislation across not only within Surrey, but also the national trends within Adult Social Care. All information helps ensure we are prepared as possible for potential supplier failure, or the impacts of such legislation as the Care Bill.
20. All the above aligned with the feedback and relationships with front line teams and commissioning ensure we work and understand all suppliers of Adult Social Care both from contracted and non contracted basis, ensure we are in a position to influence, support and manage the Adult Social Care supply market to the highest standard. All of our work is delivered in line to support the Medium Term Financial Plan and the wider Adult Social Care strategy for the next three years.

Conclusions:

21. The Commissioning and Procurement functions of Adult Social Care work together to drive high quality, efficient and effective services and manage the Adult Social Care market.

Recommendations:

22. Select Committee Members are asked to note and consider the content of this report and recommend any areas for development.

Next steps:

Commissioning and Procurement will continue to work together, to manage the Adult Social Care market,

Report contact:

Anne Butler, Assistant Director Commissioning, Adult Social Care
Christian George, Category Manager, Procurement and Commissioning

Contact details:

Anne Butler

Mobile: 07968 832810 Phone: 01483 518442

Email: anne.butler@surreycc.gov.uk

Christian George

Mobile: 07971 675071 Phone: 020 8541 7624

Email: christian.george@surreycc.gov.uk

Sources/background papers:

[Commissioning in Adult Social Care](#)

[Procurement function in Surrey County Council](#)

ADULT SOCIAL CARE – COMMISSIONING PRINCIPLES

- **Leadership** in the Commissioning and de-commissioning of services and **transparency** in decision-making
- **Equity of services** across Surrey – manage markets to meet the needs of and to secure outcomes for service users and carers in a consistent way
- **Person-centred service models** are at the heart of everything we do – users and carers to drive and co-design all that we do
- **Value for money** and **outcomes related to population needs assessments** – make sound and well-informed choices and investments to ensure value for money and maximum outcomes for users and carers
- **Focus on quality** and **improved outcomes** for service users and carers – promote and specify continuous improvements in quality and outcomes through innovation and new ways of working together
- **Partnership working** with users and carers and with a range of organisations both in the public and third sector, as well as social care and health professionals, to deliver shared and effective outcomes. **Joint Commissioning**, where possible, to share resources and maximise outcomes for the residents of Surrey.
- **Secure performance management** that supports the delivery of services of high quality and best value for money
- **Manage knowledge** and **assess needs** – Commissioning will be based on sound knowledge of what people need
- Develop **Commissioning competencies** and **Procurement skills** that promote good working relations with service providers and achieve expected outcomes for service users and carers

Annex 2

Case study 1: Community connections services

The Mental Health Public Value Review recommended a strategic shift to early intervention and preventative services. As part of this shift, local voluntary sector “community connections” organisations are recognised as a key way to help people reduce their isolation and access mainstream community activities, and as a result help people with mental health needs keep well.

Once funding was secured in partnership with the six Clinical Commissioning Groups, the Mental Health Commissioning Team involved the local Voluntary, Community and Faith sector (VCFS), adults with mental health needs, carers and other stakeholders in developing an outcome-based service specification for each District and Borough in Surrey.

This co-production continued throughout the commissioning and procurement process, with the VCFS leading local forums with service users to help design their service proposals and using an e-tendering system to submit them.

As a result, Community Connections services have been in place as a universal access service for adults with mental health needs since April 2013. These comprise a range of opportunities, including self-help groups, training, volunteering, social and leisure activities, which are run by a lead provider in each District and Borough working in partnership with other local VCFS organisations.

Whilst the commissioning approach has encouraged providers to think in innovative ways to support people with mental health needs, services complement existing mental health schemes at a local level. Now they are in place, each Community Connections service is reviewed through ongoing input from service users and carers, whilst regular monitoring meetings discuss performance so that local adults with mental health needs continue to receive the quality support of their choice.

Case study 2: Learning Disabilities Commissioning Team process for supported living and residential care referrals

The Learning Disabilities Commissioning Team manages a distinct process for all new learning disability supported living and residential referrals.

The process operates as follows:

- Referrals from practitioners go to a dedicated email address
- Referrals are then logged, anonymised and then sent to over 40 strategic providers that Surrey County Council have agreed terms with
- Providers can then contact practitioners directly to discuss and agree a service

The benefits of this process lie in ensuring that Surrey County Council only uses supported living and residential care providers who have agreed the Council's commercial and quality terms. In addition, as each provider has a relationship manager in the Commissioning Team, any issues with regard to the provision of services can be responded to in a timely and appropriate fashion. Lastly, but by no means least, this process saves time for social care practitioners, who no longer need to spend valuable time searching for quality services.

Case study 3: The Home Based Care retender

In 2013 approximately £40 million was spent on home based care – care provided in people's homes to help them to continue living there and remain in their local communities.

Currently this care is delivered on the basis of a framework agreement with 29 home based care providers across the county. As this arrangement is due to end in October 2014, Commissioners in Older People's Services and colleagues in Procurement are working to develop a new approach for a retender.

This new approach will respond to customer feedback, focus on individual outcomes and include incentives for key areas of customer satisfaction, whilst quality mechanisms like electronic monitoring to manage late and missed calls are set to be a requirement for any provider to contract with the Council. The new home based care tender will also support both health and social care agendas in helping people to return home quickly and comfortably after they are discharged from hospital. At the same time, it will recognise the geographical and logistical diversity of Surrey by offering a level of guaranteed supply to providers so that they can more easily cover challenging areas and maintain their business in the face of short term changes in demand.

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Commissioning and Procurement in Adult Social Care

**Protocol for involving the people we serve, carers,
partners and other stakeholders**

April 2011

Commissioning and Procurement Reference Group

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Background

- The Commissioning and Procurement Reference Group (Adult Social Care) identified a need for a clear and agreed protocol for how stakeholders, users, user led organisations, carers and partners will be involved in the commissioning process
- Surrey County Council has produced a 'Framework For Working With The Voluntary, Community And Faith Sector' which identified the overarching approach to involving the VCFS sector, along with users and carers
- It is intended that the approach adopted in Adult Social Care for specific commissioning activities can be replicated across Surrey CC to ensure a common approach to stakeholder involvement
- It is the shared aim that the commissioning and procurement process involves service users, carers, relevant partner organisations and the market in order to help shape, co-design and co-produce
- All involved recognise that by increasing the involvement of interested stakeholders, the opportunity to deliver an improved outcome can be maximised
- Where there are are restrictions around the potential to involve these should be discussed, agreed and communicated at the start of the process. It is likely that any restrictions around involvement will be due to commercial sensitivities around the 'do' and 'review' parts of commissioning and procurement cycle (specifically tender evaluation and contract monitoring)

Background (cont.)

In order to maximise the opportunity for stakeholder involvement, there are general principles which have been agreed:

- **Service users and carers must:**
 - represent the service which is being commissioned
 - be able to demonstrate how they will ensure that their views represent those of a range of service users/carers
 - be willing to sign a legally binding non-disclosure agreement if required
 - be identified and appointed at the outset of the process
- **Partners and providers must:**
 - represent the service which is being commissioned and demonstrate how they represent their constituency
 - not be a potential provider if involved in the ‘do’ or ‘review’ stages
 - be willing to sign a legally binding non-disclosure agreement if required
 - be identified and appointed at the outset of the process
 - be able to demonstrate their added value in the process
- **The commissioning and procurement functions must:**
 - identify exactly what they require, including time commitments at the start of the process
 - be clear about roles and responsibilities, including decision making
 - ensure transparency, non-discrimination and openness throughout the process
 - Ensure that providers evidence use of qualitative reporting to shape services

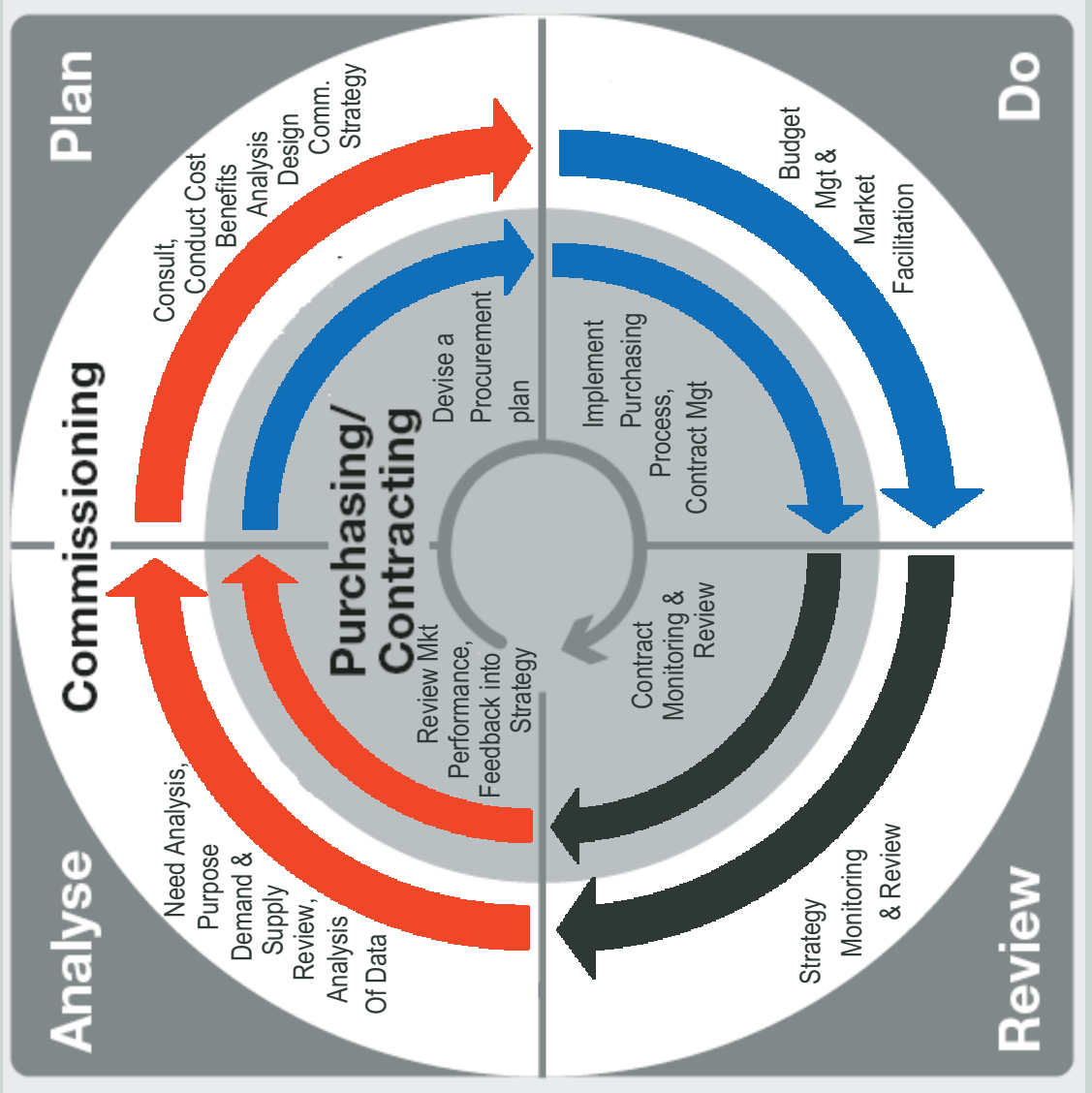
Commissioning Cycle at SCC

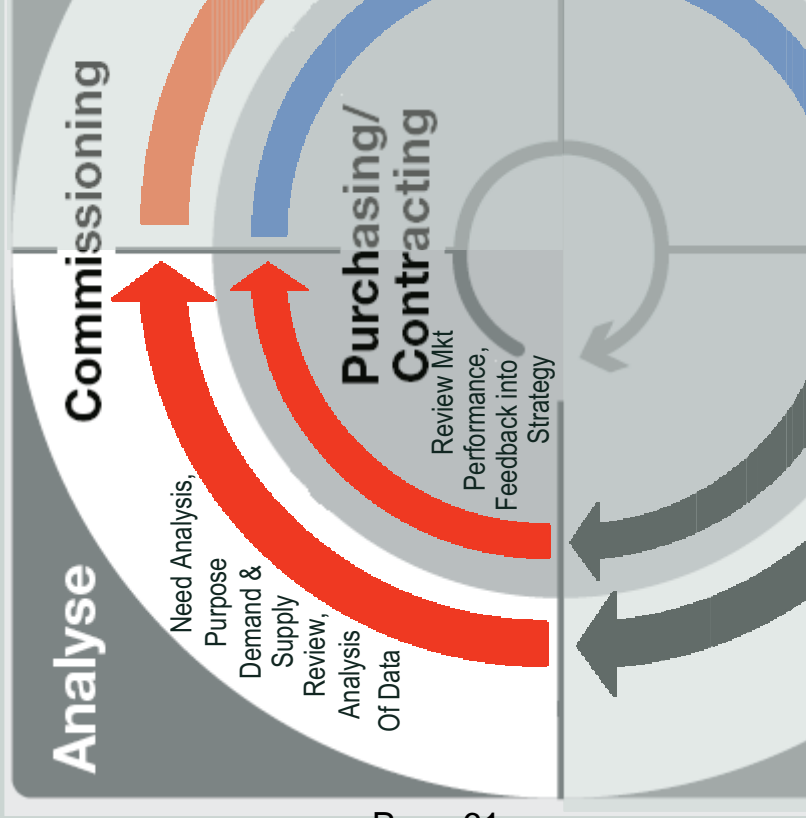
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SURREY
COUNTY COUNCIL

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Analyse

What this means:

• **Service users, carers & partners:**

- Open process – relevant ULO and other groups will be asked at an early stage to be involved
- Help to identify needs and reflect on current services
- Analyse gaps, successes and areas for improvement in existing or proposed provision, and begin to input into the shape of the future service and required outcomes
- Inform the decision on route to market

• **Market:**

- Open process – current and potential providers will be communicated with in order to raise awareness of upcoming commissioning activity
- Market will begin to develop new and innovative ideas and feed these into the process
- Current and potential providers will be asked to reflect on current services and areas of success and future opportunities, and;
- provide information on other potential delivery models
- inform the decision on route to market

Stakeholders role: Plan

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Plan

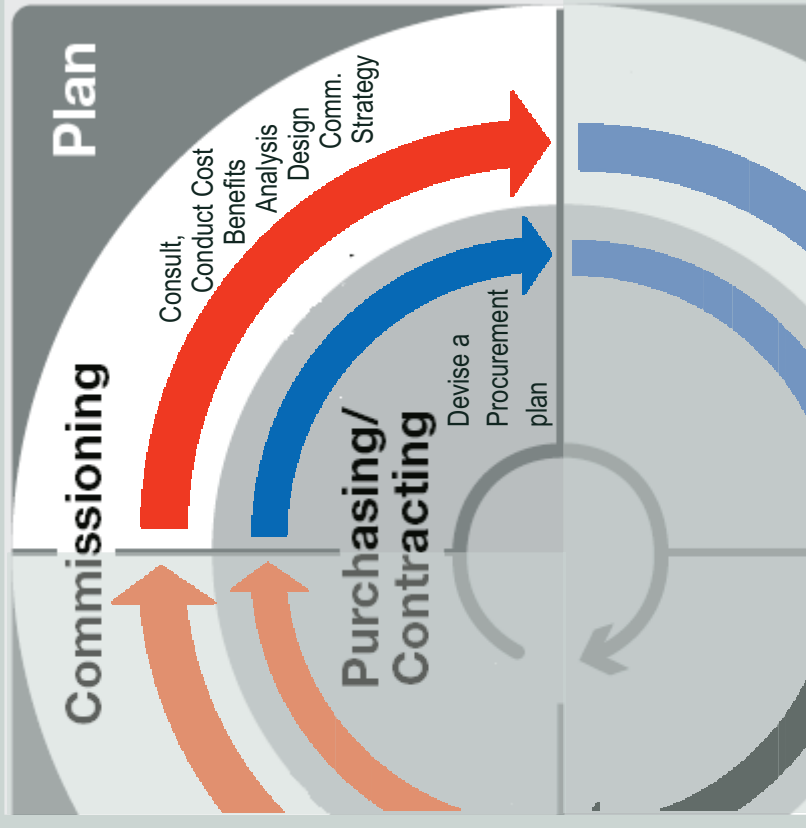
What this means:

Service users, carers & partners:

- roles will be defined and agreed, and;
- representatives will be identified
- ULO and other groups will help inform and deliver communication strategy
- Participate in focus groups to identify the priorities and goals of tender
- Support SCC Officers to define requirements by contributing to the specification documentation
- Propose aspects which may form part of the evaluation criteria
- Provide consultative support using their experience on qualitative matters
- Contribute to the design of qualitative reporting

• Market:

- Surrey CC will be open with the market about the proposed procurement process, and;
- information on planned approach and timescales will be shared and feedback sought and incorporated
- the Market, including VCFS providers, will help inform any training needs on proposed procurement route (e.g. e-procurement) and participate in training
- contribute to the design of qualitative reporting



Stakeholders role: Do

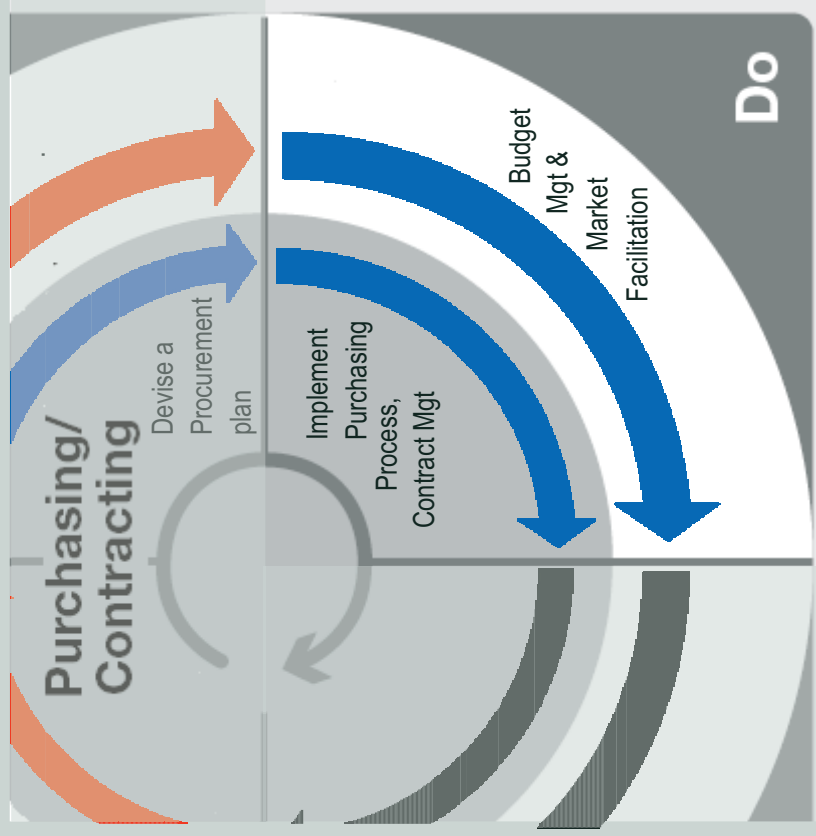
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Do

What this means:

- **Service users, carers and partners:**
 - involved as agreed in planning stage and where non disclosure agreement signed.
- **Market**
 - responding to invitation to tender documents.

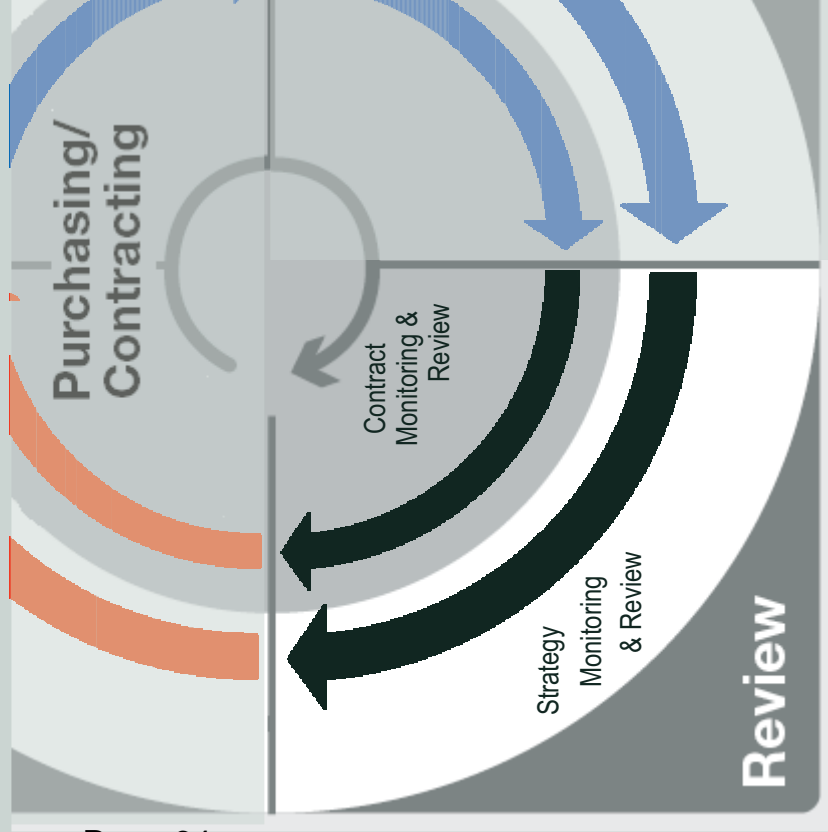
Any further involvement not applicable at this stage.



Review

What this means:

- **Service users, carers & partners:**
 - Open process, full involvement
 - may include contract management and review meetings
 - existing groups may review overall strategy and check direction of travel.
 - Contribute to qualitative reporting
- **Market:**
 - Contract monitoring open to appointed provider(s) only, other review processes full involvement.
 - Facilitate qualitative reporting from Service Users and Carers



Involving Stakeholders: achievements and next steps

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Achievements

- Protocol signed off by Commissioning and Procurement Reference Group
- Co-designed commissioning and procurement, receiving positive feedback from stakeholders e.g. sensory services, brokerage
- Commissioning and Procurement members of staff completed Compact training
- Supplier events well received

Next steps

- Working with the voluntary sector to discuss and debate procurement routes to market
- Continue to embed co-design in everything we do

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Adult Social Care Select Committee
1 May 2014

Surrey Choices - Update

Purpose of the report:

To provide an update on the progress of the Local Authority Trading Company, Surrey Choices.

Introduction:

1. The Committee has received a number of updates regarding the establishment of a Local Authority Trading Company since Cabinet agreed its creation on 17 December 2013.
2. The first of these updates was at the Committee meeting on 16 January 2014. There was a further update at the Committee's budget workshop in February 2014.
3. The latest update is provided in the attached annex.

Recommendations:

4. The Committee is asked to review the attached information and make recommendations as it deems appropriate.
-

Report contact: Simon Laker, Managing Director of Surrey Choices

Contact details: simon.laker@surreychoices.com or 01483 519153

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Surrey Choices Ltd. Company Update

Status

Update date

Objectives:

1. to establish a Local Authority Trading Company for day services and community support
2. to transfer all staff, liabilities and assets in scope to the business safely and effectively so as to preserve service continuity
3. to deliver the business plan objectives and targets as agreed by the Council's Shareholder Board

Overall programme:



TBC

Progress update since last report on 16th January 2014 (and verbal update 13th Feb)

Background:

- Cabinet agreed the creation of an LATC on 17th December 2013
- Delegated authority to the Council Shareholder Board to form the LATC from April 2014
- The award of a 3-year contract from the Council to the LATC to deliver services on its behalf (with an option to extend for a further 2 years)
- Approval of a loan facility from the Council to the LATC to fund its start-up and running costs
- The proposed consultation and engagement process, to commence with staff and stakeholders in January 2014

Services in scope:

- **Day Services**, which provide approximately 790 people with learning and physical disabilities with a range of opportunities for leisure, activities, training, volunteering and work in a variety of locations
- The **AboutUs Team**, who support people using day services with accessible learning programmes and communications projects
- **EmployAbility**, which supports approximately 650 adults and young people with disabilities who are seeking or engaged in work, volunteering or training
- **Shared Lives Service**, which matches Shared Lives carers with people with disabilities and older people, offering short or long term care in a family home environment
- The **Personalisation Team**, which works with adults with learning disabilities to facilitate Supported Self Assessments, uptake of personal budgets and support planning using community support networks

Key achievements:

- Shareholder Board approval of articles of association, proposed name, loan arrangements and first appointments all agreed
- Creation of company and incorporation of the business: Surrey Choices was created on 10th March
- Appointment of Managing Director, Simon Laker, and first Non-Executive Director, Nick Wilson
- County Council has appointed an account holder from Adult Social Care commissioning team, supported by procurement, to propose, agree and award initial contract
- Open days held across all current services, supported by days for each staff group: feedback to date has been overwhelmingly positive and enthusiastic
- Bi-weekly newsletter in circulation, supported by YouTube version online
- Negotiations progressing on buy-back of Council services, Council has appointed a Programme Manager to facilitate LATC transition: main focus will be on payroll, property leases, and asset transfers
- Shareholder Board has taken decision to retain Local Government and Teachers Pension Schemes for existing staff and has requested Surrey Choices propose alternative comparable arrangements for new staff
- Value for money case and supporting information submitted to Secretary of State for Education for Surrey Choices to be awarded admitted body status for Teachers Pension Scheme

Next steps

Work is underway to co-design the branding of the business with staff, people who use services, and families

The programme of Open House days at each service and other locations will continue monthly up to "go live" and potentially beyond

Formal consultation with staff regarding TUPE transfer will commence upon receipt of admitted body status to Teachers Pension Scheme

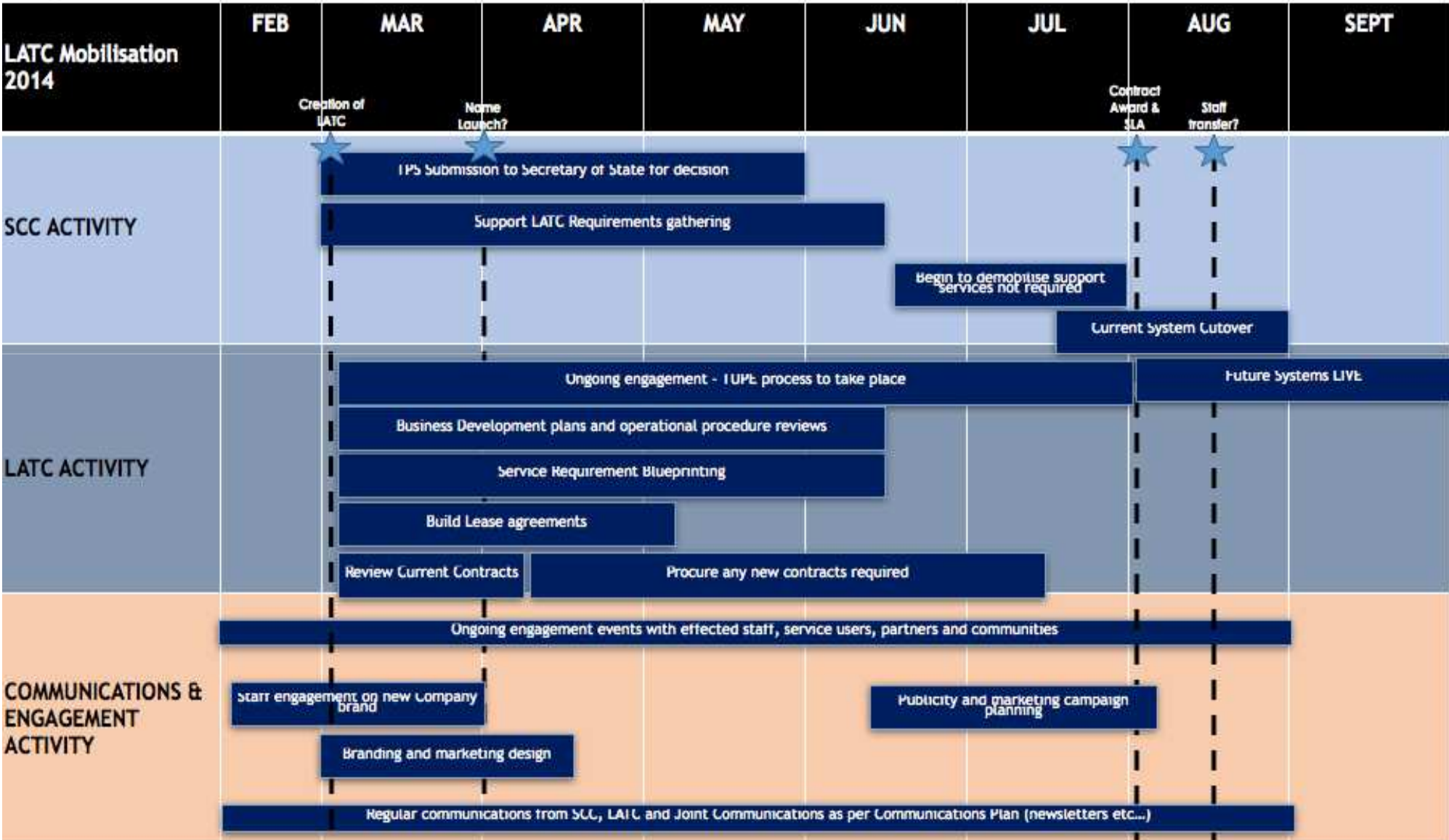
Planned business development areas:

- establish financial management arrangements, including LATC accounts mechanism and financial system
- contract with Adult Social Care to deliver services, including KPI's and service specification
- commercial and value management training for managers, services set up as business units in their own right
- Surrey Choices proposed management structure, policies and procedures, branding and business plan to be completed

See high level programme plan overleaf:

Surrey Choices programme plan

High level view of plan



**ADULT SOCIAL CARE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED May 2014**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Select Committee. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

Recommendations made to Cabinet

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
5 December 2013 024	PROGRESS WITH IMPLEMENTATION OF THE ADULT MENTAL HEALTH SERVICES PUBLIC VALUE REVIEW (PVR) [Item 9]	That the Cabinet Member for Business Services consider the need for internal training for Surrey County Council employees, in order to prevent discrimination against staff and residents with mental health difficulties.	Cabinet Member for Business Services	This item was referred to the Cabinet meeting on 4 February 2014. A response is included in today's agenda papers.	<i>Complete</i>

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Select Committee and Officer Actions

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
24 October 2013 018	FAMILY, FRIENDS AND COMMUNITY SUPPORT - SOCIAL	That the Committee implement a working group to track project outcomes and deliverables for the	Chairman/Democratic Services	The working group have been invited to join the Family,	<i>May 2014</i>

Item 11

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
	CAPITAL IN SURREY [Item 7]	Family, Friends and Community Support agenda, to report back in March 2014.		Friends and Community Support Project Board. They will provide an update on this work in May 2014.	
24 October 2013 021	SUPPORTING CARERS [Item 8]	That the Directorate explores ways in which it can improve the number of carers providing feedback through the Carer survey.	Carer Development Manager	This has been noted by officers and the response rate for the next Carers Survey will be shared with the Committee.	<i>October 2014</i>
5 December 2013 022	RECRUITMENT AND RETENTION UPDATE [Item 7]	<p>a) That the Committee notes the 17 per cent vacancy rate across the Adult Social Care Directorate, and encourages officers to continue measures to address this.</p> <p>b) That officers develop closer working with universities and colleges to ensure the supply of quality applicants for vacancies within the Directorate.</p> <p>c) That the Cabinet Member lobby nationally for the</p>	HR Relationships Manager (Adults) / Scrutiny Officer	The Vice-Chairman met with Officers in HR and discussed some of the matters raised in this recommendation. An item has been added to the 2014/15 Work Programme.	<i>Complete</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		<p>development of vocational routes into the social work profession.</p> <p>d) That officers explore a regional and localised approach to sourcing agency staff.</p> <p>e) That members are involved in the development of the next workforce strategy, prior to its publication in April 2014.</p>			
5 December 2013 023	SERVICE FOR PEOPLE WITH A LEARNING DISABILITY PUBLIC VALUE REVIEW (PVR) UPDATE [Item 8]	<p>a) That officers work to increase the occupancy rate of Surrey assets with Surrey Residents.</p> <p>b) That future reports illustrate the work of community/ self-help groups in relation to each work-stream in the Public Value Review.</p> <p>c) That future reports demonstrate how the service has offered suitable alternatives to short breaks, and seeks more opportunities to identify alternatives.</p>	Assistant Director for Personal Care and Support	The Committee will receive a further report on the outcomes of the Public Value Review (PVR) in 2014. This will be added to the forward work programme in due course.	<i>December 2014</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		d) That officers report back to the Committee on the progress of the Service for People With A Learning Disability Public Value Review in a year.			
5 December 2013 025	PROGRESS WITH IMPLEMENTATION OF THE ADULT MENTAL HEALTH SERVICES PUBLIC VALUE REVIEW (PVR) [Item 9]	That the Directorate circulates a report to Local Committees advising them of the work of the Adult Mental Health Services Public Value Review and outlining the provisions in the area.	Senior Manager, Commissioning, Adult Social Care	Officers have noted this recommendation and will provide a response for June 2014.	<i>June 2014</i>
16 January 2014 026	SAFEGUARDING ADULTS [Item 7]	That the Directorate provide further evidence of co-operation with the Children's Safeguarding Board and the six Clinical Commissioning Groups.	Interim Strategic Director, Adult Social Care	Officers have noted this recommendation and will provide a response for June 2014.	<i>June 2014</i>
16 January 2014 027	SAFEGUARDING ADULTS [Item 7]	That the Directorate support the roll-out the Elmbridge model county-wide.	Interim Strategic Director, Adult Social Care	Officers have noted this recommendation and will provide a response for June 2014.	<i>June 2014</i>
16 January 2014 028	SAFEGUARDING ADULTS [Item 7]	That the Directorate explore how trusted third parties can be involved in the safe-guarding process.	Interim Strategic Director, Adult Social Care	Officers have noted this recommendation and will provide a response for June 2014.	<i>June 2014</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
16 January 2014 030	SAFEGUARDING ADULTS [Item 7]	The Directorate to provide information on the level of training compliance.	Senior Manager, Safeguarding Adults	Officers have noted this recommendation and will provide a response for June 2014.	<i>June 2014</i>
16 January 2014 031	IMPROVEMENT TO THE ADULTS INFORMATION SYSTEM (AIS) FOLLOWING 'RAPID IMPROVEMENT EVENTS' [Item 8]	That the Directorate involve the Committee in future development of a new system specification.	Assistant Director for Policy & Strategy	This will be reviewed in September as it is dependent on the market response to the Care Bill.	<i>September 2014</i>
16 January 2014 032	IMPROVEMENT TO THE ADULTS INFORMATION SYSTEM (AIS) FOLLOWING 'RAPID IMPROVEMENT EVENTS' [Item 8]	That the Committee encourages the Directorate to include feedback from officers who use the system in any future update item.	Assistant Director for Policy & Strategy	This will be reviewed in September as it is dependent on the market response to the Care Bill.	<i>September 2014</i>
16 January 2014 033	ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE [Item 10]	That officers provide the finalised arrangements for the Local Authority Trading Company for the Committee to review at the 1 May 2014 meeting.	Lead on Trading and Income Generation – Business Services	An update is included on the agenda for today's meeting.	<i>Complete</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
6 March 2014 036	DIRECTOR'S UPDATE [Item 6]	The Chairman to write the Chief Fire Officer for Surrey passing on congratulations for the IESE award.	Chairman/Democratic	This will be followed up and a letter produced.	May 2014
6 March 2014 037	DEMENTIA FRIENDLY SURREY [Item 7]	That the Directorate continue the publicity and awareness campaigns around dementia in order to increase the number of early diagnoses made and improve outcomes for those with dementia.	Senior Manager, Commissioning	Officers have noted this recommendation and will provide a response for September 2014.	September 2014
6 March 2014 038	DEMENTIA FRIENDLY SURREY [Item 7]	That the Directorate review the impact of Innovation Fund projects in 12 months time.	Senior Manager, Commissioning	This has been added to the 2014/15 Work Programme.	<i>Complete</i>
6 March 2014 039	DEMENTIA FRIENDLY SURREY [Item 7]	That the Directorate ensure the lessons and achievements are embedded in commissioning and service delivery activity of Adult Social Care, including the Family, Friends and Community Support project.	Interim Strategic Director for Adult Social Care	Officers have noted this recommendation and will provide a response for September 2014.	September 2014
6 March 2014 040	PROGRESS OF RECOMMENDATIONS ARISING FROM THE SERIOUS CASE REVIEW - GLORIA FOSTER [Item 8]	That the Committee further review the implementation of the recommendations arising from the Serious Case Review in six months time, to ensure policies and practices are robust.	Chairman/Democratic Services	This has been added to the 2014/15 Work Programme.	<i>Complete</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
6 March 2014 041	PROGRESS OF RECOMMENDATIONS ARISING FROM THE SERIOUS CASE REVIEW - GLORIA FOSTER [Item 8]	That the Committee is advised of the outcome of the disciplinary actions undertaken following the Serious Case Review.	Interim Strategic Director for Adult Social Care	Officers have noted this recommendation and will provide a response for September 2014.	September 2014
6 March 2014 042	PROGRESS OF RECOMMENDATIONS ARISING FROM THE SERIOUS CASE REVIEW - GLORIA FOSTER [Item 8]	That the Committee is advised of the outcome of recommendation two of the Serious Case Review, and the decision regarding the oversight of all social care cases, including self-funders, in preparation for the passage of the Care Bill.	Interim Strategic Director for Adult Social Care	Officers have noted this recommendation and will provide a response for September 2014.	September 2014
6 March 2014 043	INCOME/DEBT UPDATE REPORT [Item 10]	That the Committee receive a further update on Income/Debt in Adult Social Care Directorate in 12 months time.	Chairman/Democratic Services	This has been added to the 2014/15 Work Programme.	Complete
6 March 2014 044	BUDGET UPDATE [Item 11]	That the Committee receive a report covering both budget monitoring and the updated Medium Term Financial Plan for 2014-2019, following the Cabinet meeting on 25 March 2014.	Interim Strategic Director for Adult Social Care	This item is being presented at today's meeting.	Complete

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Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
May 2014				
1 May	Commissioning in Adult Social Care	Scrutiny of Services/Policy Development – It is important that the Committee understands the concept of commissioning adult social care. The service will outline its commissioning principles, partnership working and future plans.	Anne Butler, Assistant Director for Commissioning	
1 May	Managing the Market	Scrutiny of Services/Policy Development – the Commissioning service has a priority to manage the care market. The Committee will scrutinise the current policies and strategies for doing so and contribute to any ideas for improvement.	Anne Butler, Assistant Director for Commissioning	
1 May	Adult Social Care – Local Authority Trading Company	Scrutiny of Services – The Committee will receive an update on the finalised arrangements for the Local Authority Trading Company.	Simon Laker	
June 2014				
26 June	Self-funder Strategy	Scrutiny of Services/Policy Development – The Service is working on a Self-funders Strategy, which includes the provision of information and advice. The Committee will scrutinise any draft of this strategy, and contribute to its development.	John Woods	
26 June?	GetWise	Scrutiny of Services – this welfare benefits advice service has been up and running for 12 months and the Committee will take the opportunity to review its performance over that period.	Anne Butler, Assistant Director for Commissioning, Norah Lewis,	

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Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
			Assistant Senior Manager	
26 June	Budget Monitoring	Scrutiny of Budgets – The Committee will scrutinise the most recent budget monitoring information.	Paul Carey-Kent	
26 June	Social Care Debt	Scrutiny of Services – The Committee will scrutinise the most recent social care debt information and include the internal audit report . Reducing social care debt is a priority for the Committee.	Paul Carey-Kent	
TO BE SCHEDULED				
	Review of in-house residential homes for older people	Policy development – The Committee will scrutinise the final options appraisal for the six in-house residential homes for older people, prior to a decision by the Cabinet.	Mark Lloyd	

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Task and Working Groups

Group	Membership	Purpose	Reporting dates
Family, Friends and Community Support working group	Margaret Hicks, Fiona White	To track project outcomes and deliverables for the Family, Friends and Community Support agenda	May 2014