

Notice of Meeting

Council Overview & Scrutiny Committee



Date & time
Wednesday, 4
December 2013
at 10.30 am

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

Contact
Bryan Searle, Jisa Prasannan
or Andrew Spragg
Room 122, County Hall
Tel 020 8541 9019 or 020
8213 2673

Chief Executive
David McNulty

bryans@surreycc.gov.uk or
jisa.prasannan@surreycc.gov.uk
or
andrew.spragg@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email bryans@surreycc.gov.uk or jisa.prasannan@surreycc.gov.uk or andrew.spragg@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Bryan Searle, Jisa Prasannan or Andrew Spragg on 020 8541 9019 or 020 8213 2673.

Members

Mr Nick Skellett CBE (Chairman), Mr Eber A Kington (Vice-Chairman), Mr Mark Brett-Warburton, Mr Bill Chapman, Mr Stephen Cooksey, Mr Bob Gardner, Dr Zully Grant-Duff, Mr David Harmer, Mr David Ivison, Mr Adrian Page, Mrs Denise Saliagopoulos, Mr Chris Townsend, Mrs Hazel Watson, Mr Keith Witham and Mrs Victoria Young

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 Committee is responsible for the following areas:

Performance, finance and risk monitoring for all Council services	HR and Organisational Development
Budget strategy/Financial Management	IMT
Improvement Programme, Productivity and Efficiency	Procurement
Equalities and Diversity	Other support functions
Corporate Performance Management	Risk Management
Corporate and Community Planning	Europe
Property	Communications
Contingency Planning	Public Value Review programme and process

PART 1 IN PUBLIC

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 7 NOVEMBER 2013

(Pages 1
- 6)

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 (28 November 2013).
2. The deadline for public questions is seven days before the meeting (27 November 2013).
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 did not refer any items to the Cabinet at its last meeting, so there are no responses to report.

6 BUDGET MONITORING & QUARTERLY BUSINESS REPORT

(Pages 7
- 40)

Purpose of the report: Scrutiny of Services/Budgets

This report presents the revenue and capital budget monitoring up-date for October 2013 with projected year-end outturn.

- 7 FAMILY, FRIENDS & COMMUNITY SUPPORT - SOCIAL CAPITAL IN SURREY** (Pages 41 - 100)
- Purpose of report:** Scrutiny of Services and Budgets
- At the request of the Council Overview & Scrutiny Committee, this report provides an overview of the role Friends, Family & Community Support in the budget of Adult Social Care.
- 8 DIGITAL UPDATE REPORT - MAXIMISING THE BENEFIT OF DIGITAL TECHNOLOGY** (Pages 101 - 106)
- To discuss any issues arising from the Select Committee bulletin previously circulated to Members of the Committee.
- 9 IMPROVING STAFF MORALE & WELLBEING** (Pages 107 - 114)
- Purpose of report:** Scrutiny of Services; Policy Development
- The purpose of this report is to share the feedback from the informal staff discussions held following the last meeting of the Committee, and to agree the next steps for the review of staff morale and wellbeing.
- 10 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME** (Pages 115 - 148)
- The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.
- 11 DATE OF NEXT MEETING**
- The next meeting of the Committee will be held at 10.30am on 30 January 2014.

David McNulty
Chief Executive

Published: Tuesday, 26 November 2013

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- Mean that you miss a key part of the discussion

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MINUTES of the meeting of the **COUNCIL OVERVIEW & SCRUTINY COMMITTEE** held at 10.00 am on 7 November 2013 at Epsom Town Hall, The Parade, Epsom, Surrey, KT18 5BY.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 4 December 2013.

Members:

- * Mr Nick Skellett CBE (Chairman)
- * Mr Eber A Kington (Vice-Chairman)
- * Mr Mark Brett-Warburton
- * Mr Stephen Cooksey
- * Dr Zully Grant-Duff
- Mr Chris Townsend
- * Mrs Hazel Watson
- * Mr David Ivison
- * Mr Adrian Page
- Mrs Denise Saliagopoulos
- * Mrs Victoria Young
- Mr Bill Chapman
- * Mr Bob Gardner
- * Mr David Harmer
- * Mr Keith Witham

Ex-officio Members:

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

Substitute Members:

- * Mr Chris Norman

* = present

76/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Denise Saliagopoulos and Chris Townsend. Chris Norman attended as a substitute for Denise Saliagopoulos.

77/13 MINUTES OF THE PREVIOUS MEETING: 3 OCTOBER 2013 [Item 2]

An amendment was made to the third line of Item 73/13 paragraph 8 to read, "Officers commented that they were confident that the spend could be contained within the IMT budget." Subject to this amendment, the minutes were agreed as an accurate record of the meeting.

78/13 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest.

79/13 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions to report.

80/13 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

Declarations of interest: None.

Witnesses: None

Key points raised during the discussion:

1. The Committee was provided with a response from the Cabinet Member for Business Services regarding the Committee's recommendations on Digital by Default. Members thanked the Cabinet Member for the response, though raised concerns that their first recommendation was not considered within the answer and requested this be answered at its next meeting in December. The Committee strongly felt that a strategy should be developed in the future.
2. It was felt that the paragraph explaining the role of the Chief Digital Officer could be made clearer, and the role should focus on improving the links between the County Council and outside organisations.

Recommendations:

- a) The Cabinet Member for Business Services is requested to consider the Committee's recommendation, from its October meeting, regarding the development of a high-level strategy document to help guide its approach to the digital delivery of both back-office and front-line services.

Action: Cabinet Member for Business Services

Actions/further information to be provided: None.

Committee next steps:

The Committee to be provided with a further report at its meeting in December 2013, summarising services already delivered digitally by the Council, and outlining initiatives in place or proposed to ensure a co-ordinated approach.

81/13 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 6]

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. The Committee discussed the merits of scrutinising all the Select Committee Forward Work Programmes during Council Overview and Scrutiny Committee meetings. It was felt by Members that this would be beneficial as it would enable Chairmen to identify items which cross Committee remits and provide Members with a full overview which does not feature within the Scrutiny Bulletin.
2. Members expressed concern regarding the impact of the Welfare Reform on Surrey, in particular regarding the Citizens Advice Bureau (CAB) having not received the funding required to deliver the services, and sought assurances that the Task Group would fully look into the policy decision behind CAB not receiving the funding. The Chairman of the Task Group assured the Committee that the Group was inspecting the process behind the decision, in particular why funding was through a grant process rather than a contract. The Task Group was aware that the CAB were under immense pressure, with an increasing workload without the increase in funding, and were in discussions with Get Wise to solve the disjoint between the groups which had occurred.
3. The Committee was informed that the Chairman had requested a report from Sue Lewry-Jones regarding Members' concerns on the impacts of the Welfare Reforms and the current situation regarding CAB.
4. The Vice-Chairman of the Communities Select Committee confirmed he would raise concerns regarding grant funding and would suggest an item for the Select Committee's Forward Work Programme.

Recommendations: None.

Actions/further information to be provided: None.

Committee next steps:

The Committee to consider the Forward Work Programmes of the Select Committees at its meeting in December 2013.

82/13 BUDGET MONITORING - SEPTEMBER 2013 [Item 7]

Declarations of interest: None.

Witnesses: Kevin Kilburn, Deputy Chief Finance Officer

Key points raised during the discussion:

1. The Committee was informed that the Performance and Finance Sub-Group had met earlier in the week to discuss the finance reports and had provided a summary of their discussion. There was an overriding concern regarding Social Capital and the Strategic Director and Cabinet Member for Adult Social Care had been invited to attend the Committee's December meeting to address Members' concerns.
2. Members requested that the Strategic Director's report should include some examples of Social Capital so they would be able to prepare questions for the item in advance.
3. The Committee requested that some benchmarking takes places, where expenditure per head for different services is compared to other similar local authorities. Members were aware this would be difficult with the dissolution of the Audit Commission but felt it would be beneficial as it would enable Members to challenge how a directorate or service was performing.
4. Concerns were raised by Members that the budgetary information provided to Select Committees during budget workshops did not have sufficient detail to effectively scrutinise budget plans.
5. Members queried the attempts made to recover debt and were informed by the Deputy Chief Finance Officer that debt recovery was often a sensitive issue, but that efforts were being made to recover the debt. A Rapid Improvement Event had been set up which was looking at the process and improvements which could be made.
6. The Committee were informed that there had been a rise of £4.1m of non-care debt since the formation of the Clinical Commissioning Groups. This was due to the time it takes for new organisations to get settled and some disagreements to the amount to be charged for some contracts. The Finance team had set aside £500,000 as a contingency for this period of transition, and were in the process of agreeing the payment of contracts.

Recommendations:

- a) That a report be provided on the Social Capital initiatives in Surrey, including how the expected outcomes would be achieved and details of other councils adopting a similar approach.

Action by: Strategic Director for Adult Social Care

- b) The Committee requests officers consider benchmarking expenditure per head against other local authorities.

Action by: Deputy Chief Finance Officer

Actions/further information to be provided: None.

Committee next steps: None

83/13 IMPROVING STAFF MORALE AND WELLBEING [Item 8]

Declarations of interest: None.

Witnesses: Carmel Miller, Head of HR & OD

Key points raised during the discussion:

1. The Vice-Chairman explained that there were three strands of work for the Committee to consider over the year relating to Human Resources (HR) which were; the role of HR in the morale and wellbeing of staff, how HR makes a difference to residents, and pay and rewards, including benchmarking with other local authorities. Furthermore, work was being done to make sure reports from HR were briefer to ensure Members received the information that was necessary.
2. The Head of HR & OD informed the Committee that Surrey County Council was a good employer, and improvement had been seen particularly in the last four years. This was due to a number reasons including; competitive rates of pay, training, flexible working and employee support. Despite these improvements she was keen to stress that it was important the organisation did not become complacent, and were in the process of building upon the Surrey's People Strategy to ensure the Council was able to be one of the best local authorities to work for.
3. There were 183 work places within Surrey County Council and it was important to ensure every area was of a high quality and staff felt motivated and connected to the rest of the organisation.
4. The Employee Survey 2012 showed Surrey County Council had some way to go as regards "I feel I can influence change". It was important staff feel empowered to have a voice about how their service can improve and change..
5. Members raised concerns over the working practices of the Highways department as it was often difficult to get in contact with officers. The Head of HR stated that she was working with Jason Russell, Assistant Director of Highways, to implement a culture change within the department. A deep dive diagnostic had been completed and the issues had been identified. Management skills were being developed to improve staff morale and the delivery of services.
6. Members felt it was important to not just concentrate on high level development as staff often required assistance with the development of basic skills and knowledge.
7. The Committee queried how many people had felt they had been bullied and what was being done to minimise this figure. Members were informed that 15% of employees felt they had experienced bullying, which was relatively low in comparison to the BBC which had a level of 40%. The Head of HR confirmed this was a priority for the

next four years and all managers would be undergoing training to enable them to challenge inappropriate behaviour. Furthermore, the council is exploring a new “Restorative” approach to dealing with conflict at work which could be much more effective than the current “adversarial” approach which neither staff nor management found helpful in resolving problems and performance issues at work.

Recommendations:

- a) The Committee receive a report on Surrey’s People Strategy at a future meeting.

Action by: Head of HR & OD

Actions / further information to be provided:

The Committee to be provided with a copy of Surrey’s People Strategy.

Committee next steps: None.

84/13 DATE OF NEXT MEETING [Item 9]

The Committee noted that its next meeting would be held at 10.30am on 4 December 2013 at County Hall.

Meeting ended at: 11.30 am

Chairman



Council Overview and Scrutiny Committee
4 December 2013

BUDGET MONITORING & QUARTERLY BUSINESS REPORT

Purpose of the report: This report presents the revenue and capital budget monitoring up-date for October 2013 with projected year-end outturn.

Introduction:

1. The October 2013 month end budget report was presented to the cabinet meeting on Tuesday 26 November 2013.
2. Annex 1 to this report sets out the council's revenue and capital forecast of the year-end outturn at the end of October 2013.
3. The forecast is based upon current year to date income and expenditure and projections using information available at the end of the month. The report provides explanations for significant variations from the budget.
4. Also included in these papers is the Quarter 2 Business Report for 2013/14.

Report contact: Kevin Kilburn, Deputy Chief Finance Officer /
Tim Yarnell, Performance Manager

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020 8541 9207

timothy.yarnell@surreycc.gov.uk

020 8541 7047

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SURREY COUNTY COUNCIL

CABINET

DATE: 26 NOVEMBER 2013

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, CHIEF FINANCE OFFICER AND DEPUTY DIRECTOR FOR BUSINESS SERVICES

SUBJECT: BUDGET MONITORING REPORT FOR OCTOBER 2013

**SUMMARY OF ISSUE:**

This report presents the council's financial position at the end of period 7 – October of the 2013/14 financial year, with particular focus on the year end revenue and capital budgets forecasts and the achievement of efficiency targets.

RECOMMENDATIONS:

Cabinet is asked to note the following.

1. Forecast revenue budget for 2013/14 is balanced on services, adding the unused £13m risk contingency brings this to £13m overall underspend (Annex - paragraph 1).
2. Forecast ongoing efficiencies & service reductions achieved by year end (Annex -paragraph 63).
3. Forecast capital budget position for 2013/14 (Annex -paragraphs 67 to 71).
4. Management actions to mitigate overspends appear throughout this report.

Cabinet is asked to approve the following.

5. Contributions to reserves:
 - £2.8m creditor write-off transfer to the Budget Equalisation Reserve (Annex - paragraph 46);
 - £3.5m waste PFI grant transfer to the Eco Park Sinking Fund Reserve (Annex -paragraph 48); and
 - £1m interest rate rise contingency transfer to the Interest Rate Risk Reserve (Annex -paragraph 49).
6. Virement of £2.0m of Dedicated School Grant (DSG) to be distributed into the follow areas: Services for Young People (£0.8m) and Schools and Learning (£1.2m) (Appendix - paragraph App.3 to App.6).
7. Virement of £2.0m of Dedicated School Grant (DSG) to be held as a risk budget and delegated to the Asst Director of Schools and Learning to allocate appropriately (Appendix - paragraph App.3 to App.6).

REASON FOR RECOMMENDATIONS:

To comply with the agreed strategy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

DETAILS:

1. The Council's 2013/14 financial year commenced on 1 April 2013. This is the fifth budget monitoring report of 2013/14. The budget monitoring reports for this financial year have a greater focus on material and significant issues, especially the tracking of the efficiency and reduction targets within the Medium Term Financial Plan. The reports also have a greater emphasis on proposed actions to be taken to resolve any issues.
2. The Council has implemented a risk based approach to budget monitoring across all directorates and services. The risk based approach is to ensure we focus resources on monitoring those higher risk budgets due to their value, volatility or reputational impact.
3. There is a set of criteria to evaluate all budgets into high, medium and low risk. The criteria cover:
 - the size of a particular budget within the overall Council's budget hierarchy (the range is under £2m to over £10m);
 - budget complexity relates to the type of activities and data being monitored (the criterion is about the percentage of the budget spent on staffing or fixed contracts - the greater the percentage the lower the complexity);
 - volatility is the relative rate at which either actual spend or projected spend move up and down (volatility risk is considered high if either the current year's projected variance exceeds the previous year's outturn variance, or the projected variance has been greater than 10% on four or more occasions during this year)
 - political sensitivity is about understanding how politically important the budget is and whether it has an impact on the Council's reputation locally or nationally (the greater the sensitivity the higher the risk).
4. High risk areas report monthly, whereas low risk services areas report on an exception basis. This will be if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower.
5. Annex 1 to this report sets out the Council's revenue budget forecast year end outturn as at the end of October 2013. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month.
6. The report provides explanations for significant variations from the budget, with a focus on staffing and efficiency targets. As a guide, a forecast year end variance of greater than £1m is material and requires a commentary. For some services £1m may be too large or not reflect the service's political significance, so any variance over 2.5% may also be material.
7. Also, Annex 1 to this report updates Cabinet on the Council's capital budget.
8. Appendix 1 provides details of the virement request, directorate efficiencies and revenue and capital budget movements.

9. There are two virement requests included within this report because of timing issues. The Dedicated Schools Grant is based on pupil number as at September. The virements affects next year's financial planning, so presenting it to this meeting ensures the council includes its impact in the base line for next year's financial planning.

Consultation:

10. All Cabinet Members will have consulted their relevant Strategic Director on the financial positions of their portfolios.

Risk management and implications:

11. Risk implications are stated throughout the report and each Strategic Director has updated their strategic and or service Risk Registers accordingly. In addition, the Leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council.

Financial and value for money implications

12. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus. The Council continues to have a strong focus on its key objective of providing excellent value for money.

Section 151 Officer commentary

13. The Section 151 Officer confirms that the financial information presented in this report is consistent with the council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks..

Legal implications – Monitoring Officer

14. There are no legal issues and risks.

Equalities and Diversity

15. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

Climate change/carbon emissions implications

16. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
17. Any impacts on climate change and carbon emissions to achieve the Council's aim will be considered by the relevant service affected as they implement any actions agreed.

WHAT HAPPENS NEXT:

The relevant adjustments from the recommendations will be made to the Council's accounts.

Contact Officer:

Sheila Little, Chief Finance Officer and Deputy Director for Business Services
020 8541 7012

Consulted:

Cabinet / Corporate Leadership Team

Annexes:

Annex 1 – Revenue budget, staffing costs, efficiencies and capital programme summary.

Appendix 1 – Virement requests, Directorate financial information (revenue and efficiencies) and revenue and capital budget movements.

Sources/background papers:

None

Budget monitoring period 7 2013/14 (October 2013)

Summary recommendations

Cabinet is asked to note the following.

1. Forecast revenue budget for 2013/14 is balanced on services, adding the unused £13m risk contingency brings this to £13m overall underspend (paragraph 1).
2. Forecast ongoing efficiencies & service reductions achieved by year end (paragraph 63).
3. Forecast capital budget position for 2013/14 (paragraphs 67 to 71).
4. Management actions to mitigate overspends appear throughout this report.

Cabinet is asked to approve the following.

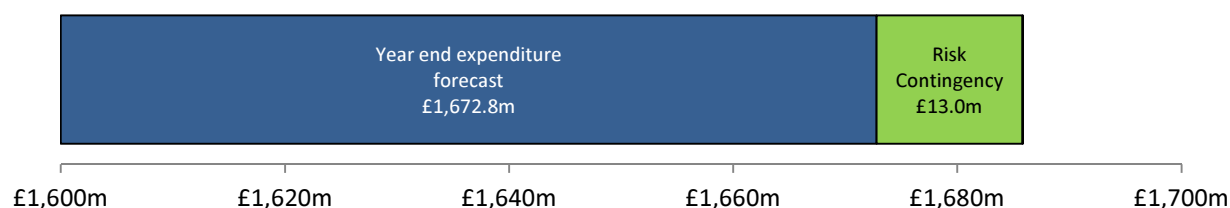
5. Contributions to reserves:
 - £2.8m creditor write-off transfer to the Budget Equalisation Reserve (paragraph 46);
 - £3.5m waste PFI grant transfer to the Eco Park Sinking Fund Reserve (paragraph 48); and
 - £1m interest rate rise contingency transfer to the Interest Rate Risk Reserve (paragraph 49).
6. Virement of £2.0m of Dedicated School Grant (DSG) to be distributed into the follow areas: Services for Young People (£0.8m) and Schools and Learning (£1.2m) (paragraph App. 3 to App. 6).
7. Virement of £2.0m of Dedicated School Grant (DSG) to be held as a risk budget and delegated to the Asst Director of Schools and Learning to allocate appropriately (paragraph App. 3 to App. 6).

Summary - Revenue

The Council set its budget for the 2013/14 financial year in the context of the Government's continuing austerity programme, with reducing public spending and rising demand for services. In setting a balanced 2013/14 budget, the Council developed plans for efficiencies and service reductions totalling £68m and approved the use of £11m earmarked reserves and £12m general balances. In developing its five year Medium Term Financial Plan (MTFP) for 2013-18, the Council approved plans to achieve efficiencies and service reductions totalling £167m, following achievement of £225m efficiencies from 2009 to 2012. Cabinet carried out a review of the MTFP after the first quarter of 2013/14. The review identified additional savings services can realistically deliver for 2014-18 of £56.0m (£19.5m in 2014/15).

The Local Government Peer Review of March 2013 recognised the council's longer term view and multi-year approach to financial management. As part of this approach, Cabinet approved carry forward of £7.9m underspend from 2012/13 to fund projects and commitments in 2013/14.

Figure 1: Year end forecast revenue position



At the end of October 2013, services forecast a balanced year end position (-£1.4m at the end of September). This excludes use of the 2013/14 budget's £13m risk contingency and -£0.8m net income on the Revolving Infrastructure and Investment Fund, which will be re-invested in the fund.

The overall forecast position, including the risk contingency, is -£13.0m underspend. This links with the corporate strategy of using our resources responsibly.

The balanced forecast position on services is a net result of: Adult Social Care slippage implementing social capital strategy (+£4.4m), Children's Services' volume pressures offset by School & Learning (+£1.1m); plus waste management pressure and support for local bus routes (+£1.3m); offset by underspends within Business Services (-£2.6m) and Central Income & Expenditure (-£3.3m).

Summary – Efficiencies

A key objective of MTFP 2013-18 is to increase the council's overall financial resilience, including by reducing reliance on government grants. MTFP 2013-18 includes savings and reductions totalling £68.3m in 2013/14 (£167m for 2013-18). At the end of October 2013, services forecast to achieve £63.3m efficiencies by year end. This is an underachievement of £5.0m, up from £4.7m forecast at the end of September. The increase is due to slippage in ASC's innovative social capital strategy.

The overall position on efficiencies also includes £9.7m ASC savings re-categorised as one-off measures. These savings, delayed from 2013/14, will need to be made in 2014/15.

Summary - Capital

Surrey County Council's corporate vision includes to create public value by improving outcomes for Surrey's residents. This vision is at the heart of the capital programme. MTFP 2013-18 set a £699m five year capital programme. Cabinet approved re-profiling of carry forwards and virements means the revised 2013/14 capital budget is £190.6m.

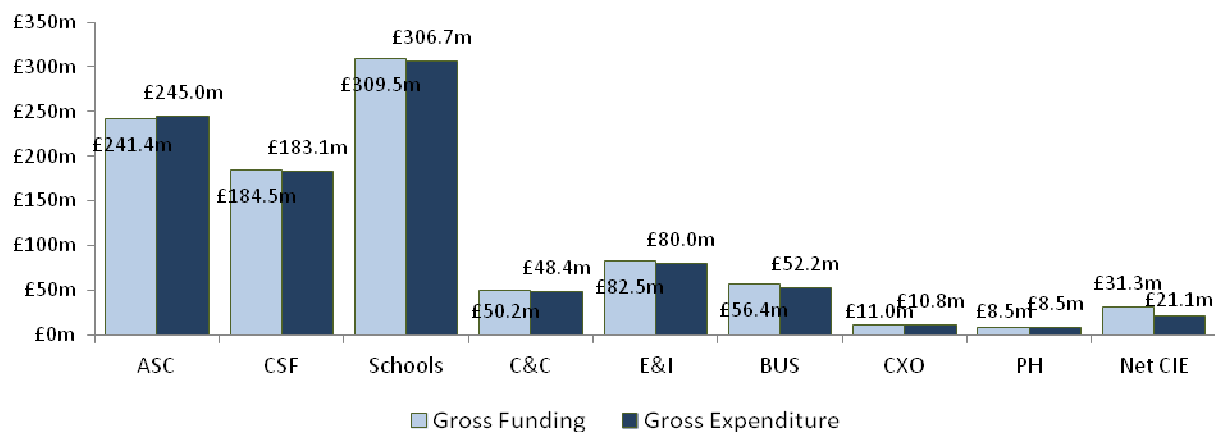
At the end of October 2013, services forecast overall capital spending will achieve a -£10.7m underspend by year end (-£9.5m at the end of September). This is mainly due to delays: acquiring land for waste schemes (-£3.3m), from archaeological finds at Guildford Fire Station (-£3.0m); in deliveries for the fire vehicle and equipment replacement programme (-£1.4m); from rephasing some short stay schools (-£0.8m); in the school basic need programme (-£0.7m); and obtaining planning permission to improve a travellers' site (-£1.1m).

The overall forecast capital spending position at year end is £17.4m overspend, including £28.1m of long term investment assets.

Revenue budget

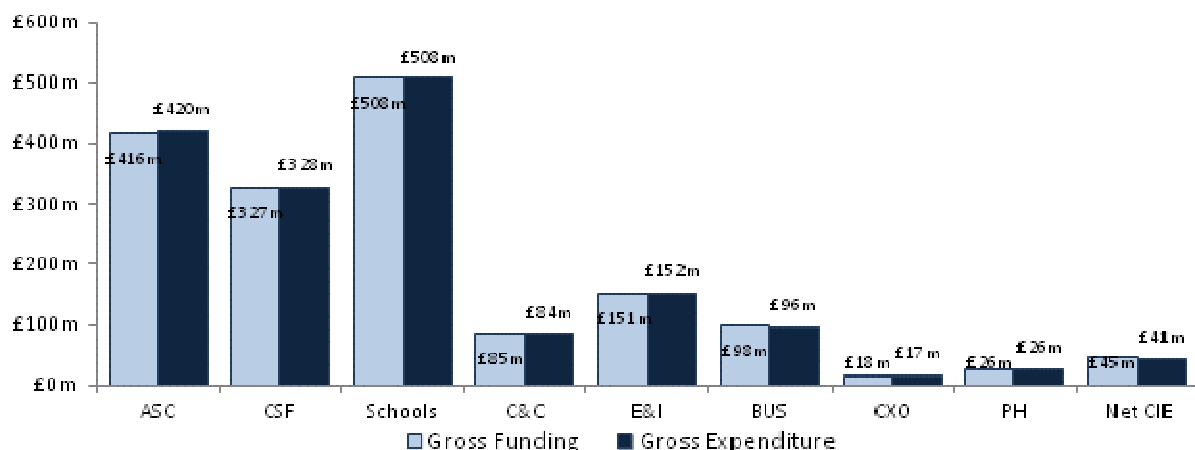
- The updated revenue budget for the 2013/14 financial year, including schools, was supported by £23.0m of earmarked and general reserves, plus £7.9m revenue carried forward from 2012/13 to fund committed 2013/14 expenditure. The current projection for the council funded service net revenue budget is balanced. This excludes use of the £13m risk contingency in the 2013/14 budget and the -£0.8m net income on the Revolving Infrastructure and Investment Fund, which the council will re-invest in the fund. The overall forecast year end position for the council is -£13.0m underspend (-£14.4m at the end of September).
- The year to date budget variance is an underspend of -£19.4m. This is due to the early and additional receipt of specific government grants of nearly -£6.0m, and government grants for schools budgets of -£2.8m and delayed maintenance work for both Highways and Property (-£2.5m and -£0.8m). Schools funding is determined by an agreed formula under statute and expenditure decisions are the responsibility of each school's governing body.
- Both the year to date and forecast revenue budget positions are shown by directorate in the graphs below. Tables App 3 and App 4 in the appendix to this annex show further details of the year to date and year end forecast positions.

Figure 2: Year to date revenue position



- Services forecast a balanced year end position (-£1.4m at the end of September). This excludes use of the 2013/14 budget's £13m risk contingency and -£0.8m net income on the Revolving Infrastructure and Investment Fund. Including the £13m risk contingency makes the overall forecast -£13.0m underspend.

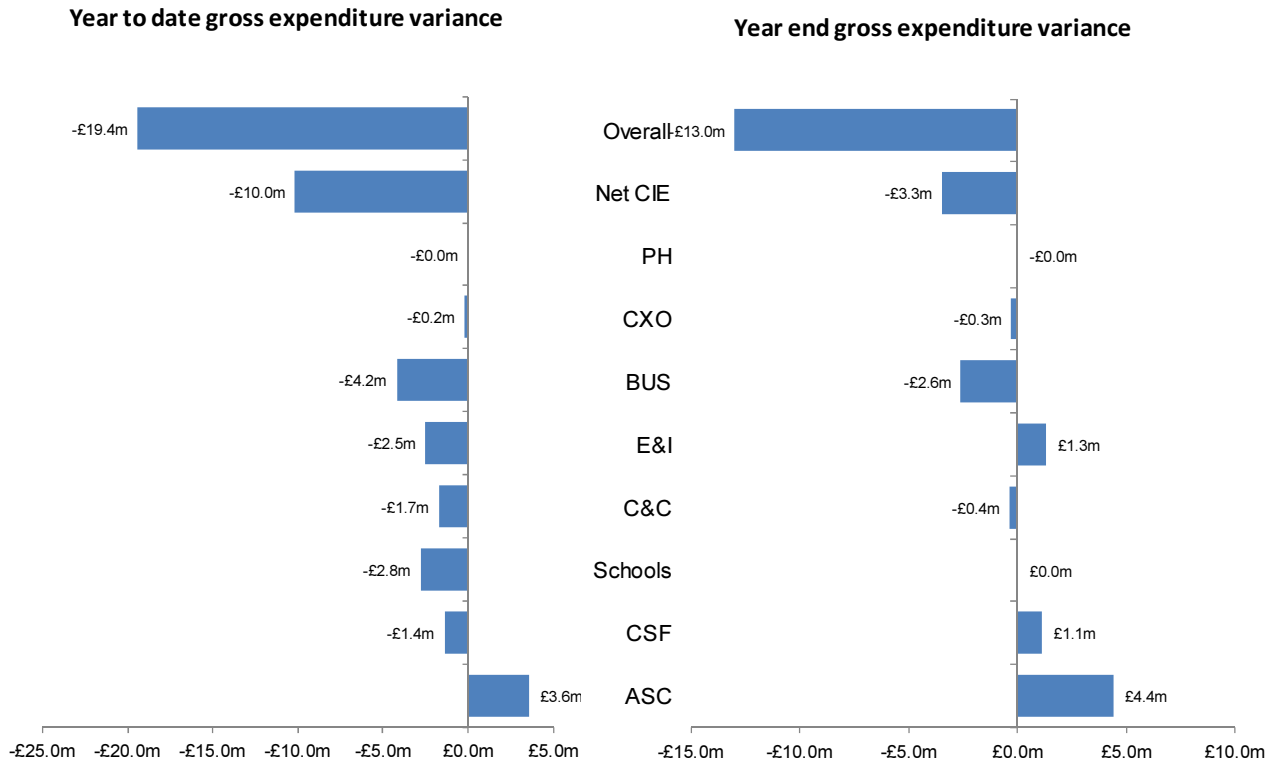
Figure 3: Year end forecast revenue position



5. The balanced forecast position on services is a result of: Adult Social Care slippage implementing its social capital strategy (+£4.4m), Children's Services' volume pressures offset by School & Learning (+£1.1m); plus waste management pressure and support for local bus routes (+£1.3m); offset by underspends within Business Services (-£2.5m) and Central Income & Expenditure (-£2.8m)

6

Figure 4: Year to date and forecast year end expenditure variance



6. Below, each directorate reports a summarised year to date and forecast year end income & expenditure statement and service and policy financial information. These explain any variances, their impact and services' actions to mitigate any adverse variances. The background information appendix gives the updated budget with explanations of the budget movements.

Adult Social Care

Table 1: Summary of the revenue position for the directorate

Adult Social Care	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov – Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Summary by subjective							
Income	-40.1	-45.2	-5.1	-68.7	-34.3	-79.4	-10.7
Expenditure	236.3	245.0	8.7	405.1	175.2	420.2	15.1
Net position	196.2	199.8	3.6	336.4	140.9	340.8	4.4
Summary by service							
Income	-40.1	-45.2	-5.1	-68.7	-34.3	-79.4	-10.7
Older People	92.2	102.9	10.7	158.1	70.1	173.0	14.9
Physical Disabilities	28.5	28.7	0.2	48.9	20.8	49.6	0.7
Learning Disabilities	76.0	74.9	-1.1	130.2	57.7	132.6	2.4
Mental Health	5.4	5.6	0.2	9.2	3.9	9.4	0.2
Other Expenditure	34.2	32.9	-1.3	58.7	22.7	55.6	-3.1
Total by service	196.2	199.8	3.6	336.4	140.9	340.8	4.4

Note: All numbers have been rounded - which might cause a casting error

7. The October projected outturn for Adult Social Care is +£4.4m (1.3%) overspend. This represents an increase of £1.8m from last month. The year to date position shows an overspend of £3.6m.
8. A projected overspend was highlighted as a risk during the budget planning process and needs to be set in context of ASC's very challenging savings target of £45.9m. The directorate has made good progress in many of the savings actions and judges that £24.3m of savings have either been achieved or will be achieved without needing further management action. While there is considerable work ongoing to generate savings, the directorate is unlikely to be able to bring the budget completely back in line by year end.
9. The most significant element of the directorate's savings plans is the social capital agenda, now formally re-launched as Family, Friends and Community Support (FF&C). It is a new and innovative strategy designed to provide more personalised community support options to individuals requiring care, while at the same time reducing direct costs to the council. ASC is implementing the new strategy and it has been a key driver in the recent Rapid Improvement Events (RIEs) on the social care and financial assessment processes.
10. FF&C savings target for 2013/14 is £15.5m. FF&C savings have been re-profiled based on the year to date position and it is now expected that only £3.5m of ongoing savings will be achieved, meaning slippage of £12.0m is currently projected against the original target. The future savings are anticipated to be achieved on a phased approach of £0.5m each month for November 2013 to January 2014 and £1.0m each month in February and March 2014. The slippage in the FF&C programme reflects the amount of cultural and systems change and community development needed to implement the strategy in full.
11. The Directorate is looking at all possible opportunities to cover the slippage on FF&C and smaller shortfalls on some other savings plans. At present two main counter-measures have been identified:
 - i. £7.5m draw down of unused 2011/12 Whole System Funding, approved by Cabinet in the September monitoring cycle and completed in October
 - ii. £1.7m proposed draw down of previous years' Winter Pressures funding, pending Cabinet approval.
12. Although these measures are helping to improve this year's budget position they create a pressure for next year's budget as they need to be replaced by new on-going savings.

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13. The current year end projection relies on the Directorate implementing £9.6m of management action savings plans in the remainder of the financial year.
 14. The key driver of the underlying pressures the service faces is individually commissioned care services. The gross spend to date on spot care, excluding Transition, has on average been £21.4m per month for April to October. That compares with £21.4m per month at the end of 2012/13, indicating that while ASC is largely containing new in year demand pressures, expenditure has not yet decreased as planned. Assuming all savings occur as currently forecast or are replaced by other means, then the Directorate can afford to spend only £20.4m per month in the remainder of the financial year. Therefore, it needs to reduce expenditure on individually commissioned care services by 4.9%. While expenditure in September suggested that this reduction was feasible, the October spend was back at July to August levels meaning that September may have been a one-off fluctuation. At least two more months' expenditure is needed in order to assess fully the extent to which a reduction of 5% is realistic.
 15. The evaluation of whether use of FF&C has reduced spend on spot care is critical for planning the 2014/15 budget as well as for the 2013/14 outturn. Next year's budget builds in a further £10m of FF&C savings. It is clear an on-going shortfall of at least £12m of slippage will remain from this year's budget, which will be a factor in the corporate budget planning process now under way. The next quarter will show whether ASC can restrict FF&C slippage to £12m.

Table 2: Summary of Adult Social Care Forecast

	£m	£m (45.9)
ASC MTFP Efficiency Target		
Demand related savings, including social capital, achieved (or not needing further management action) to date	(0.2)	
Other savings achieved (or not needing further management action) to date	(24.2)	
Total savings achieved (or not needing further management action) to date		(24.4)
Savings forecast in the rest of the year through use of social capital	(3.5)	
Other savings forecast in the rest of the year and included as management actions	(4.4)	
Total savings forecast in the rest of the year		(7.9)
Total forecast savings before draw downs		(32.3)
Whole systems funding 2011/12 draw down		(7.5)
Proposed winter pressure funding draw down		(1.7)
Total forecast savings		(41.5)
Under / (Over) performance vs MTFP target		4.4

16. On a client group basis, the projected pressures currently appear mainly in Older People. That is largely due to the original allocation of FF&C savings targets, which initially expected the majority of FF&C savings would be achieved within Older People. This month's review of the FF&C strategy and its savings targets indicates ASC will achieve savings much more broadly across the client groups. Therefore a virement is likely during November to move appropriate proportions of the savings targets to other client groups. This will give a truer indication of where pressures lie across the Directorate, but will have no impact on the overall budget monitoring position.

Children, Schools & Families

Table 3: Summary of the revenue position for directorate

Children, Schools & Families	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Summary by subjective							
Income	-80.9	-80.5	0.4	-146.1	-65.5	-146.0	0.1
Expenditure	184.9	183.1	-1.8	327.2	145.1	328.2	1.0
Net position	104.0	102.6	-1.4	181.1	94.3	182.2	1.1
Summary by Service:							
Income	-80.9	-80.5	0.4	-146.1	-65.5	-146.0	0.1
Strategic Services	3.8	3.7	-0.1	5.8	1.8	5.5	-0.3
Children's Services	51.9	52.8	0.9	88.9	39.5	92.3	3.4
Schools and Learning	116.2	113.2	-3.0	208.4	93.1	206.3	-2.1
Services for Young People	13.0	13.4	0.4	24.1	10.7	24.1	0.0
Total by service	104.0	102.6	-1.4	181.1	79.6	182.2	1.1

17. The forecast outturn position for the Children Schools and Families directorate (CSF) is an overspend of £1.1m. This is £0.4m greater than forecast at the end of September. The main reasons for the overspend continue to be pressures in Children's Services and increasing demand for transport in relation to children with special education needs (SEN). This is partly offset by an improved trading position for Commercial Services and underspends elsewhere within Schools and Learning.
18. The year to date underspend of -£1.4m is mainly due to DSG underspends on nursery provision (-£2.3m) and staffing across the directorate (-£1.3m). these are partly offset by nonstaffing overspends in Children's Services (+£1.1m) and transport (+£1.2m)

Children's Services

19. In Children's Services the projected overspend is +£3.4m although this is partly offset by additional income of £0.4m. This is an increase of +£0.5m compared to the end of September. The main reasons for this overspend are as follows.
- The services for children with disabilities budgets are overspending by +£2.3m, of which +£1.5m relates to the budget reduction for the MTFP efficiency in this service area. The full saving will not be achieved this financial year and CSF heads of service are looking at alternative savings as a key management action.
 - The service is experiencing a significant shift towards more complex needs for children with disabilities: recent reviews of care packages have resulted in more costly support arrangements adding +£0.3m to the projection this month. There is a management action to review the increase in these care projections to confirm the ongoing pressures and future impact of these assessments.
 - The remaining element of the overspend on services for children with disabilities forms part of the overall overspend on agency placements of +£0.3m. The overall number of placements has fluctuated over the year, rising to a peak of 234 in July it is now at the same level as seen in April. The position remains volatile given the high cost of some places, for example although the number of placements fell slightly in October (-2) the spending projection increased marginally due to more expensive placements being required. Efforts continue to divert children from the most expensive agency placements, two young people have now been placed in Ruth House avoiding agency costs although additional support costs have been incurred to support them in this setting.

- The pressure on fostering and adoption allowances has increased by +£0.2 this month to +£0.4m. The number of Looked After Children (LAC) has increased contributing to an increase of 29 in foster placements. The number of foster placements is now 52 higher than the number the service budgeted for. In addition the number of Special Guardianship Orders continues to increase; the projection assumes an additional 65 SGOs will be made this year compared to 45 in 2012/13.
- Area care services are forecast an overspend by +£0.5m. This is mainly due to an increase in the instances of court proceedings (there are currently 190 LAC cases compared to 169 for the whole of 2012/13) together with an increase in fees. In addition there is continued pressure from supervising contact and special guardianship / residency orders for Children in Need.
- A +£0.6m overspend is anticipated due to ongoing difficulties recruiting permanent social workers and a resulting reliance on more expensive agency staff. The market for good quality agency staff is increasingly competitive which pushes agency costs even higher. This has been an ongoing problem and CSF has plans to improve recruitment and retention of social workers through the career progression framework and the recruitment programme in the North East Area to grow our own skilled workforce, though the results of these initiatives will take time to be realised.
- The budgets for leaving care and asylum seekers are expected to overspend by +£0.4m as the number of cases continues at a similar level to that experienced in 2012/13 when a similar overspend occurred.
- Offsetting these overspends are net underspends of -£1.0m in Children's Services. These are planned to continue in order to help alleviate the cost pressures.

Schools and Learning

20. The Schools and Learning forecast position is an underspend of -£2.1m on county funded services. Although this is in part offset by a shortfall in income of -£0.3m mainly due to low take up by academies for traded Race and Ethnic Minority Achievement (REMA) services.
21. The main pressure on the Schools and Learning budget is an overspend on transport of +£2.1m. This is mainly in relation to SEN (+£1.7m) and has reduced by -£0.2m since last month following a review of routes commissioned. The school transport service already faced a budget pressure of £0.7m reported as an overspend in the 2012/13 outturn report. In addition to this pupil numbers and costs have continued to rise, particularly around SEN with the total number of pupils transported reaching 2,550 in July, 113 higher than at the same point last year and leading to additional costs of +£0.6m.
22. Offsetting the transport overspend is an underspend on centrally held budgets of -£2.0m. This is mainly against the budget for demographics and inflation. Given its £7m savings requirement, CSF prudently decided to hold this budget centrally to cover pressures arising from demand led budgets where the position and impact of funding changes would not become clear until the start of the new academic year.
23. In addition the current number and cost of out county placements has been reviewed following the start of the new academic year. This covers both pre and post 16 including the county's new responsibilities for learners with learning difficulties and disabilities (LLDD). The review suggests that, although uncertainties remain, the county's £1.5m contribution will not be required in full and an underspend of -£0.5m is likely.
24. Commercial Services projects a higher than budgeted contribution to corporate overheads of -£0.8m. This projection takes into account the reduced contribution due to the loss of cleaning and catering contracts which is more than offset by improved contract prices and increased school meals income from September 2013.
25. Although not included in the reported county position services funded by Dedicated Schools Grant (DSG) are forecast to underspend by -£4.0m. The main reason being less demand for two, three and four year old nursery provision than the grant funding level

which underpins the budget (-£4.0m). There are other small underspends on DSG services, though overall these are partly offset by increasing demand for support to children with SEN, particularly paediatric therapy services (£0.8m).

Services for Young people and Strategic Services

26. Services for Young People is broadly on budget at this stages (+£0.1m). Strategic Services anticipates an underspend of -£0.3m mainly due to recognition that resources set aside for one off service initiatives are now unlikely to be required this financial year.

Schools (delegated budget)

Table 4: Summary of the revenue position for the delegated schools budget

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-309.6	-309.5	0.1	-508.0	-198.5	-508.0	0.0
Expenditure	309.6	306.7	-2.9	508.0	201.3	508.0	0.0
Net position	0.0	-2.8	-2.8	0.0	2.8	0.0	0.0

27. The position is unchanged since the beginning of the year. The budget has been updated for the recent transfers of Surrey schools to Academy status (-£18.6m) There also were volume related grant changes of +£2.5m. The schools delegated budget is reviewed each month.

Customer & Communities

Table 5: Summary of the revenue position for directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-14.0	-14.8	-0.8	-24.1	-9.7	-24.5	-0.4
Expenditure	49.3	48.4	-0.9	84.1	35.7	84.1	0.0
Net position	35.3	33.6	-1.7	60.0	26.0	59.6	-0.4
Summary by service							
Cultural Services	6.3	6.1	-0.2	10.8	4.5	10.6	-0.2
Fire & Rescue	21.1	20.7	-0.4	35.6	14.9	35.6	0.0
Customer Services	2.3	2.2	-0.1	4.0	1.8	4.0	0.0
Trading Standards	1.2	1.2	0.0	2.2	1.0	2.2	0.0
Community Partner & Safety	2.5	1.7	-0.8	4.1	2.4	4.1	0.0
Directorate support	1.3	1.0	-0.3	2.2	1.0	2.0	-0.2
County Coroner	0.6	0.7	0.1	1.1	0.4	1.1	0.0
Total by service	35.3	33.6	-1.7	60.0	26.0	59.6	-0.4

28. The year to date underspend is -£1.7m, partly due to the timing of expenditure (-£0.8m) on third party grants and member allocations within Community Partnership and Safety. The remainder is due to managed savings within Fire to cover the cost of extending the contingency crewing contract (subject to Cabinet approval), plus the timing of Cultural Services and Trading Standards income already earned, along with the year to date impact of the full year underspend.
29. The directorate currently projects an underspend of -£0.4m (-£0.3m at the end of September). This is predominantly from early achievement of the 2014/15 MTFP efficiency on Directorate Support costs, from holding posts vacant and sharing costs (-£0.3m). A further underspend is expected from the continued increase in income generated by

Registration (-£0.1m) due in part to the three yearly cycle of venue licensing income. Future MTFP income targets will reflect this appropriately. Legislative changes are creating a pressure for the Coroners service (+£0.1m). The full year pressure that will take effect in 2014/15 is expected to create an ongoing annual pressure in the region of £0.2m.

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Environment & Infrastructure

Table 6: Summary of the revenue position for directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast	Full Year Projection £m	Full Year Variance £m
Income	-10.9	-10.1	0.8	-18.7	-9.1	-19.2	-0.5
Expenditure	83.3	80.0	-3.3	150.6	72.4	152.4	1.8
Net	72.4	69.9	-2.5	131.9	63.3	133.2	1.3
Summary by service							
Environment	32.7	33.1	0.4	61.0	28.8	61.9	0.9
Highways	24.0	21.5	-2.5	44.4	23.2	44.7	0.3
Economy, Transport & Planning	15.6	15.2	-0.4	26.3	11.2	26.4	0.1
Other Directorate Costs	0.1	0.1	0.0	0.2	0.1	0.2	0.0
Total by service	72.4	69.9	-2.5	131.9	63.3	133.2	1.3

Note: All numbers have been rounded - which might cause a casting error

30. The year to date position for Environment & Infrastructure (E&I) is a -£2.5m underspend. This primarily relates to highway maintenance works including local schemes (where some works are delayed), road maintenance (which has an additional £5m allocation to address winter damage) and street lighting.
31. The forecast outturn for E&I is a +£1.3m overspend (1%). This represents an increase of +£0.5m from last month. The most significant change is waste management, which expects to overspend by +£0.8m primarily due to the need for external specialist advice to complete the contract variation successfully. Local bus support also expects to overspend by +£0.5m as a result of difficulty achieving planned contract savings and also a number of instances where bus routes are no longer commercially viable and need financial support from the council. Highways has incurred +£0.2m additional costs due to the Tour of Britain, including road closures and diversions. Additional employee costs (+£0.1m) are expected to be largely offset by additional income and recharges later in the year. A number of underspends across the directorate offset these cost pressures, including economic development initiatives funded through New Homes Bonus grant, which are expected to underspend by -£0.2m. E&I is considering options to bring expenditure in line with budget.
32. The Directorate faces a number of further risks around costs and income this year. These include:
- uncertainty around waste disposal costs which remain dependant on a number of factors including waste volumes and treatments;
 - future arrangements for the payment of fuel duty rebate to bus operators which is due to transfer to local authorities in January 2014; and
 - plans to achieve a number of challenging efficiency savings and cost reductions this financial year including reducing contract costs and increasing income and recharges.

Business Services

Table 7: Summary of the revenue position for directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast	Full Year Projection £m	Full Year Variance £m
Income	-8.4	-9.7	-1.3	-14.8	-5.5	-15.2	-0.4
Expenditure	55.1	52.2	-2.9	97.9	43.5	95.7	-2.2
Net	46.7	42.5	-4.2	83.1	38.0	80.5	-2.6
Summary by service							
Property	17.5	15.8	-1.7	32.3	15.3	31.1	-1.2
Information Management & Technology	13.3	12.5	-0.8	23.3	10.8	23.3	0.0
Human Resources & OD	4.9	4.6	-0.3	8.4	4.0	8.6	0.2
Finance	5.1	4.9	-0.2	8.8	3.5	8.4	-0.4
Shared Services	2.4	1.9	-0.5	4.2	2.1	4.0	-0.2
Procurement & Commissioning	1.9	1.9	0.0	3.3	1.4	3.3	0.0
Business improvement	1.6	0.9	-0.7	2.8	0.9	1.8	-1.0
Total by service	46.7	42.5	-4.2	83.1	38.0	80.5	-2.6

Note: All numbers have been rounded - which might cause a casting error

33. Business Services estimates a revenue underspend of -£2.6m. Business Services has challenging revenue savings targets for this year and next. The service will deliver this year's efficiency savings and aims to bring forward some of next year's. It is also achieving one-off revenue savings. The estimated revenue underspend has increased by -£0.1m compared to last month. This is because of increased property income from venue hire and reduced HR training costs.
34. The year to date underspend is -£4.2m. The largest variance is -£1.7m in Property which is mainly as a result of timing of maintenance work (-£0.8m) this is expected to be fully spent at year end. The other variances in Property are reflected in the full year underspend of -£1.1m. As described in last month's report these are a result of forecast underspends on utilities (-£0.6m), rents (-£0.3m), and rates (-£0.2m). Both the utilities and rents underspends are delivering 2014/15 efficiency savings early.
35. The Making a Difference programme is on track to deliver savings of £6.6m each year from the office portfolio and has supported staff to work more flexibly with the benefits of new technology and a change in the way we work. The programme started in 2010 and includes implementing Electronic Data & Record Management (EDRM) across the council. EDRM solutions have been implemented for social care activity and will be implemented for the rest of the organisation by IMT alongside a Lotus Notes upgrade, resulting in a Making a Difference saving of -£1.0m.
36. There are other variances on Finance (-£0.4m) and the Shared Services (-£0.2m), which are delivering 2014/15 efficiency savings early. HR and Organisational Development forecasts a +£0.2m year end overspend. Training activity is expected to increase in the latter part of the year leading to +£0.4m year end overspend (YTD +£0.1m). Recruitment levels are set to continue resulting in a +£0.1m overspend. These overspends are offset by a YTD underspend of -£0.4m in other areas, mainly in staffing, delivering a full year underspend of -£0.3m. The service is addressing these variances in planning for 2014/15.

Chief Executive's Office

Table 8: Summary of the revenue position for directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-9.7	-9.4	0.3	-28.4	-17.7	-27.1	0.9
Expenditure	19.8	19.3	-0.5	44.0	23.5	42.8	1.2
Net	10.1	9.9	-0.2	16.0	5.8	15.7	-0.3
Summary by service							
Strategic Leadership	0.2	0.2	0.0	0.4	0.2	0.4	0.0
Legacy	0.2	0.2	0.0	0.4	0.2	0.4	0.0
Emergency Management	0.3	0.3	0.0	0.5	0.2	0.5	0.0
Communications	1.2	1.2	0.0	2.0	0.8	2.0	0.0
Legal & Democratic Services	6.3	6.1	-0.2	9.7	3.5	9.6	-0.1
Policy & Performance	1.9	1.9	0.0	3.0	0.9	2.8	-0.2
Public Health	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total by service	10.1	9.9	-0.2	16.0	5.8	15.7	-0.3
Public Health – income	-8.8	-8.5	0.3	-26.5	-17.0	-25.5	1.0
Public Health - expenditure	8.3	8.5	-0.3	26.5	17.0	25.5	-1.0
Public Health – net expenditure	0.0	0.0	0.0	0.0	0.0	0.0	0.0

37. The Chief Executive's Office (CXO) is currently projecting an underspend of -£0.3m against a total revenue budget of £16.0m, an increase from last month's balanced position. This is predominantly due to the one-off savings (-£0.2m) against the local elections budget following receipt of final invoices from District and Borough Councils. The remaining underspend is mainly due to staff vacancies across the directorate, which are offset by pressures within Legal due to the cost and volume of child protection cases.
38. CXO has taken on the council's new responsibility for Public Health (PH) this year. Some uncertainties remain in this first year of Public Health budgets.
39. Part of PH's budgeted income is an allocation from the Department of Health (DH) of £3.3m for sexual health services. However DH erroneously allocated this funding to the Clinical Commissioning Groups (CCG). DH has made other errors nationally, in baseline allocations to CCGs around their NHS Specialist Commissioning role, as well as to PH, which has caused budget pressures in this first year after transition. We continue to work positively with the CCGs and are looking to realign work programmes with CCGs to ensure the £3.3m error does not remain a pressure on the PH budget. We are working with the DH to ensure these errors are corrected for next year's grant allocation.
40. Initially, the Police and Crime Commissioner (PCC) allocated £0.5m funding to PH. However the PCC's priorities have changed and it has confirmed PH will not receive this funding in 2013/14 (+£0.5m). As part of the forward budget process, PH will review this service and decide how it will continue in the future. In the current year PH will offset the under recovery against the underspend on staffing explained below.
41. A new budget issue which is being investigated is the cost of prescribing drugs related to the Public Health Agreements. It has come to light nationally that local authorities may be recharged for such costs by the NHS Business Services Authority and this amount had not been included in the council's baseline allocation. Initial estimates show Surrey's liability could be in the region of £1.9m. As this is a country wide issue the Director of Public Health (DPH) is linking with other DPHs to progress this matter nationally with DH. In order to cover this additional expenditure a two year view of the PH grant would be taken and work programmes realigned over that period to absorb this.

42. Due to the fact that a number of staff did not transfer to the council from NHS Surrey as part of the changes to the NHS from 1 April 2013, PH has had vacancies throughout its team, including many at a senior level. Recruitment to all vacancies has now been completed and all staff will be in post by January.
43. PH is carefully reviewing its expenditure plans to ensure the ring fenced grant is fully used and if required, ongoing service provision will be complimented by one off initiatives targeted on public health priorities.

Central Income & Expenditure

Table 9: Summary of the revenue position for directorate

	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Nov - Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Summary by subjective							
Income	-208.5	-217.8	-9.3	-246.8	-37.2	-255.0	-8.2
Expenditure	19.5	20.5	1.0	36.4	20.8	41.3	4.9
	-189.0	-197.3	-8.3	-210.4	-16.4	-213.7	-3.3
Local Taxation	-364.0	-365.3	-1.3	-599.3	-234.0	-599.3	0.0
Risk contingency	0.0	0.0	0.0	13.0	0.0	0.0	-13.0
Net position	-553.0	-562.6	-9.6	-796.7	-250.4	-813.0	-16.3

44. The year to date underspend is -£9.6m, primarily caused by receipt of additional government grant not included in MTFP 2013-18. The main items received are:
- -£2.5m more in PFI grants compared to budget.
 - -£1.4m refund on Local Authority Central Spend Equivalent Grant (LACSEG) on the transfer of schools to academy status;
 - -£1.0m as Adoption Reform Grant;
 - -£0.5m Local Services Support Grant;
 - -£0.25m as Surrey's share of the Council Tax Transition Grant due to the Boroughs and Districts having compliant local council tax support schemes; and
 - -£0.1m for HM Courts Service Grant.
45. Other factors in the year to date variance include the following.
- -£1.4m business rate income because Borough & Districts' (B&Ds) payments are higher than budget. However current estimates are incomplete (six estimates received from 11 B&Ds) and could change due to appeals and collection rate estimates. The full year position remains unchanged until B&Ds' forecast submissions are more substantially complete.
 - -£0.5m higher interest receivable due to earlier receipt of several large government grants than expected, leading to higher cash balances on deposit. This underspend is forecast to continue at -£0.5m to year end.
 - -£0.9m underspend on redundancy and compensation, although full year forecast remains on budget, as the future level of redundancies to be approved is uncertain.
 - -£0.5m Minimum Revenue Provision (MRP) of money set aside for debt repayment, is lower than estimated for both year to date and full year.
 - -£0.3m interest payable on short term borrowing due to low interest rates.
46. Investigation into prior year creditor accruals revealed £2.8m that are no longer liabilities faced by the council and should be written back to the revenue account. It is recommended the council transfers this £2.8m to the Budget Equalisation Reserve to support future years' budgets.

47. The MTFP assumed the council would receive a £2.4m share of the returned business rates top slice from the Department for Communities and Local Government (DCLG). DCLG has told councils it will not return any grant in 2013/14 and 2014/15 due to the large number and value of business rates appeals, especially in London. The additional grant income described above offsets the 2013/14 shortfall.
48. The 2013/14 PFI grants budget assumed the Department for Environment, Food and Rural Affairs (DEFRA) would suspend the waste PFI grant. DEFRA has reduced the grant, but by £3.5m less than budgeted. It is recommended the council transfers this £3.5m to the Eco Park Sinking Fund Reserve to mitigate future years' pressures.
49. The budget for interest payable on borrowing included a contingency of £1m to cover the risk of interest rate rises. Following the Governor of the Bank of England's announcement on future UK interest rates, it is very unlikely this will be required. It is recommended the council transfers this £1m to the Interest Rate Risk Reserve to mitigate future years' interest rate fluctuations.
50. In April 2013 the council was required to auto-enrol staff into the relevant pension scheme. MTFP 2013-18 provided additional costs of this. Based on year to date, it is likely this budget will underspend by -£1m.
51. The forecast outturn position includes £7.4m contributions to reserves listed above:
- £2.8m creditor write-off transfer to the Budget Equalisation Reserve;
 - £3.5m waste PFI grant transfer to the Eco Park Sinking Fund Reserve; and
 - £1m interest rate rise contingency transfer to the Interest Rate Risk Reserve.

Revolving Infrastructure & Investment Fund

Table 10: Summary position

Summary	YTD Actual £m	Full Year Forecast £m
Income	-1.0	-2.2
Expenditure	0.6	1.4
Net revenue position	-0.4	-0.8
Capital spend	27.0	28.1

52. The Revolving Infrastructure & Investment Fund was established in MTFP 2013-18 to provide the revenue costs of funding initiatives that will deliver savings and enhance income in the longer term. Over the medium term, the council will re-invest net income in the fund.
53. Net income, after deducting funding costs, is being delivered in 2013/14 by the joint venture project to deliver regeneration in Woking town centre (Bandstand Square) and from property acquisitions that have been made for future service delivery.
54. Capital expenditure to date includes Ranger House, Egham High Street and Parkside House. The remainder of the forecast capital spend includes an estimate of loans to be made during the rest of the year to the Woking Bandstand Joint Venture company. There are no material changes in the forecast net position compared to last month. Cabinet will consider a further potential acquisition for approval at its 26 November meeting (Part two - item 17).

Staffing Costs

55. The Council employs three categories of staff.
- Contracted staff are employed on a permanent or fixed term basis and paid through the Council's payroll. These staff are contracted to work full time, or part time.
 - Bank staff are contracted to the Council and paid through the payroll but have no guaranteed hours.
 - Agency staff are employed through an agency with which the Council has a contract.
56. Bank and agency staff enable managers to manage short term variations in demand for services or vacancies for contracted staff. This is particularly the case in social care.
57. A sensible degree of flexibility in the staffing budget is good, as it allows the Council to keep a portion of establishment costs variable. The current level is approximately 92% of costs are due to contracted staff.
58. The Council sets its staffing budget based upon the estimated labour required to deliver its services. This is expressed as budgeted full time equivalent staff (FTEs) and converted to a monetary amount for the budget. This budget includes spending on all three categories of staff and is the key control in managing staffing expenditure.
59. The Council's total full year budget for staffing is £313.0m based on 8,025 budgeted FTEs. The year to date budget for the end of October 2013 is £182.1m and the expenditure incurred is £178.5m. At the end of October 2013, the Council employed 7,345 FTE contracted staff.
60. Table 11 shows the staffing expenditure and FTEs for the period to October against budget, analysed among the three staff categories for each directorate. The table includes staff costs and FTEs that are recharged to other public services for example: Districts and Boroughs, NHS Trusts, outsourced to South East of England Councils or capital funded (super fast broadband). The funding for the recharges is within other income.

Table 11: Staffing costs and FTEs to end of October 2013

	Staffing Budget to Oct 2013 £m	Staffing spend by category					Variance £m	Budget FTE	Oct 2013 occupied contracted FTE
		Contracted £m	Agency £m	Bank & Casual £m	Total £m				
Adult Social Care	42.7	37.2	2.1	1.0	40.3	-2.4	2,187	1,881	
Children Schools & Families	61.2	54.7	2.7	2.4	59.8	-1.3	2,690	2,463	
Customer and Communities	33.3	30.0	0.5	2.7	33.2	-0.1	1,507	1,447	
Environment & Infrastructure	13.4	12.7	0.6	0.2	13.5	0.1	524	499	
Business Services and Central Income & Expenditure	24.5	22.5	1.8	0.1	24.4	-0.1	892	827	
Chief Executive's Office	7.0	6.8	0.2	0.1	7.2	0.2	225	228	
Total	182.1	164.0	7.9	6.5	178.5	-3.6	8,025	7,345	

Note: All numbers have been rounded - which might cause a casting error

61. The most material variance is an underspend of -£2.4m in ASC due to recruitment delays, mainly in reablement and front line teams. However, such staffing savings are counter-productive as they reduce the directorate's ability to implement key strategic savings plans such as FF&C and in most cases are outweighed by additional spend on care ASC might otherwise have avoided.

62. Table 12 shows there are 412 “live” vacancies, for which active recruitment is currently taking place, with 305 of these in social care. The remaining vacancies are either filled by agency and bank staff on a short term basis or not being actively recruited to at present.

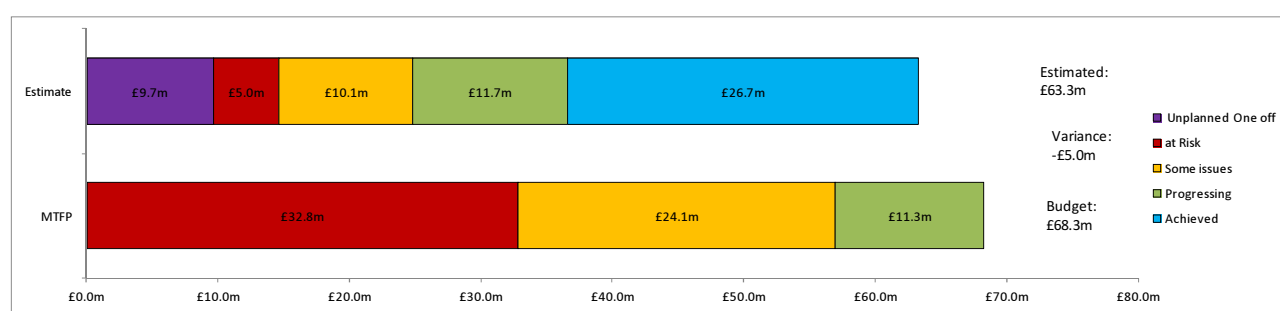
Table 12: full time equivalents in post and vacancies

	<u>Oct FTE</u>
Budget	8,025
Occupied contracted FTE	7,345
“Live” vacancies (i.e. actively recruiting)	412
Vacancies not occupied by contracted FTEs	268

Efficiencies

63. The MTFP incorporates £68.3m of expenditure efficiencies. Overall, the Council forecasts achieving £63.3m by year end, an under achievement of -£5.0m. This is an increase from the £4.7m forecast at the end of September.
64. The appendix to this annex includes each directorate's efficiencies and a brief commentary on progress. Directorates have evaluated efficiencies on the following risk rating basis:
- RED – significant or high risk of saving not being achieved, as there are barriers preventing the necessary actions to achieve the saving taking place.
 - AMBER - a risk of saving not being achieved as there are potential barriers preventing the necessary actions to achieve the saving taking place
 - GREEN – Plans in place to take the actions to achieve the saving
 - BLUE – the action has been taken to achieve the saving.

Graph 1: 2013/14 ragged overall efficiencies



65. The -£0.3m increase in under achievements on efficiencies is from ASC, largely due to slippage in the innovative FF&C strategy as outlined above in the directorate's revenue budget commentary.
66. Under achievements in CSF (-£1.8m) and E&I (-£0.4m) remain as reported for September. CSF is experiencing delays in achieving the efficiencies planned in services for children with disabilities together with increasing demand for care packages. This means the planned saving in that area of £1.5m is unlikely to be achieved in 2013/14. Given the pressure on the transport budget, it is also unlikely that the planned efficiency of £0.3m will be achieved. E&I forecasts -£0.4m underachievement on the bus service contract savings. Within the background appendix to this annex are each directorate's efficiencies as at the end of October 2013.

Capital

67. By planning significant capital investment as part of MTFP 2013-18, the Council demonstrated its firm long term commitment to stimulating economic recovery in Surrey.
68. The total capital programme is £699m over the five year MTFP period. The council initially approved the 2013/14 capital expenditure budget at £187.3m. Subsequently, Cabinet reprofiled the capital budget for 2013/14 by -£2.5m, which subsequently reduced the budget to £184.8m. The capital budget up to 30 September 2013 was updated for: new approved schemes; re-profiling requests and new grant funded schemes (+£2.7m); drawing down capital grants for Walton Bridge (£0.6m); Wellbeing centres (£0.1m); the purchase of Woking Magistrate Court (£0.9m); and external funding from sources such as schools' parent teacher associations of £0.8m. In October, there was further funding from schools' parent teacher associations of £0.7m. The revised capital budget for 2013/14 is £190.6m. The budget changes are summarised in Table App 5.
69. The current forecast for the service capital programme is a small underspend of -£10.7m (-£9.5m at the end of September) due predominately to delays:
- acquiring land for waste schemes (-£3.3m);
 - from archaeological finds at Guildford Fire Station (-£3.0m);
 - in deliveries of fire vehicle and equipment replacement programme (-£1.4m);
 - rephasing refurbishments some short stay schools (-£0.8m); and
 - obtaining planning permission to improve a travellers' site (-£1.1m)
- plus
- School basic need (-£0.7m) and capital spend reduced by -£0.5m.
- These are offset by
- increased IT equipment spend (+£0.9m) due to the revenue volume pressures.
70. The underspend relates to project duration rather than spending savings. Therefore the overall capital programme will spend the same and funding is unaltered.
71. The revised 2013/14 capital budget is in the appendix to this annex in Table App 5.

Table 14: 2013/14 Capital expenditure position

2013/14 Monitoring	Revised Full Year Budget £m	Apr -Oct actual £m	Nov - Mar projection £m	Full year forecast £m	Full year variance £m
Adult Social Care	2.0	1.0	0.8	1.8	-0.2
Children, Schools & Families	6.2	6.2	-0.1	6.1	-0.1
Customer & Communities	4.9	1.7	1.8	3.5	-1.4
Environment & Infrastructure	58.2	54.2	4.1	58.3	0.1
School Basic Need	54.3	28.3	25.3	53.6	-0.7
Business Services	53.5	19.8	25.3	45.1	-8.4
Chief Executive Office	11.5	3.3	8.2	11.5	0.0
Service programme	190.6	114.5	65.4	179.9	-10.7
Long term investments	0.0	27.0	1.1	28.1	28.1
Overall programme	190.6	141.5	66.5	208.0	17.4

Appendix to Annex

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Virement request

- 6
- App. 1. Financial regulations state any virement that is over £0.25m and represents a policy or managerial responsibility change should be approved by the relevant Cabinet Member. If the virement crosses portfolios, then the Leader and the relevant Cabinet Members should approve. The virement in paragraphs App. 3 to App. 6 below affect the following portfolios: Children & Learning, Children and Families and Leader.
- App. 2. This virement is presented here because of timing issues. The Dedicated Schools Grant is based on pupil number as at September. This virement affects next year's financial planning, so presenting it to this meeting ensures the council includes its impact in the base line for next year's financial planning.

Learners with Learning Difficulties or Disabilities virement

- App. 3. From August 2013 Surrey became responsible for funding post-16 high needs placements at specialist providers and further education Colleges. Previously these places were funded directly by the Education Funding Agency (EFA). Provision of £3.0m was included in the MTFP to meet these new responsibilities, with £1.5m funded from Dedicated School Grant (DSG) and £1.5m from county resources.
- App. 4. Surrey has taken on these new funding responsibilities at the same time as the government's funding reforms introduce "place plus" for high needs places. For post 16 placements the first £11,000 of a placement is met directly by the EFA with commissioning authorities being responsible for the top up to the full cost of the placement. As a consequence DSG of £1.7m is no longer required to support the schools budget. In addition, since agreement of the MTFP 2013-18, additional DSG of £2.4m has been allocated to Surrey as a result of the change in funding responsibilities. Therefore £4.0m of DSG, from the high needs block, is available to meet the costs of high needs students.
- App. 5. With the start of the new academic year there is greater clarity about the number and cost of placements for both the new post 16 funding responsibilities and the agency budget within Schools and Learning. Therefore a virement is proposed to allocate the available DSG to meet anticipated costs. These allocations are summarised in the table below:

	£m
Independent specialist and FE colleges (net of contribution from ASC)	0.6
Ready for Work programme	0.2
Schools and Learning agency	1.2
	<hr style="width: 50%; margin-left: auto; margin-right: 0;"/> 2.0

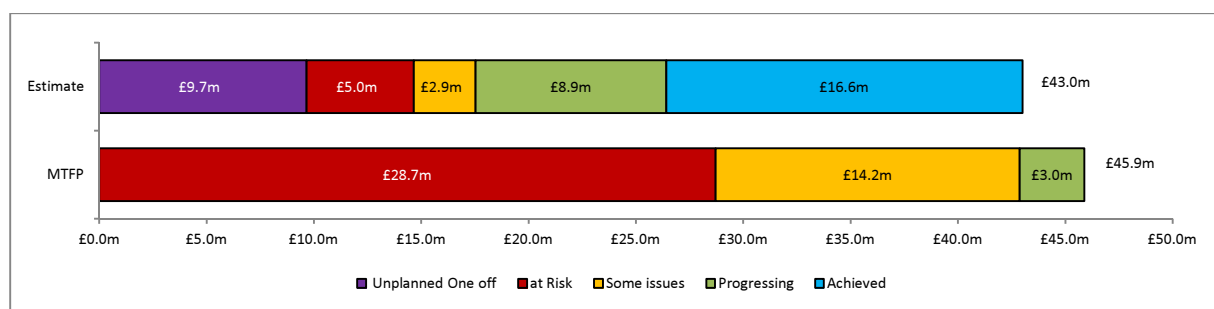
- App. 6. Uncertainties remain however around additional placements this financial year, price negotiations with providers and the level of health contributions. Therefore the balance of the available funding will be held as a risk budget of £2.0m pending further clarification on these points. This will include £1.3m of the council's contribution with the balance being used to fund the Ready for Work programme which is not eligible for DSG funding. Approval is also sought to delegate approval of virements to allocate the risk budget to the Strategic Director for Children, Schools and Families.

Efficiencies & service reductions

App. 7. The graphs of directorate efficiencies & service reductions below track progress against directorates' MTFP 2013-18 ragged expenditure efficiencies and service reductions.

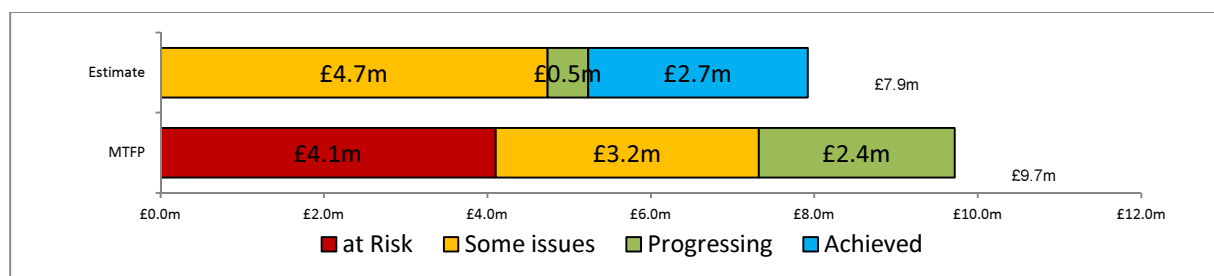
App. 8. All the graphs use the same legend:
 Red – At risk, Amber – Some issues, Green – Progressing and Blue – Achieved.
 Each graph is based on the appropriate scale and therefore they are not directly comparable one against another.

Adult Social Care



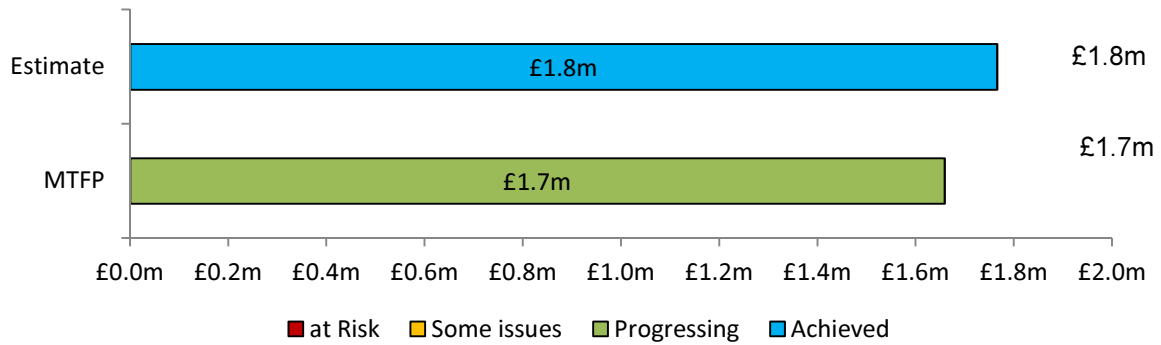
App. 9. The directorate has already achieved savings of £16.5m this year, including £5.5m of savings to constrain inflation for individually commissioned care services. A further £11.8m is on target to be achieved, although there is an element of risk for £2.9m of these savings. The most significant element of ASC's savings plans in 2013/14 is the FF&C strategy, which has a £15.5m savings target. Given the scale of the challenge and that this is the first year of these ambitious plans, slippage was highlighted as a risk and although there were signs of some initial effects in the September data, the October position indicates that the approach is not yet reducing spend. £3.5m FF&C savings are now forecast against the £15.5m target, but these too remain at risk. The projected social capital slippage combined with minor slippage against other savings plans is being largely offset by £9.7m of unplanned one-off savings, which will need to be replaced by new savings plans in 2014/15. The main one-off savings measures are the Whole Systems draw down of £7.5m of unused 2011/12 funds and £1.7m of previous years' Winter Pressures Funding. The Whole Systems funding was set aside by the directorate as a contingency for this year's budget and the draw down has been completed following approval by Cabinet. The Winter Pressures money was carried forward to offset anticipated increased demand over the winter period, but it is now apparent ahead of any seasonal factors that it will be needed, so approval for the draw down is being sought as part of this month's monitoring cycle.

Children, Schools & Families



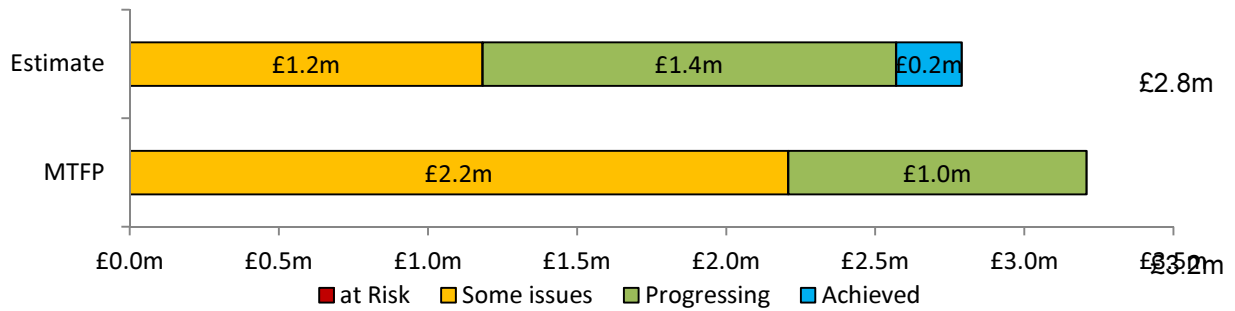
App. 10. The forecast budget position for CSF means it is unlikely to achieve two of the planned efficiencies. Delays in achieving the efficiencies planned in services for children with disabilities together with increasing demand for care packages, as described above, mean that the planned saving of £1.5m is unlikely to be fully achieved in 2013/14. Also, given the pressure on the transport budget the planned efficiency of £0.3m will not be achieved.

Customer & Communities



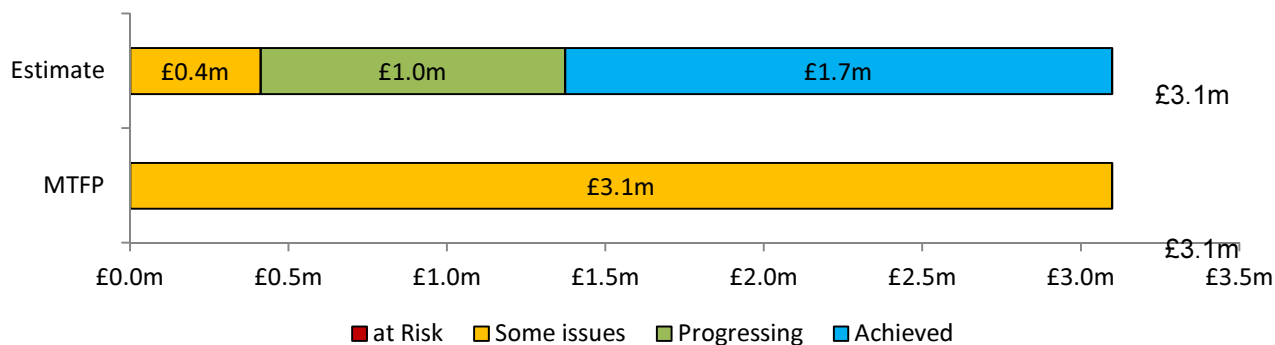
App. 11. The efficiencies summary shows an over-achievement of +£0.1m against the 2013/14 target of £1.7m. This is due to the early achievement of the 2014/15 Directorate Support staff saving. Actions to achieve the 2013/14 efficiencies have already been completed.

Environment & Infrastructure



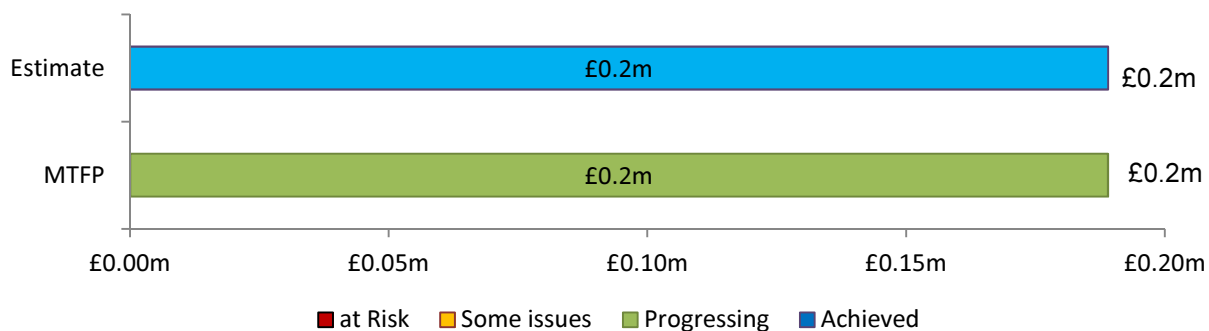
App. 12. The directorate currently expects to deliver all efficiency savings, except bus service contract savings (£0.4m). A number of risks remain and in some cases detailed plans are still in development. Some savings, including one off savings from parking income, have already been achieved.

Business Services



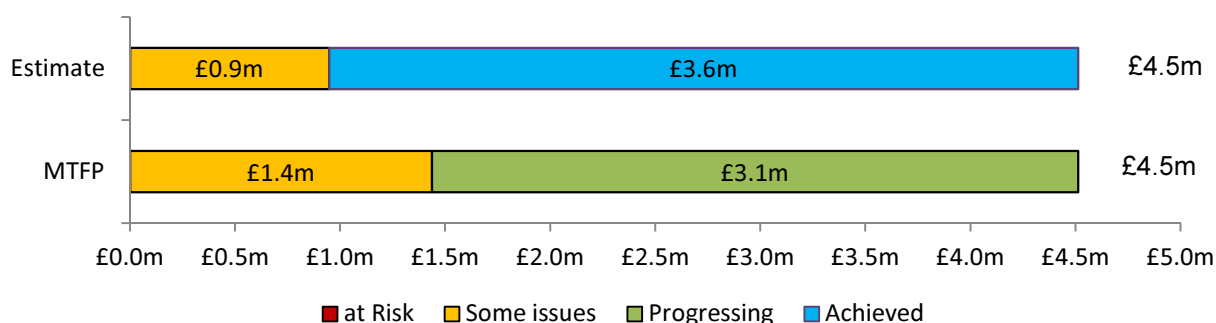
App. 13. The efficiencies identified in the MTFP are on track to be realised, all savings have been reviewed and plans are in place to achieve them and the risk of achievement has been appropriately adjusted.

Chief Executive's Office



App. 14. The planned 2013/14 efficiencies have been achieved. The Directorate is currently holding vacancies within Policy & Performance in preparation for achieving efficiency savings for 2014/15 and will review these during the year to establish the on-going effect.

Central Income & Expenditure



App. 15. The efficiencies identified in MTFP 2013-18 from changes to the council's treasury management strategy have been achieved. Those in relation to redundancy are on track to be realised but the risks attached to them remain.

Updated Budget - Revenue

App. 16. The council's 2013/14 revenue expenditure budget was initially approved at £1,685.3m. Subsequently Cabinet approved the use of reserves built up in 2012/13 to augment this. Adding virement changes in May to September increased the expenditure budget at the end of September to £1,693.6m. In October, a number of virements reprofiled the income & expenditure budgets, reducing both by £2.4m. Table App 1 summarises these changes.

Table App 1: Movement of 2013/14 revenue expenditure budget

	Income £m	Expenditure £m	Earmarked reserves	General balances £m	Total £m	Number of Virements
Original MTFP	-1,662.3	1,685.2	-11.0	-11.9	0.0	
Q1 changes	-2.3	11.1	-8.8		0.0	72
Q2 changes	7.7	-2.7	-5.0		0.0	114
Previous changes	-1,656.9	1,693.6	-24.8	-11.9	0.0	186
<u>October changes</u>						
Academy conversion Oct 13 budget and grant reduction	1.9	-1.9			0.0	1
Add'l grants: Family services; Fire training; Adoption, Asylum seekers	-1.4	1.4			0.0	4
Impact of school funding reforms	1.6	-1.6			0.0	1
Transfer of income and expenditure	0.3	-0.3			0.0	39
October changes	2.4	-2.4	0.0	0.0	0.0	45
Updated Budget - October 2013	-1,654.5	1,691.2	-24.8	-11.9	0.0	231

App. 17. When the Council agreed the MTFP in February 2013, some government departments had not determined the final amount for some grants. Services therefore estimated their likely grant. The general principle agreed by Cabinet was that any changes in the final amounts, whether higher or lower, would be represented in the service's income and expenditure budget. There were a number of changes for September for example the notification of schools transferring to Academy status.

App. 18. In controlling the budget during the year, budget managers occasionally need to transfer, or vire, budgets from one area to another. In most cases these are administrative or technical in nature, or of a value that is approved by the Chief Finance Officer.

App. 19. Virements above £250,000 require the approval of the relevant Cabinet Member. There were four virements above £250,000 in October:

- transfer of £1.9m back to the Department for Education for Academy status conversion for October;
- notification of additional grants of £1.4m for Adoption Reform (£0.5m), Family Services (£0.4m) and Asylum Seekers (£0.4m);
- adjustments to budgets for Education Funding Agency and DSG funding changes of £1.6m; and
- transfer of budget from Supporting People to Children's of £1.8m.

App. 20. Table App 2 shows the updated revenue budget that includes the changes in government grants and virements since the beginning of the year.

Table App 2: 2013/14 updated revenue budget – October 2013

	Income £m	Expenditure £m	Net budget £m
Adult Social Care	-68.7	405.1	336.4
Children, Schools and Families	-146.1	327.2	181.1
Schools	-508.0	508.0	0.0
Customers and Communities	-24.1	84.1	60.0
Environment and Infrastructure	-18.7	150.6	131.9
Business Services	-14.8	97.9	83.1
Chief Executive's Office	-28.0	44.0	16.0
Central Income / Exp	-846.1	36.4	-809.7
Service total	-1,654.5	1,653.4	-1.1
Risk Contingency		13.0	13.0
Total	-1,654.5	1,666.4	11.9

Note: All numbers have been rounded - which might cause a casting error

App. 21. Table App 3 shows the year to date and forecast year end gross revenue position supported by general balances.

Table App 3: 2013/14 Revenue budget forecast position as at end of October 2013

	YTD Budget £m	Year to date Actual £m	YTD Variance £m	Full Year Budget £m	Remaining Forecast Spend £m	Outturn Forecast £m	Forecast Variance £m
Income:							
Local taxation	-364.0	-365.3	-1.3	-599.3	-234.0	-599.3	0.0
Government grants	-598.8	-589.6	9.2	-906.7	-321.1	-910.7	-4.0
Other income	-83.2	-108.5	-25.3	-148.5	-55.4	-163.9	-15.4
Income	-1,046.0	-1,063.4	-17.4	-1,654.5	-610.5	-1,673.9	-19.4
Expenditure:							
Staffing	182.1	178.5	-3.6	313.0	131.6	310.1	-2.9
Service provision	466.2	470.7	4.5	845.4	384.0	854.7	9.3
Non schools sub-total	648.3	649.2	0.9	1,158.4	515.6	1,164.8	6.4
Schools expenditure	309.6	306.7	-2.9	508.0	201.3	508.0	0.0
Total expenditure	957.9	955.9	-2.0	1,666.4	716.9	1,672.8	6.4
Movement in balances	-88.1	-107.5	-19.4	11.9	106.4	-1.1	-13.0

Note: All numbers have been rounded - which might cause a casting error

App. 22. Table App 4 shows the year to date and forecast year end net revenue position for services and overall. Net revenue position for services is gross expenditure less income from specific grants plus fees, charges and reimbursements.

Table App 4: 2013/14 Revenue budget - net positions by directorate

Sept's forecast variance £m	Directorate	YTD budget £m	YTD actual £m	YTD variance £m	Full year (revised) budget £m	Nov – Mar remaining forecast £m	Full year forecast £m	Full year variance £m
2.6	Adult Social Care	196.2	199.8	3.6	336.4	141.0	340.8	4.4
0.7	Children, Schools & Families	104.0	102.6	-1.4	181.1	79.6	182.2	1.1
0.0	Schools (gross exp £508.0m)	0.0	-2.8	-2.8	0.0	2.8	0.0	0.0
-0.3	Customer & Communities	35.3	33.6	-1.7	60.0	26.0	59.6	-0.4
0.8	Environment & Infrastructure	72.4	69.9	-2.5	131.9	63.3	133.2	1.3
-2.5	Business Services	46.7	42.5	-4.2	83.1	38.0	80.5	-2.6
0.0	Chief Executive's Office	10.1	9.9	-0.2	16.0	5.8	15.7	-0.3
-2.8	Central Income & Expenditure	-189.0	-197.3	-8.3	-210.4	-16.4	-213.7	-3.3
-1.5	Service net budget	275.9	258.2	-17.7	598.2	340.0	598.2	0.0
0.0	Local taxation	-364.0	-365.3	-1.3	-599.3	-234.0	-599.3	0.0
0.0	Revolving Infrastructure & Investment Fund		-0.4	-0.4		0.4		0
-13.0	Risk contingency			0.0	13.0	0.0	0.0	-13.0
-14.5	Overall net budget	-88.1	-107.5	-19.4	11.9	106.4	-1.1	-13.0

Note: All numbers have been rounded - which might cause a casting error

Updated Budget - Capital

App. 23. The Council initially approved the 2013/14 capital expenditure budget at £187.3m. Subsequently, Cabinet amended the budget by approving reprofiling and carry forwards (-£32.6m in total, -£2.5m for 2013/14) from 2012/13. This decreased 2013/14's capital budget to £184.8m.

App. 24. New virements and reprofiling in May to September added £5.8m to the capital budget. There are small changes to the capital budget totalling £1.2m, increasing the capital budget to £190.6m. There was one change over £0.25m: £0.7m external funding for schools (i.e. parent teacher associations).

App. 25. These changes are summarised in Table App 5.

Table App 5: Movement of 2013/14 capital expenditure budget

2013/14 Monitoring	MTFP Budget £m	C/fwd and reprofiled budget £m	Budget virement £m	Revised full year budget £m
Adult Social Care	1.3	0.4	0.3	2.0
Children, Schools & Families	2.8	1.6	1.8	6.2
Customer & Communities	2.0	3.1	-0.2	4.9
Environment & Infrastructure	50.1	4.3	3.8	58.2
Business Services	50.4	0.6	2.5	53.5
Schools' Basic Need	69.2	-14.9	0.1	54.3
Chief Executive's Office	11.5	0.0	0.0	11.5
Total overall	187.4	-5.0	8.2	190.6

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Council Overview & Scrutiny Committee
4 December 2013

Family, Friends & Community Support – Social Capital in Surrey

At the request of the Council Overview & Scrutiny Committee, this report provides an overview of the role Friends, Family & Community Support in the budget of Adult Social Care.

INTRODUCTION

- Following feedback, including that of the Adult Select Committee, the term 'Social Capital' has been replaced by 'Family, Friends and Community Support'.
- The essence of the agenda for making better use of Family, Friends and Community Support is quite simple:
 - We know from listening to people who need care and support that they prefer to access help and resources from within their local community;
 - This has the added potential advantage of reducing the amount of support which the council needs to purchase.
- Further clarity on what constitutes an asset or strength based approach (looking at peoples strengths, their own resources and those of the community around them) will be given by the passage of the Care Bill through Parliament. It is anticipated that this will become law in April 2015. This will also make clear that Family, Friends & Community Support, as it is known in Surrey, is an expected part of any assessment of need.

IN MORE DETAIL

- This approach is gaining considerable national acceptance, as indicated by the research paper attached to this report (see Annex 3 for an executive summary of this paper, and Annex 4 for the full research paper). However, Surrey County Council was in the vanguard of attempting to turn this approach into cashable savings, essentially because there was no alternative in order to reach the savings targets required by the 2013-14 cash limit. For that reason, the original savings target of £15.5 million was flagged as a red risk and it has remained that way.
- Future savings targets (which have been slightly adjusted since the attached Adult Select Committee report, Annex 2, was written, and now stand at £10m - £10m - £10m - £5m in the four remaining years of the MTFP) are similarly uncertain.

- There are two aspects of uncertainty. First, are such savings achievable at all? The eventual target of £50m is equivalent to 15% of the £340m gross spend directly on providing care. In practice, opportunities will vary between care types and client groups, and practical assessments of what is achievable at a finer level of detail are under way. However, the principles and commitment behind this approach are considered sound.
- Second, with what speed can the savings be expected to come through? There is a natural phasing based on the rate of turnover (new care users are expected to be the easiest to support with new approaches) and the rate of review of existing clients. The budget planning was based on phasing primarily for that factor. In practice, it has become clearer that four conditions need to be in place before the approach can be expected to work fully:
 - Formal training and the informal cultural acceptance
 - Sufficient available time for practitioners to have the 'difficult conversations' with current and future service users which will enable direct spend be reduced. It was identified that the time taken to put cases on the system was standing in the way of this, and therefore an initiative is under way with a target of reducing that time by 50%. Initial results in the model office at Woking suggest that this will be achieved, but not until next year across County the whole
 - Appropriate access to relevant information in order to identify and put forward the most suitable approaches. The increasing usefulness of Surrey Information Point helps with this, but the creation of a Procurement Portal covering all sectors is an additional important step and is not expected until next year
 - Where the emphasis is on the community rather than family and friends, then there need to actually be the right networks to call on. That position varies across the County, and although the Council's actions in maintaining voluntary sector support and using the partnership programme with district councils is helpful, there is action being taken to ensure there is a network of easily accessible local support, Surrey-wide.
- Case studies of how Family, Friends & Community Support works in practice in Surrey are in Annex 1.

RECOMMENDATION

- That the Committee considers the report and makes recommendations as appropriate.

Report contact:

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Family, Friends and Community Support

Case Studies

Below are case studies of 'family, friends and community support' in action. The examples have been grouped into three categories as follows:

- People with physical disabilities
- People with learning disabilities
- Other

People with physical disabilities

Example 1– Mole Valley

JM is a 67 year old lady with a moderate learning difficulty. She had a RAS of £110 a week. Her needs included support to access church and social activities and help with managing her affairs and budgeting.

The social care worker considered putting in five hours support at a cost of £100 a week. The support broker met with JM and referred her to the Older People's outreach worker employed by her local Church in Ashted. This worker will provide JM with ongoing support with her correspondence, budgeting and will also support her to attend the Church and its regular luncheon club for older people. The Church also runs groups for people with learning difficulties that she may be interested in. I contacted the minister from JM's previous Church in Epsom (Methodist) to assure myself and JM that attending an Anglican Church wouldn't cause any conflict of interest with her Christian faith. The minister was more than happy about this and will continue to visit her at home for communion.

The support broker will review how things are going in a few months. The cost to social care at this point is nil.

Example 2 – Woking

While on duty when we received a referral from a GP requesting a package of care for a lady diagnosed with cancer who had been fitted with a temporary peg feed. This lady was extremely independent until she fell and broke her wrist and not able to load the liquid feed into the syringe.

I contacted the local church, who were happy to help and now she gets a daily visit at 3pm that provides her with the support she needs. She also enjoys the company as they stay and have a chat!

Example 3 – Mole Valley

KJ is a 45 year old man who is a wheelchair user. He was seeking a wheelchair taxi to attend a local Conquest Art group. The support broker accompanied him to the group to assess a safe way for him to get there in his electric wheelchair. Crossing roads was his main issue as he had a couple of fairly busy roads to cross.

The support broker referred him to Remap. Remap constructed and also fitted a collapsible flat pole to his wheelchair with a pennant on the top to make him more visible when crossing roads. They only charged for the materials that KJ was happy to pay himself at a cost of around £40.

KJ now feels more confident to go out in his wheelchair and when crossing roads. He is now able to access the Conquest Art Group independently and with confidence and at no cost to Adult Social Care.

Example 4 – Runnymede

We have obtained agreement from the Lions charity to provide 50% funding contribution towards the purchase of high quality sofa for young woman with severe physical disability

Also Lions have agreed funding contribution towards the initial deposit required on family vehicle for a young disabled man with a young family. Although he pays for the vehicle lease through motability with his DLA, he needed a larger vehicle so that the whole family could go out together.

Grassroots have been introduced to a few service users to complete gardening tasks. This has the twofold advantage of providing those attending the Grassroots community project with valuable gardening and social skills, and also reduces the personal budget expenditure on gardening for the service users, as the service to the community is voluntary. As part of this service, Grassroots have offered to plant out raised flower beds at one of the supported living homes in Spelthorne to provide a pleasant area for service user TH and other residents there.

People with learning disabilities

Example 1 – Elmbridge

T is a 21-year-old lady who is on the autistic spectrum and lives at home with her parents. She is a selective mute with learning disability and very vulnerable if unsupported as she has limited road safety skills and is easily taken advantage of. She was assessed as needing support to keep safe, support at work and access in the community. Her RAS was £585pw.

The following plan has been submitted and authorised:

- Work Support - Agency to provide fifteen hours to get her to and from work with support at work, including transport costs previously funded through SCC for £189.75pw. We have applied to Access to Work to cover this cost and are awaiting the outcome of the application.
- Office Project and transport - gaining further skills through an EmployAbility run project (£54pw) - transport would have cost £60pw. It was important that transport was safe and familiar so we arranged for an Agency to provide safe transport there and back for £32.85pw.
- Total of five hours from agency support for accessing the community safely and interaction with others. The support/activity and transport costs would have cost £130 per week, however we negotiated some of the activity costs and service user/family agreed to cover £10 of session her self; taking into account lower DLA of £21pw = £99pw.

IWB: £585

Would have cost: £416.84

Could have cost (if Access to Work was successful): £196.09pw - but as Access to Work refused as X was already in work when application was made.

Final Cost = £358.69

Example 2 – Woking

I introduced a young lady with a learning disability to Grassroots Project Egham, which she now attends four days a week and enjoys very much. Previously she was encouraged to attend endless Adult Education Classes which I think she felt was her only option.

Giving her both choices, she made the definite decision to attend Grassroots. Although it is not a free service, it's good value for money at a cost of £10 per hour and includes free transport from Woking to Egham that also includes day trips.

Example 3 – Elmbridge

X is a 28 year old lady with Down's Syndrome and lives with her father who is her full-time, main carer. She is new to the area and so unaware of what facilities and activities are available. She is very dependent on her father and cannot go anywhere without him or vice versa. She needs activities to gain independence skills and enable her father to get a break. She can be vulnerable to those who may wish to take advantage of her and there are also risks around fire at home. Her RAS was £250pw.

The following plan has been submitted and authorised:

- Shared Gym membership, day at Horticultural day service, 11 hours of PA support and travel allowance all cost a total of £204.14pw
- DLA mobility was taken into account, saving £21 on transport costs
- PA training and recruitment were not required, but if they were training could have been sourced through Skills for Care Charity at cost of £162 per annum (£3.10pw)
- Respite for 3 weeks, which would amount to £4086 (£78.36pw) was negotiated with a family member and her Auntie said she would do this.
- PA support will alternatively help her to go to free volunteering work and activities which again comes under 'social capital' but is difficult to put value on.

Overall the support plan could have cost up to £285.60pw.

Actual cost is £204.14pw.

Example 1 – Mid Surrey

An assistant practitioner from a Locality team contacted Robert Dyas during the heatwave, to explain the services we provide to local people. The practitioner also asked if they would consider donating some fans so we could help people during the heatwave.

Robert Dyas gave the team four fans for to give to our most at risk people.

Example 2 – Elmbridge

Other successful examples where 'social capital' was achieved includes the purchase of all sorts of equipment such as white goods, furniture likes beds and wardrobes, specialist adaptations for Motability cars (not covered by MotAbility), carpets, cookers and fridge freezers.

However, charities are now becoming wiser to the items and frequency of us applying through them and are starting to deny funding.

Example 3 – Mental Health (East)

A friend of the support broker had just completed an MA in Creative Writing and was interested in the beneficial effects of creative writing for people with Mental Health problems. She was willing to volunteer her skills and time. The support broker gave her details to the Surrey Librarian who runs a reading group at Brickfield in Epsom.

They got in touch and together set up a creative writing group at Walton library in conjunction with WWAG. The course started in April and ran for ten weeks. It has been so successful it is being continued and on average about 12 people attend. There is no charge for the group, the friend continues to volunteer and Surrey libraries provide the venue. WWAG support by publicising the group.

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Adult Social Care Select Committee
24 October 2013

Family, Friends and Community Support Social Capital in Surrey

Purpose of the report:

To provide an update on progress being made to maximise social capital in localities with effective care packages.

Introduction:

- 1 Adult Social Care Strategy:
'Working 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'
- 2 The definition of social capital is **'involving family, friends and community support to re-engage individuals with the communities in which they live'**.
- 3 Surrey plans to drive the development of community support locally, aligning locally based staff to stimulate and utilise a range of low or not cost solutions in the community to meet care needs.
- 4 Under the new Care Bill, it will become a duty for local authorities to
 - a) Promote people's **wellbeing**, and put the outcomes which matter to them at the heart of every decision that is made;
 - b) Enable people to **prevent and postpone** the need for care and support, rather than only intervening at crisis point;
 - c) Put **people in control** of their lives so they can pursue opportunities to realise their potential
- 5 In order to fulfil these duties, Surrey aims to maximise the use of social capital in localities to wholly or partially replace purchased services so as to:
 - a) Promote people's independence and wellbeing, by enabling them to live in their own home if they wish and access support in their communities.
 - b) Delay or reduce the need for more intense, costly intervention, which in turn will support the Council's medium term financial plan.

- c) Transform people's experience of care and support, providing a collaborative approach and putting them in control and ensuring they have a choice of support which responds to what they need.
- 6 Maximising social capital is a core ambition in the Adult Social Care Directorate Strategy for 2013-17. Social capital will significantly reinforce and facilitate the continued shift to personalised community based care and will enhance the prevention agenda, enabling people to remain independent for longer.
 - 7 In line with this, and to use plain English, social capital will now be referred to as **"Family, Friends, and Community Support"** which is more descriptive and easier for residents and staff to understand.
 - 8 In taking forward the Family, Friends and Community Support agenda, the vital importance of working in partnership across the health and social care sector, particularly with existing local networks to deliver sustainable family, friends and community support resources is recognised.

Key Considerations

A. Current Family, Friends and Community Support Activity

- 9 A wide range of projects are already being delivered, which contribute towards the delivery of family, friends, and community support. The services already being delivered are outlined in Appendix 1.

B. Managing Expectations

- 10 The majority of Surrey residents live independently, not needing the support of the local authority to maintain their health and wellbeing. As people develop care support needs, our aim is to, where possible, retain and regain their independence, rather than to embed a dependency on state services.
- 11 Under the Care Bill, the financial reforms will mean that Adult Social Care will need to support a greater number of people. These increased numbers would overwhelm existing provision and finances available. Sharing this limited resource fairly for all those we serve is vital.

C. Empowering Staff

- 12 As part of our approach to building sustainable communities and public services we need to increase our productivity. The programme of Rapid Improvement Events (RIEs) is working towards freeing up staff time by reducing the time spent on recording and administration.
- 13 Freeing up staff time, will enable them to spend more time 'face to face', and staff are being equipped to use this time to have confident, 'brave' conversations. These conversations ask new questions and introduce a culture change, both for practitioners and the people who use our services, as they are a shift from deficit-based to asset-based thinking.
- 14 *"Deficit-focused assessments risk defining an individual by their problems - that generally require outside expertise and resources to fix."*¹ Deficit-focused assessments can have negative effects, even when

¹Roehlkepartain, 2005

a positive change is intended, because they highlight an individual's lowest capabilities in order to define the support required.

- 15 Family, Friends and Community Support will introduce a shift from deficit-focus to asset-focus, and will bring about more positive outcomes for the individual and the community, such as:

Deficit Focus	Asset Focus
Focus on deficiencies	Focus on strengths
Result in fragmented responses to deficiencies	Build relationships amongst people, groups and organisations
Make people consumers of services; build dependency on services	Identify ways that people and organisations can give of their talents and resources
Give residents little voice in how to address support needs	Empower people to be an integral part of the solution to their support needs

- 16 We need to support staff to help manage public expectation. Asset-based conversations will understand the individual, focus on assets, manage expectations and explore what the person can do for themselves. In practice this may mean asking questions such as:

What did you do in your working life?

Do you have any friends or neighbours who might be able to support you?

Could volunteer transport help?

Are there activities you would enjoy getting involved with in the local community?

Is faith an important part of your life?

- 17 Asset-based conversations will encourage practitioners and individuals to look at existing positive assets in an individual's life—relationships or activities for example - and how they could build on that rather than replace it with local authority services. These conversations provide the opportunity for the individual to take personal control of their care support plan and implement choice and personalisation in the provision of their

care support – an approach which user representatives have asked us to promote in our practice.

- 18 The opportunity has been taken to attach an example of how different conversations from staff are resulting in individuals committing to use family, friends and community support. We need to give our staff the time and confidence to have these conversations.

7

Our Resident:

X is 28 and has Down's Syndrome. She lives with her father who is her full-time, main carer. She is new to the area and doesn't know what is available locally. She is very dependent on her father and cannot go anywhere without him or vice versa. She needs activities to gain independence and enable her father to have time for himself. She could be taken advantage of and there are risks around fire at home. Her indicative weekly budget was £250pw.

How Her Needs Were Met:

- Short breaks for her father for 3 weeks per annum could have cost £4086, but family members agreed to do this voluntarily. As a result the Father continues as the main carer.
- Shared Gym membership which they agreed to pay for themselves.
- Horticultural day service - 11 hours of support and travel

The Cost:

Actual cost is £204.14pw compared to the £250pw indicated, or the further increased costs of providing respite and alternative care if family and friends had not been included in the support plan.

D. Developing Family, Friends and Community Support Providers

- 19 Surrey has a wide range of community resources, and case studies show these are being effectively utilised in some cases. The opportunity has been taken to attach an example of how existing family, friends and community support can be harnessed and developed to meet individual's needs. This is one example of many across Surrey.

Our Resident:

JM is a 67 year old lady with a moderate learning difficulty. She had an indicative weekly budget of £110 a week. Her needs included support to access church and social activities and help with managing her affairs and budgeting.

How Her Needs Were Met:

The practitioner could have arranged five hours support at a cost of £100 a week. Instead they referred JM to the Older People's Outreach Worker employed by her local church. This worker will provide JM with ongoing support with correspondence and budgeting and will also support her to attend the church and its regular lunch club. The Church also runs groups for people with learning difficulties that she may be interested in. The minister will continue to visit her at home for communion. The support will be reviewed in a few months.

The Cost:

The cost to SCC at this point is nil.

- 20 Asset Based Community Development (ABCD)² applies the same idea of focusing on assets to whole communities, and highlights that communities have never been built on their deficiencies, rather on the capacities and assets of the people and the place. Family, Friends and Community Support will focus on the positive aspects of communities, and will use existing examples of community support as positive rallying points for further collective action and community involvement. The opportunity has been taken to attach an example of how local businesses could be included in Family, Friends and Community Support.

Our Resident:
 F is a disabled man with a young family. The family were unable to go out together as their car was too small for them all, and his wheelchair.

How His Needs Were Met:
Lions, a local charity, contributed to the deposit for a new car for F and his family. F pays for the vehicle lease through Motability with his DLA, but now has a larger vehicle so that the whole family can go out together.

The Cost:
 The cost to social care at this point is nil.

- 21 Under the Care Bill, Adult Social Care (ASC) will also have a universal obligation towards all local people to:
 - a) Arrange services, facilities or taking other steps to **prevent, reduce or delay** needs for care and support
 - b) Provide **information and advice** to help people understand the care and support system, access services and plan for the future
 - c) **Promote diversity and quality in the market** of providers so that there are high quality services to meet people’s choices
- 22 These duties to provide information and advice to people who are not otherwise entitled to adult social care support will require adult social care to better understand and stimulate the wider marketplace, particularly the community support services available to people.
- 23 SCC needs to look for opportunities to support and encourage family, friends and community support, linking with local community partnership contacts to access local knowledge and funding opportunities. We will invest in the community and build relationships using locally driven networks and events, aligned with local Personal Care & Support and Commissioning managers.

E. Improving Access to Community Support

- 24 The challenge of family, friends and community support is access - the mediating role of matching the care needs with the support available. The role of Adult Social Care in this will be carefully considered so that individuals, families and communities are empowered and not over-regulated, maintaining adequate governance, quality assurance and duty of care, while giving opportunity and freedom for innovation and self-management.

² John McKnight and John Kretzman

- 25 This challenge, referred to as becoming a **“modest council”** is being addressed through various change projects already underway, including the sourcing and admin review, the assessment review and the introduction of services such as Surrey Information Point (SIP). What this means for staff skills will be addressed as part of our Personal Care and Support training programme and our workforce strategy.

F. Reaching the Self Funding and Lower Need Market

- 26 The changing demographics and introduction of the Care Bill mean it is crucial to provide choice, quality, value and capacity in meeting the support needs of Surrey residents. There are 186,599 people aged 65 + and most people are not supported by Adult Social Care. Under the Care Bill adult social care will need to support increased numbers of people including:
- a) Those meeting the new financial eligibility criteria, and those exceeding their care cost cap
 - b) Those with low and moderate needs in order to prevent and postpone the need for further care and support
- 27 Providing information and advice on accessible support services to these people will introduce preventative services earlier and in turn will delay or reduce the need for further costly interventions.
- 28 There needs to be a greater ownership and understanding of the value that family, friends and community support can have to improve quality of life and maintain independence for this group.
- 29 In order to provide adequate and affordable support for this group, adult social care will need to encourage and better understand the wider market of support providers. Encouraging the development of, and easy access to, community support will be an important service to this group.

<h3>Financial Implications</h3>
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- 30 The savings planned for the 2013/14 period were set at £15.5million, as published in the Medium Term Financial Plan (MTFP). Savings targets were set for each locality team, based on the pro rata cost of the client base as at November 2012.
- 31 At this stage in planning for the refreshed MTFP – which is still under development pending further Government announcements - a further £15m has been attributed to social capital in 14/15, and a further £10m in 2015/16 and 2016/17. That would bring the total impact of the enhanced use of family, friends and community support to £50million over the four years 2013-17.
- 32 The savings are forecast over a four year period to allow time for family, friends and community support to be embedded. Within 4 years, everyone who uses our services should either be new to the service or have been fully reviewed, giving the opportunity for conversations about family, friends and community support to influence their support plan. The largest proportion of medium term financial plan savings attached to family, friends and community support relates to older people. Given the number of older people using our services, this group will have been fully

reviewed within two years bringing about a significant portion of the cost reduction.

- 33 **Monitoring Cost Savings:** It is difficult to directly monitor the savings resulting from the use of family, friends and community support. The savings can only be assessed by reviewing alteration in the overall spend against support packages. Any alteration in this spend could be resultant on a number of factors, including demand, price pressures and the implementation of a range of other projects designed “to offset increased demand”.
- 34 **Delivering Cost Savings:** The realisation of the financial savings attached to the use of family friends and community support is dependent on three main challenges;
- a) **Time**
The current changes to our internal process will integrate the use of family, friends and community support into the heart of what we do (e.g. the new resource availability portal) and free up time for staff to spend with the people who use our services, having brave conversations around the use of family, friends and community support. Until these processes are embedded, harnessing family, friends and community support will be slower than anticipated. Staff need to be freed up to have brave conversations with the people who use our services. Managers are already working to give staff time to understand the family, friends and community support available in their localities and to share good practice and case studies of using family, friends and community support.
 - b) **Culture Change**
To be sustainable, the focus on family, friends and community support requires a culture change both amongst staff and Surrey residents, as they start to be empowered, understand what they can do for themselves and how they can take control of meeting their care needs. This takes time to embed and we will not see the full realisation of the family, friends and community support agenda until this has made further progress.
 - c) **Market Stimulation**
Knowledge of family, friends and community support providers is patchy across the county, and varied between areas. A key task will be in identifying the support available and developing further capacity. A number of projects are underway to achieve this, such as the inclusion of family, friends and community support on the resource availability portal, awareness raising of Surrey Information Point amongst providers, and local mapping work driven by locality teams. Until family, friends and community support can be identified, either by the practitioner or by the individual themselves, through SIP for example, the introduction of family, friends and community support, and in turn the savings, will be delayed.
- 35 It was always recognised that the savings would come through in the latter part of the financial year, due, in part, to the phasing of reviews and the need, in practice, to generate understanding, changes in practitioner approaches, free up time through system improvements, and continue to develop the support available in the community in order to implement the

approach in full. The target savings for the first year have been reduced to £8.8 million as at August 2013. The savings figure will be reviewed as part of the budget monitoring based on data as at the end of September 2013, and may be subject to further update then. (The Adult Social Care Select Committee Budget Update from 5 September 2013 is attached in Appendix 2). An action plan has been developed to ensure that savings are maximised in the coming months.

- 36 A more realistic estimation of the expected savings in 2013/14, £7.5million has been set aside from an under spend against previous years' whole systems budgets in order to offset the shortfall. This still leaves a challenge for future years, assuming this is a long-term slippage.

Development of the Family, Friends and Community Support Deliverables

Family, Friends and Community Support Strategy

- 37 To achieve Surrey's Family, Friends and Community Support Vision, a set of key deliverables and subsequent Service Delivery Plan is being developed to harness family, friends and community support across Surrey within the year 2013/14.
- 38 It is recognised that delivery of the above agenda requires wide involvement of a range of teams and projects to enable the development of a vibrant market and sustainable networks and services. As a result, a key component of the project will be securing culture change across the public, voluntary, community and faith sector and within SCC itself. It is necessary to move away from a history of expectation of local authority provision to a sustainable future model.

Family, Friends and Community Support Deliverables

- 39 Key deliverables for Family, Friends and Community Support:
- a) The Family, Friends and Community Support vision was shared in July, supported with training, where appropriate, to equip them to harness family, friends and community support.
 - b) Continued promotion of Surrey Information Point as a dynamic catalogue of family, friends and community support services, updated and referenced by Surrey Residents.
 - c) An awareness raising campaign around self support to all Surrey Residents, including the promotion of Surrey Information Point.
 - d) Work with the Boroughs and Districts to identify local community networks and leaders, and established local, appropriate and sustainable relationships.
 - e) Expanded locality profiles to develop market mapping and information resources of family, friends and community support within localities, linking with existing community resources such as hubs, Councils for Voluntary Service (CVS) and parish councils.
 - f) Deliver the targets across front line adult social care teams for the use of Family, Friends and Community Support.

- g) A framework to measure the impact of family, friends and community support on ASC resources and capture efficiency savings achieved.
- h) Family, friends and community support embedded into the support planning process to support people to re-engage with their communities, providing appropriate training for staff to do so.
- i) Adapted internal processes to refer to family, friends and community support in the first instance.
- j) Easy access between the people with support needs and the family, friends and community support available, ensuring a modest role for SCC and a sustainable model of care delivery.

Project Outcomes:

- 40 Communities playing a greater role in preventing social care needs and/or helping to meet them
- 41 Higher levels of trust, greater personal independence, greater participation in community activities and reduced isolation
- 42 Greater equity of care and support, and improved neighbourhoods³
- 43 A sustainable model for meeting the care needs of an increasing number of Surrey residents.
- 44 Sustainable networks and relationships for community engagement
- 45 Heightened awareness of Adult Social Care staff and the wider Surrey community of the potential of family, friends and community support
- 46 Ensuring those with care needs are fully aware of the wide range of services available in the local area.
- 47 Realising the £8.8million financial savings for the year 13/14

Recommendations:

- 48 The Committee’s support is sought in:
 - a) Noting the progress report and continuing to review as part of the budget monitoring process.

Equalities Implications

- 49 Family, Friends and Community Support was a key element of the Equalities Impact Assessment which was completed at the time of the setting the medium term financial plan.

Risk Management Implications

- 50 The risk arises out of insufficient use of family, friends and community support to immediately meet the medium term financial savings. The action plan is seeking to increase awareness and value of family, friends

³ This is measured using a number of factors, and recorded as “community wellbeing” within the local area profile.

and community support across Surrey, develop processes to support brave conversations by Personal Care and Support Teams across Surrey and increased take up of family, friends and community support services.

- 7
- 51 The key challenge is recognised as harnessing family, friends and community support to achieve the medium term financial strategy savings of £8.8million. Further work needs to be undertaken to develop the deliverables and plan to maximise family, friends and community support. Awareness raising amongst staff and residents has begun, resulting in initial examples of care package costs being reduced through the use of social capital. Immediate actions are in place to scale up these results.

Next steps:

1. To support the communication of the family, friends and community support vision across the County – by March 2014
2. To locally develop locality based family, friends and community support network events – by March 2014.
3. Develop a framework to measure the impact of family, friends and community support – by March 2014
4. Review the progress of the system and processes changes - ongoing
5. Develop an action plan to deliver market stimulation and development, launched through locally developed, locality based, family, friends and community support network events – by March 2014

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Sources/background papers:

Surrey County Council's Adult Social Care Directorate Strategy

Appendix 1:**Family, Friends and Community Support Activity**

A wide range of family, friends, and community support projects are being delivered across Surrey, and are outlined below.

Staff Awareness Raising
Our Priorities Staff Workshops – having brave conversations
Family, Friends and Community Support Workshop – for senior managers
Locality workshops – driven by Personal Care & Support (PC&S) and Commissioning local teams
Grant and Contracts
£6.9 million programme investing in a range of voluntary, charity and faith sector organisations
Mental Health
Time to Change pilot in Redhill and Merstham - introducing community awareness and support around mental health
Surrey Information Point
Ongoing development, continually adding real community support options
Promotion of community support available
Ongoing awareness on how to access information and advice – number of unique visitors to the site has more than doubled in the last 6 months, and has increased by 288% compared to this time last year, from 1700 visitors to 6600.
Ageing Well
Pick a Pledge
Ageing Well commitment – community engagement in promoting the role of older people in communities
Ageing Well Festivals 2014
SCC Local Committee Engagement
Personalisation, Prevention and Partnership Fund (PPP)
Local plans in each area - 7 boroughs and districts looking to use funding to support the voluntary sector by employing a volunteer coordinator, establishing volunteering initiatives in conjunction with VCFS and supporting initiatives such as a local food bank.
Waverley Asset Mapping Programme
Surrey Safeguarding Adults Board
Awareness raising with local people
Safe Haven – engaging communities in supporting those at risk

Dementia Friendly Surrey
Dementia Champions - 20 organisations and key individuals have signed up
Training – starting January 2013 and free to Dementia Champions. Available as Train the trainer, short courses and Distance learning.
Innovation Fund - opportunity to bid for up to £5000 for projects that will help people living with a dementia and their carers to get the best out of life. Closing date 30 th September.
Public Awareness Campaign - Radio advertising, magazine advertorials, and distribution of dementia public information - 70,000 copies of the myth busting flyer alone have been circulated to date.
Support Groups – Mapping has identified gaps in peer support and projects across the districts and boroughs will look at using volunteers to support new groups.
Rapid Improvement Event Program
Simplifying adult social care systems and processes so that practitioners can spend less time on paperwork and more time face to face with people to discuss how they can harness family, friends and community support.
Adult Information System (AIS) upgrade to version 28
Assessment Rapid Improvement Event
Support Planning Review
Sourcing and Admin Review
Financial Assessments Rapid Improvement Event
Shift 'Finding Utopia' – innovating, developing and testing new approaches to the assessment process, lead by Shift (a FutureGov lead team working for SCC).
Hospital Discharge Rapid Improvement Event
Portal and service resource to support staff to implement innovative support plans - A requirements specification for the portal solution has been drafted and scope is being clarified. The tender process for the new system will begin towards the end of October 2013, with a phased implementation of the solution planned for summer 2014.

Appendix 2:

Extract from Adult Social Care Select Committee Budget Update 5 September 2013

As highlighted in the MTFP preparation, the ASC budget faces considerable pressures and commensurately demanding savings targets, even after the addition of £11m during budget preparation to the previously-planned MTFP cash limit for 2013-14.

The main points to date are that:

- Good progress has been made in many of the savings actions, and it is judged that £21m of savings have either been achieved or will be achieved without further action being required.
- However, it is indicative of the difficulties faced that the year to date position as at the end of July is showing an overspend of £5.9m.
- The Directorate is planning to improve this position, and offset future demand pressures in the remainder of the year, by completing the implementation of the remaining £24.8m of management action savings plans.

Planned management actions have increased by £0.2m from last month, due to additional pressures that have emerged, mainly within Older People nursing care and Learning Disabilities services. At this stage it is anticipated that savings plans will constrain and reduce these pressures, but changes in service volumes and unit costs will continue to be closely monitored and scrutinised at locality level to better assess their overall impact.

The most significant element of these future savings plans is the social capital agenda:

- The savings target for social capital this year is £15.5m, against which £10m of savings are currently being projected. This projection is made up of £2.0m of demand related savings identified in current projections and £8.0m of savings that the Directorate plans to achieve in the remainder of 2013/14.
- Social capital is also expected to help contribute towards a further £7.5m of savings. It is still too early in the year to properly evaluate the success of the use of social capital, but given the scale of the challenge and the fact that this is the first year of implementing
- These ambitious plans, some slippage was always likely.
- The latest month's position suggests that slippage has already occurred and therefore, the Directorate is likely to seek to draw down available balance sheet funding at a later point to help offset this current and any future slippage. Currently £7.5m of unused 2011/12 Whole Systems funding has been identified as a contingency for this purpose, and in view of that, £7.5m of the savings attributable to social capital have been categorised as one-off at this stage. That has an effect on planning for future years, as indicated by the graph at Appendix 3.

The key driver of the underlying pressures that the service faces is individually commissioned care services. The gross spend to date on spot care excluding Transition has been £21.4m per month over April - July. That compares with

£21.4m per month at the end of 2012/13, indicating that whilst new in year pressures are being contained expenditure has not yet decreased as planned. Assuming that all savings occur as currently forecast or are replaced by other means, then the Directorate can afford to spend only £19.5m per month in order to achieve an overall balanced budget. Therefore, an 8.9% reduction in expenditure on individually commissioned care services is needed.

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Overall whilst a balanced budget remains a feasible outcome and one which every effort will be made to achieve, there is a significant risk of an overspend occurring. That remains consistent with the judgment of risk when setting the budget, when it was stated that 'realistically, some overspend is judged possible, as has been recognised corporately by the increase in the centrally-held risk contingency'.

Summary of ASC Forecast

ASC MTF Efficiency Target	(£45.8m)
Savings in remainder of the year through use of social capital / other one-off savings	(£15.5m)
Other savings plans forecast in the remainder of the year and included as Management Actions	(£9.3m)
Demand related savings identified in current projections including social capital	(£5.1m)
Other savings identified in current projections	(£15.9m)
Total forecast performance vs MTFP target	(£45.8m)
	0

On a client group basis, the projected pressures currently appear mainly in Older People. However, that position precedes any reliable evidence regarding how best to allocate the effects of using social capital across client groups, and it may be that some reallocations between client groups will be indicated as that evidence emerges.

'Turning the welfare state upside down?' Developing a new adult social care offer¹

Summary Briefing for Council Overview & Scrutiny Committee
4 December 2013

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Challenges

- The paper sets out a number of key challenges facing Adult Social Care, commenting “in the early twenty-first century, adult social care faces a complex mix of changing demography, rising need and public expectations...if we do nothing – the costs of adult social care would double within twenty years.”
- The paper outlines that both national and local policy has tended to respond in two separate but inter-linked approaches. These are:
 - **Personalisation:** “The promotion of greater choice and control for people eligible for state-funded adult social care. Over time, however, the eligibility criteria for such services has tended to become much tighter, so that many Councils are now providing much more intensive support to smaller number of individuals...”
 - **Prevention:** “The creation of a more preventative, universal ‘offer’ for all people with social care needs...so that people have as much support as possible to remain healthy and independent, have access to meaningful information when making decisions about future needs and know where to go when they need help.”
- The paper comments that the current financial context “could lead to a concentration of very scarce resource on those most in need and a relative neglect of more universal, low-level support.” It also warns that this approach “could easily prove counter-productive if people with low-level needs are unsupported until they have a crisis in their health and then become eligible for significant input from formal services.”

Research

- The paper’s research provides analysis of how local authorities present their social care ‘offer’, identifying the following three themes as emergent across all authorities: the language of independence, choice and control; the Council versus community role; and transformation of social care (pages 8-13).
- The paper outlines the four main themes that emerged as having potential to develop a new approach to adult social care, these are: building on social capital and community resources; social care as a form of social and economic investment; the relationship with the NHS; and the relationship between local and national (pages 14-27).

¹ Glasby et al, ‘Turning the welfare state upside down?’ Developing a new adult social care offer (Health Services Management Centre, University of Birmingham; August 2013)

Building on social capital and community resources

- The paper collates a number of views on social capital based on interviews. It is acknowledged by many participants that previous efforts had been made to embed social capital, while also acknowledging “that starting with social capital and wrapping services around what people and communities can already do for themselves was not only the right thing to do, but could also deliver better outcomes for the same money (and may even actively save money).”
- Surrey’s approach to building on social capital is highlighted as an example of good practice (page 17). It outlines the ways in which Surrey is working to build a more asset-based approach. The detail of this is expanded further in the Adult Social Care Select Committee report from 24 October 2013.
- The paper highlights that social capital should not be considered a ‘quick fix’ and identifies the following key issues as needing to be considered:
 - The need for a fundamental cultural shift towards a more asset-based approach, particularly for front-line workers.
 - The need to adequately test the practice and implementation of any new approach.
 - The requirement for long-term strategic investment in order to understand what community resources were available.
 - The requirement to invest in local agencies that already understand and engage with local communities.
 - The need to understand that short-term efficiency savings could impact on long-term strategic benefits: “For example, when finances are tight, it can be tempting to make savings by reducing community worker roles or closing neighbourhood offices – yet these are some of the very things that might help.”
 - The tension that can exist between strategic commissioning and operations.
 - The fact that: “different individuals and communities have access to different levels of social capital, so any attempt to draw more fully on such resources must make sure that it does not disadvantage already vulnerable people yet further.”
 - The need to make the case for change with stakeholders: “there is a danger that any changes could be seen as a form of cuts – rather than an attempt to create a social care system that is more fit for purpose in terms of how we live other aspects of our lives in the early twenty-first century.”
 - The lack of robust evidence: “While [some participants] felt that focusing on social capital was the right thing to do, they also emphasised that this remains unproven until an authority invests in a new way of working for long enough and at sufficient scale to generate evidence about what impact such an approach can have.”

Conclusions

- The paper recognises that meeting the current and future challenges for adult social care “is complex, time-consuming and resource intensive – and that such a rebalancing would need a sustained, long-term commitment and significant cultural change.”
- It then suggests the following key elements as potential to embed this change:
 - “Working with current staff to ensure that they focus on social capital and community resources rather than on deficits and limitations.”
 - “Changes to social work education and workforce development so that future practitioners are trained in new ways with a more explicit community development focus.”
 - “Paying attention to the practical impact of new models so that they are not only intellectually coherent – but also really work in practice and do not bring unintended consequences.”
 - “Viewing social care spending as a form of social and economic investment, rather than as ‘dead money’.”
 - “Linking social care reform to economic development and encouraging new providers to pioneer more asset-based approaches.”
 - “Investing time and money in understanding local communities and how best to engage them. ‘Doing to’ local people is not consistent with nurturing social capital and would be counter-productive.”
 - “ If necessary, reversing previous changes that have centralised support or taken resources away from working with local communities.”
 - “Working with NHS partners to explore joint funding arrangements and to develop new approaches to identifying and supporting people with complex needs at risk of multiple hospital admissions.”
 - “Remaining mindful of the emerging national settlement while at the same time contributing new local approaches to national debates.”

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Research that makes a real difference

‘Turning the welfare state upside down?’ Developing a new adult social care offer

Policy Paper 15 - August 2013

Jon Glasby
Robin Miller
Jennifer Lynch

Acknowledgements

This discussion paper was commissioned by the Adults and Communities Directorate of Birmingham City Council in order to help inform future debates about service provision.

We are grateful to the interviewees who took part in the study – and the title of this paper comes from a quote from one of our participants. Any errors are those of the authors, and any overall themes identified are our interpretation of the data rather than something that can be attributed to any specific individual or to the City Council.

Figure 1 is an image used widely by Simon Duffy at the Centre of Welfare Reform and we are grateful to Simon for finding and popularising such a powerful image.

Published by:

Health Services Management Centre, University of Birmingham

August 2013

© Health Services Management Centre, University of Birmingham

ISBN No:

9780704428980

About HSMC

The Health Services Management Centre (HSMC) is the leading UK centre for research, teaching and consultancy with regards to health and adult social care. The Centre's Director, Professor Jon Glasby, has advised Downing Street, the Department of Health and the Cabinet Office on the future of health and social care, and has worked with the NHS Future Forum and the 2012 social care White Paper team to advise about the creation of more integrated health and social services. He is also a Senior Fellow of the national School for Social Care Research and a former Board member (2003-2009) of the Social Care Institute for Excellence. HSMC has previously worked with Birmingham City Council to evaluate the closure of local authority care homes for older people, to review joint commissioning and to support the creation of the Health and Well-Being Board. HSMC's Dr Helen Dickinson was also the founding Director of the Public Service Academy established jointly by the University and City Council.

Summary

For many commentators, the adult social care system is fundamentally broken. This is not the fault of current workers, managers or policy makers – but there is strong consensus that we still have a 1940s' system which is increasingly unfit for purpose in the early twenty-first century. This was already becoming apparent before the current financial crisis – albeit that a very difficult funding environment has brought these debates to the fore and made them even more urgent.

Against this background, the Health Services Management Centre at the University of Birmingham was commissioned by Birmingham City Council Adults and Communities to produce the current policy paper to guide the Council's thinking on the potential for a new adult social care 'offer' to local people. This was based on a review of Council websites (to see how other local authorities frame what they do for local people) as well as interviews with a series of leading national stakeholders and good practice examples.

From our search of local authority websites, many Councils seem to be describing what they do to the public and to potential service users in fairly traditional ways. A typical way of framing the role of adult social care seems to be as a directorate or function within the local authority which assesses individuals and then provides/arranges for the provision of formal services to those who are eligible for support. While many Councils highlight the importance of independence, choice and control and describe an ongoing process of transformation, few explicitly address issues of social capital. Although a small number include mention of building community capacity, this often co-exists alongside traditional approaches to service delivery and some websites even encourage people to go through formal Council processes before they can make their own arrangements for care and support. While some Councils provide online community directories and signpost people to a broad range of services, others do not seem to divert people away from formal services at all and do not provide wider information for local people.

In contrast, our interviewees felt that adult social care has too often adopted a deficit-based approach and either underplayed (or even in some cases ridden roughshod over) social capital and community resources. What was important for them was being clear about the need to be met – but with much greater scope even within the current system to be creative and imaginative when finding ways of meeting such needs within a challenging financial context. In many ways, they seemed to be calling for a return to pre-care management community development approaches, with workers who are based in local neighbourhoods and can work to nurture and release individual, group and community resources. They also cited examples of areas who have been working differently with their care managers to focus more fully on social capital, developing new approaches via the social work practice pilots and exploring concepts such as local area co-ordination, timebanking and support for micro-enterprise. This was described by one participant as 'turning the welfare state upside down' (the title of this paper) – starting with social capital and community resources rather than with statutory services.

However, participants were equally aware that it is easy to talk the language of social capital – but that major cultural changes might be required. At various stages, they cited the dangers of imposing top-down solutions, of such approaches being misconstrued as ‘cuts’ and of trying to rush a process that many felt needed to be small-scale, bottom up and led by communities themselves. Many cited a series of local and national organisations with significant experience of this process, and they questioned whether local authorities could make such significant shifts by themselves and without support. Of course, this raises significant challenges for local authorities facing very difficult decisions and having to consider large-scale and rapid changes. Going forward there may be a real tension between responding quickly and responding well – and doing both may require a series of carefully judged trade-offs.

In addition to their views on social capital and community resources, participants also highlighted a broader range of issues to do with:

- The relationship between social care and wider social and economic benefits (with scope to view the reform of adult social care not as an end in itself, but as a form of social and economic investment in local communities which can create new employment and business opportunities).
- The relationship with the health service (including the need to develop a shared vision for community services, the need to make best use of scarce public resources and the need for more joint approaches to supporting people with very complex needs).
- The relationship between the local and the national (with a constructive two-way dialogue needed between current debates about a more national settlement for adult social care on the one hand and the need for innovative local solutions on the other).

Overall, there are major opportunities to refocus the adult social care system and to work much more creatively with social capital and community resources. However, the risk is that the severity of the challenges facing local government prevent the careful thinking, time and investment needed to produce a genuine, long-term solution.

Introduction

“Social care is facing tough times. Social workers are deployed principally as border patrol, policing access to increasingly insufficient resources against a growing clamour of seemingly limitless need. The only access point, a humiliating demonstration of vulnerability and dependency. It is a deficit model that has dominated practice and policy for decades. Yet it is now clearer than ever before that it is unsustainable. Social care is consuming an ever greater share of Council resources while the number whose needs it meets is paradoxically diminishing, shunting costs onto the NHS and leaving increasing numbers of people struggling to cope.”
(Paul Burstow, MP, in Fox, 2013, p.5)

“I shouldn’t have to spend my life proving that my son can’t do things, to get the support my family needs to help him do things for himself’ (unpaid family carer)... Current social care law... is set up to focus exclusively on eligible needs and how services alone can meet these needs. Assessments are designed to ‘gate-keep’ services and can require people to go through a demeaning and disempowering process focused entirely on proving their vulnerability, often only to find they are deemed ineligible. Support which is or could be offered by family carers and others is often invisible in the current system, with any needs which are currently being met by carers treated as non-existent.” (Fox, 2013, p.1)

“Increasingly, within local government, there is a recognition that we are approaching a moment of crisis. Both short-term and long-term pressures on public services... mean that we need to think hard not simply about how we deliver our current services, but fundamentally about what a council is and what it does (and does not do), about the nature of public service and about the boundaries between citizens, state and communities.” (Jonathan Carr-West, in Local Government Information Unit, 2013, p.87)

In the early twenty-first century, adult social care faces a complex mix of changing demography, rising need and increased public expectations. In the run up to the 2010 general election, research commissioned by Downing Street and the Department of Health (Glasby *et al.*, 2010) suggested that – if we do nothing – the costs of adult social care would double within twenty years (and this was for services already perceived to be of insufficient quality in too many cases). However, the research also projected what would happen with ‘solid progress’ towards reform and a ‘fully engaged’ scenario (in which there is a sustained commitment to genuine change; where the evidence base is currently

contested or unclear, the outcomes surpass expectations and the mechanisms of reform start to really deliver).

Given current pressures, the research concluded that only a 'fully engaged' approach would be enough to tackle the dilemmas we face – and even this was based on a very demanding set of assumptions about what reform might be able to achieve in practice. This analysis also pre-dated the current cuts to local authority budgets, making the previous challenge seem even greater. Overall, our 2010 research argued that the system which we have inherited was designed very much with 1940s' society in mind, and that it was now 'fundamentally broken': no longer fit for purpose in terms of how we live other aspects of our lives in the early twenty-first century. This was summarised via an image popularised by Simon Duffy at the Centre for Welfare Reform (see figure 1) in an attempt to convey a sense that something major has gone wrong in the social care system and that something equally major might be required to put it right – tinkering around the edges will not be sufficient.

Figure 1: Urgent need for reform



Against this background, one of the ways in which policy – both local and national – has tended to respond is via two separate but inter-linked approaches:

1. The promotion of greater choice and control for people eligible for state-funded adult social care. Over time, however, the eligibility criteria for such services have tended to become much tighter, so that many Councils are now providing much more intensive support to a smaller number of individuals with very significant needs – albeit that those who qualify for such support can exercise greater control over how this support is delivered.
2. The creation of a more preventative, universal ‘offer’ for all people with social care needs living in individual local authorities, so that people have as much support as possible to remain healthy and independent, have access to meaningful information when making decisions about future needs and know where to go when they need help.

Although both approaches are crucial, there is a risk that the current financial context could lead to a concentration of very scarce resource on those most in need and a relative neglect of more universal, low-level support. While this is entirely understandable on one level, it could easily prove counter-productive if people with low-level needs are unsupported until they have a crisis in their health and then become eligible for significant input from formal services (see Allen and Glasby, 2010, 2012; Allen *et al.*, 2013 for further discussion). Such debates have also been the subject of high profile legal challenge – with local authorities having to make a series of difficult choices in complex, emotive circumstances.

Moreover, even revisiting the potential trade-off between crisis-focused and universal services may not be sufficient to tackle the dilemmas which Councils face. With major financial and demographic challenges set to continue for some time, there may be a need to ask even more fundamental questions not just about what Councils can do for local people and communities, but also about what local people and communities can do for themselves (and how Councils can then organise around this more effectively). Rather than a deficit-based approach, this might involve understanding and building on people’s assets, moving to a situation where local people, communities and public services co-produce solutions together. In many ways, this feels similar to debates about ‘the Big Society’ under the Coalition and about ‘rights and responsibilities’ under New Labour – but with neither of these ways of framing the issue yet translating into practical ways forward on the ground.

Against this background, Birmingham City Council Adults and Communities commissioned the Health Services Management Centre (HSMC) at the University of Birmingham to produce a short discussion paper to stimulate local thinking about the ‘offer’ the Council makes to local people. From the beginning, this was seen very much as a contribution to a broader debate about the future direction of policy and practice, and the current paper should therefore be seen as an attempt to provoke discussion rather than as providing definitive ‘answers’.

Methods

In order to develop this discussion paper, we conducted:

- A national search of Council websites to identify the offer which different local authorities make to local people and the balance of rights and responsibilities which they seek to strike (including an analysis of the content of such offers and the way in which the offer/debate is framed). In particular, this element of the research asked:
 - How does the Council describe its role in relation to adult social care?
 - What balance does the Council strike between crisis support and preventative services?
 - To what extent does publicly available information start to explore the balance between rights and responsibilities (or what the Council will do and what it expects individuals and communities to do for themselves)?
 - How explicit are these debates and tradeoffs, and how are they framed?

This was a labour intensive process, but was felt to be an important way of contextualising current debates. Using the Association of Directors of Adult Social Services directory, we visited the adult social care section of each Council's website, spending a maximum of ten minutes on each site and noting down the ways in which each authority framed its 'offer'. While this was a short period of time, the research team comprised experienced social care practitioners, managers and researchers – and we felt that if a Council was actively exploring these issues with local people but did not have any material that can be found by experts within ten minutes, then the subsequent debate it is having may not be very public. Of course, some authorities may well be exploring new approaches with staff and local people via more informal workshops or other mechanisms – but this aspect of the research focused on publicly available statements of what Councils say they do on their websites. Where an interesting approach emerged, we sought to follow it up with an interview or by collecting additional written material.

- Around twenty interviews with key stakeholders locally and nationally from policy, practice, service user and legal perspectives. Although data is used in a non-attributable way, participants all consented to be named in an appendix to this paper (see Appendix A). These interviews explored how best Councils can balance crisis-focused and preventative services, what scope exists in the view of participants to propose a rebalancing of the current system, whether there is scope to draw more fully on social capital and community resources (see Appendix B for some key definitions), and how this fits with current legal and policy frameworks. These interviews also sought to take full consideration of debates around the current Care and Support Bill (including the proposed 'general duty' to promote individual well-being) and any emerging national guidance (from bodies such as the Department of Health, NICE etc). Ethical permission to conduct this aspect of the research was granted by the University of Birmingham research ethics committee.

Findings I: other local authorities

There are 152 Councils with Adult Social Services Responsibility (CASSRs) in England: 27 counties; 32 London boroughs; 36 metropolitan districts; 55 unitary authorities; and 2 other authorities (City of London and Isles of Scilly). For this part of the research, the websites of all 152 CASSRs were accessed, over a number of days in June 2013, to investigate the public 'offer' of social care made by these Councils.

Despite the diverse nature of the authorities under investigation, there was little variety in the approach to public discourse on social care presented on websites. Much of the rhetoric and thematic focus of the Councils was very similar, and this cohesiveness extended as far as the presentation of the information itself. For example, many Councils have designed their social care pages using the same template with generic graphics that orders content in a particular format. The overall approach to the social care 'offer' can be described using a number of themes:

1. The language of independence, choice and control
2. The Council versus community role
3. Transformation of social care, including:
 - Integrated services
 - Personalisation and self-directed support
 - Building capacity
 - Local accountability

Independence, choice and control

“Adult social care is about increasing your independence and giving you choice and control over your care and support.”
(Barnet)

Not all Councils were explicit with a statement of intent or the values that they work by, but all described their role at some point as providing support to enable people to stay as independent as possible for as long as possible. No definitions of independence were offered, but implicitly independence appears related to accommodation and the aim to keep people at home wherever possible. It could be said there is a sliding scale of independence where one or two Councils talk of 'promotion' and even 'increasing' independence (e.g. Brighton & Hove; Central Bedfordshire; Cheshire East) while others focus on 'safety' and combating the 'risk' of a loss of independence.

“Our purpose is to get the greatest possible increase in independence for those adults, families, carers and communities who need help.” (Cheshire East)

The terminology of 'choice and control' is also prevalent on all websites and is largely a manifestation of policies on personalisation and self-directed support. These terms are often used as levers to encourage people to self-manage their care needs, and in many cases serve to reinforce Councils' role as facilitators rather than providers of services:

“Find out what services are available to you and how you can take control of your own care.” (Oxfordshire)

“People have told us that they would like to direct their own care and support and have greater control over how they live their lives.” (Kent)

Right to Control pilots for disabled people were also prominent on the websites of the 7 trailblazer authorities.

Some Councils frame the discussion about 'choice' in terms of enabling people to make decisions about how they live:

“Our role is to help you get the support you need to live your life the way you want.” (Reading)

“You should be able to live the life that you want. This means having choices about the care and support that you get from us, and from other organisations. We want to support you in making these choices.” (Barking & Dagenham)

A high number of Councils demonstrate the level of choice offered to individuals seeking support through the development of web portals bringing together information on council-run or commissioned services and those provided by voluntary and private sector organisations. These portals have provided a mechanism for redefining the role of Councils and are discussed further below.

Council vs community roles

All Councils make it clear that there are eligibility criteria for the services that they offer. Most are unapologetic about the focus of their work:

“Services need to reach those who are in most need...we offer the most help to people whose needs are in the ‘critical’ or ‘substantial’ bands of the guidance.” (Barnsley)

There is some differentiation here between Councils that present public information on formal services for people eligible for social care support, with little mention of community-based provision, and those that see a role as a provider of information and advice and as a potential hub for community activity:

“We can help with information and advice as well as care and support services for vulnerable adults.” (Buckinghamshire)

Buckinghamshire is one of many Councils that splits their social care pages into guidance on getting formal services through an assessment process and signposting to a portal collating information about community-based services through a partnership between the Council and third sector organisations (and sometimes the NHS). Some of the services detailed in the portal are commissioned by the Council, but many are not, and there is often a link to the health and wellbeing agenda for preventative services. The ‘Derby Choice’ portal, for example, contains information on ‘micro support providers’ – described as small, personal and flexible organisations delivering social care support and activities that promote wellbeing.

While many Councils appear to signpost people to these portals in an effort to redirect them away from formal services, a surprising number still promote contact with the local authority as a first port of call, either by publishing customer service numbers prominently or by suggesting outright that individuals should be assessed by professionals before trying to arrange anything themselves.

Transformation of social care

The transformation of adult social care is apparent in all but a few Council websites, but local authorities are engaging publicly with this debate in different ways. Some frame discussions around the complex nature of delivering services in a challenging financial climate. Brent explains this context clearly in a video on its social care pages. Luton invites the community to take part in a debate about budget proposals for health and social care. Walsall have developed a blog called ‘Who Cares?’ as a vehicle for communicating the work of social care professionals to the public. Nearly all websites draw attention to changes in welfare provision and the limited capacity for local authorities to meet demand:

“We don’t do everything! No one organisation can meet everyone’s needs...The money available to arrange and help pay for care services is limited...” (Isles of Scilly)

Despite some diversity, discussions of the transformation of adult social care tended to revolve around a small number of sub-themes: integrated services; personalisation and self-directed support; building capacity; and local accountability:

- ***Integrated services:*** a number of local authorities talk about the integration of health and social care provision – Leeds, Kent and the Isle of Wight give particular detail about programmes of work bringing the Council, NHS and Clinical Commissioning Groups together in partnership approaches. Many more Councils talk about collaborations with third sector organisations such as Age UK and Citizens Advice Bureaux to provide more joined up working.

- *Personalisation and self-directed support*: a large proportion of Councils make reference to the personalisation agenda as part of their transformation programme and describe what self-directed support looks like (often through links to community service portals) as well as giving information about personal budgets. Dudley, for example, has presented details of its 'Making It Real' programme on the main social care page, including the high level action plan committing the Council to a long list of practical tasks.

“Personalisation is a term that underpins the way the City of London delivers its social care services to local people. It means giving people the choice and control over the services they receive: in other words, giving people the opportunity to choose the support they feel best suit their needs. We have not changed our values, we have just changed our practice to better support our values.” (City of London)

Councils such as Doncaster, Harrow and Hertfordshire have set up 'search and shop' pages showing people the upfront cost of care and how they can buy their own support directly. Hertfordshire's eMarketplace site also promotes an independent brokerage service, potentially taking the local authority out of the equation altogether.

- *Building capacity*: a small number of Councils talk in terms of building community capacity. Very few reference social capital as part of the transformation of services, but Sutton is funding 'Social Connectedness Grants' for schemes developed from grassroots collective action that will “*support people to live as independently as possible, increasing their social connections within their community and reduce the need for statutory social care (either now or in the future)*” (see Box 1). In addition, Halton are promoting their collaboration with telecommunications company TalkTalk to provide IT drop-in clinics as a way of connecting communities.

A few more Councils feature information about their market position statements with the aim of demonstrating their role in ensuring future community capacity:

“It outlines our plans to invest in services that actively divert people away from ASC [adult social care] towards preventative services that will enable them to remain independent for as long as possible. We will also be looking to develop services that will be provided by the community for the community. This is the first such statement for Leicester. It gives the market our direction of travel and explains the likely demand and types of services which will be required in future. This statement will be renewed every year.” (Leicester City Council)

- *Local accountability*: Councils are proactively seeking local involvement in services to varying degrees. Some promote consultations (for example, Luton) while others, like Liverpool, have set up 'adult care citizen panels' to engage with people about the future of services on an ongoing basis. A significant number give prominence to their Local Account document, offering further consultation on their commitments and priorities:

“As well as reporting on performance to date, the report includes plans for the future in each of these areas. In addition the report contains real stories of people who have received adult social care as well as comments from people about their experiences. It is also calling for people to comment on the report and get involved in future reports.” (Dudley)

Box 1: Local approaches to focusing on social capital

Sutton’s new Community Wellbeing Programme (2013-16) stresses that: *‘a key element of this approach is that of building social capital. People form social systems which can provide for a range of needs – this could be within households, communities, localities and neighbourhoods – creating networks of mutual obligation, care, concern and interest, contributing to tackling issues around loneliness and isolation... [W]e will want to change practices where reliance upon the state has for some become the norm by using/developing approaches to improve social capital to better strengthen and harness many existing aspects of social relationships to help foster change’* (Community Wellbeing Programme 2013-16, p.11, para. 4.3).

The Community Wellbeing Programme proposes *‘a new social contract between citizens and the State’* (p.3, para 1.4) and suggests: *‘moving away from providing services just for those deemed eligible under Fair Access to Care to one of building resilient communities... - drawing upon the strengths and assets that already exist’* (Strategy & Resources Committee report, p.324, para 2.4). This includes a new social connectedness grant, designed to encourage local community organisations to see building social capital as a key way of working. Examples of such projects include:

- Sutton Shares Timebank (run by Sutton Volunteer Centre, Sutton Centre for Independent Living and Learning (SCILL), Sutton Mental Health Foundation and Hackney Shares).
- Young Foundation workshops to help local people connect with each other and provide a mechanism for local organisations to work with people who are socially isolated. These link with other local groups to identify participants (for example through the Sutton South Hello project, a resident-led scheme encouraging people to look out for socially isolated neighbours and vulnerable older people). They are also working with the police, residents’ associations and using council tax information to target people living on their own.
- Age UK Sutton – My Friends Offline. Age UK Sutton have joined up with a community centre in a deprived ward of Sutton to start up activities identified by local people as being of interest to them (e.g. knit and natter groups; exercise classes; dancing etc). They are knocking on doors to make contact with people, provide information and encourage volunteering. They are being supported by SCILL and aim to ‘hand over’ the scheme to the local community by the end of the funded year.
- Making it Work (a project by local groups - Glazed All Over, The Vine Project, Nickel Support and The U Sutton - to up-skill vulnerable people and help them gain work experience/employment opportunities.

Findings II: insights from national interviews

During the interviews, four main themes emerged about the potential for a new approach to adult social care:

1. Building on social capital and community resources
2. Social care as a form of social and economic investment
3. The relationship with the NHS
4. The relationship between local and national

Building on social capital and community resources

Many participants were adamant that current approaches too often focus on deficits and neglect assets (both of the individual and of local communities). This means that Councils end up concentrating on what people cannot do for themselves, rather than on what they can. It also means that local authorities miss opportunities to organise what they do around what already works for that individual and/or – in a worst case scenario – they can actually damage or ride rough-shod over existing social capital. As one person pointed out:

“The welfare state was set up to provide a safety net after everything else has been exhausted. Now these services have become the front door... We need to turn the welfare state upside down and start focusing on what people can do for themselves and on friends, family and communities.”

In particular, several participants felt that rising demand and shrinking resources meant something fundamental would have to change. As one person put it, the system is facing something of a “*ticking time bomb*” and there are essentially three options (with only the final of these three viable in practice):

- Increase services to meet rising demand (with no extra resource)
- Manage demand as best we can with tighter eligibility criteria, longer waits and reducing quality over time
- Reduce future demand in positive ways

However, a number of participants were adamant that approaches to social capital must focus on releasing and nurturing people’s skills and abilities so that they can have better lives – not a negative process of reducing formal services and simply hoping that community resources can make up the shortfall. As one participant noted, terms like ‘social capital’ can sound very positive but sometimes mask a more complex reality. To illustrate this further, they reflected on previous terms such as ‘community care’ (which they felt sounded very positive but may have been more to do with securing cuts in residential care budgets) or ‘personalisation’ (which is such a broad term that it can mean different things to different people).

For several participants, this might mean significant changes for modern social work. Over time, they felt that the care management function had tended to concentrate the system on a very narrow definition of people's needs and on very bureaucratic paper-based processes. In the words of a previous participant in HSMC research, they felt as if social workers had too often become "gatekeepers, accountants and glorified photocopiers" (personal communication – see below for further discussion of 're-scripting care management'). Many people contrasted this with pre-care management approaches that were seen as adopting more of a community development role, in which social workers were taught to identify and nurture the skills, resources, and aspirations of individuals, groups and communities:

"We've conflated social work with what social services departments do, but the role of a social worker isn't care management. This can be part of it, but looking for the inner resources of the individual, group or community and releasing this is a key role for social workers so that individuals, groups and communities can be part of the solution."

For another interviewee, drawing on social capital was a crucial antidote to the focus of the current system on deficits and limitations – which is not only inherently negative but also encourages people to overlook natural supports and rely more fully on formal services:

"That's [social capital] where the action is... The care system encourages people to make themselves as dependent as possible because support is dependent on dependency. The incentives are wrongly aligned."

In one sense, these participants felt that they were calling for a return to a previous model of patch-based social work, focused more around community development, working with groups and detailed knowledge of local resources than on some of the paperwork and processes associated with care management. However, they recognised that making this shift would require widespread cultural change – and would have implications for future social work training (see below for further discussion).

At the same time, several people recognised that a shift to a more assets-based, community approach had been stressed in previous policy – but all too often had never really materialised in practice. Thus, different participants highlighted key contributions such as the work of the Equality and Human Rights Commission (2009) on social care as a 'springboard' rather than a 'safety net', pledges to create a National Care Service (HM Government, 2009) and the emphasis on social capital in *Putting People First* (HM Government, 2007; see Box 2 for extracts). Participants also welcomed the general duty to promote individual well-being in the current Care and Support Bill, but many worried how this was going to be delivered in practice given current financial realities.

Box 2: Previous attempts to focus on social capital

“The challenges are profound and far-reaching... Without fundamentally re-designing care and support for the future, there is a grave danger that we will undermine individual opportunity, the strength of family life and our future national prosperity. It is our belief that the Government must consider modernising the basic approach to care and support to achieve three key aims: promote the capabilities and autonomy of each individual regardless of means; encourage co-production and partnership to create a sustainable infrastructure of care and support; and identify and communicate the cost-benefits of reform to society as a whole” (Equality and Human Rights Commission, 2009, p.6).

“The time has now come to build on best practice and replace paternalistic, reactive care of variable quality with a mainstream system focussed on prevention, early intervention, enablement, and high quality personally tailored services... The right to self-determination will be at the heart of a reformed system only constrained by the realities of finite resources and levels of protection, which should be responsible but not risk averse. Over time, people who use social care services and their families will increasingly shape and commission their own services. Personal Budgets will ensure people receiving public funding use available resources to choose their own support services – a right previously available only to self-funders. The state and statutory agencies will have a different not lesser role – more active and enabling, less controlling” (HM Government, 2007, p.2).

“The National Care Service will: ... support family, carers and community life – recognising the vital contribution that families, carers and communities make, offering a circle of support where people feel supported, can develop their aspirations, and access the opportunities that help them realise their potential” (HM Government, 2010, p.68).

Despite a recognition that we have been here before, some participants felt that starting with social capital and wrapping services around what people and communities can already do for themselves was not only the right thing to do, but could also deliver better outcomes for the same money (and may even actively save money). When asked whether such an approach might be legal, a number of participants felt that further guidance would be needed, but suggested that they believed Councils had a duty to ensure needs are met. How such needs are met, for them, was not a relevant issue. If needs could be met by making greater use of social capital and community resources, then several people felt this would be a good outcome all round – for individuals, families, communities and the local authority. Another participant commented that debates around eligibility are about *unmet* need – if Councils grant fund low-level services or even commission them and simply signpost people to them, then it is appropriate to say that the need is met, outside of people’s formal care packages. This participant was adamant that *“this has been the law for as long as I’ve been studying it”*.

Particularly interesting examples being explored in Surrey and in Shropshire are set out in Boxes 3 and 4. Other authorities and organisations have also described ways in which they try to build on social capital in practice (see Box 5 for examples). In some respects, messages from these case studies seem similar to work by Duffy and Fulton (2012) in Yorkshire and Humber to “re-script” care management:

“Progress... is critically dependent upon the development of care management. Care managers need a new script that focuses their energies on those issues that demand their direct attention while also enabling the wider community – in all its forms – to take up an increased role” (p.15).

Box 3: Building on social capital in practice – good practice in Surrey

In Surrey, a series of staff workshops are taking place across the county to explore scope for a more assets-based approach. This builds on research into the economic case for building community capacity by Martin Knapp and colleagues (2010), encouraging staff to start with what individuals and families can do for themselves and with community resources (rather than starting with formal services that the Council has pre-purchased on people’s behalf).

As a working assumption, the Council is exploring what would happen if staff assumed that for every need identified, a significant proportion of the response could come from social capital and community resources, with the remainder coming from formal services. This is not to say that people with less social capital would be denied help – but as a way of helping staff to develop a more assets-based approach.

In seeking to implement these concepts, Surrey has drawn on ‘the Taylor family’ – a fictitious but realistic case study of a ‘typical’ Surrey service user and their family – using this to explore what a new approach would mean in practice. Similar to the example of Mrs Smith in Torbay (Thistlethwaite, 2011), this has been a powerful way of making the case for change and winning support from key stakeholders.

If such an approach is rolled out it would mean a significant shift in current practice. With personal budgets, the logic is that a supported self-assessment leads directly to an indicative resource allocation, enabling the individual to plan more effectively and creatively. Here, there could be detailed work with an individual service user, their family and the worker to plan – with a resource allocation system being applied to the services that the Council contributes after social capital and community resources have been explored.

In addition to this work with front-line staff, Surrey has also created a network of local Citizens’ Hubs, run by user-led organisations in high street locations. Although the Hubs provide practical advice and peer support, they are also a way of creating alternative spaces in everyday places to provide a more universal resource to all local people and take the stigma out of care and support.

Box 4: New approaches to meeting needs – good practice from Shropshire

7

“People2People is an independent social work practice team born out of the Department of Health’s Adult Social Work Practice Pilot which runs to April 2014. It delivers short-term social work support on behalf of Shropshire Council and the majority of staff previously worked as social workers for the council. However, their approach, motivation and results have been transformed by this pilot scheme that is enabling them to work in creative ways, removing bureaucracy and barriers...”

The team has introduced ideas for achieving short term outcomes in more person-centred ways by re-thinking local processes and embedding person-centred approaches to promote independence with a much greater focus on communities and self determination.

The welcoming offices are situated in a local community shopping centre where people can pop in, staff are valued and empowered to make their own decisions, bureaucracy is kept to a minimum and creative solutions are positively encouraged. Local people are involved through a peer mentoring scheme and people being supported are encouraged to take control over their lives and participate in decision making....

People2People has a unique arrangement with Shropshire County Council whereby it has delegated authority to allocate community care funds on the Council’s behalf... In other areas, people referred for support would be offered up to six weeks’ assistance from a reablement service... People2People don’t use this service but make arrangements to meet needs in other ways using local community resources and natural support and, if paid support is needed, can arrange this within a maximum nominal amount of £150 per week (with higher amounts just requiring further approval)...

The greatest impact People2People is making is that it is supporting people effectively but in a way that strengthens resilience and social inclusion. Working creatively, many people are supported to identify solutions that require little, if any, paid support to achieve outcomes around independence and wellbeing” (Pitts and Sanderson, 2013, pp.2-5, 8).

The model is now being extended to a second area in the south of the County, but with a focus on long-term as well as short-term support and with a staff group that have not necessarily volunteered for the pilot in the same way as in the initial project. Future plans are also being developed to roll out this approach to other local authorities with support from the National Development Team for Inclusion (NDTi). The NDTi (2011) have also published eight essential actions when commissioning for community inclusion, providing practical guidance and key principles for local authority commissioners.

Box 5: Social capital in practice

“The Royal Borough of Windsor and Maidenhead was chosen in 2010 as a “big society vanguard” – one of the main tasks being to further civic engagement... Our lead member for adult and social care was very keen to build on the strengths he saw in his local communities: people helping each other out. He could also see a gap for people who might not be eligible for social care, but who were living on their own and needed a system to put them in contact with local people to reduce social isolation and depression in old age... Through looking at other models of care for older people, ... the most relevant was the Japanese system of Fureai kippu, whereby individuals living far away from relatives who needed social care support could support an elderly person nearby. As a result,... we have introduced Carebank..., a new initiative that allows volunteers to earn credits which can either be exchanged for community services or gifted to people who would benefit from support from, for example, a good neighbour or befriending scheme... The Carebank model aims to:

- *Encourage greater participation, particularly for groups who typically have lower than average volunteering rates*
- *Deliver positive benefits for those giving or receiving support*
- *Strengthen community ties and networks*
- *Deliver cost savings and other benefits for existing services in the area.”*

To date, there are 63 volunteers and 137 recipients, with a target of 11,000 traded hours. Local community enterprises are contributing to rewards that range from a café, to an arts centre, a local garden centre, and discounts for council leisure and library services.

The council is developing Carebank alongside a number of empowering and ‘strengths-based’ approaches. We have identified gaps in existing services, and areas in which existing services need to be more proactive and varied. We have developed a web-based advice and information system, to steer people to information on support to help them remain at home for as long as they want, and we have developed assisted technology and ‘telehealth’ support systems, in partnership with local GPs...

As a council, we have used the ‘big society’ concept to organise our work around existing and new community assets. The initiatives we have developed help people to connect, giving them opportunities to contribute much more to their neighbourhood, and in return experiencing real choice and often much improved outcomes.”

(Burbage, 2013)

Box 5: Social capital cont.

A variant on timebanking is the ‘agency time credits’ developed by the social enterprise, Spice (<http://www.justaddspice.org/>):

“Spice Time Credits are a social currency developed initially in South Wales and now being rolled out across Wales and England. In England Spice is currently developing large scale health and social care programmes with The Young Foundation across London, Norfolk, Wiltshire and Lancashire with local authorities and organisations. Key outcomes of this work are developing user led approaches to coproduction, sustainability, service provision and commissioning engaging the health and social care sector, commissioners and the private sector.

Across West Norfolk, Lewisham, Wiltshire and Lancashire the project so far has signed up over 200 organisations and is directly engaging almost 1000 people who receive health and social care services across multiple service types such as day centres, domiciliary services, neighbourhoods and hostels.

How Spice Time Credits work: everyone has something to give

People are recognised with Time Credits for contributing time to their community or service (‘Time In’). People then use Credits to access events, training and leisure services, or to trade time with neighbours (‘Time Spend’).

‘Time In’ Menu: Services and local community groups identify current and new opportunities for people to contribute their time. The new opportunities are based on the interests, skills and availability of local people, and are enabled and supported by community services.

‘Time Spend’ Menu: Public, community and private organisations identify ways to enable people to spend Time Credits in their services or at events. This can be ‘spare capacity’ at theatres for example or for community services a way of recognising and thanking people for the contributions they have made (trips for young people on free school meals become trips for young people who have contributed). Each area has a unique Time Spend menu and we are developing a wider national offer with partners such as The British Museum, The Barbican and Tower of London.

As a result of supporting Time In and Time Spend the amount of time given to organisations and services increases, with large numbers of new people contributing, with services becoming increasingly user driven. Also, people have the opportunity to use their Time Credits to access new services across the community or try new activities such as swimming, theatre, training, cinema, exhibitions and tea dances. Commissioners and professionals also are encouraged to work in a new way, collaborating with service users and citizens to think about how services and venues can be run in ways that encourage mutual participation by the whole community, sharing skills, assets and encouraging a greater sense of community integration” (personal communication, Spice; see also Spice, n.d.).

Box 5: Social capital cont.

“Local Area Co-ordination is a unique and innovative approach to supporting people who are vulnerable through age, frailty, disability or mental health issues to identify and pursue their vision for a ‘good life’, to strengthen the capacity of communities to welcome and include people and to make services more personal, flexible and accountable.

Local Area Co-ordination is a long term, evidence based approach to pursuing the abovementioned aspirations, with a greater emphasis on helping people to stay strong and safe; nurturing valued and supportive relationships; individual and family leadership; supporting local/non service solutions wherever possible..., building more inclusive, welcoming inclusive and mutually supportive communities and contributing to making services more personal, flexible, accountable and efficient.

Rather than waiting for people to fall into crisis, assessing need and responding with services or money (if eligible), it builds relationships at the individual, family and community levels, aiming to support people to stay strong, build personal, local and community solutions and nurture more welcoming, inclusive and mutually supportive communities. At a single, local accessible point of contact for local citizens, it becomes the new ‘front end’ and offers the opportunity to simplify (and connect) the service system for local people.

It was originally developed in Western Australia in 1988, has subsequently developed across Australia and other countries... and is now starting in a number of areas in England including Middlesbrough, Cumbria, Stroud, Derby City, Thurrock, Derbyshire and now Monmouthshire in Wales” (Inclusive Neighbourhoods, n.d.).

Further examples and key research studies are available from sources such as: Government of Western Australia, 2003; Scottish Executive, 2008; Peter Fletcher Associates, 2011; and Broad, 2012.

For a practical example of an adult social care strategy that builds on such principles and tries to frame this for local people in everyday language, see Monmouthshire County Council (2013).

Box 5: Social capital cont.

“Community Catalysts is a Community Interest Company launched in January 2010 and working to support the development of sustainable local enterprises delivering services that people can buy to live their lives. Its aim is to enable individuals and communities to use their gifts and skills to provide real choice of small scale, local, personalised and high quality social care and health services...

Micro-providers run very small (typically less than 5 workers) local enterprises that provide a range of social care, housing, leisure and health services. These include services helping people to gain a new skill or make new friends, to lead a healthy life or enjoy a leisure activity...

The business models used by micro-providers are on a continuum from fully commercial at one end to fully voluntary at the other...

Older and disabled people play a variety of roles in the design and delivery of micro-enterprise. In nearly all cases people are involved in co-designing their services... A growing number of older and disabled people are setting up their own micro-enterprises...

Micro-enterprise:

- *Provides an important route into work, especially for disabled and older people, and creates local jobs...*
- *Is a practical vehicle for local authority employees interested in taking over and delivering their service on a co-operative basis or setting up a social enterprise*
- *Helps local money stay local...*
- *Provides an accessible route to enterprise for local people...*
- *Offers real choice so that people can buy the support and services which best enable them to live their lives...*
- *Builds social capital...*
- *Brings real and tangible assets into the market for community benefit...*
- *Provides healthy competition and helps to drive quality and innovation in local provision, positively disrupting the status quo.”*

(Community Catalysts, n.d.)

HSMC are currently working with Community Catalysts to carry out a national evaluation of the performance of micro-enterprises relative to larger, more traditional providers (see <http://www.birmingham.ac.uk/research/activity/micro-enterprises/index.aspx>).

and ask how the local authority can do more to help: ‘what can we do to help?’, rather than ‘how can help us?’ This was picked up by another participant who felt that such approaches cannot be introduced top-down: the role of the local authority should be “*to facilitate*” and “*to remove barriers*” rather than “*to lead*” or “*to drive*” – albeit that the current financial context may make some of these issues even more fundamental and urgent than they were before. For many people, this was about a change in relationships – and any attempt that was perceived as “*doing to*” local people would be counter-productive.

- Linked to this, several participants felt that many Councils had overseen changes that were the mirror image of what was now needed. For example, when finances are tight, it can be tempting to make savings by reducing community worker roles or closing neighbourhood offices – yet these are some of the very things that might help. Similarly, some Councils are very focused on assessment timescales, and this can make it difficult for workers to have the time and flexibility to work with people in a holistic way. Some authorities have also relocated staff into large, central offices, when a more community-based approach might require smaller teams in more local settings.
- For some participants, a key tension was the tendency to create separate approaches to “strategic commissioning” on the one hand and “operations” on the other. This can lead to a situation where front-line staff involved in individual service design feel prevented from being creative and inventive by more traditional procurement frameworks.
- Different individuals and communities have access to different levels of social capital, so any attempt to draw more fully on such resources must make sure that it does not disadvantage already vulnerable people yet further. In one sense this was felt to be a potential issue with the current personalisation agenda. If done well, personalisation should increase equity by tailoring support to individual circumstances and helping everyone to access greater choice and control. However, if done badly, there is scope for local approaches to disproportionately benefit those who are most able to articulate their needs and co-ordinate subsequent support (albeit we should not forget that such groups can also benefit disproportionately from directly provided services if access is poorly planned). In particular, any approach based on social capital will need to conduct an in-depth equality impact assessment, with specific consideration of what this might mean in terms of gender.
- Without constructing a robust case for change, there is a danger that any changes could be seen as a form of cuts – rather than an attempt to create a social care system that is more fit for purpose in terms of how we live other aspects of our lives in the early twenty-first century. For one participant in particular, the way forward is to create a narrative around the case for change, then trusting front-line staff and local communities to develop good solutions. What will not work, in their view, is leaping straight to top-down ‘solutions’ (a warning that may be challenging for local authorities facing urgent financial and policy challenges and wishing to make rapid changes).
- Even with all the above caveats, some participants stressed that we lack a robust evidence base that more community-based approaches ‘work’. While they felt that focusing on social capital was the right thing to do, they also

emphasised that this remains unproven until an authority invests in a new way of working for long enough and at sufficient scale to generate evidence about what impact such an approach can have. Elsewhere, HSMC has characterised this as moving away from an approach based on ‘evidence-based practice’ (where we look for evidence of what will work before we do it) to a system of ‘practice-based evidence’ (where we focus on what isn’t working, develop new approaches, and learn by doing and reflecting as we go along).

Social care as a form of social and economic investment

In our previous review of adult social care funding for Downing Street (Glasby *et al.*, 2010), we argued that social care funding should not be seen as ‘dead money’, but as a form of social and economic investment which can improve people’s lives and contribute to significant savings in other parts of the welfare state:

- Accordingly to our modelling, it may be possible to save £1.00 on emergency hospital beds days for every £1 spent on prevention (under a ‘solid progress’ scenario) and £1.20 saved for every £1 spent (with a ‘fully engaged’ approach).
- If some of the gains from high performing integrated sites could be achieved more generally, there may be scope to achieve 2.7 million fewer hospital admissions among the over-65s each year (a 22% reduction overall).
- Supporting social care service users to engage in paid employment could generate additional earnings of £400 million each year (of which over £50 million would be paid in tax and National Insurance) plus a reduction in benefits spending of £150 million (‘solid progress’). This would double under a ‘fully engaged’ scenario.
- Greater support for carers could lead to additional earnings of £750 million for working carers (‘solid progress’) or £1500 million (‘fully engaged’), with extra revenue gained through tax and National Insurance.

These issues were highlighted only rarely in our interviews, but a small number of participants were keen to emphasise the importance of linking adult social care funding to future economic development. For one participant in particular, a crucial way forward would be to identify a series of innovation funds, encouraging local communities and social entrepreneurs to bid for seedcorn funding to test new ways of meeting social care needs that build on social capital and community resources. These ideas would be evaluated, with the local Council committing to roll out successful models at scale. The true test of success, for this person, would be whether in five years time the Council had a series of new providers adopting assets-based approaches across the local area, but also nationally and possibly even internationally. There may also be future scope to develop more outcomes-based commissioning focused on payment by results and to seek other sources of social finance.

In contrast, another participant emphasised the importance of staying consciously small and local. According to this perspective, the key issue is “*to scale out rather than scale up.*” With micro-enterprise in particular, it simply isn’t possible to replicate successful local services as each enterprise, by definition, is driven by the passion of the person running the service, the local context and any gaps in local provision. Rather than services growing larger, it

is important to create an environment in which lots of little services can develop and thrive, each supporting a small number of people but collectively changing the nature of service provision. This was supported by a second participant who felt that large authorities in particular might not be able to move wholesale to a new model of delivery, but could pilot in different local communities (perhaps in local areas where there are already well-developed structures and networks). A helpful synthesis was provided by one participant, who summed up the need to “*start small but think big*”.

The relationship with the NHS

Although interviews focused on the delivery of adult social care, many participants spontaneously identified the relationship with the NHS as crucial in three main respects:

1. There is significant emphasis on joint working between health and social care, and any change in the philosophy or nature of social care could cause problems elsewhere if a similar change did not take place in the NHS. For several participants, the need to focus more on social capital and community resources was just as relevant for the health service (particularly in primary care and general practice) as for social care. Rather than necessarily integrating structures, this was more about having a similar vision. This might also prevent the danger of greater structural integration with the NHS leading to greater barriers with other services (such as employment, leisure and housing) – if the emphasis was on shared vision rather than changing structures, a range of local services might be involved in such debates.
2. No one who commented on current public finances felt that adult social care was properly resourced to deliver its obligations – and everyone who discussed these issues felt that a jointly funded approach with the NHS was needed to make best of scarce public funds. Several people described this as similar to the idea of ‘total place’, seeing public money as available to spend on the needs of the local area as best we can rather than seeing them as belonging to particular agencies. It was hoped that new Health and Well-being Boards could be a way in to this conversation, but more radical sharing of risks and rewards might be needed to bring about the paradigm shift required.
3. Several interviewees felt that previous community development approaches had been good at providing broader, more universal support – but had struggled to identify and work with people at risk of a significant crisis in their health. They therefore felt that all services should adopt a more assets-based approach, but that additional targeted work was needed with the NHS to prevent a rapid deterioration in the condition of people with multiple complex needs and on the cusp of requiring hospital services. While current NHS approaches to risk stratification and working with people with long-term conditions were felt to be a helpful step in this direction, participants believed that much more detailed thinking was needed here to develop an approach that genuinely keeps people with complex needs as well as possible for as long as possible. They thus envisaged something of a dual system with a focus on social capital and community resources on the one hand, but with an additional targeted approach to people at risk of multiple hospital admissions.

The relationship between local and national

Although not specifically asked, several interviewees instinctively talked about the limits of what an individual Council can do by itself and highlighted the importance of a two-way relationship between the local and the national.

For several people, the Care and Support Bill could create more of a national settlement, with acceptance of the principle of co-funding of long-term care and greater portability of assessment. Whatever solutions local authorities develop, they will therefore need to be consistent with this emerging national settlement. At the time of writing, a particular tension was felt by one participant to be in sections of the Bill focused on rights and entitlements. While they were very supportive of such sections in principle, they felt that there was a danger that such an approach adopted a deficit-based approach of what people cannot do for themselves and need money from the state to do – rather than an approach which stresses both rights and responsibilities and includes a greater emphasis on assets as well as deficits.

At the same time, there was a fear from some participants that recent national changes could create something of a vacuum in which localities had to develop their own responses to complex problems. Examples cited here included the closure of various arms length bodies that previously had a key role in supporting local projects, or the advent of direct payments (which depended on local innovations from Centres of Independent Living supported and rolled out nationally by the National Centre for Independent Living and the Department of Health). For one participant:

“Local is great – but you need the national and the local working together... It seems as if there’s been a breakdown in the national and local relationship... Localism could become very insular if it’s too separate from the national scene.”

Without a more constructive dialogue, this participant felt that local authorities could blame central government for funding cuts, while government may blame local authorities for spending money unwisely (in its view) - with users, carers and communities “*stuck in the middle*”.

Using the metaphor of family breakdown, this person added:

“There’s a breakdown in the marriage between local government and the Government – and the ‘kids’ are suffering. We need to think how we can empower the kids to get out of a set of potentially damaging relationships.”

In addition, several participants emphasised that the relationship between the local and the national is a two-way process, with individual authorities having significant scope to develop new approaches and contribute lessons learned to ongoing national debates.

Conclusion

From our search of local authority websites, many Councils are describing what they do to the public and to potential service users in fairly traditional ways. A typical way of framing the role of adult social care seems to be as a directorate or function within the local authority which assesses individuals and then provides/arranges for the provision of formal services to those who are eligible for support. While many Councils highlight the importance of independence, choice and control and describe an ongoing process of transformation, few explicitly address issues of social capital. Although a small number include mention of building community capacity, this often co-exists alongside traditional approaches to service delivery and some websites even encourage people to go through formal Council processes before they can make their own arrangements for care and support. While some Councils provide online community directories and signpost people to a broad range of services, others do not seem to divert people away from formal services at all and do not provide wider information for local people.

Of course, what appears on the website is not the same as what is actually happening at ground level and various new service models and approaches may well be being explored in a range of areas. However, from our initial search, it does not appear as if adult social care more generally is currently trying to frame what it is and what it does in radically different ways than in the past – at least in terms of the messages that appear in public places such as Council websites. How this will change following deliberations surrounding the Care and Support Bill remains to be seen if there is a greater emphasis on promoting well-being, on advice and information and on more preventative approaches.

From our interviews with key national stakeholders and local good practice examples, there is recognition of the need for approaches based on social capital and community resources – partly because of current financial challenges but also because this just feels like the right thing to do. There is a strong sense that the current deficit-based approach is counter-productive – albeit that there have been several attempts to refocus the system which have not proved successful.

Going forwards, there is a sense from many participants that local authorities need to adopt more of a community development approach, understanding, nurturing and building on the natural resources of individuals, groups and communities. There are also a number of emerging examples of good practice and lots of community-based organisations with experience of working in new ways and much to offer.

However there is also recognition that this is complex, time-consuming and resource intensive – and that such a rebalancing would need a sustained, long-term commitment and significant cultural change. In moving forward, key elements may include:

- Working with current staff to ensure that they focus on social capital and community resources rather than on deficits and limitations. This could usefully focus around a 'typical' local family (such as Mrs Smith in Torbay or the Taylor

family in Surrey) and/or explore new models of care management (such as the People2People approach in Shropshire).

- Changes to social work education and workforce development so that future practitioners are trained in new ways with a more explicit community development focus.
- Paying attention to the practical impact of new models so that they are not only intellectually coherent – but also really work in practice and do not bring unintended consequences. This also includes conducting an equality impact assessment – particularly in relation to gender.
- Viewing social care spending as a form of social and economic investment, rather than as ‘dead money’.
- Linking social care reform to economic development and encouraging new providers to pioneer more asset-based approaches.
- Investing time and money in understanding local communities and how best to engage them. ‘Doing to’ local people is not consistent with nurturing social capital and would be counter-productive.
- If necessary, reversing previous changes that have centralised support or taken resources away from working with local communities.
- Working with NHS partners to explore joint funding arrangements and to develop new approaches to identifying and supporting people with complex needs at risk of multiple hospital admissions.
- Remaining mindful of the emerging national settlement while at the same time contributing new local approaches to national debates.

However, throughout our interviews, the vast majority of participants stressed that changes such as these are easy to do superficially (only paying lip service to new approaches). They are also easy to attempt by imposing perceived ‘solutions’ too quickly and in a clumsy, top-down manner – thereby missing something fundamental about social capacity, community resources and how to work differently in the process. In a very difficult financial environment, the task for local authorities will be to ‘do the right thing’ and to ‘do the thing right’ – both at the same time and in challenging circumstances.

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Appendix A: participants

- Prof. Pete Alcock, Director, Third Sector Research Centre
- Stephen Barnett, Policy Director and Lisa Schoenenberg, Policy Officer for Long-term Care, European Social Network
- David Behan, Chief Executive, Care Quality Commission
- Prof. Peter Beresford, Chair, Shaping Our Lives and Director, Centre for Citizen Participation, Brunel University
- Ralph Broad, Director, Inclusive Neighbourhoods
- Sally Burlington, Head of Programmes, Community Well-being, Local Government Association
- Baroness Jane Campbell of Surbiton
- Jo Cleary, Chair, College of Social Work and Chair, National Skills Academy
- Prof. Luke Clements, Cardiff Law School
- Mike Farrar, Chief Executive, NHS Confederation
- Alex Fox, Chief Executive, Shared Lives Plus
- Rob Greig, Chief Executive, NDTI
- Sandie Keene, President, Association of Directors of Adult Social Services
- Sian Lockwood, Chief Executive, Community Catalysts
- Jenny Pitts, Non-Executive Director, People2People
- David Russell, Head of Health and Social Care, Spice
- Belinda Schwehr, trainer and legal framework consultant, Care and Health Law
- Matthew Taylor, Chief Executive, RSA
- Mark Verlot, Programme Director for Public Services and Joanna Owen, Senior Lawyer, Equality and Human Rights Commission

Appendix B: key definitions

Building on work by Martin Knapp and colleagues (2010, p.3), we have adopted the following definition:

“Social capital describes the pattern and intensity of networks among people and the shared values that arise from those networks’ (Muir, 2006).

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Developing social capital through projects that build community capacity has the potential to benefit the community at large, as well as providing personal benefits for the individuals, recipients and providers involved in such initiatives. The potential is there to offer a level of personalisation unattainable through traditional service models, for example. The versatility of social capital in responding to individuals’ needs gives rise potentially to a wide range of benefits, not confined to people needing health and social care support, or to those at risk of needing such support in the near future. Rather, they are linked to wider issues about how to improve and sustain neighbourhoods, including issues of equity of access to care and support, and inclusion of marginalised groups. Among the achievements that might result from empowering local communities and groups to initiate action themselves are reductions in antisocial behaviour and crime, greater safety (actual and/or perceived), social engagement, citizen participation and mutuality, improved housing and physical environments, and increased levels of support to people who want to move into employment or who are experiencing difficulties with absenteeism. Quite often some external pump-priming funding and perhaps staff support is needed from, say, the health service, a local authority or a charity.”

About the authors

Jon Glasby is Professor of Health and Social Care and Director of HSMC, with an interest in partnership working, personalisation and community care.

Robin Miller is a Senior Fellow at HSMC with an interest in social enterprise, co-production, social value and the role of the third sector.

Jennifer Lynch is a former local authority commissioning manager currently completing research at HSMC around older people’s experiences of telecare.

HSMC Policy Papers

Policy Paper 1

Individual Patient Budgets: Background and Frequently Asked Questions

Jon Glasby, in association with NHS West Midlands

www.birmingham.ac.uk/hsmc-policy-paper-one

Policy Paper 2

Choice and Competition in Primary Care: Much Ado About Nothing?

Jo Ellins, Chris Ham and Helen Parker

www.birmingham.ac.uk/hsmc-policy-paper-two

Policy Paper 3

Personalisation and the Social Care 'Revolution': Future Options for the Reform of Public Services

Simon Duffy, John Waters and Jon Glasby in association with In Control

www.birmingham.ac.uk/hsmc-policy-paper-three

Policy Paper 4

Supporting Patients to Make Informed Choices in Primary Care: What Works?

Jo Ellins and Shirley McIver, in association with NHS West Midlands

www.birmingham.ac.uk/hsmc-policy-paper-four

Policy Paper 5

Integrating Care and Transforming Community Services: What Works? Where Next?

Chris Ham and Debra de Silva

www.birmingham.ac.uk/hsmc-policy-paper-five

Policy Paper 6

Working Together for Health: Achievements and Challenges in the Kaiser NHS Beacon Sites Programme

Chris Ham

www.birmingham.ac.uk/hsmc-policy-paper-six

Policy Paper 7

GP Budget Holding: Lessons from Across the Pond and from the NHS

www.birmingham.ac.uk/hsmc-policy-paper-seven

Chris Ham

Policy Paper 8

'The Billion Dollar Question': Embedding Prevention in Older People's Services - 10 'High Impact' Changes

Kerry Allen and Jon Glasby

www.birmingham.ac.uk/hsmc-policy-paper-eight

Policy Paper 9

All in This Together? Making Best Use of Health and Social Care Resources in an Era of Austerity

Jon Glasby, Helen Dickinson and Robin Miller

www.birmingham.ac.uk/hsmc-policy-paper-nine

Policy Paper 10

The Vanguard of Integration or a Lost Tribe? Care Trusts Ten Years On

Robin Miller, Helen Dickinson and Jon Glasby

www.birmingham.ac.uk/hsmc-policy-paper-ten

Policy Paper 11

Liberating the NHS: Orders of Change?

Ross Millar, Iain Snelling, Hilary Brown

www.birmingham.ac.uk/hsmc-policy-paper-eleven

Policy Paper 12

Time to Care? Responding to Concerns About Poor Nursing Care

Yvonne Sawbridge and Alistair Hewison

www.birmingham.ac.uk/hsmc-policy-paper-twelve

Policy Paper 13

'We Have to Stop Meeting Like This': What Works in Health and Local Government Partnerships?

Jon Glasby

www.birmingham.ac.uk/hsmc-policy-paper-thirteen

Policy Paper 14

'It Ain't What You Do It's The Way That You Do It': Embedding the NHS Constitution in Front-Line Practice

Jon Glasby, Jo Ellins and Theresa Nelson

www.birmingham.ac.uk/hsmc-policy-paper-fourteen



Council Overview and Scrutiny Committee

4 December 2013

Digital update report - maximising the benefit of digital technology

Purpose of the report:

The purpose of this report is to give the Council Overview and Scrutiny Committee an update on the council's progress and future plans to maximise the business benefits of digital technology.

BACKGROUND

Digital technology is a key enabler in the council's Corporate Strategy - 'Confident in our Future' and the 'Innovation Framework' - approved by Cabinet on 27 November 2012.

The council's approach to innovation includes both digital and non-digital components and looks to integrate IMT, HR&OD, Customer Services, and all service strategies.

INTRODUCTION

This paper contains the specific actions the council is taking to maximize the use of digital technology, in order to realise the significant cost saving required over the coming years, whilst improving service to residents.

It is important that we help everyone in Surrey to benefit from the digital age and to ensure that no one is excluded. This paper therefore also details what we are doing to help people take advantage of digital services, and how we are providing other ways to access services where necessary.

WHAT WE ARE DOING NOW

1. Digital leadership

Digital leadership is key to driving continuous, customer focused improvement and championing the improvement of digital services and information.

The Council is recruiting a Chief Digital Officer who will support the Corporate Leadership Team to develop the Council's Digital Strategy. The Digital Strategy will ensure that our future technological infrastructure improves the delivery of services to residents and provides best value for money.

The Chief Digital Officer Council will work closely with the existing Directorate Technology Boards and the Customer Service Group to prioritise and manage technology projects.

2. Redesigning services

We are re-designing services to improve the customer experience and realise savings through the use of digital technology. We are focusing on high volume transactional services to improve online access and uptake. Annex A shows the council's top 20 transactional processes including 'online uptake' and processes that are currently in development.

The council has just launched an online process for the application of student rail and bus passes, and is currently working on online systems for adults learning courses and the booking of registration appointments (i.e. births, deaths and marriages).

Various improvement methodologies are being used to improve services such as the "5Ds" model (discover, develop, design, decide, deliver), Rapid Improvements Events, LEAN design, 'Shift' Events, and customer journey mapping. These processes involve staff and service users in the design process to ensure better solutions.

3. Improving online access and information

The council's website is currently being redesigned to improve access, usability, and the "look-and-feel". The redesign of the council's website is being accompanied by a review of the 8,000 pages that currently make up the website. Phase one of the project went live in October 2013.

A quality assurance feedback mechanism has also been introduced to capture customer feedback to help us continually improve and deliver better quality content.

4. Improving digital infrastructure and systems

The council is currently working to improve its digital infrastructure. Our technical platforms are being updated and improved to better support delivery of digital services. The council's new data centre and UNICORN infrastructure will provide a platform on which to provide modern digital services.

5. Improving digital skills

We recognise the need to improve our staff's digital skills, increase capacity and introduce better technology. Various projects such as the 'modern worker project', 'smarter working project', 'IT Skills Assessment' and the 'Dynamic Learning Environment' are helping to improve IT skills and introduce new ways of working across the council.

6. Digital inclusion

The council is committed to helping everyone maximise life opportunities in a digital world. The council's Superfast Broadband project is improving Surrey's digital infrastructure and will give residents and businesses much better access to the internet.

The council is also working to improve skills in Surrey and has a 'Computer Buddies' scheme through which volunteers in our libraries are helping residents to use computers and improve their IT skills.

Whilst we are using more technology the council is committed to providing consistent services for people who have rarely or never been online. The Contact Centre will continue to provide help to those who find it difficult to access services digitally and is reviewing the management of all contact channels to improve services and meet changing customer expectations.

CONCLUSION

The council is working hard to maximise the business benefits of digital technology, however the task is complex and challenging. The development of a Digital Strategy and the other actions described in this report will help to maximise the use of digital technology throughout the organisation to help improve services and realise cost savings.

Annex

A. Online uptake on SCC's top 20 transactional processes

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Report contact: Julie Fisher, Strategic Director for Business Services.

Contact details: 020 8541 7216 / julie.fisher@surreycc.gov.uk

Online uptake on SCC's top 20 transactional processes (as at 22 Nov 13)

transaction	annual volume	online status	online uptake	comments
renew a library item	2.2M	live	83%	
reserve a library item	240,000	live	55%	
report a highway problem	135,000	live	60%	
apply for a concessionary bus pass	110,000	live	not available	
pay a care debt	50,000	live	not available	
pay music tuition fee	43,000	live	not available	
book a registration appointment (birth)	20,000	development	0%	Planned go-live Mar 2014
book a registration appointment (death)	11,000	development	0%	Planned go-live Mar 2014
book a registration appointment (marriage)	9,000	development	0%	Planned go-live Mar 2014
apply for a school place (new round)	27,000	live	95%	
book an adult learning course	21,000	development	0%	Planned go-live Mar 2014

apply for a blue badge	15,000	live	18%	
request a birth, marriage or death copy certificate	11,000	live	50%	
apply for a van permit	9,000	live	65%	
report a street light problem	6,500	live	65%	
apply for a student rail pass	3,500	live	100%	New – launched Aug 13
apply for a student bus pass	2,300	live	100%	New – launched Aug 13
apply for free home to school transport	1,700	live	55%	
apply for a school place (in year)	430	-	0%	
pay for a school meal	N/A	N/A	N/A	transferred to schools
	3 million transactions	14 live and 4 in development out of 20 processes	68% average online uptake (where online option available)	



Council Overview & Scrutiny Committee
4 December 2013

Improving Staff Morale and Wellbeing

The purpose of this report is to share the feedback from the informal staff discussions held following the last meeting of the Committee, and to agree the next steps for the review of staff morale and wellbeing.

INTRODUCTION

- At its last meeting, the Committee received a report on the activities being developed as part of the Council's People Strategy 2013-2018. The Strategy identifies the ways the Council is supporting, nurturing and equipping its staff to meet the Council's vision and deliver value for residents.
- Following the Committee meeting, three informal group discussions were held with staff from a range of services to receive feedback on the issues affecting their morale and wellbeing. The issues raised in those discussions are summarised in **Annexe 1**.
- The latest Quarterly Business Report (Quarter 2: July-September 2013) contains a number of indicators relating to staff. A copy of the report is attached to item 6 of this agenda.

FEEDBACK FROM GROUP DISCUSSIONS

- The three feedback sessions held at Epsom Town Hall on 7 November 2013 involved 16 members of staff. Key issues arising from the feedback are as follows:

Positive Impacts on Morale and Wellbeing

- In the main staff were positive or very positive about their jobs and about working for the County Council.
- There was a strong public service ethos.
- Managers were supportive of staff, making effective use of 1:1 discussions, team meetings and using a coaching approach.

- The support in place, such as the Employee Assistance Scheme, was valued.
- Employee benefits were good.
- Good training opportunities were available and were having a positive impact.
- Praise and recognition was given when due.
- Staff were empowered to work beyond their role.
- Staff were treated with respect.
- Team working and support was highly valued, and team (rather than individual) performance awards were preferred.

Areas for Improvement in Relation to Morale and Wellbeing

- Staff were facing increasing pressures (see below) which led some to warn of the potential for the de-motivation of staff:
 - additional workload
 - increasing working hours
 - increasing public expectations
 - sickness cover.
- Delays in the provision of equipment required for the role and the resolution of problems for existing users by IMT.
- Delays in the provision of training for skills essential to the role.
- Lack of feedback/action in relation to suggestions made by staff.
- Pay constraint – cost of living impacts, as well as the lack of progression within grades meaning that staff were often doing the same job as colleagues for lower pay.
- Short-term additional responsibility is not recognised financially.
- Uncertainty and anxiety due to reorganisations.
- Too few workstations for staff at some locations.

RECOMMENDATION

That the Committee reviews the feedback from the staff discussion sessions and the results of the quarterly monitoring report, and considers any further work and/or recommendations it wishes to make in relation to staff morale and wellbeing.

Report contact: Bryan Searle, Senior Manager (Scrutiny & Appeals).
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COUNCIL OVERVIEW & SCRUTINY COMMITTEE

NOTES FROM THE STAFF DISCUSSION SESSIONS ON IMPROVING STAFF MORALE AND WELLBEING

Thursday 7 November 2013

Epsom Town Hall

16 Members of staff participated, split into three groups. Each group discussed the following questions:

Wellbeing

- 1 Which are the most helpful ways that we support staff wellbeing at SCC?
- 2 How could it be improved?

Morale

- 1 Tell us how you feel about working for SCC.
- 2 Thinking about working for Surrey County Council, which of the following have you benefitted from:
 - Supportive and effective leadership and management
 - Empowering employees to take responsibility
 - Treating employees with respect
 - Providing regular employee recognition
 - Offering open and regular communication about factors important to employees
 - Providing feedback and coaching
 - Offering good employee benefits?
- 3 What would you like to see improved?

Group 1 (Nick and Stephen)

General Well-Being

- 24 hour Employee Assistance line is valued and appreciated
- Staff benefits (life assurance etc) are popular
- Team working was very successful with the opportunity to discuss issues with managers and colleagues.

Morale:

- All staff said they loved their job and there was a great loyalty among colleagues
- Employees are treated with respect
- Clear pressures, which were increasing. Risk of 'burnout' of staff facing increasing demands.
- Staff feel that the public expect too much
- Delays in equipment being provided to staff such as laptops (laptops are assigned to people, not posts, so move with staff).
- Supportive line managers, but there were queries over effective feedback from suggestions
- Concern over the three year pay freeze
- Process of 'natural selection' – only those who are really dedicated will stay with the County Council.

Ways to improve:

- Suggested a 'Team of the Year' award
- Staff communication should be multi-channel and not just rely on email and S-Net
- Better IT equipment was needed
- More competitive pay rates – overall pay frozen, but also no progression within grades. This results in people who are doing the same job as their colleagues (often over several years) receiving different rates of pay.
- It takes a long time to get on training courses for skills which are vital to the job, eg AIS. There should be a process where new starters are automatically booked to attend training in their first week.

Group 2 (Eber)

Helpful ways staff are supported:

- Supervision – pairing of junior and senior team members
- Team management – approachable line managers and received feedback
- Stable team with only small changes to personnel
- Phased return to work after long-term absence

Improvements which could be made:

- Better contingency planning for times of sickness and absence to ensure there is sufficient cover

Morale:

- “I love working for Surrey County Council”
- Public sector ethos of serving the community
- “I get support from my managers”
- Training is making a noticeable difference in Adult Social Care
- Reorganisation has brought uncertainty about jobs
- Concern about the fluctuating workload
- Difficult members of the public who are demanding more
- Work environment and location is important
- Issues of grading and pay – feel that the grading and pay does not reflect the role, though understand there are limits when working within the public sector
- Issues with extended work hours

Recognition:

- Structure of teams may prevent recognition and advancement
- Praise is given when due
- Staff feel they can go beyond their role

Ways to improve:

- Progression routes need to be improved
- Team away days – funding assistance and support
- Enabling groups to go on volunteering days

Group 3 (Hazel)

Helpful ways staff are supported:

- Opportunities for team meetings and one-to-ones with managers if there are any concerns
- Professional and personal support with the ability to raise concerns
- Have a “voice” and an “ear”
- There is a feeling of being busy but it’s seen as a good thing
- Generally feel supported but there are peaks in workload during periods of staff sickness

Improvements which could be made:

- Pay rise
- Staff feel that extra work should be rewarded
- Needs to be an improvement in the time it takes for IT to answer the phone
- Office spaces with better climate control and air conditioning
- Conditions of workspaces which are not in the hubs need to be improved – some staff are being asked to work on kitchen worktops due to a lack of office space
- “More of the same” and “more for less” seems to be the direction of travel and there are potential risks
- Concerns that it takes too long to fix IT equipment, e.g. laptops

Morale:

- “I enjoy working for Surrey County Council”
- “Working in the community is rewarding”
- Opportunities to develop
- Not all colleagues are happy due to the management changes
- Uncertainty about “what happens next”
- Surrey County Council is an “employer” but not an “employer of choice” – a risk that people will choose to leave
- Constant reorganisation generates anxiety among staff

Recognition: Positive

- Supportive and effective leadership
- Empowering
- Treating employees with respect
- Providing recognition
- Open to regular communication
- Providing feedback and coaching
- Offering good employee benefits

Recognition: Negative

- Not receiving pay increase after being empowered
- Sometimes too much recognition can generate resentment among colleagues
- Would like to see an opportunity for car loans to be offered to staff be returned as it would enable employees to spend less time travelling to meetings and thus benefit the organisation

- No longer any away days being organised or any “little bonuses”

Feedback

- Staff felt it was good to talk and that Members were showing “that little bit of appreciation”.

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Council Overview & Scrutiny Committee
4 December 2013

FORWARD WORK PROGRAMME & RECOMMENDATIONS TRACKER

1. The Committee is asked to review its Forward Work Programme and Recommendations Tracker which are attached.
2. Also attached are the Forward Work Programmes for the Council's Select Committees. As part of its remit, the Council Overview & Scrutiny Committee is required to regularly review and approve these.

Recommendations:

- a) That the Committee reviews its work programme and recommendations tracker and makes suggestions for additions or amendments as appropriate.
- b) That the Committee reviews the work programmes of the Council's Select Committees and makes recommendations as appropriate.

Next Steps:

The Committee will review its work programme and recommendations tracker at each of its meetings.

Report contact: Bryan Searle, Senior Manager, Scrutiny and Appeals.

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Sources/background papers: None.

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**COUNCIL OVERVIEW & SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED November 2013**

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
3 October 2013 COSC 003	DIGITAL BY DEFAULT [Item 6]	That the Cabinet considers developing a high-level strategy document to help guide its approach to the digital delivery of both back-office and front-line services.	Cabinet	This was considered at the Cabinet meeting on 22 October 2013. A response was included in the Committee papers on 7 November 2013.	December 2013
3 October 2013 COSC 004	DIGITAL BY DEFAULT [Item 6]	That consideration be given to identifying a Cabinet Member to take lead responsibility for the Council's overall approach to the digital delivery of services.	Cabinet	This was considered at the Cabinet meeting on 22 October 2013. A response was included in the Committee papers on 7 November 2013.	December 2013

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
7 November 2013 COSC 008	RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [ITEM 5]	The Cabinet Member for Business Services is requested to consider the Committee's recommendation, from its October meeting, regarding the development of a high-level strategy document to help guide its approach to the digital delivery of both back-office and front-line services.	Cabinet Member for Business Services	The Cabinet Member for Business Services will attend today's meeting and a Digital Update report has been prepared for the Committee.	December 2013

Select Committee and Officer Actions

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
12 September 2013 COSC 002	PERFORMANCE MONITORING 2013-14 - QUARTER 1 [Item 9]	Future reports to include comparisons with other councils.	Senior Performance and Research Manager/ Cabinet Member for Business Services	This will be implemented for the publication of the next Performance Monitoring quarterly report.	January 2014
7 November 2013 COSC 010	BUDGET MONITORING - SEPTEMBER 2013 [Item 7]	That a report be provided on the Social Capital initiatives in Surrey, including how the expected outcomes would be achieved and details of other councils adopting a similar approach.	Strategic Director for Adult Social Care	This report is included in the papers for today's meeting.	December 2013

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
7 November 2013 COSC 011	BUDGET MONITORING - SEPTEMBER 2013 [Item 7]	The Committee requests officers consider benchmarking expenditure per head against other local authorities.	Deputy Chief Finance Officer	Officers have agreed to investigate this and bring information to the Performance & Finance sub group in December.	December 2013
7 November 2013 COSC 012	IMPROVING STAFF MORALE AND WELLBEING [Item 8]	The Committee receive a report on Surrey's People Strategy at a future meeting.	Head of Human Resources and Organisational Development	The Committee will be considering the next steps as part of its scrutiny of this topic today.	December 2013
COMPLETED ITEMS					
12 September 2013 COSC 001	THE IMPACTS OF WELFARE REFORM IN SURREY [Item 7]	That the Committee set up a Member Task Group to gather evidence from a range of stakeholders on the impacts of welfare reform and key issues for Surrey County Council and partners.	Chairman/ Democratic Services	This Member Task Group has been set up and will give a progress update on 30 January 2014	January 2014
3 October 2013 COSC 005	DIGITAL BY DEFAULT [Item 6]	That the Welfare Reform Task Group investigates the impact on users of the requirement for Universal Credit applications to be made online.	Welfare Reform Task Group	This has been included in the Task Group's lines of enquiry.	January 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
3 October 2013 COSC 006	DIGITAL BY DEFAULT [Item 6]	That the Committee receives a further report at its meeting in December 2013, summarising services already delivered digitally by the Council, and outlining initiatives in place or proposed to ensure a co-ordinated approach.	Head of IMT/Head of Customer Services	This report has been prepared and will be considered at today's meeting.	December 2013

Council Overview & Scrutiny Committee – Forward Work Programme 2013/14

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Work commenced September 2013 - Welfare Reform: Welfare reform will result in pressure on many Council services as the government changes take effect. What will be the impact on Surrey residents? What could the Council be doing now to minimise the impact?

To be linked to consideration of Surrey's present Medium Term Financial Plan (MTFP)

This work is being undertaken by a Member Task Group throughout autumn 2013. There will progress report back to Committee in January 2014

The Committee will be looking at how the various strands of Digital by Default join up across the Directorates.

Work commenced October 2013 – Digital by Default: Like many Councils, Surrey is exploring the benefits and limitations of bringing or delivering services online. How do Surrey residents want to engage with the Council? To what extent should this be reflected in the Council's Digital Strategy? What can we learn from other organisations approach to digital by default?

The Committee used their November meeting to discuss how the Council supports its staff with respect to wellbeing and morale. There will be an opportunity to discuss how to progress this work at today's meeting.

Work Commencing November 2013 - Staff: Given ongoing austerity, what do employees really feel about working for Surrey? Do employees have the appropriate tools and resources to do their job? What is the impact of employee satisfaction and morale on service delivery? How can Surrey best support and value their employees?

Work commencing December 2013 – Budget Savings: Surrey is having to think differently about how it delivers services in light of public sector spending cuts. What is the impact of these cuts and changes on the everyday life of people in Surrey?

The Committee will have a private budget workshop after today's meeting (commencing 1.30pm)

It is intended that the work on welfare reform will help inform the Committee's scrutiny of the 2014/15 budget proposals (due to be finalised in February 2014).

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Adult Social Care Committee looked at this topic in autumn 2013. Following this, Council Overview & Scrutiny Committee will consider the topic at today's meeting.

Work Commencing December 2013 -- Social Capital: When resources are scarce, will residents acting collectively to tackle issues within the community plug the gap?

Communication (Internal & External): As a Council, are we communicating the right things, in the right way, to the right people?

The Cabinet agreed a Communications and Engagement Strategy at its meeting on 25 June 2013. The Committee will review its progress following a period of 6 months.

Trading & Investment: What trading and investment models is Surrey currently utilising and what are the future options for the Council (looking at experiences outside of the County)? What will the governance arrangements be?

The Committee had an update regarding Trading and Investment at its meeting on 12 September 2013. Further updates will be presented as business cases are developed.

Adult Social Care Select Committee Work Programme 2013-14

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
December 2013				
5 Dec	Mental Health PVR	Scrutiny of Services – The Committee will scrutinise progress in implementing the recommendations arising from the 2012 Mental Health Services PVR.	Donal Hegarty/Jane Bremner	
5 Dec	Services for People with Learning Disabilities PVR	Scrutiny of Services – The Committee will scrutinise progress in implementing the recommendations arising from and performance against savings targets identified by the 2011 PLD PVR.	Jo Poynter	
5 Dec	Social Worker Recruitment and Retention	Scrutiny of Services/Policy Development – following the Director’s update in September the Committee wishes to further understand and scrutinise the labour market for social workers in Surrey and what strategies and plans are in place to ensure Surrey County Council can recruit and retain quality personnel.	Ken Akers, HR Relationship Manager (Adult Social Care)	
5 Dec	Budget Monitoring	Scrutiny of Budgets – The Committee will scrutinise the most recent budget monitoring information.	Paul Carey-Kent	
January 2014				
16 Jan	Dementia-Friendly Communities	Scrutiny of Services – As part of a national drive, the Directorate initiated a project in January 2013 to create dementia-friendly communities. The Committee will scrutinise progress and performance on this project one year on.	Donal Hegarty/Jen Henderson	
16 Jan	Safeguarding	Scrutiny of Services – The Committee will scrutinise current safeguarding	Sarah Mitchell	

Adult Social Care Select Committee Work Programme 2013-14

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
		policies and arrangements.	Dave Sargeant	
16 Jan	Adults Systems Procurement	Scrutiny of Services – The Committee will receive an update on the improvements undertaken on the Adults Information System following a Rapid Improvement Event and updates to the software by the provider.	John Woods	
February 2014				
13 Feb	Adult Social Care Budget Workshop	This will be a private workshop for Members to discuss the budget for the Adult Social Care Directorate in 2014/15, as well as the Medium Term Financial Plan.	Paul Carey-Kent	Private Workshop
March 2014				
6 March	Information and Advice Strategy	Scrutiny of Services/Policy Development – Information and advice is often cited as a key concern. Residents do not always know where or to whom to go for information. The Service has an Information and Advice Strategy, which the Committee will scrutinise and contribute any new ideas for ensuring residents know where to go and get the right information.	Siobhan Abernethy	
6 March	Self-funder Strategy	Scrutiny of Services/Policy Development – The Service is working on a Self-funders Strategy. The Committee will scrutinise any draft of this strategy and contribute to its development.	John Woods	

Adult Social Care Select Committee Work Programme 2013-14

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
6 March	Serious Case Review	Scrutiny of Services – The Committee will scrutinise progress against the recommendations made by the Serious Case Review into the death of Gloria Foster.	Sarah Mitchell	
6 March	Budget Monitoring	Scrutiny of Budgets – The Committee will scrutinise the most recent budget monitoring information.	Paul Carey-Kent	
6 March	Social Care Debt	Scrutiny of Services – The Committee will scrutinise the most recent social care debt information. Reducing social care debt is a priority for the Committee.	Paul Carey-Kent	
April 2014				
30 April	Commissioning Strategy	Scrutiny of Services/Policy Development – It is important that the Committee understands the concept of commissioning adult social care. The Committee will scrutinise the Commissioning Strategy and contribute to any development of future policy.	Anne Butler, Assistant Director for Commissioning	
30 April	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	

Adult Social Care Select Committee Work Programme 2013-14

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
June 2014				
25 June	Budget Monitoring	Scrutiny of Budgets – The Committee will scrutinise the most recent budget monitoring information.	Paul Carey-Kent	
25 June	Social Care Debt	Scrutiny of Services – The Committee will scrutinise the most recent social care debt information. Reducing social care debt is a priority for the Committee.	Paul Carey-Kent	
TO BE SCHEDULED				
Page 126	Review of in-house residential homes for older people Part 2	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	
	Local Authority Trading Companies Part 2	Policy Development – The Committee will scrutinise plans for the development of Local Authority Trading Companies (LATCs) to manage the Council's in-house residential homes for older people and people with learning disabilities.	Simon Laker	

Adult Social Care Select Committee Work Programme 2013-14

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	April 2014

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Children & Education Select Committee – Forward Work Programme 2013/14

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27 January 2014: Looked After Children in Surrey

- How is Surrey positively impacting upon outcomes for Looked After Children?
 - To include the role and work of the Corporate Parenting Board
- How is Surrey working to improve placement stability?

Why scrutinise this area?

- Surrey County Council has a legal duty to act as a 'corporate parent' for every child and young person who is looked after.
- Improving outcomes for vulnerable young people is a priority for the County Council.

27 March 2014: Reducing the Attainment Gap in Surrey (TBC)

- How are early years informing the aspirations of young people?
- How can the attainment gap in Surrey (5+ A*-C including English and Mathematics) be improved?
- How is the School Improvement Programme helping to narrow the gap?
- How different schools using pupil premium and the impact that is having on outcomes for disadvantaged pupils?
- How does the curriculum provided improve outcomes for young people with Special Education Needs?

Why scrutinise this area?

- During 2012/13 the Education Select Committee identified that the attainment gap in Surrey was larger than many comparative authorities.

14 May 2014: Joined up support for children with disabilities and complex needs

- How is Surrey joining up support for children with disabilities?
- How prepared is Surrey to meet new legislation in this area – for example the requirement to provide and Education, Health and Care Plan (EHC)?
- How is Surrey's role as the SEN pathfinder for the SE7 informing the transition to a single assessment arrangement?

Why scrutinise this area?

- The Children and Families Bill places a duty on services involved in supporting children and young people with SEN to cooperate with each other and in particular requires local authorities and Clinical Commissioning Groups (CCGs) to make arrangements for joint commissioning.

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Member Reference Groups, Task Groups, informal meetings and workshops

School Place Planning – For the Committee to receive a training session in school place planning and agree how they would like to receive updates in this area going forward.

25 November 2013 – 2pm

Meeting with the Secretary of State for Education – Michael Gove has agreed to meet with the Committee on an informal basis to discuss educational matters.

14 February 2014

Budget workshops - Two budget workshops have been organised so that the Committee is able to feed into the budget setting process for 2014/15.

14 October 2013 – 10am

22 January 2014 – 10am

GRT – The Member Reference Group met on 14 November to input into the Council's Gypsy, Roma and Traveller Strategy. The group will meet again in early 2014 to consider the final strategy.

School Performance Workshop – To look at the provisional results for early years, primary, secondary and special school phases for the academic year ending in the summer of 2013.

12 December 2013 – 10am

Children Social Care Complaint Training – To provide training on the handling of Children Social Care Complaints, to allow the Committee to better scrutinise performance.

27 January 2014 – 9.30am

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**COMMUNITIES SELECT COMMITTEE:
DRAFT FORWARD WORK PLAN 2013/14**

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
15 January 2014 – Ordinary Meeting – County Hall				
15 January 2014	Tourism	Scrutiny of Surrey's Tourism Strategy	Barrie Higham Peter Milton Ian Boast Susie Kemp Helyn Clack	Report to Committee
15 January 2014	Fire & Rescue Service	Trading business case	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee
15 January 2014	Fire & Rescue Service	Proposed changes to the emergency response cover in the Borough of Spelthorne	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee
15 January 2014	Voluntary Community and Faith Sector	Grant Criteria and Funding Opportunities Guide	Jeremy Taylor Laura Langstaff Susie Kemp Helyn Clack	Report to Committee
22 Jan 2014 – Fire HQ (Reigate) – Joint scrutiny of emergency service collaboration with Health Scrutiny Committee – informal workshop?				
22 January 2014	Emergency Services Collaboration	To scrutinise the full business case for emergency services collaboration between Surrey Fire & Rescue Service, Surrey Police, South East Coast Ambulance Service, Surrey County Council Emergency Management, and Sussex Police.	Ian Thompson Russell Pearson Surrey Police SECamb Sarah Mitchell Kay Hammon Helyn Clack	Report/Presentation

Date	Proposed Item	Why is this item proposed?	Contact Officer / Member	Proposed Method of Handling
			Michael Gosling	
20 March 2014 – Ordinary meeting – County Hall				
20 March 2014	Cultural Hubs	Scrutiny of plans to create cultural hubs in Surrey (to include an update on Adult Community Learning and the Arts Council's vision for Libraries)	Peter Milton Susie Kemp Helyn Clack	Report to Committee
20 March 2014	SFRS Strategic Review	Scrutiny of strengthening scrutiny and performance & targets	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee
19 May 2014 – Ordinary meeting - Surrey History Centre – with tour in the afternoon				
19 May 2014	Community Safety Partnerships	Progress report following annual scrutiny meeting on 31 October 2013	Gordon Falconer Jane Last Helyn Clack Kay Hammond	Report to Committee
23 July 2014 – Ordinary meeting – County Hall				
23 July 2014	Trading Standards - RIPA	Scrutiny of annual report on the use of RIPA	Steve Ruddy Yvonne Rees Helyn Clack	Report to Committee
23 July 2014	VCFS	Scrutiny of full year performance information, analysis and trends on delivery of outcomes of VCFS infrastructure	Mary Burguieres Susie Kemp Helyn Clack	Presentation/Report to Committee

To be scheduled for 2014				
TBC	Joint Committee model	Scrutiny of proposals for local committees to adopt the joint committee model	Jane Last Yvonne Rees Helyn Clack	Report to Committee
TBC	Governance of Cultural Services	Scrutiny of options for governance of cultural services	Peter Milton Susie Kemp Helyn Clack	Report to Committee

TBC	Magna Carta	Update on Magna Carta anniversary proposals	Peter Milton Susie Kemp Helyn Clack	Report to Committee
TBC	Fire Service Public Safety Plan	Scrutiny of the draft refreshed Public Safety Plan	Russell Pearson Sarah Mitchell Helyn Clack Kay Hammond	Report to Committee

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Environment and Transport Select Committee Work Programme

28 November 2013

Item	Purpose	Contact Officer	Comments
Surrey Cycling Strategy	To scrutinise proposals for a Surrey Cycling Strategy and policy for the management of major public events, prior to Cabinet approval.	Rhian Boast Lesley Harding	Report Meeting with Communities Select Committee

12 December 2013

Item	Purpose	Contact Officer	Comments
Community Recycling Centres	To inform the Committee of current initiatives and programmes in relation to recycling in Surrey, and to provide an update on the current and future provision of service.	Justin Foster	Report
E&I Customer Satisfaction and Performance	To review current performance levels in the E&I Directorate and to consider progress towards KPIs and service targets.	Nick Hindes	Report
Gully Cleaning	To consider the Council's approach to gully maintenance, including prioritisation, challenges and costs.	Lucy Monie	Report
Tree Maintenance	To receive an update as to the Council's tree maintenance policy, specifically with regards to proposed devolvment to Districts and Boroughs.	Lucy Monie	Report

23 January 2014

Item	Purpose	Contact Officer	Comments
CIL update report	To review progress on the adoption of district and borough core strategies and CIL, and the degree to which available CIL funding is being used to help finance transport infrastructure.	Paul Sanderson/Hannah Philpott	Report
Operation Horizon – accelerated project plan	To consult with the Committee on plans to accelerate the Operation Horizon programme from five to three years.	Jason Russell	Report
Superfast Broadband	To review progress on phase two of the Council's Superfast Broadband project.	Lucie Glenday	Report Joint item with Members of COSC.
Road Safety Review	To consider the most recent annual road safety figures for Surrey, and for Members to propose appropriate actions as required.	Duncan Knox/Lesley Harding	Report
Utilities Task Group: update report	To consider progress towards, and outcomes from, the recommendations of the Utilities Task Group submitted to Committee on 10/01/13.	Lucy Monie	Report

Environment and Transport Select Committee Work Programme

13 March 2014			
Item	Purpose	Contact Officer	Comments
Countryside Transformation Programme	To consider a progress update regarding implementation of the Countryside Management Task Group's recommendations.	Lisa Creaye-Griffin	Report
Lower Thames Flood Alleviation Strategy (FAS)	To seek the Committee's input for the Lower Thames FAS, and to consider where further areas of scrutiny are required.	Lesley Harding	Report
Operation Horizon – project update	To inform the Committee of current progress with Operation Horizon, and to update Members as to the schedule for future schemes.	Mark Borland	Report
Proposals for Development of a Longer-Term Approach to Management of Highways	To scrutinise the Highways service's proposals for long term management of Surrey's roads.	Jason Russell	Report

24 April 2014			
Item	Purpose	Contact Officer	Comments
South East Permit Scheme	To monitor performance of the Council's permit scheme following implementation in November 2013.	Kevin Orledge/Matthew Jezzard	Report
Sustainable Transport	To provide the Committee with an update as to latest developments with the Council's sustainable transport policy.	Lesley Harding	Report
Utilities Task Group: update report	To monitor implementation of the Task Group's recommendations from January 2013.	Kevin Orledge	Report

12 June 2014			
Item	Purpose	Contact Officer	Comments
Operation Horizon – 12 month review	To scrutinise the first year's performance of the Council's highways contractor Kier, including achievement of targets and objectives.	Mark Borland	Report
Basingstoke Canal	To inform the Committee of progress regarding the asset management plan for the Basingstoke Canal.	Lisa Creaye-Griffin	Report

Items for 2014 to be scheduled:
Aviation
Cabinet Member Priorities
Flooding
Highways – Organisational Development Strategy
Long-Term Plan for Waste
Major Schemes

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Environment and Transport Select Committee Work Programme

Task and Working Groups:

<p>Winter Maintenance</p>	<p>Stephen Cooksey (Spokesperson) David Goodwin David Harmer</p>	<p>To provide scrutiny and oversight of Surrey's annual Winter Maintenance policy.</p>	<p>The Task Group met in July 2013 to scrutinise the proposed Winter Maintenance policy for 2013/14. Its comments were incorporated into the final report, which was considered by Select Committee and approved by Cabinet in September 2013.</p> <p>The Task Group will reconvene in the spring of 2014 to consider the Winter Maintenance policy for 2013/14.</p>
<p>Countryside Management Member Reference Group</p>	<p>Bill Barker Mark Brett-Warburton Stephen Cooksey Pat Frost David Harmer</p>	<p>To report to Environment & Transport Select Committee with recommendations to advise the Cabinet Member on the changes required to the Surrey Wildlife Trust (SWT)/Surrey County Council (SCC) Agreement and its governance, to ensure that it is fit for purpose for the remainder of its term.</p> <p>To include:</p> <ul style="list-style-type: none"> • determining the terms of the Agreement between the County Council and SWT • determining the powers of SCC under the Agreement • advising on how the agricultural portfolio should be managed • advising on how the forestry portfolio should be managed • advising on how the rest of the property portfolio should be managed • advising on Governance to ensure that SCC fulfils its stewardship duty (to include also the co-ordination of the activities of Surrey representatives on Boards and 	<p>The Group's amended terms of reference were agreed at Select Committee on 23 October 2013.</p> <p>The Group will have its first meeting in January 2014.</p>

Environment and Transport Select Committee Work Programme

		<p>Management Groups related to the SWT Agreement, and the establishment of an appropriate method of reporting back to the Select Committee and its Task Group)</p> <ul style="list-style-type: none">• advising on the SCC makeup of the Partnership Committee and to ensure a clear remit for those Members• advising on the draft strategy and business plan for the SCC Estate• advising on the future of the Sawmill and Workshop	
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Health Scrutiny Committee Work Programme 2013-2014

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
January 2014				
9 Jan	Sexual Health Services for Children and Young People	Scrutiny of Services – The Committee will scrutinise prevention work with children and young people in schools, colleges and the youth service.	Helen Atkinson, Acting Director of Public Health Caroline Budden, Children, Schools & Families	Invite C&E Select Chairman & Vice-Chairman
9 Jan	Surrey & Sussex Foundation Trust Consultation	Scrutiny of Services – The Committee will consider the plans of Surrey and Sussex Healthcare NHS Trust to become a Foundation Trust and feed into the consultation process.	Michael Wilson, Chief Executive Eloise Clarke, Head of Communication	
9 Jan	Patient Transport Service	Scrutiny of services – Committee seeks an update on performance of PTS in Surrey and to scrutinise developments following the item in September 2013.	Mark Bounds, East Surrey CCG, Paul Sutton, SECamb Healthwatch	
9 Jan	Surrey & Sussex Local Area Team	Scrutiny of Services – The Surrey & Sussex Local Area Team of the National Commissioning Board will be invited to report on their	Amanda Fadero, Surrey	

Health Scrutiny Committee Work Programme 2013-2014

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
		commission intentions for primary care for the next year.	& Sussex LAT	
Budget Workshop				
19 Feb	Budget Workshop	Scrutiny of Services – The Committee will consider the finances of the Public Health team	Helen Atkinson Paul Carey-Kent	
March 2014				
19 Mar	End of Life Care	Scrutiny of Services – People approaching the end of their lives may have complex care needs. Their family also needs to be supported to cope with the relative's eventual death. The Committee will scrutinise current service provision in responding to a person's choices in end of life care.	CCGs Acute hospital representative Social care representative	
19 Mar	Healthwatch Update	Scrutiny of Services – To consider the Healthwatch strategy and priorities which were agreed by the Board at the beginning of the year.	Healthwatch	
19 Mar	Joint Commissioning Partnership Board Update	Scrutiny of Services – To consider the plans of the Joint Commissioning Partnership Board	Adult Social Care rep Surrey Heath CCG	
19 Mar	Commissioner Response to Francis	Scrutiny of Services – Following on from last July's session with providers giving their response and plans on the Francis Report, all CCGs are invited to present how they are responding to Francis.	CCGs	
19 Mar	Surrey & Borders	Scrutiny of Services – To be provided with an update from Surrey &	Surrey &	

Health Scrutiny Committee Work Programme 2013-2014

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
	Partnership Update	Borders regarding services and CQC reviews.	Borders Partnership	
May 2014				
22 May	Diabetes management	Scrutiny of Services – The prevention and management of diabetes was identified as a priority for the County in the Joint Health and Wellbeing Strategy. The Joint Strategic Needs Assessment has identified that not everyone who needs weight management and exercise programmes is accessing them. The Committee will scrutinise current service provision and identify any gaps.	CCGs Primary Care representative Community Health representative	
22 May	GP Out of hours service	Scrutiny of Services – Public confidence in local GP out of hours schemes is very low. This can lead to more A&E attendances as people struggle to access healthcare at nights and weekends. The Committee will scrutinise current plans for out-of-hours care across the county.	CCG representatives	
22 May	Rapid Improvement Event – Acute Hospital Discharge	Policy Development – the committee will review the progress and impacts of the actions identified in the October Rapid Improvement Event alongside the continued monitoring of the SECamb delivered PTS.	Sonya Sellar, ASC CCG representative Acute Trust	
22 May	Health & Wellbeing Board Update	Scrutiny of Services – The Health & Wellbeing Board will be invited to present a report identifying progress during its first year of formation.	Chairs of the Health & Wellbeing Board Justin Newman,	

Health Scrutiny Committee Work Programme 2013-2014

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
			Performance and Change	
22 May	Review of Quality Account Priorities	Policy Development – The Committee will review the MRG’s comments on priorities for the next year’s QA for those Trusts submitting priorities since the last meeting.	MRG Chairmen/Ross Pike, Scrutiny Officer	
July 2014				
3 July	Acute Hospitals	Scrutiny of Services – the performance of acute hospital are of the utmost interest to the Surrey public and they have been widely reported to be under more pressure than in the past. The performance of the hospitals also effects the whole health system. Following the MRG QA meetings the Committee will be well placed to take an overview of the issues facing the hospitals across Surrey in a public forum.	Acute Trusts CCGs Patients/Health Watch	
July	Transformation Board Update	Scrutiny of Services/Policy Development - Transformation Boards are made up of NHS commissioners and providers and SCC. The Boards centre on the Acute Trusts and have the entire health economy of that area as their scope. They solve problems and strategise on thematic terms. The Committee would benefit from understanding the outputs of an exemplar board and their role in the health system	Board representatives	
9 Jan	Childhood Obesity	Scrutiny of Services – There is a growing national problem of obesity in children and young people. The JSNA identifies that Surrey does not have an agreed weight management care pathway and services vary across the County, not meeting the needs of those at high risk. The Committee will scrutinise efforts of Public Health and the CCGs in addressing this issue.	Helen Atkinson, Acting Director of Public Health Guildford & Waverley CCG Children,	To be joint with C&E Select

Health Scrutiny Committee Work Programme 2013-2014

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
			Schools & Families representative Healthwatch representative	
3 July	Meeting rural area emergencies	Scrutiny of Services – The Community First Responder Scheme (CFRS) and the location of public-use de-fibrillators in rural areas is part of the way in which these residents receive medical emergency services as there is not always the ability to get an ambulance within the eight-minute target window. The Committee has expressed a desire to learn more about this area and to identify ways of expanding the CFRS scheme in order to reach more people in rural areas.	SECamb SCC representative	
To be scheduled				
	Renal Services	Scrutiny of Services/Policy Development – St Helier Hospital, which is based in the London Borough of Sutton, provides renal services to most Surrey residents. Following the outcome of the Better Services Better Value review that X should become a planned care centre, there is a need to review access to these services for residents of Surrey. The Committee will scrutinise current availability of renal services and the potential to move services back into Surrey.	Epsom & St Helier Hospitals CCG lead (TBC)	
	Better Services Better Value	Scrutiny of Services – The BSBV programme should have completed consultation by this point. The Committee will scrutinise any final plans for the reorganisation of health services in south west London and north Surrey.	BSBV	

Health Scrutiny Committee Work Programme 2013-2014

Date	Item	Why is this a Scrutiny Item?	Contact Officer	Additional Comments
	Cancer Services	Scrutiny of Services – The Committee will scrutinise current provision of cancer screening and treatment services across the County.	Acute hospital representatives Community health representatives	
Page 146	Community Health Services	Scrutiny of Services – The Committee will scrutinise current community health provision across the County from the three community providers.	Virgin Care Central Surrey Health First Community Health & Care ASC representation	
	Continuing Health Care (CHC)	Scrutiny of Services – Historically there was a backlog of CHC decisions to be made. The Committee will scrutinise the new lead CCG on arrangements for handling the backlog and moving forward.	Surrey Downs CCG Andy Butler, SCC ASC	
	Partnership working arrangements with Surrey & Borders Partnership NHS Foundation Trust (SABP)	Scrutiny of Services/Policy Development – The Mental Health Services Public Value Review of 2012 reviewed the partnership working arrangements of Surrey County Council and Surrey & Borders Partnership NHS Foundation Trust. The Committee will scrutinise the outcomes of this review.	Donal Hegarty/Jane Bremner, ASC	To be joint with ASC Select

Task and Working Groups

Group	Membership	Purpose	Reporting dates
Alcohol	TBC	The health effects of alcohol of well known however it remains prevalent among Surrey residents of all backgrounds. The group should investigate public perceptions on safe drinking and the effect on statutory services. The group may also develop strategies for managing alcohol intake, raising awareness and contribute to Public Health's Alcohol Strategy	
Unplanned Care	TBC	There is a national and regional issue whereby people attend A&E for non-emergency care. The various reasons include inability to secure an appointment with a local GP or general lack of knowledge about other more appropriate services. CCGs will attempt to reduce the number of A&E attendances and the aim of this Group will be to work with the CCGs to communicate the message of A&E alternatives to the general public.	TBC
Prevention for 50-plus	TBC – To be joint with Adult Social Care Select Committee	Preventing the need for social care or health care in the future is paramount to reducing costs across the health and social care landscape as well as contributing to a	March 2014

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Health Scrutiny Committee Work Programme 2013-2014

		healthier Surrey population. The Group will investigate the availability and provision of preventative services across the County for both physical and mental wellbeing for those over 50.	
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