

MINUTES of the meeting of the **ADULT SOCIAL CARE SELECT COMMITTEE** held at 2.00 pm on 20 September 2013 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 24 October 2013.

Elected Members:

- * Mr Keith Witham (Chairman)
- * Mrs Margaret Hicks (Vice-Chairman)
- * Mrs Liz Bowes
- A Mr Graham Ellwood
- A Mr Mike Goodman
- * Mr Saj Hussain
- A Mr Daniel Jenkins
- A Mr Colin Kemp
- A Mr Ernest Mallett MBE
- * Ms Barbara Thomson
- A Mrs Fiona White
- A Mr Richard Walsh

Ex officio Members:

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

Substitute Members:

Mr David Ivison

In attendance

Mr Mel Few, Cabinet Member for Adult Social Care

46/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Colin Kemp, Graham Ellwood, Mike Goodman, Fiona White, Ernest Mallett, Richard Walsh and Daniel Jenkins.

David Ivison acted as a substitute for Colin Kemp.

47/13 DECLARATIONS OF INTEREST [Item 2]

There were no declarations of interest.

48/13 EXCLUSION OF THE PUBLIC [Item 3]

49/13 CALL-IN: CONTINUING HEALTH CARE TEAM INVEST TO SAVE BID - 4 SEPTEMBER 2013 [Item 4]

Declarations of interest: None.

Witnesses:

Sarah Mitchell, Strategic Director for Adult Social Care
Sheila Little, Chief Finance Officer and Deputy Director for Business Services
Neill Moore, Senior Principal Accountant
Sue Lewry-Jones, Chief Internal Auditor

Mel Few, Cabinet Member for Adult Social Care
Nick Harrison, Chairman of the Audit and Governance Committee

Key points raised during the discussion:

1. The Committee was informed that the Continuing Health Care team provided an essential role in mitigating cost to Surrey County Council by ensuring people accessed the appropriate care pathways. It was highlighted that there were a number of cases under review and that the cost of these was significant enough to justify the expenditure on a Continuing Health Care team. The Committee heard that one of the proposed outcomes of the Care Bill would be closer working together between the NHS and Adult Social Care about which organisation funds care pathways. This would enable the work of the Continuing Health Care team to cease, as it would be embedded in processes elsewhere.
2. The Committee queried when it was likely that there would no longer be a requirement for the Continuing Health Care team. Officers explained that there was a challenge in the spread of responsibility across the different Clinical Commissioning Groups (CCGs), but also commented that the Care Bill would potentially clarify matters in relation to the funding of care.
3. The Committee was told that the cost of the team was not included in the base budget as the income generated by the team's work resolving complex cases did not always come back within the financial year.
4. Officers outlined that any bid for money from the invest to save fund had an obligation to repay the amount borrowed over a specified

number of years. This requirement had been introduced since the beginning of the 2012/13 financial year. This repayment was built into the Directorate's base budget and reflected in the Medium Term Financial Plan (MTFP). The view was expressed by officers that this requirement to repay had seen a reduction in the number of bids the fund was receiving.

5. The Committee was informed that the invest to save fund was overseen by an Investment Panel. This had been set up in 2010 as a direct response to an external audit on governance arrangements in relation to capital investment. It was highlighted that the panel did not approve or decide anything, but ensured that each business case in relation to an invest to save bid is subject to robust challenge before going to decision. The Committee was informed that there was work being undertaken to review the membership and processes in relation to the Investment Panel, with a view to widening its membership to include heads of services.
6. Members raised the question of why the Investment Panel had not met in person to discuss the two invest to save bids. It was clarified by officers that the challenge had been undertaken electronically, as it had been more pragmatic to do so on the occasions in question. A meeting of the Investment Panel on 27 August 2013 had been cancelled, but the electronic consultation on the two bids was subsequently noted at the next Panel meeting on 5 September 2013.
7. It was highlighted that Adult Social Care had been required to progress the bids in order to present them for the Cabinet Member decision meeting on 4 September 2013. Members of the Investment Panel confirmed that they had oversight of the papers coming to Cabinet Member decision in advance of the meeting, and had met with the service to provide challenge and seek reassurances. The Committee raised concerns that this had not been adequately reflected in the reports, which gave an impression that the Investment Panel had met to discuss the bid. Officers expressed the view that the preference would always be to meet face to face, but it was on occasion more practicable to conduct discussions electronically or by other means.
8. Members expressed the view that the work of the Continuing Health Care team should be built into the Directorate's base budget. It was highlighted by officers that the temporary nature of the team's work, and the long-term recovery of costs, had informed the decision to hold the cost of this team outside the base budget. The Committee was informed that there was precedence to fund the Continuing Health Care team through Invest to Save bids in previous years. Officers confirmed that it would have a significant impact on the Directorate's requirement to make savings of £47 million, if the Continuing Health Care team was funded through the base budget.
9. The Committee discussed the impact of including the cost of the Continuing Health Care team in the base budget for the future. Officers commented that the team's work was specifically to address a historic back-log and that future conversations around continuing health care would be managed within the locality teams. When

questioned how long a dedicated Continuing Health Care team would be required, officers estimated it as a possible further two years.

Recommendations:

- a) That the Committee endorses the proposal and review of the Investment Panel, which it is hoped will strengthen its role.
- b) That the Audit & Governance Panel review the new structure, membership and procedures of the Investment Panel, and report to Council Overview & Scrutiny Committee on their findings.

Action by: Chairman of Audit & Governance Panel/ Chairman
of Council Overview & Scrutiny Committee

- c) That officers ensure that decision trails are mapped and recorded accurately within minutes and papers.

Action by: Adult Social Care

- d) That the cost of the Continuing Health Care team is included in the business plan for 2014/15 onwards.

Action by: Adult Social Care

Actions/further information to be provided:

None.

Committee Next Steps:

None.

**50/13 CALL-IN: STAFFING AND SYSTEMS INVEST TO SAVE BID - 4
SEPTEMBER 2013 [Item]**

Declarations of interest: None.

Witnesses:

Sarah Mitchell, Strategic Director for Adult Social Care
Sheila Little, Chief Finance Officer and Deputy Director for Business Services
Neill Moore, Senior Principal Accountant
Sue Lewry-Jones, Chief Internal Auditor

Mel Few, Cabinet Member for Adult Social Care
Nick Harrison, Chairman of the Audit and Governance Committee

Key points raised during the discussion:

- 1. The Committee was informed that the Invest to Save bid for Staffing and Systems had been made at the same time as the Continuing Health Care bid, and had followed the same process when being examined by the Investment panel (see minute item 49/13 for further information). It had been necessary to do so in order to ensure that

statutory staff consultations were carried out in order that changes could be implemented to meet savings within the financial year.

2. The Committee was informed that the Invest to Save bid would enable a 'model office' to be implemented, leading to changes in sourcing and administrative teams within the Directorate. This would enable a greater efficiency. In order to support this work the Cabinet Member had agreed to allocate a team focusing on reconciling direct payment backlogs. It was intended that this would be operational for two years, and would help consolidate office functions. It was further highlighted that this team's work would ensure that a Direct Payment pre-charge credit card could be implemented. Officers expressed confidence that the introduction of an electronic card would enable savings to be made.
3. The Committee queried when it was anticipated that the Directorate would see a saving as a result of the bid. It was clarified that the arrangement was that the year-on-year saving made would be used to pay off the money drawn from the Invest to Save fund, with the Directorate seeing a direct saving in 2020 when the money will have been fully repaid. It was clarified that the saving would be visible in terms of the virements between the Directorate and the Invest to Save fund, this would be visible through the standard budget reporting procedures to Cabinet. The Committee was informed that if this investment was not showing savings within the agreed timeframes then the work would cease.

Recommendations:

- a) That the Committee endorses the proposal and review of the Investment Panel, which it is hoped will strengthen its role.
- b) That the Audit & Governance Panel review the new structure, membership and procedures of the Investment Panel, and report to Council Overview & Scrutiny Committee on their findings.

Action by: Chairman of Audit & Governance Panel/
Chairman of Council Overview & Scrutiny Committee

- c) That officers ensure that decision trails are mapped and recorded accurately within minutes and papers.

Action by: Adult Social Care

Actions/further information to be provided:

None.

Committee Next Steps:

None.

51/13 PUBLICITY FOR PART TWO ITEMS [Item 6]

Recommendation:

That non-exempt information relating to items considered in part 2 of the meeting may be made available to the press and the public, as appropriate.

52/13 DATE OF NEXT MEETING [Item 7]

The Committee noted that the next meeting of the Adult Social Care Select Committee would be on 24 October 2013 at 10am

Meeting ended at: 3.30 pm

Chairman