

MINUTES of the meeting of the **ADULT SOCIAL CARE SELECT COMMITTEE** held at 10.00 am on 10 April 2015 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, 14 May 2015.

Elected Members:

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

Ex officio Members:

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

In attendance

Mr Bill Chapman

12/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr. Graham Ellwood and Mrs Barbara Thomson.

Bill Chapman acted as a substitute for Mrs Barbara Thomson.

13/15 MINUTES OF THE PREVIOUS MEETING: 15 JANUARY 2015 [Item 2]

The minutes were agreed as a true record of the meeting.

14/15 DECLARATIONS OF INTEREST [Item 3]

None received.

15/15 QUESTIONS AND PETITIONS [Item 4]

None received.

16/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

None received.

17/15 DIRECTOR'S UPDATE [Item 6]

Declarations of interest:

None

Witnesses:

Dave Sargeant, Strategic Director, Adult Social Care
Mel Few, Cabinet Member for Adult Social Care

Key points raised during the discussion:

- The Strategic Director informed the Committee that the Adult Social Care Directorate (ASC) have now completed 100% of appraisals representing an improvement on this time last year
- ASC received Surrey's results from the statutory Survey of Adult Carers in England (SACE) which was completed in late 2014. The SD advised that the feedback from the survey was very positive and indicates that, in comparison with the results of the 2012/13 survey, there has been an improvement in how carers perceive their interactions with ASC. It was agreed that the results from SACE would be circulated to Members.

- The Committee were updated on how ASC is managing the introduction of the Care Act which came into force on 1 April 2015. A review of ASC's preparations for the Care Act by the Internal Audit Team was cited which expressed satisfaction with the progress being made in meeting the requirements of the Act and did not make any recommendations. The SD did, however, stress that the importance of not being complacent in implementing the Care Act particularly in light of the second phase of legislation which will come into force from 1 April 2016.
- It was also advised that the Government has issued draft guidance and recommendations on the Care Act duties being introduced in 2016. ASC has now returned comments to the Government highlighting concerns around implications that the guidance and recommendations could have. The SD indicated that he would circulate ASC's response to the Committee.
- Members were informed that the deadline for the signing of Section 75 agreements with the six Clinical Commissioning Groups (CCGs) has been revised to 30 April 2015 from the original deadline of 1 April 2015. Assurances were requested by the Committee that the agreements would be signed off by the new deadline. The SD advised that a letter of intent has been sent to each of the CCGs and confirmed that he is confident of having the agreements finalised by the 30th.
- Attention was drawn to a briefing issued by the Association of Directors of Adult Social Services (ADASS) which provides an interesting perspective on the future of adult social care nationally.
- The SD confirmed to the Chairman that when an individual is not satisfied with the response given by the ASC, they have the right to pursue a complaint through the Local Government Ombudsmen (LGO) and the Council will co-operate fully with the LGO.
- Members inquired about the five strategic priorities which have been set out by ASC for 2015/16 and whether the Committee should align its forward plan to these. The SD agreed that the work of the Committee should be tracked back to these priorities.

Recommendations:

None

Actions/ further information to be provided:

1. 2014 Carers' Survey to be circulated to Members of the Committee

2. Directorate response to Government Guidance on 2016 Care Act duties to be shared.

Committee next steps:

None

18/15 SOCIAL CARE FOR SURREY PRISONERS: IMPLEMENTATION OF THE ACT'S PROVISION FOR PRISONERS, APPROVED PREMISES AND BAIL ACCOMMODATION [Item 7]

Declarations of interest:

Margaret Hicks council appointed governor of Surrey and Borders Partnership NHS Foundation Trust.

Witnesses:

Stella Charman, Health and Social Care Programme Manager
Kemi Oyemade, Head of Healthcare, HMP Bronzefield
Dave Sargeant, Strategic Director, Adult Social Care
Cliff Bush, Chairman, Surrey Coalition of Disabled People

Key points raised during the discussion:

- The Health and Social Care Programme Manager (HSPM) provided Members with a brief introduction to the report highlighting the new responsibilities established by the Care Act which requires the council to provide social care services to prisoners in the county. The Committee was informed that Surrey has a particularly large prison population with almost 3,000 individuals incarcerated of whom 30% are female. It was advised that a contract has been awarded to Surrey and Borders Partnership (SABP) to manage this service which will be reviewed after a year as it is anticipated that there will be increasing demand with hidden need potentially uncovered as the service becomes embedded.
- The Head of Healthcare at HMP Bronzefield (HH) gave a brief breakdown of the different categories of prison that there are in Surrey and how the variation in the prison population provides a different set of challenges when delivering social care.
- Members highlighted potential issues around the continued provision of social care services for prisoners once they are released. Of particular concern was the arrangement for prisoners who move to another county once they are released from prison in Surrey. The HSPM confirmed that individuals released from prison are entitled to the same support as other residents and that it is the specialist team's role to link with the returning local authority if someone leaves Surrey

and to share the individual's care plan. It is then the returning authority's responsibility to deliver any re-assessment.

- Information was requested on the role of the Family, Friends and Community (FFC) support programme and how this fits with the delivery of social care services to prisoners. The HSPM advised that in many cases inmates provide assistance to fellow prisoners who require support. Some prisoners have already been given limited training on providing healthcare support to other inmates and plans are currently being discussed to expand this training.
- Members inquired about the provision in place for prisoners suffering from mental health problems. The HSPM confirmed that ASC are working closely with mental health services and other partners to ensure that the appropriate services are in place to support prisoners with mental health problems. Moreover, ASC have also employed someone within the specialist team with a background in mental health service provision to ensure that the appropriate support is in place. The HH emphasised the importance of providing integrated health and social care services in prisons to ensure all areas of need are met and that this was an area that the council could really add value by bringing the social conception of need alongside the existing medical model.
- The Chairman of Surrey Coalition of Disabled People (CSCDP) inquired about the model of social care that would be provided to prisoners and requested assurances that this model would offer the same opportunities as those given to other Surrey residents. The SD confirmed that social care teams will be introduced to prisons as part of the integrated model to ensure that the social care needs of prisoners are met. A number of local authorities have taken the decision to hand prison social care services entirely over to healthcare agencies but the ASC team decided against doing this in Surrey, instead expanding its current offer as per the Care Act. SABP hosting the team was a pragmatic decision designed to ensure more cases were not added to the Locality Team's caseload.
- Information was requested on the number of prisoners there are in Surrey with disabilities and what provisions have been put in place to meet the needs of these prisoners. The HH indicated that there are 131 prisoners at Bronzefield with registered disabilities, as of December 2014, which cover a wide range of mental and physical conditions. Special consideration also needs to be given to the impact of illegal drugs on these inmates with these conditions due to the high prevalence of dependency. Members were informed that extensive work has already taken place on providing services for prisoners with

disabilities and that the introduction of the Care Act will build on this existing work.

- Attention was drawn to the existing provision of social and pastoral care in prisons with the Committee stressing the need to ensure that ASC works with and builds on any services that are already in place. The HSPM indicated that there are few volunteering organisations operating in Surrey prisons that work on social care issues. The HH advised the Committee that she felt the introduction of social care into prison services would complement rather than prove a hindrance to services that are already in place.
- The relevance of the Care Act to prisoners held on remand was queried by the Committee. The HSPM advised that the council also has responsibility to provide care services to remand prisoners. The speed with which assessments could be completed for these prisoners was flagged as potentially problematic due to the short space of time that many people are held.

Recommendations:

1. The Committee supports the model proposed for the first year of operation

Actions/ further information to be provided:

1. The Committee requests a report on the performance of the service including details of involvement by the voluntary sector at its meeting on 18 December 2015.

Committee next steps:

None

**19/15 RECRUITMENT AND RETENTION & WORKFORCE STRATEGY UPDATE
[Item 8]**

Declarations of interest:

None

Witnesses:

Sonya Sellar, Area Director – Mid Surrey, Adult Social Care
Emily Boynton, Strategic HR & OD Relationship Manager
Chris Whitty, Programme Manager – Service Delivery
Cliff Bush, Chairman, Surrey Coalition of Disabled People

Key points raised during the discussions:

- The Area Director (AD) introduced the report drawing attention to the steps being taken to improve recruitment and retention of staff. Measures such as introducing more clearly defined job titles, for example Senior Social Worker has been signed-off, improving the induction process as well as revising the pay and reward strategy were highlighted to Members. The Committee were also informed that ASC are working closely with HR to recruit directly in universities and colleges while the number of apprenticeships and training opportunities for existing staff also being increased.
- Information was requested on whether there are any particular areas of work or geographical regions in which the staffing problems are especially acute. The Strategic HR & OD Relationship Manager (SRM) indicated that recruitment and retention of ASC staff in Mole Valley has proven more challenging than in other Districts and Boroughs. Occupational Therapists and Social Workers were also highlighted as difficult positions to recruit into.
- Members drew attention to the reputation that Surrey County Council has as a social care employer and suggested that this may be impacting on the ability of ASC to recruit. The SRM highlighted that ASC has taken steps to develop its brand as an employer but is focusing on ensuring that the experience of staff once they start their job is a good one. The induction programme has proved to be a particularly successful way of improving the experience of new starters.
- Concern was expressed with the prevalence of key frontline staff being trained by the council only for them to leave shortly after their apprenticeship has been completed. The witnesses were asked whether it was possible to provide incentives for trainees to make it more attractive for them to remain at the council. The SRM indicated that plans are in place to introduce a stepping stone position for apprentices once they have completed their training as many are not ready to take up a full-time post. The Committee were advised, however, that some apprentices will inevitably leave the council following the completion of their training as they may realise that they want to follow another career path.
- The average salary paid to staff in ASC was identified as a key factor in the challenges being faced by the council in recruitment and retention as many can't afford to live and work in Surrey. Members suggested that it was necessary to identify housing opportunities for key staff as a priority to ensure that those on the average wage for ASC staff are actually able to live in the county. This was particularly important for the provision of social care in the middle of the county

due to the distances that need to be travelled by care workers who commute to Surrey from another county.

- The importance of creating a more flexible workforce by broadening staff skill sets was also raised by the Committee. It was advised that ASC are working in conjunction with CCGs to identify the skills needed across the health and social care system in the county and developing opportunities to train staff to be more flexible with the services they are able to provide.
- Members indicated that there is a need to focus on making people aware of how rewarding a career working in social care can be. It was suggested that this could be achieved by getting this message into schools and by creating work experience opportunities for young people. The SRM flagged up the Career Tasters programme being set up as a means for young people to discover what is on offer and to get an opportunity to engage in work experience if they are interested. The AD further highlighted that there are champions who talk to students at colleges and universities about working for ASC.
- The CSCDP drew attention to the vast resource of ex-carers and individuals with moderate disabilities who ASC could target as potential employees. Members were advised that Surrey Coalition of Disabled People does a lot of work to support people back into work and suggested that the council tap into this resource in an effort to address some of the recruitment and retention challenges being faced by ASC. The CSCDP further mentioned the work done by Action for Carers to support people back into work and suggested that the Council may also want to work with them as well. The AD welcomed this suggestion and indicated that they would discuss it in more detail with Surrey Coalition of Disabled People to find a way forward. The Committee requested an update on how the work being done by the Council to employ staff through Surrey Coalition of Disabled People and Action for Carers is progressing.

Recommendations:

1. That the Select Committee continues to monitor the situation in relation to recruitment and retention in the service and receives a further report in January 2016.
2. Members note and support the actions outlined that will support the service to recruit and retain the necessary staff numbers in the future. In particular reviewing the council's approach to pay and reward and in efforts to increase the supply of affordable housing for public sector staff in the county.

3. The Committee recommends that the Cabinet give consideration to affordable housing for care staff as key workers in Surrey including the use of the council's land and properties.
4. Recommends that the Directorate and HR liaise with the voluntary sector including the Surrey Coalition of Disabled People in the recruitment and retention of 'returning staff'.

Actions/ further information to be provided:

None

Committee next steps:

None

20/15 THE FUTURE OF SURREY COUNTY COUNCIL RESIDENTIAL CARE HOMES FOR OLDER PEOPLE [Item 9]

Declarations of interest:

None

Witnesses:

Dave Sargeant, Strategic Director, Adult Social Care
Chris Whitty, Programme Manager – Service Delivery, Adult Social Care
Mel Few, Cabinet Member for Adult Social Care

Key points raised during the discussions:

- The Cabinet Member for Adult Social Care reiterated the need to close the six Surrey County Council owned care homes due to the fact that they are no longer fit for purpose. The Committee were informed that work has already started on closing Brockhurst and Longfield and that the process of shutting these two care homes will have been completed by the end of 2015.
- The Programme Manager (PM) provided more information on the next steps in the closure of the care homes and the schedule for these closures stating that two homes would be shut each year for the next three years. The council is also talking to other local authorities about their experiences of closing care homes to ensure that all aspects of the closures have been fully considered. The PM provided detail on plans for the redeployment of staff advising that skill sets will be assessed to ensure that the needs of residents are met.
- Further information was requested by the Committee on the process of closing the care homes and asked how this is progressing in relation to the Brockhurst and Longfield homes. ASC have looked at the care

needs of residents currently in the homes and are considering these in relation to alternative care solutions within a five-mile radius.

Discussions are currently taking place with care providers to get an understanding of what services they offer that meet individual residents' needs. The PM also advised that conversations are ongoing with families, advocates and residents to ensure that they get an arrangement they are comfortable with. The hope is to transfer all residents in Brockhurst and Longfield to another care home in the summer in line with the council's commitment not to move residents in the winter months.

- The SD stressed the importance of retaining staff that work in these homes and gave assurances that efforts will be made to ensure that this is the case. Members were advised that ASC are currently considering options such as providing staff with training opportunities, re-deployment of some staff to re-ablement teams or moving staff to some of the other homes which are closing down to reduce the number of agency workers in these homes. The Committee were further informed that there is a shortage of staff in privately run care homes in Surrey but that efforts would be made to retain existing staff where possible.
- Members asked what significance is being given to existing friendship groups in the closing care homes. The PM highlighted that this is paramount in ASC thinking and that efforts will be made to accommodate these friendship groups where possible.
- The SD was asked whether ASC is working in conjunction with the Care Quality Commission (CQC) to ensure that residents are re-located in homes where they will receive a high standard of care. The SD highlighted that he has established and oversees a Quality Assurance group including a representative from the CCG to provide external challenge. The purpose of the Quality Assurance group is to oversee the placement of every resident to ensure that they receive the same quality of care that which they presently receive.

Recommendations:

- The Committee recommends that consideration be given to all staff to ensure that they are given ample opportunities to continue working for ASC or within the council.

Actions/ further information to be provided:

None

Committee next steps:

None

21/15 CARE ACT IMPLEMENTATION:REVISED CHARGING POLICY AND DEFERRED PAYMENT POLICY FOR ADULT SOCIAL CARE [Item 10]

Declarations of interest:

None

Witnesses:

Toni Carney, Head of Resources

Key points raised during the discussions:

- The Head of Resources (HoR) informed the Committee that the majority of service users will not be significantly impacted by revisions to the charging and deferred payment policies. One potentially significant area, however, is the level of earned income taken by the council for social care services. Members were informed that new assessments for those affected by the changes in charging policy are being conducted while a dedicated telephone service has been set up to allow people affected by the revised charging policy to access information.
- It was agreed that the HoR would send a brief memo to the CSCDP about the taxability of income through benefits and whether this will increase as a result of the changes.

Recommendations:

1. The Adult Social Care Select Committee notes the report and the revised Charging and Deferred Payment Policies.

Actions/ further information to be provided:

None

Committee next steps:

None

Bill Chapman left the meeting at 12:30

22/15 ADULT SOCIAL CARE DIRECTORATE BUDGET MONITORING REPORT [Item 11]

Declarations of interest:

None

Witnesses:

Dave Sargeant, Strategic Director, Adult Social Care
Will House, Finance Manager

Key points raised during the discussions:

- The Finance Manager (FM) advised that there has been a significant reduction in the overspend projected by ASC for 2014/15. The service has made good progress on delivering savings while the level of demand has decreased from previous month although it remains higher than was projected last year.
- Members drew attention to the £6 million savings achieved from the FFC programme and asked what further action can be taken to introduce additional savings in line with the £10 million target originally anticipated for 2014/15. It was highlighted that reassessments are only a small part of FFC and that a number of other avenues will be going live over the next few months which will help to deliver further efficiencies. The FM highlighted that the service has increased the number of reassessments over the last month and there are many more scheduled for next year. Modelling suggests that over the next three years reassessments will generate saving in the region of £18 million although a lower proportion of savings on packages is expected in the next few years as the many of the most expensive packages have already been reassessed. There is a £7m saving forecasted for new packages in the same period.
- The SD stressed the need to change the perception that FFC is all about savings through reassessments and that more attention should be given to the importance of social capital for residents.
- Members drew attention to FFC Member Champions network as well as highlighting the knowledge that individual Councillors have about their local area. It was requested that officers communicate with Members on FFC initiatives as they can provide invaluable insights into communities and provide information about resources that are available locally to support FFC.

Recommendations:

1. The Committee recommends that Surrey Information Point be demonstrated to local committees and tailored towards the needs of the local area.
2. The Committee congratulates the Directorate on achieving 97% of its ambitious savings target for 2014/15.

Actions/ further information to be provided:

None

Committee next steps:

None

**23/15 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME
[Item 12]**

Declarations of interest:

None

Witnesses:

None

Key points raised during the discussion:

None

Recommendations:

None

Actions/ further information to be provided:

None

Committee next steps:

None

24/15 DATE OF NEXT MEETING [Item 13]

The Committee noted its next meeting will take place on 14 May 2015.

Meeting ended at: 12.50 pm.

Chairman