

## Notice of Meeting

# Social Care Services Board

**Date & time**

Wednesday, 25  
November 2015 at  
2.00 pm

**Place**

The Council Chamber,  
County Hall, Penrhyn  
Road, Kingston Upon  
Thames, Surrey, KT1  
2DW

**Contact**

Ross Pike or Joseph Jones  
Room 122, County Hall  
Tel: 020 8541 7368 or 020  
8541 8987

**Chief Executive**

David McNulty

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k



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**@SCCdemocracy**

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike or Joseph Jones on 020 8541 7368 or 020 8541 8987.**

### **Elected Members**

Mr Keith Witham (Chairman), Mrs Margaret Hicks (Vice-Chairman), Mr Ramon Gray, Mr Ken Gulati, Miss Marisa Heath, Mr Saj Hussain, Mr Daniel Jenkins, Mrs Yvonna Lay, Mr Ernest Mallett MBE, Mr Adrian Page, Mrs Dorothy Ross-Tomlin, Mrs Pauline Searle, Ms Barbara Thomson, Mr Chris Townsend and Mrs Fiona White

### **TERMS OF REFERENCE**

The Committee is responsible for the following areas:

The Social Care Services Board is responsible for overseeing and scrutinising services for adults and children in Surrey, including services for:

- Performance, finance and risk monitoring for social care services
- Services for people with:
  - Special Educational Needs
  - Mental health needs, including those with problems with memory, language or other mental functions
  - Learning disabilities

- Physical impairments
- Long-term health conditions, such as HIV or AIDS
- Sensory impairments
- Multiple impairments and complex needs
- Services for Carers
- Social care services for prisoners
- Safeguarding
- Care Act 2014 implementation
- Children's Services, including
  - Looked After Children
  - Corporate Parenting
  - Fostering
  - Adoption
  - Child Protection
  - Children with disabilities
- Transition
- Youth Crime reduction and restorative approaches

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

### **2 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.

### **3 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 (19 November 2015).
2. The deadline for public questions is seven days before the meeting (18 November 2015).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### **4 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD**

There are no responses to report.

### **5 CHILDREN'S SERVICES ANNUAL COMPLAINTS REPORT 2014-2015** (Pages 1 - 22)

#### **Purpose of the report:**

Scrutiny of Services/ Performance Management

To provide a summary of the Children's Services Annual Complaint Report 2014-2015 highlighting:

- Learning arising from complaints
- What we are doing well
- What we need to improve

- 6 ACCOMMODATION WITH CARE AND SUPPORT** (Pages 23 - 30)
- Purpose of the report:**
- Policy Development and Review
- This report sets out the Council's future approach to accommodation with care and support and invites the Board's views on the Strategic Intent Document prior to submission to Cabinet in December.
- 7 ADULT SOCIAL CARE BUDGET MONITORING FOR SEPTEMBER** (Pages 31 - 44)
- Purpose of the report:**
- Scrutiny of Budgets/Performance Management
- This report provides an opportunity for the Board to scrutinise the Adult Social Care budget.
- 8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 45 - 56)
- The Board is asked to review its Recommendation Tracker and Forward Work Programme.
- 9 DATE OF NEXT MEETING**
- The next meeting of the Committee will be held on Monday 25 January 2016 at 10.00am

**David McNulty**  
**Chief Executive**  
Published: Monday, 16 November 2015

### **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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Social Care Services Board  
25 November 2015

**Summary: Children's Services Annual Complaints Report 2014-15**

**Purpose of the report:** Scrutiny of Services/ Performance Management

To provide a summary of the Children's Services Annual Complaint Report 2014-2015 highlighting:

- Learning arising from complaints
- What we are doing well
- What we need to improve

**1. Introduction:**

- 1.1 The Rights and Participation Service sits to the side of operational Children's Social Care within the Children, Schools and Families Directorate. The head of service currently reports directly to the Strategic Director. The Children's Rights team sits within the service and manages complaints across the Children, Schools and Families Directorate.
- 1.2 This summary has been prepared to provide comment on the year-end position of complaints within Children's Services. The Children's Act 1989 Complaints Procedure considers complaints from and on behalf of children and young people, and their carers who are receiving a service under the Children's Act. This report details complaints made under that procedure.
- 1.3 The Children's Act 1989 Complaints Procedure consists of three stages. At the first stage the complaint is responded to by the local operational manager. At the second stage the complaint can be considered in a variety of ways which includes, case review by a peer manager, mediation and independent investigation. The response at the second stage is adjudicated by a senior manager within the service. At the third stage the complaint is reviewed by a panel of three independent consultants. Each stage has predefined timescales for response as set out within the regulations associated with the Act.
- 1.4 Examples of complaints received may include issues about the type or quality of service, the provision or lack of provision, or about staff interventions with customers. Young people making or thinking of making a complaint are entitled to an advocate. The Service does, on occasion, receive complaints that are, in reality, concerns of a safeguarding nature or not about Children's Act provision. Such concerns are referred to operational teams for action as appropriate and in accordance with the Safeguarding Procedures. These concerns are not usually considered under the Statutory Complaints procedure.

- 1.5 Complaints are received in a variety of routes throughout the Local Authority including the contact centre, operational teams and via Members. All complaints received are recorded on a central customer feedback database, which is overseen by the Children's Rights Service.
- 1.6 During the 2014-15, 321 complaints were recorded, of which 42 were received direct from children and young people, 12 of which were from unaccompanied asylum seeking young people. Of the 42 complaints recorded, 23 young people received formal advocacy support in bringing their complaint.
- 1.7 The majority of complaints recorded relate to the Referral and Intervention Services or the Child Protection and Court Teams. In the main concerns relate to disagreement with assessment or court report content and outcomes. This is not unexpected given that it is in the main these teams that are involved following referrals for intervention received from either partner agencies such as Health or the Police or concerns raised by families themselves.
- 1.8 During the period 2% of the complaints escalated to the next stage of the process which is less than the previous 12 months. There were no formal investigations undertaken by the Local Government Ombudsman.
- 1.9 The 2014 Ofsted inspection<sup>ii</sup> of Surrey County Council's services for children in need of help and protection, children looked after and care leavers made the following comments about complaints management:
  - "104. The children in care council provides all looked after young people with information about their rights and entitlements. Complaints are dealt with effectively, and the learning from these is reflected in training, service briefings and practice reviews."
  - "131. Care leavers know how to complain, and complaints are dealt with promptly and fairly."

## **2 Learning:**

- 2.1 132 complaints resulted in corrective actions being identified, these include learning identified across all three stages of the complaint process. 183 complaints were explicitly recorded as not leading to any corrective action.
- 2.2 Specific examples of learning from complaints identified by operational and Children's Rights Service staff are listed below:
  - Improvements to managing expectations for families where more than one team is involved. For example cases with children who have educational as well as behavioural needs. Learning includes closer communication between operational social care and special education needs teams as well as making sure that families understand the different roles for each area or service.
  - Clear communication with families to ensure clarity in understanding the key messages relative to assessment, interventions and support available, for example: ensuring that families understand the reasons that the outcome of a



Child and Family assessment is that threshold for intervention has not been met and what other options may be available to them.

- Social care professionals reminded of the importance to maintain confidentiality and to explain this to third parties involved with a family (such as grandparents) as appropriate especially when taking account of the wishes and feelings expressed by young people.

### 3 Summary

An increase in complaints, resolved at an early stage, is a positive sign that young people and their representatives know how to access the process and express their wishes and feelings. The procedure provides for further review of decision making and also can, on occasion, highlight wellbeing, whistle blowing or safeguarding concerns. It enables an insight into the customers experiences and the opportunity to learn and improve service delivery from this.

#### 3.1 What we are doing well?

- Improved identification and recording of learning and actions arising from complaints at all stages of the process
- Average response times for initial stage of the process remain within timescale
- Maintained low levels of complaints escalating through the process
- Maintained low levels of complaints investigated by the Local Government Ombudsman

#### 3.2 What do we need to improve?

- Effective communication with families to ensure clarity around reasons for interventions
- Assessments to clearly distinguish between comments or information received from third parties and statements that reflect the professional opinion of social care professionals
- Accessibility of the complaint process for children and young people especially unaccompanied asylum seeking young people given that numbers of these continue to increase

### Recommendations

1. Committee to note report content
2. Committee to note key learning arising from complaints during the previous fiscal year and changes made as a result

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**Report contact:** Jessica Brooke, Children's Rights Manager (Complaints)

**Contact details:** 01483 519095

<sup>i</sup> [Department for Education and Skills. "Children's Social Care: Getting the best from complaints" 1 September 2006.](#)

<sup>ii</sup> "Ofsted Inspection of Surrey County Council services for children in need of help and protection, children looked after and care leavers. "

Inspection date: 21 October 2014 – 12 November 2014

Report published: 3 June 2015

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# Children's Rights Service

**Children's Service  
Statutory Complaints Report 2014 - 2015**

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- 3 ADVOCACY SUPPORT
- 4 MONITORING THE PROCESS
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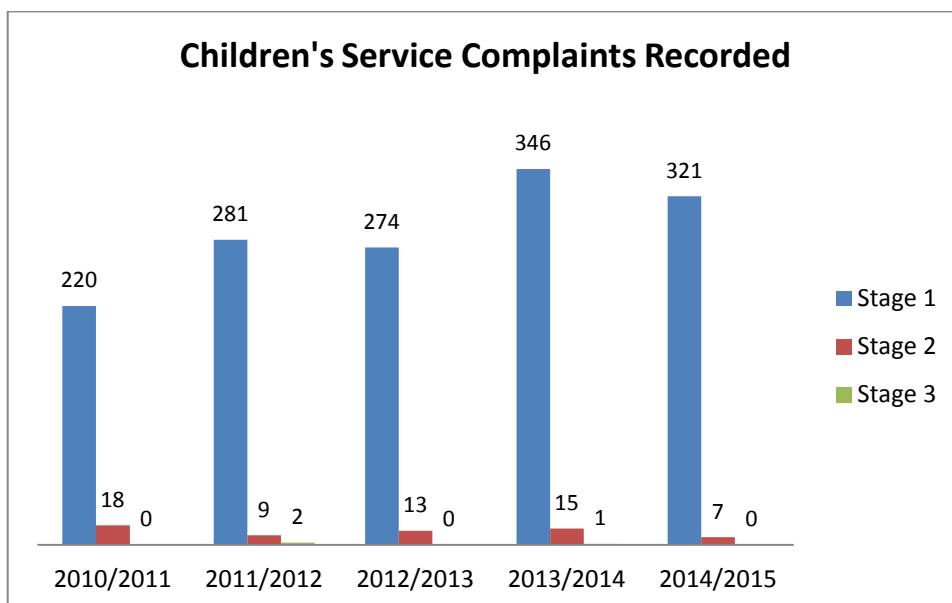
## 1 PURPOSE AND SUMMARY OF REPORT

- 1.1 All local authorities with Children's Social Care responsibilities are required to maintain and operate a Children's Act complaints process in line with statutory guidance. The management of this process should sit outside operational Children's Service's delivery and the responsible "complaints manager" should not report into Children's Service line management. The Authority must produce a statutory annual complaints report detailing complaints performance and activity.
- 1.2 In Surrey, the Children's Act Complaints Process is delivered by the Rights and Participation Service. This service sits at arm's length from operational teams in the Resources Division of the Children, Schools and Families Directorate.
- 1.3 The Children's Act Complaints Procedure considers complaints from and on behalf of children and young people, and their carers who are receiving a service under the Children's Act. Complaints can for example be made about the type or quality of service, the provision or lack of provision, and/or about staff interventions with users. Young people making or thinking of making a complaint are entitled to an advocate. The Rights and Participation Service does, on occasion, receive complaints that are in reality concerns of a safeguarding nature and or not about Children's Act provision. Such concerns are referred to operational teams for action as appropriate and in accordance with the Safeguarding Board Procedures. These concerns are not considered under the Statutory Complaints procedure.
- 1.4 The procedure operates a three stage process. Stage one is local resolution, where the matter is responded to by the team working with the family or as close to the point of delivery as possible. These complaints may be made direct to the operational team via the contact centre or complaints team or Councillor or any other officer of the council. The statutory guidance expects that most complaints will be responded to within 10 working days at stage one or 20 working days for more complex cases. Stage one complaints are responded to by operational managers. At stage two the process is managed by the Rights and Participation Service who can appoint an independent investigator and independent person to investigate the complaint and produce a report of their recommended findings. This stage can take between 1 to 6 months to complete. The third stage is a review panel hearing. The Panel, which is made up of independent people will hear representations from the complainant and the service. The Panel will then review the complaint and having reached recommended findings in relation to the complaint, will refer their findings to the Deputy Director Children's Services. The Deputy Director will then consider the Panel's recommendations and respond formally to the complainant on behalf of the Local Authority. Following stage three, if the complainant remains unhappy they can refer the complaint to the Local Government Ombudsman (LGO) for their consideration. The LGO may investigate the complaint and can issue a public report of their findings.
- 1.5 Complainants are advised that they have the right to request their complaint is progressed through the procedure at the end of each stage should they remain dissatisfied.
- 1.6 Children's Service occasionally respond to informal inquiries received from County Councillors and Members of Parliament where it is deemed that a response via the complaint process would not be appropriate. During 2014-15, 20 enquiries were received from Members of Parliament (MP) and County Councillors (Cllr); enquiries were recorded on the Customer Feedback Database. This is the database also used for recording complaints. It is interesting to note that of the 20 MP/Cllr enquiries, 10 were also known to the Rights and Participation Service as complainants whose complaints were being or had been addressed through the complaints process. Recording these types of enquiries on the database ensures that we are systematic in approach with a view to ensure that work is not duplicated and that responses are managed through the correct process.

## 2 SCC CHILDREN'S SERVICES' COMPLAINTS ANALYSIS 2014 – 2015

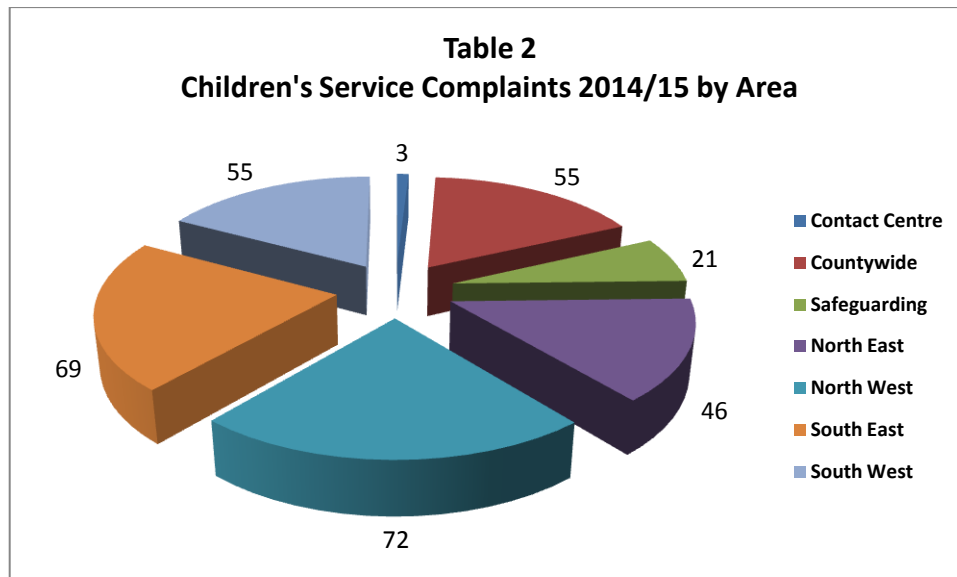
### 2.1 VOLUME OF COMPLAINTS RECORDED

#### 2.1.1 Table 1: Children's Service Complaints recorded 2014 -2015



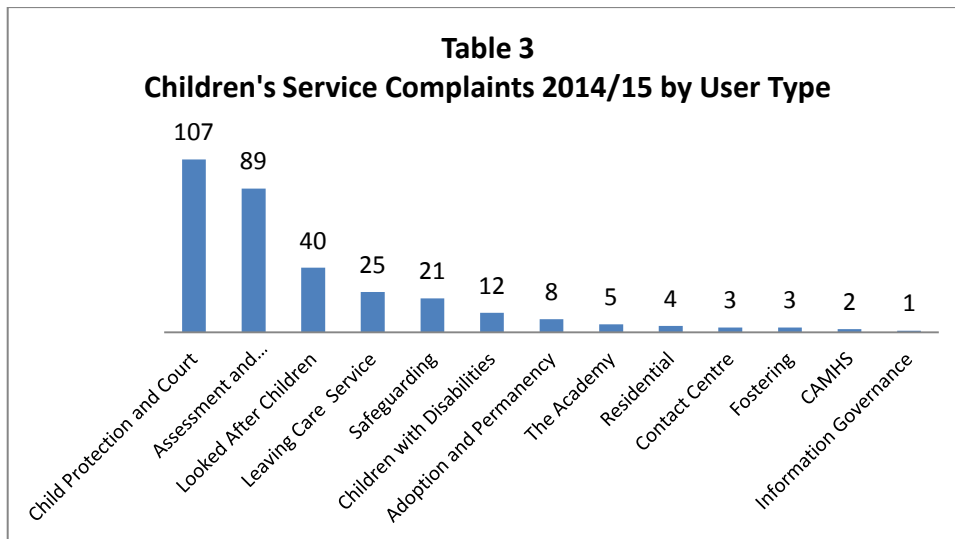
2.1.2 As illustrated in Table 1, the total number of complaints recorded between April 2014 and March 2015 for Surrey Children's Service has decreased by 25 when compared to the previous 12 months. As demonstrated by the table, the general trend is an increase in the numbers of complaints recorded, therefore this slight decrease may be indicative of improved resolution at an informal stage of the process given that as discussed later in this report, escalation through the process remains low and has not increased when compared to the previous 12 months. It may also reflect improved recognition by operational teams of what complaints qualify to be responded to via the process and concerns that can be responded to via alternate routes, such as for example private legal proceedings. This aspect is considered in more detail later in this report. The Rights and Participation Service will continue to monitor recording levels and within the current fiscal year seek to determine if there are any specific causes or trends that can clarify the lower recording levels.

2.1.3 Table 2 details Children's Service complaints by service area over the last year. These relate to complaints *about* these areas, rather than complaints received *by* these areas. The chart demonstrates that the majority of complaints are in the main directed at the operational social care teams, which is to be expected as it is these teams which interact the most regularly and closely with the families with whom the service intervenes. The chart indicates that as in the previous 12 months, the majority of complaints were recorded as being about the North West Area. Analysis of the recording data does not highlight any specific trend. This could suggest that recording activity in the remaining areas may not be as proactive. The Complaints Manager regularly meets with Team Managers and Assistant Team Managers in all areas and during those meetings will consider complaint recording and any barriers to this.



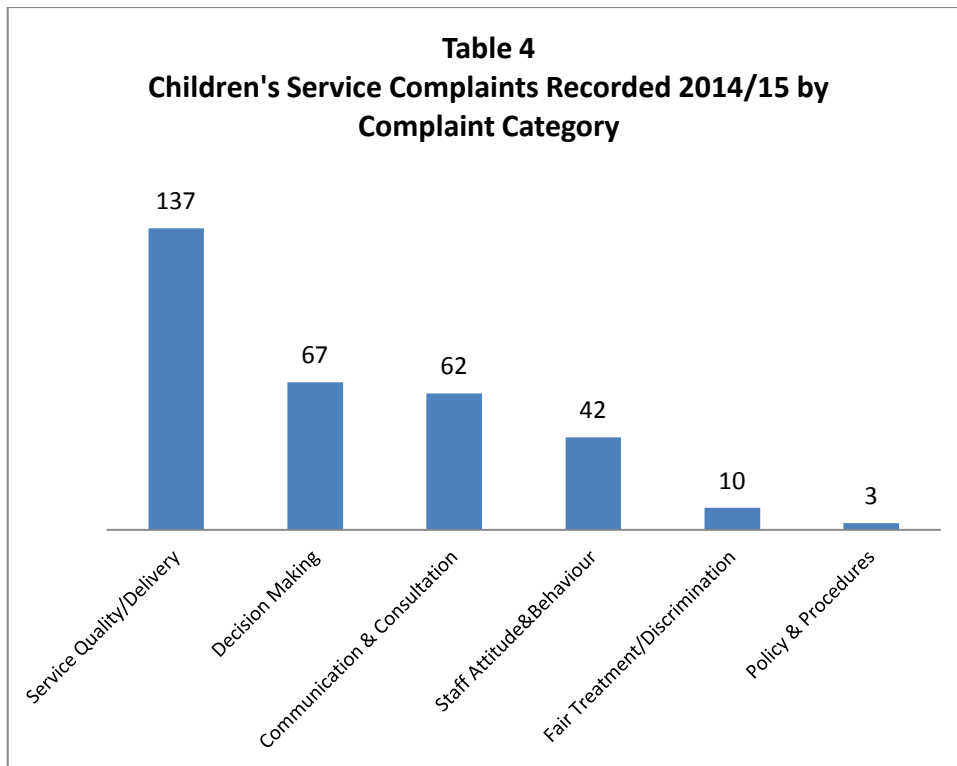
2.1.4 Table 3 details number of complaints received by service area. The data demonstrates that the majority of complaints received are from those receiving services from Child Protection and Court Proceedings Teams (CP &P) (107), this is consistent with recording levels in the previous 12 months. As with previous years, the data demonstrates that these include complaints about the content of reports requested by the Court in private proceedings. For example, parents may use a Child and Family Assessment as part of their evidence in Private Proceedings and the other party may then complain about the content of said assessment as in their view the assessment 'is biased against them'. It should be noted that these assessments are not written for the Court and the decision to share content rests with the family members and not Surrey Children's Service (SCS). The expectation is that the content would therefore be challenged in Court and not via the complaint process. It is of note that when challenged on this point, parents are increasingly indicating that they are self representing in Private Legal Proceedings. It is reasonable to suggest that given the current economic climate parents involved in Private Legal Proceedings will continue to make complaints about matters that are more appropriately addressed within the legal system. The records held indicate that parents do seek to use the complaint process as a way of collecting information that they perceive will then support their private legal case. Similarly the Court may direct SCS to undertake enquiries under specific sections of the Children's Act. The purpose of the enquiry and report is to assist the Court in making directions where there has been for example, a Residence or Contact Order application by a parent. The expectation in this case is also that the concerns will be discussed as part of the ongoing legal proceedings and not addressed via the complaint process.

2.1.5 The table also shows that levels recorded by the CP&P Teams, the Assessment and Intervention Teams (89) and finally the Looked after Children Teams (40) account for 73% of all complaints received in relation to Children's Service in Surrey. This is not unexpected given that it is in the main these teams that are involved following referrals for intervention received from either partner agencies such as Health or the Police or concerns raised by families themselves.



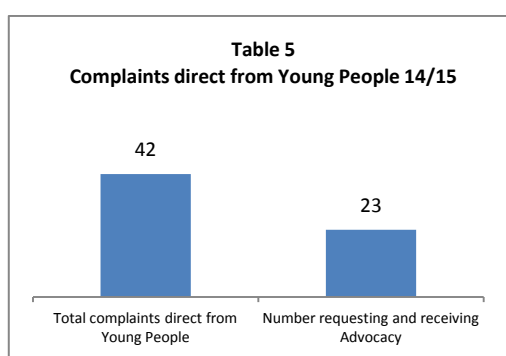
- 2.1.6 Table 4 details the number of complaints received by category (type of complaint). The chart demonstrates that the majority of complaints are in regard to 'Quality of Service' provided. As indicated earlier in this report, the majority of complaints recorded are in relation to service provision by the Referral Assessment and Intervention Service and the Child Protection and Court Proceedings Teams. It is therefore not unexpected that in the main complaints about Quality of Service relate to customers perceptions of the service and what it may be able to offer. This can also include misunderstandings by families about the role of Surrey Children's Services in private legal proceedings. The majority of these complaints are resolved by providing more robust or detailed explanations around the decisions and actions taken by the Service. This in turn emphasises the need to ensure that timely and full explanations are provided when decisions and actions are taken.
- 2.1.7 'Communication and Consultation' is the next most common category of complaint. An example will relate to families' expectations around what constitutes regular or frequent communication from the allocated social worker. This highlights the need to ensure that families expectations around frequency and detail of communication from social care professionals is carefully managed. As with complaints about 'Quality of Service', the majority of complaints about communication continue to be resolved by explanation.
- 2.1.8 The third most common complaint category is 'Decision Making'. Complaints in this category relate to the outcome of assessments or reports where parents/young people disagree with the social workers' professional opinion as expressed within the content of the assessment or report. For example, where there is disagreement with the outcomes arising from an assessment or report, this disagreement is expressed as a complaint suggesting that the outcome is flawed. During 2014-15 9 independent and 9 management reviews of assessments and reports were undertaken at the second stage of the process. The reviews did demonstrate that reports and assessments were not always as detailed or robust as they could have been. However, reviews found the outcomes were not affected by this and remained unchanged.
- 2.1.9 The top three categories of complaints this year indicate the need for improved communication with families. As a result the Complaints Manager will be working with Area Managers in the coming year to seek out specific actions to address gaps in effective communication. It is especially important to ensure that expectations are managed as far as reasonably possible, given that interactions are with families who may be in crisis.

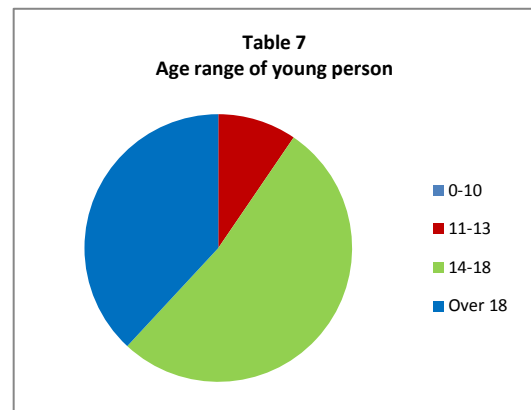
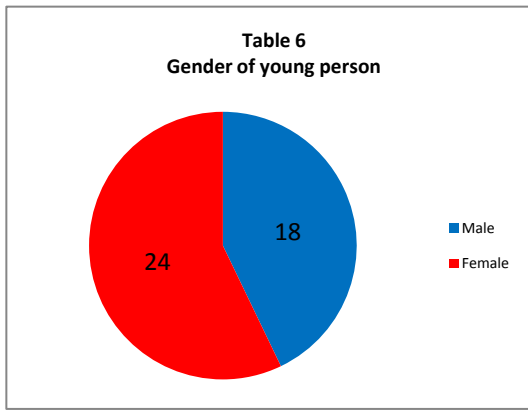




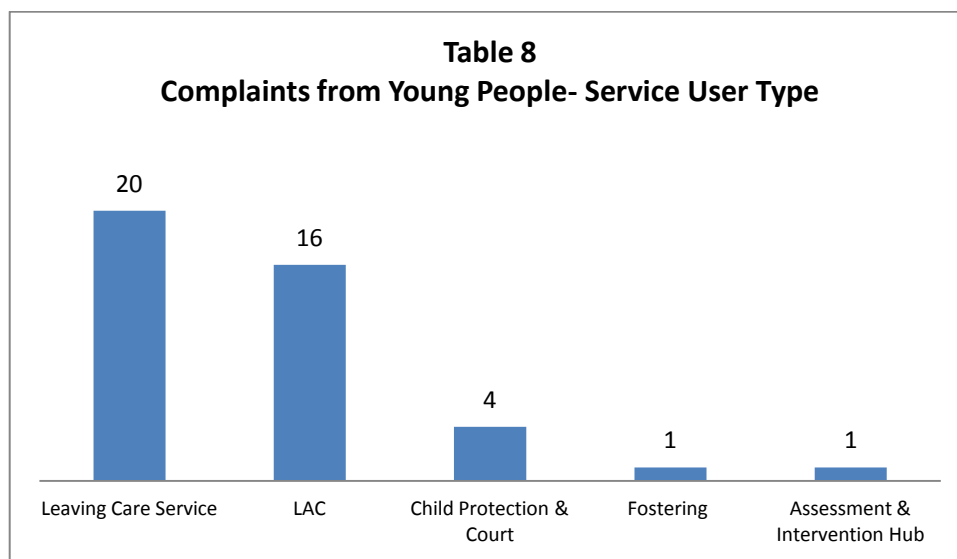
2.1.10 In 2014-2015 a total of 42 formal complaints were received directly from children and young people. This is a decrease of 4 when compared to those recorded in the previous 12 months. However for both years complaints recorded as being direct from Children and Young People represent 13% of all complaints received. In addition to formal complaints, there continues to be an increase in number of contacts from young people seeking support to achieve informal resolution of problems and concerns. Tables 6 & 7 below show that 52% of young people making a formal complaint were aged between 14 and 18 and over and that complaints recorded as being from females were higher than those recorded from males. What is of particular significance is the number of complaints recorded as being from unaccompanied asylum seeking (UAS) young people under the age of 18; in 2014-15 12 complaints were recorded as being from UAS young people. This is a significant increase when compared to the 6 recorded in the previous 12 months. We will continue to monitor recording levels during the current fiscal year.

2.1.11 Table 5 also shows that of the 42 formal complaints recorded, 23 of the young people requested and received advocacy support. Of the 23 who received advocacy support, 3 were supported by an 'independent advocate' while the others elected to either receive support from Rights and Participation Service staff (17) or from an advocate of their choosing (3), for example a family member or friend or other professional such as a teacher.





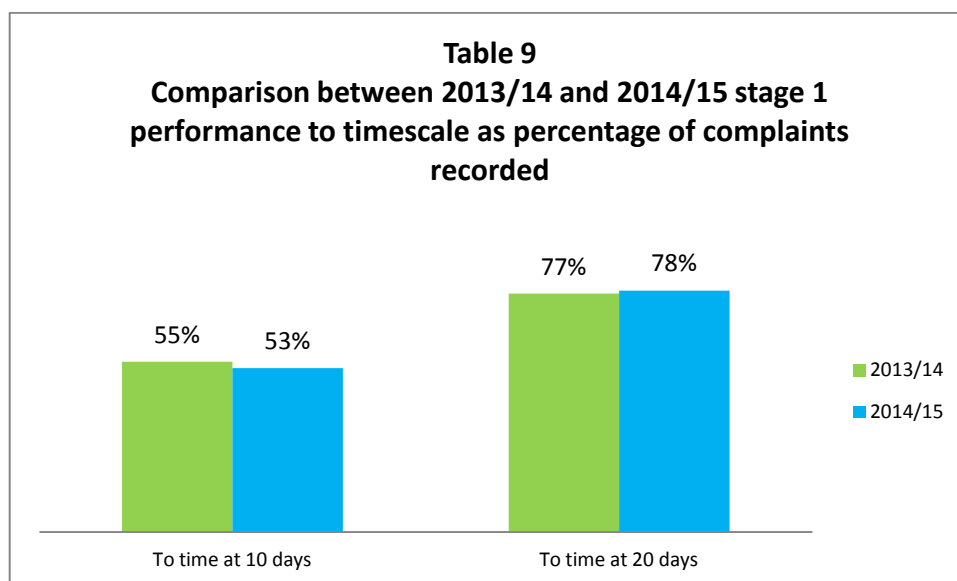
2.1.12 Table 8 shows the breakdown of complaints recorded (direct from young people) by service type. The majority of these (86%) were received from either looked after young people or those leaving care. Care Leavers's main concerns remain around financial support and support to find secure accommodation. For looked after children, concerns remain around contact with family and concerns relating to placements. The one complaint recorded as being about Fostering Services related to an alleged breach of a young person's confidentiality by the carer. As indicated earlier in this report, this year has seen a particular rise in complaints and contacts from UAS young people. Complaint topics from these young people include concerns about communication including appropriate use of translators or translation services, as well as placements.



2.1.13 Once again a majority of complainants - 217 equating to 68% identified themselves as White British. This is not unexpected given the demography of the County's population. This figure does not differ on a proportional basis when compared to the previous 12 months where 68% of complainants also identified themselves as White British. Other ethnic identifications included Asian and Black Caribbean. Generally, the breakdown is reflective of the local area and is therefore a good indication of the accessibility of the procedure.

## 2.2 PERFORMANCE AGAINST TIMESCALES: HOW RESPONSIVE HAVE WE BEEN?

### 2.2.1 Table 9: Children's Service Performance at stage 1

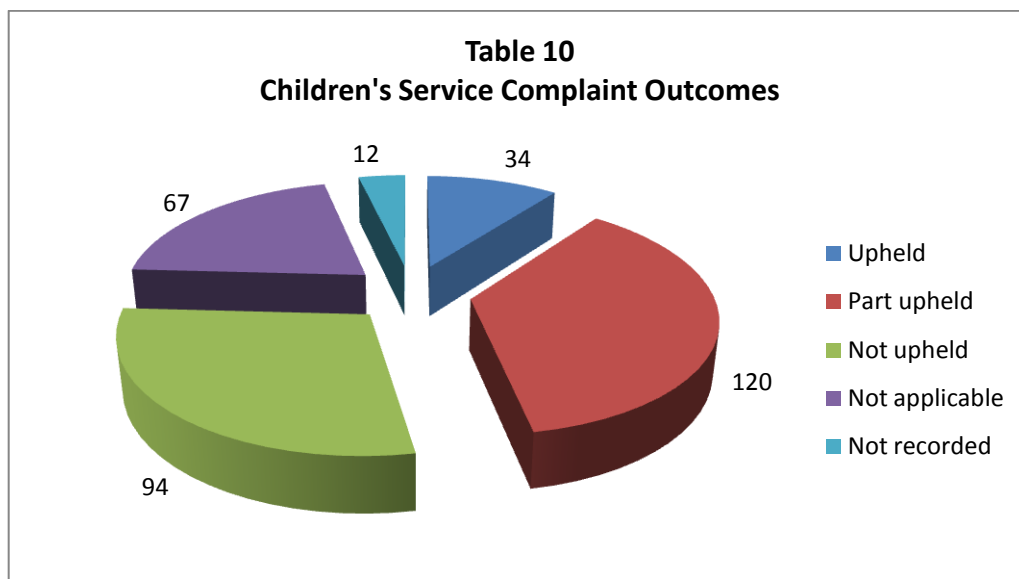


2.2.2 Table 9 shows the detail of time taken to respond to complaints at Stage1, (local resolution) providing a comparison between the current reporting year and the previous one. The table shows performance for responses at both the 10 and 20 day statutory timescales. The table demonstrates that 53% of complaint responses met the statutory timescales of 10 working days and that there was 78% compliance at 20 days. These figures decrease slightly when considering specifically complaints direct from young people where 43% were responded to within the 10 day timescale and 69% within the 20 day timescale. However, it should also be noted that the average time taken to respond to a complaint at the first stage of the process is 14 days which is well within the 20 day timescale. There will, in some circumstances, be cases which cannot be responded to within the 10-day timescale. Whilst performance against timescales is important, it is promising to note that the percentage of complaints progressing to full independent investigation at the second stage of the process has decreased to 2% compared to 4% of complaints received in the previous 12 months. This reflects an increase in the use of alternative resolution such as mediation and case reviews at the second stage of the process. This has a positive financial impact for the Service due to the reduction in commissioning services from external consultants.

2.2.3 We have continued to spend a significant amount of time interrogating the data and chasing responses. We routinely reminded operational teams of their responsibilities to log complaints and update records. The Customer Feedback Database is used for recording complaints. Changes made to the Database have enabled us to manage complaints more effectively as the Database now automatically generates reminders to the person allocated to the complaint at stage one. It is envisaged that this will in turn improve performance against response timescales at the first stage of the process. Other changes to the Database include changes in the recording of generic as well as specific learning arising from complaints. These changes will support the analysis of the 'learning actions' data to inform service delivery within Surrey Children's Services. We will be working with Performance Teams within Surrey Children's Services in regard to the appropriate sharing and monitoring of learning identified from complaints.

## 2.3 COMPLAINTS OUTCOMES & RESOLUTION

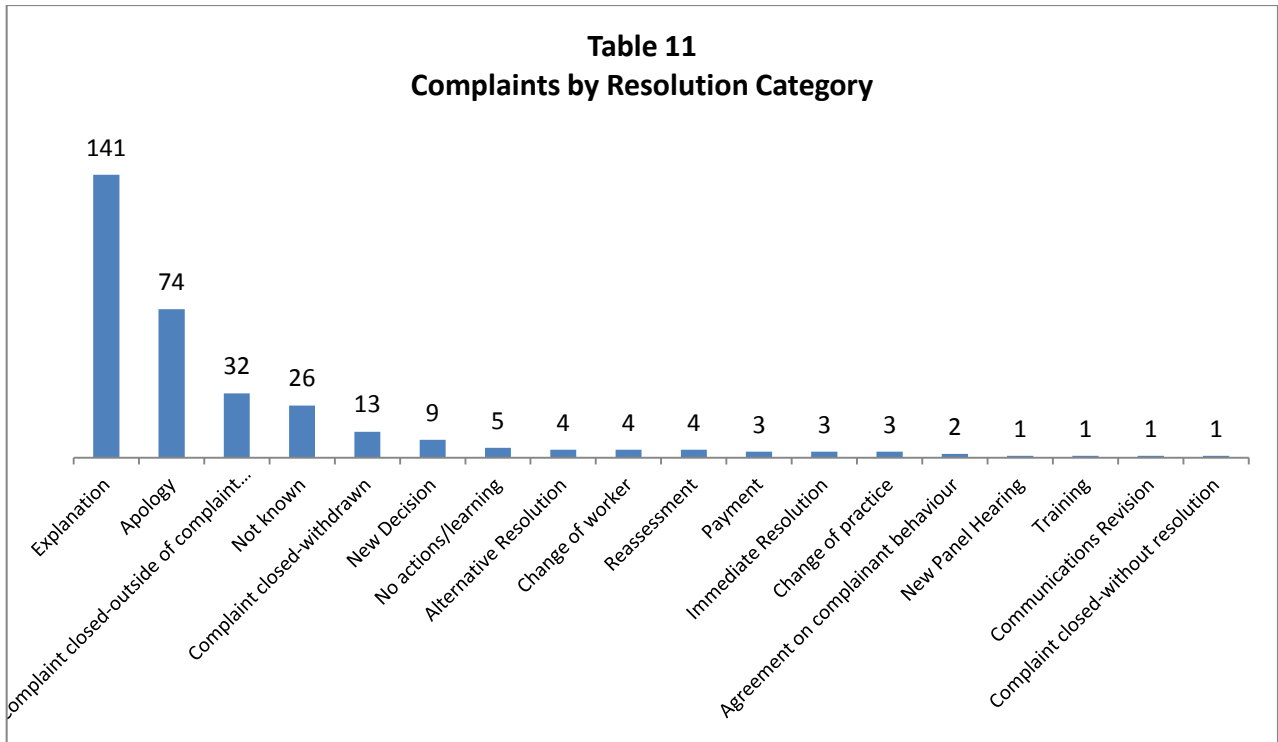
2.3.1 Table 10: Children's Service complaints recorded by outcome.



2.3.2 Table 10 shows that 94 complaints responded to at Stage one of the process were 'not upheld' (no fault found), another 120 were 'part upheld' (some fault found) and a further 34 of complaints were recorded as fully 'upheld' (fault found). The records for the remaining 12 complaints are incomplete and do not record that a response has been sent and therefore the outcome remains unknown. The Complaints Manager will continue to work with operational manager and seek to identify and address any barriers to maintaining accurate complaints records.

2.3.3 During the year, complaints about matters that could not be considered via the complaints process, for example those where there are ongoing private legal proceedings, account for 65 of the complaints recorded. In all these cases the complainants have been advised of alternative routes that may be available to them or to seek independent legal advice. Regular meetings between the Complaints Manager and Children's Service operational managers continue and include discussion on learning or actions arising from complaints to inform service delivery

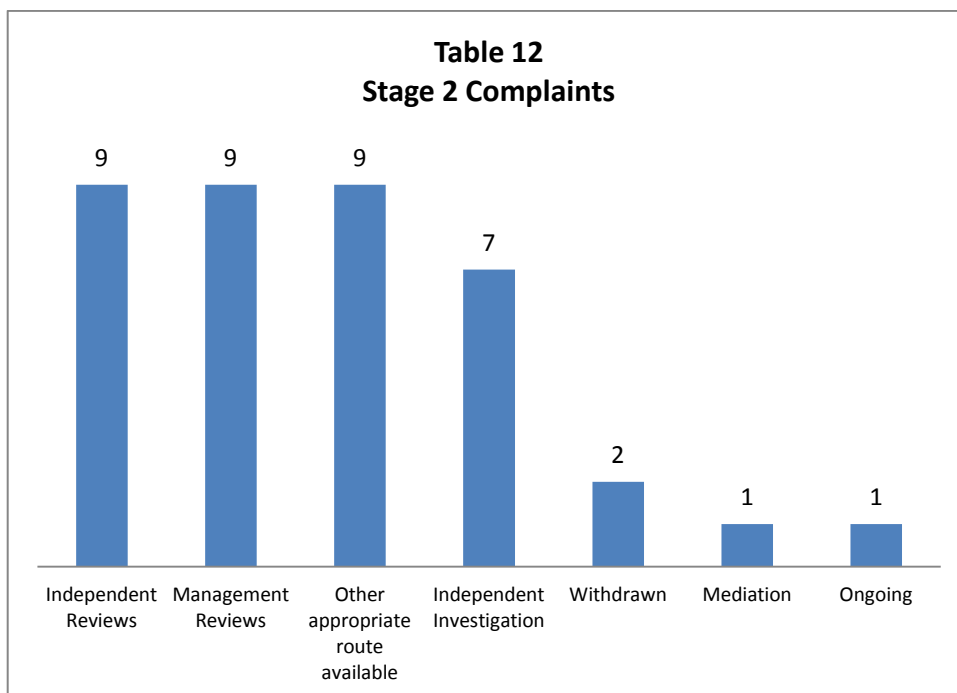
2.3.4 Table 11 details complaints recorded by resolution category



2.3.5 Analysis of the data shows that that we need to improve the quality of communication between Children’s Servies and families. This is supported not just by the fact that the majority of complaints are resolved by explanation but also by the fact that we routinely receive requests from both the Service and service users asking for support in managing communication and resolving issues. As a Service, we have become much more involved in leading on learning from complaints and will continue to provide management information on this as outlined above at 2.3.2

## 2.4 ESCALATION OF COMPLAINTS

2.4.1 Table 12: Complaints escalated to stage two (Corporate and Statutory processes)



2.4.2 During 2014-15, a total of 38 requests were received for complaints to be escalated to the second stage of the process. Of these 38, 26 have been responded to at the second stage of the process with one independent investigation ongoing. Of these 26, 7 complaints (2% of all the complaints recorded) progressed to full investigation under the statutory process, one of these was a complaint that came direct from a young unaccompanied asylum seeker. 9 complaints have been responded to via External Independent Reviews, 9 via Internal Management Reviews and one via Independent Mediation. The changed approach at the second stage of the process is not only reflected in a decrease of Independent Investigations but also in a decrease of complaints escalating beyond stage 2, with no complaints recorded in the period being considered at the third stage of the process.

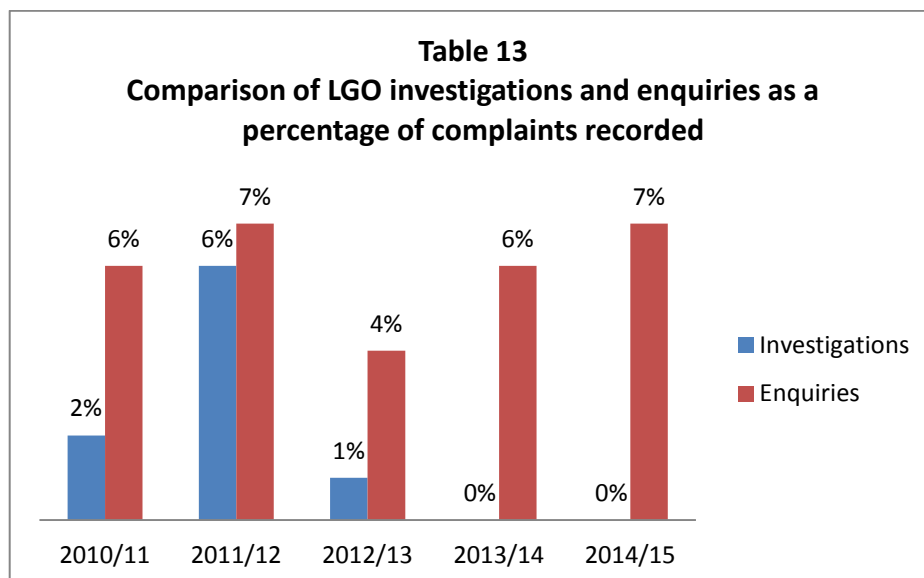
Of the remaining 12 escalation requests:

- 9 were declined as an alternative more appropriate route was available to the complainant e.g. seeking independent legal advice
- 2 were withdrawn
- 1 Independent investigation is ongoing

2.4.3 As indicated above none of the complaints recorded during the 2014-2015 year progressed to the third stage of the process. A single complaint that was responded to at the third stage of the process during this reporting period was recorded during the previous fiscal year.

## 2.5 LOCAL GOVERNMENT OMBUDSMAN ENQUIRIES

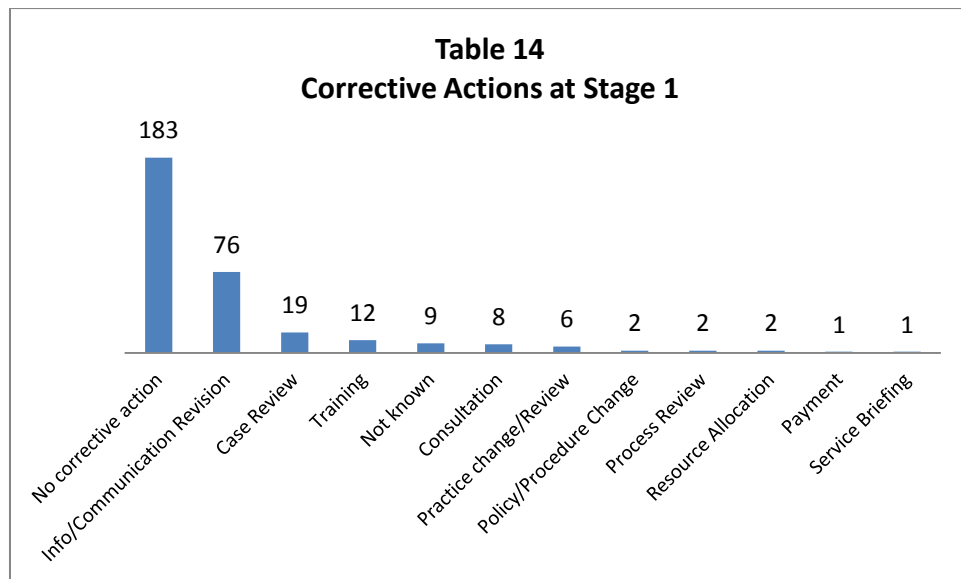
2.5.1 Table 13 shows the total LGO enquiries and investigations received compared to the previous year. It must be noted that not all enquiries from the LGO progress to full investigation. In the main this is because following initial enquiries we are able to demonstrate that the Council has taken reasonable steps to resolve the complaint. On some occasions we have been able to agree a way forward with the LGO and with agreement from the complainant this has led to resolving the complaint satisfactorily for all parties without the need for a formal investigation. Although the proportion of enquiries from the LGO increased during the 2014-15 fiscal year, for the second year running, none of these resulted in formal investigations. This follows the trend over the past five years which, as demonstrated in Table 13 below, is that the proportion of enquiries from the LGO has remained relatively stable whilst formal investigations have decreased.



2.5.2 The LGO issued no public reports in relation to Children's Service during this period. This is a positive result and shows that not only do we have a low rate of escalation to the LGO but that under external scrutiny the majority of complaints have been appropriately dealt with by the local authority.

## 2.6 LEARNING FROM COMPLAINTS

### 2.6.1 Table 14: Corrective actions identified at stage 1



- 2.6.2 Table 14 shows that 132 complaints resulted in corrective actions being identified. This is proportionately similar to the 128 identified in the previous 12 months. 183 complaints were explicitly recorded as not leading to any corrective action. This is significantly less than in the previous reporting year. This reflects an improved understanding from operational managers that there is potentially an element of learning from all complaints whether upheld or not. Robust responses at stage 1 of the process that clearly set out and uphold acknowledged errors and omissions contribute significantly. For example, a robust response may provide the opportunity for agreement to an acceptable remedy as opposed to a full investigation or review at the second stage of the process thus avoiding further delay in resolution for the complainants and costs to both parties.
- 2.6.3 None of the stage 1 responses that were dealt with as reviews by peer managers during the year escalated to the second stage of the process. These peer manager reviews were completed to establish whether or not, in the light of changed or new information received from the complainant, the outcome of court reports or statutory assessments would have resulted in a different or changed decision. To date, whilst peer manager reviews have resulted in some corrective action, no changes in outcome have been identified. The corrective actions identified include clarity around information received from third parties and what is actually the professional opinion of the social worker completing the assessment.
- 2.6.4 At the close of the second stage of the process or enquiries received from the LGO enquiries the Rights and Participation Service develops and circulates corrective action plans (CAPs) to managers who are responsible for carrying out the actions and sharing these within their service area.
- 2.6.5 The corrective action plans drawn up and circulated across Children's Service list, between them, a total of 93 separate actions. These actions were identified by the Service and need to be completed in order to improve delivery and put matters right. Key learning themes are discussed in the sections below.
- 2.6.6 96% of the corrective actions identified this year were reported as completed by the Service. This is an improvement on last year's completion rate of 95%. The status of the remaining 4% is unknown at the time of reporting. Changes in the recording of identified actions or learning arising from complaints have been made for the 2015-16 fiscal year. These changes include recording learning within the Customer Feedback Database and the introduction of automatic reminders to record and complete learning identified at each stage of the complaint process.

2.6.7 At stages 2 and beyond, the top 2 types of corrective actions taken as a result of escalated complaints are:

- Service Briefing (18 complaints)
- Information Revision (15 complaints)

2.6.8 The key learning themes identified at Stages 2 and beyond relate to:

- 1- Difficulties in managing expectations for families where more than one team is involved. For example cases with children who have educational as well as behavioural needs. Learning includes closer communication between operational teams as well as making sure that families understand the different roles for each area or service.
- 2- Clear communication with families to ensure clarity in understanding the key messages relative to assessment, interventions and support available
- 3- Social care professionals reminded of the importance to maintain confidentiality and to explain this to third parties involved with a family (such as grandparents) as appropriate especially when taking account of the wishes and feelings expressed by young people

2.6.9 Specific examples of learning from complaints identified by operational and Rights and Participation staff are listed below:

1. Review of SCC guidance regarding continuing fostering placements where the fostering team has concerns about potential risk to either the looked after child or other children present in the carers home
2. Assessments to clearly distinguish between social care professional opinion and comments received from third parties
3. Review the process for recording that the role of the Local Authority Designated Officer, who manages allegations about individuals who work with children and young people, has been explained to and understood by alleged perpetrator.

## **2.7 SUMMARY: WHAT HAVE WE DONE WELL AND WHERE CAN WE IMPROVE?**

2.7.1 What we are doing well?

- Improved identification and recording of learning and actions arising from complaints at all stages of the process
- Average response times for initial stage of the process remain within timescale
- Maintained low levels of complaints escalating through the process
- Maintained low levels of complaints investigated by the Local Government Ombudsman

2.7.2 What do we need to improve?

- Effective communication with families to ensure clarity around reasons for interventions
- Assessments to clearly distinguish between comments or information received from third parties and the professional opinion of social care Accessibility of the complaint process for children and young people especially unaccompanied asylum seeking young people given that numbers of these continue to increase



We will continue to work closely with operational teams in regard to the 3 points identified above. This will include the Complaints Manager having regular discussions with Team and Area Managers that are case by case specific as well as countywide.

### **3. ADVOCACY SUPPORT**

- 3.1 Advocacy Services continue to be successfully delivered by the Rights and Participation Service since 2010. The service provides the statutory complaint related advocacy support for children and young people in line with the requirements of 'Get it Sorted'. In order to do so, the Service manages a pool of self-employed independent advocates and commissions independent advocacy support when requested by a child or young person. In other cases, the advocacy service provides advocacy support and advice to children and young people assisting them to resolve their complaints and concerns or supporting them to advocate for themselves.
- 3.2 Surrey complaints information, both online and paper based, is systematically circulated and promoted within Children's Services. Advocacy provision continues to be promoted with a particular focus on reaching Looked After Children or Care Leavers and the staff that work with them.
- 3.3 Over the past year, the advocacy service has maintained its role as the 'go to' children's rights and advocacy advice and helpline for Surrey young people and staff. This is evidenced by the steady flow of contacts from young people seeking support from us to achieve informal resolution of problems and concerns but also in number of contacts from staff seeking advice and guidance;. The advocacy advice helpline provides more flexible support options based on discussions and assessment with those making contact. In line with its ambition, the advocacy helpline supports young people to take a lead on their complaints : each interaction promoting choice and encouraging young people to make informed decisions about how they wish their complaint or enquiry to be dealt with, and to experiment with problem solving strategies.
- 3.4 Over the past year the advocacy service has also worked with operational staff to nurture and develop their natural advocacy role. This has included an 'Advocacy Starts with You' poster campaign, advocacy workshops delivered to targeted staff and coaching conversations between the advocacy service manager and members of staff. Supporting staff to enhance their advocacy role will continue to be a priority for next year.
- 3.5 Finally, the advocacy service continues to collaborate with the social enterprise Sixteen25 in the ongoing development and internal promotion of the self-advocay app MOMO (Mind Of My Own). This app is available for free download on smart phones or computers by children and young people in Surrey to use in communicating concerns to services. In the past year the app has been updated to be used by the Leaving Care Service Personal Advisors and young people to help with Pathway Planning.

### **4 MONITORING THE PROCESS**

- 4.1 The Rights and Participation Service support Children's Service to manage and learn from complaints. The key services offered are: complaints advice and support, quality assuring of responses, mediation, complaint case debrief sessions, production of performance reports, liaising with Local Government Ombudsman, Complaints Visiting Workshops, 1-2-1 complaints handling coaching for operational managers, and development and monitoring of corrective action plans (CAPs).
  - 4.1.1 We offer Stage 2 complaints debriefing sessions to staff involved in complex cases. This provides the opportunity to discuss the process of the case, learning outcomes and how the experience was for staff involved. One formal debriefing session took place this reporting year in a case where criminal proceedings were initiated during the independent investigation at the second stage of the process. The outcome of the criminal case is as yet unknown. Formal

publication of the investigation report was withheld following a request from the Police and is pending the outcome of the criminal case.

- 4.1.2 As well as holding informal debriefing discussions with operational managers we have provided support to individual staff members involved in such cases as well as support in the form of facilitation of meetings with complainants. During the current year, workshops to assist managers in compiling responses at the first stage of the process are being developed. This is a direct response to requests from operational managers seeking to resolve complaints at an early stage..
- 4.1.3 We continue to draw up corrective action plans following the outcome of complaints at stages 2 and 3 of the process. Plans are agreed and signed off by the senior operational manager who is responsible for taking actions forward. As already mentioned earlier in the report, discussions continue with Performance Management to agree on a methodology for sharing learning and best practice across Children's Services. It is anticipated that the changes to the Customer Feedback Database to facilitate the recording of learning will serve to inform data analysis in 2015-16.
- 4.1.4 We produce monthly reports for the Directorate Leadership Team in line with the Rights and Participation Service Delivery Plan. The Service also produces reports and summaries for inclusion in the Children's Service Report Card.
- 4.2 During 2015-2016 the Rights and Participation Service will focus on:
- *Where appropriate, increase the use of methods alternative to independent investigation to address complaints at the second stage of the process.*
  - *Working with operational managers to support the identification and dissemination of learning at the initial stage of the process*
  - *Working closely with staff to increase the number of children and young people enabled to speak up for themselves whether in the context of formal complaints or informal resolution of problems.*

## **5 FINAL COMMENTS**

- 5.1 Overall this has been another positive year for complaints management across the services. Stronger working relationships continue to be developed between operational services and the Rights and Participation Service resulting in effective resolution of complaints at the earliest stage. Examples of this include:
- Consultation with operational teams where there are indications that an alternate and more appropriate route, may be available to the complainant
  - Consultation with operational teams where complainants are displaying 'persistent and unreasonable behaviour' and supporting appropriate decisions regarding restricting access to the complaint process accordingly
  - Continuing discussions with operational where complaints relate to services across the Directorate; to promote a single response as appropriate
  - Continued consultation with the Chief Executive's office to ensure effective response to enquiries from MP's and County Councillors
- 5.2 We will continue to work with operational services on improving recording and updating complaints information as well as focusing on learning as a continued priority in the coming year.

5.3 As identified earlier in this report, we have noted improvements in the quality of responses at Stage1 of the process which have resulted in:

- Early resolution and identification of learning to inform service delivery
- Reduced numbers of complaints escalating through the complaint process

This follows the continuing use of individual coaching for operational managers. The coaching includes discussions in meetings and over the telephone, both generic and case specific depending on individual cases and circumstances. During 2014/15 a total of 24 formal coaching sessions were delivered either to individuals or groups of managers. Additionally informal case by case discussions have been held between operational managers and the Complaints Manager generally around written response content and structure. These activities continue to nurture closer working relationships between us and operational managers. This in turn ensures a collaborative approach privileging complaint resolution and promoting increased ownership of that resolution by Children's Service staff.

Jessica Brooke/Mona Saad/Kate Sandow  
**Children's Rights Managers**

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Social Care Services Board  
25 November 2015

## Accommodation with Care and Support

**Purpose of the report:** Policy Development and Review

This report sets out the Council's future approach to accommodation with care and support and invites the Board's views on the Strategic Intent Document prior to submission to Cabinet on 15 December 2015.

### Introduction:

1. The Accommodation with Care and Support Programme is a programme of work looking at all accommodation-based services we commission and provide for residents of Surrey who have care and support needs.
2. The programme aims to increase the options available for residents needing accommodation with care and support, by integrating our approach across health, care and the community, and re-shaping the market to ensure everyone has access to the right support regardless of tenure.
3. Through the programme, the Council is looking to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation with care and support that will enable adults to live and age well. This report asks the Social Care Services Board to support the approach outlined in the Strategic Intent Document. The document will be presented to Cabinet in December 2015, alongside emerging opportunities across the six Clinical Commissioning Group (CCG) areas.
4. This report also contains an update on the older people in house homes project.

### Background

5. There are a number of contributing factors which mean we need to re-think our approach to accommodation.
  - Surrey's population is increasing and ageing, meaning an increasing demand on health and social care services.

- The Care Act explicitly references housing as part of our statutory duty to promote the integration of health and care.
  - The Care Act also highlights the importance of giving control to the individual for their care and support needs.
  - Residents have told us that they prefer to access help and resources from within their local community where they can be supported by their family, friends and community, rather than in traditional care environments.
  - New technology is changing how we all live, learn, work and communicate.
6. Given the demographic and legislative pressures, we face unprecedented financial challenges in meeting care and support needs in Surrey. However, a whole system's approach and shift away from residential care creates opportunities for us to reassess our role in accommodation.

#### **Future Direction**

7. Surrey residents are actively choosing to make accommodation choices which are suitable for the longer term and their future care needs, and this trend is expected to continue. The predicted trends for accommodation needs in Surrey suggest a declining demand for residential care, growing popularity of extra care type accommodation and an increase in people being supported to live independently.
8. We need to be able to offer residents the right choices to meet their health and wellbeing needs – through flexible accommodation that can adapt and continue to support residents to live as independently as possible. Whilst there will still be a role for traditional care services in Surrey in the future, we need to look more creatively at how care and support can be integrated into accommodation to reduce the need for those traditional services for most residents.
9. We recognise that extra care housing, assisted living, supported living and supported housing are valuable housing options, and represent positive choices for people whose needs are not being met within standard accommodation. These environments can offer security, reassurance and appropriate and responsive support to facilitate the provision of home based care services. These types of accommodation can assist more vulnerable adults to live within their local community for their whole lives, through to end of life.

#### **Proposed Way Forward**

10. The Council will support personalised care based in communities, and ensure that where possible residents receive the care and support they need in appropriate and flexible physical environments wherever they choose to live. The benefits of this will be:

- care and support services that can be flexed around the individual and their changing needs
  - opportunities to develop accommodation further as hubs of the local community, for residents and non-residents alike
  - individuals are able to live within and be part of thriving local communities and remain independent
  - purpose built accommodation with a range of tenures and developed to a quality standard, including the ability for assistive technologies to be added on an individual basis
  - accommodation often provides a range of activities and opportunities that support Surrey's Family, Friends & Community strategy.
11. In order to achieve this future, the Council is committed to supporting the development of accommodation with care and support where needs are greatest across the county and that:
- promotes independence and social inclusion
  - works alongside other services and communities to meet an individual's needs
  - has the infrastructure to deliver flexible care and support in a planned, person centred way
  - provides dementia-friendly environments
  - becomes the centre of vibrant communities for people to live and age well.
12. The Council will seek to work with developers who demonstrate that their models:
- mitigate against future care costs as people's needs change, especially in comparison to more institutionalised care
  - can support people on the continuum of care through to end of life
  - reduce risks of hospital admissions
  - follow best practice in design and care for people with dementia
  - are transparent about the cost of the care package in their charges in preparation for changes in Adult Social Care funding as part of the Care Act.
13. In the context of integrated working and strengthening partnerships, we are actively seeking to work with CCGs, Districts and Boroughs, Children, Schools and Families Directorate and other critical partners to jointly commission solutions and develop flexible models of care. This will ensure that residents receive the best services and the best local decisions are made for communities.

14. Soft market testing with key providers has suggested that access to land and/or capital are the key issues preventing the development of more extra care schemes in Surrey. The Council needs to understand how it can position itself to help alleviate any blockers to the construction of more Extra Care schemes in Surrey. If the Council was prepared to help overcome this – through making use of our existing assets or potential investment - then this may help stimulate the market and also provide us with the opportunity to help shape where provision is built and the ultimate model of provision.
15. The types of new accommodation provision and their locations will be decided in consultation with CCGs and Districts and Boroughs so that the best decisions are made to meet local need.

#### **Update on Residential Care Homes for Older People**

16. All residents of Brockhurst Residential Care Home (Ottershaw) and Longfield Residential Care Home (Cranleigh) have been supported to move to new accommodation. Their ongoing care needs are being monitored by Adult Social Care Locality Teams.
17. Social care practice and process has been reviewed regularly following the Cabinet decision. Weekly meetings have scrutinised care reviews for each resident and ensured a person centered approach was taken when reassessing care needs.
18. Residents' wishes were considered and new care arrangements have catered for a range of requirements, including; friendship groups maintained, living closer to their families, in walking distance of local shops, and in a setting that could provide nursing care in the future.
19. Advocates supported residents when they or their families requested or where residents were not able to make decisions themselves.
20. A series of 'lessons learned' meetings are underway to review how the experience can support future activity. An initial discussion has highlighted the following areas:
  - a. What worked well:
    - i. person centered approach to reassessment of care needs
    - ii. constructive challenge, with emphasis on quality assurance of proposed care plan
    - iii. focused project management supported positive outcomes.
  - b. Areas for consideration:
    - i. use of advocacy in addition to personal arrangements where required and raising awareness of the advocacy service generally



- ii. further consideration of the role of Procurement and adult social care commissioning managers in supporting local market management and fee negotiation arrangements
  - iii. process adjustments to reduce duplication of recording
21. The staff consultation has concluded and notice of compulsory redundancy has been issued to individuals working in both homes mentioned in 14 above.
  22. A comprehensive learning and development programme has been put in place, with input from trade unions, to equip staff issued under notice of compulsory redundancy to apply for, and be successful in finding alternative employment with the Council. The recruitment process has been tailored to support people to be successful in their application. Role shadowing and trial periods in new roles are being offered.
  23. Planning is underway for the re-provision of care for residents of Cobgates Residential Care Home (Farnham) and Dormers Residential Care Home (Caterham) in 2016. Where appropriate, the service is also supporting the re-provision of care for people living in homes planned for closure in 2017, Park Hall (Reigate) and Pinehurst (Camberley).
  24. In line with the Cabinet decision in March 2014 that 'further work be undertaken for each property to fully evaluate potential alternative use to meet future needs for adult social care', the future use of the sites and closed buildings is now being considered as part of the wider Accommodation with Care and Support Programme.
  25. Ongoing conversations with partners and a full analysis of local need will inform all the decisions. Local Plans highlighting initial opportunities across the six CCG areas will be presented to Cabinet for consideration in December 2015.

#### **Conclusions:**

26. Accommodation for people with care and support needs in Surrey is changing. There will be less reliance on residential care, and the Council will support the development of Extra Care, Supported Living, Assisted Living and Supported Housing.
27. Through the Accommodation with Care and Support programme the Council is looking to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation that will enable adults to live and age well in their local communities.

#### **Recommendations:**

The Social Care Services Board supports the proposed way forward as outlined in the Strategic Intent Document (Annex 1).

<b>Next steps:</b>
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The Strategic Intent Document (Annex 1) will be presented to Cabinet for approval on 15 December 2015.

Cabinet will be asked to endorse local plans for the six CCG areas, and agree the initial opportunities continue to be developed with partners.

Cabinet will be asked to review the potential roles that the council could play in the market and approve further work on modelling the options.

The programme will bring a further report to the Social Care Services Board as necessary, once work on local plans and development of arising business cases progresses.

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**Sources/background papers:**

- Cabinet 12 March 2015, item 4 – Surrey County Council Residential Care Homes For Older People
- Cabinet paper 21 October 2014, item 16 - Surrey County Council Residential Care Homes for Older People
- Cabinet 27 March 2012, item 10 - Public Value Review Of Services For People With Learning Disabilities

# Accommodation with Care & Support

## 1. Vision

We will actively work to deliver the best options of accommodation with care and support to Surrey residents. We will do this by integrating our approach across health, care and the community, and re-shaping the market to ensure everyone has access to the right support regardless of tenure.

## 2. Purpose

Our purpose is to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation with care and support that will enable adults to live and age well.

## 3. Scope

- This strategy outlines what we want to achieve in accommodation with care and support over the next 20 years, focussing on public value and resident experience. It sets out our strategic intent for all the accommodation based services we commission and provide for residents of Surrey who have care and support needs, covering all care groups including older people, people with learning disabilities, people with physical and sensory disabilities, and people with mental illness.
- The strategy documents our intention to shape the market and to make a strategic shift from traditional residential and nursing care to jointly commissioned, innovative accommodation with care and support.

## 4 Context

Surrey's population is increasing and ageing. By 2035 there will be:

More than 24% of the local population over the age of 65

A 75% increase in dementia prevalence in the 65+ population

18,200 people aged 18-64 with a learning disability

19,000 people aged 18-64 with a physical disability

**Policy** - The Care Act means we now have a responsibility to promote wellbeing, focus on prevention, provide information and advice, and promote sustainable markets. Our statutory duties now explicitly reference housing as key to promoting the integration of health and care.

**Personalisation & Choice** - We need to be able to offer residents the right accommodation choices to meet their health and wellbeing needs; ensuring there are flexible options which will adapt as their needs change, whilst ensuring choice and control for the individual.

**Communities** - We recognise the contribution families, friends and communities make in helping people to live and age well. We need to ensure accommodation supplements rather than duplicates this support. We need to counter the ill effects of loneliness linked to isolation.

**Resources** – We are facing unprecedented challenges in Surrey, including increasing demographic pressures, the responsibility of maintaining a sustainable local care market, workforce recruitment and significant financial implications of key legislative changes.

**New opportunities** - Technology is changing how we all live, learn, work and communicate. New technology is becoming increasingly relevant and available to people with care and support needs including technology designed specifically to support independence.

**Accommodation trends** - trends indicate a declining demand for residential care, a growing popularity of Extra Care housing and an increase in people being supported to live independently. Demand for nursing care in Surrey is projected to increase due to people living at home longer and needing more intensive services later in life.

## 5. Principles

Accommodation that we commission/provide will be:

### Person centred

Enable residents to exercise choice and control and promote independence

### Outcome focused

Focus on improving residents' wellbeing and integrating with communities

### Innovative

Learn from innovative practice elsewhere and maximise all opportunities to deliver a digital service

### Future proof

Have a clear understanding of predicted future demand and supply and create financially viable and value for money services

### Partnership focussed

Work with CQC, CCGs and Borough & District Councils to deliver the right accommodation for the local area

### Intelligence led

Base decisions on relevant data and recognise and share best practice. Be transparent about decision making

## 6. Outcomes

Residents with care and support needs will:

- have improved **wellbeing** and **quality of life**
- feel **supported** by their **communities**
- be able to live in **suitable accommodation** with **appropriate care** and support to meet their **changing needs** now and in the future
- have **accommodation choices** available to them to meet their range of health and social care needs **flexibly** and **responsively**
- get the **right level of support** at the right time and in the right way.

For the Council:

- the model of accommodation provision in Surrey is **affordable** and **sustainable** into the future.

# 7. Financial Implications

By focussing on ensuring a better understanding of future demand and developing the market sufficiently to meet those needs, whilst also maximising the use of our assets, this programme will primarily contribute towards the savings already planned in the Medium Term Financial Plan (MTFP) and those required in future years. In particular the programme will contribute towards achieving savings planned as part of the Directorate's whole systems demand management strategy as set out below. Additionally, this work will help the service to optimise its block contracts as part of the Directorate's sustainable markets and resources strategy.

The programme will contribute to achieving the following whole systems demand management savings:

- improve wellbeing to manage increasing demand and care needs;
- shift in Older People care pathway;
- Family, Friends and Community support;
- targeted strategic shift from residential to community based provision for people with learning disabilities; and
- optimisation of Transition pathways.

There is potential for further savings beyond those that are currently built into the MTFP. The expansion of Extra Care housing in Surrey is one area where further savings are considered possible. Based on an initial assessment of the cost of Extra Care housing compared to alternative forms of care, future demand for care services and capacity of the market to develop new Extra Care housing schemes, an additional £1m in revenue savings is forecast and has been added to the MTFP for 2018 to 2021. There may be potential to increase this should sufficient additional market capacity be created around Extra Care housing. The Council will work with partners and the market to maximise any opportunities for additional savings as they arise, whilst recognising the challenging targets the service is already planning to deliver.

The implementation of the strategy may require investment from the Council – this will be considered as part of any resulting business case to ensure value for money is maximised and further approval will be sought from the Cabinet as necessary.

# 8. Future Direction

## Our Approach

We need to be able to offer residents the right accommodation options to meet their health and wellbeing needs, in a way that supports them to live as independently as possible. We recognise that there will still be a role for traditional care services in Surrey in the future but will look more creatively at how care and support can be integrated into accommodation to reduce the need for those traditional services for most residents.

The Council will think and act creatively in addressing the challenges we face, whilst pursuing a preventative approach to accommodation. This approach will involve:



Extra Care housing, Assisted Living, Supported Living and Supported Housing are valuable housing options, and represent positive choices for people. These forms of accommodation can assist more vulnerable adults to live within their local community through:

- multiple tenure options
- peace of mind and reassurance
- flexible care and support designed around the individual
- the integration of digital technologies and adaptations.

## Partnerships

Within the framework of integration and strengthening partnerships, we will seek to work with the Care Quality Commission, Clinical Commissioning Groups, Districts and Boroughs, the Children Schools and Families Directorate and other critical partners to jointly commission solutions and develop flexible models of care. This will ensure that residents receive the best services within their local communities.

## Benefits

The expected benefits of this approach are:

- care and support services that can be flexed around the individual and their changing needs
- opportunities to develop accommodation options as hubs of the local community, for residents and non-residents alike
- individuals are able to live within and be part of thriving local communities and remain independent
- the development of purpose built accommodation with a range of tenure options, with the ability for assistive technologies to be added on an individual basis
- accommodation options that provide a range of activities and opportunities that support Surrey's Families, Friends & Community strategy.

# 9. Message to the Market

The way that social care is delivered in Surrey has changed and will continue to evolve in the foreseeable future. Working in partnership with our Clinical Commissioning Group colleagues, our focus is on helping our residents to stay independent for longer and to enable them to make their decisions on the care and support services they may need.

Surrey County Council is committed to developing accommodation with care and support where needs are greatest across the county and that:

- promotes independence and social inclusion
- works alongside other services and communities to meet an individual's needs
- has the infrastructure to deliver flexible care and support in a planned, person centred way
- provides dementia-friendly environments
- becomes the centre of vibrant communities for people to live and age well.

We will work with developers of accommodation with care and support who can demonstrate that their models:

- mitigate against future care costs as people's needs change, especially in comparison to more institutionalised care
- support people in the continuum of care through to end of life
- reduce risks of hospital admissions
- follow best practice in design and care for people with dementia
- are transparent about the cost of the care package within their charges.



Social Care Services Board  
25 November 2015

**Adult Social Care Directorate  
September 2015 Budget Monitoring Report**

**Purpose of the report:** Scrutiny of Budgets/Performance Management

This report provides an opportunity for the Board to scrutinise the Adult Social Care budget.

**Introduction:**

1. This report:

- provides a high level summary of projected expenditure against the Directorate's 2015/16 budget based on changes to service volumes and costs of care services as well as performance to date against savings plans between April to September 2015.
- sets out in appendices fuller details showing the impact on the Directorate's key policy areas, latest performance against Medium Term Financial Plan savings targets, the capital budget position and a summary of demand changes experienced to date.

**Highlights:**

2. The main highlights in the current monitoring position can be summarised as follows:

- A balanced budget is projected for Adult Social Care (ASC) in 2015/16 as at the end of September 2015.
- The balanced budget forecast relies on the use of £6.5m of central government new burdens Care Act funding to offset budget pressures, mainly in relation to increased demand. Without this funding, an overspend would occur.
- £35m of savings are forecast to be achieved, which equates to 94% of the £37.3m savings target.

- Demand for new care packages continues to increase at a faster rate than budgeted. As at the end of September 2015, additional demand pressures of £4.7m were forecast for the year. Latest demand trends indicate that the number of individually commissioned care services may increase by more than 7% in 2015/16, considerably above the 5% budgeted. Additional demand is the primary reason for the underlying budget pressures being funded by the new burdens Care Act monies.

<b>Commentary:</b>
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Summary of Adult Social Care Monitoring Position

	Sep 2015 Forecast
	£m
ASC MTFP Efficiency Target	(37.3)
Total savings achieved or in progress not requiring management action	(22.9)
Total savings requiring management action in the remainder of the year	(12.1)
Total forecast savings in 2015/16	(35.0)
<b>Forecast (over) / under achievement against MTFP savings target</b>	<b>2.3</b>
Additional demand pressures	4.7
Fees & charges and other income variances not included above	(0.5)
Projected overspend prior to use of Care Act funding	<b>6.5</b>
Use of central government new burdens Care Act Funding	(6.5)
<b>Projected budget variance at year end</b>	<b>0</b>

3. As set out in the table above, the September 2015 projected outturn for Adult Social Care (ASC) is a balanced budget. This position includes the planned use of £6.5m of central government new burdens Care Act funding to balance the budget. Appendix 1 sets out the latest spend to date and forecast year end position against ASC's key policy areas.

4. Surrey County Council is receiving £9.8m of Care Act Implementation revenue funding in 2015/16 – £7.2m new burdens funding from central government and £2.6m from Surrey's Better Care Fund (BCF). The BCF element is fully committed against Care Act duties. The new burdens funding from government had not yet been committed because it was unclear whether any of this funding would be clawed back following the postponement of the Dilnot reforms. It has recently been announced that the new burdens funding will not be clawed back this year, and so ASC are now proposing to use the previously uncommitted funds to support the Directorate's wider budget pressures. This is likely to be a one-off measure as funding allocations for future years are unclear but are likely to be adjusted downwards.

5. There is a risk that an overspend could still occur because the September monitoring position assumes that:

- Demand pressures will not significantly increase in the remainder of the year. Actions are being actively pursued to manage demand, but if the year to date trend continues then additional pressures could be incurred.
- All current savings plans will be achieved or replaced by alternative savings. As at the end of September £1.4m of the £12.1m of savings still requiring management action to be achieved were considered to be at high risk of not being achieved by year end.
- There will not be any significant increases in the prices that the Council pays for care services in the remainder of the year. The Directorate is in the process of working with providers to develop sustainable pricing strategies for future years. It is anticipated pressures will be incurred in future years, but not in the remainder of this year.
- The additional £1.1m allocated to ASC in 2015/16 to support Deprivation of Liberty Safeguards (DoLS) assessments in response to an exponential increase in demand for assessments following a landmark Supreme Court ruling in 2014 will be fully spent by year end. The Directorate is working hard to progress assessments as quickly as possible, but recruitment challenges may mean that the additional monies are not fully spent by year end. A decision may therefore be required as to whether to seek to carry these funds forward into next year's budget – this will depend on both the Directorate's and Council's overall financial positions.

#### Significant budget variances

6. There are two main reasons for the underlying projected overspend of £6.5m:

- (i) Firstly, £4.7m of additional pressures are forecast to be incurred in relation to increased demand for care services. Effectively managing demand is a key priority for the Directorate through a focus on prevention, improving information and advice to local residents and most significantly the continued drive towards greater collaboration and integration with the NHS through the Better Care Fund. Although these strategies are helping to limit demand increases, they are not yet succeeding in reducing the rate of demand to budgeted levels. The number of service users is increasing by more than the 5% budgeted for this year. In addition costs for individuals already in receipt of care at the start of year are increasing more rapidly than in previous years due to growing levels of need and complexity.

Demand for care is a whole system issue, as ongoing pressures in local health systems are placing significant pressure on social care. Local Clinical Commissioning Groups (CCGs) are also facing similar challenges in managing demand for health care, with admissions to hospital not reducing as planned. Metrics for the first quarter of 2015/16 show that non-elective (i.e. unplanned) admissions were up 4.1% on last year's baseline – 5.1% higher than the planned 1% reduction. This highlights why the work to develop a whole systems approach to health and social care is so crucial to increase health and wellbeing across Surrey and in turn reduce demand pressures on the care system.

A summary of ASC service user numbers showing how service volumes are increasing more rapidly than budgeted is outlined in Appendix 2.

- (ii) Secondly, the Directorate is anticipated to under-achieve by £2.3m against its MTFP savings target. This is mainly due to under-achievement against the Family, Friends and Community (FFC) support stretch savings target. Current performance suggests 15% is achievable for FFC re-assessments but it is still proving difficult to achieve 20% savings. Savings for new community care packages continue to be challenging to achieve – particularly for Older People. Underperformance against the FFC stretch target is partially offset by an over-achievement in other saving areas due to a projected surplus of savings achieved through the correct application of the Continuing Health Care (CHC) framework and additional staff vacancies above the levels built the budget. The additional vacancies are not planned because they are counter-productive to achieving the Directorate's key priorities including its savings targets, but where they occur these savings are being used to help manage the overall budget position.

7. Additional demand pressures and the forecast underachievement against the MTFP savings target is being slightly reduced by a forecast surplus of £(0.5)m on fees & charges and other income streams that do not directly relate to individual packages of care or block contracts. A surplus of £(0.6)m is forecast for fees and charges income, which is directly related to the increased demand for care outlined above. The other significant income variance not related to direct care services is £(0.4)m additional grant funding that has been received from government to help meet the increased demand for Deprivation of Liberty Safeguards (DOLS) assessments.

### Savings plans

8. ASC has a savings target of £37.3m for 2015/16. This is the sixth consecutive year when the Directorate has had to deliver savings in the region of 10% of the budget in order to manage the pressures that have been funded in the MTFP. ASC is therefore increasingly shifting its focus to working collaboratively with partners across the whole health and social care system to improve care pathways and implement new models of care to more effectively manage demand.

9. The Directorate has made good progress in many of the planned savings actions and judges that £22.9m of savings have either been achieved or will be achieved without requiring further management action. The current year end projection relies on the Directorate implementing £12.1m of management action savings plans in the remainder of the year. In total therefore £35m of savings are currently forecast to be achieved, although there are considered to be significant risks relating to £1.4m of these projected savings.

10. ASC's performance against planned MTFP savings is summarised in Appendix 3.

11. The most significant element of the Directorate's savings plans is Family, Friends and Community support (FFC). The FFC savings target for 2015/16 is £14m, including £4m of "stretch" savings representing the savings that would be achieved if the 20% target is fully achieved. Currently £10.5m of savings excluding the



stretched target are projected, which would be an overachievement of £0.5m against the target of £10m excluding the stretch element. This overachievement relates to additional FFC Direct Payment surpluses being recouped by teams. At present £0.7m of savings are forecast against the “stretched” target of £4m, although there is a high degree of risk that these may not be achieved. Further information on FFC savings is outlined in Appendix 4.

#### **Conclusions:**

As at the end September 2015 a balanced budget is projected for Adult Social Care for 2015/16. This position includes underlying budget pressures of £6.5m, mainly related to increased demand, which are being funded by central government new burdens Care Act monies. The underlying pressures equate to 1.7% of ASC’s total net budget. It is important that these pressures are viewed in the context of the demand pressures being faced across the whole health and social care system in Surrey and the very challenging savings target that the Directorate is working to deliver this year. Whilst every effort will be made to reduce these pressures in the remainder of the year and in doing so reduce the call on the Care Act funding, given the challenges faced by the service the initial focus will be on taking action to mitigate against the risks of pressures increasing further.

#### **Recommendations:**

It is recommended that the Committee notes the current position.

#### **Report contact:**

William House, Finance Manager for Adult Social Care, 01483 518 905

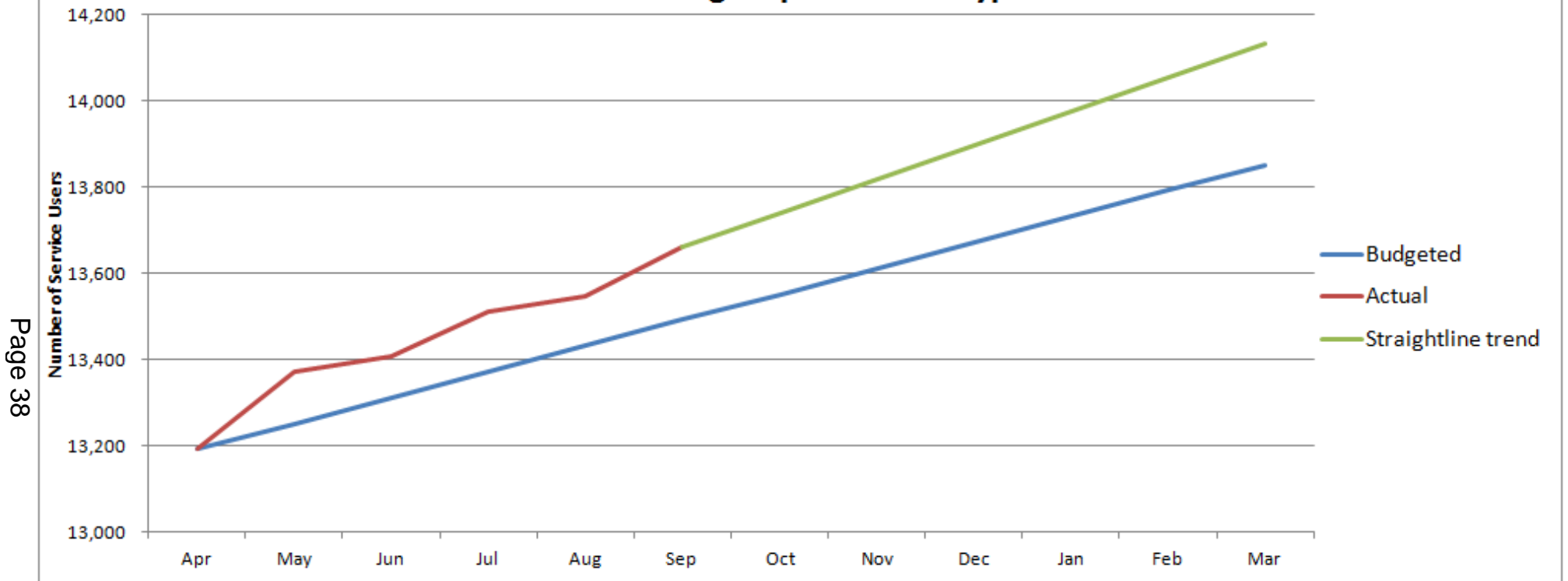
## Appendix 1- Adult Social Care Budget by Key Policy Area

	YTD Budget	Year to Date Actual	YTD Variance	Full Year Budget	Remaining Forecast	Outturn Forecast	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Income</u>							
UK Government Grants	-549	-837	-288	-1,097	-692	-1,529	-432
Other Bodies Grants							
Fees & Charges	-21,825	-22,259	-434	-43,649	-21,965	-44,224	-575
Joint Working Income	-4,248	-4,091	157	-8,495	-4,182	-8,273	223
Joint Funded Care Package Income	-851	-1,261	-410	-1,702	-1,312	-2,573	-871
Reimbursements & recovery of costs	-900	-1,780	-880	-1,800	-781	-2,561	-762
<b>Income</b>	<b>-28,371</b>	<b>-30,227</b>	<b>-1,856</b>	<b>-56,743</b>	<b>-28,932</b>	<b>-59,159</b>	<b>-2,416</b>
<u>Expenditure</u>							
Older People	84,391	88,886	4,496	168,786	86,787	175,673	6,887
Physical Disabilities	24,996	24,143	-853	49,951	25,153	49,296	-655
Learning Disabilities	69,876	70,824	948	138,395	70,174	140,997	2,602
Mental Health	4,984	4,990	6	9,968	5,274	10,264	296
Housing Related Support	5,665	5,340	-324	11,329	5,341	10,681	-648
Assessment & Care Management / Management & Support	21,835	21,057	-777	50,998	23,876	44,933	-6,065
<b>Expenditure</b>	<b>211,746</b>	<b>215,241</b>	<b>3,495</b>	<b>429,427</b>	<b>216,603</b>	<b>431,844</b>	<b>2,417</b>
<b>Net Position</b>	<b>183,374</b>	<b>185,013</b>	<b>1,639</b>	<b>372,684</b>	<b>187,671</b>	<b>372,685</b>	<b>0</b>

## Appendix 2 – Adult Social Care Individually Commissioned (“Spot”) Care Service User Numbers

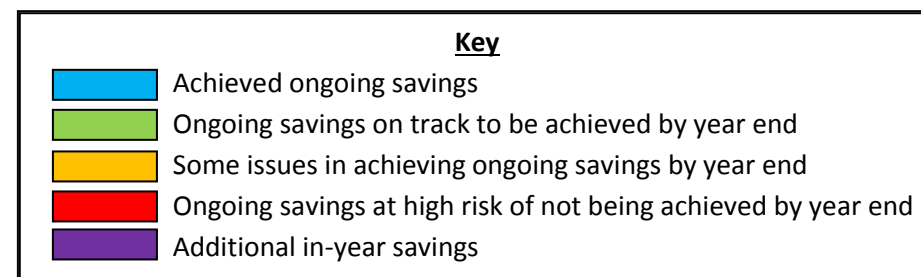
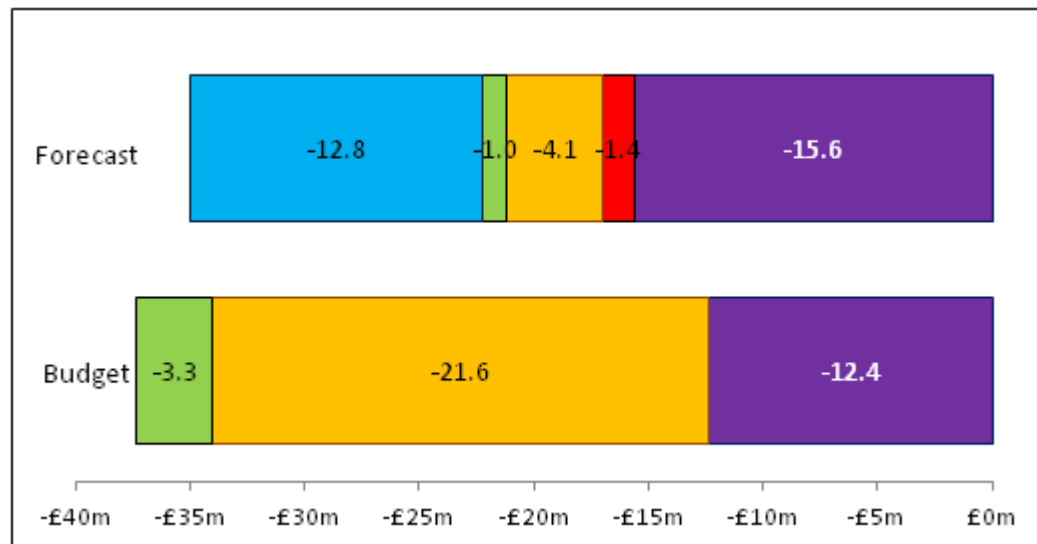
Service User Type	Start of Year	May	June	July	August	September	YTD actual change	YTD % Change	Straightline Forecast	Straightline % Change
<b>Older People (all services users aged 65+)</b>										
Nursing and Residential care	2,045	2,077	2,063	2,087	2,102	2,139	94	4.6%	188	9.2%
Home care and Direct Payments	4,468	4,512	4,538	4,522	4,511	4,535	67	1.5%	134	3.0%
Other community care services	787	758	787	810	806	818	31	3.9%	62	7.9%
<b>Total Older People</b>	<b>7,300</b>	<b>7,347</b>	<b>7,388</b>	<b>7,419</b>	<b>7,419</b>	<b>7,492</b>	<b>192</b>	<b>2.6%</b>	<b>384</b>	<b>5.3%</b>
<b>Physical &amp; Sensory Disabilities (26-64)</b>										
Nursing and Residential care	148	145	144	147	149	155	7	4.7%	14	9.5%
Supported Living, Home care and Direct Payments	1,496	1,497	1,499	1,526	1,521	1,524	28	1.9%	56	3.7%
Other community care services	313	318	325	329	338	357	44	14.1%	88	28.1%
<b>Total Physical &amp; Sensory Disabilities</b>	<b>1,957</b>	<b>1,960</b>	<b>1,968</b>	<b>2,002</b>	<b>2,008</b>	<b>2,036</b>	<b>79</b>	<b>4.0%</b>	<b>158</b>	<b>8.1%</b>
<b>Learning Disabilities (26-64)</b>										
Nursing and Residential care	817	812	812	806	805	806	-11	-1.3%	-22	-2.7%
Supported Living, Home care and Direct Payments	1,259	1,281	1,277	1,281	1,288	1,277	18	1.4%	36	2.9%
Other community care services	631	609	614	633	630	651	20	3.2%	40	6.3%
<b>Total Learning Disabilities</b>	<b>2,707</b>	<b>2,702</b>	<b>2,703</b>	<b>2,720</b>	<b>2,723</b>	<b>2,734</b>	<b>27</b>	<b>1.0%</b>	<b>54</b>	<b>2.0%</b>
<b>Mental Health &amp; Substance Misuse (26-64)</b>										
Nursing and Residential care	45	53	51	53	53	52	7	15.6%	14	31.1%
Supported Living, Home care and Direct Payments	279	302	292	309	308	311	32	11.5%	64	22.9%
Other community care services	48	55	57	58	60	60	12	25.0%	24	50.0%
Substance misuse services	5	10	7	9	5	4	-1	-20.0%	-2	-40.0%
<b>Total Mental Health &amp; Substance Misuse</b>	<b>377</b>	<b>420</b>	<b>407</b>	<b>429</b>	<b>426</b>	<b>427</b>	<b>50</b>	<b>13.3%</b>	<b>100</b>	<b>26.5%</b>
<b>Transition (all service users aged 18-25)</b>										
Nursing and Residential care	82	90	90	90	100	83	1	1.2%	2	2.4%
Supported Living, Home care and Direct Payments	579	610	610	610	621	618	39	6.7%	78	13.5%
Other community care services	190	242	242	242	251	272	82	43.2%	164	86.3%
<b>Total Transition</b>	<b>851</b>	<b>942</b>	<b>942</b>	<b>942</b>	<b>972</b>	<b>973</b>	<b>122</b>	<b>14.3%</b>	<b>244</b>	<b>28.7%</b>
<b>Grand Total "Spot" Service Users</b>	<b>13,192</b>	<b>13,371</b>	<b>13,408</b>	<b>13,512</b>	<b>13,548</b>	<b>13,662</b>	<b>470</b>	<b>3.6%</b>	<b>940</b>	<b>7.1%</b>

## 2015/16 Adult Social Care "Spot" Service User Numbers - all client groups and care types



## Appendix 3 – Summary of Adult Social Care Savings Plans

Graph 1: 2015/16 Progress on Efficiencies



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The Directorate has already achieved or is progressing to achieve savings of £13.8m this year. £15.6m of savings have been identified as in year additional savings and are highly likely to be achieved. There are considered to be some issues with £4.1m of savings forecast to be achieved by year end. There is a high degree of risk associated with £1.4m of savings which relate to 4 efficiencies:

1. **£(0.7)m Family, Friends and Community support (FFC) stretched target** which assumes the achievement of 20% savings for FFC re-assessments and new packages. Good progress is being made in delivering FFC savings, but costs are not yet reducing by the full targeted 20% so this remains challenging to achieve.
2. **£(0.4)m Whole Systems Demand Management** which assumes that the increase in the number of commissioned care packages is within budgeted levels in the remainder of the year. This will be very challenging to deliver given the demand pressures incurred to date.
3. **£0.1m Improved sourcing of residential care** which assumes costs for PLD residential packages are commissioned at 20% less in the remainder of the year than the average cost of packages in 2014/15. So far 7 out of 9 packages have been commissioned at higher costs than last year. Savings for the remainder of the year are forecast to reduce the current pressure to £0.1m.
4. **£(0.3)m Optimisation of block contracts** which assumes a lower uplift for Directorate's biggest block contract than was budgeted. This is still subject to negotiations with the provider.

Description of Efficiency	Strategic Owner	2015/16 Latest Target	Achieved to Date	Forecast Remainder of Year	RAG Remainder of Year	Final Total Forecast Savings	(Over) / Under Target	% of Target Forecast	Mgt Action required to achieve savings	Savings Achieved or On Track without MA
		£000	£000	£000		£000	£000	£000	£000	£000
Family, Friends & Community Support - Core	Shelley Head	(6,000)	(3,201)	(1,710)	A	(4,911)	1,089	82%	(1,710)	(3,201)
Family, Friends and Community Support - Stretched	Shelley Head	(4,000)	0	(736)	R	(736)	3,264	18%	(736)	(0)
FFC Direct Payment reclaims	Shelley Head	(4,000)	(3,439)	(2,061)	P	(5,500)	(1,500)	138%	(2,061)	(3,439)
<b>FFF Subtotal</b>		<b>(14,000)</b>	<b>(6,640)</b>	<b>(4,507)</b>		<b>(11,147)</b>	<b>2,853</b>	<b>80%</b>	<b>(4,507)</b>	<b>(6,640)</b>
Section 256 client group savings	Area Directors	(2,000)	(1,887)	(304)	G	(2,191)	(191)	110%	(304)	(1,887)
Optimisation of Transition pathways	Liz Uliasz	(750)	(269)	(481)	A	(750)	0	100%	(750)	0
Better Value Care	Jo Poynter	(500)	(706)	0	N/A	(706)	(206)	141%	0	(706)
PLD Strategic shift from residential to community based provision	Jo Poynter	(1,500)	(150)	(750)	A	(900)	600	60%	(750)	(150)
Optimisation of spot care rates	David Sargeant	(927)	0	(239)	A	(239)	688	26%	0	(239)
Learning Disabilities Public Value Review	Jo Poynter	(2,000)	(1,817)	(183)	A	(2,000)	0	100%	(183)	(1,817)
Other commissioning strategies	Jean Boddy	(900)	(900)	0	N/A	(900)	0	100%	0	(900)
Optimisation of main block contract rates	Jean Boddy	(419)	(449)	(324)	R	(772)	(353)	184%	(324)	(448)
Optimisation of other block contract rates	Area Directors	(247)	(247)	0	N/A	(247)	0	100%	0	(247)
Strategic supplier review Rebates	Jo Poynter	(1,000)	(246)	(754)	P	(1,000)	0	100%	(754)	(246)
Whole Systems Demand Management - New Demand	Area Directors	(797)	0	(399)	R	(399)	398	50%	(399)	0
Whole Systems Demand Management - Shift in Older People care pathway	Area Directors	(441)	0	(15)	A	(15)	426	3%	(225)	210
<b>Sub Total Page 1</b>		<b>(25,481)</b>	<b>(13,310)</b>	<b>(7,956)</b>		<b>(21,266)</b>	<b>4,215</b>		<b>(8,196)</b>	<b>(13,070)</b>

Description of Efficiency	Strategic Owner	2015/16 Latest Target £000	Achieved to Date £000	Forecast Remainder of Year £000	RAG Remainder of Year	Final Total Forecast Savings £000	(Over) / Under Target £000	% of Target Forecast	Mgt Action required to achieve savings £000	Savings Achieved or On Track without MA £000
Commissioning for Older people with Disabilities	Shelley Head	(150)	0	(75)	A	(75)	75	50%	(75)	0
Ensure correct application of National CHC framework.	Sonya Sellar	(1,735)	(2,658)	(744)	G	(3,402)	(1,667)	196%	(745)	(2,657)
Public Sector Transformation Network / Health Collaboration	Dave Sargeant	(1,000)	0	0	N/A	0	1,000	0%	0	0
Commissioning approach to Fee exception avoidance	Area Directors	(125)	0	(134)	A	(134)	(9)	107%	(63)	(71)
Maximising potential of LATC	Jo Poynter	(300)	(300)	0	N/A	(300)	0	100%	0	(300)
ASC Realignment	Dave Sargeant	(200)	(200)	0	N/A	(200)	0	100%	0	(200)
Regulation Service Improvements	Philippa Alisiroglu	(200)	0	(100)	A	(100)	100	50%	(100)	0
Improved sourcing of residential care	Jo Poynter	(250)	187	(125)	R	62	312	-25%	(125)	187
Overprojection due to breaks / one-off reductions in care services	Area Directors	(2,000)	(1,235)	(1,364)	P	(2,599)	(599)	130%	(1,634)	(965)
Underusage of call offs	Area Directors	(1,000)	(101)	(516)	P	(617)	383	62%	(516)	(101)
Strategic review of Service Delivery	Philippa Alisiroglu	(500)	0	(461)	A	(461)	39	92%	(100)	(361)
General Service Delivery efficiencies	Philippa Alisiroglu	(400)	0	(462)	P	(462)	(62)	116%	0	(462)
Staff Turnover	Area Directors, Phillipa Alisiroglu,	(4,000)	(2,736)	(2,736)	P	(5,471)	(1,471)	137%	(500)	(4,971)
<b>Sub Total Page 2</b>		<b>(11,860)</b>	<b>(7,043)</b>	<b>(6,717)</b>		<b>(13,759)</b>	<b>(1,899)</b>		<b>(3,858)</b>	<b>(9,901)</b>
<b>Grand Total ASC</b>		<b>(37,341)</b>	<b>(20,353)</b>	<b>(14,672)</b>		<b>(35,025)</b>	<b>2,316</b>	<b>94%</b>	<b>(12,054)</b>	<b>(22,971)</b>

Total Continuing Savings	(24,941)	(12,596)	(6,780)	(19,376)	5,565	78%	(6,589)	(12,787)
Total Additional In-Year Savings	(12,400)	(7,757)	(7,893)	(15,649)	(3,249)	126%	(5,465)	(10,184)
<b>Grand Total ASC</b>	<b>(37,341)</b>	<b>(20,353)</b>	<b>(14,672)</b>	<b>(35,025)</b>	<b>2,316</b>	<b>94%</b>	<b>(12,054)</b>	<b>(22,971)</b>

## Appendix 4 – Family, Friends and Community Support Programme

The most significant element of the Directorate's savings plans is Family, Friends and Community Support (FFC). The FFC savings target for 2015/16 is £14m. There are three main core elements to the FFC savings programme:

1. The continuing programme of re-assessments of existing community care packages to ensure FFC is fully incorporated into individuals' support plans.
2. Maximising FFC as part of all assessments for new community care packages so that these packages can be commissioned more cost effectively than prior to the start of the programme.
3. Direct Payment surpluses – locality teams will continue to review surpluses identified through the reconciliation of individuals' DP accounts and ensure where appropriate excess funds are reclaimed. Where relevant these individuals overall care packages will then be re-assessed to ensure the correct DP amount is in place to meet individuals' eligible needs.

Full implementation of the FFC programme commenced in 2014/15. Embedding the new FFC culture in ASC's workforce is progressing well and a thorough review of last year's performance has been undertaken to ensure lessons are learnt and performance maximised in the current year. This review has resulted in two main outcomes:

- (i) A new approach is now being taken to new community care packages that need to be commissioned as a result of hospital discharges. There is increasing pressure on ASC to facilitate discharges to alleviate growing pressures in the health system. Costs for hospital discharges increased considerably in 2014/15 in the context of these pressures and growing levels of need. The aim for this year therefore is to separate hospital packages from other community packages. Instead of focusing primarily on the cost of packages at the point of discharge, locality teams will aim to conduct reviews after 6 and 12 weeks to identify any elements of packages that may have been required to meet individuals short term needs following discharge, but may not be required on an ongoing basis. This will ensure individuals are receiving the appropriate amount of support to maximise their independence at best value. It is hoped that this action will enable costs across the year to be reduced back to 2013/14 levels, but overall savings are not expected for this group.
- (ii) FFC savings have been split into "core" and "stretched" elements. Core savings are projected at levels that are considered achievable based on current performance and last year's trends. At present savings of 15% is considered achievable (although still challenging) for reassessments and 10% for new community care packages excluding hospital packages. Stretched savings represent the remaining element of the original 20% FFC savings target. Although these may still be achievable in the longer term when the continued work to develop more community assets is complete, they are much higher risk in the short term.



Year to date and projected performance for the whole of 2015/16 against the various elements of the FFC savings programme is set out below:

Total	Latest Target	Achieved to date £'000	Total Latest Forecast £'000	Current Year Variance	Full Year Target	Full Year Effect £'000	Full Year Variance*
FFC DP Surplus	-4,000	-3,439	-5,500	-1,500			
Reassessments	-4,279	-2,898	-4,189	89	-4,279	-8,011	-3,733
New Packages (excl. Transition/Hospital Discharges)	-1,721	-444	-863	859	-1,721	-2,387	-666
New Packages - Hospital		141	141	141			
<b>Total excluding Stretched Target</b>	<b>-10,000</b>	<b>-6,640</b>	<b>-10,411</b>	<b>-411</b>	<b>-6,000</b>	<b>-10,399</b>	<b>-4,399</b>
Stretched Target	-4,000		-736	3,264	-4,000	-3,035	965
<b>Revised Total</b>	<b>-14,000</b>	<b>-6,640</b>	<b>-11,147</b>	<b>2,853</b>	<b>10,000</b>	<b>-13,434</b>	<b>-3,434</b>

\* The full year variance shows the amount of additional savings / pressures that will impact on the 2016/17 budget. An overachievement against the full year target in 2015/16 is likely to be required in order to achieve the full amount of planned FFC savings in 2016/17.

## Appendix 5 – Adult Social Care Capital Programme

	<b>Revised Full Year Budget</b>	YTD Actual	Committed	YTD & Committed	Remaining Forecast	<b>Full Year Forecast</b>	<b>Full Year Variance</b>
	<b>£'000</b>	£'000	£'000	£'000	£'000	<b>£'000</b>	<b>£'000</b>
Significant Schemes							
Major Adaptations	800	148	55	203	567	800	0
D&B developments - wellbeing centres	110	55	0	55	0	55	-55
In-house capital improvement schemes	339	10	3	12	161	174	-165
User led organisational hubs	153	106	0	106	47	153	0
ASC Case Mgmt & Finance system			97	97	-97	0	0
<b>Total</b>	<b>1,402</b>	<b>318</b>	<b>155</b>	<b>473</b>	<b>709</b>	<b>1,182</b>	<b>-220</b>

Funding no longer required for Wellbeing Centre in Reigate

Under spend within the In-House capital improvement scheme is due to the current OP re-modelling strategy.

Cabinet have agreed the budget for the ASC Case Management & Finance System, but this is waiting to be profiled subject to confirmation of when future contract payments will need to be made.

**SOCIAL CARE SERVICES SCRUTINY BOARD  
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED October 2015**

The recommendations tracker allows Board Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Board. 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.

**Scrutiny Board and Officer Actions**

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
27 November 2014 61/15	61/14 CHILDREN SERVICES ANNUAL COMPLAINTS REPORT	Officers from the Rights and Participation Service and Democratic Services work to develop a future proposal for ways in which the views of children, young people and their families can be used to support the Committee in its scrutiny role.	Rights and Participation Manager/ Democratic Services	The annual report on Children's Services Rights and Participation has been scheduled for October 2015. Officers will pick up this recommendation as part of the preparation for the item.	November 2015
27 November 2014	62/14 INTERNAL AUDIT REPORT: REVIEW OF THE ADMINISTRATION OF LOOKED AFTER CHILDREN'S FINANCES	The Committee notes progress against the Management Action Plan, and commends officers for their prompt response to areas of concern identified in the audit. It requests that Internal Audit circulate the follow-up of the Management Action Plan once completed to provide a final assurance on this area.	Internal Audit	The follow-up has been scheduled for autumn 2015. The follow-up will be circulated to the Committee to ensure final assurances are made in this area.	January 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
26 March 2015	Item 7: YOUTH JUSTICE STRATEGIC PLAN	That the Youth Justice Board undertake evaluations with the probation services to understand what impact early youth justice interventions have on reducing long-term adult offending, and share these findings with the Committee at a later stage.	Head of Youth Support	This recommendation has been noted by officers and an item will be added to the Forward Work Programme for 2015/16	<i>January 2016</i>
26 March 2015  Page 46	Item 7: YOUTH JUSTICE STRATEGIC PLAN	That officers provide a report on the Reducing Re-offending Plan 2014-17 with details of how YSS and partners are working to address homelessness, NEET status and mental and emotional health issues as known factors in relation to re-offending. The Committee requests that this report, along with the progress of the 1 year action plan and relevant performance data is provided 12 months time.	Head of Youth Support	This recommendation has been noted by officers and an item will be added to the Forward Work Programme for 2015/16	<i>January 2016</i>
10 April 2015 063	SOCIAL CARE FOR SURREY PRISONERS: IMPLEMENTATION OF THE ACT'S PROVISION FOR PRISONERS, APPROVED PREMISES AND BAIL ACCOMMODATION	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	Health and Social Care Programme Manager	<i>Scheduled</i>	<i>December 2015</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
	[Item 7]				
10 April 2015 064  Page 47	RECRUITMENT & RETENTION AND WORKFORCE STRATEGY [Item 8]	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.  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'.	Area Director – Mid Surrey  Strategic HR & OD Relationship Manager		January 2016
10 April 2015 065	THE FUTURE OF SURREY COUNTY COUNCIL RESIDENTIAL CARE HOMES FOR OLDER PEOPLE [Item 9]	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.	Strategic HR & OD Relationship Manager		September 2016
14 May 2015 066	CABINET MEMBER'S UPDATE AND ADULT SOCIAL CARE SYSTEM SCRUTINY [Item 6b]	The Committee recommends that the Directorate, with support from the Cabinet Member for Adult Social Care, explore the integration of the new IT system with the NHS, District & Borough Councils and other relevant agencies.	Head of Resources		



Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		write a joint letter to the Minister with responsibility for planning to highlight the difficulties faced in providing accommodation for homeless people.			
25 June 2015	OFSTED BRIEFING AND UPDATE [Item 7]	That the strategy on recruitment and retention of social workers is shared with the Board at a future meeting.	Deputy Director of Children, Schools and Families	Democratic Services will co-ordinate with officers to ensure that this is brought to the Board at the appropriate time.	<i>January 2016</i>
25 June 2015 Page 49	OFSTED BRIEFING AND UPDATE [Item 7]	That a joint session is organised with the Education and Skills Board to explore the multi-agency approach to safeguarding in schools and other education provisions.	Democratic Services	The Education and Skills Board is due to look at its proposed Forward Work Programme on 17 September 2015 – a session will be scheduled for January 2016	<i>January 2016</i>
9 July 2015	ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE [Item 5]	The Board Encourages Members to offer divisional visits to Adult Social Care Area Directors and contribute their knowledge to Surrey Information Point.	Board Members		
9 July 2015	ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE [Item 5]	That the 0-25 pathway being co-designed by Adult Social Care and Children, Schools and Families is scrutinised by this Board.	Strategic Director Scrutiny Officer	An update on the Special Educational Needs and Disabilities (SEND) work-stream will be reported to the	<i>January 2016</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				Education and Skills Board on 22 October. There is scope for the two Boards to establish a cross-Board group to look at SEND and the 0-25 pathway in 2016.	
9 July 2015	DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS) [Item 6]	That the Board is kept up to date on progress made on recruiting and training Best Interest Assessors (BIA) and the funding issues.	Practice Development Manager		
July 2015	LEARNING DISABILITY PUBLIC VALUE REVIEW [Item 7]	That it receives a report in 12 months to provide an update on the work started by the LD PVR with particular focus on the integration of commissioning with East Surrey CCG including the Joint Health and Social Care Commissioning Strategy, responsibility for individuals who reside outside of Surrey and the other areas of ongoing LD PVR work.	Area Director - East	Scrutiny Officer will add a future item on LD services to the Board's Forward Plan for 2016.	
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That officers work proactively with other safeguarding partners to ensure a single-point of contact for CSE is implemented across each organisation;		This recommendation has been referred to officers and an update will come to a future meeting	<i>January 2016</i>

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Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That officers provide a further report demonstrating an analysis of trends and patterns related to CSE in 12 months' time.	Democratic Services	This will be added to the Forward Work Programme once 2016 dates are finalised	January 2016
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That work continues to increase the level of take-up of direct debit payments from 65%	Head of Resources		July 2016
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That officers explore the possibility of benchmarking the council's level of debt with other local authorities.	Head of Resources		July 2016
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That the data held on the level of adult social care debt as outlined in Appendix A of the report is extended to show how long unsecured debt has been outstanding e.g. 3 months, 6 months, 12 months.	Head of Resources		July 2016
7 September 2015	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That an assessment is undertaken to establish the Council's expenditure for recent additional responsibilities to the Council following the Counter-Terrorism and Security Act, 2015 passing into law.	Community Safety Unit Senior Manager	This has been referred to officers, and will be reported back to the Board.	January 2016
7 September 2017	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That officers work with key partners in the voluntary, community and faith sector to identify possible training gaps for front-line agencies in relation to CSE, FGM	Head of Safeguarding	An update will be requested to accompany the Safeguarding	January 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
	7]	and Radicalisation.		Children's Board Annual report	
7 September 2015	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That the latest report of the FGM Task and Finish Group is shared with the Board and a further update brought in 12 month's time.		This report has been circulated. An item will be added to the Forward Work Programme once 2016 dates are finalised	<i>January 2016</i>
7 September 2017 Page 52	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That progress on the County's Prevent Strategy Action Plan be brought to the Board in 12 month's time	Community Safety Unit Senior Manager	This will be added to the Forward Work Programme once 2016 dates are finalised	<i>January 2016</i>
7 September 2015	BETTER CARE FUND POSITION STATEMENT [Item 9]	<p>The Board recommends that the Cabinet Members for Adult Social Care and Health and Wellbeing write to the Secretary of State for Health to outline the Government's rationale for asking Surrey CCG's to make 5% savings in their budgets this year as well as proposed reduction to ASC and Public health funding</p> <p>The Board encourages Local Joint Commissioning Groups to involve Local Committees in the development of health and social care integration in their areas.</p>	<p>Cabinet Member for Adult Social Care, Independence and Wellbeing</p> <p>Cabinet Member for Wellbeing and Health</p>		<i>December 2015</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		<p>Board Next Steps:  A joint session is convened with the Wellbeing and Health Scrutiny Board in early 2016 to consider the outcomes of the six local plans outlined at this meeting.</p>	Scrutiny Officer		

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# Social Care Services Board – Forward Work Programme 2015/16

25 November 2015  
PUBLIC

- Accommodation with Care & Support Strategy
- Children's Services Annual Complaints Report 2014-15
- Adult Social Care Budget September 2015 Monitoring

22 January 2015  
PUBLIC

- Review of Prisoner Social Care Service
- Supporting Families Programme
- Adult Social Care Quality Assurance Task & Finish Project outcomes
- Children's Services - Quality Assurance Report

4 March 2016  
PUBLIC

- Review of Surrey Choices
- Internal Audit of AIS Care Assessments Update
- Corporate Parenting: Lead Members Report
- Fostering and Adoption Services - Statements of Purpose and Annual Reports

## Future Scrutiny Topics

Potential topics that can be scheduled for scrutiny when appropriate as well as long term and ongoing items are listed below.

### Children's Services and Youth Support Services

- Youth Justice Strategic Plan
- Medium Term Financial Plan 2016-2020
- Early Help
- Special Education Needs and Disabilities
- Safeguarding in schools (joint session with Education and Skills Board)

### Adult Social Care

- Continuing Health Care
- Discharge Planning
- Performance & Finance
- Young Carers Trailblazer project (joint with CSF)
- Enterprise Network