

**MINUTES** of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 9 December 2016 at Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 20 January 2017.

(\*present)

**Elected Members:**

- \* Mr Keith Witham (Chairman)
- \* Mrs Margaret Hicks (Vice-Chairman)
- Mr Ramon Gray
- \* Mr Ken Gulati
- Miss Marisa Heath
- \* Mr Saj Hussain
- \* Mrs Yvonna Lay
- \* Mr Ernest Mallett MBE
- \* Mr Adrian Page
- Mrs Dorothy Ross-Tomlin
- \* Mrs Pauline Searle
- \* Ms Barbara Thomson
- Mr Chris Townsend, Substituted by Mr Nick Harrison
- \* Mr Nick Harrison
- \* Mrs Fiona White
- Mrs Helena Windsor

**Substitute Members:**

- \* Mr Nick Harrison

**Members in attendance**

- \* Mrs Clare Curran, Member for Children and Families Wellbeing
- \* Mrs Mary Lewis, Cabinet Associate for Children, Schools and Families
- \* Mr Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence
- \* Mr Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence

**78/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Ramon Grey, Marisa Heath, Dorothy Ross-Tomlin, Chris Townsend and Helena Windsor.

Nick Harrison substituted for Chris Townsend.

**79/16 MINUTES OF THE PREVIOUS MEETING: 26 OCTOBER 2016 [Item 2]**

The minutes of the previous meeting were approved as a true and accurate record of proceedings.

### **80/16 DECLARATIONS OF INTEREST [Item 3]**

There were no pecuniary interests declared.

Nick Harrison declared a non-pecuniary interest of being a Member of the Children's Improvement Board.

### **81/16 QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions received.

### **82/16 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]**

The Board noted the response made by Cabinet to issues referred by the Board. There were no further comments made.

### **83/16 CONTRACT AWARD - SUPPORT SERVICES FOR CARERS [Item 6]**

#### **Witnesses:**

Helen Atkinson, Strategic Director for Adult Social Care and Public Health  
Sonya Sellar, Area Director  
John Bangs, Carers Strategy & Development Manager  
Sarah Ferron, Senior Category Specialist, Procurement  
Jason Duncombe, Sourcing Team Leader  
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence  
Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence

#### **Declarations of interests:**

None

#### **Key points of discussion:**

1. Members raised concerns regarding procurement arrangements, highlighting the lack of evidence, the criteria used and the service delivery strategy. It was suggested by Members that there was a lack of public engagement in the procurement process. It was also suggested that there were insufficient impact assessments undertaken with regards to the effects of the proposals on carers.
2. Members requested more information regarding how the contract was awarded to the successful contract awardee, Action for Carers (AfC) and questioned whether the contract awardee had the required experience to deliver the service.
3. The Cabinet Member for Adult Social Care, Wellbeing and Independence highlighted that this was set in the context of an ongoing grants and context review. It was also highlighted that carers

had been consulted as part of the Surrey Carers Commissioning Strategy.

4. Members questioned whether the quality of service could be increased with an overall reduction in spend, also questioning the robustness of the service's business plan. The Cabinet Member for Adult Social Care, Wellbeing and Independence suggested that the service had undertaken a vigorous procurement method and that the successful bid demonstrated substantial relevant experience. Officers highlighted that the Surrey Cares Commissioning Strategy was co-designed with carers.
5. It was noted by officers that all of the bids for the contract were evaluated in partnership by NHS Clinical Commissioning Groups (CCGs) and Surrey County Council.
6. The question of maintaining face-to-face support was raised as a concern by Members, noting the possible reduction in this form of support in favour of the digital offer. Officers noted that the digital offer had been co-designed with Carers UK and that it was one option of care delivery, highlighting that face-to-face support would still be provided to those who require it.

### **Recommendations**

7. On the basis of the evidence heard and the documents received, the Board endorses the decision made by Cabinet.

This was put to a vote. The results of this were that six Members voted in favour, with three Members against. There were two Members abstaining.

8. It was agreed that the Board would endorse the decision made by Cabinet.

### **84/16 EXCLUSION OF THE PUBLIC [Item 12]**

The Chairman informed the Board that should any Member had wished to raise any matter relating to the Part 2 Annex [Item 8], that the meeting needed to be taken into a Part 2 session. The Board resolved for the item to be taken into Part 2, by virtue of paragraph(s) 3, Part 1 of Schedule 12A of the Local Government Act 1972 (information relating to the financial or business affairs of any particular person including the authority holding that information).

### **85/16 PART TWO [Item 13]**

### **86/16 CONTRACT AWARD - SUPPORT SERVICES FOR CARERS [Item 14]**

**Witnesses:**

Helen Atkinson, Strategic Director for Adult Social Care and Public Health  
Sonya Sellar, Area Director  
John Bangs, Carers Strategy & Development Manager  
Sarah Ferron, Senior Category Specialist, Procurement  
Jason Duncombe, Sourcing Team Leader  
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence  
Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence

**Declarations of interests:**

None

**Key points of discussion:**

1. The Board discussed in detail the financial factors, contact details and procurement process of the Support Services for Carers Contract.

**87/16 PUBLICATION OF PART TWO ITEMS [Item 15]**

The Board concluded that the items referred to in the Part Two annex should not be made available to the public at this time.

**88/16 REVIEW OF ACCOMMODATION WITH CARE AND SUPPORT STRATEGY IMPLEMENTATION AND OLDER PEOPLE'S HOMES PROJECT [Item 7]**

**Witnesses:**

Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence  
Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence  
Mary Lewis, Cabinet Associate for Children, Schools and Families  
Helen Atkinson, Strategic Director for Adult Social Care and Public Health  
Matt Lamburn, Project Manager

**Declarations of interests:**

None

**Key points of discussion:**

1. The Cabinet Member for Adult Social Care, Wellbeing and Independence noted frustration with lack of resources and progress. It was highlighted that the Cabinet Member considered that there was greater scope for improved management of assets. However, the Cabinet Member noted positive progress towards resolving these issues.
2. It was noted that there were two care homes managed currently by the service. It was suggested by the Cabinet Member that there was a strong business case for one of these to transition into providing

required Extra Care functions.

3. The Cabinet Associate for Children, Schools and Families noted that there was a wide ranging engagement process in place regarding asset usage.
4. Members noted their support for the approach taken by the Cabinet Member and expressed the wish that the service has Extra Care type accommodation in each borough. Members also stressed that sufficient resource is allocated to the service to effectively function.
5. The Board requested that the service should consider hospice care as a key resource for care in the community. It was highlighted that there was a trial version of this idea in Frimley which could be examined a viable option for the service.
6. The Board questioned whether there was criteria on accommodation to evaluate schemes in place.
7. The Board highlighted the concern that residents in care accommodation do not become isolated and suggested that there should be a provision for housing within their home community.
8. The Cabinet Associate for Children, Schools and Families and officers highlighted that new developments could take into account some new provisions, noting that some were built into community centres. It was also noted that the service had a wide property portfolio with a baseline minimum of 40 flats available. Members questioned whether it would be feasible to invest in more property to reduce long term expenditure.
9. Members questioned whether additional investments with regard to the utilisation of assets could be undertaken in future as a means of reducing pressure on the service.
10. The Board suggested that the provision of accommodation with care and support should be taken into account during future disposal of Surrey County Council assets.

**Recommendations:**

The Board strongly supports the development of local partnerships and opportunities to enable adults to live and age well. The Board recommends:

1. That the Cabinet ensure that the strategy is prioritised by Property Services and appropriate resource allocated to its delivery
2. That the Cabinet Member and service explore internal or external opportunities around invest to save funding to support the strategy, including when the council is intending to dispose of land
3. That the outputs from the programme of engagement is shared with the Board at a future date

## **89/16 PREVENT STRATEGY [Item 8]**

### **Witnesses:**

Mary Lewis, Cabinet Associate for Children, Schools and Families

Gordon Falconer, Community Safety Manager

Sam Bushby, Assistant Director for Children's Services

Vernon Nosal, Head of QA & Adults Strategic Safeguarding

### **Declarations of interests:**

None

### **Key points of discussion:**

1. The Community Safety Manager explained that the Prevent strategy was previously within the purview of the security services and police within the terms of Prevent Strategy of 2011. However it was noted that the Counter Terrorism and Security Act 2015 had shifted responsibilities to Local Authorities. It was highlighted that there was no resource before the revision and that the service had developed from the ground up. It was noted that the service used Surrey Police guidelines initially, but were developing their own methods for delivery as the service gains more experience.
2. Officers highlighted that there were links with the newly established Multi-Agency Safeguarding Hub (MASH) which provided a key pathway to acquire information of a child or adult at risk. It was noted that the service was also looking to link the risk of radicalisation with exploitation.
3. Officers explained that there were several key projects undertaken with schools, including training programmes and the appointment of Prevent leads. It was noted that all schools in Surrey were involved in this process. However, it was highlighted that more work needed to be undertaken with schools with relation to awareness programmes for school pupils.
4. The Board questioned how the Child and Adolescent Mental Health Service (CAMHS) were involved in the process. Officers explained that there were several links with CAMHS, but that the Prevent strategy allowed for several different avenues of support for those at risk. The MASH ensured that there were the correct personnel available at the Channel Panels.

### **Recommendations:**

The Board notes the report, and recommends:

1. That the Prevent action plan for Children's Services is shared with the Board when available.
2. That further detail is provided with regard to engagement with schools on the Prevent strategy.

*The meeting of the Board adjourned at 11.53am and continued at 12.04pm  
Margaret Hicks and Ken Gulati left the meeting at 11.53am*

**90/16 REPORT FROM THE ASSISTANT DIRECTOR FOR CHILDREN'S SERVICES [Item 9]**

**Witnesses:**

Clare Curran, Cabinet Member for Children and Families Wellbeing  
Mary Lewis, Cabinet Associate for Children, Schools and Families  
Sam Bushby, Assistant Director for Children's Services  
Belinda Newth, Head of Quality & Experience

**Declarations of interests:**

Nick Harrison declared a non-pecuniary interest of being a Member of the Children's Improvement Board.

**Key points of discussion:**

1. The Assistant Director of Children's Services highlighted that the service was developing and introducing into the service an effective and independent quality assurance framework. It was highlighted that the quality assurance framework was held within the Directorate but was outside of service delivery, so offered independent scrutiny, and indicated the overall position of quality within the service. It was highlighted that the quality assurance framework was developed with the Safer Surrey practice guide as a guideline.
2. Officers explained that the quality assurance framework was being implemented across the entire Directorate equally.
3. The Board questioned the role of Members in the implementation of the quality assurance framework within the service. It was noted that the Cabinet Member would be invited to shadow frontline service on several instances per annum to gain an effective insight into service practice. It was also noted that the Social Care Services Board would scrutinise the quality assurance annual report. Officers highlighted the Member role as corporate parents and suggested Members could have a role in working with officers on Regulation 44 visits to children's homes. The Board expressed gratitude that the service was open to Member interaction and welcomed the role of corporate parent interaction.
4. The Board expressed concerns regarding the high number of audit and self-assessment of Children's Services recommendations that were requiring improvement. While the level of self-awareness was commended within the service, Members requested assurance and a future update from the service that work was being undertaken to resolve these issues.
5. Members questioned Child Protection Plan (CPP) timelines and the effects of cases being left open for significant periods of time. Members noted that there had been some improvements in reducing this, but queried if any further improvements could be undertaken.

Officers noted that this was a key area of concern for the service.

6. Officers highlighted that Area Heads were accountable for longstanding open cases. It was also noted that cases open for more than 18 months would be open for closer review, pointing out that the aim was to reduce the threshold for review from 18 months to 12 months.
7. The Board expressed concerns regarding the numbers of missing children and children at risk of Child Sexual Exploitation (CSE), noting an increase. Officers explained that this was a result of better identification and data changes. It was noted that the service was working to create consistent data models within the service.
8. It was noted that the service was setting up a Signs of Safety implementation group, to plan and oversee the roll out of Signs of Safety across the service. This was a key area for improving practice.
9. Officers noted that the service was focussing on several key areas for the Ofsted Monitoring Visit in January 2017:
  - a. Care Leavers
  - b. Children at risk of Sexual Exploitation
  - c. Children who go missing
10. Officers noted that there was an improvement in staff retention over the year 2016, highlighting there were new permanent staff members and had also converted seven locum social workers into permanent members of staff.
11. The Cabinet Member for Children and Families Wellbeing noted that there were some challenges facing the service with regard to quality, but that the service was working positively to resolve the issues facing it.

## **Recommendations**

The Board endorse the report and welcomes the emphasis on independent oversight in the Quality Assurance framework.

It recommends:

1. That the Framework includes additional responsibilities for Members as independent visitors to children's homes
2. That the Framework articulates which KPIs are reported to which Board/responsible officer/team, and a principle of reporting consistently on the same, relevant KPIs is included.
3. That a trend analysis report for the key performance data and case audits over the last financial year is prepared for the Social Care Services Board (or equivalent) of the new Council



**91/16 SUMMARY: CHILDREN'S SERVICES ANNUAL COMPLAINTS REPORT  
2015-16 [Item 10]**

**Witnesses:**

Clare Curran, Cabinet Member for Children and Families Wellbeing  
Mary Lewis, Cabinet Associate for Children, Schools and Families  
Jessica Brooke, Children's Rights Manager (Complaints)  
Belinda Newth, Head of Quality and Experience  
Sam Bushby, Assistant Director for Children's Services

**Declarations of interests:**

None

**Key points of discussion:**

1. The Children's Rights Manager (Complaints) noted that the volume of complaints was increasing. It was suggested that this was a result of increased awareness of the complaints procedure. It was noted that there were increasing numbers of children involved in the complaints process as a means of alleviating concerns.
2. Members queried the reasons why significant numbers of complaints had not been actioned. Officers explained that the majority of these complaints were advocacy or support related and required no further action.
3. Members queried the concerns that Care Leavers had in the complaints process. Officers noted that a key issue was the change in the level of support during the transition period. It was noted that complaints from this group were generally less formal and more likely to be seeking advice or advocacy.
4. It was highlighted by officers that there was a decrease in the volume of complaints regarding quality of service and communications.

**Recommendations**

1. The Board notes the annual complaints report.

**92/16 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME  
[Item 11]**

The Board noted and approved the recommendations tracker and forward work programme.

**93/16 DATE OF NEXT MEETING [Item 16]**

The next public meeting of the Board will be held at 10.00am on the 20 January 2017.

Meeting ended at: 12.44 pm

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**Chairman**

**Social Care Services Board - Performance and Finance Sub-Group**  
**Tuesday 29 November 2016**  
**Update for the Board**

**Budget Planning Update**

1. Officers noted that there was a four year plan of price increases to providers of Older People care homes. This was agreed following an exercise conducted with the care home market in 2015. Officers explained that work is underway to assess market sustainability and determine the extent of any price increases that may be required for other care sectors. An exercise is now commencing with the Learning Disabilities sector in collaboration with the Surrey Care Association.
2. It was noted that the creation of a potentially sustainable budget for the service based on current spending and income generation was a significant challenge in light of growing demand and other pressures and reduced government funding levels.
3. It was highlighted that the total savings target for 2017/18 equivalent to previous years in terms of factoring in permanent budget reductions to replace savings previously achieved on a one-off basis is £43 million. This updated requirement still represents a very significant challenge. It was noted that a total of £190 million of savings had been achieved since the financial year 2010/11 up to the current financial year. The 2016/17 overspend was projected to be £21 million as at the end of November 2016.
4. It was explained by officers that there was an increasing level of demand, highlighting a projected 6% growth in demand for the service in 2016/17, as well as increasing market pressures. It was also noted that demand growth was expected to continue in the future. Savings forecast through managing demand differently have been reduced in the latest budget plans. The net demand growth now budgeted for 2017/18 is 6% and is consequently more in line with the current trend.
5. It was highlighted that the service was working closely with the Surrey Care Association and other partners to deliver future services.
6. It was noted that a re-procurement exercise is about to commence for Home Care services with new contracts due to come into force from October 2017. It was noted that the care tender process would likely be costly and lead to increased rates payable for home care services in order to maintain sufficient capacity and quality of services.
7. Officers highlighted that maintaining business continuity was a core aspect for the service.
8. It was noted that the current level of social care debt was in excess of £16 million. Members asked where this debt is shown in the accounts. Officers explained that social care debt is shown centrally on the balance sheet alongside other debts and is

not therefore built into ASC's annual budget.

9. Members questioned the statutory requirements and what other local authorities were providing. Officers noted that other local authorities had been challenged under the provisions of the Care Act, which the service was keen to avoid.
10. Members queried whether preventative services would be threatened by possible budgetary cuts. It was highlighted that the service had protected preventative services, noting that continued Health and Social Care Integration was a key aspect to avert the deterioration of preventative services. The funding received from Surrey's Better Care Fund has helped to maintain investment in preventative services, but ASC is now having to review and reduce prevention spend in some areas in light of the growing budget pressures and reduced government funding.
11. Members queried the progress of social care and health integration. Officers expressed that the integration agenda was a priority, and that work was progressing, highlighting pilot schemes in Frimley and Royal Surrey.
12. Members questioned what the savings and budget reduction plans were in place. Officers highlighted several key proposals which were outlined in the presentation.
13. It was noted by officers that there were some savings made from non-recruitment to open posts. It was stressed that frontline recruitment had not been frozen, but that assumptions regarding general levels of staff turnover and vacancies had been incorporated into the budget.
14. It was explained that the service were finding improved ways of supplying information and advice to residents, noting that the current usage of information hubs were considered to be too costly for too little gain.
15. It was noted that savings proposals had been agreed in relation to the cessation of the outsourcing of occupational therapy work and the cancellation of licences for ADL Smartcare Ltd. clinics.
16. It was noted that there was an assumption within the service that the Surrey Choices contract would be reduced from April 2017 in line with the contract variation signed for 2016/17.
17. Officers outlined a proposal to introduce a guideline threshold for the maximum amount ASC would normally expect to pay to meet an elderly person's eligible social care needs in their own home. It was noted that roughly 10% of Older People currently receive care in their own home that costs the council more than it would normally expect to pay for their care in a residential or nursing care home. The savings proposals assume that if the new guideline threshold is introduced, 80% of these people would be recommended for nursing or residential care or asked to arrange a top up to cover the difference over and above the guideline for continuing to receive care in their own home. This was highlighted as providing the best quality of service, noting that it is not always in people's best interests to receive care with

very complex needs in their own home, while also being the most cost effective. The new policy is in line with the Care Act which says that local authorities should take affordability into account in carrying out their duty to meet people's eligible care needs

18. It was requested that the service return with a follow-up report to the Performance and Finance Sub-Group at its next meeting.

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