

MINUTES of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 20 January 2017 at G30, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 16 March 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
- * Dorothy Ross-Tomlin
- * Mrs Pauline Searle
- Ms Barbara Thomson
- * Mr Chris Townsend
- * Mrs Fiona White
- * Mrs Helena Windsor

Members in attendance:

- * Mr Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence
- * Mrs Clare Curran, Member for Children and Families Wellbeing

1/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Barbara Thomson.

2/17 MINUTES OF THE PREVIOUS MEETING: 9 DECEMBER 2016 [Item 2]

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

3/17 DECLARATIONS OF INTEREST [Item 3]

Pauline Searle declared a non-pecuniary interest as a trustee of a charity that was a provider of play and leisure Short Breaks.

4/17 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions received.

5/17 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]

The Board made a referral to Cabinet at its last meeting. The Cabinet considered this referral in its next meeting of 31 January 2017.

6/17 HOME BASED CARE REPORT [Item 6]

Witnesses:

Kirsty Malak, Senior Commissioning Manager
Ian Lyall, Senior Category Specialist
Erica Lockheart, Chief Executive, Surrey Care Association
Richard Williams, Director, Carers at Home Ltd.
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence
Clare Curran, Cabinet Member for Children and Families Wellbeing
Nick Markwick, Surrey Coalition of Disabled People

Declarations of interests:

None

Key points of discussion:

1. Officers provided a short update to the Board on the state of the market conditions and the planned commissioning of service.
2. It was explained by officers that the Home Based Care (HBC) market was facing significant local and national pressures. A key challenge was highlighted with regard to capacity to meet increasing demands, particularly in rural areas, and the recruitment and retention of care staff.
3. Officers noted that there was a planned shift in strategy with regard to contract procurement, noting that strategic, large care providers had not adapted to the changing conditions in the market as well as was anticipated. It was explained that the new system of procurement was aimed to be more flexible in its approach to adapt to market changes. It was explained that an e-brokerage system was being introduced to improve care outcomes and provide value for money.
4. Witnesses noted that there were difficulties in staff recruitment for HBC workers on a local and national level. It was suggested that a possible cause for this were the low rates of unemployment within Surrey. The Board was informed that, as a result of the provision of the Care Act 2014, new skills were required in the role, making recruitment more challenging. Witnesses noted that, in an effort to alleviate this issue, the Surrey Care Association had employed a Partnership Workforce Project Manager.

5. It was noted by the Director of Carers at Home Ltd. that there was a significant challenge with regard to HBC staff turnover, noting an average rate of 20% - 25%.
6. The Cabinet Member for Adult Social Care, Wellbeing and Independence noted that there was a requirement for funding high needs groups and that there was a funding shortfall as a result. It was noted that strategies that encouraged best practice and value for money were a key element to reducing this, in conjunction with other strategies, but that there was still a challenge posed by this shortfall.
7. The Board questioned whether HBC workers had the capacity to be flexible and provide care across a community effectively. The Director of Carers at Home Ltd. noted that there was a need to deploy HBC workers in close proximity to the community they serve to effectively deliver urgent care in a timely manner. It was noted that this was a challenge in rural communities where there was less commercial profitability for a private enterprise to operate. Officers noted that they work with providers to provide care in these areas.
8. It was highlighted by the Director of Carers at Home Ltd. that there was a challenge involved with the provision of the National Living Wage, particularly in smaller HBC companies.
9. Members queried whether there were any safeguarding risks linked to lower levels of staff. Officers stressed that no-one would be left without provision and that there were several other options of delivering care; including, reablement teams, provision from external providers or, in some circumstances, respite care. It was also noted that the e-brokerage system was in place to better provide provisions for a person in care and avoid potential safeguarding issues.
10. The Board questioned the number of failed HBC providers over the last financial year, but stressed that these providers had not been terminated, but had received assistance to improve their service. It was noted that the service maintained a provider log to keep track of issues and had taken a pro-active approach to improvement
11. Officers informed the Board that there had been some instances of closures as a result of financial pressure, noting that nine providers had gone through this process.
12. Members questioned whether there was paid provision for HBC workers during their travel times and whether this pay was monitored. The Director of Carers at Home Ltd. stressed that it was a requirement that providers pay their workers inclusive of travel time. Officers also noted that this provision was part of the procurement contracts and

that quality assurance teams monitored adherence.

13. Members questioned whether there was any available support and training for HBC workers. Officers highlighted that the training and support of HBC staff was part of the Terms and Conditions of the contracts offered. The Surrey Care Association also helped provide training to HBC workers. It was also noted that the service was encouraging the implementation of a peer support network to support HBC workers. Members suggested that there were further opportunities for improving training for staff, highlighting the need to provide support for to meet the requirements of the Mental Capacity Act.
14. Members questioned the concept of strategic providers for HBC, asking whether there were benefits maintaining such a system in comparison to opening the provision of HBC to small and medium enterprises (SMEs). The representative of the Surrey Coalition of Disabled People noted that SMEs had proven mostly effective at providing local care, particularly in rural areas. Officers also highlighted the key disadvantage in procurement, noting that large strategic providers slowed down the procurement process and were not always best value for money.

Recommendations:

The Board notes the considerable pressures facing the home based care market, and commends partners and ASC officers for working collaboratively to find solutions to these.

It notes and supports the directorate's plans to re-commission the HBC service in 2017.

It recommends:

1. That a further report is brought on the outcome of the re-commissioning of the HBC in the autumn, with evidence included of the impact of the e-brokerage system in developing flexibility in the market; and
2. That officers explore what additional opportunities exist to support providers with the delivery of Mental Capacity Act training

7/17 SHORT BREAKS RECOMMISSIONING [Item 7]

Witnesses:

Frank Offer, Head of Market Strategy
Chris Tisdall, Senior Commissioning Manager Early Help
David Izatt, Co-Chair of the Steering Committee, Family Voice Surrey
Clare Curran, Cabinet Member for Children and Families Wellbeing

Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

Declarations of interests:

Pauline Searle declared a non-pecuniary interest as a trustee of a charity that was a provider of play and leisure Short Breaks.

Key points of discussion:

1. Officers highlighted that the service had opened up live engagement with the market on 9 January 2017. It was noted that the service was seeking input from the Board regarding its direction of travel before it formalised its approach with the Cabinet. It was also pointed out that the service was keen to work in collaboration, noting that it had worked closely with Family Voice, Surrey and had adopted a creative approach to feedback. It was highlighted that this co-designed approach had involved several workshops, and engagement with families, family groups and focus groups to gather information.
2. It was explained by officers that the service was timetabled to deliver the recommissioning of the Short Breaks service on the 1 December 2017.
3. Officers explained that there was a rising demand for Short Breaks in conjunction with more complex need requirements. It was noted that the service was aiming to use currently available resources for delivery.
4. Officers highlighted that they were aiming to provide a better SEND outcome and that the aim was to create a more inclusive provision for children and the parents of children with SEND.
5. The Co-Chair of the Steering Committee, Family Voice Surrey highlighted that this project was the culmination of 15 months of co-design work, noting that the project was, from the perspective of Family Voice, Surrey, the most successful co-designed project that they had worked with.
6. The Co-Chair of the Steering Committee, Family Voice Surrey noted that this work was supported by the families of children with SEND. It was expressed that there was more support required for the family of a child with SEND and that parents valued the inclusive approach that this strategy takes.
7. It was suggested by the Co-Chair of the Steering Committee, Family Voice Surrey that the service could utilise under-used resources to provide short breaks services and improve outcomes. Members

questioned whether youth services and other underutilised facilities, such as school halls, could be deployed in the provision of short breaks. It was particularly stressed that more work could be undertaken to improve links with youth centres, to improve provision for short breaks locally. Officers noted that the service was seeking to use youth services facilities more and that this was a good opportunity for partnership work with youth centres and that better links were being forged as part of this.

8. The Board questioned whether the service could establish closer links with Districts and Borough authorities to provide an improved local service and improve partnership links. Members also questioned whether the service took into consideration the social value aspect to provide everyday inclusive opportunities for children with SEND.
9. The Board questioned the frequency of the short breaks for children with SEND. Officers noted that the frequency was dependent on the requirements of the individual child. Officers also explained that many families appreciated a structured approach to short breaks and that they were also popular during school holidays.
10. Officers highlighted that the next stage for the service was the procurement bidding process, which concluded on the 10 February 2017.
11. The Cabinet Member for Children and Families Wellbeing stressed that many children take such activities similar to short breaks for granted. It was emphasised that children with SEND should be able to access similar inclusive opportunities, which this offer could provide.
12. The Cabinet Member for Children and Families Wellbeing highlighted that the Ofsted/CQC report of SEND services in 2016 noted the collaborative nature of the short breaks initiative as a positive development.
13. The Board questioned the directorates spending for recommissioning short breaks and which aspects of provision were a statutory requirement. Officers explained that the provision of short breaks was a statutory requirement. It was explained that this provision was approximately £3.1 million and that all funding allocated was for individual statutory needs. However, it was noted that the service was looking to expand provision to less utilised resources in order to reduce overall costs.
14. Members questioned the market conditions regarding the recommissioning of short breaks and what opportunities there were available. It was explained by officers that the service was seeking to attract new providers to provide short breaks and continue to work with

existing providers to improve service. It was highlighted that the directorate was asking that providers work closely with the community in order to provide inclusive provision.

15. The Board questioned whether there was consistent delivery of short breaks across the county. Officers highlighted that there was at least one play and youth scheme per district and borough and that most providers expand provision during peak times to meet with demand across Surrey.
16. Officers highlighted that there was a charge to parents for short breaks services, but that schemes were priced at a heavily subsidised average rate of £20. It was noted that the service offered bursaries or reduced charges for families who could not afford this charge to ensure that no child was excluded.
17. Officers explained that the tendering process for short breaks recommissioning was outside of the £3.1 million budget, and was included in the overall directorate budget. However, it was highlighted that the service was keen to ensure best value for money and best outcome in its tendering process, noting that services were commissioned for three years.

Recommendations:

The Board strongly supports the approach taken to commissioning short breaks, and notes the endorsement of Ofsted in its approach to co-design with families.

The Board endorses and recommends:

1. That the link of local need to locally available opportunities is emphasised during the commissioning process, where possible and appropriate;
2. That officers explore working with district and borough Members to help realise local opportunities;
3. That the Council Overview Board consider an item on how the social value charter has been applied to other commissioning and procurement processes across the council; and
4. That officers meet with representatives of the Board during the consultation process to hear how schools have been engaged about identifying ways in which they can support and expand the short breaks offer.

Witnesses:

Sonya Sellar, Area Director, Adult Social Care;
Penny Mackinnon, Area Head of Children's Services
Clare Curran, Cabinet Member for Children and Families Wellbeing
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

Declarations of interests:

Helena Windsor declared a non-pecuniary interest as a member of the Improvement Board

Key points of discussion:

1. Officers outlined the current position of the adults and children's workforce. It was highlighted that the updated vacancy rate for the Adults Services as of November 2016 was 11%. It was also noted that the Children's workforce had an improved vacancy rate of 21% and an improved turnover rate of 14.04% as of December 2016.
2. The Board questioned why the directorates experienced relatively high levels of staff vacancy rates and what was being done to attempt to alleviate this issue. It was highlighted that the services experienced high turnover rates at experienced qualified staff levels, rather than those at a newly qualified level. The Cabinet Member for Children and Families Wellbeing highlighted that this type of staff turnover would not be alleviated by the provision of key worker housing, but it was stressed that the service was looking into options for delivering this in future to maintain an attractive employment offer. Officers also noted that the service was providing re-location expenses for new employees, as part of the improved Surrey offer.
3. Members questioned the Adult Social Care directorate's three year recruitment and retention strategy and whether it was the most effective method available, or whether a more flexible approach would have been more suitable. Officers noted that the three year strategy had been constantly under review to ensure that it maintained flexibility to deal with unexpected issues and new opportunities.
4. It was highlighted by officers that an issue limiting effective recruitment into vacant positions was pay, highlighting that Surrey's proximity to London and the high cost of living in Surrey could be barriers to recruitment. Officers noted that these issues were being resolved as part of the Pay and Reward review 2016.
5. Officers noted that the services had used exit interviews with departing staff as a means of assessing issues and identifying how we can learn from and improve recruitment and retention. It was also noted that the service was using data collected in the staff survey in order to improve

the wellbeing of workers. It was suggested that feedback from surveys had been implemented and incorporated into recruitment and retention strategies.

6. The Cabinet Member for Adult Social Care, Wellbeing and Independence stressed that the three Sustainability and Transformation Plans (STPs) consider workforce as key to their plans. It was noted that the future plans may include the idea of integrating social work into an NHS care worker model, creating a defined career path and resolving some issues regarding recruitment. Members questioned whether this idea could be scrutinised by the Wellbeing and Health Scrutiny Board in future.

Recommendations:

The Board notes the report and commends the officers for the work around addressing the challenges around workforce. The Board recommends:

1. That proposals to align and join up initiatives across the services are progressed, and a further report is brought to the Board in 9 months;
2. That a short briefing on the key themes from the staff survey for both directorates is circulated to the Board; and
3. That the Chairman ask the Wellbeing and Health Scrutiny Board to raise a question regarding workforce when it receives its update on the Surrey Heartlands STP on 17 February.

9/17 SURREY SAFEGUARDING ADULT'S BOARD ANNUAL REPORT [Item 9]

Witnesses:

Simon Turpitt, Independent Chair, Surrey Safeguarding Adults Board
Amanda Boodhoo, Surrey Wide CCG Deputy Director Safeguarding
Sonya Sellar, Area Director
Clare Curran, Cabinet Member for Children and Families Wellbeing
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

Declarations of interests:

None

Key points of discussion:

1. The Independent Chair of the Surrey Safeguarding Adults Board (SSAB) gave an overview of the annual report to the Board, explaining to the Board that the report was historic for the year 2015/16, rather than a state of current affairs. He highlighted in this overview that there was a smooth implementation of the Care Act 2014 over the time period highlighted in the report and that there had been significant

improvements to the SSAB's multi-agency links.

2. The Independent Chair highlighted several key areas of risk, noting that neglect was listed as the most frequent risk category. It was also noted that self-neglect and financial abuse had been highlighted as areas of concern for the SSAB, but that they were working closely with partners to help resolve these issues. The Independent Chair also highlighted that evidence of physical abuse had reduced by 2%, and that the SSAB were finding new ways of working with partners to further reduce this.
3. The Independent Chair assured the Board that there had been no Serious Case Reviews undertaken since January 2016.
4. The Independent Chair highlighted that the SSAB had implemented new processes in order to improve outcomes, pointing out that there was multi-agency training in place. However, it was noted that the benefit of this was difficult to quantify as a result of its preventative nature.
5. The Independent Chair highlighted several key projects undertaken by the SSAB which had improved safeguarding awareness; citing examples of advertisements for the SSAB in Surrey and a greater representation on local groups. It was also noted that the SSAB had improved its ways of working, highlighting that there was a new and improved systems database in place to improve performance monitoring, which included an improved data model. It was also noted that the SSAB was fully staffed.
6. The Independent Chair specified three key priorities for the SSAB to maintain quality of service and achieve improvements:
 - a. Improved training methods
 - b. Improving visibility with partners and residents
 - c. Increasing and strengthening ties with partner organisations
7. The Independent Chair expressed the need to improve links with General Practitioners (GPs) as a means of improving the safeguarding process. Members questioned why links with GPs were poor and what could be undertaken by the SSAB and Clinical Commissioning Groups (CCGs) to rectify this issue. The Surrey Wide CCG Deputy Director Safeguarding highlighted that CCGs were working to improve these links, noting that an appointed safeguarding GP was being introduced and that training for GPs regarding safeguarding would be implemented. Members asked if progress regarding this and possible scrutiny of implementation could be brought to the Health and Wellbeing Board.

8. The Surrey Wide CCG Deputy Director of Safeguarding noted that the Clinical Commissioning Groups (CCGs) had moved into an integrated adults and children's safeguarding team, highlighting that they were in a good position to provide support to the SSAB.
9. The Board and the Cabinet Member for Adult Social Care, Wellbeing and Independence noted that they would prefer to receive a version of the SSAB Annual Report earlier in the year, so as to provide more effective input. The Independent Chair gave assurance that, while datasets were unavailable any earlier, the SSAB could provide an interim report to Members for analysis in future.
10. The Independent Chair and officers gave assurances to questions raised by Members that all of those at risks as a result of mental health issues would be fully assessed according to individual need.

Marisa Heath left the meeting at 12.30pm

11. Members questioned the possibility of closer bonds and improved ways of working with the Surrey Safeguarding Children's Board (SSCB) and the SSAB. The Independent Chair noted that the two organisations shared information and expertise and were looking into new ways of implementing joined up working in future.

Marisa Heath re-joined the meeting at 12.45pm

12. The Board questioned the transition period between children and adults, and whether there were good links between the two boards and partners to minimise risk during this transition. The Independent Chair stressed that there was scope for improvement, particularly with relation to improving dialogue links with partners.
13. Members expressed appreciation for the clarity of the annual report and recommended that future reports deliver a similar clear message.

Recommendations:

The Board thanks the independent Chair and partner agencies for the report. It recommends:

1. That a short briefing covering how agencies have worked to respond to the rising instances of self-neglect being reported is circulated to the Board;
2. That, in the new council year, the scrutiny Board looks to support ASC through adopting a similar performance scorecard monitoring arrangement to that it currently has in place for Children Services;

3. That officers work with the Safeguarding Board to explore how a more timely update is brought to the Scrutiny Board; and
4. That the Health and Wellbeing Board explore options to identify a named GP for Safeguarding Adults.

**10/17 SURREY SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT
[Item 10]**

Witnesses:

Elaine Coleridge-Smith, Independent Chair, Surrey Safeguarding Children's Board

Amanda Boodhoo, Surrey Wide CCG Deputy Director Safeguarding

Kerry Randle, Area Education Officer – NE, Schools and Learning

Mark Jowett, Head of Safeguarding, Children's Services

Declarations of interests:

None

Key points of discussion:

1. The Independent Chair of the Surrey Safeguarding Children's Board (SSCB) highlighted that the SSCB was working closely with the SSAB, noting improving work and links with regard to the transitions period. It was noted that the SSCB had produced, as part of the statutory requirement to produce an annual report, an "End of an Era" report which detailed a strategic rethink of Children's Services in the transition period.
2. The Independent Chair noted that the report was linked to the Ofsted report of Children's Services published June 2015, the Safeguarding Children's Board Inspection of August 2015 and the inspection Her Majesty's Inspectorate of Constabulary (HMIC) of Police Effectiveness, efficiency and legitimacy (PEEL) in December 2015. It was noted that the report reflected the situation that was present at that time, rather than the current one.
3. It was highlighted by the Independent Chair that an Improvement Board was established to improve the issues that were highlighted in the Ofsted report, and that the Independent Chair considered that there had been some improvement registered overall. However, the Independent Chair noted that there was still work to be undertaken to improve. Officers noted that they were positive about evidence of improvement.
4. The Board noted that they would like to receive a version of the SSCB Annual Report earlier in the year.

5. Members highlighted the need to include the voice of the child into the strategic thinking of the SSCB. The Independent Chair noted that this was included in the SSCB's thought processes and that appropriate language is used to reflect this. It was explained that the SSCB had undertaken seminars to highlight specific safeguarding issues, for example Child Sexual Exploitation and the utilisation of the Multi-Agency Safeguarding Hub (MASH).

Recommendations:

The Board thanks the independent Chair and partner agencies for the report. It recommends:

1. That officers work with the Safeguarding Board to explore how a more timely update is brought to the Scrutiny Board.

11/17 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 11]

Witnesses:

None

Declarations of interests:

None

Key points of discussion:

1. The recommendations tracker and forward work programme were noted and approved by the Board.
2. The Board received a short update regarding the work of the Performance and Finance Sub Group of the Board, which is attached as an annex to this document.
3. The Board were informed of a letter delivered from the Chairman of the Board to the Strategic Director of Children's, Schools and Families and the appropriate Cabinet Members highlighting concerns with the Multi-Agency Safeguarding Hub (MASH). A full update regarding the discussion relating to the MASH at its Performance and Finance Sub Group was appended to the next meeting of the Board.

Recommendations

None

12/17 DATE OF NEXT MEETING [Item 12]

The next public meeting of the Board will be held on the 16 March 2017 at 10.00am.

Meeting ended at: 1.05 pm

Chairman