Notice of Meeting

Adults and Lifelong Learning Select Committee

Date & time	**Place**	**Contact**	**Chief Executive**
Thursday, 11 October 2018 at 10.00 am	Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	Andrew Baird Room 122, County Hall Tel 0208 541 7609 andrew.baird@surreycc.gov.uk	Joanna Killian

We're on Twitter: @SCCdemocracy

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email democratic.services@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Baird on andrew.baird@surreycc.gov.uk.

Elected Members

Mrs Sinead Mooney (Chairman), Mrs Bernie Muir (Vice-Chairman), Mr Bill Chapman, Mrs Angela Goodwin, Mr Ernest Mallett MBE, Mr David Mansfield, Dr Andrew Povey, Mr Mark Nuti, Mrs Rose Thorn and Mrs Marsha Moseley

TERMS OF REFERENCE

The Committee is responsible for the following areas:

- Adult Social Care (including safeguarding)
- Adult Learning
- Apprenticeships
- Libraries, Arts and Heritage
- Voluntary Sector

AGENDA

1   **APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To report any apologies for absence and substitutions

2   **DECLARATIONS OF INTEREST**

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

i.   any disclosable pecuniary interests and / or;

ii. other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest;

- as well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner); and

- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

3   **QUESTIONS & PETITIONS**

To receive any questions or petitions

Notes:

1.   The deadline for Member's questions is 12.00pm four working days before the meeting *(Friday 5 October).*

2.   The deadline for public questions is seven days before the meeting *(Thursday 4 October)*.

3.   The deadline for petitions was 14 days before the meeting, and no petitions have been received.

4   **RESPONSE FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE**

There are none

5   **SURREY COUNTY COUNCIL APPRENTICESHIP STRATEGY**   (Pages 5 - 12)

Purpose of the Report:

This report provides an overview of how Surrey County Council's is

fulfilling its responsibilities in respect of the Apprenticeship Levy which was introduced by Central Government in April 2017. The report focuses on the Council's **internal** apprenticeships training programme and does not consider the wider picture among Surrey employers

6   ADULT SOCIAL CARE STRATEGIC PRIORITIES: WORKFORCE   (Pages 13 - 32)

Purpose of the Report:

This report provides the Adults and Lifelong Learning Select Committee with:

1) information on the national, regional and Surrey challenge facing the Adult Social Care workforce;

2) information on initiatives in place to support delivery of the Adult Social Care workforce strategy in Surrey, with a focus on the key areas of challenge for Surrey County Council and the independent care provider sector; and

3) recommendations for the Adults and Lifelong Learning Select Committee to consider regarding the Adult Social Care workforce.

7   FORWARD WORK PROGRAMME   (Pages 33 - 38)

The Select Committee is asked to review and approve the Forward Work Programme and provide comment as required.

8   DATE OF THE NEXT MEETING

The next meeting of the Select Committee will be held on 13 February 2019 in the Ashcombe Suite at County Hall.

Joanna Killian
Chief Executive
Published: Thursday, 4 October 2018

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

SURREY

Adults and Lifelong Learning Select Committee
11 October 2018
Surrey County Council Apprenticeship Strategy

Purpose of report:

This report provides an overview of how Surrey County Council's is fulfilling its responsibilities in respect of the Apprenticeship Levy which was introduced by Central Government in April 2017.

The report outlines how the Council is responding to the requirements of the Levy by embedding a high quality training offer for apprenticeships that increases diversity within the workforce.

It also explains how the Council will establish apprenticeships that create and retain the skills and experience necessary to ensure the workforce is able to respond to future changes in the way that local government services are delivered.

The report focuses on the Council's **internal** apprenticeships training programme and does not consider the wider picture among Surrey employers.

Introduction:

What is the Apprenticeship Levy?

1. Research conducted in 2015 demonstrates that stagnant productivity can partially be explained by the fact that the UK places a lower emphasis on vocational education and skills development than many other countries.[1] Furthermore, research by the UK Commission for Employment and Skills (UKCES) has shown that Britain also has a significant skills gap, identifying 209,000 vacancies which were proving hard to fill due to applicants lacking the requisite skills. UKCES found that a further 1.4 million employees lack some of the skills that they require to be fully proficient in their existing role.[2] The Government has identified apprenticeships as a means to address the skills gap and boost productivity by developing vocational skills.

2. It is thought that without Government intervention employers would not voluntarily invest an economically optimal amount in training.[3] The **Apprenticeship Levy** has therefore been introduced as a mean of encouraging employers to commit resources to developing the skills and experience of their workforce in order to boost productivity and reduce the skills gap by increasing the number and quality of apprenticeships. The Levy is set to raise £3 billion a year (£2.5 billion for England), helping to fund the Government's target of three million apprenticeships by 2020.[4] It has also been shown that apprenticeships offer more choice to individuals in how they pursue their future career by providing an alternative route for those who do not wish to go to university. Apprenticeships enable people to gain skills, experience and qualifications within

---

[1] National Audit Office, *Delivering value through the apprenticeship programme,* September 2016, page 7

[2] UK Commission for Employment and Skills, *Employer Skills Survey 2015: UK Results – Evidence Report 97*, January 2016

[3] *Delivering value through the apprenticeship programme,* page 7

[4] *Ibid*, page 8

specific industries or sectors through practical experience without accumulating the debt which often accompanies a university education.

3. The Department for Education (DfE) has overall responsibility for apprenticeships and has created the **Institute for Apprenticeships** which is responsible for regulating the quality and delivery of the training offer for apprentices funded through the Levy.

4. The Apprenticeship Levy is charged at a rate of 0.5% of the pay bill against all UK Employers who have a total annual pay bill in excess of £3 million. It is paid monthly to HMRC through PAYE returns. Levy contributions are placed in a central pot and employers who pay the Levy can apply for funding from this in order to pay apprenticeships across their organisation receiving a 10% top up from Government.[5]

5. Employers who are committed to training will therefore be able to get back more than they put in by training sufficient numbers of apprentices. Funding from the Apprenticeship Levy can only be used to pay for the training and assessment of apprentices and can't be used to pay for other costs associated with apprentices such as wages, travel and subsidiary costs or set up costs for an apprenticeship programme.

What is an Apprenticeship Standard?

6. Apprenticeship standards describe the occupational profile linked to the knowledge, skills and behaviours that bring full competence in a particular occupation. They describe how an apprentice can demonstrate mastery of this occupation by the end of the apprenticeship. The standard itself is a short, concise document containing a clear occupational profile setting out the responsibilities of the occupation and linked to the knowledge, skills and behaviours which will be applied in the workplace. The recently created Institute of Apprenticeships administers all Standards. All Standards are now required to have an End Point Assessment, carried out by an independent assessment organisation that ensures high quality grades (fail, pass, merit, distinction).

7. The standards are proposed, designed and delivered by employers to equip apprentices with the knowledge, skills and behaviours they need to succeed in their occupation. Employers are in the best position to determine when a new apprenticeship standard is required, as they understand where skill gaps lay and also what type of training will make the most sense for their industry, these are referred to as Trailblazers. The Council is currently engaged with trailblazers for: Social Worker Degree, Occupational Therapist Degree, Assistant Educational Psychologist Degree, Lead Practitioner in Adult Care, Leader in Adult Care and Business Administration.

Implications of the Apprenticeship Levy on Surrey County Council

8. Apprenticeships offer people a structured and supported training programme that gives them a chance to work towards a recognised qualification. It helps people gain the skills, knowledge and behaviours needed to succeed in their chosen career. This type of "hands-on" training gives apprentices a real chance to put their skills into practice and to gain more confidence in a working environment.

9. Surrey County Council (the Council) offers a wide range of jobs and opportunities and is an excellent starting point for those leaving school or college and looking for their first job, those that may wish to switch careers or those considering returning to work after a break.

---

[5] *Ibid*, page 8

10. As a leader of public services and as the largest employer in the area, it is important that our workforce is representative of the communities we serve. Within the Council, currently 5% of the Council's workforce is aged under 25. Attrition rates are the highest among this age group, indicating that while the Council is able to recruit staff within this age group, it has difficulty retaining them. Research indicates continuing net outflow of young people from the county as they seek opportunities elsewhere. The challenges for finding work are particularly acute for young people aged 18-24 as they try to compete in the labour market against more experienced candidates. Whilst unemployment levels are relatively low in Surrey, they are amongst the highest in this age group. Offering good quality apprenticeship opportunities that provide an entry and development route, and a competitive salary is vital if the Council is to attract and retain young people within the organisation. Those leaving care have been identified as a particular group who find it hard to enter the labour market. It is especially difficult for those who have not had the opportunity and the ability to navigate the complexities of finding and sustaining work.

Age Profile broken down by Directorate						
Age	Health, Wellbeing & Integration	Children, Families & Learning	Highways, Transport & Env	Customer, Digital & Transform	Finance, Legal & Demo Services	SCC
13 – 19	0%	0%	0%	0%	3%	1%
20 – 24	3%	6%	3%	3%	4%	4%
25 – 29	5%	10%	5%	6%	5%	7%
30 – 34	9%	12%	9%	10%	6%	10%
35 – 39	10%	13%	13%	14%	7%	12%
40 – 44	12%	12%	14%	13%	9%	12%
45 – 49	14%	12%	17%	15%	11%	14%
50 – 54	17%	13%	18%	15%	15%	15%
55 – 59	15%	11%	11%	12%	17%	13%
60 – 64	10%	7%	6%	7%	14%	8%
65 – 69	3%	2%	3%	2%	5%	3%
70 – 74	1%	1%	1%	1%	2%	1%
75 +	0%	0%	1%	0%	1%	0%

Table 1: Surrey's work force age profile as of 31/07/2018

11. Surrey County Council is required to commit £170,000 a month to the Apprenticeship Levy (£100,000 for non-schools and £70,000 for schools) which equates to a **total annual spend of £2,040,000**. Public Sector organisations also have a minimum target to have 2.3% apprentices and/or sponsored qualification starts each year based on their headcount. For the Council this equates to a target of **218 apprenticeship starts each year for non-schools and 389 for schools** based on current headcount figures.

12. To date, the Council has delivered 151 apprentices achieving 69% of its non-schools target since the Levy was introduced in April 2017 placing it in the top 15 of local authorities on meeting its public sector target. It is estimated that, by the end of the year the Council will have spent £809,258.77 of its annual non-schools target of £1.18 million.

13. All Local Authority-maintained schools have been contributing to the apprenticeship Levy, however, the take up by schools has been modest. Whilst there has been some interest, feedback from schools contributing to the Levy indicates that the Apprenticeship Standards currently approved for delivery only go so far as to address the core recruitment and retention needs of the education sector. Feedback also included that the conditions attached to the Levy funding are viewed by some as prohibitive (with 'better' options available in some key areas, for example: teacher training).

14. Recruitment and retention is a significant issue in schools across the country. There is a shortage of teachers, particularly in subjects such as maths and the sciences, and arguably of specialist staff (including teaching assistants) able to meet the needs of pupils presenting special and additional educational needs. The significant increase in demand for Education Health and Care Plans suggests Special Educational Needs specialism is a key need. The apprenticeship Levy should be a vehicle for meeting such need in the sector. However, some colleagues in schools feel the available qualifications are of limited value in this regard which has affected perception of and engagement with the Levy.

15. Apprenticeships provide the Council with an opportunity to address some of the specific challenges that it currently faces, not least the fact that it has an ageing workforce. Recent research by the HR Team has shown that a quarter of the Council's workforce will have reached retirement age by 2028. In fact 67% of those employed by the Council are over the age of 40. It is vital to ensure that the Council has the means of attracting young people to apply for vacancies and providing them with the skills and knowledge to create a workforce that is capable of responding and adapting to the changing landscape of public sector service delivery. Apprenticeships are a major source of younger applicants to the Council and offer a formal route for developing a specific skillset. Furthermore, Apprenticeships also provide an opportunity to enhance the Council's reputation as an employer of choice and can help to provide defined career opportunities for disadvantaged groups.

Opportunities

16. The Council has an opportunity to enhance its reputation as an employer of choice and providing career opportunities to disadvantaged groups. To date, apprenticeships within the Council predominately provided entry opportunities for young people to undertake a Business Administration and Customer Service qualification and develop their skills for higher level roles. This approach to recruitment has primarily been reactive rather than a planned strategic approach. It is reliant on individual service managers identifying opportunities and who are willing to take on an apprentice.

17. A more robust approach to the use of vacancies and job creation is required. The number of new apprentice starts needs to be reflected in workforce development projects on what the future need is likely to be. Priority will be given to apprenticeships for young people, with a specific focus upon skill shortages, disadvantaged young people, including care leavers, and those not in education, employment or training.

18. A recent new entry apprentice recruitment campaign was not successful (lack of vacancies, low numbers of applicants). There is an opportunity to go out to recruit again, aligned with Schools and other organisations (e.g. Job Centre Plus, Care Leavers, young people not in education, employment or training (NEETS), mental health organisations, ex-military etc) with better promotional activity and understanding of vacancies within SCC. There are currently 94 Full Time Equivalent (FTE) apprentice

positions in the Council's organisational structure. There is an opportunity for vacant position to have apprenticeship qualifications attached to the role and for new recruits to be hired at a lower salary, creating savings, until qualified.

19. The teaching apprenticeships is now ready for delivery (as of September 2018) and schools are starting to use it as a way of training/recruiting new teachers. For example, the NW Short Stay School is in the process of taking on a teaching apprentice with the Guildford Education Partnership as a training provider (to be confirmed). The teaching assistant apprenticeship has also come online, which provides further continuous professional development opportunities for the schools workforce. With the growth of sector-led provision, schools – particularly groups and larger secondaries – are looking to grow in-house capacity by developing skills in areas such as IT, HR and Business Administration. There are a number of approved apprenticeship standards within these fields.

Upcoming activity:

20. A business case for apprenticeships to be exempt from the current recruitment restrictions has been approved. This will allow the Council to regard apprenticeships as a viable option to recruit to vacant positions. The Career Development Team is working with hiring managers, Apprenticeship Champions and Workforce Development leads in each Service to review vacancies and a workshop programme has been put in place over the next three months to achieve this.

21. After a comprehensive review of vacancies mapped to available and relevant Apprenticeships has taken place, a new recruitment campaign will be launched in late February 2019 together with key stakeholders (e.g. NEETs, SEN, disability organisations, Care Leavers, ex-military, ex-offenders, Job Centre +, Youth Centres and School Cadet organisations). New promotional material has been commissioned that promotes the diverse career opportunities within the Council that will be used at any recruitment days, schools events and career fairs across the county.

22. The Learning & Development Team Service Partners will be conducting a Learning Needs Analysis with each Service and the relevant workforce leads in the fourth quarter 2018. Skills that will be important for the Council to have over the coming years will be identified at this time and the Career Development Team will identify suitable Apprenticeships to meet the needs, where possible.

23. Colleagues in the Schools & Learning and Communications teams are developing a targeted communications campaign to ensure Schools are able to capitalise on areas of interest:

- reminding all schools of the list of available qualifications and process for applying for funding;
- promoting qualifications that are most relevant/of interest to schools;
- timing communications to coincide with schools' appraisal/continuous professional development and recruitment cycles;
- the Government has just revamped its apprenticeship offer for schools which will support local engagement with schools;
- Links have been established with key partners, including the Schools Forums, FE sector and Surrey's Initial Teaching Training Network to ensure all available channels are used to promote Apprenticeship Levy opportunities and that, where possible, communications are developed in partnership

24. A Quality Assurance Review will be taking place in January 2019 in anticipation of the first cohort of apprenticeships completing their qualifications in March 2019. A quantitative success measure would be against the 2.3% public sector workforce target coupled with Levy spend. However, a qualitative success measure will be used to collate apprenticeship experience, programme completion, progression to higher levels and subsequent achievement of secure relevant employment. This will enable the Council to have a full picture of the success of its apprenticeship programme.

Issues:

25. The delivery of the social worker degree and other care standards is taking longer than anticipated. There are concerns about the length of time before standards are ready for implementation and this issue has been raised with the Institute of Apprenticeships. There is also a national sense that the lack of Level 2 standards for young people is a major concern. The number of young people applying for apprenticeship positions has fallen, due to the lack of availability of appropriate level standards and the new requirement for level 2 English and Maths as a minimum qualification attainment to begin an apprenticeship.

26. The Levy has displaced budgets for other essential forms of skills development, risking future growth and productivity so it is imperative to include other accredited quality training is in the scope of the funds. Unless the Levy is less restrictive in terms of what form of training it can be used for, the Council will still need to use existing internal training budgets to meet compliance needs of services. Having a large Levy pot does not mean that the Council can commission basic business as usual needs.

27. Current and recent restructuring activities within the Council, the need for significant fiscal savings and the requirement of apprenticeships to have 20% off-the-job training has meant the appetite for recruiting apprentices has dipped. A series of apprenticeship recruitment workshops, coupled with apprenticeships being exempt from recruitment restrictions, aims to address manager concerns and to provide information and guidance on recruiting apprentices. These workshops will take place in October, November and December 2018.

28. There is a need for Ofsted to change the way it measures the success of a school. The current measure the success which excludes apprenticeships seriously undermines apprenticeships being recognised as a viable and alternative route to university. Careers advice for those leaving school can still be heavily biased towards universities. Current funding levels also mean that many schools have poor careers advice available as it is. Anecdotal evidence suggests that many students will more likely have a favourite teacher who will provide their greatest source of advice and once more teachers have come through the new teaching apprenticeship, more should hopefully be encouraging their own students towards apprenticeships.

Conclusions

29. Apprenticeships need to be embedded in a workforce planning approach with clear service benefits as part of a long-term strategy on workforce growth and skills development.

30. Provide clarity to managers about the role that apprentices play in the Council, job design which ensure on and off-the job learning and development and a shared understanding of how they will be supported and by whom. A series of workshops regarding recruiting an apprentice will cover these aspects.

31. Develop clear entry routes into the organisation for young people. Apprenticeships can provide an opportunity, however, without the right support mechanisms and basic employability skills in place, many, such as care leavers, find it difficult to sustain and complete an apprenticeship. Traineeships and work experience placements can be an effective way of sourcing and preparing the next generation of apprentices for the Council. The Career Development Team are working with Surrey Adult Learning to create a training package for work experience placements and traineeships. The aim is to provide skills and learning to the individual and raise their confidence in a work environment, effectively preparing them for an apprenticeship.

32. The Council is committed to the continued expansion and development of all apprenticeship programmes within the Council and the County. Creating a strong and prosperous Surrey that is resilient and resourceful can only be achieved if we have a highly trained, engaged and flexible workforce and can continue to attract young people.

33. Apprenticeships contribute to creating opportunities for young people and, by providing a framework for the whole workforce to undertake relevant qualifications and/or re-train, raising skills, knowledge and aspirations.

34. The Government's "Vision for Apprenticeships 2020" has continued to highlight the value of apprenticeships to economic prosperity. The apprenticeship reforms have called for a substantial rise in the number of apprentices. The Council has a responsibility to help create this opportunities both as an employer and as a strategic leader.

Recommendations:

It is recommended that the Adults and Lifelong Learning Select Committee notes efforts by the Council to recruit and retain apprentices in accordance with the specifications of the Government's Apprenticeship Levy.

Report contact: Joy Hurman, Career Development Lead, HR&OD

Contact details: Tel: 020 8541 8772 E-mail: joy.hurman@surreycc.gov.uk

Annexes:

None

Sources & Background Papers:

National Audit Office, *Delivering value through the apprenticeship programme,* September 2016

UK Commission for Employment and Skills, *Employer Skills Survey 2015: UK Results – Evidence Report 97*, January 2016

This page is intentionally left blank

Adults and Lifelong Learning Select Committee

11 October 2018
Adult Social Care Strategic Priorities: Workforce

Purpose of report:

This report provides the Adults and Lifelong Learning Select Committee with:

1) information on the national, regional and Surrey challenge facing the Adult Social Care workforce;
2) information on initiatives in place to support delivery of the Adult Social Care workforce strategy in Surrey, with a focus on the key areas of challenge for Surrey County Council and the independent care provider sector; and
3) recommendations for the Adults and Lifelong Learning Select Committee to consider regarding the Adult Social Care workforce.

Introduction

1. This report outlines the challenges facing local authorities and independent care providers in recruiting and retaining social care staff, an issue which has been identified as a significant problem across England. Skills for Care which manages the National Minimum Data Set for Adult Social Care (NMDS) estimates that in 2017 there were 1.34 million jobs within the social care sector in England, the majority of which were directly involved in the delivery of social care support (980,000). For further information on the demographics of the social care workforce at both a national and regional level please refer to Annex 1 of this report.

2. For the purposes of clarity, this report focuses on workforce in relation to local authorities and independent care providers. The report highlights the workforce challenges and initiatives specifically for Surrey in the Council's Adult Social Care workforce and the Surrey independent care provider sector.

The National and Regional Picture

3. Staff shortages within the Adult Social Care workforce represent a significant national challenge. Both private social care providers and local authorities are finding it increasingly difficult to recruit and retain staff within the sector. This has been highlighted by the National Audit Office in its 2017 report entitled 'The Adult Social Care Workforce in England' where it is reported that the turnover rate of social care staff in 2016/17 was 27.8%, 10% higher than the UK average.[1] Staff turnover is proving to be an even greater challenge for specific roles, particularly those directly involved in the delivery of care such as care workers where the turnover rate across England was 33.8% in 2016/17.[2]

---

[1] National Audit Office, *The Adult Social Care Workforce in England*, February 2018, https://www.nao.org.uk/report/the-adult-social-care-workforce-in-england/, page 5
[2] Skills for Care, *National Minimum Dataset for Adult Social Care*, https://www.nmds-sc-online.org.uk/reportengine/GuestDashboard.aspx?type=TurnoverRate

4.   The NMDS reveals it has also become increasingly difficult to attract people to work in the care sector. In 2016/17, the vacancy rate for social care staff was 6.6% which represents an overall increase of 1.1% since 2012/13.[3] This also masks spikes within specific roles such as care workers where the vacancy rates are higher. The challenge of recruiting people into the care sector is by no means limited to frontline care roles, for example the highest vacancy rate was among registered managers.[4] For more details on the vacancy and turnover rates across specific positions and areas within the care sector please refer to Annex 2 of this report.

5.   The situation across the south east of England largely mirrors the national picture with high vacancy rates and turnover rates. Skills for Care estimates there are 205,000 people employed within social care in the south east of England. The average turnover rate for social care staff across the south east in 2016/17 was 28.5%, 0.7% higher than the national average.[5] The vacancy rate also stands at 6.8%, 0.2% higher than the national average with particular challenges around recruiting registered managers and care workers.[6]

The Recruitment and Retention Challenge

6.   There are a number of reasons why local authorities and independent care provider organisations are finding it difficult to recruit and retain staff. One reason is the relatively low rates of pay offered, particularly to those directly involved in delivering care.[7] There is a considerably lower turnover rate among higher paid care workers than among those on or just above the National Living Wage as demonstrated by the fact that the turnover rate nationally for senior care workers is almost half that of care workers.

7.   Perceptions of social care also plays a role in the ability of local authorities and independent sector organisations to employ social care staff. The National Audit Office identified a lack of prestige within the sector as a significant impediment to the ability of local authorities and independent providers to attract people into the sector. Potential recruits view providing personal care as a demanding occupation compared with jobs that offer equivalent pay, such as retail or hospitality. For those committed to a career in caring for people, the majority feel that roles within the health service are held in higher regard than those in social care and are more likely to apply for jobs within the NHS as a direct result.[8]

8.   A perceived lack of career opportunities is a further reason why independent care providers and local authorities find it difficult to attract and recruit new people to work in social care. The NHS by comparison has more defined career development pathways. The National Audit Office reports that development opportunities for staff vary depending on the provider due to funding constraints which necessitate them prioritising the provision of care in the short-term over offering extensive long-term support for learning and career development.[9]

---

[3]*The Adult Social Care Workforce in England*, page 7

[4] *Ibid*, page 8

[5] Skills for Care, *National Minimum Dataset for Adult Social Care*, https://www.nmds-sc-online.org.uk/reportengine/GuestDashboard.aspx?type=TurnoverRate

[6] Ibid, https://www.nmds-sc-online.org.uk/reportengine/GuestDashboard.aspx?type=VacancyRate

[7] *The Adult Social Care Workforce in England*, page 8

[8] *Ibid*, page 7

[9] *Ibid*, page 7

9.   A high vacancy and turnover rate can also affect the quality of care that people receive. People in receipt of homecare may experience shorter visits than necessary if care workers have higher workloads and they may lose continuity of care. The Care Quality Commission (CQC) found a link between high vacancy and turnover rates, and poorer levels of care being provided.[10]

10.   A report from the National Audit Office in May 2016 entitled 'Discharging Older People from Hospital' concluded that social care providers' difficulties in recruiting and retaining staff had contributed to an increase in the time it takes to arrange care packages for people leaving hospital which resulted in increased delays in discharging people from hospital.[11]

Adult Social Care workforce profile and challenges in Surrey

---

11.   The Adult Social Care workforce in Surrey is 33,000, of which 24,000 work in the independent care provider sector and 2,100 work in the Council. The remainder of the workforce is made up of roles, such as personal assistants, day centre staff and care jobs within the NHS. The workforce profile and challenges in Surrey are in line with those across the south east region. A more detailed profile is included in Annex 3 of this report.

12.   Within the Council social care workforce our key challenges are the recruitment and retention of experienced social workers and reablement staff. Vacancies as of September 2018 for these posts are 18% for social workers and 35% for reablement staff.

13.   For independent care providers in Surrey the key challenge is the high turnover rate which is 28%. In addition, the NMDS profile highlights that there is a high percentage of EU workers in this part of the workforce. Surrey Care Association have undertaken a snapshot survey in September 2018 which is in line with the NMDS data identifying for those surveyed the percentage of EU workers ranged between 20-40% of their workforce.

14.   There is increasing difficulty of attracting people into the sector. This is a shared challenge for both the Council and the independent care provider sector. As the Surrey workforce profile shows, a quarter of the ASC workforce is over 55 years of age. This challenge is further exacerbated by the fact that new and young people are not being attracted to work in the Adult Social Care sector.

15.   The contributing factors to workforce challenges in Surrey are the poor image of social care, low rates of pay and lack of clear career opportunities. In addition in Surrey there is low unemployment rates of 2.5% in comparison to UK average of 4.3%.

16.   The impact of workforce challenges, as highlighted earlier in this report, is that it may result in increased delays in discharging people from hospital. Surrey as a whole system works together in an integrated way to ensure that there are few delayed

---

[10] Care Quality Commission, *The state of adult social care services 2014 to 2017: findings from CQC's initial programme of comprehensive inspections in adult social care*, August 2017, www.cqc.org.uk/sites/default/.
[11] National Audit Office, *Discharging Older Patients from Hospital,* May 2016, page 9

transfers of care from hospital. While there may be local variation within Surrey, the overall trend across Surrey is that there are consistently low levels of delayed transfers of care. As of June 2018 Surrey's rate of delayed transfers of care was the 4th lowest out of 16 comparator local authorities and was significantly below the overall England rate.

17. As was highlighted earlier in this report, high vacancy rates within the independent care provider sector may have an impact on standards of care. In order to mitigate for this and support independent care providers in Surrey the Council has Quality Assurance processes in place that monitors the quality of care and offers proactive support for providers. The Council also hosts a Surrey-wide learning and development offer to ensure that staff are supported, trained and competent to undertake their roles.

18. The Quality Assurance team also monitors CQC reporting and undertakes quality assurance visits supporting providers to ensure they adhere to standards and have the appropriate processes and support functions in place. Independent care providers are also supported through regular forums where commissioners work with them to identify initiatives to improve outcomes for people.

Improve recruitment and retention with the Council's Adult Social Care Workforce

19. The Council has developed a workforce strategy that has five areas of focus recognising that all of these play a role in supporting the workforce and helping to improve recruitment and retention. The strategy aims to have a sustainable competent and diverse workforce who are valued and have the right skills to deliver quality, statutory services for Surrey residents. For a summary of the initiatives that are noted below and a copy of the strategy please refer to Annex 4 of this report.

Strategic Areas of Focus	Summary of Initiatives in place
Recruit and retain experienced social care and public health staff ensuring a balanced workforce to reflect the communities that support the Council supports.	- A team has been put in place that is dedicated to improving recruitment and retention within the service; - implemented more candidate focused recruitment approaches; - implemented an exit interview process; and - developed a targeted approach to identified areas of challenge.
Ensure practice is consistent and proportionate and staff are trained and equipped to apply policy, legislative and guidance frameworks.	- up front induction for all new starters in place & managers pack for new starters; - Surrey-wide senior manager workshops in place to focus on best practice and policy matters; - JIVE page to promote and share best practice; and - put a Practice development team in place to support qualified professionals.
Develop a culture of learning that invests in and supports all staff.	- new Essential Learning and Development Offer launched in April 2018 to ensure each member of staff is equipped with the necessary skills, knowledge and competencies to perform their role; - additional continuing professional development offer in place focusing on collaborative learning,

	• action learning as well as virtual and blended learning options • sponsored qualifications offer in place through the Apprenticeship Levy; • All staff complete appraisals (100% completion for last 3 years)
Use technology, engagement, wellbeing, learning and development and leadership to support our workforce to improve productivity.	• developed e-brokerage; on line assessment tools; piloting mobile application; • developed and promoted our wellbeing toolkit and wellbeing offer; • bi-annual staff engagement sessions with Director & leadership team; • reviewed essential learning and development offer; and • in the process of implementing new learning management system and sourcing a catalogue of up to date virtual/online learning opportunities.
Collaborate with partners to develop and deliver local integrated community based teams and commissioning.	• agreed Surrey-wide strategic principles on health and care integration in place; • agreed Surrey-wide principles of integration to apply for the social care workforce; • joint recruitment & career events with the NHS in Surrey.

20. To deliver this strategy the Council has taken a flexible approach enabling it to adapt to changes in the market and learn from what is, or is not, working in Surrey and elsewhere. Data, information and evidence are all used to inform where the Council needs to target its efforts. The data and information used includes vacancy and staff turnover information. It also includes feedback from staff through the staff survey, induction, staff engagement sessions and exit interviews.

21. The data and information highlights that within the service turnover rate for all staff has remained consistently low and is currently at 8.2%, compared to the south east region average 13.7% (Skills for Care NMDS Data, Local Authority, ASC roles).

22. Exit interviews have highlighted that, 79% of people would recommend Surrey as an employer. The feedback from leavers without professional qualifications has been that they would like clearer career progression offers in place. The theme from the feedback from qualified leavers has been that the service needs to continue to focus on improving work life balance and on the wellbeing offer. The feedback from the staff survey and staff engagement sessions have supported these themes.

23. To deliver a culture of learning, supporting our staff development and helping them with career progression the Adult Social Care and Public Health Directorate has reviewed its learning and development offer so it has a greater emphasis on in time, easily accessible solutions to ensure staff can perform their roles to the best of their ability. The learning and development offer has been scrutinised by sector skills council, Skills for Care, and in May 2018 the Council was awarded the Centre of Excellence status. This means that the offer has impact not only on staff and managers but also positively impacts on the individuals using social care services.

24. To support development and career progression for staff the Council has appointed a service wide lead in place for the sponsored qualifications (apprenticeship levy) and champions in teams to actively promote and support staff to take up opportunities. Since implementing this in the autumn of 2017 44 people have taken up this training offer. This continues to be an open program that is actively promoted in the service. Feedback from staff about the approach and offer has been positive.

25. Vacancy rates have identified the recruitment and retention of experienced social workers, senior social workers and reablement workers as a key challenge for the Council. The Council has therefore undertaken some targeted work to address these challenges.

26. The recruitment of experienced social workers is not an issue isolated to Surrey as there is a national shortage of experienced social workers. Issues around locum pay in comparison to permanent staff have contributed to the recruitment challenge. Since 2016 the Council has addressed this issue by signing up to the South East Association of Directors of Social Services (ADASS) memorandum of cooperation. This is designed to drive down locum pay rates and reduce the amount of qualified staff leaving to work in the locum market. Further targeted initiatives put in place to improve social worker recruitment and retention include :

- launched a temporary to permanent role transfer for qualified locums which has resulted in 14 people converting to permanent roles since July 2016;
- launched a Senior Social Worker readiness programme with the first cohort in September 2018, the feedback from the first two sessions has been positive;
- introduced a "register your interest" process in September 2018, for qualified social workers providing a personalised response to them within 48 hours of registration; and
- Practice Development Team contact all new and promoted qualified staff to discuss the professional development opportunities and support that is available to them.

27. Recruitment into reablement services remains a challenge. This is largely due to having to compete with NHS pay bands. This has recently been addressed through developing a new role, the Integrated Reablement Assistant which has a salary band that puts the Council more in line with NHS posts. The Council is in the first phase of implementing these new roles and have 24 people starting in October.

28. The Council has also introduced 'values-based' recruitment. 'Values-based' recruitment is an approach that focuses on recruiting people for their values and behaviours, recognising that people can be trained on the technical aspects of most roles. It ensures that the Council gets the right people to work in the sector who know what it means to provide high quality care and support. Where this has been used it has helped to improve recruitment and retention, particularly in the lower paid roles in social care. Managers have attended skills for care training on 'values-based' recruitment. The Council has also developed a 'values-based' recruitment tool for candidates to self-assess themselves and have incorporated into the recruitment and interview process value based assessments of candidates.

29. These initiatives have had impact as the social work vacancy rate has reduced from 28% in April 2016 to 18% in September 2018. The Council will be monitoring the impact of the new reablement worker roles and continue to review and develop new

initiatives to improve recruitment and retention for social workers and reablement workers.

Support Recruitment and Retention in the Independent Care Provider Market

30. The work taking place with the independent care providers aims to support them so that their workforce has capacity, is competent and delivers quality services. This approach recognises that by supporting the workforce to be competent and deliver quality services, it can help to mitigate against risks that may arise from recruitment and retention challenges as highlighted earlier in this report.

31. The Council has created the Surrey Skills Academy which provides access to learning, development and consultancy for the sector. This aims to support the competency and quality of the provider sector through a learning and development offer supporting providers with targeted interventions and range of support opportunities funded through external grants and bids.

32. In order to promote the uptake of qualifications and apprenticeships for independent care providers across Surrey, the Council Learning and Development team bids for and manages the Workforce Development Fund. The team is a lead partner of the Workforce Development Fund Partnership and manages over 100 members who make claims for the accredited qualifications delivered to their staff. The Council disburses the allocated funds on behalf of the Department of Health and Social Care

33. It is known that staff tend to remain working within an organisation if they are well led and so there are Registered Manager Networks in place across Surrey to help them in their leadership role and to enable them to share best practice. The offer is available through Surrey Skills Academy and funded through an external grant received from Skills for Care and the Department of Health and Social Care. The Networks are led by the registered managers themselves and the agenda is influenced by the participants.

34. To improve recruitment and retention, in partnership with Surrey Heartlands Integrated Care System, the Council has supported Surrey Care Association to lead on a Surrey-wide recruitment and retention project. This focuses on the independent care provider sector in Surrey and has three key areas of work :

   - Research and understanding of the current workforce profile
   - Engage with providers to identify barriers and share good practice
   - Re-brand care worker roles as enabling and exciting

Research and understanding the current workforce profile

35. The research and profile of the workforce has informed where the project has needed to focus its attention. Given the age profile it has focused on engaging with younger adults to encourage new people into careers in social care. This includes a program of engagement with colleges, job centres and university leavers. It has also developed recruitment methods that are more millennial friendly, for example, implementing and increasing the use of social media as a tool to promote careers in social care.

36. Given the high percentage of EU workers, Surrey Care Association have and continue to be involved at the national level. The Association have submitted evidence and reports to the migration committee of the challenges faced in the Surrey social care workforce in order to inform the committee when considering future policy. Surrey Care

Association have also shared risk mitigation tools for Brexit to help individual providers in undertaking their own assessments.

Engage with providers to identify barriers and share good practice

37. The project has engaged with providers across Surrey. Toolkits have been developed to help providers to understand and apply best practice in recruitment and retention. There has been an emphasis placed on promoting values based recruitment which, as noted earlier in this report, improves recruitment and retention particularly in the lower paid and entry roles of the sector.

38. Surrey Care Association hosts a Surrey-wide web page that shows the job opportunities across all of the Surrey independent care provider sector. The website provides links to individual organisations as well as promotional videos that profile staff testimonies and the benefits of working in the sector.

39. The project has been published as a best practice case study with NICE Quality Matters and the ADASS website.

Re-brand care worker roles as enabling and exciting

40. The project has supported providers to improve the branding of their service, helping them to improve their websites so that they highlight the benefits of working for them and the career opportunities available. It has helped providers to ensure they focus on the values and culture of their organisation to help attract people into the sector.

41. The project has also contributed to a national initiative led by the Justice department that will be launched in winter 2018. This aims to raise awareness of career opportunities in the sector and improve the public profile of social care career opportunities. The Surrey video testimonies and stories from people working in the sector has formed part of that contribution.

Our shared challenge - attracting new and young people into Adult Social Care careers

---

42. As noted in the introduction, both nationally and in Surrey, the perceptions of social care play a role in the challenges that are faced in attracting people to work in the sector. This alongside, the Council's age profile reinforces the need to focus on attracting people, including younger people, into the care sector in Surrey.

43. The Council is engaging more effectively with the millennial candidate market by putting in place continual streamlining of the application process to make it a quicker and more efficient candidate journey. Social media is also being used to attract younger candidates. The Council works closely with the recruitment team to utilise the wider Council social media strategy.

44. The Adult Social Care Directorate has had an offer of apprenticeship roles over the last three years, which continue to be offered. These have been successful in attracting new and younger people into the service and a significant number of apprentices have stayed in the service, applying for substantive posts. Apprenticeship roles are available in each of the teams and a fresh campaign was launched this summer for entry level social care and business administration apprentices. This is an ongoing campaign and,

as of September, the Directorate has four new apprentices who have joined the service.

45. The Surrey Care Association project has been working with job centres on the potential opportunities provided by changes in the benefit system whereby people will be able to work more hours without reductions to their benefit entitlement. It is anticipated this could have a positive impact on attracting people into the sector and/or enable people to work more hours than they are currently able to.

46. Together with Surrey Care Association, the Council is working with Health Education Kent, Surrey and Sussex (HEKSS) to attract new people into the social care sector. This is part of continuing efforts to explore opportunities to collaborate in addressing shared workforce challenges.

47. A further area and opportunity for a shared focus is on supporting people with disabilities to become part of the workforce. This recognises that the Council employs relatively few people with disabilities when compared to the Office of National Statistics (ONS) data for Surrey. The Learning and Development Team recently won a bid to run "Chance 2 Care" project. This project will concentrate on attracting people from under-represented groups, people with disabilities and/or with mental health issues to attend a one day pre-employment programme, access to one-to-one mentoring sessions and complete work placements within social care sector. The aim is for the participants to secure employment within social care at the end of the programme.

48. The joint recruitment initiatives in partnership with the NHS in Surrey have had some positive impact on attracting new people into the sector. Further joint recruitment events are being planned, including a program of system wide recruitment through Surrey Heartlands using the theme of "one workforce".

49. The Council is a member of ADASS's regional workforce network. As well as acting as a regional forum to share best practice and learn from each other, it also has a regional workforce plan in place. One of the agreed objectives is to work together to promote career pathways into social care.

Recommendations

It is recommended that the Adults and Lifelong Learning Select Committee:

i. recognises and acknowledges the work being undertaken in the Service and with external partners such as HEKSS, Surrey Care Association, Skills for Care and the NHS that aims to address our key challenges in the social care workforce across Surrey.

ii. notes the work underway in the Service and in partnership with Surrey Care Association that aims to address our key challenges in the Adult Social Care independent care provider sector in Surrey.

iii. supports and endorses the work underway within Surrey, regionally and with other partners that aims to attract people into the sector and improve the image of social care sector in general.

Report contact: Sonya Sellar, Area Director, Adult Social Care
Contact details: Tel: 01372 832310 E-mail: sonya.sellar@surreycc.gov.uk

Annexes:

Annex 1 – Workforce Demographic Profile

Annex 2 – Workforce Recruitment and Retention Profiles

Annex 3 – Surrey Workforce Profile September 2018

Annex 4 – Adult Social Care & Public Health Strategic Narrative

Sources and Background Papers:

Care Quality Commission, *The state of adult social care services 2014 to 2017: findings from CQC's initial programme of comprehensive inspections in adult social care*, August 2017

House of Commons Committee of Public Accounts, *The Adult Social Care Workforce*, 30 April 2018

National Audit Office, *The Adult Social Care Workforce in England*, February 2018

National Audit Office, *Discharging Older Patients from Hospital*, May 2016

House of Commons Committee of Public Accounts, The Adult Social Care Workforce, 30 April 2018

Skills for Care, *The State of the Adult Social Care Sector and Workforce in England*, September 2017

Skills for Care, *Recruitment and Retention in Adult Social Care: Secrets of Suc*cess, May 2017

Skills for Care, *National Minimum Dataset for Social Care*, https://www.nmds-sc-online.org.uk/

Workforce Age Profile

England – 1,337,000			Southeast England – 220,100		
Age Group	**No. of Jobs**	**% of jobs**	**Age Group**	**No. of Jobs**	**% of jobs**
24 & under	137,000	10.2%	24 & under	22,500	10.2%
25 to 34	280,000	21.0%	25 to 34	47,000	21.3%
35 to 54	270,000	20.1%	35 to 44	46,000	20.8%
45 to 54	345,000	25.9%	45 to 54	55,000	24.9%
54 to 64	255,000	19.1%	55 to 64	40,000	18.4%
65 & over	50,000	3.7%	65 & over	9,600	4.4%

Workforce Gender Profile

Group	**No. of Jobs**	**% of jobs**	**Group**	**No. of Jobs**	**% of Jobs**
Male	238,000	17.8%	Male	42,000	18.9%
Female	1,100,000	82.2%	Female	178,000	81.1%

Workforce Ethnicity Profile

Group	**No. of Jobs**	**% of Jobs**	**Group**	**No. of Jobs**	**% of Jobs**
White	1,065,000	79.5%	White	179,000	81.4%
Mixed	26,000	2.0%	Mixed	4,500	2.1%
Asian	88,000	6.6%	Asian	16,000	7.3%
Black	147,000	11.0%	Black	17,500	8.0%
Other	13,500	1.0%	Other	2,400	1.1%

Workforce Nationality Profile

Group	**No. of jobs**	**% of Jobs**	**Group**	**No. of Jobs**	**% of Jobs**
British	1,115,000	83.4%	British	169,000	77.2%
EU (non-British)	95,000	7.1%	EU (Non-British)	24,500	11.3%
Non-EU	127,000	9.5%	Non-EU	25,000	11.5%

This page is intentionally left blank

England				Southeast England			
Role	**No. of Jobs**	**% of jobs**	**Turnover rate**	**Vacancy Rate**	**Role**	**No. of Jobs**	**% of Jobs**	**Turnover Rate**	**Vacancy Rate**

Role	No. of Jobs	% of jobs	Turnover rate	Vacancy Rate	Role	No. of Jobs	% of Jobs	Turnover Rate	Vacancy Rate
Senior Management	15,500	1.24%	7.8%	1.7%	Senior Management	2,600	1.27%	8.5%	1.7%
Registered Manager	22,000	1.77%	23.0%	10.0%	Registered Manager	4,000	1.95%	24.0%	10.7%
Other Manager	76,000	6.1%	15.2%	3.8%	Other Manager	12,500	6.09%	15.4%	3.4%
Social Workers	15,500	1.24%	14.9%	9.9%	Social Workers	2,200	1.07	16.7%	6.1%
Occupational Therapists	2,900	0.2%	14.5%	9.3%	Occupational Therapists	600	0.3%	9.8%	7.7%
Registered Nurses	38,000	3.1%	32.1%	9.0%	Registered Nurses	7,200	3.5%	33.5%	9.9%
Other regulated professional roles	1,700	0.14%	11.9%	4.3%	Other regulated professional roles	350	0.17%	13.0%	3.6%
Senior Care Workers	83,000	6.67%	17.5%	4.2%	Senior Care Workers	15,000	7.3%	18.5%	4.5%
Care Workers	750,000	60.2%	33.8%	7.7%	Care Workers	120,000	58.5%	34.5%	8.3%
Support & Outreach Workers	53,000	4.3%	21.8%	6.6%	Support & Outreach Workers	7,600	3.71%	22.6%	5.5%
Other Direct Care Roles	21,000	1.69%	18.8%	4.9%	Other Direct Care Roles	3,000	1.46%	19.5%	5.2%
Other Roles	167,000	13.4%	19.6%	3.8%	Other Roles	30,000	14.6%	20.8%	3.3%
TOTAL	1,245,600	100%	27.8%	6.6%	TOTAL	205,050	100%	28.5%	6.8%

This page is intentionally left blank

Surrey Workforce Profile September 2018

 Surrey Adult Social Care workforce *

33,000 total workforce
24,000 direct care workforce – independent care sector

80 % female
66% British
23% 55 +

Turnover 28%
Vacancies 9%

---

* Source NMDS- The total workforce across surrey including independent care sector, local authorities

---

Surrey County Council Adult Social Care Workforce*

2100 Total workforce
- Over a ¼ of the workforce are over 55
- 84% of the workforce is female
- BME Profile is 12.11%
- Disability profile is 3.32%
- 8.4 days off sick per employee on average
- 91% of staff are on permanent contracts

Turnover 8.2%
- Hospital & Locality Teams 9.9%
- Social Worker 21%
- Reablement Assistants 30%

---

* Source Internal Surrey Council Adult Social Care Database

This page is intentionally left blank

Listen 　 Responsibility 　 Trust 　 Respect

Our vision

Our vision is to promote people's independence and wellbeing through personalised care and support and by working collaboratively with our partners to deliver better outcomes at less cost.

Delivering this vision will mean people in Surrey:

- Are supported to live well for longer in their local community with choice and control.
- Know about and can access information and services to help prevent, reduce and delay the need for care and support.
- Can prepare for an assessment of their care and support needs using our self-assessment tools.
- Experience health and social care working together to meet their needs.
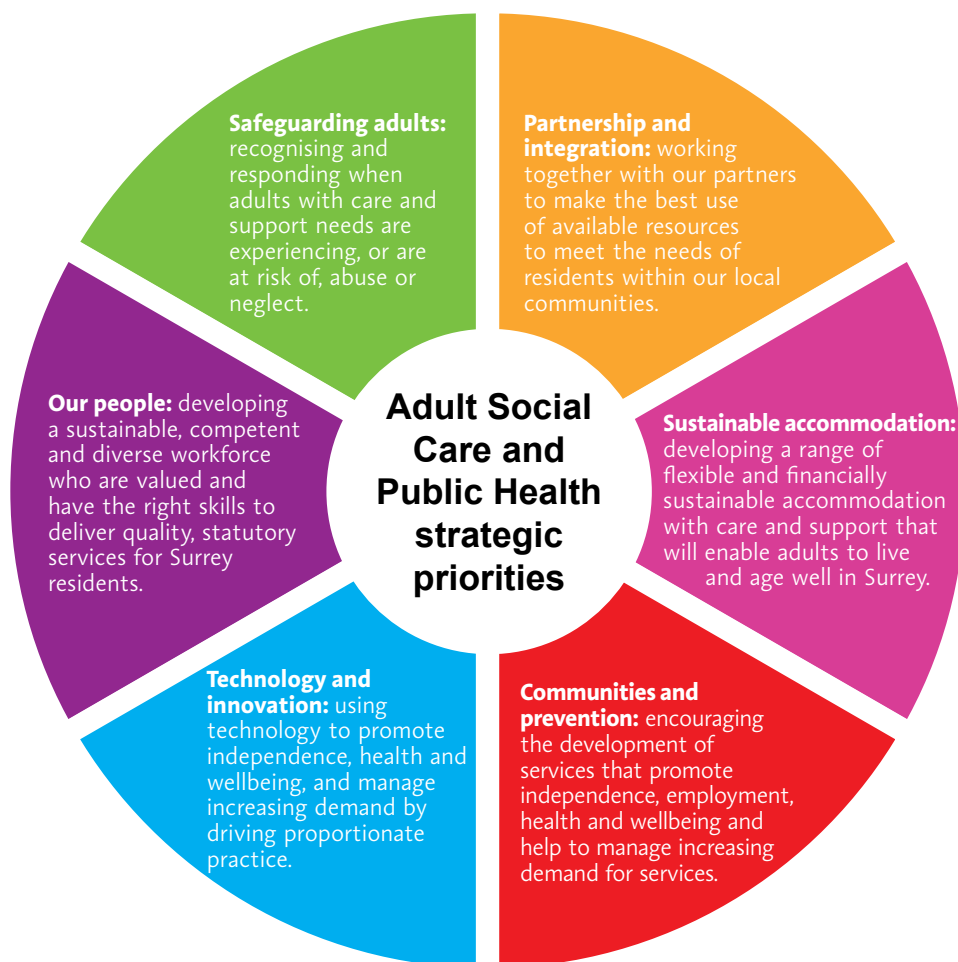- Feel safe and have a good experience when receiving care and support.

And young people are supported to move into adulthood, building on their strengths and aspirations.

The environment that we are working in is increasingly challenging. There are a number of factors that we need to consider in delivering care and support. They are:

- **Demography** – We have an ageing population, an increasing number of people with dementia and complex needs, and young people moving into adulthood with special educational needs and learning disabilities. This means we are faced with growing demand pressures, both in the volume and acuity of people's need for care and support.
- **Funding** – Continued reductions in local government funding have increased the pressure to deliver significant efficiency savings in an already squeezed service alongside the need to generate income. It means we are having to target available resources upon those with eligible needs.
- **Policy** – We need to embed our Care Act and Public Health statutory responsibilities, welfare reform and the National Living Wage, together with changes arising from devolution and health and social care integration.
- **Market** – The care market is becoming increasingly fragile with suppliers leaving the market and increasingly slim margins for those that remain.
- **Resources** – The care market is experiencing workforce pressures with a high staff turnover, an ageing workforce and potential reduction in EU workers.

The next few years will be exceptionally challenging and will require us to continue to evolve and shift the way we deliver and commission Adult Social Care and Public Health services, refocusing our available resources.

Our strategic priorities, to help us achieve our vision, are:

Adult Social Care and Public Health strategic priorities

Safeguarding adults: recognising and responding when adults with care and support needs are experiencing, or are at risk of, abuse or neglect.

Partnership and integration: working together with our partners to make the best use of available resources to meet the needs of residents within our local communities.

Sustainable accommodation: developing a range of flexible and financially sustainable accommodation with care and support that will enable adults to live and age well in Surrey.

Communities and prevention: encouraging the development of services that promote independence, employment, health and wellbeing and help to manage increasing demand for services.

Technology and innovation: using technology to promote independence, health and wellbeing, and manage increasing demand by driving proportionate practice.

Our people: developing a sustainable, competent and diverse workforce who are valued and have the right skills to deliver quality, statutory services for Surrey residents.

Partnership and integration:

working together with our partners to make the best use of available resources to meet the needs of residents within our local communities.

To deliver this we will continue to:
- Work together to deliver integrated local health and social care teams to provide community based care and support to prevent admission to hospital and support hospital discharge.
- Work collaboratively with partners to jointly commission preventative services for individuals and carers with support needs.
- Work with partners, and our in-house services, to make the best use of resources and develop new services to meet the changing needs of people with learning disabilities and autism.
- Work with young people in partnership with their families, communities and agencies to move into a safe and successful adulthood.
- Use evidence of population need to inform joint commissioning and decision making.
- Realise the opportunities created by the three Sustainability and Transformation Partnerships and devolution in Surrey Heartlands.

Sustainable accommodation:

developing a range of flexible and financially sustainable accommodation with care and support that will enable adults to live and age well in Surrey.
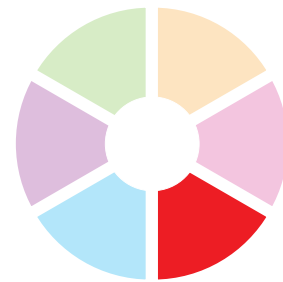
To deliver this we will continue to:
- Work with the market to expand the number of extra care facilities for older people and deliver additional high needs dementia residential and nursing provision.
- Work with partners, and in-house services, to support a transition from residential care to supported living arrangements for people with learning disabilities and autism.
- Enhance the provision of accommodation with care and support for people with mental health or substance misuse needs.
- Work in partnership with providers to develop and maintain sustainable social care markets.

Communities and prevention:

encouraging the development of services that promote independence, employment, health and wellbeing and help to manage increasing demand for services.

To deliver this we will continue to:
- Promote independence and resilience by providing advice and information; self-care; reablement; equipment and adaptations; assistive technology; dementia-friendly communities; and carer support including young carers.
- Encourage people towards informal community based services by embedding Family, Friends and Communities; supporting carers; and working with the voluntary, community and faith sector to meet needs.
- Offer preventative interventions prior to assessment for longer-term care by providing reablement; equipment and aids; and growing community resources.
- Promote physical, mental health and wellbeing by ensuring we 'Make Every Contact Count' across the wider workforce.
- Work with partners to commission services that support people to make positive changes to their health throughout their life.
- Support access to employment, voluntary work and education where appropriate.
- Work with partners to protect residents from infectious diseases and environmental hazards.

Technology and innovation:

using technology to promote independence, health and wellbeing, and manage increasing demand by driving proportionate practice.

To deliver this we will continue to:
- Enhance on-line information about health and wellbeing, local services, activities and organisations to support residents, including carers.
- Implement on-line self-assessment and review tools so residents can find out if they are likely to be eligible, will need to pay and input into their review.
- Develop Technology Enabled Care to transform the way people manage their own health and social care.
- Provide mobile technology to enhance workforce capacity and productivity.
- Upgrade our operational systems to give us greater capability and to drive proportionate practice.
- Develop shared health and social care records for use by professionals to inform decision making.

Our people:

developing a sustainable, competent and diverse workforce who are valued and have the right skills to deliver quality, statutory services for Surrey residents.

To deliver this we will continue to:
- Recruit and retain experienced social care and public health staff ensuring we have a balance in our workforce to reflect the communities we support.
- Ensure practice is consistent and proportionate and staff are trained and equipped to apply policy, legislative and guidance frameworks.
- Develop a culture of learning that invests in and supports all staff.
- Use technology, engagement, wellbeing, learning and development and leadership to support our workforce to improve productivity.
- Collaborate with partners to develop and deliver local integrated community based teams and commissioning.

Safeguarding adults:

recognising and responding when adults with care and support needs are experiencing, or are at risk of, abuse or neglect.

To deliver this we will continue to:
- Use our leadership role in adult safeguarding to ensure adult safeguarding enquiries are efficient, effective and keep the person with care and support needs at the centre of the enquiry.
- Work together with partners on the Surrey Safeguarding Adults Board to improve how we respond to concerns about abuse or neglect of adults with care and support needs.
- Provide our staff with the learning, development and support needed to deliver effective adult safeguarding practice.
- Commission good quality public health services that ensures the safety of residents.

SURREY

Adults and Lifelong Learning Select Committee
11 October 2018
Forward Work Programme

Purpose of report:

For Members to review and comment on upcoming items due for consideration by the Adults and Lifelong Learning Select Committee.

Introduction:

A Forward Plan recording agenda items for consideration at future Adults and Lifelong Learning Select Committee meetings is attached as **Annex 1**, and Members are asked to review the items listed on the Forward Plan.

Recommendations:

That the Adults and Lifelong Select Committee reviews items that it is due to consider at future meetings (Annex 1)

Report contact: Andrew Baird, Democratic Services Officer

Contact details: 020 8541 7609, andrew.baird@surreycc.gov.uk

Annexes:

Annex 1 – Adults and Lifelong Learning Select Committee Forward Work Programme

This page is intentionally left blank

Select Committee
Forward Work Programmes
2018/2019

Adults and Lifelong Learning Committee (Chairman: Sinead Mooney, Democratic Services Officer: Andy Baird)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
TBD	Adult Social Care and Public Health Strategic Priorities: Technology and innovation/ communities and prevention.	Through its Adult Social Care and Public Health Strategic Narrative has identified opportunities for managing demand over the coming years through its communities and prevention and technology and innovation priorities. This item will consider the steps that the Council intends to take in order to deliver against these priorities to understand how these will mitigate pressures on Council delivered adult social care services.	The Committee will develop an understanding of how the Council is delivering on its Technology and Innovation and Communities and Prevention priorities to support officers in utilising these to manage demand on adult social care services. The Committee will also support officers in understanding how carers, service users and partner organisations will be involved in managing demand.	Officer report to Committee

TBD	Accommodation with Care and Support	The Council is currently developing an enhanced accommodation with care and support programme to build housing options that support better outcomes for those with social care needs. The Committee will consider the Council's plans for expanding the provision of accommodation with care and support which will include reviewing progress in delivering schemes on the sites that have already been earmarked as sites for Extra Care Housing.	The intended outcome of this item is for Members to develop an understanding of Accommodation with Care and Support schemes that are being developed in Surrey and how these will be configured to best support the needs of those with care needs. Members will also consider the Council's priority to develop a range of flexible and financial sustainable accommodation to understand how the Council to support officers in delivering against this.	Officer report to Committee Site visit
13 February 2019	Adults Safeguarding	Ensuring the safety of vulnerable adults in Surrey is a key priority for the Council and its partner organisations. The Council has a duty to ensure that it has appropriate arrangements in place to ensure that it protects and safeguards the population. The Committee will examine how the Council and its partners deliver of their responsibilities to safeguard vulnerable adults in Surrey.	The Committee will understand how the Council performs against its duty to safeguard vulnerable residents, how it embeds learning from safeguarding incidents, how officers keep ahead of potential safeguarding challenges and how safeguarding is embedded as part of Council policies and training. Members will also hear from officers regarding the impact of potential new legislation on Deprivation of Liberties Safeguards and options for the Council in responding to this legislation. This item will involve contributions from both the Surrey Safeguarding Adults Board and the Health and Wellbeing Board.	Officer Report to Committee
September/ December 2019	Preventing Homelessness	The Committee will consider how public sector organisations in Surrey are working together in	The Committee will develop an understanding of the risk factors that cause homelessness and build a picture of the journey that leads to homelessness	Witness sessions

		order to prevent and alleviate homelessness in response to the requirements of the Homelessness Reduction Act and to ensure that those at risk of homelessness experience better outcomes.	for individuals and households. The Committee will then consider these in light of approaches to preventing homelessness that have been implemented across Surrey following introduction of the Homelessness Reduction Bill The Committee will also seek to raise awareness around the issue of homelessness and the damage that it does to individuals, families and communities.	Workshop Site visit (Leatherhead night hospital, Guildford Hostel)
TBD	Implications of the Adult Social Care Green Paper	The Government has committed to publishing a green paper in Autumn 2018 outlining how it proposes to improve care and support for older people and tackle the challenge of an ageing population. The outcomes of the Green Paper could have significant implications for the provision of adult social care impacting on how these services are funded and delivered in the future. This item will look at the implications of the green paper on the delivery of adult social care services in Surrey.	For the Committee to understand the impacts of the Green Paper on the delivery of adult social care services in Surrey and steps that the Council intends to take in order to respond to the proposals outlined within the Green Paper.	Workshop/ informal learning session
TBD	Learning Disabilities Transition Task Group.	The statutory responsibilities of the Council to both children and adults with care and support needs are substantial. The number of young people with complex needs transferring into adult social care has been recognised as a significant	The review will seek to make recommendations in respect to improving the experience of young people and their families/carers, and to optimise public value for the benefit of the Council and Surrey residents.	Task and Finish Group

		demand pressure within the MTFP. This has also been identified by the Cabinet Members as an area requiring the support of the Council's scrutiny function.		
TBD	Libraries Strategy	The Council is planning to undertake a comprehensive review of its library strategy over the coming months to consider how they can support a wider range of culture and learning opportunities for residents. The Committee will consider how Surrey's library network will look in the future and support SCC in understanding how these community assets can deliver the right skills and learning opportunities.	The Committee will contribute to the production of the Library Strategy while it is being developed to understand the options being considered and ensuring that the expertise of Members are engaged in producing the strategy. The Committee will aim to ensure that its views are incorporated into the strategy as it is being developed but may make recommendations to officers regarding the implementation of the strategy.	Task and Finish Group
TBD	All-Age Learning Strategy	Item to be scoped.		