

**MINUTES** of the meeting of the **ADULTS AND LIFELONG LEARNING SELECT COMMITTEE** held at 10.30 am on 13 February 2019 at Ashcombe, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 5 June 2019.

**Elected Members:**

\* = In attendance

- \* Mr Jeff Harris (Chairman)
- \* Mrs Bernie Muir (Vice-Chairman)
- \* Dr Bill Chapman
- \* Mrs Angela Goodwin
- \* Mr Ernest Mallett MBE
- \* Mr David Mansfield
- \* Dr Andrew Povey
- \* Mr Mark Nuti
- \* Mrs Rose Thorn
- \* Mrs Marsha Moseley

**In attendance:**

Mike Boyle, Interim Director of Commissioning and Transformation (Adult Social Care)  
Will House, Head of Finance (Adult Social Care)  
Sinead Mooney, Cabinet Member for Adults  
Sonya Sellar, Area Director (Adult Social Care)  
Peter Tempest, Interim Assistant Director for Learning Disabilities  
Liz Uliasz, Deputy Director (Adult Social Care)  
Simon White, Interim Director of Adult Social Care

**1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

No apologies for absence were received.

**2 MINUTES OF THE PREVIOUS MEETING: 11 OCTOBER 2018 [Item 2]**

The minutes were agreed as an accurate record of the meeting.

**3 DECLARATIONS OF INTEREST [Item 3]**

None received.

**4 QUESTIONS & PETITIONS [Item 4]**

None received.

**5 RESPONSE FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]**

None received.

## 6 ADULT SOCIAL CARE TRANSFORMATION PROGRAMME [Item 6]

### Witnesses:

Sinead Mooney, Cabinet Member for Adults  
Simon White, Interim Director of Adult Social Care  
Mike Boyle, Interim Director of Commissioning and Transformation (Adult Social Care)  
Will House, Head of Finance (Adult Social Care)  
Sonya Sellar, Area Director (Adult Social Care)  
Peter Tempest, Interim Assistant Director for Learning Disabilities  
Liz Uliasz, Deputy Director (Adult Social Care)

### Key points raised during the discussion:

1. An introduction to the Transformation Programme report was provided by officers, who stated that it aimed to make sure the Council delivered its statutory care responsibilities without tightening its eligibility criteria or adversely affecting those who rely on its services.
2. Members heard about the financial implications of the Transformation Programme, with the Interim Director of Adult Social Care highlighting the progress made by the department. The Committee were told that Adult Social Care (ASC) was set the task of saving £10.7m and are currently forecast a £17.7m underspend, with that underspend likely to be larger come the end of the year.
3. A Member of the Committee asked whether any elements of what is being proposed have been proven to work elsewhere, or whether ASC are starting with a completely new model. The Interim Director of Adult Social Care explained that much of the work was already underway in the department before he arrived, and that it was based significantly on two sources. The first was the work that John Bolton, Visiting Professor at Oxford Brookes University's Institute of Public Care, had presented through a publication called Six Steps to Managing Demand in Adult Social Care, while the second was concerned with the 'In Control' work that the Council had previously done with younger age adults. The Interim Director of Adult Social Care went on to talk about the 'person-centred' philosophy behind the Transformation Programme, which is concerned with investing in people's independence while simultaneously dealing with demographic growth and financial pressures.
4. As a follow-up question, a Member of the Committee questioned the role of the Social Care Institute for Excellence (SCIE) and asked how they will be working with the Council. The Interim Executive Director of Adult Social Care replied that working with SCIE will allow the Council to take an active part in networks that will let them work with other authorities that are implementing similar proposals.
5. The Interim Executive Director told the Committee about the activities being undertaken to shape the market for preventative services, discussing how Adult Social Care meet regularly with a range of providers.
6. Regarding the quoted 5% reduction in the number of people using adult social care services, a Member of the Committee questioned ongoing demographic challenges and what impact these may have on

this forecast target. The Interim Executive Director discussed the difficulties concerning demographics. The greatest pressure came from adults with learning difficulties – for example, the number of people cared for by their parents for years before presenting themselves to social care services. With life expectancy also increasing, this represents a challenge that the Transformation Programme is seeking to solve by promoting ‘anti-institutional bias’, as the chances were such that in Surrey these people would spend time in residential care.

7. The Interim Assistant Director for Learning Difficulties went on to discuss areas where the Council had failed in providing the means for people with such needs to live independently, highlighting that, compared to other local authorities, the Council is second bottom only to Northamptonshire while spending significantly more money than many of those ahead of them. The officer went on to say that ASC’s aims, as laid out in the Transformation Programme, are to improve performance, reduce its heavy dependence on residential care, and focus on better using the expertise of the people at their disposal.
8. Responding to a question from the Vice-Chairman about the support given to individuals after they have gone into employment, the Interim Assistant Director for Learning Difficulties emphasised to the Committee that the support they give does not stop at that stage and continues throughout their lives. The officer went on to talk about the discussions had with Surrey Choices regarding a move away from the ‘day centre’ model of providing support, as well as making sure that the level of intervention and support offered is tailored to the individual’s specific needs.
9. A Member of the Committee noted their support for the aims set out in the Transformation Programme but expressed concern about whether they can be achieved if the Council are unable to exert enough influence in the care home marketplace. In response, the Interim Director of Commissioning and Transformation (Adult Social Care) said that the Council spends around £340m a year on buying care from the market and, as such, has a degree of influence that can be used to its advantage. He went on to tell the Committee that the Council is currently paying significantly more than its neighbouring local authorities on residential care and nursing, and that the conversation with the market needed to be about what is reasonable. Members were then informed that ASC are looking to pilot an approach where they go out to the marketplace in advance and start block purchasing beds in order to bring down costs.
10. The Interim Director was questioned about the Council’s capacity to deliver extra care units. The Committee were advised that there was an ambitious programme to provide more sites across the county and that an options paper would be presented to the Cabinet in the summer.
11. A discussion was had regarding the assessment process for those people in the adult social care system and the level of care package. The Deputy Director told the Committee that there would not be less time spent on assessments but that the aim was for a more personalised approach to be undertaken earlier in the process, with a

- 'home first' policy being implemented to make sure that people with special needs are able to increase their independence.
12. Officers also talked about care homes coming returning to Council ownership and the difficulties facing ASC in renewing these contracts due to the financial implications of the Transformation Programme. The Head of Finance assured the Committee that ASC were in a good financial position and were currently involved in a process of reviewing the market and planning for 2020. The Interim Executive Director then discussed the challenges facing ASC but told the Committee that, in the current year, 10 out of the department's 11 teams are currently paying less for residential and nursing care than they were at the start of 2019.
  13. A follow-up question was asked about the reviewing process concerning care packages, and the Deputy Director told the Committee that the Council has a statutory responsibility to review annually. If circumstances change, a review is taken at the start of the process and assessed after six weeks, while a review is undertaken four weeks after an individual is discharged from hospital.
  14. Discussing the conversations taking place between the Council and borough and district councils, the Interim Executive Director spoke about the importance of building relationships at a county-wide level in order to increase the strength of these partnerships. The Committee also heard about the meetings taking place regarding the Surrey Community 2030 vision, and the Cabinet Member for Adults spoke further about the role borough and district councils can play in county-wide conversations about adult social care.
  15. The Chairman noted that reducing demand, changing the pattern of care and reducing costs were the three drivers behind the Transformation Programme but questioned the absence of any risk management planning. In reply, the Interim Executive Director spoke about a set of performance measures that have been formulated, with examples being included in Annex 1 of the Transformation Programme. The Committee were also told about the creation of a new specialist team to help manage social care for adults with learning difficulties, which would go live in April 2019 and cost £1m per year in salaries.
  16. Following on from this, the Chairman and Interim Director of Adult Social Care agreed to meet outside of the meeting to discuss the formulation of a performance dashboard so that the Committee can better track the Transformation Programme's progress.
  17. Responding to a question about supported living for individuals with learning difficulties and/or autism, the Interim Assistant Director for Learning Disabilities told the Committee about the difficulties facing those people who are looking after children late in life and the need for the Transformation Programme to support them. He also spoke about the services currently offered by Surrey Choices and suggested improvements around accessibility (such as increased opening hours and flexible sessions) that could help give individuals more choice.
  18. The Chairman invited the Area Director to discuss the developments in ASC workforce with the Committee as this was considered to be relevant to the topic of transformation and practice improvement.

19. The Area Director delivered a presentation (included as Annex 1 in these minutes) and spoke about a recruitment campaign for ASC that had recently gone live. The Area Director explained that the campaign was being advertised through social media, radio and posters – in partnership with the Surrey Care Association – but was not able to stretch further due to budgetary constraints. The Committee also heard about an apprenticeship recruitment campaign and ASC's plans for another to be launched in April 2019.
20. The Area Director told the Committee that ASC had been oversubscribed with job applications and was confident that places would be filled by April. The officer then went on to discuss the role of Register Your Interest, which allowed those interested in working in adult social care to be contacted by a representative within 48 hours, and the positive impact these conversations have had in getting job positions filled. The Committee also heard about ASC's plans to further develop the recruitment campaign and work closer with the Surrey Care Association in the future.
21. Responding to a question about the work undertaken with Surrey's hard to reach communities, the Area Director informed the Committee about the Chance to Care Project, which has targeted potential recruits from the Gypsy/Romani community and those with learning difficulties. Information had been circulated to let adult social care services know that they are searching for placement spaces.
22. A Member of the Committee questioned whether or not ASC are offering remuneration levels appropriate for the county's living costs and was told that the lower-grade roles being advertised are above the national minimum wage. The Area Director also discussed the department's positive retention rates, with around to eight to nine percent of people leaving after three or four years, and told the Committee that, compared to regional colleagues, ASC is performing well.
23. A discussion was had about ASC's use of technology, which he Area Director said linked to the aims set out in the Transformation Programme. The Committee was told that ASC's key aim was to improve the productivity of its workforce, and this was being achieved through the rollout of hybrid computer devices and the trialling of automated systems that free up staff from doing administrative tasks.
24. The Area Director was asked a question about a potential integration between health and social care and told the Committee that the process had just got underway, with a joint workforce plan being drafted up between themselves and Surrey Heartlands.

**Actions to be taken/recommendations:**

1. The Committee is supportive of the transformation plans as outlined today.
2. The Committee recognises the importance of developing new relationships with private providers in the care home market in order to deliver services in new ways. The Committee will follow-up on the health of this relationship at a future meeting.

3. The Chairman and Vice-Chairman will seek to identify key performance information with the Cabinet Member for Adults and Senior Officers to monitor the progress of Adult Social Care through its Transformation Programme and review the Directorate's risk register. This information will then be shared routinely with the Committee.

## **7 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]**

### **Key points raised during the discussion:**

1. Referring to the Committee's Forward Work Plan, the Chairman noted that the Committee formally asked for a Transformation Programme performance dashboard to be added. A discussion was also had about formulating a more dynamic risk assessment process, with a clearer method of identifying risks and resulting impacts.
2. The Committee also discussed writing to the government about the budget for the recruitment campaign, which Members felt was not enough if they were to adequately fill all of the available job positions.

### **Actions to be taken/recommendations:**

None.

## **8 DATE OF THE NEXT MEETING [Item 8]**

Members noted that the next meeting of the Adults and Lifelong Learning Select Committee would take place on 5 June 2019.

Meeting ended at: 12.26 pm

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**Chairman**

# Adult Social Care Workforce Action Plan

February 2019

**The Select Committee recommends that the Council creates an Action Plan for improving recruitment of young people into the adult social care workforce by challenging poor perceptions of care work among young people and their parents, increasing opportunities for work experience and using social media more effectively as a recruitment tool.**

**Challenge Poor Perceptions of Adult Social Care among young people and their parents**

**Targeted Career events:**

- Aim:-** To share their positive experience of working in Adult Social Care.
- What have we done:- Linked with local colleges & schools to attend bespoke events – focused on health and social care. Attended 18 events in 2018, 5 scheduled for 2019.
- What we know:- There was high foot fall as all events were well attended.
- What we are doing:- work with our NHS colleagues to evaluate the impact of these to inform our approach for 2019 and beyond.

**Identify and develop from the existing workforce social media ambassadors. The aim will be for them to share their positive experience of work in Social Care via social media:**

- Aim:-** To raise the profile of Adult Social Care to the younger generation.
- What we are doing:- From April we will be identifying young people from within Adult Social Care who will be the right people to be our ambassador and then we will develop & post videos, blogs e.g. a day in the life diaries etc. on social media channels.



### National Adult Social Care Campaign to raise awareness of Adult Social Care careers

- Led by the Department of Health and Social Care. They will be doing an evaluation.
- Go live 12 Feb through to end April. Main focus is on direct care roles
- Brand “every day is different when you care”- Poster, social media and radio campaign.
- Link to the DWP site where care providers have put their job vacancies
- What we are doing:- Through Surrey Care Association we have been supporting providers to get involved in the campaign



<https://www.bbc.co.uk/news/health-47203050>

### Increase opportunities for Work Experience

#### **Introduce structured work experience program**

- **Aim:-** to create another route into Adult Social Care careers.
- **What are we doing:-** from June 2019 we will pilot a work experience program then embed for 2020
- We aim to have 2 intakes a year with a clear offer to colleges and schools.

#### **Recruitment campaign for new apprenticeship roles**

- **Aim:-** to continue to address the age profile challenges and also to attract new people to the Adult Social Care sector.
- **What we have done:-** Campaigns were targeted and promoted towards colleges based in Surrey. Since 2015 we have recruited 29 apprentices.
- **What we are doing:-** Campaign planned for April.
- Created 4 new rotational apprenticeship posts to work with Virgin Care in Frimley – recruitment live now

#### **Continue to work with Health Education Kent Surrey & Sussex (HEKSS) to identify and support potential candidates to reapply and/or to promote roles within the sector that are more suited to their skills and aspirations.**

- **Aim:-** To give people additional opportunities and training to secure a role in the Adult Social Care sector. To help people transition from another sector into Adult Social Care.
- **What we have done:-** HEKKS attend events with us and take details of people who may require additional information and/or support to secure a role.
- **What we will be doing:-** We are working with HEKKS over the coming months to review the impact.

### Use Social Media effectively as recruitment tool

**Increase presence & improve content on social media that focuses on attracting younger people into Adult Social Care. Including promotion of apprenticeship opportunities and work experience on linked in.**

- **Aim**:- Attract younger people and new people into careers in social care
- What we have done:- Made social media more engaging, provoking conversations (linked in and Facebook), creating videos that then click to job opportunities.
- What we will be doing:- develop social media ambassadors & more videos – planned for June.

### **Targeted Social Media campaign to promote opportunities in Learning Disability team**

- **Aim**:- Build a new team dedicated to supporting adults with learning disabilities, as part of our transformation program to be in place for April 2019.
- What we have done:- Targeted campaign including engagement with recruitment agencies, social media as a platform to attract people in, interview process same day offers.
- What has been the impact:- Recruitment is ongoing. We have offered 10 social workers posts, more interviews planned . Other roles, applications have been oversubscribed.
- Conversion rate high only 1 candidate not offered a post so far.
- What we will be doing:- reviewing the effectiveness of this campaign and approach and adopting what has worked for wider and ongoing recruitment.

**Use I Care Ambassadors and Social Media Ambassadors to post videos and updates on linked in and Facebook to tell their story of working in Surrey in order to attract new and younger people into adult care careers**

- **Aim:-** for our staff to act as ambassadors to promote Adult Social Care careers.
- What have we done:- created YouTube videos which we actively use in our recruitment campaigns.
- What we will be doing:- planned for June. Develop social media ambassador plan & link in the learning from the targeted Learning Disability team recruitment campaign.

[https://www.youtube.com/results?search\\_query=surrey+county+council+adult+social+care](https://www.youtube.com/results?search_query=surrey+county+council+adult+social+care)

**Continue to offer a register your interest process for qualified posts.**

- **Aim:-** to reduce the vacancies in our qualified worker roles
- What we have done:- Implemented register your interest for qualified workers where we phone back candidates within 48 hours of them registering their interest
- What has been the impact:- Since the launch in October 2018 34 people have registered and 9 have been appointed
- What we will be doing:- In 2019 we are planning to roll out this offer for other roles.

**Continue with recruitment approach that is more engaging with younger people, this includes running more assessment centres that providing a recruitment process that is millennial friendly**

- **Aim**:- help attract new and young people into the service. Provide more same time offers of work,
- **What have we done:-** In partnership with Health colleagues we have offered a register your interest then set up assessment days. The focus has been on our reablement and service delivery roles
- **What we are doing:-** We have created a combined social media & assessment day with health colleagues in North West Surrey. That is going live
- **What we will be doing:-** We are following up with Health colleagues to seek an evaluation of the impact of these & if effective will roll out more

See links to the North West campaign

[Male voiceover](#)

[Female voiceover](#)

**Recommends that the Council prioritises investigating the potential of technology to support the workforce, improve productivity and promote residents to remain independent.**

**Aim:-** Investigate the potential of technology to support the workforce, improve productivity and promote residents to remain independent

<ul style="list-style-type: none"> <li>Launch Mobile LAS (social care database) app on hybrid device to allow staff to input real time data. The hybrid devices are currently being tested. Subject to a procurement process, the chosen device will be rolled out in April.</li> </ul>	April 2019
<ul style="list-style-type: none"> <li>Expansion of the Citizen portal (already live enabling self-assessment) into a Client portal that allows resident to self-review and receive bespoke signposting information. The scope and potential for greater self-service needs to be explored</li> </ul>	April 2019
<ul style="list-style-type: none"> <li>Promotion of the Online Financial Assessment Portal as the default option for improving timeliness of assessments.</li> </ul>	April 2019
<ul style="list-style-type: none"> <li>Use of automated processes to replace manual processes for example, the automated archiving of electronic records. Business case for resources to be drafted Feb 19 and plan to go live for April 19</li> </ul>	April 2019
<ul style="list-style-type: none"> <li>A new delegation portal to create efficiencies for our Deprivation of Liberty (DOLs) team.</li> <li>Portal upgrade incorporating 'short cuts' that will save staff time (increase productivity)</li> </ul> <p>Scheduled for April/May 2019</p> <ul style="list-style-type: none"> <li>Electronic professional referral that directly feeds LAS – removing need for staff to enter initial contact data into LAS and scan and upload documents to Wisdom and to. In development to be soft launched end of March prior to full roll out in June.</li> </ul>	May 2019
<ul style="list-style-type: none"> <li>Work with the Agile Workforce transformation programme to ensure staff have the right equipment to support their role.</li> <li>Explore the options for an expanded Technology Enabled Care offer to use technology to help people remain independent in their own homes.</li> </ul>	Ongoing  Ongoing

- These are programs of work that support our practice improvement transformation program
- What we have done so far:- Testing the mobile App, Developed portal and on line tools that residents can use,
- What we will be doing:- rolling out the program of work above

**Recommends that the Council undertakes an exercise to consider the cost of recruitment against raising staff salaries.**

**Evaluate the cost of recruitment against raising staff salaries**

Seek feedback from Association Directors Adult Social Services (ADASS) regional partners if they have done this and if so what the impact was.

- Undertake evaluation of cost of recruitment & retention incentives
- **Aim**:- Evaluate the cost of recruitment against raising staff salaries
- What we have done:- Confirmed with ADASS network no other authorities have done this in the region.
- What we will be doing:- Undertake evaluation of cost of recruitment & retention incentives.

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