

ADULTS COMMITTEE: MINUTES

Date: Tuesday 7th July 2015

Time: 2.00p.m. to 4.35p.m.

Present: Councillors A Bailey (Vice-Chairwoman), C Boden, P Clapp (substituting for Councillor Rylance), S Crawford, P Downes (substituting for Councillor Nethsingha), D Giles, G Kenney, J Palmer, K Reynolds, M Tew, G Wilson and F Yeulett.

Apologies: Councillors S Hoy, L Nethsingha and S Rylance

99. DECLARATIONS OF INTEREST

There were no declarations of interest.

100. MINUTES – 26TH MAY 2015 AND ACTION LOG.

The minutes of the meeting held on 26th May 2015 were agreed as a correct record and signed by the Vice-Chairwoman subject to the following changes:

- the rewording of Minute 95 to read,

"Questioned whether progress on implementing the Transforming Lives model was moving quickly enough and whether it was able to deal with the budgetary and demographic challenges facing Adult Social Care. It was proposed that an analysis of a community be conducted to look at the number of individuals receiving services, and how much was being spent on those individuals. A desktop exercise should then be undertaken to see if there might be ways to commission services differently for that cohort of people, taking a community based approach, with the aim of resulting in better outcomes for people more cost effectively. For example, there may be opportunities to rationalise care home rounds, but also to support people differently utilising a community response. Officers reported that the rationalisation of domiciliary care rounds was taking place but the needs of the individual and the community had to be balanced within this work. It was confirmed that the requested analysis could be carried out and presented to the Committee. ACTION".

- Amendment to Minute 97 to delete "accuracy" and replace with appropriateness.

The Action Log was noted.

101. PETITIONS

No petitions were received.

102. RECRUITMENT STRATEGY REPORT

The Committee received a report detailing the steps being taken by Children, Families and Adults Services (CFA) to recruit and retain social care staff. Members were informed that the same report had also been presented to the Children and Young People Policy and Service Committee. Officers explained that vacancy rates across the service were a concern and that they had increased in recent years. Agency staff were more expensive and greater turnover of staff was experienced.

The draft of the recruitment strategy did not solely address staff pay; it covered how staff were attracted to work at Cambridgeshire County Council, how vacancies were advertised and a comprehensive workforce development offer. It was recognised that Cambridgeshire was unable to compete in terms of pay with nearby Local Authorities but the gap would need to be reduced significantly. Members were informed that a memorandum of understanding had been undertaken with a number of Local Authorities in the region to cap the level at which agencies would be paid for temporary staff.

Reassurance was given to Members regarding paragraph 1.3 of the report that stated a vacancy rate of 15% posed a significant risk to safeguarding the welfare of children, families and adults and the ability to meet the County Council's statutory responsibilities. It was explained that agency staff were recruited to cover the vacancies which mitigated the risks outlined.

During discussion of the report:

- Clarification was sought on the difference in costs between employing Cambridgeshire County Council staff and agency staff. It was explained that an experienced Social Worker would cost around £40k per year gross when employed by the Local Authority and an agency worker costs approximately £33 per hour that included a fee to the agency. This equated to an annual additional cost of circa £25k.
- Members asked whether it was because Cambridgeshire received less funding from central government than other Local Authorities that wages were lower. It was confirmed that was the case and that it was an historic issue. Assurance was given that central government was lobbied regularly for additional funding to be provided.
- The overall cost of the recruitment strategy was highlighted to be an additional £1million and Members questioned where savings would be made. Officers explained that there was currently overspending on agency staff and if nothing was done the issue would become more acute. A robust financial strategy was required that was built into the coming years business planning process.
- A question was raised over whether regional pay scales could be negotiated in collaboration with other Local Authorities. It was confirmed that discussions with other Local Authorities had taken place and while they were sympathetic, a number

had received critical Ofsted judgements and did not wish to be constrained in trying to recruit staff.

- It was explained that the Social Worker role had not been reviewed for nearly 10 years and that there was a job evaluation scheme in place that all roles could be referred to if it was felt that re-evaluation was necessary.
- Members questioned the number of management layers between Social Workers and the Executive Director: Children, Families and Adult Services and suggested that efforts should be concentrated on a management re-structure. Officers informed Members that Children's Services had undergone a major re-structure three years ago and there were five levels of management between front line staff and the Executive Director and two of these held social work cases. It was confirmed that the structure was broadly similar in Adult Services. Officers confirmed that structures were reviewed regularly but there was a balance to be struck to ensure that the correct level of staff supervision was in place.
- Members sought further information regarding the Social Worker training programme. Officers explained that it was a comprehensive offering that was provided in collaboration with a local university and post qualification training was also available to enable staff to specialise in areas such as mental health.
- Greater understanding was sought by Members on the link between a permanent workforce, increased quality and saving money. Officers explained that an experienced, permanent workforce would be better equipped to make quality interventions and have challenging discussions with people about their care and needs. It would reduce costs because agency staff either took too many risks with the provision of care or they were risk averse for example, placing people in permanent residential care when not necessary.
- It was asked whether an overseas recruitment campaign had been considered. The recruitment of foreign workers had been considered by officers, but experience in the past had found that overseas workers tended not to stay with the organisation for very long.
- Members questioned whether there was a budget for agency workers within CFA. It was confirmed that there was a budget for agency workers within the Adults Service but not in Children's Services.

It was resolved:

To review and comment on the proposed measures to improve recruitment and retention of Social Care Staff including staff re-grading.

103. CAMBRIDGESHIRE LOCAL ASSISTANCE SCHEME (CLAS).

The Committee received a report that provided an update on the development of the Cambridgeshire Local Assistance Scheme (CLAS). Following work with colleagues from District and City Councils, the voluntary sector and other partner agencies five areas of activity were proposed for investment. These included the use of recycled

white goods, a comprehensive advice and information service for professionals, sustaining and building the capacity of food banks managed by the Trussell Trust, networking and conferencing to increase integration and intelligence about sources of help and the building and maintaining of the resilience of H-CAP.

During discussion of the report Members highlighted that food banks were apolitical and did not rely on central government funding. There was a concern that Council involvement would result in food banks becoming politicised. Councillor Palmer therefore proposed an amendment, seconded by Councillor Clapp, to change paragraph 2.6.2 of the report so that bullet point 2 was amended to read "For Cambridgeshire food bank volunteers to be able to refer clients to CLAS" and bullet point 3 was removed. The amendment was seconded by Councillor Clapp.

Members discussed the amendment and amongst the comments:

- The view was expressed that they could not support it stating that it was an excuse not to provide funding to food banks. The funding was aimed at providing a helping hand to food banks not to take over the running of them.
- Concerns were shared that the Local Authority should not affect the work of charities. Officers explained that discussions with Trussell Trust had been focussed on avoiding undue interference from the Local Authority. The intent was to find a way to support the activities that was acceptable to the Trust.
- Clarification was sought regarding the final bullet point of paragraph 2.6.2. Officers confirmed that the intent was to ensure that there was no danger of people being awarded the same items twice.

The Vice-Chairwoman, with the agreement of the Committee, proposed a further amendment to the report so that the final bullet point read:

- "ensure where food banks and CLAS offer similar services e.g. food and fuel there is no duplication of awards being made to individuals."

On being put to the vote the amendment proposed by Councillor Palmer which included the amendment proposed by the Vice-Chairman to the report was carried. Councillor Giles requested that it was recorded in the minutes that he voted against the amendment.

During discussion of the report:

- Members questioned whether money was being diverted from people in order to fund the proposed schemes. Officers explained that the additional money from the General Purposes Committee would be used for goods and clothing etcetera.
- It was highlighted by Members that the Trussell Trust was not the only food bank provider and they sought assurance that a one size fits all approach was not adopted. Officers confirmed that they recognised this.

- Concern was expressed over the general tone of the report that it had changed from a desire for the additional money to be held by the service for direct provision and there was a rush to spend the money rather than being earmarked as a contingency.
- It was questioned what the £31k investment in paragraph 2.4.1 of the report was being spent on. Officers explained that it was the cost of an individual and a van to deliver the goods. Reassurance was given that this would be reviewed to ensure that the cost could be sustained.

The Vice-Chairwoman proposed an amendment that was seconded by Councillor Reynolds to recommendation a) of the report so that it read:

- a) Note the agreement by General Purposes Committee for the additional funding of £163k to be made available for use on direct provision as a contingency if required.

During discussion of the amendment it was highlighted that figures in paragraph 2.1.1 would require adjustment so that the contingency figures were shown.

On being put to the vote the amendment was carried.

It was resolved to:

- a) Note the agreement by the General Purposes Committee for the additional funding of £163k to be made available for use on direct provision as a contingency if required
- b) Agree to officers approaching the district/city councils about the future administration of the scheme
- c) Agree the proposals put forward for investment so that detailed work can begin to put these schemes into action
- d) Delegate the approval of further investments to the Executive Director, Children, Families and Adults, in consultation with the Chairwoman and Vice-Chairwoman of the Committee.

104a. FINANCE AND PERFORMANCE REPORT – MAY 2015

The Committee was presented with the May Finance and Performance report forecasting an overspend of £4m at year end. Attention was drawn to significant pressures on the Learning Disability Service.

During discussion of the report:

- Members welcomed the additional explanatory guide that was included in the report, but expressed concerns regarding some of the figures. They confirmed that they would have liked to have seen information about money being reallocated within a department. Officers advised that if there was a change in the purpose of the expenditure then it would have to be presented to the General Purposes

Committee. Officers added that large scale virements were reported in the Finance and Performance report but smaller ones were not, sighting the need to balance reporting too much against reporting too little.

- Concern was raised over the management of the £4m overspend. Officers provided reassurance to Members that it was being addressed. Individual services were reviewing and discussions were taking place with heads of service. Confirmation was provided that the Committee would be updated about actions being taken in the next iteration of the Finance and Performance Report.
- Members questioned what impact the closure of the Independent Living Fund (ILF) was for those who were transferring across to the Local Authority. It was explained that work had been taking place for the last year with the ILF to look at the allocation of funding and the needs of the individuals. Following the assessment process it was confirmed that some would receive slightly less funding for their care and some would receive slightly more.
- Members asked whether national performance indicators still had to be produced. Officers confirmed that these still had to be compiled but some had changed following the Care Act.
- Questions were raised regarding the delay in assessments being completed regarding the Mental Capacity Act, Deprivation of Liberty Standards (MCA DoLS). Officers reassured Members that people were not suffering because of this but there was a need to recruit suitably qualified staff.
- Members welcomed the figures on delayed discharges of care but requested again further information regarding the figures in particular a break down by hospital as it would be more beneficial to Members and the public. **ACTION**

It was resolved to review and comment on the report.

104b. FINANCE AND PERFORMANCE REPORT – OUTTURN 2014/15

The Committee received the final outturn report for 2014/15 that showed an overall overspend for Children, Families and Adults (CFA) of £1,343k. Officers highlighted that overall the Adults service was underspent for the year. It was noted that the demand led budgets in the Children's Service had resulted in the overspend. The Committee's attention was drawn to the changes in how reserves were managed.

During discussion of the report:

- Members questioned whether work had begun on the Continuing Healthcare Funding project. Officers advised that they would ask the Service Director for Older People's Services and Mental Health to confirm with the Committee. **ACTION**
- Members queried whether the incorrect recording of care and service costs in previous estimates represented actual money or a "paper loss". Officers advised that the payments were correct but were recorded incorrectly on the general ledger.

- Clarity was sought by Members regarding reserves. Officers explained that reserves had generated because of underspending in previous years and they would become virements.
- Officers agreed to check the figures on pages 1 and 27 for accuracy and provide Members with an explanation of how they were reached. **ACTION**
- Members queried the bad debt provision of the report. It was explained that when Older People's services transferred back to the Local Authority from the NHS a central reserve provision was created due to the uncertainty over the outstanding client contribution debt that transferred back to the direct management of the Local Authority. This debt had been reviewed and it had been found not to be a major issue as it was being actively managed.
- Officers agreed to clarify what the additional money regarding falls prevention was for with the Service Director for Older People's Services and Mental Health. **ACTION**
- The incorrect spelling of "Littlehey" in the report was noted by the Committee.

It was resolved to:

- a) Review and comment on the report
- b) To approve the proposals for the use of CFA reserves as set out in Appendix 5, so that they can be forwarded to the Chief Finance Officer for agreement.

105. ADULTS COMMITTEE AGENDA PLAN AND APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND OUTSIDE BODIES

The Committee was asked to review its agenda plan and consider any appointments to outside bodies. Councillor Clapp was appointed to the vacancy on the CFA Management information Systems Procurement Project.

It was resolved:

- 1) To note the agenda plan including the updates reported orally at the meeting as follows:

1 September 2015
Remove—Southwell Court (add to 3 November meeting)
- 2) To confirm its appointments to:
 - a) Cambridgeshire Carers Partnership Board
 - b) Carers Partnership Board
 - c) Learning Disabilities Partnership Board
 - d) Mental Health Governance Board
 - e) Older People Partnership Board
 - f) Physical Disability and Sensory Impairment Partnership Board
 - g) CFA Management Information Systems Procurement Project.

106. CARE HOME PROVISION

Members received a report that provided an update on the work taken to understand the opportunities and risks associated with building a County Council care home for older people.

During discussion of the report:

- It was confirmed that Cordis would be asked to report at the end of August and a report would be presented to the Committee in November for consideration.
- Members questioned the role of the Member reference group and whether it had a scrutiny role. Officers explained that the purpose of the group was to challenge and provide overview and scrutiny of work undertaken.
- The plan for the long term accommodation of older people was questioned by Members. Officer drew Members attention to the Residential, Nursing and Specialist Accommodation for Older People report that was presented to the May meeting of the Committee that outlined the work being undertaken in that area.

It was proposed with the unanimous agreement of the Committee that the press and public be excluded from the meeting during the consideration of Appendices 1 and 2 on the grounds that it was likely to involve the disclosure of exempt information under paragraph 3 of Part 1 Schedule 12 A of the Local Government Act 1972 and that it would not be in the public interest for the information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).

Councillor Boden proposed an amendment to recommendation b) (additional wording underlined) of the report that was seconded by Councillor Wilson to read:

- b) Agree that officers should progress the work required to develop a full business case for consideration by the Committee, including a comprehensive quantified risk assessment with sensitivity analysis on assumptions where relevant.

On being put to the vote, the amendment was carried.

- Members requested that any future options presented should also include the option of selling the care home, once built.
- Members urged officers to consider Sheltered Housing options. Officers confirmed that Sheltered Housing provision would be brought to the Committee as a broader strategy.
- It was asked at what stage the purchase of Southwell Court was at. Members were informed that Cordis had been instructed to examine this and a report was scheduled to be presented to the Committee in November.
- In response to concerns raised by Members that “brown field” sites should be

considered for development over “green field” sites, Officers confirmed that all land possibilities were being considered across all public bodies for the building of a care home.

- It was requested that a parallel report be produced that demonstrated the costs of doing nothing including forecasts of how the price of beds in care homes would increase and the risks associated with nursing homes de-registering to no longer accept people who required nursing care. Officers agreed that this work would be carried out and form part of the business case.
- Members requested a further option to be presented in the business case for the Local Authority running the care home rather than setting up a trading company.
- It was questioned whether any feedback had been received from potential partners on the work carried out so far. Officers advised that at least one private sector partner was very interested and that the Police were interested in developing the land adjacent to Hinchingbrooke Hospital.
- It was questioned whether the Local Authorities “benchmark” figure for the cost of beds was high enough.
- Members highlighted the importance of looking at all options including the split of beds between Local Authority funded residents and self-funding residents and expressed the need for flexibility.

Councillors Bailey, Clapp, Giles, Reynolds and Wilson were appointed by the Committee to the reference group.

It was resolved to:

- a) Consider and comment on the opportunities and risks identified through the work undertaken since January
- b) Agree that officers should progress the work required to develop a full business case for consideration by the Committee at a future meeting, including a comprehensive quantified risk assessment with sensitivity analysis on assumptions where relevant.
- c) Agree to the establishment of a Member reference group to receive regular updates on the progress of the work.

Chairwoman