

## **ADULTS COMMITTEE: MINUTES**

**Date:** Tuesday 1<sup>st</sup> December 2015

**Time:** 2.00p.m. to 4.30p.m.

**Present:** Councillors A Bailey (Vice-Chairwoman), C Boden, S Crawford, D Giles, L Harford (substituting for Councillor Reynolds), S Hoy, G Kenney, L Nethsingha, R Mandley, P Sales, M Tew (Chairman), G Wilson and F Yeulett

**Apologies:** Councillor K Reynolds.

### **128. DECLARATIONS OF INTEREST**

None.

### **129. MINUTES – 3<sup>rd</sup> NOVEMBER 2015 AND ACTION LOG.**

The minutes of the meeting held on 3<sup>rd</sup> November 2015 were agreed as a correct record and signed by the Chairman.

The Action Log was noted by the Committee.

### **130. PETITIONS**

No petitions were received.

### **131. DITCHBURN PLACE – EXTENSION OF SIX MONTH CONTRACT.**

Members received a report requesting a procurement exemption and for permission to be granted to negotiate with Cambridge City Council to provide services in co-operation with the Council at Ditchburn Place Extra Care Scheme. Officers informed the Committee that Ditchburn Place consisted of 36 extra care and 15 additional sheltered housing flats. It was explained that Cambridge City Council was the landlord but also had the contract for care and support.

The Committee were advised that there would be little interest from the independent sector generated by re-tendering the service because of the potential Transfer of Undertakings (Protection of Employment) Regulations (TUPE) liabilities. The Council would therefore likely have to underwrite any additional costs that the provider would incur and thereby increase its exposure to risk.

Following the consideration of several options, the preferred option was to with Cambridge City Council to reduce costs through establishing a formal service agreement.

During discussion of the report Members:

- Questioned why the contract could not be disaggregated and requested clarification of why the TUPE liabilities would have been a barrier to a provider entering the tendering process. Officers confirmed that disaggregation of the contract had been explored when the contract had previously been tendered with little success. Informally testing of the market to establish whether there were potentially any providers that would be interested in placing a bid had not generated any interest. It was explained that because the service was run by Cambridge City Council employees, the pension requirements were such that an independent provider would be unlikely to take the liabilities on without the County Council underwriting the cost which would be a risk. Officers highlighted the link between the Ditchburn Place scheme and the ability of the Council to manage Delayed Transfers of Care (DTCOC) effectively. They confirmed that the unit cost of the provision would be provided in future as part of the Finance and Performance Report. **ACTION**
- Clarified the cost of the scheme and the number of beds available. Members noted that Cambridge City Council was currently refurbishing Ditchburn Place.
- Expressed concern over the number of contract exemptions due to be presented to the Committee and requested that officers should be more proactive in managing contracts. Officers explained that the Ditchburn Place contract was particularly complex but accepted the challenge to manage contracts as a whole more efficiently, particularly in the light of the Council's financial position. It was noted that work would be undertaken with the Procurement Team to ensure this happened.
- Questioned the level of bed utilisation at Ditchburn Place. Officers explained that there was a balance to be struck between over staffing and retaining the ability to be flexible and respond to need. Bed utilisation overall was good and the link between bed availability and DTCOCs was again highlighted.

Councillor Bailey proposed an amendment, seconded by Councillor Wilson, and with the unanimous agreement of the Committee, to recommendation c) of the report to ensure that the agreements were signed off in conjunction with Chairman and Vice-Chairwoman of the Adults Committee.

It was resolved:

- a) To approve an extension for six months until 23 July 2016.
- b) To approve the negotiation with Cambridge City Council to provide services in co-operation.
- c) To delegate the sign off of the agreements to provide services in co-operation to the Executive Director, Children, Families and Adults in conjunction with the Chairman and Vice-Chairwoman of the Adults Committee.

## **132. TACKLING LONELINESS AND ISOLATION IN CAMBRIDGESHIRE**

The Committee received an update on the actions taken since the Service User Experience survey was reported in January 2015. Loneliness and social isolation were highlighted as key issues and the Committee requested an update on progress. Members were reminded that the Committee had also requested that direct communication took place with those individuals that had identified that they suffered from loneliness and isolation on the Service User Experience Survey. Officers explained that the conditions of the Department of Health survey meant that personal information provided by the respondents could not be used for any other purpose than to inform future policy and therefore could not be used to contact those individuals who had identified themselves as being lonely or isolated.

During discussion Members:

- Expressed frustration that so many individuals registered themselves as being lonely and/or isolated and the Council was unable to communicate with them directly. Members raised the need for a mechanism by which when the 2016 survey was issued individuals could be communicated with and support offered. It was noted that a telephone number was included on the survey for individuals to contact to obtain support and information.
- Were informed that a pre-Christmas advertising campaign regarding loneliness was scheduled to take place in partnership with the John Lewis and Age UK. It was a targeted information awareness campaign designed to reach out to those who were lonely or those who wished to help.
- Raised concerns that there were not many Members involved in the "Councillors as Community Connectors" initiative. Councillors had an opportunity to collaborate with officers and external bodies to tackle loneliness and isolation in communities. Members were therefore encouraged to attend the Members' Seminar due to take place on 12 February 2016 where Age UK was scheduled to provide training to Members on acting as Community Navigators.
- Highlighted that loneliness and isolation was an issue that was undervalued in terms of its importance and easy to overlook. Prevention of loneliness and isolation was an effective way of avoiding escalation of care needs and therefore, the cost of providing the associated care.
- Questioned whether reductions in funding for Adult Social Care could make tackling the problem more difficult. Officers explained that it was a risk because for some people the main point of contact with other people was the carers that visited them and provided their care. However, it was noted that it was a complex issue which was difficult to measure as people often reported being lonely at Christmas when they were resident in a care home surrounded by other people.

It was resolved that the Committee:

- a) noted the activity that had been undertaken since January 2015.

- b) supported the decision not to communicate directly with individual service users, and concentrate on more general communications; and
- c) noted the future activity proposed in this area.

### **133. DRAFT SERVICE SPECIFICATION FOR THE SINGLE INTEGRATED ADVOCACY CONTRACT**

The draft service specification for the single integrated advocacy contract that was due to commence from 1 September 2016 was presented to the Committee. Officers informed the Committee that the Care Act 2014 established a statutory duty for Local Authorities to provide an independent advocate where a person approached the Local Authority for assistance and had substantial difficulty in being involved in the decision making process about their care and had no one to support them during the process. The aim was for people's views and aspirations to be at the heart of the assessment, care planning and review process. Officers informed Members that the final document would be drafted following the closure of the public consultation in February 2016 and that collaborative work with Peterborough City Council was being undertaken to develop the specification of the contract.

During discussion of the report Members:

- Noted that there would be subtle differences between what the two Local Authorities wanted to include in the contract and a degree of flexibility was engineered into the contract for that purpose.
- Questioned whether the proposed service would be less tailored than the one currently in place. Officers were keen to ensure that the correct level of specialist advocacy was protected within the terms of the contract and highlighted that people who required advocacy would experience fewer "hand-offs" between organisations which was a key benefit of the single integrated advocacy contract.
- Noted that an initial consultation with Service User groups had taken place over the summer and a further consultation had just begun.
- Questioned whether further efficiency savings could be achieved through the contract. Officers informed Members that a renegotiation clause would be built into the contract to allow for further savings if required.
- Questioned whether income could be generated from people who used the service. Officers explained that it was not possible to charge for the advocacy service.
- Requested clarification of the additional responsibility and work involved in providing an advocacy service to prisoners. Officers confirmed that prisoners would access advocacy services in the same way as people in the community and work had begun at HMP Littlehey where it had been established that only two prisoners met the eligibility criteria for advocacy. Officers acknowledged that the prison population was growing older and demand would grow over time.

- Questioned what social care elements could be provided to a prisoner. Officers explained that it mirrored the personal care provided in the community which could not be carried out by Prison Officers or fellow inmates.
- Questioned the role of the Council prior to an individual being referred to the advocacy service. It was explained that advocacy would be provided to those people that had already contacted the Council to request a social care assessment and it had been determined that they may need assistance.
- Officers agreed to provide Members with details of the activity levels of the current advocacy service to better understand the volume involved. **ACTION**
- Confirmed with officers that caution should be exercised when quoting the precise cost to the Council of the contract as it may disadvantage the Council during the current or future tender process.
- Were reassured that contract monitoring processes would be in place in order that performance was effectively monitored.
- Confirmed that modelling work would be carried out with regard to the possible efficiency savings of the contract. **ACTION**

It was resolved to:

provide views on the proposed content of the service specification.

#### **134. TRANSFORMING LIVES: A NEW STRATEGIC APPROACH TO SOCIAL WORK AND SOCIAL CARE FOR ADULTS IN CAMBRIDGESHIRE.**

Members received an update on the progress made on key areas of the implementation of the Transforming Lives Model. Feedback was also provided on the “small patch analysis work” commissioned by the Adults Committee.

During discussion Members:

- Expressed concern regarding paragraph 2.4 of the report where the need for statutory social care packages had been avoided and questioned whether in these cases a support plan had been completed along with regular reviews. Officers confirmed that legal advice had been sought on the approach set out in the report and that it complied with the requirements of the Care Act 2014. Practice standards were in development together with operating instructions for staff in the new ways of working.
- Drew attention to the “small patch analysis work” and questioned the effectiveness of the approach taken. Officers informed Members that work was ongoing and that Social Workers and Care Managers would cover distinct geographical areas and cases would be allocated based on those areas. The approach would result in staff understanding the communities they covered better and achieve more positive outcomes for Service Users as staff would have a clearer understanding of what

was available in the way of support in those communities. A further desktop exercise was being undertaken to ensure that efficiency was achieved with care providers covering particular areas.

- Confirmed with officers that the greatest challenge of the project was changing the practice of staff and their thinking. Transforming Lives was targeted to prevent escalation of care needs through timely intervention by using knowledge and links to best effect rather than having prescribed services chosen from a pick-list.
- Highlighted the case study of Betty contained in appendix 1 of the report where the actual circumstances and outcomes were not as positive as presented in the example. Officers explained that these were examples that had been altered as permission had not been sought from the individuals they were based on. Members noted that there were significant differences between the case study and the court case alluded to.
- Requested that satisfaction levels were carefully monitored as the Transforming Lives model was rolled out. Officers confirmed that an annual survey would be carried out and quality assurance measures were being developed. Officers also explained that Older People in particular struggled to distinguish between Health and Social Care support and could therefore distort satisfaction data.
- Sought assurance that volunteers were adequately trained and insured as accusations of abuse were common. Officers confirmed that volunteers were trained and insured in the same way paid employees were.
- Questioned whether the current Operational Instructions would be brought to the Committee for review once updated. Officers agreed to share the revised instructions with the Member concerned. **ACTION**
- Confirmed with officers that the Council was proactive in utilising Parish magazines and ensuring that there were good links to Parishes.

It was resolved:

- a) To comment on the current progress and ongoing plans in place for implementation across the service areas.
- b) To comment on current progress and ongoing plans for areas of cross-cutting work that support implementation of the model in service areas.
- c) To support the proposal that a briefing session for Members of the Adults Committee and Councillor Champions for Community Resilience be arranged to share the learning from the small patch workshops and encourage further work in local communities.

### 135. RECRUITMENT AND RETENTION STRATEGY: SOCIAL CARE SERVICES

The recruitment and retention strategy for social care services was presented to the Committee. The strategy related to Children's and Adults Services. There was to be a dedicated recruitment function and improvements made to the marketing and advertising of vacancies. Rates of pay were to be brought in line with other Local Authorities and an employee recognition scheme was to be developed. The strategy also contained a clear training and development path-way and greater flexibility for Social Workers to move teams into different client groups.

During discussion Members:

- Questioned what had happened in September 2015 when 52 qualified Social Workers were appointed and whether it highlighted a greater problem with retention of staff rather than recruitment. Officers explained that September always showed higher levels of appointments because of the training cycle and newly qualified workers were looking for positions. Retention rates were very good, 85% of those who joined three years ago were still employed by the Council and had progressed in their careers here. It was accepted however, that retaining highly experienced staff was more difficult
- Drew attention to the workload of staff that formed part of the reason why they left and questioned how workloads could be managed more effectively. It was explained that Transforming Lives was the key tool to enable staff to work out how they were trained and the strategy was fundamental to the success of the Transforming Lives model.
- Questioned how the Council managed retirement and whether it offered retention for those who were retiring. Officers explained that there were pension implications with regard to retaining people beyond retirement age but the Council did offer flexible retirement options where the business was able as it was preferable to retain 60% of a person's experience rather than lose it completely.
- Sought assurance from officers that lower paid staff were afforded opportunity to develop their careers to their full potential. Officers confirmed that career pathways were developed with staff and these were particularly effective in achieving staff loyalty and assisting with retention of staff.
- Noted that there was no reference to seven day working. Officers confirmed that seven day working was something that needed to be addressed and it was being consulted on with staff. There was also a plan to include it in new contracts. Officers agreed to include seven day working in the strategy. **ACTION**

Councillor Boden proposed an amendment, seconded by Councillor Kenney, to include the monitoring of staff turnover and seven day working within the strategy. On being put to the vote the amendment was carried.

It was resolved:

To endorse the Children's, Families and Adults Social Care Recruitment and Retention Strategy, including monitoring of staff turnover and inclusion of seven day working.

### 136. FINANCE AND PERFORMANCE REPORT OCTOBER 2015

The Committee received the October Finance and Performance report. Officers drew the attention of the Committee to the current position of the Children, Families and Adults (CFA) service as a whole and highlighted the forecast 0.4% overspend at year end and the expectation that it would move closer toward a balanced budget over the coming months. Officers also confirmed that there would be no claw back of the funding provided by the Government for the implementation of the elements of the Care Act 2014 that had been delayed.

During discussion Members:

- Noted that the one-off funding that had been provided by the Government for the implementation of the Care Act 2014 that had been delayed would not be clawed back.
- Questioned how the recent problems with the Council's IT had affected teams and whether it had impacted on the overall budget. Officers confirmed that the full effects of the recent problems had not yet been seen, but overall the situation had been managed extremely well with minimal impact on Delayed Transfers of Care (DTOCs). Members were informed that the impact would be seen on the number of care reviews completed during the two weeks when IT issues had been particularly severe as teams had been working at around 50% of their normal capacity. Business continuity arrangements were being reviewed as a result.
- Requested information to be provided within the finance tables to demonstrate how figures had been arrived at as it was difficult to follow why it was expected to see an increase in the number of people using Physical Disability Services and the overall unit cost of care. **ACTION**
- Questioned why the budget figure changed throughout the year. Officers explained that when virements were made it affected the overall budget figure. It was therefore agreed to add a column to the finance tables to show the original budget figure. **ACTION**
- Confirmed with officers that the variances seen within the Learning Disability Partnership figures were largely due to manual invoicing processes which were being addressed through an automation project. It was also noted that the forecast variance took account of a large number of Service User's leaving full time education over the summer

It was resolved to:

review and comment on the report.

**137. ADULTS COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING PROPOSALS FOR OLDER PEOPLE, MENTAL HEALTH AND ADULT CARE SERVICES 2016/17 TO 2020/21**

The Executive Director: Children, Families and Adults presented the Committee with the overview of the draft revenue business planning proposals for Children, Families and Adults (CFA) Services that were within the remit of the Adults Committee. It was highlighted that the business planning proposals would be presented to the Committee again at its January meeting. This was because the report had been published prior to the Chancellor of the Exchequer's Autumn Statement and ongoing work within the Children's, Families and Adults Service was being undertaken to investigate opportunities to mitigate some of the required savings.

The Executive Director informed Members that the Autumn Statement contained two main areas of interest to the Committee. Firstly the Council was able to increase Council Tax by 2% above the maximum permitted level of a 2% increase but the revenue generated had to be ring-fenced for Adult Social Care purposes and secondly an expansion of the Better Care Fund in 2017/18 although officers were unclear where the additional funding required to support an expanded Better Care Fund would be provided from. Members were informed that an increase of Council Tax by 2% would generate an additional £4.8m in revenue but the cost of the living wage would have to be borne by Local Authorities and it was expected that the cost of this would be in the region of £6m.

Members were informed that work was ongoing with regard to better understanding the implications of the Autumn Statement and how revenue might be utilised or capacity expanded with regard to "invest to save" proposals.

During discussion of the report Members:

- Highlighted that the Autumn Statement allowed Local Authorities to fund transformational projects through capital receipts and questioned the significance for the Council. Officers confirmed that it would require a realignment of the Capital Budget but explained that it would have to generate returns in order to make a proposal viable. However, it provided opportunity for more flexible thinking in that area.
- Requested an update on the Committee's request for General Purposes Committee to look at the impacts of a 5% increase to Council Tax. Officers explained that work was ongoing and accepted that the views of the Committee were needed in order to develop proposals thoroughly. Members were reminded that the Business Planning proposals would be presented to Adults Committee in January.
- Highlighted that at a recent meeting of the Physical Disability and Sensory Impairment Partnership Board it was mentioned that there were a number of occasions where care providers were being paid by the Council but cancelling care calls at short notice. Officers agreed to investigate this further with Members of the Board. **ACTION**
- Confirmed with officers that a briefing note regarding variances in pension

contributions would be circulated following the meeting. **ACTION**

Councillor Nethsingha proposed an amendment, seconded by Councillor Wilson, to delete “and endorse them to the General Purposes Committee as part of consideration for the Council’s overall Business Plan” in recommendation b) of the report. On being put to the vote the amendment was carried.

Councillor Nethsingha proposed a further amendment, seconded by Councillor Wilson, to add a further recommendation that welcomed the Chancellor’s direction to allow an additional 2% increase on Council Tax and asked that General Purposes Committee consider it carefully. On being put to the vote the amendment was lost.

Councillor Boden proposed an amendment, seconded by Councillor Hoy, to add a further recommendation that welcomed the Chancellor’s spending review statement that capital receipts may be used to fund revenue costs of transformation spending and ask the General Purposes Committee consider whether any of the projected capital receipts of the Council could be so used. On being put to the vote the amendment was carried.

It was resolved that the Committee:

- a) note the overview and the context provided for the 2016/17 to 2020/21 Business Plan revenue proposals for the Service, updated since the last report to the Committee in November.
- b) comment on the draft revenue savings proposals that were within the remit of the Adults Committee for 2016/17 to 2020/21.
- c) comment on the changes to the capital programme that were within the remit of the Adults Committee and endorse them
- d) note the ongoing stakeholder consultation and discussions with partners and service users regarding emerging business planning proposals.
- e) welcome the Chancellor’s spending review statement that capital receipts may be used to fund the revenue costs of transformation spending and ask the General Purposes Committee to consider whether any of the projected capital receipts of the Council could be so used.

### **138. ADULTS COMMITTEE AGENDA PLAN.**

The agenda plan for the Committee was presented to Members/

It was resolved to:

- a) Note the agenda plan including the updates provided orally at the meeting as follows:

12 January 2016

Add – Adults Committee Review of Draft Revenue Business Planning Proposals for Older People, Mental Health and Adult Care Services 2016/17 to 2020/21

1 March 2016

Add – Proposed Changes to the Support Planning Section of the Policy Framework, Legal Position in Relation to Property Disregard for Home Care and; Building Resilient Communities.

Remove – Social Care Strategy for Adults With Mental Health Needs Monitoring Report.

Chairman