

HEALTH AND ADULT SOCIAL CARE SCRUTINY BOARD - 15 October 2018

MINUTES

Present: Councillors: K Hawkins (Chairman), A Mackenzie (Vice-Chairman), K Blunt, J Butler, J Fairburn, A Hodgson S Davis (Substitute Member) and M McCarthy

(Cllr Davis left the meeting at 7:45pm)

Witnesses: Karen Murphy - Assistant Director Commissioning
Sue Dale - Assistant Director Adult Social Services
Mike Strauss - Head of Service Care and Support
Julia Phillips - Strategic Commissioner for Older people

Officer Jane Game Democratic Services and Scrutiny Manager
Support:

1. APOLOGIES

Apologies were received from Cllr Mrs Holl-Allen MBE, Cllr Davis acted as substitute.

2. DECLARATIONS OF PECUNIARY OR CONFLICTING INTERESTS FROM MEMBERS

None were received.

3. QUESTIONS AND DEPUTATIONS

None were received.

4. MINUTES

The minutes arising from Health and Adult Social Care Scrutiny Board meeting held on 4 September 2018, were agreed as a correct record.

5. ADULT SOCIAL CARE WORKFORCE

The Board was advised of the workforce implications for adult social care developments, progress made and challenges to be addressed.

The Chairman welcomed the Assistant Director Commissioning and Assistant Director Adult Social Services to the meeting and invited them to present the report.

Members were advised that the starting point was the fact that the social care workforce was defined by the quality of the interaction between those who rely upon social care to maintain their independence, dignity and quality of life, and those employed to deliver it. The report summarised the activity undertaken in Solihull to ensure the availability of a skilled workforce equipped to deliver, in sufficient numbers, the care required by local residents, while in accordance with statutory legislation.

It was recognised that recruitment and retention in the social care sector workforce was challenging in many areas nationally. In a Borough like Solihull with a thriving

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economy, the care sector had to compete with other potential routes to employment. The report went on to cover a range of issues which in summary included:

- Issues for social care workforce;
- What the workforce was required to do;
- The Range of Workforce Employers which was broken down into:
 - Providers of Care at Home;
 - Care Home Providers;
 - Voluntary and not for profit sector community providers;
 - The statutory sector – direct employees of Solihull Council;
 - Professionally qualified/regulated staff- Social Workers and Occupational Therapists, Registered Care Managers;
 - Directly Employed Personal Assistants.
- The Council as a Social Care Sector Employer and Commissioner.

Given the diversity of the work and the fact that the staff provided a critical service to some of the most vulnerable residents, staff recruitment and retention was crucial. The report went on to provide Members with details about how staff were supported and the fact that one of the eight Directorate priorities was to provide further focus on these issues. To this end a number of initiatives had been delivered such as:

- A one-off government grant had been invested in the Care at Home provider contracts which increased rates of pay for the workforce;
- The Council had used the Better Care Fund and Improved Better Care Fund monies to support the care sector through the use of block contracts for out of hospital care and training bursaries to support skill development; and
- A new Commissioning Manager had been recruited to oversee the work to improve quality and workforce strategy.

In opening the debate Members put on record their thanks and appreciation for the work staff did in this diverse and challenging area of work. A number of points were made which in summary included:

- It was important that positive messages were sent out about the work and how rewarding it could be, along with the advantages of flexible working including part time work which would suite some people more than full time hours;
- Every effort should be made to promote the work at job fairs and job centres and how undertaking additional training could boost earning potential;
- Members asked for details regarding the number of vacancies currently being carried, and Officers advised that this information could be provided outside of the meeting;
- Members discussed the impact staffing issues had, had on Chelmund's Court. Officers confirmed that staffing had played a part in the problems experienced. Moving forward lessons learnt from this recent experience would be taken on board. Members were pleased to hear that the operators of Chelmund's Court would project manage future new home openings more strategically;

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- Officers also advised the future providers who were planning for a new care home would be challenged on where their skilled work force would be coming from; and
- In relation to ensuring the work force had the relevant skills, Officers monitored the provision required and worked closely with GP's. Workforce development was also something Officers were engaging on with local Colleges and the West Midlands Combined Authority as part of their skills agenda.

In conclusion the Chairman thanked the Officers for their report and although recognising the challenges faced, hoped the strategies detailed in the report would prove successful. The Chairman felt that the Council were good employers and recognised that Adult Care and Support prefer to see minimal use of zero hours contracts in order to give a more consistent service to customers. In relation to the review of the Local Development Plan, the Chairman questioned whether a policy could be introduced which would enable essential care workers to have a higher criteria for affordable/social housing. The Chairman also recognised how important it was to promote the vocational aspects of the job and promote the service as part of the local economy.

RESOLVED:

- (i) That the Board noted and endorsed the report and the approach being taken and looked forward to receiving a future update on progress in the spring;
- (ii) That the Cabinet Member for Adult Social Care and Health be **recommended** to pursue with Officers the idea of essential care workers having a higher criteria for affordable/social housing as part of the review of the Local Development Plan.

6. SMALL HOMES FOR PEOPLE WITH LEARNING DISABILITIES REVIEW – PHASE

The Board was informed of progress on delivering Phase 2 of the review of the Small Homes for People with Learning Disabilities.

The Chairman welcomed the Head of Service Care and Support, who introduced the report and took Members through the details which in summary included:

- A brief description of the Small Homes Service, which provided Residential care and support for 30 people with learning disabilities in small residential homes each with three or four beds. The care and support was provided by staff directly employed within the Council's Adult Care and Support Directorate. The properties were currently owned by Bromford Housing Association who, as the landlord, provided a property management and maintenance service;
- An earlier review (Phase 1) had taken place, which had been reported to the Board. The Phase 1 consolidation achieved a reduction in void beds, which had resulted in efficiency savings of £375k in 2017/18 and £147k in 2018/19. The Board also considered work to be undertaken in a phase 2 review which was agreed on 29 November 2017 and the work undertaken was detailed in the report at Section 5;

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- Key questions explored in the Phase 2 review and detailed in depth in the report included:
 - a) Do we have the right model for current and future purposes?
 - b) How can the service continue to provide the best possible service quality and demonstrate efficiency and value for money?
- In relation to (a) the analysis undertaken led to the conclusion that the service continued to provide a valuable offer as part of a continuum of services available for people with learning disabilities. Although the unit costs of the small homes were in the upper two quartiles for residential care for people with learning disabilities, the service supported people with some of the most complex care needs. The cost of the service also needed to be seen in the context of providing a 'safety net' as part of the council's approach to mitigating against the independent sector market failure;
- It was intended to keep the service under review;
- With regard to (b) above Members were provided with information on the Quality Assurance Framework and the recent inspection results following a CQC inspection. The report detailed what was being done to fill vacant beds and manage voids. Currently there were 5 void beds and the annual cost of this was £540k. Members were informed that a strategy was being developed to manage voids, with the aim of keeping voids down to a minimum;
- On the issue of residents who were funded by other agencies, following the phase 1 review the cost of running each home was recalculated and this resulted in a revised set of unit charges per bed being calculated. This ensured the Council was recovering its costs in full in respect of residents who were funded by other authorities. These costs were being actively pursued and if payment was not received placements would be terminated and the voids managed as described previously;
- Members were advised that the CCG contribution to running the Small Homes under S75 arrangement ran until the end 2018-19. The Council had budgeted for 2018/19 for £1.6m contribution from the CCG which was in line with previous financial years. The withdrawal of the CCG monies equated to 30% of the service funding. Work was ongoing to review this position however the financial risk following the loss of CCG monies was being addressed through the MTFS process for 2019/20; and
- The report also provided an update on issues around work force and the estate strategy.

Members welcomed the report and noted the Officers views that this was the right service for the Council to continue to provide. In opening the debate Members made a number of comments which in summary included:

- With regard to the costs owed to the Council from other authorities Officers advised that the total annual shortfall last year was £150k. However, this had reduced significantly this year with 2 of the 4 authorities now paying the full costs. Officers assured Members that a key priority was to ensure that the

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Councils costs were covered regarding people coming in to the Borough from other authorities and historical payments made;

- In relation to the number of Solihull residents who received care from outside the Borough Members were advised this was about 60 people in residential care. In relation to costs this needed to be viewed in terms of the void costs as the cost of the placements were not necessarily higher than those in the Borough;
- Members noted that the demand for the service was high but there were still issues with voids. Officers advised that it was important to match the person to the group home, and this was a complex task and not always possible as places became available;
- Officers confirmed that flexibility in the service was vital and if was not possible to fill voids then further consolidation may be needed. In light of changing needs for example accessibility of the buildings and the needs for people with learning difficulties who were living longer and suffering with dementia would need to be factored in when conducting further reviews and considering service redesign;
- Members stated that they supported the provision of the service and would be concerned if further places were lost particularly in light of demand. Officers confirmed there was a focus on identifying people who would be suitable to live in these type of homes. Officers were working in partnership with Children Services for example and out of area placements.

In conclusion the Chairman recognised the key issues relating to this report were of efficiency, effectiveness and economy but being achieved in a caring way. The Chairman thanked Officers for including the fair treatment assessment. The Chairman requested that Member receive a briefing note on progress in March 2019 and if any future proposal involved further closures the Board would want to see a report in advance of any final decision being made.

RESOLVED:

- (i) That the contents of the report be noted and that the further work being taken be endorsed: and
- (ii) That Members be provided with a briefing note on progress later in the year, and if there are any further proposals to consolidate homes, then the Board receive a report in advance of any final decision being made.

7. THE FUTURE OF DAY OPPORTUNITIES; “HAVING A GOOD DAY IN SOLIHULL” OPTIONS PAPER

The purpose of the report was to:

- report on progress in the development and transformation of Day Opportunities in Solihull;
- report on plans to deliver Medium Term Financial Strategy (MTFS) savings targets of £100k in 2018/19 and a further £326k in 2019/20;

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- present a new Day Opportunities Commissioning Strategy, “Having a Good Day in Solihull”; and
- present a programme of further work to remodel Day Opportunities in line with the Commissioning Strategy, ensuring that services adapt to changing need and are sustainable and affordable.

The Chairman welcomed the Head of Service Care and Support and the Head of Strategic Commissioning (Mental Health) who took Members through a detailed report.

Members were advised that day opportunities made a significant contribution to promote independence for disabled people and vulnerable adults by providing constructive, purposeful and safe activities, helping people feel connected and providing support for carers.

Members had previously been advised of recent developments with the service following a programme of transformation. The report detailed the work undertaken since November 2017 to deliver further improvements and efficiencies. The report before Members also provided further detail on progress and made a number of recommendations about the next steps based on an analysis of:

- Current Day Opportunity provision which included Commissioned in-house and externally, direct payments and transport costs, which totalled £4.346m a year;
- Recent History of Day Care Opportunities in Solihull and how the service had been developed through Community Hubs at 23a Pike Drive, Three Trees, the Colebrook Centre, Park View and Community Based Activities;
- A break down of MTFS savings delivered since 2013 and the capital investment made;
- The report also detailed the proposals to deliver MTFS targets in 2018/19 and 2019/20 as well as strategies to identify the remaining MTFS savings in 2019/20 and 2020/21 as detailed in table 7 of the report;
- Members were also advised that as well ensuring efficiencies within the current model there was a need to deliver further reforms in order to ensure that services were able to adapt to changing need and were sustainable and affordable;
- A Commissioning Strategy “Having a good day in Solihull” had been developed covering both in-house and externally provided services, and older people and working-age adults. It also covered both statutory services for people with assessed care and support needs, and also services which were available to the wider community;
- The Strategy was based on a three level model covering Specialist Day Opportunities, Supported Day Opportunities and Self-supporting Activities and would be further developed and overseen by an ACS Day Opportunities Development Board.

Members welcomed the report and recognised the importance of providing places that delivered support to people who were lonely or older people with or without needs and

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partnership working needed to be encouraged. Members emphasised the need to provide efficient and effective services for vulnerable people.

RESOLVED

- (i) That the progress of plans to develop social care day opportunities be noted and supported; and
- (ii) That the Cabinet Portfolio Holder for Adult Social Care and Health be **recommended** to approve the draft day opportunities commissioning strategy "Having a good day in Solihull"

8. THE CONSOLIDATION OF OLDER PEOPLE'S DAY SERVICES AND REMODELLING OF IN-HOUSE EXTRA CARE HOUSING SUPPORT SERVICES

The Board was:

- Presented with proposals to consolidate in-house day services for older people from three day centres to two; and
- Presented with proposals to remodel in-house extra care housing support services at Greenhill Way and Longview.

The Chairman welcomed the Head of Service Care and Support who took Members through a detailed analysis of the proposals relating to day services for older people. The report detailed the decline in the number of people using the in-house day service for older people, attendance details for each facility along with running costs and the options for consolidation including the pros and cons of the options.

Members were advised that based on the work undertaken it was proposed that Green Hill Way and Oak Tress should close (Green Hill Way extra care property would continue) and Park View would provide for older people's day services.

In relation to the North Borough again after detailed analysis the proposal was to close Roundmead and concentrate that the service at Colebrook for the reasons detailed in the report.

The estimated revenue budget savings arising from the consolidation of older people's day services were set out in table 2 of the report, and the capital cost incurred were also set out in the report. Officers were confident that the proposal would provide improved opportunities for activities and social interaction for people who used the services, opportunities to reduce journey times and transport costs, more efficient use of premises, the freeing up of sites for alternative use or disposal, and the delivery of a substantial contribution to MTFs savings targets.

With regard to in-house extra care housing a similar review had taken place focussing on Green Hill Way and Longview. The properties were managed by SCH and Adult Social Care provided an in-house care and support service.

The current in-house care and support services were present on-site at Green Hill Way 7 days a week for 24 hours per day, and at Longview 7 days per week from 9.00am to 6.00pm. The in-house service costed £173k per annum, of which £104k was funded by ACS and £69k was funded by SCH as a contribution to housing-related support.

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Given the level of needs of the current residents there was potential to safely reduce the service presence to 9.00am to 4.00pm Monday to Friday at both sites, with the Safe and Sound service being available in the event that out of hours support was needed. SCH had been informed of the proposals.

The estimated revenue budget savings arising from the remodelling of the Extra Care Housing at Green Hill Way and Longview were set out in table three of the report. Officers were confident the proposal would deliver a level of care and support which was proportionate to the needs of residents, and would contribute to MTFS savings targets.

In considering the proposals Members made a number of comments which in summary included:

- In responding to a question about how the proposed changes at Green Hill Way would be monitored Officers advised that all the residents would be met with so their needs and situation could be discussed and alternative options considered if they felt that was appropriate such as Saxon Court. If a move was required then they would be supported;
- With regard to over night care Members were advised that no one needed overnight care. At Green Hill Way the person on duty slept through the night and was very rarely called upon. The SCH service would be contactable through the night;
- Members were also advised that as part of any assessment of needs this would also include a risk assessment;
- Members recognised that with regard to day centres, transport arrangements needed be managed very carefully to ensure journeys were not excessive. Officers anticipated that journeys would in fact be shorter under the new proposals; and
- Members questioned whether Officers were confident that the proposals for day centres would be cost effective given the £200k capital costs being incurred. Officers confirmed that they were.

In summing up the Chairman recognised that there were a lot of positives contained within the report, such as insuring services were fit for the future and that some resilience was built in especially in light of the aging population in the Borough. The Chairman was satisfied with proposals and recognised the care and thought that had been applied.

RESOLVED:

- (i) That the Board supported the proposal to consolidate in-house day services for older people into two centres, with Park View serving the south of the borough, and Colebrook serving the north;
- (ii) That the Board supported the proposal to remodel in-house extra care services at Green Hill Way and Longview, with on-site care and support to be provided Monday to Friday from 9.00am to 4.00pm; and

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- (iii) That the Cabinet Member for Adult Social Care and Health be **recommended** to approve the proposals having taken into consideration the points made above which included:
- Risk assessments being carried out at Green Hill Way
 - That the Board and Cabinet Member monitor the arrangements going forward.

The meeting ended at 8.20 pm