Health & Adult Social Care Select Committee

17 January 2018 – At a meeting of the Committee held at 10.30 at County Hall, Chichester. Available to view at https://westsussex.public-i.tv/core/portal/home

Present: Mrs Arculus, Lt Cdr Atkins, Mrs Bridges, Mr Edwards, Mr Fitzjohn, Mrs Jones, Dr O’Kelly, Mr Petts, Mrs Smith, Mr Turner (Chairman) and Dr Walsh (West Sussex County Council), Cllr Mr Barton (Adur District Council), Cllr Mr Belsey (Mid Sussex District Council), Cllr Mr Blampied (Arun District Council), Cllr Mrs Neville (Chichester District Council), Cllr Mrs Sudan (Crawley Borough Council) and Mrs Russell (Healthwatch West Sussex).

In attendance by invitation: Mrs Jupp (Cabinet Member for Adults and Health)

Apologies: Ms Flynn (West Sussex County Council), Cllr Mr Bickers (Worthing Borough Council) and Cllr Mr Coldwell (Horsham District Council).

Declarations of Interest

63. No interests were declared.

Minutes of the last meeting of the Committee

64. Resolved - that the minutes of the meeting of the Health & Adult Social Care Select Committee held on 1 December 2017 be approved as a correct record and that they be signed by the Chairman.

Urgent Matters

65. The Chairman informed the Committee that, due to ill health, Mr Pickering of Healthwatch West Sussex had stepped down from the Committee and that Mrs Russell had been appointed by Healthwatch West Sussex to take his place until he was fit enough to return.

66. Resolved – that the Committee notes the appointment of Mrs Russell to the Committee.

Responses to Recommendations

67. The Committee considered the responses (copies appended to the signed minutes) and: -

• Was unsatisfied with the response from High Weald Lewes Havens Clinical Commissioning Group and Brighton and Hove Clinical Commissioning Group regarding the Patient Transport Service
• Learned that a recent survey by Healthwatch West Sussex found that the Patient Transport Service was improving, but that regular users accepted that long waits were inevitable

68. Resolved – that the Committee: -
i. Requests a briefing from Sussex clinical commissioning groups to resolve outstanding queries around money owed to the health service as a result of the Patient Transport Service and that this be shared with all local authorities within Sussex

ii. Notes the responses from the Cabinet Member for Adults and Health, the Head of Safeguarding and Adult Social Care and NHS England

**Forward Plan of Key Decisions**

69. Resolved - that the Committee notes the Forward Plan of Key Decisions.

**Care Market in West Sussex - Demand, Capacity, Capability and Quality**

70. The Committee considered a report by the Director Adults’ Operations and a presentation by the Head of Contracts & Performance Adult Operations (copies appended to the signed minutes). The presentation was introduced by Debbie Young, Head of Contracts and Performance, Adult Social Care, who highlighted the following:

- By 2034, an estimated 18,668 sheltered care housing units would be needed
- Arun was a hot spot for increase in future demand
- There were well established strategies for extra care
- There were now fewer care homes and less registered nurses, but there were other non-registered services available
- If no action was taken, there would be increases in Retain (domiciliary care), Regain (support at home) and especially long-term support
- Different ways of dealing with demand were being investigated
- Thirteen homes with less than thirty beds each had closed, this could be partly due to the effect of the National Living Wage
- There had been a net loss of 96 beds
- £20m was available for capital investment in new ideas and extra care options
- All provision used by the Council was registered with the Care Quality Commission (CQC) and work was ongoing to improve ratings
- The quality of care provided in individuals’ homes was considered to be better for the individual than if it were provided in a care home
- A Care and Business Support Team had been established that had set-up a person-centred Safeguarding Champions Programme that had been taken-up by 42 care homes
- The programme was now being taken forward by the County Council’s Learning & Development Service so that more people in more services could be reached
- Champion Networks were being developed for all care services
- There was a high turnover of staff in the care sector - many staff were over 55 years of age
- A number of recruitment campaigns had taken place and Better Care Fund money was being used to fund more
- The Council was working on ways to share information on its intentions with the care market and district/borough councils regarding using developer money and considering the care market in local plans and planning applications
- The care market was complex with many organisations sharing responsibility for it – all needed to work together with providers on attracting new staff and getting the correct services in place
71. The Committee considered a presentation by Karen Stevens, Skills for Care Locality Manager (London and South East), Brighton & Hove, East Sussex, West Sussex, who highlighted the following: -

- Skills for Care worked nationwide to develop a well led, valued and skilled workforce in care and produced several publications
- It was expected that one job role would be needed per six people for the over 65s and one per three people for the over 75s with 16,000 more job roles needed by 2030
- Skills for Care worked with schools to encourage students to think about careers in care
- Workforce data was collected and work undertaken with colleagues to support qualification gain and support leaders in the sector with toolkits/guidance on recruitment and retention of staff
- Care work was promoted in schools, job/career centres
- A Registered Managers Network had been created where people can get peer support
- Skills for Care was also consulting on the need for a national recruitment campaign
- Skills for Care worked with the Local Workforce Action Board on mentoring for registered care home managers
- Skills for Care worked with Health Education England (HEE) e.g. supporting unsuccessful candidates to prepare for other job opportunities in care

72. A number of witnesses also spoke to the Committee - Rosemary Pavoni, Chair, West Sussex Partners in Care (WSPC) made the following points: -

- WSPC held two symposiums a year, quarterly management forums and annual care awards
- WSPC is a member of the Care Alliance which shares best practice amongst organisations
- The gap between self-funder and local authority rates was widening, causing some care homes to refuse to take local authority customers
- This led to less choice of care homes for local authorities, which in turn could lead to people being placed in unsuitable settings
- Whilst smaller homes struggled in some ways, they benefited from lower capital repayments
- Sleep-ins were problematic for small homes as they still had to pay night staff the same rates as day time staff
- All pay rates had gone up in the last two years to maintain the differential between grades as a result of the introduction of the National Living Wage
- The cost of care was encouraging a ‘black market’ in care with people setting-up non-regulated services
- Some new staff in some homes only did online training which lacked depth
- Apprenticeships were expensive for small homes to offer
- Registered nurses often preferred to work for the NHS which had better pay and conditions than social care
- There was a shortage of managers with new ones being afraid of things going wrong – staff morale was low generally
- Providers could be demoralised by CQC reports
- Providers were generally working well with regulatory bodies in very challenging times
• There was a possibility of £196k of funding from HEE for a project to support managers
• There were more people in care with disabilities or mental health problems

73. Mark Howell, Director of Adult Operations told the Committee that:

• The Executive Director Children, Adults, Families, Health and Education and himself would be meeting Ralph McCormack from Coastal West Sussex Clinical Commissioning Group to discuss workforces which might be affected by Brexit
• Recruitment was encouraged in many ways e.g. garage forecourt advertising and interviews at roadshows and would be most effective if there were joint health/social care campaigns

74. Laura Hogben and Donna Harfield, Chichester College, reported that:

• There had been a decrease in the take-up of apprenticeships this year
• The college was working with employers and holding open days to try to rectify this
• Unsuccessful applicants could be supported by student loans and the ‘Positive About Futures’ team, possibly using them in voluntary roles with the opportunity of training for qualifications in care
• The Chichester College Group was working with local authorities to consolidate long-term plans around transport and towns
• There had been radical changes to apprenticeships which were now governed by procurement exercise rules
• There was a lot of work going on to ensure West Sussex got the care market it needed

75. Selina Shields-Bishop, Specialist Skills Coordinator, Greater Brighton Skills Company, Greater Brighton Metropolitan College told the Committee that:

• The college worked with organisations such as Guildcare and south coast nursing homes and put on academies with Job Centre Plus for social care workers
• Health Education (Kent/Sussex/Surrey) introduced rotational apprenticeships (six months in health, six months in social care) with graduates choosing evenly between the two sectors

76. Amanda Partington-Todd, Inspection Manager, Care Quality Commission, Adult Social Care Inspection Directorate, South East Region advised that:

• There were no national targets for CQC ratings, but West Sussex was performing better than the current national quality picture
• The services that were inadequate or required improvement varied in size and service type

77. Barbara Childs, Head of Strategic Planning, Horsham District Council informed the Committee that:

• Horsham District Council had a strategy to meet the needs of its ageing population
• Money from developers could only be used for new schemes
• Community Infrastructure Levy money was likely to be used for transport and education
• Horsham District Council focussed on its policy on land allocation and how to deliver a mixture of housing types
• Some residents built annexes to their houses to accommodate elderly relatives
• There were plans for retirement homes and extra care homes

78. Karl Roberts, Director of Place, Arun District Council told the Committee that:

• Arun District Council had an extra care scheme in Westergate as part of an affordable housing scheme which was being discussed by its Planning Committee today
• Arun District Council was looking to provide 30% of its new homes as affordable homes, though buying or renting these could still be a challenge for those on low incomes
• Many local plans had generic policies supporting approaches from the private sector – evidence was needed from organisations such as the County Council to support ‘asks’ either as part of planning applications or future planning policies for certain types of accommodation or location specific solutions
• All district and borough councils were working on ideas such as dementia friendly communities as people were living longer
• Arun District Council consulted the clinical commissioning groups on the locations of health centres

79. Summary of responses to committee members’ questions and comments: -

• All but one of the 17 closures since 2014 was for financial reasons
• If a home closed, individuals were assessed to see if they were fit to be moved
• The location of care homes was dependent on land being available and affordable, but there could still be links with schools, for example, even if the buildings were not close together
• Negativity about the care brand was being mitigated in various ways including YouTube videos and talking to students
• Consideration should be given to having a general carers’ council to improve pay and progression prospects for carers making the career more attractive
• The County Council’s Communications team publicised care work as widely as possible, but might be able to go wider still e.g. by collaborating with the NHS
• The new Adult Operations Model focussed on measures that kept people in their own homes for as long as it was safe for them to be there with help from families and service providers – the innovation sites pilots have shown the potential for this allowing more traditional ways of supporting people to be reduced
• The County Council had up to £20m capital investment available and was asking providers how this could be used best to keep people employed in the care sector and provide the domiciliary and residential care packages required – firm proposals were expected in the Spring or Summer
• The Care & Business Support team was working on action plans to help those homes that were judged as needing improvement
• The County Council would consider suspending placements at homes judged as inadequate
• More targeted advertising needed to be done to attract younger people to the care industry as the average age of starters was 41
• Some people chose to work in care for reasons that meant they weren’t put off by low wages
• Students should be encouraged to do care work during gap years
• There was an engagement session with providers in November that identified the problem of competing for workforce in the Gatwick area
• The County Council now had someone leading on land ownership and possible uses
• The County Council’s Equality Team worked with the CQC to support all care home employees and improve the quality of care provided
• Debbie Young and Karen Stevens agreed to forward the following to the Committee:
   Figures for the number of people under 65 receiving social care
   A report on the impact of Brexit on the social care workforce
   Information on the effect of home closures on mortality rates

81. Resolved - that the Committee:

i. Welcomes the partnership working that has happened since the Committee last scrutinised the care market in West Sussex, but concludes that a number of issues the Committee raised previously still remain, however, welcomes the extra care housing allocation which had been identified by those planning authorities present
ii. Calls for more work to be done to make a career in social care more attractive at both national and local level, including consideration of terms and conditions of employment including pay; career progression and promotion, including work with local groups such as town and parish councils
iii. Asks that Skills for Care provides the Committee with further details of current campaigns and publications as discussed
iv. Agrees that this item, especially the issue of workforce recruitment and retention is considered by the Committee again at a future meeting

Business Planning Group Report

82. The Committee considered a report by the Chairman of the Business Planning Group (copy appended to the signed minutes) which was introduced by the Chairman who told the Committee:

• A letter had been sent to the Chairman of the Performance & Finance Select Committee asking the Committee to monitor the situation regarding the assessment recovery plan relating to Disability Related Expenditure in regard to the impact on future savings
• The welfare and health of detainees at Gatwick detention centres was deferred to the next meeting of the Business Planning Group

83. Dr Walsh added that Littlehampton Town Council was to meet a minister from the Department of Health to discuss Littlehampton’s health needs.

84. Resolved - that the Committee endorses the Business Planning Group’s report.

Date of Next Meeting
85. The next scheduled meeting is on 8 March County Hall, Chichester

The meeting ended at 12.45

Chairman.