



**Buckinghamshire County Council**  
**Select Committee**  
Health and Adult Social Care

# Minutes

## *HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE*

Minutes from the meeting held on Tuesday 22 March 2016, in Mezzanine Room 2, County Hall, Aylesbury, commencing at 10.00 am and concluding at 12.25 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>  
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### **MEMBERS PRESENT**

#### **Buckinghamshire County Council**

Ms A Macpherson (In the Chair)

Mr R Reed, Mr B Adams, Mrs M Aston, Mr N Brown, Mr B Roberts and Julia Wassell

#### **District Councils**

Mr A Green  
Mr N Shepherd  
Dr W Matthews

Wycombe District Council  
Chiltern District Council  
South Bucks District Council

#### **Members in Attendance**

Mr C Adams  
Mrs V Letheren



**South Bucks**  
District Council



## **Others in Attendance**

Mr A Green, Wycombe District Council

Mr N Shepherd, Chiltern District Councillor, Chiltern District Council

Dr W Matthews, South Bucks District Council

Mr T Boyd, Strategic Director (Communities, Health and Adult Social Care)

Ms I Ellison, BU HR Business Partner, People and Policy Representative

Mr S Goldensmith, Lead Commissioner Housing, Housing Related Support and Prevention, BCC

Mr T Snaith

Mr S Coward, Head of the Academic Department, Social Work and Integrated Care

Mr J Drury, Prime Care Support Limited

Ms S Gardiner, Workforce Development Manager, Buckinghamshire County Council

Ms S Aldridge, Buckinghamshire Local Pharmaceutical Committee

## **1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP**

Apologies were received from Mrs P Birchley, Ms S Adoh and Mrs S Jenkins.

The Chairman welcomed Mrs V Letheren, Chairman of the Children's Social Care and Learning Select Committee to the meeting.

## **2 DECLARATIONS OF INTEREST**

Julia Wassell declared an interest in Item 7, Recruitment and Retention of Adult Social Care Staff, as she works at Bucks New University.

## **3 MINUTES**

The minutes of the meeting of the 2 February 2016 were confirmed as an accurate record, subsequent to the following minor amendment.

Page 8 - Waddeston Pharmacy – to be amended to Waddesdon.

## **4 PUBLIC QUESTIONS**

Mr Trevor Snaith was welcomed to the meeting. Mr Snaith asked the following question about the closure of Lynton House surgery and lack of Surgery in East end of High Wycombe.

'The east end of High Wycombe is seeing massive housing growth.

We are faced with the only Surgery in east end of High Wycombe (Bowerdean/Ryemead/Wycombe/Marsh/Micklefield) moving to Wycombe Hospital with reduced services and hours.

We are also faced with Chiltern Clinical Commissioning Group allowing it to happen and also failing to submit for NHS funds for 2016/2017 which can be secured for investment in primary care infrastructure in future years (There is a deadline for submission of April 2016).

A petition and letters to organisations regarding the closure of Lynton House and a call for Chiltern CCG to submit for funding is being ignored. The residents of Wycombe are incensed by the lack of action on this by Local MP and the statutory authorities.

We are calling for BCC to investigate the situation on behalf of residents, for BCC to press for Lynton House to remain and for pressure to be put on Chiltern CCG to make the necessary effort to secure funding and land/building for a Health Centre in the east end of

High Wycombe’.

Mr Snaith asked if pressure could be put the CCG to make an application for the necessary funding grant to secure the infrastructure and funding that would allow for a surgery to be built on land acquired in the east end of Wycombe. Mr Snaith explained that the submission of the application for funding was time critical as applications had to be made by April for infrastructure and support funding and that opportunities to purchase vacant land or buildings in the area could be lost if the timeline was missed.

The Chairman explained that HASC had already sent a letter to NHS England expressing concerns that the consultation did not cover the whole patient population of the area, particularly raising communication concerns regarding elderly residents and those whose first language was not English. The Chairman confirmed that the request had been made for the consultation to be readdressed and extended to encompass the full range of those affected. It was noted that the advice had been received that an overarching plan was being developed by the CCGs in terms of GP provision across the county.

Julia Wassell said that the consultation process had given a good overview for the planning arrangements for the infrastructure in east Wycombe. Julia Wassell explained that a multi-agency infrastructure group with links to the CCG and Dr Anette Gamell, had the GP surgery on its agenda for a meeting at the end of March.

The Chairman said it would be useful for members of Committee to receive clarity from the CCGs on the longer term plans of GP provision and location across the area as well as the consultation process.

#### **Action**

**The Chairman to write to the CCG and NHS England expressing the concerns raised.**

## **5 CHAIRMAN'S UPDATE**

### Buckinghamshire Hospitals Trust

Following discussions at the February meeting of the Committee, Buckinghamshire Hospitals Trust were asked to submit the strategic plans for Wycombe Hospital to the 22 March meeting of HASC. Members of the Committee expressed disappointment and concern that the strategic plans had not been submitted as requested.

The Chairman reported that she had communicated with the Hospital Trust regarding their Estates strategy in relation to Wycombe Hospital and had been informed that ‘a rebuild had never been spoken about and their Strategy is linked to the development of their clinical strategy which will determine how the future estate develops for the Trust’.

The Chairman had also been informed that the Clinical Strategy was still in the development process and needed to go to the Trust Board for approval before submission to the HASC, which was unlikely to be before mid-spring.

A member whether it was correct to say that there was no plan to develop the Wycombe site in terms of its estate and buildings? The Chairman explained that the Trust had not used the term ‘rebuild’ and the focus was on how services were going to be deployed at the site, perhaps including reviewing how the space could be used differently.

### Harlow House

The Chairman reported that the following response had been received from Oxford Health Trust:-

*‘Two years ago Oxford Health NHS Foundation Trust made significant improvements in the design of adult and older adult mental health services in Buckinghamshire. These changes included providing seven day services from High Wycombe (Valley Centre, Shrublands and*

*Harlow House), as well as our services operating out of Amersham.*

*We will be continuing to provide seven day mental health service at the same time as creating three distinct service hubs in High Wycombe. The Valley Centre will provide all of our adult services, Shrublands, our older adult services and Harlow House, our children's services. Oxford Health will be investing £1m in capital to improve these three bases and expect that they will be fully refurbished by the end of June 2016.*

*We will be continuing to provide services in Amersham and are in the process of relocating from the Haleacre site there to newly sourced accommodation'.*

Julia Wassell advised that adult mental health services had moved to the Valley Centre and services had been combined with the Acute Day Hospital. Julia Wassell went on to say that children's services would be commencing which would mean there would not be a loss in facility; however it was believed that there was a reduction in service for adults at the Valley Centre. There was also the increase in pressure to discharge patients from the acute day hospital and from patients requiring rehabilitation from the Whiteleaf Centre. This issue needed to be followed up.

#### *The Mandeville Practice*

The Chairman reported that there had not been any real change since February and that a new interim provider would be in place from April 2016, once the existing GP Partnership had dissolved. The Chairman explained that NHS England was stating there would be significant change, with 'many' of the existing staff transferring over. The Committee was told that once the interim provider was in place NHS England and the AVCCG would commence a project during 2016 'to determine the future scope of services and potential opportunities for integration and innovation to improve access to services and health outcomes for patients.' It was noted that NHS England had stated that 'Public and patient involvement in this process will be critical and the feedback will be used to shape the commissioning of future services and it will be helpful to share this with the HASC.' The Chairman said that recent telephone conferences had not identified what plans are proposed nor volume of staff who are transferring. The Chairman added that a year was a short amount of time for planning, any integration and implementation. It was proposed that HASC was involved from the early consultation phase and consider proposals before any option was decided upon.

#### *The Bedfordshire and Milton Keynes Healthcare Review*

The Chairman reminded Members that from the initial stages of the Review two options for the provision of acute care in Milton Keynes and Bedford had been formulated, with one hospital becoming an Integrated Care Centre, and the other remaining a Major Emergency Centre. The Chairman explained that as the Review progressed, the Bedfordshire Clinical Commissioning Group, Bedford Hospital and Bedford GPs came forward with a third option for an Integrated Acute and Community Services (IACS) model, which would provide streamlined urgent care across primary, community and acute care provision. The Committee heard that a consultation timetable had now been issued and a monthly newsletter would be issued to Councillors. The Chairman explained that the Healthcare Review team had agreed to provide details of the population data being used to formulate proposals in the public consultation documents once they had been produced. Members were told that a list of local contacts had been provided to the CCGs after concerns were raised about the lack of consultation in North Buckinghamshire and that the pre-consultation with key stakeholders on the business case proposals would run from April to June. The Chairman had requested for an update at the June meeting.

#### *Dentistry*

The Chairman highlighted the response from NHS practices included in the agenda pack.

A Member of the Committee expressed concern about the response for funding for dentistry in Buckinghamshire as local dentists were closing their books and funding was being reduced in Buckinghamshire compared to other counties in the Thames Valley. It was noted that the growth agenda for housing in Aylesbury Vale also needed to be taken into

consideration.

## **ACTIONS**

- **The Chairman is to write to Bucks NHS Trust as the Committee raised further questions about why future plans for Wycombe Hospital estates had not been received in time for this meeting.**
- **Further clarification would be sought on whether the statement received about Harlow House would mean a reduction in services (Committee and Governance Advisor to action)**
- **A letter is to be sent to NHS England requesting further clarification about the dentistry provision in Bucks & understanding of the growth agenda for local housing (Chairman to action)**

## **6 COMMITTEE UPDATE**

### *Affordable Housing for Healthcare Workers*

The Chairman advised the Committee that in relation to this issue raised at a previous HASC meeting, responses had been received from all District Councils apart from Aylesbury Vale.

### *Inquiry into Adults with Learning Disabilities – Social Integration*

Mrs M Aston who is chairing the Inquiry advised that the report was currently in its draft stage with three major issues emerging from the Inquiry: transport: communication and safeguarding (the greatest concern is safeguarding of those with learning disabilities). Mrs Aston said that the video taken during the meeting with young people as part of the Inquiry would be edited and presented to HASC and Full Council. Mrs Aston thanked Ms J Woodman, Committee and Governance Advisor for the work on the Inquiry. The Chairman thanked Mrs M Aston, Mr B Adams, Mrs A Davies and Mr S Lambert for the work undertaken.

The Chairman highlighted the special meeting of HASC on 18 April to discuss the recommendations from the Inquiry before it is presented to Cabinet.

### **ACTION:**

**The Chairman to chase the response from AVDC to the letter sent about affordable housing for healthcare workers.**

## **7 RECRUITMENT AND RETENTION OF ADULT SOCIAL CARE STAFF**

Mr T Boyd, Managing Director, Communities, Health and Adult Social Care, Ms I Ellison, Business Partner, Ms S Gardiner, Learning and Development Team Manager, Mr J Drury, Prime Care Support Limited and Mr S Coward, Head of the Academic Department, Social Work and Integrated Care, Bucks New University were welcomed to the meeting.

Members received an update on:

- Position Statement of the ASC Workforce
- Background to Adult Social Care Sector
- The Buckinghamshire Picture
- Bucks workforce overview and key issues
- Risks
- Workforce Strategy & Implementation Plan

During discussions, the following key points were highlighted.

- It is predicted that there will be 124,865 people aged 65+ in Bucks by 2026 - an increase of 31.84%.
- In terms of the Adult Social Care (ASC) workforce nationally, there would be an increase

in all roles which could be difficult in terms of recruitment. More workers would be needed for all roles.

- There had been an increase in the number of Personal Assistants as a result of Direct Payments.
- There was the issue of an aging workforce as well as an aging population.
- An increase in National Living Wage (NLW) would put pressure on care providers, with a knock on effect on those paid the minimum wage and well as an effect on future contracts and spot purchasing.
- Over 300 establishments were involved in the delivery of ASC in Bucks covering 10,200 jobs.
- The number of care workers was expected to rise by 55% by 2025.
- There was an average turnover of 25.4% of the workforce in Bucks, a figure similar to the rest of the country.
- In terms of workforce churns, 2 in 5 members of staff move role within their sector.
- A large number of care workers would reach retirement age in the next 10-20 years.
- Vacancy rates for ASC were higher than the average of other sectors.
- 80% of care workers were female.
- Staff sickness rates were high as a result of the high pressures on resources. The average sickness rate for ASC workers was 6.7 days of sickness per person per year.
- It was difficult to recruit to senior roles, particularly given the better pay from agencies and the higher rates of pay in London and other neighbouring authorities
- There were a lot of newly qualified social workers but an improved infrastructure needed to be in place to provide them with the necessary support. This would be an area of focus.

Mr Drury explained that Prime Care had been a care provider for 20 years and a platinum provider for 5 years.

#### *Implementation Plan*

Ms Ellison referred to the abridged version of the Adult Social Care workforce strategy in the agenda pack which looks at key priorities such as labour demand and supply issues, recruitment and retention planning, working with external providers and partners and the development of a Memorandum of Co-operation (MoC) for adult Social Workers in conjunction with ADASS in the South East region.

Key areas of work included:

- Visits to schools, colleges, universities and recruitment fairs to raise the profile of the sector.
- Working in conjunction with Bucks New University to ensure that students were placed within Buckinghamshire.
- Further work around apprenticeships. There were many young people who could be interested in coming into the sector but were deterred due to perceived difficulties such as DBS checks and mandatory training.
- Closer working with the Job Centre Plus and Further Education colleagues undertaking Level 1 qualifications.
- Introduction classes to the sector as well as English Language courses.
- The development of a more structured approach to career pathways.

Mr Coward gave the following update on work being undertaken by Bucks New University:

- A series of masterclasses which included presentations from noted people from around the county sharing their expertise and skills with Bucks Social Workers. 5 courses were held in 2015 which were well attended. The agreement had been signed for a further set of masterclasses in 2016.
- Pop up classes to update and upskill staff about issues such as Child Sexual Exploitation.
- A Centre of Excellence had been created which provides a pathway for those in Bucks

with little or no qualifications in the social work sector.

- Foundation degree courses were in place in order to ensure that pathways to progress social work qualifications. The courses were initially for children's social workers but had been extended to include adult social workers.
- The key message was about using BNU for community development and to forge partnerships. Ideas on how to take this forward were welcomed.

In response to questions from Members, the following areas were discussed:

- There was learning to be shared from the Children's Services Select Committee Inquiry into Social Worker recruitment.
- Workforce development teams were working closely on career structures and retention packages and lessons were being learnt from work that had already taken place.
- The figures for staff absence in Bucks were of concern. The Strategy needed to recognise the issue of staff absence and stress levels and include innovative and creative ways in which this could be addressed.
- A Health and Wellbeing Strategy for core workers needed to be embedded in the Strategy.
- CHASC as a Business Unit had introduced protected lunch breaks. Signposting was in place to the Employee Assistance Programme as well as supervision and support for staff in terms of career pathways and the identification of effective and efficient ways of working.
- A stress survey was currently being constructed which would help in terms of data collection and where efforts could be focussed to target this issue.
- Staff sickness and stress levels were sensitive and complex issues. There needed to be a sophisticated and qualitative means of addressing this.
- Evidence was needed to support this statement that there was a high level of sickness because of workload.
- Work needed to take place to look at what could be done to raise the profile of the sector, to present it in a positive light and to incentivise recruitment.
- Lack of affordable housing for key workers was an issue.
- Buckinghamshire did not have a bursary scheme for trainee social workers in place.
- The Grow Your Own programme was part of the implementation plan.
- Work needed to be done to explore the possibility of having more male carers in the sector.
- Had thought been given to the local authority setting up its own Social Care recruitment agency?
- The views of young people and carers around the issues they face needed to be taken into account as part of the Strategy.
- One area of work is the Values Based Recruitment (VBR) approach. This was a new system relating to the social care sector introduced by the NHS. It opened the market in terms of recruitment and getting the right people into the workforce. Succession planning was also taking place.
- The Strategy needed to be developed to include more granularity and measures/metrics to show the measures working towards i.e. a reduction in staff sickness levels.
- Demands on the care sector such as the National Living Wage and changes to the pension arrangements were an unknown quantity from which issues could arise.
- In view of the resources available and the number of initiatives included in the Strategy, a sound business model was needed in order for this to be effectively and efficiently implemented.

#### **ACTIONS:**

- **To collate a HASC response to current draft workforce strategy (Committee and Governance Advisor to action).**
- **An invitation to the launch of the Bucks CC Social Work Academy (Centre of Excellence) would be sent to Committee Members (Mr Coward and Committee**

**Governance Advisor to action).**

## **8 15 MINS CARE REVIEW: 6 MONTH PROGRESS**

Mr S Goldensmith, Service Manager Strategic Commissioning was welcomed to the meeting.

Members of the Committee were advised that the 15 mins Care Review was progressing well.

During discussions, the following comments were made:

- It was encouraging to see that the recommendation to incorporate travel time in the new contract had taken place. Members were advised that how the provider accounted for travel time was now part of the evaluation process.
- Travel time continued to be a high profile issue in the national press. More transparency was needed around this issue as well as appropriate monitoring. Members were advised that contract monitoring had been put in place.
- Members were keen to follow up on how their recommendations had been implemented through more field visits. It was suggested this could be in six months time.

### **ACTION:**

- **A report on travel time would be included as part of the update in September 2016 (Mr Goldensmith to action).**
- **A field visit to the providers, post new contractual arrangements would be arranged (Mr Goldensmith to action).**

## **9 WORK PROGRAMME**

The Work Programme was noted.

Members expressed concern about the following:

- Delays in consultant appointment times at Bucks Hospital Trust (BHT)
- Ambulance Trust response times in the south of the county

### **ACTIONS:**

- **The Chairman is to meet with the Ambulance Trust SCAS and will raise concerns about response times and report back to the Committee.**
- **An update would be requested from BHT on the current resources in specialist units and consultant staff over a 5 year period (Committee and Governance Advisor to action).**
- **A senior officer from Bucks Fire and Rescue Service would be invited to attend the June meeting of the HASC (Mr R Reed to action).**

## **10 DATE AND TIME OF NEXT MEETING**

The next full webcast Committee meeting will take place on 10 May 2016, 10.30am, Mezzanine 2, County Hall, Aylesbury.

**CHAIRMAN**