

ADULTS COMMITTEE



Thursday, 07 November 2019

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

14:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1. Apologies for absence and declarations of interest**

Guidance on declaring interests is available at
<http://tinyurl.com/ccs-conduct-code>

- 2. Minutes - 19 October 2019** **5 - 12**

Adults Committee Actions - October 2019 **13 - 14**

- 3. Petitions and Public Questions**

KEY DECISIONS

- 4. Care Home Development** **15 - 20**

DECISIONS

5.	Cambridgeshire & Peterborough Adults Safeguarding Partnership Boards Annual Report 2018-19	21 - 40
6.	Finance Monitoring Report - September 2019	41 - 76
7.	Deep Dive - Quality of Care Provision (Care Providers)	77 - 88
8.	Adults Positive Challenge Progress Report	89 - 106

INFORMATION AND MONITORING

9.	People and Communities Risk Register	107 - 134
10.	Adults Committee Agenda Plan - November 2019	135 - 138
	Adults Committee Training Plan 2019-20	139 - 142

11. Exclusion of Press and Public

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraphs 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed, information relating to the financial or business affairs of any particular person (including the authority holding that information).

12. Learning Disability Partnership - Baseline 2020-21 (Pooled Budget Review) Exempt

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

Date of Next Meeting

Thursday 12 December 2019

The Adults Committee comprises the following members:

Councillor Anna Bailey (Chairwoman) Councillor Mark Howell (Vice-Chairman)

Councillor Adela Costello Councillor Sandra Crawford Councillor Janet French Councillor Derek Giles Councillor Mark Goldsack Councillor Nichola Harrison Councillor David Wells

and Councillor Graham Wilson

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Tamar Oviatt-Ham

Clerk Telephone: 01223 715668

Clerk Email: tamar.oviatt-ham@cambridgeshire.gov.uk

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution:

<https://tinyurl.com/CommitteeProcedure>

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ADULTS COMMITTEE: MINUTES

Date: Wednesday 10 October 2019

Time: 2.00 pm to 3.50 pm

Present: Councillors A Bailey (Chairwoman), A Costello, S Crawford, J Gowing (Substituting for Councillor J French) N Harrison, A Hay (Substituting for Councillor M Goldsack) M Howell (Vice-Chairman), D Wells and G Wilson.

Apologies: Councillors J French, D Giles and M Goldsack

211. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies received from Councillor French (Councillor Gowing substituted), Councillor Giles and Councillor Goldsack (Councillor Hay substituted).

No declarations of interest were received.

212. MINUTES AND ACTION LOG – 12 SEPTEMBER 2019

Councillor Wells clarified that he was in attendance at the last meeting so this should be altered in the minutes.

The minutes of the meeting held on 12 September 2019 were agreed as a correct record and signed by the Chairwoman. Members noted the completed actions on the action plan.

213. PETITIONS AND PUBLIC QUESTIONS

None received.

214. MENTAL HEALTH AND AUTISM ACCOMMODATION FRAMEWORK FOR CAMBRIDGESHIRE AND PETERBOROUGH

The Committee received a report requesting approval for a Mental Health Accommodation Framework for Cambridgeshire and Peterborough.

In presenting the report officers explained that the report outlined a proposed procurement approach to develop a Mental Health and Autism Accommodation Framework for Adults for Cambridgeshire and Peterborough. The framework would be comprised of a mixture of spot purchase and block contracted arrangements. Officers highlighted that a number of gaps had been identified across the current provision including: lack of Supported Accommodation to meet the needs of complex, high risk service users, the current geographical spread of accommodation was mainly centred around Cambridge City and South Cambridgeshire and

there were service users being supported by the Adults with Autism team who had a diagnosis of Autism and were not currently engaged with mental health service but who had Care Act needs. The new framework contract would address these gaps and would give the Council an opportunity to understand the strategic layout of options with Peterborough City Council and the Clinical Commissioning Group. Officers stated that, if agreed, the procurement exercise would start in the November 2019.

In discussing the report Members;

- Queried why the Cambridgeshire and Peterborough Foundation Trust were not mentioned in the report. Officers clarified that they were heavily involved in the review and would be looking to the framework for placements going forwards.
- Questioned how providers would engage with the framework contract. Officers explained that the framework would be open on a regular basis for providers to apply and that there would be no limit on the number of providers on the framework.
- Sought clarification on the risk that current providers would not meet the requirements of the framework. Officers explained that this was a small risk and that they had been engaging with providers about the process.

It was resolved unanimously to:

- a) Approve the procurement exercise for a Countywide Mental Health Accommodation Framework.
- b) Delegate the approval of the Award of Tender to the Executive Director, People and Communities Directorate following outcome of the procurement process.

215. CARERS RECOMMISSIONING UPDATE

The Committee considered a report giving an update on the procurement of carers' services.

In introducing the report officers explained that in October 2018 the Adults Committee had approved the procurement of family carer's services, with a proposed start date of 1 February 2020 and approved the extension of two contracts with Making Space and the Carer's Trust to fit with the timescales. Officers clarified that the Council had been waiting for the Clinical Commissioning Group (CCG) to make a decision related to the funding of support for Carers. The delay had resulted in the inability to deliver a new procurement in the intended timescales. In order to expedite the tendering process and ensure the contract was awarded the report set out revised timescales for the procurement process in order that the new service could commence on 1 August 2020.

In discussing the report Members:

- Queried the implications of the CCG not being involved in the service. Officers explained that the main implications could potentially be a lack of referrals in to the support that would be available through the service. The Chairwoman commented that it was a matter of regret that the CCG were not involved in the process but that the door had been kept open and dialogue was ongoing. It was hoped that the CCG would support the carer's agenda going forward. The Chairwoman commented that the current system was badly failing in supporting carers and urged the Council to send a message out to the system that help for carers needed to be prompt. She discussed an idea of holding carer's surgeries, and having individuals with expertise that could listen and help carers to solve problems promptly.
- Discussed the potential benefits of the carers service for the future. Officers highlighted the benefits of the use of hubs that carers could access for information and advice and to meet other carers as well as receive specialist support for individuals with dementia. Officers explained that there was a duty on the new providers to publicise the service including the hubs. A map of needs across the County had been provided as part of the tender process and this would be used by applicants in relation to where the proposed hubs would potentially be located. Further information would be provided to the Committee once the detail was known.
- Questioned if there was a budget saving attached to the proposal. Officers clarified that this work formed part of the carer's workstream in the Adults Positive Challenge Programme and there were cost avoidance savings in terms of supporting carers.

It was resolved unanimously to:

- a) Approve the revised timescale for the procurement of the new service.
- b) Approve the extension of two existing contracts to fit with the revised timescale.
- c) Delegate the award of the contract to the Executive Director, People and Communities.

216. FINANCE MONITORING REPORT – AUGUST 2019

The Committee received the August 2019/20 Finance Monitoring report for the People and Communities Directorate. Officers clarified that at the end of August, the People and Communities Directorate was forecast to overspend by £3 million (1.1% of the budget), within this Adults services were forecast to overspend by £1.1 million (0.7% of the budget), with budgets related to care provision forecast to overspend by £5.7 million and

mitigated by around £4.7 million of additional funding from grants. The pressures forecast at this stage were predominantly in Older Peoples services and Mental Health Services. Officers clarified that the forecast overspends were being dealt with through the business planning process

In discussing the report Members:

- Noted that the unit costs for care home placements were increasing. Officers explained that the risk of this happening was built into the business planning process and built into work in relation to the care home workstream of the Adults Positive Challenge Programme.
- Queried if there had been any progress around the extension of the Intergrated Brokerage Service. Officers explained that this would need to be revisited with the CCG at a later stage.
- Discussed how the budgets were built and queried why grant funding was not built into the care budgets at the start of the year. Officers explained that the grant funding was shown separately as they did not want to disguise the pressures and grant funding was not always confirmed by the time budgets were built. Members requested a table showing information about how each budget was funded. Officers explained that this information was made available through business planning reports but that they would produce a simple table setting this out for the Committee. **ACTION**

It was resolved unanimously to review and comment on the report.

217. SERVICE COMMITTEE REVIEW OF DRAFT REVENUE & CAPITAL BUSINESS PLANNING PROPOSALS FOR 2020-21 TO 2024-25

The Committee received a report that provided an overview of the draft Business Planning Revenue and Capital Proposals for services that were within the remit of Adults Committee.

In presenting the report officers outlined the main savings of £3.8 million in 2019-20 identified through the Adults Positive Challenge Programme and further £3.8 million for 2020-21. Officers explained that further detail on progress so far against the savings targets would be reported at the next Committee meeting. Key opportunities for the future of the programme had been set out on page 81 of the meeting papers.

In discussing the report Members;

- Queried the assumption that there would not be any changes to adult social care legislation. Officers commented that there had been no further movement on the Governments Green paper in relation to Adult Social Care.

- Discussed the projections of population growth and the potential implications. Officers clarified that by 2026 there would be a 40% increase in the population of 65-74 year olds and a 66% increase in the 75-80 age bracket. This would potentially mean a 37% increase in falls but it was difficult to quantify.
- Noted that there were no changes to the capital programme for Adults Social Care.

It was resolved unanimously to:

- a) Note the overview and context provided for the 2020-21 to 2024-25 Business Plan revenue proposals for the Service.
- b) Comment on the draft revenue proposals that are within the remit of the Adults Committee for 2020-21 to 2024-25.
- c) Comment on the draft capital proposals that are within the remit of the Adults Committee for 2020-21 to 2029-30, set out in section 6.2.

218. UPDATE ON THE CARERS WORKSTREAM AND RESULTS OF THE CARERS SURVEY

The Committee considered a report that provided an update on work to support carers including progress on the Adults Positive Challenge Carers Workstream and the results of the Carers Survey published in June 2019.

In presenting the report officers explained that progress had been made since the return of the carers trust staff to the County Council. They explained that the Neighbourhood Cares pilot had resulted in some useful learning and that there was a lot of work that could be done going forwards to make further improvements. Officers had made some system changes including the use of huddles to share good practice and the review of the backlog was ongoing. Discussions were taking place with Public Health on improvements to support for Carers health needs, including reviewing how libraries could be involved. Officers clarified that the Carers Survey was bi-annual and focused on impacts on health and the experience of services. Members noted that the results from the Carers Survey would be used by the Adults Positive Challenge Programme to inform the work on the Carers Workstream. Officers highlighted that there had been a 56% response rate but that the survey only went to carers that the Council were aware of.

In discussing the report Members:

- Expressed concern that 42% of carers had not had an assessment, 39% were only very satisfied with the services provided and that 24.3% of carers had developed their own health conditions as a result of the caring role. Officers explained that tackling these issues were key points in their work programme and that the Council was moving away

from its previous model and learning a lot about what could make a difference. The introduction of the new contract framework was key. Officers highlighted that the key performance indicators had not been measuring the right outcomes and that this was a national issue. Bringing carers assessments back in-house had resulted in officers having the right conversations with carers in terms of their needs. Taking the time to have these conversations had resulted in assessments numbers not being as good as expected. Officers reiterated that the work was not just about what the Council could do for carers but how the wider community could support them.

- Queried how the cases of inappropriate use of direct payments had arisen as stated on page 98 of the papers. Officers clarified that as the assessments had been previously commissioned outside of the authority, there had been cases where the individual had been given the direct payment, but this was not the support that the carer needed. Officers reiterated that through listening to the needs of carers this could help tackle carer's health issues.
- Requested that a shorter survey be carried out in house on an annual basis to include a focused set of questions particularly for the hard to reach. **ACTION** Officers explained that for every contact the authority had a short survey was sent out in order to gain feedback on the service and this had resulted in some very positive feedback.

It was resolved unanimously to:

- i. Consider the content of the report and note the work underway in the Carers workstream of the Adults Positive Challenge Programme.
- ii. Note the results of the Carers Survey undertaken in Autumn 2018 and published in June 2019.

219. THINK COMMUNITIES

The Committee received a report that gave an update on the progress of Think Communities, and how this had acted as a catalyst for change and transformation across the public sector.

In presenting the report officers explained that the Think Communities approach aimed to drive a whole system change in the way the public sector did business. Officers explained that a movement had been formed around 'place' taking the principles of Neighbourhood Cares to the next level and rolling the approach out across the County, keeping people independent for longer, helping them to feel stronger and more confident in their choices and avoiding statutory intervention. Officers highlighted that there were three things at the core of this approach; strength based conversations, workforce reform and data.

In summing up, officers highlighted the importance of hubs as an alternative to statutory intervention, helping people to help themselves. Officers explained that there were 15 early adopter areas and they already had some interesting examples in relation to volunteering. The Committee viewed a short film outlining the outcomes so far of the Neighbourhood Cares pilots.

In discussing the report Members:

- Queried how young people were being inspired to get involved. Officers explained that they were currently taking a divisional approach to look at attracting young people into employment. Officers gave an example of a service where there was a 30% reduction of younger people going into the care system since adopting the 'Think Communities' approach.
- Questioned how the third sector were involved in the approach. Officers clarified that Place Boards were being set up which were powerful local vehicles that involved the third sector.

In bringing the debate to a close the Chairwoman reiterated that a report updating the Committee on the outcomes of the neighbourhood Cares pilots in Soham and St Ives and the next steps would come to Committee in December.

It was resolved unanimously to:

- a) Note the scope and ambition of the Think Communities Approach.
- b) Comment on progress and activities to date.

220. AGENDA PLAN, APPOINTMENTS AND TRAINING PLAN

Members noted that there would be a Joint Neighbourhood Cares Seminar hosted by Community and Partnerships and Adults Committee for all Members, date to be confirmed.

It was resolved unanimously to:

note the Agenda Plan and the Training Plan.

221. DATE OF NEXT MEETING

Thursday 7 November 2019

Chairwoman

ADULTS COMMITTEE

Minutes Action Log



Agenda Item No: 2a
Cambridgeshire
County Council

Introduction:

This log captures the actions arising from the Adults Committee up to the meeting on **10 October 2019** and updates Members on progress in delivering the necessary actions.

This is the updated action log as at 29 October 2019

Meeting 12 September 2019

Minute No.	Report Title	Action to be taken by	Action	Comments	Status	Review Date
203.	ADULT SOCIAL CARE CHARGING POLICY REVIEW	Charlotte Black	Officers to include a proposed implementation process for the charges and the associated costs when the report comes back to committee in January with the results of the consultation	This will be completed in January 2020	Will be completed in January	

Meeting 10 October 2019

Minute No.	Report Title	Action to be taken by	Action	Comments	Status	Review Date
216.	FINANCE MONITORING REPORT – AUGUST 2019	Stephen Howarth	Members requested a table showing income and expenditure and information on how each budget was funded. Officers explained that this information was made available through business planning reports but that they would produce a simple table setting this out for the Committee.	This will be picked up as part of the business planning papers that will go to committee in December. The FMR paper for November's Committee will have a high level table covering this financial year.	Completed	

Minute No.	Report Title	Action to be taken by	Action	Comments	Status	Review Date
218.	UPDATE ON THE CARERS WORKSTREAM AND RESULTS OF THE CARERS SURVEY	Tina Hornsby	Members requested that a shorter carer's survey be carried out in house on an annual basis to include a focused set of questions particularly for the hard to reach.	The Carers Operational Group will be taking this forward. We will feedback further when we next take an update report to committee about Carers.	Completed	

CARE HOME DEVELOPMENT

To: Adults Committee

Meeting Date: 7 November 2019

From: Executive Director People and Communities

Electoral division(s): All

**[The My Cambridgeshire representation map on the web may help:
<http://my.cambridgeshire.gov.uk/myCambridgeshire.aspx>]**

Forward Plan ref: 2019/059 Key decision: Yes

Purpose: To seek approval to launch a tender exercise to put in place a Framework Agreement for continuing to spot purchasing care home services

Recommendation:

- 1. To seek approval from Committee to launch a tender exercise to put in place a Framework Agreement for continuing to spot purchasing care home services**
- 2. To seek approval from Committee to delegate authority to award to preferred suppliers to Executive Director, People and Communities**

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Adam Thorp	Names:	Councillor Bailey
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Email:	Adam.Thorp@cambridgeshire.gov.uk	Email:	Anna.bailey@cambridgeshire.gov.uk
Tel:	07791 291411	Tel:	01223 706398

1. BACKGROUND

1.1 Purpose of this Report

The Purpose of this report is to seek approval from committee to launch a tender exercise to put in place a framework agreement to continue spot purchasing care home provision across Cambridgeshire and neighbouring areas.

1.2 Care Homes Commissioning Overview

The Commissioning Directorate is developing a strategic approach to reduce the Council's reliance on spot purchasing arrangements by increasing block contracts for residential and nursing care. This is to create greater financial sustainability for the council at a time when we are experiencing substantial increases in the cost of spot placements.

The council currently spot purchases approximately 700 placements for adults 65+ and younger adults with physical disabilities requiring residential, residential dementia, nursing and nursing dementia care from approximately 90 providers. This cost approximately £38m in the 2018/19 financial year.

Notwithstanding our strategic approach to reduce reliance on spot purchasing arrangements, in order to comply with Procurement Regulations, we are required to put in place an overarching contract and agreement with providers for spot purchasing residential and nursing care. This will assure the quality of provision, clarify the rights and responsibilities of both parties regarding service delivery and funding and secure a robust procurement approach for the Council.

2. MAIN ISSUES

2.1 Proposed Tender Exercise

We propose to launch an open procurement exercise for all care home providers to bid to be placed onto the Cambridgeshire Dynamic Purchasing System (DPS) Framework.

This exercise will provide assurance around provider quality and sustainability and will in effect create an 'approved supplier' list for the council to spot purchase care home provision for service-users that we have a duty to provide funding for.

Following successful providers being placed onto the Framework, individual contracts for service-user placements will be made by the Brokerage Service via a call-off process that sets out placement cost and how the service-users wants and needs should be supported.

We propose to launch this process in November 2019 and following the bid process and subsequent evaluation and due diligence of successful providers, award contracts in February 2020.

2.2 Provider Engagement

The council currently spot purchases care homes services from the majority of care home providers across the county. In order for these arrangements to continue,

providers must engage with this tender process and bid to enter onto the Framework Agreement.

The care home market in Cambridgeshire is diverse with some large national companies but a large proportion of small, local providers. Not all providers have had experience in being involved in a tender process and therefore we will ensure robust provider engagement and support is carried out in the lead up to the tender exercise to ensure that all providers are aware of what they are required to do and feel confident in doing so.

2.3 Ensuring High Quality Services

Receiving high quality support for Cambridgeshire residents is the most important factor to consider when entering into contract arrangements with external providers.

In order to assure high-quality services are provided for Cambridgeshire residents via these new spot purchasing arrangements, providers will only be successful in being placed onto the Framework Agreement if they can evidence a CQC rating of Requires Improvement, Good or Outstanding.

Where providers have a rating of Requires Improvement, they will be required to submit an Improvement Plan via the tender process to the council that will be assessed by officers in order for quality assurances to be met.

2.4 Contract Length and New Providers

We propose a total contract length of 10 years for the overarching Spot Framework Agreement. Individual contract lengths made via this Framework will be determined by the needs of service-users.

In order for new providers to have the ability to enter the Framework Agreement at a later date, we propose to open up the tender process approximately every 6 months, whilst retaining flexibility in this to account for emerging providers in the market and best use of council resources.

2.5 Contract Monitoring

Providers that are successful in being placed onto the Framework Agreement and subsequently receive any individual service placement contracts will receive support and ongoing contract monitoring processes from our Contract Management team. This will ensure ongoing quality and safety for residents over the lifetime of the contract.

2.6 Pricing

Providers will not be required to submit prices for service delivery in order to be placed onto the Framework Agreement.

Current spot pricing processes will continue with the Brokerage Service negotiating individual placement costs.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

Ensuring high-quality services using CQC ratings at point of tender and ongoing contract management will promote a good quality of life for all council-funded residents of Cambridgeshire care homes.

3.2 Thriving places for people to live

There are no significant implications for this priority

3.3 The best start for Cambridgeshire's Children

There are no significant implications for this priority.

4 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

Although there are no new significant resource implications resulting from this work, the overall resource implications are set out in section 1.2

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

Significant implications relating to this category are set out in section 2.1, 2.4 and 2.5

4.3 Statutory, Legal and Risk Implications

There are no significant implications in this category

4.4 Equality and Diversity Implications

There are no significant implications in this category

4.5 Engagement and Communications Implications

Significant implications relating to this category are set out in section 2.2

4.6 Localism and Local Member Involvement

There are no significant implications in this category

4.7 Public Health Implications

There are no significant implications in this category

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Stephen Howarth
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillian
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Will Patten
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Will Patten
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
January Adults Committee Paper	<u>January Adults Committee - Work stream 2 Tender</u>

**CAMBRIDGESHIRE & PETERBOROUGH ADULTS SAFEGUARDING PARTNERSHIP
BOARDS ANNUAL REPORT 2018-19**

To: **Adult Committee**

Meeting Date: **7 November 2019**

From: **Russell Waite – Independent Chair of the Cambridgeshire
& Peterborough Adults Safeguarding Partnership Boards.**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **The Annual Report is for information purposes.**

Recommendation: **To receive and note the contents of the 2018/19 Annual
Report**

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Jo Procter	Names:	Cllr Anna Bailey
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Tel:	01733 863765	Tel:	01223 706398

1. BACKGROUND

- 1.1 The report is submitted to the Adults Committee following sign off and publication of the Cambridgeshire and Peterborough Safeguarding Adult Board Annual Report 18/19 in October 2019.

There is a statutory requirement under the Care Act 2014 that Safeguarding Adult Boards publish an annual report detailing the work of the Board.

2. MAIN ISSUES

- 2.1 The purpose of the report being brought to the Adults Committee is to ensure members are fully aware of the work and progress of the Cambridgeshire and Peterborough Adult Safeguarding Partnership Board.

The annual report includes information on the work that has been undertaken by the Cambridgeshire and Peterborough Safeguarding Adult Board in the period April 2018-March 2019.

Partner agencies, including Cambridgeshire County Council, contributed to the information contained within the annual report.

The annual report highlights the significant events during the last year, summarises both the work of the Adult Safeguarding Partnership Board and the work of the sub committees. It highlights areas of good practice and presents statistical information about safeguarding performance.

The annual report was approved by the Joint Executive Safeguarding Partnership Board in October 2019 and was subsequently published on the Boards website (www.safeguardingpeterborough.org.uk) and shared on social media.

Members are requested to note the contents of the report which can be found at Appendix 1.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The following bullet points set out details of implications identified by officers:

The extent to which Safeguarding is delivered effectively will have an impact on:

- The capacity of families to meet their own needs independently
- The long term health of vulnerable adults

3.2 Thriving places for people to live

The following bullet points set out details of implications identified by officers:

The extent to which Safeguarding is delivered effectively will have an impact on:

- The capacity of families to meet their own needs independently
- The long term health of vulnerable adults

3.3 The best start for Cambridgeshire's Children

There are no significant implications for the priority

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category

4.7 Public Health Implications

There are no significant implications within this category

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	No External report – sign off not required
Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	No External report – sign off not required
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	No External report – sign off not required
Have the equality and diversity implications been cleared by your Service Contact?	No External report – sign off not required
Have any engagement and communication implications been cleared by Communications?	No External report – sign off not required

Have any localism and Local Member involvement issues been cleared by your Service Contact?	No External report – sign off not required
Have any Public Health implications been cleared by Public Health	No External report – sign off not required

Source Documents	Location
The majority of statistics contained within the annual report are from the Safeguarding Adult Board dataset. Partners provided information (including data) from their agencies which was used to formulate the annual report.	



Cambridgeshire and Peterborough Safeguarding Adults Board

Annual Report 2018/19

Foreword

BY DR RUSSELL WATE QPM, INDEPENDENT CHAIR CAMBRIDGESHIRE AND PETERBOROUGH SAFEGUARDING PARTNERSHIP



It gives me great pleasure to present to you Cambridgeshire and Peterborough's Safeguarding Adults Board annual report for the period April 2018 – March 2019.

This has been as always, another challenging year for those of us involved with safeguarding the most vulnerable adults in our society, those adults being abused or at risk of harm. We have put in place strengthened ways of working that mean we are better able to measure what is needed and then meet those needs. An example of this is the new innovative Multi Agency Risk Management process (MARM).

As mentioned last year the review of Local Safeguarding Children Boards and the Social Care Act 2017 have changed how agencies will work together to protect children our response to this meant a joining together of the Boards across Cambridgeshire and Peterborough into one Adult Board this has been monitored and reviewed and agreed by an Executive Board as the appropriate way of working. This has allowed us to increase the effectiveness of our efforts and reduce barriers to services across different parts of the County whilst saving money for front-line services.

This is now the second Safeguarding Adults Board Report for Cambridgeshire and Peterborough. It outlines the activities and achievements of the Board and its partners over the last year and how well we have delivered on our priorities and actions in the Business Plan. It is our account to the community of the work we have done to safeguard and enhance the wellbeing of adults with care and support needs. We as a safeguarding partnership are clear that everything, we do is through the principles of Making Safeguarding Personal.

Safeguarding is about people -their wishes, aspirations and needs. We have been active in trying to learn lessons when incidents happen through our Safeguarding Adult Review Sub-Group and have published one review in this reporting year.

Our Safeguarding awareness month in February 2019 was our most successful to date, and had an incredible number of agencies supporting it.

What we as a Board do has to be judged in terms of whether it has placed adults in need of safeguarding at the centre of its work. How well we hear and respond to what people want is the measure of our success. I am confident we have the right mechanisms in place to carry out our role, and look forward to Chairing the Board as it uses those mechanisms to ensure safeguarding in Cambridgeshire and Peterborough is sensitive to the needs of the people involved, effective and above all personal.

Finally, I would like to say thank you to the incredible work that all agencies and the frontline staff do to keep adults safe from harm and abuse. Thank you also to Jo Procter and her staff in the Independent Safeguarding Partnership Team, for their hard work during this last year.

Dr Russell Wate QPM

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*It's really important that agencies work
together to protect people.*

It can't be done by one agency

Quote from an Adult

About the Board

Leadership and Governance

Legislatively there have been a number of changes within the safeguarding arena for both children and adults at risk:

- The Children and Social Work Act 2017, brings in Working Together 2018 that abolishes Local Safeguarding Children Boards and provides new ways of working in partnership
- The Care Act 2014 has established the need to have Safeguarding Adult Boards in each local authority Area

The changes of the legislative acts coupled with ongoing demands and a need for increased joint working between the two local authorities across the County of Cambridgeshire and the City of Peterborough, have led to a joint Children's Board and a joint Adult's Board.

Legislation indicates that each board should have three statutory partners with a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children and safeguarding adults at risk in a local area. The new arrangements bring together the statutory safeguarding partners (Health (CCG), Police and local authority) to form an Executive Safeguarding Partnership Board. The structure combines the governance arrangements at a senior level to look at safeguarding arrangements holistically across both the children's and adults safeguarding arena

Bringing together adults and children's safeguarding on a countywide level ensures that safeguarding issues are looked at holistically in a "think family approach" and also provides a forum for transitional arrangement's to be discussed and agreed



Figure 1: Diagram of Cambridgeshire and Peterborough safeguarding partnership structure

The Executive Safeguarding Partnership Board has strong and meaningful links with other groups and boards who impact on child and adult services. The safeguarding arrangements have been established in the context of wider statutory partnership arrangements that are in place across Cambridgeshire and Peterborough. The relationships have been strengthened by the implementation of an Inter Board protocol and a comprehensive mapping of themes. This ensures that all aspects of safeguarding are taken into account by the other statutory boards and there is a co-ordinated and consistent approach to safeguarding vulnerable people.

The Chair of the Executive Safeguarding Partnership Board is also a member of other strategic and statutory partnerships within Cambridgeshire and Peterborough which include the Health and Wellbeing Board, the Community Safety Partnerships and the MAPPA Strategic Management Board. They also chair the MASH Governance Board. In addition, the Head of Service for the Safeguarding Partnership Boards is a member of the Domestic Abuse Governance Board and the Children and Families Joint Commissioning Board.



Cambridgeshire and Peterborough Safeguarding Partnership Boards

The two Safeguarding Partnership Boards (adults and children's) sit below the Executive Safeguarding Partnership Board (see Figure 1). The Safeguarding Partnership Boards are responsible for progressing the Executive Safeguarding Partnerships Board's business priorities through the business plan; authorising the policy, process, strategy and guidance to effectively safeguard children and adults at risk. The two Safeguarding Partnership Boards scrutinise, challenge and maintain an overview of the state of children's and adults safeguarding in Cambridgeshire and Peterborough; undertaken through quality assurance activity, learning and development programmes and commissioning and overseeing Child Safeguarding Practice Reviews / Safeguarding Adult Reviews / multi-agency reviews (as required.) The Safeguarding Partnership Boards have wider partner membership to include probation, health providers, education, voluntary sector, faith communities and housing.

Below the two (adults and children's) Partnership Safeguarding Boards are a range of sub groups and task and finish groups. These groups are responsible for a range of areas, including policies, training, consultation and quality assurance. The function of these groups are detailed below.

- Two consultation and development forums (one for adults and one for children's) responsible for securing the "voice" of practitioners and ensuring that learning is used to inform and improve practice. These groups have wider partner membership to include probation, health providers, education, voluntary sector, faith communities and housing.
- Two Quality and Effectiveness Groups (QEG), one for adults and for children's.

Chaired by the Head of Service for the Safeguarding Partnership Boards, the group's membership includes senior managers from the safeguarding partners and other relevant agencies that have responsibility for safeguarding performance within their organisation. These groups scrutinise safeguarding effectiveness and co-ordinate improvement activity by; quality assurance activity (both single and multi-agency), performance management information and overseeing of action plans.

- A single countywide Children's Case Review Group, that examines children's cases and a countywide Safeguarding Adults Review group which deals with adult's case reviews.
- Task and finish groups are established to progress themed areas, e.g. child sexual abuse, criminal exploitation. Each group is responsible for producing resource packs for practitioners which include strategies/guidance, training, leaflets and tools.

- The structure also includes those forums who have a "dotted line" to the Safeguarding Boards (Education Safeguarding Group, Child Protection Information Network).

Independent Safeguarding Partnership Service

The work of the various Boards and groups within the governance arrangements is overseen by the Independent Safeguarding Partnership Service. The service is managed by the Head of Service and includes roles that cover both adults and children's agendas. Some of the roles are specialised in quality assurance and improvement, exploitation, training, communication and there are more general adult and children's leads and dedicated administrative roles. The service ensures that there is robust, countywide independent scrutiny and oversight of multi-agency practice.

Safeguarding meansthe safeguarding of adults by staff, family, neighbours and the whole world. We should look after vulnerable people. We should report any concerns we have, however minor they may seem

Quote from an adult

Progress against the Board's Priorities

Quality Effectiveness Group (QEG)

The Adult Safeguarding Partnership Board (ASPB) has a 2 year strategic plan, with priority areas and a number of aims. The aims listed below are the focus of ASPB for 2018 – 2019.

Listening and responding to the voice of the people of Cambridgeshire and Peterborough

- For the first time the ASPB conducted a survey to ascertain what the community understood about adults at risk, safeguarding and the Safeguarding Board. The findings have informed the board what areas to focus on to ensure that the general public are informed about safeguarding adults at risk and who to contact should they have safeguarding concerns. A briefing of the findings from the survey are on the website. Further details can be found on page 11

The pressures due to societal changes are immense. Good luck

Quote from an Adult

- The Quality Effectiveness Group undertook a consultation activity with partners to find out how organisations and professionals within agencies engage with adults at risk and listen to and record their thoughts, wishes and feelings with regards to service delivery. A further consultation activity was widened to include other Safeguarding Adult Boards across the Country to see how they consult and engage with adults at risk within their areas. Both activities showed that this is an area of work to focus on as to how we, as partners, practitioners and the board, ascertain what adults at risk tell us about service delivery and how to safeguard them.
- The Sexual Assault Referral Centre (SARC) presented to the board concerns regarding offering support and referrals for those people with complex needs. A Task and Finish group has been set up to look at pathways for those

individuals who are victims of sexual violence and have complex needs.

Prevention – recognising abuse and neglect and trying to prevent harm from taking place

- Multi-agency safeguarding adults training has been developed by the board and is facilitated by members of the independent safeguarding partnership service. Training is available to all professionals (voluntary and statutory) who work with adults at risk. Identifying adult abuse, roles and responsibilities and what steps to take for safeguarding are integral to the training offer.
- Partners undertook a self- assessment audit earlier this year. One section focused on prevention and the majority of agencies scored this as being fully met within their organisation and practice with only 3 % regarding this as not being met within their agency. The self-assessment tool also contained questions regarding whistleblowing, safer recruitment of staff, supervision, allegations made against staff and the dissemination of safeguarding messages; all areas that focus on prevention of harm to adults at risk. The self-assessment tool findings were supported by the practitioners survey that contained similar questions requiring prevention of harm. Findings from this audit has been used to inform training and guidance. Further details can be found on page 11
- During early 2019 Multi-Agency Risk Management (MARM) Guidance was developed and launched via workshops across the region. In total 137 professionals attended the workshops. The **Multi Agency Risk Management Guidance** sets out a co-ordinated, multi-agency response designed to help protect adults who are not engaging with services and are deemed most at risk. It seeks to provide frontline professionals with a framework to facilitate effective working with

adults who are at risk; where that risk may lead to significant harm or death and the risks are not effectively managed via other processes or interventions due to the individual not wanting to engage.

- A Pressure Ulcer Task and Finish Group was set up to ensure that NHS trusts have policies and procedures in line with the Department of health protocol. Guidance has been agreed and developed and disseminated to agencies. The guidance is on the Boards website.

Ensuring practitioners work within the principles of Making Safeguarding Personal (MSP)

- MSP is a golden thread running throughout everything the board does and is in all of our multi-agency Training, resources and audits. Within the self-assessment audit tool there were specific sections relating to Making Safeguarding Personal and agencies scored their services accordingly. All audit activity of the board measures practice against MSP.

I just wanted someone to listen to me and they did

Quote from an Adult

- The lived experience of the adult training pack is being developed to cascade to professionals within workshops over the coming year. Within the pack are case studies and real life scenario's which focus on 'what does making safeguarding personal mean for them?'

Ensuring the workforce is appropriately skilled and trained to identify and respond to issues of abuse and neglect.

Training and Development – Safeguarding Multi-Agency Training

During 2018, the Peterborough and the Cambridgeshire Safeguarding Adults Boards

(SAB) combined to give a countywide approach to safeguarding adults at risk. For the first time, the joint SAB offered a combined training programme that included multi-agency adult safeguarding training as well as multi-agency children safeguarding training for all practitioners across Cambridgeshire and Peterborough. Additional resources including: leaflets, briefings, e learning links, Apps and training packages are available on the CPASPB website for professionals, carers and service users. Easy read leaflets are available to download. Safeguarding Board Training is monitored and reviewed within the Quality Effectiveness Group and for 2019 this function and role will move to the Training Subgroup.

Over the twelve months from January 2018 to December 2018, in total safeguarding adults at risk training provision was given to 292 professionals.

Training Sessions. Training sessions during 2018 were evaluated highly by professionals with 98 % rating, both the delivery of the training and the aims and learning outcomes of the training as being 'good to excellent'. 99% of attendees said that they would recommend the training to colleagues.

Salient comments from attendees include

- *"The training was really engaging I thought it was very informative. I feel like I have learnt more in this area and good discussions were had. Very good training"*
- *"Very useful and informative and will provide vital in my role"*

In terms of impact of the training on practice 77 % of practitioners felt that they had learned a lot and that 85% felt that the training was completely relevant to their safeguarding role.

- **Confidence** -87% of attendees felt that after the training their confidence had improved.
- **Knowledge**- 87% of attendees felt that after the training their knowledge had improved
- **Skills and Practice**- 90% of attendees felt that after the training their practice skills had improved

Single Agency Training

As of 2019 Peterborough and Cambridgeshire Adult Safeguarding Partnership Board have developed and implemented a process for checking and making sure that partner agencies training is robust enough for the adult safeguarding workforce. Endorsement of training ensures that the safeguarding adults at risk training is; up to date, fit for purpose (aimed at different job roles and levels), has all of the local and national safeguarding messages and contains lessons from serious adult reviews. To aid this process there are a set of; training principals, a competency checklist and a full description of the groups of people that adult safeguarding training is aimed at. Up until April 2019 2 courses have been endorsed successfully.

Monitor, scrutinise and challenge safeguarding practice across the partnership

Quality Effectiveness Group (QEG)

Monitors the individual and collective effectiveness of the Adult Safeguarding Partnership Board partners and has a strong quality assurance function undertaking audits, focus groups and surveys. The annual themed audit programme (quality assurance planner) includes both single and multi-agency audits and are linked to the board's priorities. QEG advises and supports the board in achieving the highest safeguarding standards and promoting the safeguarding of adults at risk across Peterborough and Cambridgeshire by evaluation and continuous improvement. During the twelve months covered by this report the following audits have taken place:

- **Practitioners Safeguarding Survey.** 406 respondents to the survey which explored what professionals understood about safeguarding adults at risk and safeguarding within their organisation. The findings from this survey have informed adult safeguarding board policies and procedures and helped to identify the priority areas for the board to focus on.
- **Self -Assessment Audit Tool.** The self-assessment tool consisted of six sections referring to the elements of 'Making

Safeguarding Personal' (Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability) and a final section on 'information sharing'. 14 agencies completed the tool and assessed their organisation and agency practice against the standards. Workshops were provided to support completion of the tool with 13 professional safeguarding leads attending. Completed responses of the self- assessment tool were effectively challenged, as part of the audit process, with further clarification and evidence provided by agencies. This will continue to be a bi-annual event.

- **Safeguarding Survey.** The Safeguarding Boards first ever survey to the wider public to ascertain what people understand about; what is an adult at risk, safeguarding adults at risk and what the Safeguarding Adult Board does. Questionnaire were via survey monkey (online) and an easy read hard copy leaflet. 122 people within the community responded. The findings from this survey have informed adult safeguarding board policies and procedures and helped to identify the priority areas for the board to focus on.
- **Scoping Activities.** A number of requests were sent out to partners of the board and to other Safeguarding Adult Boards to ascertain information about how the voice of the adult at risk is recorded and listened to within organisations. This work was utilised to inform the development of the lived experience of the adult training pack.

At the conclusion of all audit activity a briefing is prepared highlighting the implications for safeguarding practice across all agencies in terms of roles and responsibilities for safeguarding the adult at risk.

All of the audits have resulted in recommendations and learning for practice. Lessons learned from auditing will be cascaded through the Safeguarding Board Workshops during late 2019 and professional briefings on the Safeguarding Board's website.

Additionally, QEG reviewed and monitored single agency performance in relation to safeguarding adults at risk within the quarterly performance

report, contributed to by all partner agencies. For 2019 this process has been strengthened and partners will be required to present a report and have a discussion regarding individual performance relating to the board's priorities for 2019 – 2020.

My experience was a positive one and mum got the help she needed

Quote from an Adult

Raising awareness of the role of the SAB's and safeguarding issues across communities

Promoting awareness is an ongoing activity held throughout the year by the board and its members. The board provided the safeguarding adult's roadshow in 2018 to promote multi-agency training available whilst giving information regarding what is an adult at risk and how to safeguard them.

Over the past 12 months, the Safeguarding Board website has been further developed to include new briefings and resources for practitioners, updated guidance and can be translated into over 100 different languages in order to provide accessible information to all communities across Cambridgeshire and Peterborough.

The safeguarding board also continues to use social media to raise awareness of the work of the board and share messages of local and national importance.

February 2019 was Safeguarding Awareness Month for both the Children and Adults Boards focused on raising the awareness of the general public, we included messages about:

- What is safeguarding?
- signs of abuse
- how to make a referral
- public information – leaflets, websites and signposting to appropriate services
- What is an Adult Safeguarding Partnership Board / Children Safeguarding Partnership Board?

A communications strategy and tactical plan was developed, building the campaign around social media messages with other activities taking place

to complement it. The strategy also formed the basis of the awareness month resource pack which included:

- Banners for Email footer, Newsletter
- Social Media assets
- Leaflets, postcard & posters
- Hashtags
- Social Media messages



A whole host of agencies took part in Safeguarding Awareness Month, to raise awareness, by producing a short film giving safeguarding messages, having information stands and holding a drop in events.

Within the Board, there was:

- The community survey, extended to include safeguarding awareness month to gather as many responses as possible.
- Requests for radio interviews by the local media
- Creation of safeguarding easy carry cards and posters for staff and the general public

- Facebook and Twitter had a new message each day throughout the month on safeguarding. For **Facebook** the message with the biggest reach (**3880 users**) was “We all have a role to play in protecting children, young people and adults at risk from abuse and neglect. But right now, some people do not report concerns. Help us to help those in need of support and speak up about abuse”. this was also the most successful message for **Twitter** with a reach of **5256 users**.

Over the month we reached 76,725 users via social media, and from twitter polls ascertained that 91% of respondents said that safeguarding was everyone’s responsibility and 71 % of the general public knew what the children and adults board’s do.

Safeguarding Adult Reviews (SARs)

Under the 2014 Care Act, Safeguarding Adults Boards (SABs) are responsible for Safeguarding Adults Reviews (SARs). The purpose of SARs in the statutory guidance is to ‘promote effective learning and improvement action to prevent future deaths or serious harm occurring again’. The aim is that lessons can be learned from the case and for those lessons to be applied to future cases to prevent similar harm re-occurring.

During 2018/2019 the Safeguarding Adult Review sub-group began the year with 3 existing cases, 1 that has been concluded and two remain ongoing.

Arthur - Case

Very little was known about Arthur’s life until after the completion of the Safeguarding Adult Review. Arthur was 60 years old and lived alone in a first floor housing association flat. He was registered as disabled, having type 2 diabetes and a below the left knee amputation. He had limited mobility and used a wheelchair, which was stored in a hall cupboard for outside use as it was too big to use around the flat

Arthur was generally isolated and did not see many people apart from those agencies working with him and a friend, who was his neighbour.

Arthur’s case is a complex one and involved a number of professionals working with him. He spent a number of times in hospital with regards to his amputation site becoming infected, swollen and on one occasion maggot infested.

Sadly, Arthur, died in 2018 and his cause of death was recorded as cardiac arrest, peripheral vascular disease, hypertension, sepsis, type two diabetes and hyperosmolar hyperglycaemic state.

Practitioner Themes from the case included:

- Working Together
- Professional’s response to self-neglect
- Professional curiosity
- Disguised compliance of Arthur and the ability of professionals to have respectful uncertainty
- Engagement with Arthur and his social isolation
- Mental Capacity
- Discharge planning
- Assessments, inclusion of risk, planning and recording
- Access and use of policies and procedures
- Making Safeguarding Personal - The lived experience of the adult at risk and engaging his neighbour. Weighing up personal choice against health risks

Embedding the Learning

An Action Plan of recommendations from the Arthur SAR sits with the SAR subgroup for monitoring and reviewing completion by partner agencies identified within the review.

For 2019 a training pack has been developed on the lived experience of the adult at risk, and Arthur’s case study is an integral multi-agency exercise for professionals to identify what could have been done differently. A Practitioners briefing has been written on Arthur and later in 2019 a task and finish group will develop guidance for professionals to accompany the training pack.

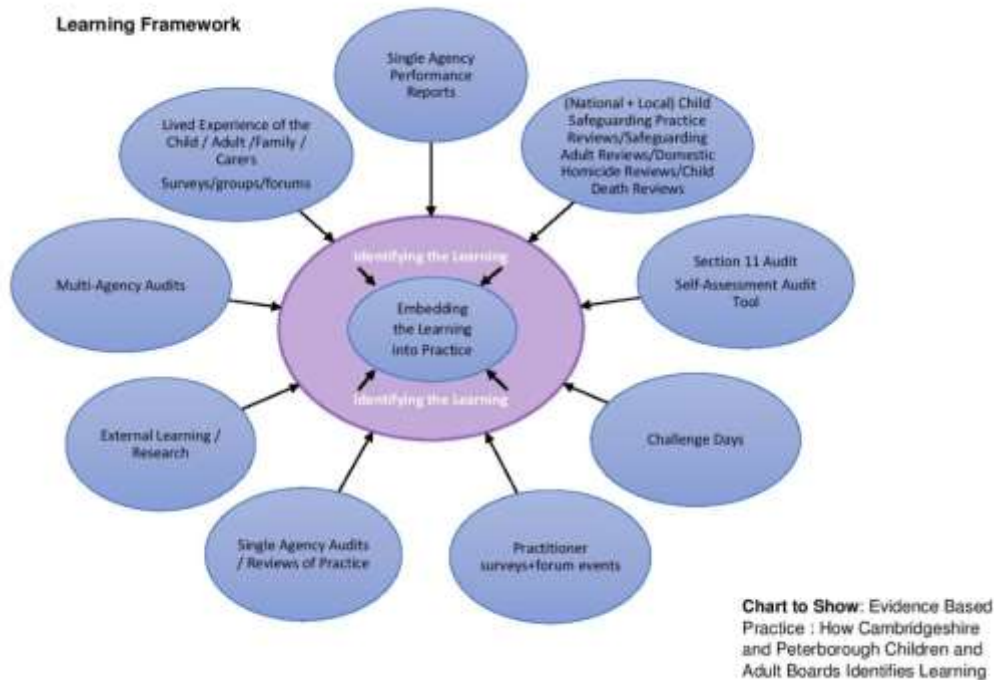
The findings from Arthur’s SAR will be cascaded within the Adult Safeguarding Workshops, due to

take place later this year along with national SAR findings and local audit activity.

Learning Culture

The Children Safeguarding Partnership Board (CSPB) and the Adult Safeguarding Partnership Board (ASPB) create a culture of openness and facilitate effective and regular challenge to all partner agencies. The Boards do this by the

Independent Safeguarding Partnership Service (ISPS) reviewing, scrutinising and challenging local safeguarding arrangements. Findings from Serious Case Reviews / Safeguarding Adult Reviews and auditing activity are cascaded back to practitioners and agencies to embed the learning back into practice. The chart below shows how the ASPB and the CSPB identifies learning as part of evidence informed practice.





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FINANCE MONITORING REPORT – SEPTEMBER 2019

To: **Adults Committee**

Meeting Date: **7 November 2019**

From: **Chief Finance Officer**

Executive Director: People and Communities

Electoral division(s): **All**

Forward Plan ref: **Not applicable** *Key decision:* **No**

Purpose: **To provide the Committee with the September 2019 Finance Monitoring Report for People and Communities (P&C).**

The report is presented to provide the Committee with the opportunity to comment on the financial position for services that are the Committee's responsibility (set out in section 3 of the covering report) as at the end of September 2019.

Recommendation: **The Committee is asked to review and comment on the report.**

<i>Officer contact:</i>	
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1.0 BACKGROUND AND SIGNIFICANT ISSUES

- 1.1 The revised Finance Monitoring Report will be at all scheduled substantive Committee meetings (but not reserve dates) to provide the Committee with the opportunity to comment on the financial position of Adults Services.
- 1.2 The Finance Monitoring Report for September is appendix A. This report sets out the financial position of P&C and is the key thing to be reviewed as part of this item. The main report contains these sections:

Section	Item	Description	Page
1	Revenue Executive Summary	High level summary of information: <ul style="list-style-type: none"> • By Directorate • By Committee Significant issues in revenue financial position	2-6
2	Capital Executive Summary	Summary of the position of the Capital programme within P&C	7
3	Savings Tracker Summary	Summary of the latest position on delivery of savings	7
4	Technical Note	Explanation of technical items that are included in some reports	7
5	Key Activity Data	Performance information linking to financial position of main demand-led services	8-12
Appx 1	Service Level Financial Information	Detailed financial tables for P&C's main budget headings	13-15
Appx 2	Service Commentaries	Detailed notes on financial position of services that are predicting not to achieve their budget	16-21
Appx 3	Capital Appendix	This will contain more detailed information about P&C's Capital programme, including funding sources and variances from planned spend.	22-24
<i>The following appendices are not included each month as the information does not change as regularly:</i>			
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the business plan.	25-26
Appx 5	Technical Appendix	Twice yearly, this will contain technical financial information for P&C showing: <ul style="list-style-type: none"> • Grant income received • Budget virements into or out of P&C • Service reserves 	27-29

- 1.3 In particular, in reviewing the financial position of Adults Services, members may wish to focus on these sections:
- Section 1 – providing a summary table for the services that are the responsibility of Adults Committee, and setting out the significant financial issues (replicated below)
 - Section 5 – the key activity data for Adults Services provides information around client numbers and unit costs, which are principle drivers of the financial position
 - Appendices 1 & 2 – these set out the detailed financial projection by service, and provide more detailed commentary for services projecting a significant variance from budget.

- 1.4 The summary position for Adults Services is below. This information is also contained in section 1 of the main FMR, with detailed information by service in appendix 1.

Forecast Variance Outturn (Previous)	Directorate	Net Budget 2019/20	Actual Sept 2019	Forecast Outturn Variance
£000		£000	£000	£000
5,834	Adults & Safeguarding	148,054	90,799	5,441
-1	Adults Commissioning (including Local Assistance Scheme)	16,114	192	-1
5,833	Total Expenditure	164,168	90,991	5,439
0	Grant Funding (including Improved Better Care Fund, Winter Pressures Grant etc.)	-15,138	-6,167	0
-4,739	Expected deployment of grant and other funding to meet pressures			-4,739
1,094	Total	149,030	84,824	700

- 1.5 The significant financial issues for Adults Committee are replicated below from section 1.4.1 of the main report:
- 1.5.1 Similar to councils nationally, cost pressures are faced by adult social care. At the end of September, Adults services are forecast to overspend by £700k, around 0.4% of budget. This is an improvement of £394k from August. Within that, budgets relating to care provision are forecasting a £5.4m overspend, mitigated by around £4.7m of additional funding.
- 1.5.2 There remains a risk of volatility in care cost projections due to the large volume of care being purchased each month, the continuing focus on reduced delayed discharges from the NHS, ongoing negotiations with providers around the rates paid for care, and the continuing implementation of Mosaic (the new social care recording and payments system).
- 1.5.3 **Older People's Services** are forecast to overspend by £4.3m, which is £1m improved from the previous report. The cause of the overspend is predominantly the higher than expected costs of residential and nursing care compared to when budgets were set, in part due to the ongoing focus on discharging people from hospital as quickly as is appropriate. A detailed explanation of the pressures due to prior-year activity was provided to Adults Committee and GPC in the first reports of the financial year, and much of the further in-year pressure is due to the trends in price increases continuing.
- 1.5.4 The improved position is due to a number of changes over the first half of the year, specifically the rising number of people in block placements (which are cheaper), a robust process for negotiating fee uplift requests with providers, and an expectation that contributions will be higher than budgeted in line with higher care costs. Further information can be found in appendix 2, note 3 [of the main FMR]. These trends are mirrored in the similar **Older People Mental Health** cohort.
- 1.5.5 **The Learning Disability Partnership** is forecast to overspend by £588k, with the NHS paying a further £175k as part of the pooled budget. This is a relatively static cohort of service users whose needs have been increasing year on year in line with experiences nationally. Based on changes over the first half of the year, we expect these increases to exceed the level built into budgets. In particular, the cost of young people transitioning into adults is high, linked to rising cost of services for children with high needs. Savings delivery within the LDP is on track to overachieve, which provides some mitigation.

- 1.5.6 **Strategic Management – Adults** contains grant and financing mitigations that are partially offsetting care pressures. Government has continued to recognise pressures on the social care system through the Adult Social Care Precept and a number of ringfenced grants. As well as using these grants to make investments into social care to bolster the social care market, reduce demand on health and social care services and mitigate delayed transfers of care, we are able to hold a portion as a contingency against in-year care pressures. As pressures emerged, this funding is deployed effectively as an underspend against this line.

2.0 BUDGET SUMMARY

- 2.1 The budget in 1.4 above is the net budget, including all sources of income directly received into Adults Services. The below is a high level summary of spend on Adults Services, and the key funding sources. A comparison with 2020/21 will be provided as part of the next business planning paper in December.

£000	2019/20	
Learning Disability Partnership	87,254	
Older People's Care	64,255	
Mental Health Care	18,149	
Strategic Management and Central Services	18,499	
Physical Disabilities Care	12,968	
Commissioning Staff and Key Contracts	11,095	
Prevention & Early Intervention	9,176	
Community Equipment Service	3,266	
Transfers of Care	1,836	
Principal Social Worker Services	1,404	
Autism Care	1,014	
Carers Direct Payments	416	
Local Assistance Scheme	300	
	228,282	
Funded by:		Source
Better Care Fund	-16,112	NHS Cambs. and Peterborough CCG
Improved Better Care Fund Grant	-12,401	Grant - MHCLG
Winter Pressures Grant	-2,324	Grant - MHCLG
Public Health Grant	-69	Department for Health
Other Grants	-345	Various
Social Care Support Grant	-2,656	Grant - MHCLG - allocated by GPC
Corporate funding to mitigate pressures	-1,350	General Purposes Committee - July
NHS pooled budget contributions	-21,704	NHS Cambs. and Peterborough CCG
Client contributions	-23,641	Social care service-users
Core Council funding	-149,030	Council tax, business rates etc.

3.0 ADULTS COMMITTEE – BUDGET LINES

- 3.1 The FMR is for the whole of the P&C Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. The budget lines within Appendix 1 of the main report relevant to Adults Committee are below.

Adults & Safeguarding Directorate	
Strategic Management – Adults	Cross-cutting services including transport. This line also includes expenditure relating to the Better Care Fund, and holds pressure funding allocated from social care grants.
Principal Social Worker, Practice and Safeguarding	Social work practice functions under the Principal Social Worker.
Transfers of Care	Hospital based social work teams
Prevention & Early Intervention	Preventative services, particularly Reablement, Adult Early Help and Technology Enabled Care teams
Autism and Adult Support	Services for people with Autism
Carers	Direct payments to carers
Learning Disability Partnership	
Head of Service	Services for people with learning disabilities. This is a pooled budget with the NHS – the NHS’ contribution appears on the last budget line, so spend on other lines is gross.
LD - City, South and East Localities	
LD - Hunts & Fenland Localities	
LD – Young Adults	
In House Provider Services	
NHS Contribution to Pooled Budget	
Older People and Physical Disability Services	
Physical Disabilities	Services for people requiring physical support, both working age adults and older people
OP - City & South Locality	
OP - East Cambs Locality	
OP - Fenland Locality	
OP - Hunts Locality	
Neighbourhood Cares	Staffing and care costs relating to the Neighbourhood Cares pilot areas.
Mental Health	
Mental Health Central	Services relating to people with mental health needs. Most of this service is delivered by CPFT.
Adult Mental Health Localities	
Older People Mental Health	
Commissioning Directorate	
Strategic Management – Commissioning (shared with other P&C committees)	Costs relating to the Commissioning Director
Local Assistance Scheme	Scheme providing information, advice and one-off practical support and assistance
Adults Commissioning	
Central Commissioning - Adults	A number of discrete contracts and grant that support adult social care, such as Carer Advice, Advocacy and grants to day centres.
Integrated Community Equipment Service	Community equipment contract
Mental Health Commissioning	Contracts relating to housing and community support for people with mental health needs.
Executive Director	
Executive Director (shared with other P&C committees)	Costs relating to the Executive Director for P&C

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 A good quality of life for everyone

4.1.1 There are no significant implications for this priority.

4.2 Thriving place for people to live

4.2.1 There are no significant implications for this priority

4.3 The best start for Cambridgeshire's Children

4.3.1 There are no significant implications for this priority

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

5.1.1 The appended Finance Monitoring Report sets out details of the overall financial position of the P&C Service.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

5.2.1 There are no significant implications within this category.

5.3 Statutory, Risk and Legal Implications

5.3.1 There are no significant implications within this category.

5.4 Equality and Diversity Implications

5.4.1 There are no significant implications within this category.

5.5 Engagement and Consultation Implications

5.5.1 There are no significant implications within this category.

5.6 Localism and Local Member Involvement

5.6.1 There are no significant implications within this category.

5.7 Public Health Implications

5.7.1 There are no significant implications within this category.

Source Documents	Location
As well as presentation of the FMR to the Committee at substantive meetings, the report is made available online each month.	https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/

Service	People and Communities (P&C)
Subject	Finance Monitoring Report – September 2019
Date	11 th October 2019

KEY INDICATORS

Previous Status	Category	Target	Current Status	Section Ref.
Red	Revenue position by Directorate	Balanced year end position	Red	1.2
Green	Capital Programme	Remain within overall resources	Green	2

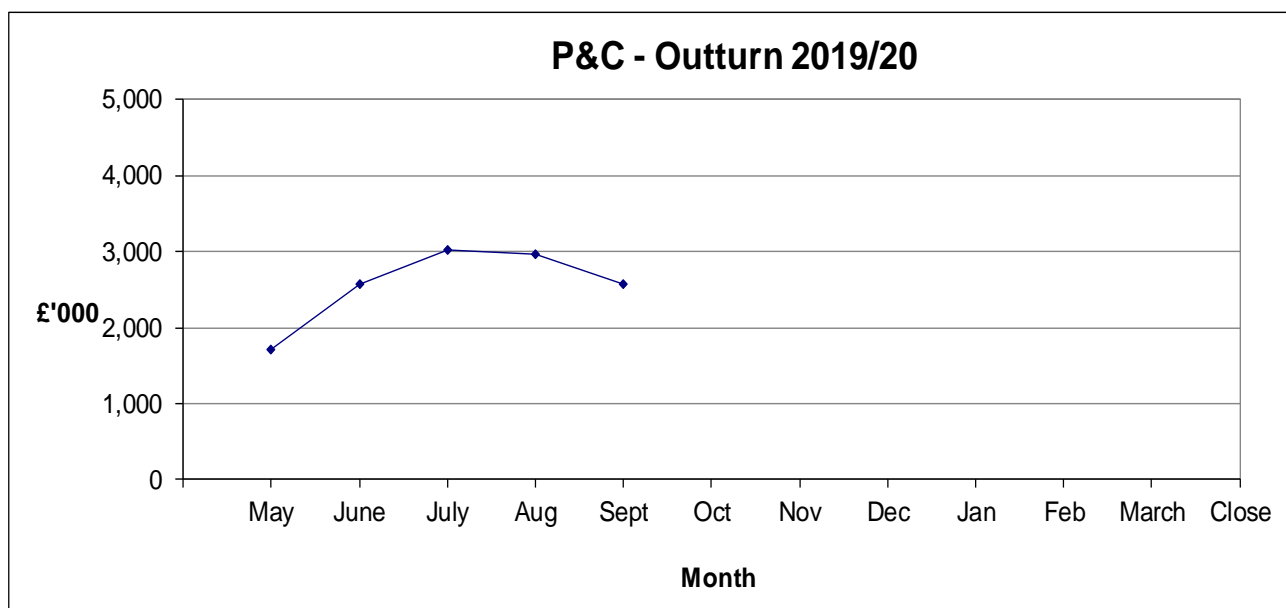
CONTENTS

Section	Item	Description	Page
1	Revenue Executive Summary	High level summary of information: <ul style="list-style-type: none"> • By Directorate • By Committee Narrative on key issues in revenue financial position	2-6
2	Capital Executive Summary	Summary of the position of the Capital programme within P&C	7
3	Savings Tracker Summary	Summary of the latest position on delivery of savings	7
4	Technical Note	Explanation of technical items that are included in some reports	7
5	Key Activity Data	Performance information linking to financial position of main demand-led services	8-12
Appx 1	Service Level Financial Information	Detailed financial tables for P&C's main budget headings	13-15
Appx 2	Service Commentaries	Detailed notes on financial position of services that are predicting not to achieve their budget	16-21
Appx 3	Capital Appendix	This will contain more detailed information about P&C's Capital programme, including funding sources and variances from planned spend.	22-24
<i>The following appendices are not included each month as the information does not change as regularly:</i>			
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the business plan.	25-26
Appx 5	Technical Appendix	Twice yearly, this will contain technical financial information for P&C showing: <ul style="list-style-type: none"> • Grant income received • Budget virements into or out of P&C • Service reserves 	27-29

1. Revenue Executive Summary

1.1 Overall Position

People and Communities is forecasting an overspend of £2,578k at the end of September, a decrease of £394k since August.



1.2 Summary of Revenue position by Directorate

Forecast Variance Outturn (Previous) £000	Directorate	Budget 2019/20 £000	Actual £000	Outturn Variance £000	Outturn Variance %
1,095	Adults & Safeguarding	148,054	90,799	702	0.5%
649	Commissioning	41,984	12,226	649	1.5%
178	Communities & Safety	12,805	5,686	178	1.4%
750	Children & Safeguarding	59,852	29,838	750	1.3%
7,300	Education	90,029	42,883	7,300	8.1%
0	Executive Director	1,543	372	0	0.0%
9,972	Total Expenditure	354,267	181,805	9,578	2.7%
-7,000	Grant Funding	-91,539	-47,030	-7,000	7.6%
2,972	Total	262,728	134,775	2,578	1.0%

1.3 Summary by Committee

P&C's services are overseen by different committees – these tables provide committee-level summaries of services' revenue financial positions.

1.3.1 Adults Committee

Forecast Variance Outturn (Previous)	Directorate	Budget 2019/20	Actual Sept 2019	Forecast Outturn Variance
£000		£000	£000	£000
5,834	Adults & Safeguarding	148,054	90,799	5,441
-1	Adults Commissioning (including Local Assistance Scheme)	16,114	192	-1
5,833	Total Expenditure	164,168	90,991	5,439
0	Grant Funding (including Better Care Fund, Winter Pressures Grant etc.)	-15,138	-6,167	0
-4,739	Expected deployment of grant and other funding to meet pressures			-4,739
1,094	Total	149,030	84,824	700

1.3.2 Children and Young People Committee

Forecast Variance Outturn (Previous)	Directorate	Budget 2019/20	Actual Sept 2019	Forecast Outturn Variance
£000		£000	£000	£000
650	Children's Commissioning	29,708	12,995	650
-0	Communities & Safety - Youth Offending Service	2,163	828	-0
0	Communities & Safety - Central Integrated Youth Support Services	1,399	540	-0
750	Children & Safeguarding	59,852	29,838	750
7,300	Education	88,330	42,174	7,300
0	Executive Director (Exec D and Central Financing)	1,543	372	0
8,700	Total Expenditure	182,996	86,747	8,700
-7,000	Grant Funding (including Dedicated Schools Grant etc.)	-74,066	-39,694	-7,000
1,700	Total	108,929	47,053	1,700

1.3.3 Community and Partnerships Committee

Forecast Variance Outturn (Previous)	Directorate	Budget 2019/20	Actual Sept 2019	Forecast Outturn Variance
£000		£000	£000	£000
0	Strategic Management - Communities & Safety	15	68	0
0	Safer Communities Partnership	880	791	0
0	Strengthening Communities	495	215	-0
0	Adult Learning and Skills	2,438	607	0
0	Trading Standards	694	309	0
178	Cultural & Community Services	4,721	2,328	178
178	Total Expenditure	9,242	4,319	178
0	Grant Funding (including Dedicated Schools Grant etc.)	-2,334	-1,169	0
178	Total	6,908	3,149	178

1.4 Significant Issues

Within People and Communities, the major savings agenda continues with £75m of savings required across the Council between 2019 and 2024. P&C budgets are facing increasing pressures from rising demand and changes in legislation, with the directorate's budget increasing by around 3% in 2019/20.

At the end of September 2019, the overall P&C position is an overspend of £2,578k, around 1.0% of budget. This is a decrease of around £400k from August.

The projected overspend are concentrated in adult social care, children in care and education – these key areas are summarized below. Appendix 1 provides the detailed financial information by service, and appendix 2 provides a narrative from those services projecting a significant variance against budget.

1.4.1 Adults

Similar to councils nationally, cost pressures are faced by adult social care. At the end of September, Adults services are forecast to overspend by £700k, around 0.4% of budget. This is an improvement of £394k from August. Within that, budgets relating to care provision are forecasting a £5.4m overspend, mitigated by around £4.7m of additional funding.

There remains a risk of volatility in care cost projections due to the large volume of care being purchased each month, the continuing focus on reduced delayed discharges from the NHS, ongoing negotiations with providers around the rates paid for care, and the continuing implementation of Mosaic (the new social care recording and payments system).

Older People's Services are forecast to overspend by £4.3m, which is £1m improved from the previous report. The cause of the overspend is predominantly the higher than expected costs of residential and nursing care compared to when budgets were set, in part due to the ongoing focus on discharging people from hospital as quickly as is appropriate. A detailed explanation of the pressures due to prior-year activity was provided to Adults Committee and GPC in the first reports of the financial year, and much of the further in-year pressure is due to the trends in price increases continuing.

The improved position is due to a number of changes over the first half of the year, specifically the rising number of people in block placements (which are cheaper), a robust process for negotiating fee uplift requests with providers, and an expectation that contributions will be higher than budgeted in line with higher care costs. Further information can be found in [appendix 2, note 3](#). These trends are mirrored in the similar **Older People Mental Health** cohort.

The Learning Disability Partnership is forecast to overspend by £588k, with the NHS paying a further £175k as part of the pooled budget. This is a relatively static cohort of service users whose needs have been increasing year on year in line with experiences nationally. Based on changes over the first half of the year, we expect these increases to exceed the level built into budgets. In particular, the cost of young people transitioning into adults is high, linked to rising cost of services for children with high needs. Savings delivery within the LDP is on track to overachieve, which provides some mitigation.

Strategic Management – Adults contains grant and financing mitigations that are partially offsetting care pressures. Government has continued to recognise pressures on the social care system through the Adult Social Care Precept and a number of ringfenced grants. As well as using these grants to make investments into social care to bolster the social care market, reduce demand on health and social care services and mitigate delayed transfers of care, we are able to hold a portion as a contingency against in-year care pressures. As pressures emerged, this funding is deployed effectively as an underspend against this line.

1.4.2 Children's

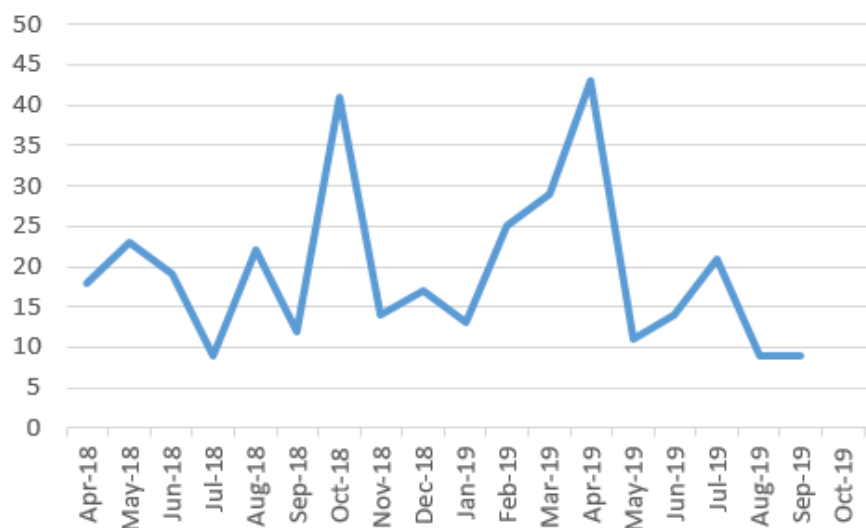
Children in Care is anticipating a pressure of c£350k across Unaccompanied Asylum Seeking Children budgets (£200k) and Supervised Contact (£150k). These pressures are offset in part by a forecast underspend across Fostering and the Corporate Parenting Teams. The service is working to mitigate these pressures by reviewing all applicable arrangements in order to attempt to bring into line with the amount of government funding available.

Children in Care Placements is forecasting a year end overspend of £650k, following an additional budget allocation of £350k as approved by GPC and the application of £400k of additional social care grant. Recent activity in relation to gang related crime has resulted in additional high cost secure placements being required. In addition, despite a decrease in the numbers of children in care they still remain above budgeted levels.

Significant work is underway to reduce high cost placements, however the placement market is saturated, with IFA providers having no vacancies which results in children going into higher cost residential placements. We are seeing a net increase in, in-house fostering placements which is contributing towards planned savings.

Legal Proceedings is forecasting a £400k overspend. This is directly linked to the number of care proceedings per month which increased by 72% for the period Feb to Apr 19 compared to the preceding 10 months. There are currently (end Sep) 167 live care proceedings, and whilst we have seen reductions in live proceedings (183 end July) legacy cases and associated costs are still working through the system and causing significant pressure on the legal budget. The spike in proceedings is related to the new model of specialist teams, and greater scrutiny and management oversight. This has resulted in the identification of children for whom more urgent action was required. This is an illustration of the way in which the new model will improve services and outcomes in general. Following legal orders we are able to move to securing permanency for children. The expectation is that reductions in live proceedings will continue, further mitigating the overall pressure.

Care Proceedings



1.4.3 Education

Home to School Transport – Special is forecasting an overspend of £300k. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs.

Dedicated Schools Grant (DSG) – Initial in-year pressures have been forecast for a number of DSG funded High Needs Block budgets including funding for special schools and units, top-up funding for mainstream schools and Post-16 provision, and out of school tuition. As previously reported In 2018/19 we saw a total DSG overspend across SEND services of £8.7m which, combined with underspends on other DSG budgets, led to a deficit of £7.2m carried forward into 2019/20. Given the ongoing increase in numbers of pupils with EHCPs it is likely that a similar overspend will occur in 2019/20, however this will become clearer as we move towards the start of the new academic year and planned actions to deliver savings are implemented. Current estimates forecast an in-year pressure of approximately £7m. This is a ring-fenced grant and as such overspends do not currently affect the Council's bottom line but are carried forward as a deficit balance into the next year.

1.4.4 Communities and Safety

Coroners is forecasting a pressure of £235k. This is due to the increasing complexity of cases being referred to the coroner that require inquest and take time to conclude, requiring more specialist reports and advice and the recruitment of additional staff to complete investigations and prevent backlogs of cases building up. The cost of essential contracts for body storage, pathology, histology and toxicology has also increased.

2. Capital Executive Summary

2019/20 In Year Pressures/Slippage

At the end of September 2019 the capital programme forecast underspend continues to be zero. The level of slippage and underspend in 2019/20 is currently anticipated to be £6.55m and as such has not yet exceeded the revised Capital Variation Budget of £13.4m. A forecast outturn will not be reported unless this happens.

Details of the currently forecasted capital variances can be found in appendix 3.

3. Savings Tracker Summary

The savings tracker is produced quarterly, and will be included in the FMR once per quarter. The tracker at the end of quarter 2 is included as appendix 4, with a summary position of:

Committee	Number of Savings	Total Original Savings £000	Total Forecast Savings £000	Total Variance £000
Adults	9	-6,782	-6,810	-28
C&P	2	-60	-60	0
C&YP	14	-3,419	-3,404	15
Adults & CYP	1	-583	-321	262
TOTAL	26	-10,844	-10,595	249

Furhter information and commentary for each saving can be found in appendix 4.

4. Technical note

On a biannual basis, a technical financial appendix will be includes as appendix 5. This appendix will cover:

- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) into or out of P&C from other services (but not within P&C), to show why the budget might be different from that agreed by Full Council
- Service reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

5. Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

5.1 Children and Young People

5.1.1 Key activity data to September 2019 for **Children in Care Placements** is shown below:

Service Type	BUDGET				ACTUAL (Sept)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements Sept 19	Yearly Average	Forecast Outturn	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	3	£425k	52	2,980.70	3	2.94	£386k	2,672.29	-0.06	-£40k	-308.41
Residential - secure accommodation	1	£376k	52	5,872.95	1	2.20	£731k	6,041.61	1.20	£355k	168.66
Residential schools	19	£2,836k	52	2,804.78	15	16.20	£1,778k	2,055.41	-3.24	-£1,058k	-749.37
Residential homes	33	£6,534k	52	3,704.67	39	36.17	£6,863k	3,977.81	3.17	£328k	273.14
Independent Fostering	240	£11,173k	52	798.42	296	299.41	£12,811k	836.17	59.53	£1,637k	37.75
Supported Accommodation	26	£1,594k	52	1,396.10	22	20.80	£1,507k	1,357.09	-5.48	-£87k	-39.01
16+	7	£130k	52	351.26	12	7.10	£301k	489.50	-0.02	£171k	138.24
Growth/Replacement	-	£k	-	-	-	-	£237k	-	-	£237k	-
Additional one off budget/actuals	-	£750k	-	-	-	-	-£144k	-	-	-£894k	-
Mitigations required	0	£k	0	0.00	0	0.00	£k	0.00	-	£k	0.00
TOTAL	330	£23,819k			388	384.82	£24,469k		55.09	£650K	
In-house fostering - Basic	205	£2,125k	56	179.01	196	196.34	£1,991k	175.11	-8.66	-£134k	-3.90
In-house fostering - Skills	205	£1,946k	52	182.56	212	210.18	£1,975k	192.69	5.18	£29k	10.13
Kinship - Basic	40	£425k	56	189.89	44	43.31	£467k	186.57	3.31	£42k	-3.32
Kinship - Skills	10	£35k	52	67.42	15	12.50	£33k	64.07	2.5	-£2k	-3.35
TOTAL	245	£4,531k			240	239.65	£4,467k		-5.35	-£65k	
Adoption Allowances	107	£1,107k	52	198.98	106	106.36	£1,156k	200.76	-0.64	£49k	12.14
Special Guardianship Orders	307	£2,339k	52	142.30	271	265.00	£2,070k	141.48	-42	-£268k	-2.75
Child Arrangement Orders	88	£703k	52	153.66	88	88.46	£718k	155.42	0.46	£14k	1.76
Concurrent Adoption	5	£91k	52	350.00	0	0.27	£2k	140.00	-4.73	-£89k	-210.00
TOTAL	507	£4,240k			465	463.81	£3,945k		-0.64	-£295k	
OVERALL TOTAL	1,082	£32,590k			1093	1,088.28	£32,881k		49.10	£291k	

NOTE: In house Fostering and Kinship basic payments fund 56 weeks as carers receive two additional weeks payment during the Summer holidays, one additional week payment at Christmas and a birthday payment.

5.1.2 Key activity data to the end of September 2019 for **SEN Placements** is shown below:

BUDGET				ACTUAL (Sept 19)				VARIANCE			
Ofsted Code	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No of placements Sept 19	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	102	£6,218k	£61k	95	97.04	£5,895k	£61k	-7	-4.96	£-323k	£k
Hearing Impairment (HI)	3	£117k	£39k	3	3.00	£120k	£40k	0	0.00	£3k	£1k
Moderate Learning Difficulty (MLD)	10	£200k	£20k	8	7.05	£408k	£58k	-2	-2.95	£207k	£38k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£-75k	£k
Physical Disability (PD)	5	£89k	£18k	5	4.94	£198k	£40k	0	-0.06	£109k	£22k
Profound and Multiple Learning Difficulty (PMLD)	1	£68k	£68k	1	1.00	£67k	£67k	0	0.00	£-1k	£-1k
Social Emotional and Mental Health (SEMH)	45	£2,013k	£45k	37	37.72	£2,148k	£57k	-8	-7.28	£135k	£12k
Speech, Language and Communication Needs (SLCN)	3	£138k	£46k	4	4.00	£247k	£62k	1	1.00	£109k	£16k
Severe Learning Difficulty (SLD)	5	£445k	£89k	5	5.34	£431k	£81k	0	0.34	£-14k	£-8k
Specific Learning Difficulty (SPLD)	4	£138k	£35k	5	3.92	£195k	£50k	1	-0.08	£56k	£15k
Visual Impairment (VI)	2	£73k	£36k	3	2.59	£96k	£37k	1	0.59	£23k	£1k
Growth	-	£k	-	-	-	£-231k	-	-	-	£-231k	-
Recoupment	-	-	-	0	0.00	£k	£k	-	-	£k	£k
TOTAL	181	£9,573k	£53k	166	166.60	£9,573k	£59k	-15	-14.40	£k	£6k

5.2 Adults

In the following key activity data for Adults & Safeguarding, the information given in each column is as follows:

- Budgeted number of care packages: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual care packages and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and average cost

A consistent format is used to aid understanding, and where care types are not currently used in a particular service those lines are greyed out.

The direction of travel compares the current month's figure with the previous months.

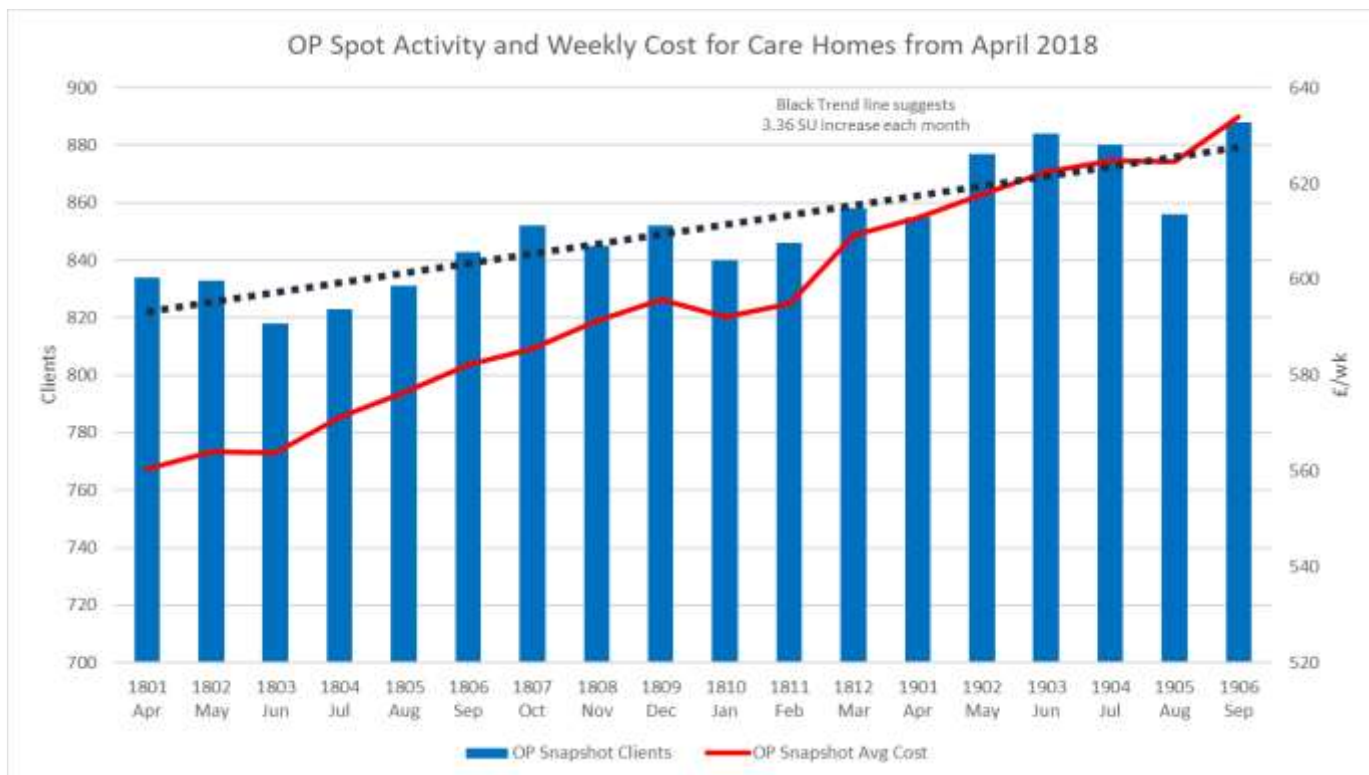
5.2.1 Key activity data to end of September 2019 for the Learning Disability Partnership is shown below:

Learning Disability Partnership	BUDGET			ACTUAL (September 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages T	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	274	£1,510	£21,788k	263	↓	£1,603	↔	£22,423k	↓	£635k
~ Residential Dementia										
~ Nursing	7	£1,586	£431k	6	↔	£1,478	↔	£476k	↑	£44k
~ Nursing Dementia										
~ Respite			£430k					£412k		-£18k
Community based										
~ Supported Living	411	£1,202	£26,869k	416	↑	£1,224	↔	£27,432k	↑	£563k
~ Direct payments	415	£404	£9,365k	421	↔	£405	↔	£9,196k	↑	-£169k
~ Live In Care	14	£1,953	£k	14	↔	£1,943	↔	£k		£k
~ Day Care	469	£136	£3,481k	514	↑	£142	↔	£3,539k	↑	£58k
~ Other Care	175	£68	£761k	179	↑	£75	↔	£789k	↑	£28k
			£k					£k		
~ Homecare	474		£10,469k	401				£9,782k	↓	-£687k
Total In Year Expenditure			£73,594k					£74,048k		£455k
Care Contributions			-£3,407k					-£3,463k	↑	-£55k
Health Income										
Total In Year Income			-£3,407k					-£3,463k		-£55k
Further savings included within forecast										£k
Forecast total in year care costs										£399k

The LDP includes service-users that are fully funded by the NHS, who generally have very high needs and therefore costly care packages

5.2.2 Key activity data to the end of September 2019 for Older People's (OP) Services is shown below:

Older People	BUDGET			ACTUAL (September 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages T	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T	Variance
Accommodation based										
~ Residential	446	£551	£11,432k	429	↑	£561	↑	£13,440k	↑	£2,008k
~ Residential Dementia	432	£586	£12,884k	417	↑	£603	↑	£14,052k	↑	£1,168k
~ Nursing	289	£643	£9,948k	273	↓	£648	↑	£9,902k	↑	-£45k
~ Nursing Dementia	113	£753	£4,391k	122	↑	£806	↑	£5,509k	↑	£1,118k
~ Respite			£1,733k					£1,659k	↑	-£75k
Community based										
~ Supported Living	116		£4,632k	110	↓			£4,717k	↓	£85k
~ Direct payments	208	£287	£3,185k	197	↓	£285	↑	£2,994k	↓	-£191k
~ Live In Care	27	£779	£933k	28	↑	£794	↓	£1,200k	↑	£266k
~ Day Care	43	£82	£833k	26	↑	£104	↓	£843k	↑	£10k
~ Other Care	6	£31	£57k	5	↔	£34	↔	£158k	↓	£101k
~ Homecare	1,127	Per Hour £16.43	£11,621k	1,011	↓	Per Hour £16.75	↑	£11,551k	↑	-£70k
Total In Year Expenditure			£61,648k					£66,024k		£4,375k
Care Contributions			-£17,857k					-£19,718k	↓	-£1,862k
Health Income			-£86k					-£86k	↔	£k
Total In Year Income			-£17,943k					-£19,805k		-£1,862k
Inflation and uplifts			£1,281k					£1,006k	↓	-£275k
Forecast total in year care costs			£44,987k					£47,226k		£2,239k



5.2.3 Key activity data to the end of September 2019 for Physical Disabilities (OP) Services is shown below:

Physical Disabilities	BUDGET			ACTUAL (September 19)				Forecast		
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D T	Current Average Unit Cost (per week)	D T	Forecast Actual	D T	Variance
Accommodation based										
~ Residential	41	£786	£1,679k	37	↑	£1,035	↓	£1,907k	↑	£228k
~ Residential Dementia	1	£620	£32k	2	↔	£685	↔	£59k	↔	£27k
~ Nursing	31	£832	£1,350k	27	↑	£1,002	↓	£1,417k	↑	£67k
~ Nursing Dementia	1	£792	£41k	1	↔	£792	↔	£41k	↔	£k
~ Respite			£220k					£167k	↓	-£53k
Community based										
~ Supported Living	7	£774	£258k	67	↑	£560	↔	£263k	↓	£5k
~ Direct payments	288	£357	£4,908k	269	↓	£368	↑	£4,646k	↑	-£262k
~ Live In Care	29	£808	£1,269k	28	↑	£847	↑	£1,246k	↑	-£24k
~ Day Care	48	£70	£177k	41	↓	£70	↑	£151k	↓	-£26k
~ Other Care	4	£39	£4k	3	↔	£49	↔	£7k	↓	£3k
~ Homecare	257	Per Hour £16.37	£2,719k	234	↓	Per Hour £16.81	↔	£2,666k	↓	-£54k
Total In Year Expenditure			£12,657k					£12,570k		-£87k
Care Contributions			-£1,062k					-£1,260k	↓	-£198k
Health Income			-£561k					-£561k	↔	£k
Total In Year Income			-£1,623k					-£1,821k		-£198k
Inflation and Uplifts			£203k					£203k	↓	£k
Forecast total in year care costs			£11,237k					£10,952k		-£285k

5.2.4 Key activity data to the end of September 2019 for Older People Mental Health (OPMH) Services is shown below:

Older People Mental Health	BUDGET			ACTUAL (September 19)				Forecast	
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T Variance
Accommodation based									
~Residential	25	£528	£691k	25	↔	£620	↑	£813k	↓ £122k
~Residential Dementia	23	£539	£648k	26	↔	£597	↑	£780k	↑ £132k
~Nursing	25	£638	£833k	22	↔	£700	↔	£837k	↑ £4k
~Nursing Dementia	80	£736	£3,079k	74	↔	£817	↑	£3,121k	↑ £42k
~Respite	1	£137	£7k	0	↔	£0	↔	£k	↔ -£7k
Community based									
~Supported Living	5	£212	£55k	4	↔	£489	↔	£144k	↑ £89k
~Direct payments	7	£434	£149k	8	↔	£327	↔	£147k	↔ -£2k
~Live In Care	2	£912	£95k	4	↔	£1,130	↔	£263k	↑ £168k
~Day Care	2	£37	£4k	4	↑	£58	↑	£4k	↔ £k
~Other Care	0	£0	£k	0	↔	£0	↔	£25k	↑ £25k
~Homecare	42	Per Hour £16.49	£406k	40	↓	Per Hour £17.45	↑	£397k	↓ -£9k
Total In Year Expenditure			£5,967k					£6,532k	£565k
Care Contributions			-£851k					-£837k	↑ £14k
Health Income			£k					£k	↔ £k
Total In Year Income			-£851k					-£837k	£14k
Inflation Funding to be applied			£184k					£163k	-£21k
Forecast total in year care costs			£5,300k					£5,858k	£558k

5.2.5 Key activity data to end of September 2019 for Adult Mental Health Services is shown below:

Adult Mental Health	BUDGET			ACTUAL (September 19)				Forecast	
Service Type	Expected No. of Care Packages 2019/20	Budgeted Average Unit Cost (per week)	Annual Budget	Current Care Packages	D o T	Current Average Unit Cost (per week)	D o T	Forecast Actual	D o T Variance
Accommodation based									
~Residential	58	£654	£1,984k	56	↔	£714	↑	£2,093k	↑ £109k
~Residential Dementia	5	£743	£194k	6	↔	£776	↔	£238k	↔ £44k
~Nursing	16	£612	£512k	14	↔	£653	↑	£476k	↑ -£36k
~Nursing Dementia	1	£624	£33k	1	↔	£629	↔	£33k	↓ £k
~Respite	0	£0	£k	0	↔	£0	↔	£k	↔ £k
Community based									
~Supported Living	123	£162	£1,041k	120	↓	£119	↓	£860k	↑ -£181k
~Direct payments	9	£355	£167k	13	↑	£312	↓	£220k	↓ £53k
~Live In Care	0	£0	£k	2	↑	£695	↑	£26k	↔ £26k
~Day Care	2	£77	£8k	3	↔	£47	↔	£9k	↔ £1k
~Other Care	1	£152	£8k	0	↔	£0	↔	£19k	↑ £11k
~Homecare	140	£80.00	£586k	58	↓	£120.24	↑	£548k	↓ -£38k
Total In Year Expenditure			£4,533k					£4,522k	-£11k
Care Contributions			-£396k					-£392k	↑ £4k
Health Income			-£22k					£k	£22k
Total In Year Income			-£418k					-£392k	£26k
Inflation Funding to be applied			£k					£k	
			£134k					£97k	-£37k
Forecast total in year care costs			£4,249k					£4,227k	-£22k

APPENDIX 1 – P&C Service Level Financial Information

Forecast Outturn Variance (August) £'000	Service		Budget 2019/20 £'000	Actual September 2019 £'000	Outturn Variance £'000 %	
Adults & Safeguarding Directorate						
-4,697	1	Strategic Management - Adults	-1,620	7,724	-4,700	-290%
0		Transfers of Care	1,836	1,078	0	0%
73		Prevention & Early Intervention	8,824	5,196	48	1%
0		Principal Social Worker, Practice and Safeguarding	1,404	781	0	0%
64		Autism and Adult Support	987	379	6	1%
0		Carers	416	74	0	0%
<u>Learning Disability Partnership</u>						
0		Head of Service	5,781	2,684	0	0%
0	2	LD - City, South and East Localities	35,304	17,442	-24	0%
0	2	LD - Hunts & Fenland Localities	28,298	13,366	432	2%
0	2	LD - Young Adults	7,921	3,755	300	4%
0	2	In House Provider Services	6,396	3,298	55	1%
0	2	NHS Contribution to Pooled Budget	-19,109	-4,777	-175	-1%
0		Learning Disability Partnership Total	64,591	35,769	588	1%
<u>Older People and Physical Disability Services</u>						
32		Physical Disabilities	11,906	6,820	32	0%
1,890	3	OP - City & South Locality	20,610	10,921	263	1%
1,093	3	OP - East Cambs Locality	6,456	3,720	829	13%
1,188	3	OP - Fenland Locality	7,977	4,712	996	12%
1,128	3	OP - Hunts Locality	10,714	6,656	2,125	20%
19	3	Neighbourhood Cares	748	409	105	14%
5,425		Older People's and Physical Disabilities Total	58,411	33,238	4,351	7%
<u>Mental Health</u>						
-158	4	Mental Health Central	1,973	1,072	-158	-8%
-15	4	Adult Mental Health Localities	5,445	2,542	54	1%
477	4	Older People Mental Health	5,788	2,946	513	9%
304		Mental Health Total	13,205	6,561	409	3%
1,095		Adult & Safeguarding Directorate Total	148,054	90,799	702	0%
Commissioning Directorate						
0		Strategic Management –Commissioning	11	625	0	0%
0		Access to Resource & Quality	1,795	774	0	0%
-6		Local Assistance Scheme	300	143	-6	-2%
<u>Adults Commissioning</u>						
118	5	Central Commissioning - Adults	11,095	-3,394	118	1%
0		Integrated Community Equipment Service	1,024	1,469	0	0%
-113	6	Mental Health Commissioning	3,696	1,974	-113	-3%
5		Adults Commissioning Total	15,814	49	5	0%

Forecast Outturn Variance (August) £'000		Service	Budget 2019/20 £'000	Actual September 2019 £'000	Outturn Variance £'000 %	
		<u>Childrens Commissioning</u>				
650	7	Children in Care Placements	23,819	10,505	650	3%
-0		Commissioning Services	245	131	-0	0%
650		Childrens Commissioning Total	24,064	10,636	650	3%
649		Commissioning Directorate Total	41,984	12,226	649	2%
		Communities & Safety Directorate				
0		Strategic Management - Communities & Safety	15	68	0	0%
-0		Youth Offending Service	2,163	828	-0	0%
0		Central Integrated Youth Support Services	1,399	540	-0	0%
0		Safer Communities Partnership	880	791	0	0%
0		Strengthening Communities	495	215	-0	0%
0		Adult Learning & Skills	2,438	607	0	0%
0		Trading Standards	694	309	0	0%
0		Community & Safety Total	8,084	3,358	-0	0%
-0		Strategic Management - Cultural & Community Services	163	81	-0	0%
0		Public Library Services	3,409	1,679	0	0%
0		Cultural Services	107	-24	0	0%
0		Archives	440	204	0	0%
-57		Registration & Citizenship Services	-516	-372	-57	-11%
235	8	Coroners	1,117	760	235	21%
178		Cultural & Community Services Total	4,721	2,328	178	4%
178		Communities & Safety Directorate Total	12,805	5,686	178	1%
		Children & Safeguarding Directorate				
0		Strategic Management – Children & Safeguarding	3,292	1,994	0	0%
-0		Partnerships and Quality Assurance	2,241	1,048	-0	0%
350	9	Children in Care	15,760	8,821	350	2%
0		Integrated Front Door	1,974	1,143	0	0%
-0		Children's Disability Service	6,590	3,757	-0	0%
-0		Children's Centre Strategy	29	-3	-0	0%
0		Support to Parents	1,749	503	0	0%
-0		Adoption Allowances	5,772	2,634	-0	0%
400	10	Legal Proceedings	1,970	1,088	400	20%
		<u>District Delivery Service</u>				
0		Safeguarding Hunts and Fenland	3,741	1,922	0	0%
-0		Safeguarding East + South Cambs & Cambridge	6,773	2,268	-0	0%
0		Early Help District Delivery Service –North	5,345	2,304	0	0%
-0		Early Help District Delivery Service – South	4,616	2,359	-0	0%
-0		District Delivery Service Total	20,475	8,852	-0	0%
750		Children & Safeguarding Directorate Total	59,852	29,838	750	1%

Forecast Outturn Variance (August) £'000	Service	Budget 2019/20 £'000	Actual September 2019 £'000	Outturn Variance £'000 %	
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Education Directorate

0	Strategic Management - Education	3,763	-1,557	0	0%
0	Early Years' Service	2,122	1,009	0	0%
0	Schools Curriculum Service	166	42	0	0%
0	Schools Intervention Service	969	520	0	0%
-0	Schools Partnership service	537	766	-0	0%
0	Teachers' Pensions & Redundancy	2,910	1,006	0	0%

SEND Specialist Services (0-25 years)

0	SEND Specialist Services	8,768	5,094	0	0%
3,000	¹¹ Funding for Special Schools and Units	16,849	9,126	3,000	18%
2,500	¹¹ High Needs Top Up Funding	17,100	9,690	2,500	15%
0	Special Educational Needs Placements	9,973	6,545	0	0%
1,500	¹¹ Out of School Tuition	1,519	1,230	1,500	99%
7,000	SEND Specialist Services (0 - 25 years) Total	54,208	31,685	7,000	13%

Infrastructure

-0	0-19 Organisation & Planning	4,068	2,488	0	0%
0	Early Years Policy, Funding & Operations	94	14	0	0%
0	Education Capital	178	90	0	0%
300	¹² Home to School Transport – Special	9,821	2,945	300	3%
0	Children in Care Transport	2,005	713	0	0%
0	Home to School/College Transport – Mainstream	9,189	3,163	0	0%
300	0-19 Place Planning & Organisation Service Total	25,355	9,412	300	1%

7,300	Education Directorate Total	90,029	42,883	7,300	8%
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Executive Director

0	Executive Director	1,452	356	0	0%
0	Central Financing	91	16	0	0%

0	Executive Director Total	1,543	372	0	0%
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9,972	Total	354,267	181,805	9,578	3%
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Grant Funding

-7,000	¹³ Financing DSG	-61,163	-34,082	-7,000	-11%
0	Non Baselined Grants	-30,375	-12,949	0	0%

-7,000	Grant Funding Total	-91,539	-47,030	-7,000	8%
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2,972	Net Total	262,728	134,775	2,578	1%
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APPENDIX 2 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater for a service area.

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
1) Strategic Management – Adults	-1,620	7,724	-4,700	-290%
<p>Around £3.4m of grant funding has been applied to partially mitigate opening pressures in Older People's Services detailed in note 3 below, in line with one of the purposes of the grant funding, in addition to a number of other underspends in the services within this budget heading.</p> <p>A further £1.35m of in-year funding was agreed by GPC in July 2019 and applied to this line to provide further mitigation to cost pressures.</p>				
2) Learning Disability Partnership	58,810	33,084	588	1%
<p>An overspend of £763k is forecast against the Learning Disability Partnership (LDP). According to the risk sharing arrangements of the LDP pooled budget, the proportion of the overspend that is attributable to the council is <u>£588k</u>.</p> <p>Total new savings of £950k are budgeted in 2019/20 in addition to the LDP share of the adult's positive challenge saving of £562k. These comprise the business plan target of £700k and a funnel saving of £250k relating to additional reassessments to be carried out by locality teams. Currently delivery of these savings is on track.</p> <p>However, demand pressures have been higher than anticipated and have exceeded the demand funding allocated to the budget thus far. This is despite much positive work that has been carried out to maintain a stable number of service users. Particular pressures have been seen on the budgets for residential care and supported living, despite service user numbers in these provisions being stable or decreasing. This reflects the increasing cost of packages, particularly for service users with complex and increasing needs, which we have a statutory duty to meet.</p> <p>New packages and package increases are scrutinised by panel and where possible opportunities to support people in alternative ways are being pursued. Referrals to Technology Enabled Care for LDP service users have increased in 2019/20.</p>				
3) Older People's Services	46,565	26,418	4,319	9%
<p>An overspend of £4,319k is forecast for Older People's Services, which is a reduction of £1.0m from the position reported last month. The overall forecast reflects the full-year effect of the overspend in 2018/19 and additional pressures expected to emerge over the course of 2019/20. The full-year-effect of the pressures that emerged in 2018/19 is £2.8m.</p> <p>It was reported during 2018/19 that the cost of providing care was generally increasing, with the unit costs of most types of care increasing month-on-month and the number of people requiring residential care was also going up. The focus on discharging people from hospitals as quickly as possible to alleviate pressure on the broader health and social care system can result in more expensive care for people, at least in the shorter-term, and can result in the Council funding care placements that were appropriate for higher levels of need at point of discharge through the accelerated discharge process.</p> <p>Residential placements are typically £50 per week more than 12 months ago (8%), and nursing placements are typically around £100 per week more expensive (15%). Within this, there was a particularly stark increase particularly in nursing care in the last half of 2018/19 – around 75% of the increase seen in a nursing bed cost came between November and March, and so the full impact was not known when business planning was being undertaken by committees. The number of people in residential and nursing care increased over 2018/19 but around 30% more than anticipated, again concentrated in the second half of the year.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Older People's Services continued <p>This trend is continuing into 2019/20. We are including an estimate in the forecast of the additional pressure that will be seen by year end as a result of the upwards trend in price and service user numbers, particularly in residential and nursing care (£2.2m).</p> <p>Recent work undertaken through the Care Homes project to expand residential and nursing home block capacity and increase utilisation rates is helping to manage the financial impact of the continuing rise in demand for bed-based care. This, in conjunction with a robust approach to negotiating uplifts with providers has resulted in the improved forecast position.</p> <p>The total savings expectation in this service for 2019/20 is £3.1m, and this is expected to be delivered in full through the Adults Positive Challenge Programme of work, designed to reduce demand, for example through a reablement expansion and increasing technology enabled care to maintain independence.</p> <p>In addition to the work embodied in the Adults Positive Challenge Programme to intervene at an earlier stage so the need for care is reduced or avoided, work is ongoing within the Council to bolster the domiciliary care market, and the broader care market in general:</p> <ul style="list-style-type: none"> Providers at risk of failure are provided with some intensive support to maximise the continuity of care that they provide; The Reablement service has been greatly expanded and has a role as a provider of last resort for care in people's homes 				
4) Mental Health Services	13,205	6,561	409	3%
<p>Mental Health Services are forecasting an overspend of £409k on operational budgets, which is an increase of £105k from the position reported last month. Rising placement numbers for elderly mental health bed-based care at increasing unit costs is creating a pressure on budgets over and above the level of demand funding allocated, and this trend is continuing on a month-to-month basis.</p> <p>Mitigation of £113k has been identified in Mental Health Commissioning.</p>				
5) Central Commissioning - Adults	11,095	-3,394	118	1%
<p>An overspend of £118k is forecast on Central Commissioning Adults.</p> <p>This is due to a delay in the realisation of savings on the Housing Related Support contracts; some contracts have been extended until the service is retendered. The full saving is still forecast to be delivered by 2021/22 and work is ongoing as to how best to deliver this service. The in-year pressure on housing related support is £274k, however, this has been mitigated in part, including a £48k saving from retendering the block cars contract for domiciliary care.</p>				
6) Mental Health Commissioning	3,696	1,974	-113	-3%
<p>Mental Health Commissioning is forecasting an underspend of £113k. There is an in-year windfall as a result of credits due from two external providers relating to prior year activity (£90k). Additionally, a number of efficiencies have been achieved against current year contracts. Whilst these only have a relatively immaterial impact on the 2019/20 financial position, any ongoing efficiencies will be factored in to Business Planning for 2020/21 onwards.</p>				
7) Children in Care Placements	23,819	10,505	650	3%
<p>The revised Children in Care Placements outturn forecast is a £650k overspend. This is following an additional budget allocation of £350k as approved by GPC and the application of £400k of additional social care grant. Actual commitments are forecast to exceed this, as a result of:</p> <ul style="list-style-type: none"> Recent activity in relation to gang related crime has resulted in additional costs and high cost secure placements being required [at an average weekly cost of £7000.00 per child]. 				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%

Children in Care Placements continued

- 16 unaccompanied asylum seekers became Looked After in the last two months.
- An increase in the number of Children in Care in external placements [+20%] against a projected reduction. In real terms, as at 30 Sep 2019 we have a +6 number of children in external placements compared to 31 March 2019.

External Placements Client Group	Budgeted Packages	31 Aug 2019 Packages	30 Sep 2019 Packages	Variance from Budget
Residential Disability – Children	3	3	3	0
Child Homes – Secure Accommodation	1	4	1	0
Child Homes – Educational	19	16	15	-4
Child Homes – General	33	40	39	+6
Independent Fostering	240	304	296	+56
Supported Accommodation	26	20	22	-4
Supported Living 16+	7	12	12	+5
TOTAL	329	399	388	+59

- The foster placement capacity both in house and externally is overwhelmed by demand both locally and nationally. The real danger going forward is that the absence of appropriate fostering provision by default, leads to children and young people's care plans needing to change to residential services provision.

Mitigating factors moving forward include:

- Monthly Placement Mix and Care Numbers meeting chaired by the Service Director and attended by senior managers. This meeting focuses on activity aimed at reducing the numbers in care, length of care episodes and reduction in the need for externally commissioned provision.
- Reconstitution of panels to ensure greater scrutiny and supportive challenge.
- Introduction of twice weekly conference calls per Group Manager on placement activity followed by an Escalation Call each Thursday chaired by the Head of Service for Commissioning, and attended by each of the CSC Heads of Service as appropriate, Fostering Leads and Access to Resources.
- Authorisation processes in place for any escalation in resource requests.
- Assistant Director authorisation for any residential placement request.
- Monthly commissioning intentions (sufficiency strategy work-streams), budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice. Enabling directed focus on emerging trends and appropriate responses, ensuring that each of the commissioning intentions are delivering as per work-stream and associated accountable officer. Production of datasets to support financial forecasting (in-house provider services and Access to Resources).
- Investment in children's social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend. These commissioning models coupled with resource investment will enable more transparent competition amongst providers bidding for individual care packages, and therefore support the best value offer through competition driving down costs.
- Provider meetings scheduled through the Children's Placement Service (Access to Resources) to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate levels of need and cost.

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Children in Care Placements continued <ul style="list-style-type: none"> Regular High Cost Placement Review meetings to ensure children in externally funded placements are actively managed in terms of the ability of the provider to meet set objectives/outcomes, de-escalate where appropriate [levels of support] and maximizing opportunities for discounts (length of stay/siblings/ volume) and recognising potential lower cost options in line with each child's care plan. Additional investment in the recruitment and retention of the in-house fostering service to significantly increase the net number of mainstream fostering households over a three year period, as of 2018. Access to the Staying Close, Staying Connected Department for Education (DfE) initiative being piloted by a local charity offering 16-18 year old Children in Care Placements the opportunity to step-down from residential provision, to supported community based provision in what will transfer to their own tenancy post 18. Greater focus on those Children in Care Placements for whom permanency or rehabilitation home is the plan, to ensure timely care episodes and managed exits from care. 				
8) Coroners	1,117	760	235	21%
Coroners is forecasting a pressure of £235k. This is due to the increasing complexity of cases being referred to the coroner that require inquest and take time to conclude, requiring more specialist reports and advice and the recruitment of additional staff to complete investigations and prevent backlogs of cases building up. The cost of essential contracts for body storage, pathology, histology and toxicology has also increased.				
9) Children in Care	15,760	8,821	350	2%
<p>The Children in Care budget is anticipating an over spend of c£350k.</p> <p>The UASC budget is forecasting a pressure of £200k. This is mainly in the over 18 budget due to the increased number of children turning 18 and acquiring care leaver status. The costs associated with supporting both this group of young people are not fully covered by the grant from the DfE.</p> <p>The Supervised Contact budget is forecasting a pressure of £150k. The over spend is due to the use of additional relief staff and external agencies required to cover the current 215 Supervised Contact Cases (228 end Aug) which equate to an average of 531 sessions or 1028 hours per month (673 end Aug) supervised contact sessions a month. 313 (334 end Aug) children are currently open to the service.</p> <p><u>Actions being taken:</u></p> <p>For UASC we are continuing to review placements and are moving young people as appropriate to provisions that are more financially viable in expectation of a status decision. We are also reviewing our young people who are appeal rights exhausted. These reviews are likely to see a drop in accommodation spending as CCC discharge their duty to these young people in line with our statutory responsibilities under the immigration act. For Supervised Contact we are reviewing the demand criteria across the cohort of Young People the service supports to include the review all of the cases that have completed proceedings (200+), to consider whether contact needs to continue to be supervised, if it does, does it need to be this service.</p>				
10) Legal Proceedings	1,970	1,088	400	20%
<p>The Legal Proceedings budget is forecasting a £400k overspend.</p> <p>Numbers of care proceedings per month increased by 72% for the period Feb to Apr 19 compared to the preceding 10 months. The increase was mainly due to care applications made in March, April and May, particularly in the North where four connected families saw 16 children coming into our care with sexual abuse and neglect the main concerns.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
Legal Proceedings continued <p>There are currently (end Sep) 167 live care proceedings, and whilst we have seen reductions in live proceedings (183 end July) legacy cases and associated costs are still working through the system and causing significant pressure on the legal budget. The expectation is that reductions in live proceedings will continue, further mitigating the overall pressure.</p> <p>Actions being taken: Work is ongoing to manage our care proceedings and CP Plans and better track the cases through the system to avoid additional costs due to delay. However, due to the time lag in cases coming to court it will be a number of months before the increases seen earlier in the year work their way through the system.</p>				
11) Funding to Special Schools & Units, High Needs Top Up Funding and Out of School Tuition	35,467	20,046	7,000	20%
Funding to Special Schools and Units - £3.0m DSG overspend <p>As the number of children and young people with an EHCP increase, along with the complexity of need, we see additional demand for places at Special Schools and High Needs Units. The extent of this is such that a significant number of spot places have been agreed and the majority of our Special Schools are now full.</p> <p>High Needs Top Up Funding - £2.5m DSG overspend As well as the overall increases in EHCP numbers creating a pressure on the Top-Up budget, the number of young people with EHCPs in Post-16 Further Education is continuing to increase significantly as a result of the provisions laid out in the 2014 Children and Families Act. This element of provision is causing the majority of the forecast overspend on the High Needs Top-Up budget.</p> <p>Out of School Tuition - £1.5m DSG overspend There has been a continuing increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement.</p> <p>Several key themes have emerged throughout the last year, which have had an impact on the need for children to receive a package of education, sometimes for prolonged periods of time:</p> <ul style="list-style-type: none"> • Casework officers were not always made aware that a child's placement was at risk of breakdown until emergency annual review was called. • Casework officers did not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP. • There were insufficient specialist placements for children whose needs could not be met in mainstream school. • There was often a prolonged period of time where a new school was being sought, but where schools put forward a case to refuse admission. • In some cases of extended periods of tuition, parental preference was for tuition rather than in-school admission. <p>It has also emerged that casework officers do not currently have sufficient capacity to fulfil enough of a lead professional role which seeks to support children to return to mainstream or specialist settings.</p> <p>Mitigating Actions: A SEND Project Recovery team has been set-up to oversee and drive the delivery of the SEND recovery plan to address the current pressure on the High Needs Block.</p>				

Service	Budget 2019/20	Actual	Outturn Variance	
	£'000	£'000	£'000	%
12) Home to School Transport – Special	9,821	2,945	300	3%
<p>Home to School Transport – Special is forecasting an £300k overspend for 2019/20. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs. Between April 2018 and March 2019 there was an 11% increase in both pupils with EHCPs and pupils attending special schools, which is a higher level of growth than in previous years.</p> <p>Alongside this, we are seeing an increase in complexity of need resulting in assessments being made by the child/young person's Statutory Assessment Case Work Officer that they require individual transport, and, in many cases, a passenger assistant to accompany them</p> <p>While only statutory provision is provided in this area, and charging is in line with our statistical neighbours, if growth continues at the same rate as in 2018/19 then it is likely that the overspend will increase from what is currently reported. This will be clearer in September or October once routes have been finalised for the 19/20 academic year.</p> <p>A strengthened governance system around requests for costly exceptional transport requests introduced in 2018/19 is resulting in the avoidance of some of the highest cost transports as is the use of personal transport budgets offered in place of costly individual taxis. Further actions being taken to mitigate the position include:</p> <ul style="list-style-type: none"> • An ongoing review of processes in the Social Education Transport and SEND teams with a view to reducing costs • An earlier than usual tender process for routes starting in September to try and ensure that best value for money is achieved • Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently. 				
13) Financing DSG	-61,163	-34,082	-7,000	-11%
<p>Within P&C, spend of £61.2m is funded by the ring fenced Dedicated Schools Grant. Current pressures on Funding to Special Schools and Units (£3.0m), High Needs Top Up Funding (£2.5m) and Out of School Tuition (£1.5m) equate to £7m and as such will be charged to the DSG.</p> <p>The final DSG balance brought forward from 2018/19 was a deficit of £7,171k.</p>				

APPENDIX 3 – Capital Position

3.1 Capital Expenditure

2019/20						TOTAL SCHEME	
Original 2019/20 Budget as per BP	Scheme	Revised Budget for 2019/20	Actual Spend (Sept)	Forecast Spend – Outturn (Sept)	Forecast Variance – Outturn (Sept)	Total Scheme Revised Budget	Total Scheme Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
51,085	Basic Need – Primary	34,294	10,903	33,737	-557	273,739	-2,410
64,327	Basic Need – Secondary	51,096	26,714	45,079	-6,016	321,067	-52
100	Basic Need - Early Years	2,173	700	2,173	0	5,718	0
7,357	Adaptations	1,119	804	1,119	0	13,428	0
6,370	Specialist Provision	4,073	1,649	4,020	-53	23,128	-53
2,500	Condition & Maintenance	3,623	1,886	3,623	0	27,123	0
1,005	Schools Managed Capital	2,796	0	2,796	0	9,858	0
150	Site Acquisition and Development	150	95	150	0	600	0
1,500	Temporary Accommodation	1,500	300	1,500	0	12,500	0
275	Children Support Services	275	0	275	0	2,575	0
5,565	Adult Social Care	5,565	4,189	5,565	0	30,095	0
3,117	Cultural and Community Services	5,157	1,359	4,934	-223	10,630	0
-16,828	Capital Variation	-13,399	0	-6,550	6,849	-61,000	0
2,744	Capitalised Interest	2,744	0	2,744	0	8,798	0
129,267	Total P&C Capital Spending	101,166	48,601	101,166	0	678,259	-2,515

The schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs can be found in the following table:

Revised Budget for 2019/20	Forecast Spend - Outturn (September)	Forecast Spend - Outturn Variance (September)	Variance Last Month (August)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
Basic Need – Primary						
Histon Additional Places						
400	3,000	2,600	2,600	0	0	2,600
Although delays were initially anticipated on this project as it involves building a replacement for the current Histon & Impington Infant School on a site in the Green Belt, the Buxhall Farm scheme has accelerated and construction will now take place in year. While the replacement school will not be required until 2021, commencing work at this point will result in lower construction costs than if the project were delayed.						
Chatteris New School						
4,600	3,000	-1,600	-1,600	0	0	-1,600
£1.6m slippage anticipated in 2019/20 due to issues around Highways and planning permission. This is a combined project with Cromwell Community College.						
Bassingbourn Primary School						
2,666	2,400	-266	-266	0	-266	0
Savings made on completion of scheme.						

Revised Budget for 2019/20	Forecast Spend - Outturn (August)	Forecast Spend - Outturn Variance (August)	Variance Last Month (July)	Movement	Breakdown of Variance	
					Under / overspend	Reprogramming / Slippage
£'000	£'000	£'000	£'000	£'000	£'000	£'000
Godmanchester Bridge (Bearscroft Development)						
355	93	-262	-262	0	-262	0
Savings made on completion of scheme.						
Gamlingay Primary School						
406	156	-250	-250	0	-100	-150
Savings made on completion of scheme.						
<u>Basic Need - Secondary</u>						
Fenland Secondary						
5,000	600	-4,400	-4,400	0	0	-4,400
None of the applications submitted to the Department for Education (DfE) to establish the new secondary as free school were approved. Discussions are on-going over the extent and scale of highways investment necessary to improve access to and from the site. Until these are resolved, the final specification and associated cost of the project cannot be determined.						
Cromwell Community College						
5,500	4,000	-1,500	-1,500	0	0	-1,500
£1.5m slippage anticipated in 2019/20 due to issues around Highways and planning permission. This is a combined project with Chatteris New School.						
<u>Other changes across all schemes (<250k)</u>						
-	-	-871	-910	39	-889	18
Other changes below £250k make up the remainder of the scheme variances.						
Total P&C variances:		-6,849	-6,888	39	-1,517	-5,332

P&C Capital Variation

The Capital Programme Board recommended that services include a variation budgets to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. The allocation for P&C's negative budget has been calculated as below, updated for the transfer of Cultural and Community Services. Slippage and underspends expected in 2019/20 are currently resulting in £6.51m of the capital variations budget being utilised.

2019/20					
Service	Capital Programme Variations Budget	Forecast Outturn Variance (Sept 2019)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Outturn Variance (Sept 2019)
	£000	£000	£000	%	£000
P&C	-13,399	-6,550	6,550	48.9%	0
Total Spending	-13,399	-6,550	6,550	48.9%	0

3.2 Capital Funding

2019/20				
Original 2019/20 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2019/20 £'000	Funding Outturn (Sept 19) £'000	Funding Variance - Outturn (Sept 19) £'000
6,905	Basic Need	6,905	6,905	0
4,126	Capital maintenance	3,547	3,547	0
1,005	Devolved Formula Capital	2,796	2,796	0
4,115	Adult specific Grants	4,146	4,146	0
14,976	S106 contributions	6,555	6,555	0
2,052	Other Specific Grants	2,576	2,576	0
0	Capital Receipts	131	131	0
10,100	Other Revenue Contributions	10,100	10,100	0
74,390	Prudential Borrowing	48,269	48,269	0
11,598	Prudential Borrowing (Repayable)	16,141	16,141	0
129,267	Total Funding	101,166	101,166	0

APPENDIX 4 – Savings Tracker

Savings Tracker 2019-20

Original	Forecast Savings 2019-20 £000				
-10,844	-4,192	-2,705	-1,883	-1,834	-10,595
					249

RAG	Reference	Title	Committee	Original Saving 19-20	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 19-20	Variance from Plan £000	% Variance	Direction of travel	Forecast Commentary
Blue	A/R.6.114	Learning Disabilities - increasing independence and resilience when meeting the needs of people with learning disabilities	Adults	-200	-250	-148	-26	-26	-450	-250	-125.00	↑	Forecast to deliver in excess of the original target through continuing reviews and commissioning work.
Amber	A/R.6.126	Learning Disabilities - Converting Residential Provision to Supported Living	Adults	-250	0	0	0	-50	-50	200	80.00	↓	This is a complex and very volatile area for savings delivery, with challenge from family carers, service user advocates and housing providers. This has slowed delivery of this saving, with only a small element expected to be achieved.
Blue	A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	Adults	-250	-200	-478	-63	-63	-804	-554	-221.60	↑	On track to over-deliver.
Green	A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	Adults	-1,300	-1,300	0	0	0	-1,300	0	0.00	↓	On track
Amber	A/R.6.132	Mental Health Social Work PRISM Integration Project	Adults	-200	-10	-28	-50	-27	-115	85	42.50	↓	A change of direction regarding implementation of PRISM has meant that the original model for savings delivery is no longer appropriate. Whilst alternative savings plans are being considered, it is expected that there will be a shortfall against the target, reflecting upwards demand pressures in relation to the provision of care.
Green	A/R.6.133	Impact of investment in Occupational Therapists	Adults	-220	-50	-100	-50	-20	-220	0	0.00	↔	On track
Green	A/R.6.143	Review of Support Functions in Adults	Adults	-150	-150	0	0	0	-150	0	0.00	↔	On track
Red	A/R.6.174	Review of Supported Housing Commissioning	Adults & CYP	-583	-80	-80	-80	-81	-321	262	44.94	↔	Expected to be delivered over 2 years into 2020/21 - this revised phasing was agreed when Council set the 2019-24 budget, with the service finding mitigations in-year to offset the revised phasing.
Amber	A/R.6.176	Adults Positive Challenge Programme	Adults	-3,800	-582	-1,214	-957	-575	-3,309	491	12.92	↓	Some evidence of slower than expected delivery, with some cases of interventions not having avoided as much cost as expected. Over-delivery in Reablement is a positive, and further evidence of effects of changing the conversation work is being reviewed, which is expected to demonstrate further costs being avoided.
Green	A/R.6.177	Savings through contract reviews	Adults	-412	-412	0	0	0	-412	0	0.00	↔	Complete
Green	A/R.6.211	Safer Communities Partnership	C&P	-30	-30	0	0	0	-30	0	0.00	↔	Complete
Green	A/R.6.212	Strengthening Communities Service	C&P	-30	-30	0	0	0	-30	0	0.00	↔	Complete
Green	A/R.6.213	Youth Offending Service - efficiencies from joint commissioning and vacancy review	C&YP	-40	-40	0	0	0	-40	0	0.00	↔	Complete
Green	A/R.6.214	Youth Support Services	C&YP	-40	-40	0	0	0	-40	0	0.00	↔	Complete
Green	A/R.6.252	Total Transport - Home to School Transport (Special)	C&YP	-110	-28	-27	-28	-27	-110	0	0.00	↔	On track
Green	A/R.6.253	Children in Care - Mitigating additional external residential placement numbers	C&YP	-500	-125	-125	-125	-125	-500	0	0.00	↔	On track
Green	A/R.6.254	Children in Care - Fee negotiation and review of high cost placements	C&YP	-200	-50	-50	-50	-50	-200	0	0.00	↔	On track

RAG	Reference	Title	Committee	Original Saving 19-20	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 19-20	Variance from Plan £000	% Variance	Direction of travel	Forecast Commentary
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	C&YP	-1,311	-336	-325	-325	-325	-1,311	0	0.00	↔	On track
Green	A/R.6.258	Children's home changes (underutilised)	C&YP	-350	-350	0	0	0	-350	0	0.00	↔	Complete
Green	A/R.6.259	Early Years Service	C&YP	-200	-50	-50	-50	-50	-200	0	0.00	↔	On track
Green	A/R.6.260	Reduction of internal funding to school facing traded services	C&YP	-151	-38	-38	-38	-37	-151	0	0.00	↔	On track
Green	A/R.6.261	Schools Intervention Service	C&YP	-100	-25	-25	-25	-25	-100	0	0.00	↔	On track
Amber	A/R.6.263	Term time only contracts	C&YP	-30	0	0	0	-15	-15	15	50.00	↓	Work has not yet started on this and as such it is unlikely to be fully achieved in 2019/20
Green	A/R.6.264	Review of Therapy Contracts	C&YP	-321	0	0	0	-321	-321	0	0.00	↔	On track
Green	A/R.7.101	Early Years subscription package	C&YP	-16	-4	-4	-4	-4	-16	0	0.00	↔	On track
Green	A/R.7.103	Attendance and Behaviour Service income	C&YP	-50	-12	-13	-12	-13	-50	0	0.00	↔	On track

APPENDIX 5 – Technical Note

5.1 The table below outlines the additional grant income, which is not built into base budgets.

Grant	Awarding Body	Expected Amount £'000
Grants as per Business Plan		
Public Health	Department of Health	293
Improved Better Care Fund	Ministry of Housing and Local Government	12,401
Social Care in Prisons Grant	DCLG	318
Winter Funding Grant	Ministry of Housing and Local Government	2,324
Unaccompanied Asylum Seekers	Home Office	2,875
Staying Put	DfE	174
Youth Offending Good Practice Grant	Youth Justice Board	526
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	1,694
Children's Safeguarding Grant	DoH	2,494
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	1,013
Adult Skills Grant	Education & Skills Funding Agency	2,252
Early Intervention Youth Fund		384
Non-material grants (+/- £160k)	Various	100
Total Non Baselined Grants 2019/20		30,375

Financing DSG	Education & Skills Funding Agency	61,163
Total Grant Funding 2019/20		91,538

The non-baselined grants are spread across the P&C directorates as follows:

Directorate	Grant Total £'000
Adults & Safeguarding	15,138
Children & Safeguarding	7,407
Education	3,422
Community & Safety	4,408
TOTAL	30,375

5.2 Virements and Budget Reconciliation

(Virements between P&C and other service blocks)

	Eff. Period	£'000	Notes
Budget as per Business Plan		254,936	
Cultural & Community Services	May	4,721	Transfer of Cultural & Community Services from Place & Economy
Children & Safeguarding - Legal Proceedings	May	30	Inflation allocation adjustment for Children's Services Legal from CS&LGSSMgd
Community & Safety – Trading Standards	June	694	Trading Standards moving from P&E
Commissioning - LAC Placements	June	350	Childrens: Exceptional secure accommodation GPC Funding
SEND Specialist Services	June	360	Childrens: SEND Investment GPC Funding
SEND Specialist Services	June	300	Childrens: Loss of grant GPC Funding
Strategic Management - Adults	June	1,350	Adults: Partial impact price pressures GPC Funding
Strategic Management - Adults	July	-12	Transfer P&E bus routes, as Ely Area Dial a Ride scheme now ended
Budget 2019/20		262,728	

5.3 Reserve Schedule

Fund Description	Balance at 1 April 2019	2019/20		Year End Forecast 2019/20	Notes
		Movements in 2019/20	Balance at September 2019		
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
P&C carry-forward	-4,756	4,756	0	-2,578	Overspend £2,578k applied against General Fund.
subtotal	-4,756	4,756	0	-2,578	
<u>Equipment Reserves</u>					
IT for Children in Care Placements	8	0	8	8	Replacement reserve for IT for Children in Care Placements (2 years remaining at current rate of spend)
subtotal	8	0	8	8	
<u>Other Earmarked Reserves</u>					
Adults & Safeguarding					
Hunts Mental Health	200	0	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
Commissioning					
Home to School Transport Equalisation reserve	116	0	116	116	Equalisation reserve to adjust for the varying number of school days in different financial years

Fund Description	Balance at 1 April 2019	2019/20		Year End Forecast 2019/20	Notes
		Movements in 2019/20	Balance at September 2019		
	£'000	£'000	£'000	£'000	
Disabled Facilities	7	0	7	7	Funding for grants for disabled children for adaptations to family homes.
Community & Safety					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	10	0	10	10	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
Education					
Cambridgeshire Culture/Art Collection	153	0	153	153	Providing cultural experiences for children and young people in Cams
subtotal	486	0	486	486	
TOTAL REVENUE RESERVE	-4,262	4,756	494	-2,084	
<u>Capital Reserves</u>					
Devolved Formula Capital	1,983	0	1,983	1,983	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	27,531	0	27,531	27,531	The Basic Need allocation received in 2018/19 is fully committed against the approved capital plan. Remaining balance is 2019/20 & 2020/2021 funding in advance
Other Children Capital Reserves	5	0	5	5	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	-56	0	-56	-56	Adult Social Care Grant to fund 2019/20 capital programme spend.
TOTAL CAPITAL RESERVE	29,463	0	29,463	29,463	

(+) positive figures represent surplus funds.

(-) negative figures represent deficit funds.

DEEP DIVE - QUALITY OF CARE PROVISION (CARE PROVIDERS)

To: **Adults Committee**

Meeting Date: **7 November 2019**

From: **Will Patten, Director of Commissioning**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **The report provides a detailed update the current quality of care provision across Cambridgeshire care providers.**

Recommendation: **To note and comment on the contents of the report.**

<i>Officer contact:</i>		<i>Member contacts:</i>	
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Tel:	07919 365883	Tel:	01223 706398

1. BACKGROUND

- 1.1 This report provides a deep dive on the current quality of care provision (care providers) across Cambridgeshire.

2. MAIN ISSUES

2.1 CONTEXT

The Care Act 2014 sets out the expectation for Local Authorities to manage market availability of care provision and to ensure that provision is sustainable and of good quality. The Council works with local providers on an ongoing basis to offer support to ensure quality of care is maintained and this report provides an overview of the current assessed state of quality of the social care provider market, as well as the work that has been undertaken over recent months to support providers in this area.

2.1.1 *Overview of Care Providers in Cambridgeshire*

Cambridgeshire has a large footprint of social care providers, with 121 care homes with 5,551 beds in total. Cambridgeshire County Council (CCC) currently has block contracts in place for 360 of those beds, in addition to a number of purchased spot bed provision.

There are 356 older people commissioned service providers which undertake regulated activities which we monitor the performance of, these services span all areas of need, including:

- Supported living
- residential care
- domiciliary care
- extra care housing
- information, advice and guidance

Although, capacity of care is sufficient across the county at a global level, we see a disparity of provision across rural areas, with key pressures varying across districts:

- **Fenland:** lack of care home provision in rural areas; and lack of personal assistants
- **East Cambridgeshire:** significant shortage of nursing and nursing dementia placements; homecare capacity; and shortage of personal assistants
- **Cambridge City and South Cambridgeshire:** homecare capacity; shortage of residential dementia, nursing and nursing dementia provision; care workforce recruitment – high cost of living; and shortage of personal assistants
- **Huntingdonshire:** homecare capacity; nursing and nursing dementia placements; current and future supply of extra care accommodation; and shortage of personal assistants
- **Peterborough:** lack of homecare provision in rural areas; lack of appropriate care facilities for younger adults with complex care needs; difficulty recruiting good quality nursing staff; and shortage of personal assistants

Cambridgeshire, also faces local challenges in care provision, due to the rising costs of care and workforce challenges including recruitment and retention of staff. This is a particular challenge in relation to nursing care provision. Cambridgeshire has the second lowest ratio of care workers to population (aged 65 and over) across the Eastern Region.

Across the East of England, Cambridgeshire has the:



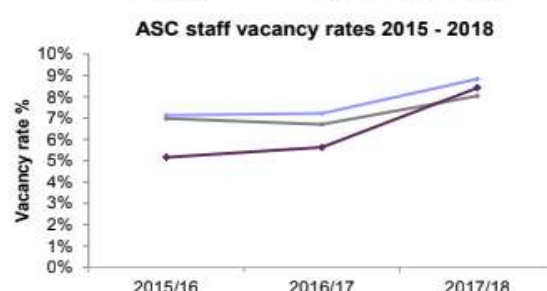
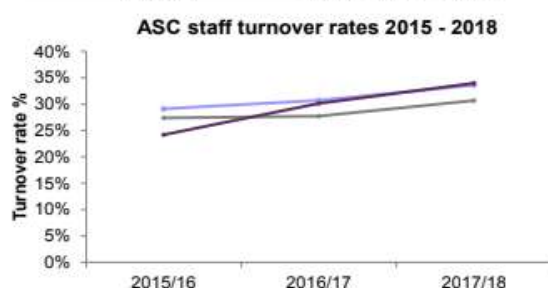
Staffing vacancies across Cambridgeshire are 8.4%, with turnover rates at 33.9%, whilst challenging, are very much in line with national and regional averages as can be seen from the graphs below.

Staffing – adult social care turnover and vacancy



Area	Turnover rates		
	15/16	16/17	17/18
Cambridgeshire	24.2%	30.1%	33.9%
Comparators	29.1%	30.7%	33.6%
England	27.4%	27.7%	30.7%

Area	Vacancy rates		
	15/16	16/17	17/18
Cambridgeshire	5.2%	5.6%	8.4%
Comparators	7.1%	7.2%	8.8%
England	7.0%	6.7%	8.0%



— Comparators — England — Cambridgeshire
 ■ Significantly better ■ Significantly worse

This slide provides information on estimated levels of staff turnover and vacancies within adult social care services in recent years. These estimates are developed by the Workforce Intelligence team at Skills for Care using data supplied by adult social care organisations. Data may be subject to data quality and completeness issues. Data supplied directly to CQC by Skills for Care in July 2018.

We are also continuing to see increased demand for services as a result of a growing older population and increased complexity of need.

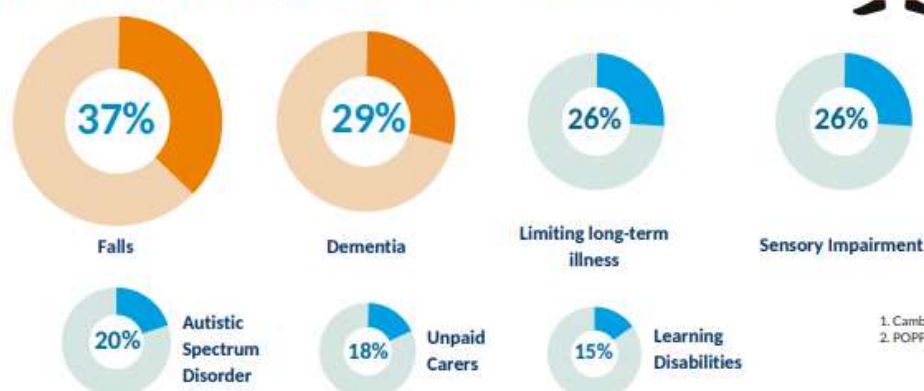
Ageing Population

Our population of older people is increasing at a much higher rate than that of the general population. These increases will mean a much higher demand on our services for older people.

By 2026 the population is projected to increase by ¹



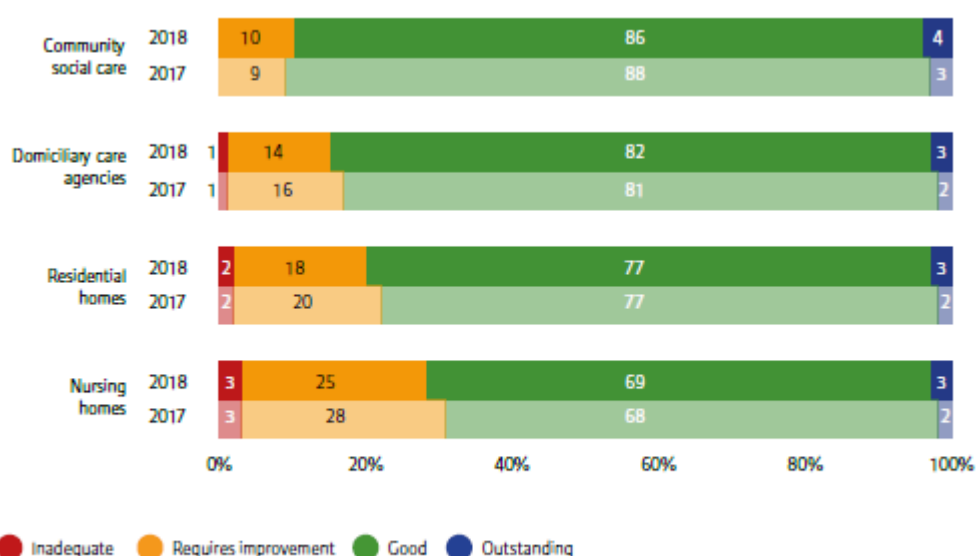
By 2025 people aged 65+ are projected to have an increase in these conditions ²



1. Cambridge Research Group
2. POPPI <http://www.poppi.org.uk/>

2.1.2 National Overview of Adult Social Care CQC Ratings

The Care Quality Commission (CQC) is responsible nationally for the regulation and inspection of health and social care providers. According to their annual State of Care Report 2017/18, nationally 79% of all adult social care providers are rated good and 3% are rated outstanding.

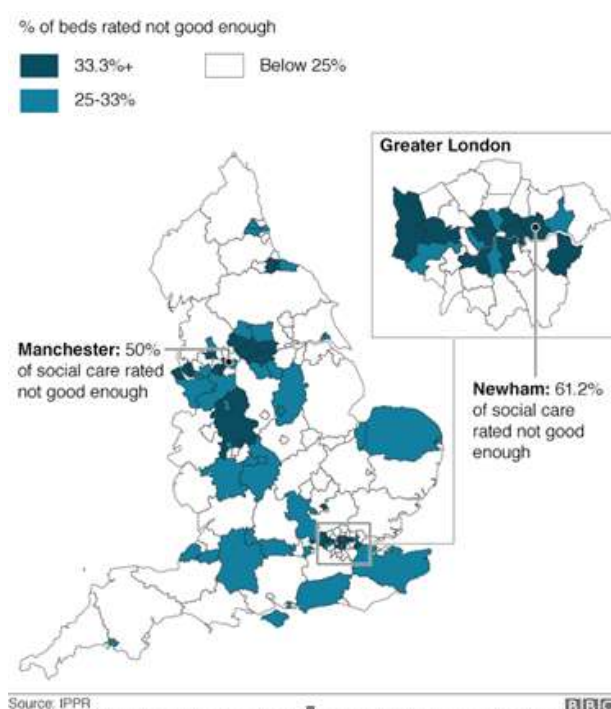


Source: CQC ratings data, 31 July 2017 and 2018.

However, there is variation in quality between different types of adult social care services, as can be seen from the above diagram. Nursing homes are particularly affected by workforce issues, with the national shortage of qualified nurses being a particular problem in adult social care. A pattern which is also shared locally.

2.1.3 Local Overview of Adult Social Care CQC Ratings

Despite, some of the challenges outlined above, Cambridgeshire is one of the better performing local authorities across the country in terms of CQC ratings, with ratings well above the national average, as can be seen from the map below.



Current CQC inspection ratings for Cambridgeshire identifies that:

- **Care Homes:** 95.8% of homes are rated good and above, compared to 82.6% nationally. The table below illustrates these ratings in more detail.

National	IA	RI	GO	OU	NR	Total	IA	RI	GO	OU	NR	Ratings Score	Key:
England	227	2,388	11,849	549	588	15,601	1.5%	15.9%	78.9%	3.7%	3.8%	63	Outstanding
Region	IA	RI	GO	OU	NR	Total	IA	RI	GO	OU	NR	Ratings Score	Key:
East of England	35	238	1,350	70	57	1,750	2.1%	14.1%	79.7%	4.1%	3.3%	62	Good
STP	IA	RI	GO	OU	NR	Total	IA	RI	GO	OU	NR	Ratings Score	Key:
CAMBRIDGESHIRE AND PETERBOROUGH STP	1	6	150	10	7	174	0.6%	3.6%	89.8%	6.0%	4.0%	66	Requires improvement
CCGs	IA	RI	GO	OU	NR	Total	IA	RI	GO	OU	NR	Ratings Score	Key:
NHS Cambridgeshire and Peterborough CCG	1	6	150	10	7	174	0.6%	3.6%	89.8%	6.0%	4.0%	66	Inadequate

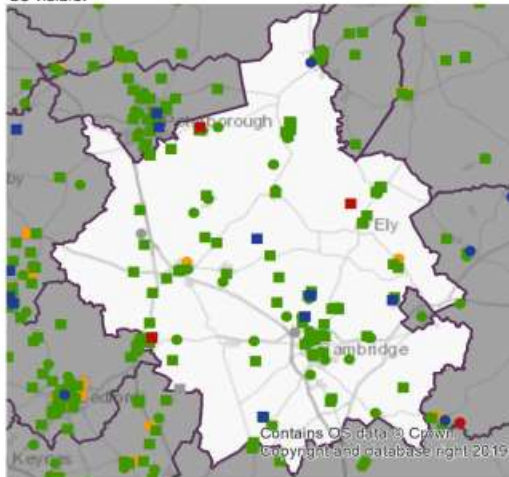
Not formally rated

A more detailed breakdown of adult social care providers and CQC ratings across care types can be found below. This shows that Cambridgeshire is performing comparatively better than both statistical neighbours and national averages.

Ratings – adult social care



This map shows the overall ratings of active adult social care locations in Cambridgeshire. There may be multiple locations in one position so not all locations may be visible.



CQC data accessed on 18/07/19.

Nursing homes - see circles on map

	Inadequate	R.I.*	Good	Outstanding	Unrated
This LA	0% (0)	13% (6)	78% (35)	4% (2)	4% (2)
Comparators	3%	19%	69%	5%	4%
England	2%	21%	68%	4%	4%

Residential care homes - see squares on map

	Inadequate	R.I.*	Good	Outstanding	Unrated
This LA	3% (3)	2% (2)	86% (74)	6% (5)	2% (2)
Comparators	1%	13%	80%	4%	3%
England	1%	13%	79%	3%	4%

Domiciliary care agencies - not shown on map

	Inadequate	R.I.*	Good	Outstanding	Unrated
This LA	0% (0)	9% (8)	67% (60)	2% (2)	22% (20)
Comparators	0%	8%	68%	4%	19%
England	1%	10%	65%	3%	21%

Community care services - not shown on map

	Inadequate	R.I.*	Good	Outstanding	Unrated
This LA	0% (0)	0% (0)	86% (12)	0% (0)	14% (2)
Comparators	0%	6%	62%	4%	29%
England	0%	5%	69%	4%	22%

*R.I. = requires improvement
Numbers in brackets are the number of locations.

In addition, the below shows that Cambridgeshire care homes are performing better than the national average in relation to acute hospital pathways, with the exception of delayed transfer of care (DTC) which continue to be a challenge for the wider system although this is recently improved on previous years.

Activity – acute hospital pathway overview (from care homes)

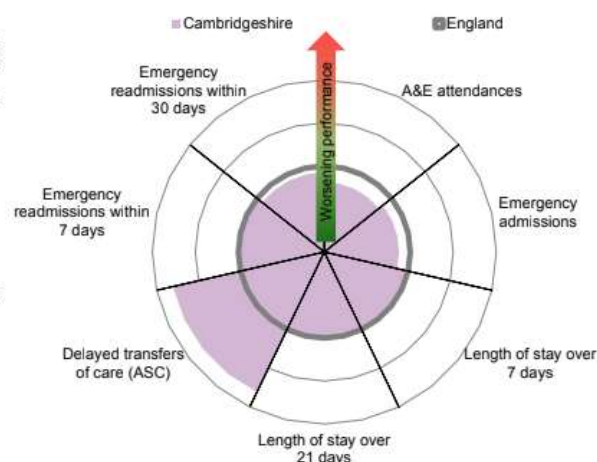


Dartboard for hospital attendees/admissions aged 65+ coming from care homes

The shaded purple area in the dartboards represents the LA's performance relative to the average performance across England, which is denoted by the bold grey line. If the LA performance extends beyond the bold grey line then the performance of the LA is worse than the England average. Moving clockwise around the dartboards represents elements of an acute hospital pathway, through A&E attendance, to admission, discharge and readmission.

The analysis uses postcode of residence to identify activity from care homes. As such, it may include data pertaining to other addresses within the same postcode and overestimate activity from care homes.

Time periods differ between indicators. Full details can be found in the technical appendix (linked in slide 2)



2.2 LOCAL MANAGEMENT OF QUALITY

2.2.1 ***Approach to Management of Quality of Care***

The Council is committed to ongoing work with local care providers to manage the market to ensure that quality of care is maintained in a sustained manner. CQC ratings locally are better than national and regional counterparts and the Council works continuously with providers to proactively ensure quality is maintained, as well as responding to notifications of concern where a quality issue has been identified.

Quality issues are often a symptom of underlying organisational issues and with greater emphasis and attention to proactive measures such as robust contract management and developing good provider relationships, underlying issues can be identified, and collaborative measures taken before they impact on the quality of provision. We know that there is a correlation between organisational culture and quality. Having a greater understanding of a provider's business model, particularly financial and values based investment in staff and premises upkeep, can provide warning flags which trigger greater levels of monitoring and support. Commissioning care at a fair rate is also critical to support providers investing in those elements which we know affect quality.

Our approach to provider management in terms of prioritisation and frequency is based on risk. Those providers with the highest level of service users and financial commitment will have monthly contract management. Each contract manager has 2 contract officers linked to their provider base. Contract officers are geographically aligned and work closely with the locality social work teams in their area, facilitating the building of good relationships with social work teams and ensuring the sharing of market intelligence about providers. Additionally, it also supports the identification of information about providers that deliver good or innovative services.

Other elements that affect the risk profile and therefore frequency or prioritisation of provider monitoring are:

- the number of notifications of concern below the safeguarding threshold
- the number of safeguarding concerns,
- complaints from service users or families
- concerns regarding organisational viability
- intelligence from partner agencies.

Contract Officers have a programme of contract monitoring reflective of all of the factors described above, which feeds into the routine or prioritised contract management meetings. Where appropriate monitoring is jointly undertaken with CCG contract and quality monitoring teams and a joint approach to quality management and improvement is taken.

Routine provider monitoring by contract officers includes:

- On site monitoring of service delivery where policies, care planning, emergency plans, staff employment processes, staff training, medication processes, fire evacuation plans, recording and care delivery are reviewed.

- Sample review of care plans considering person centred information about care needs including dietary and fluid requirements, skin integrity, moving and handling, strategies for engagement and support, activities, likes and dislikes.
- For care homes a premises review is undertaken which includes general safety, quality of furnishings, dining experience, interaction between staff and residents, cleanliness and odour of the environment.

A report is produced for every visit that is undertaken and this report is discussed with the provider before it is finalised. Where issues are identified the provider is required to produce and implement an approved action plan which seeks to redress areas of concern within an agreed timescale. In such circumstances, onsite contract monitoring will be increased up to weekly and support is provided around best practice, identification of training needs, Occupational Therapy support for moving and handling, Technology Enabled Care team involvement to support oversight, remote management and warning systems.

We involve partner organisations at the earliest point, such as the CCG, who will provide health specific support and training, or engagement with health based community services such as Pharmacies, District Nurses or GP's where their support could aid the provider to improve. Fire and rescue agencies will also provide support when related concerns are identified.

Where providers are not improving despite increased support, or when concerns are significant, a provider of concerns meeting is held. This is a supportive meeting that engages with the provider's senior management, allowing the opportunity to discuss concerns and identify where additional support or provider investment is required. Meetings are chaired by the Head of Contracts, Brokerage and Quality Improvement and attended by the Head of Safeguarding and relevant operational staff from CCC, health colleagues and CQC. This forum also provides the opportunity to discuss voluntary or enforced suspension of new placements. Such decisions are taken when it is agreed that new placements would be detrimental to the delivery of improvements and/or heighten risks to service users.

2.2.2 ***Joint Market Position Statement***

We recently launched our first Joint Market Position Statement, jointly with PCC, which outlines the challenges we face as a system in providing adult social care and our intentions to work together with local providers to commission different approaches that achieve positive outcomes for our citizens and meet the increasing demand, with a focus on:

- Increasing choice and control to empower adults and their carers
- Improving social care workforce recruitment and retention
- Supporting community resilience and micro-enterprises
- Enabling positive risk-taking to empower adults we support to have healthy relationships and fulfilling lives
- Supporting people to remain as independent as possible for as long as possible
- More integration of services across public and third sector organisations

This Market Position Statement is the beginning of a conversation and we continue to engage and work proactively with providers across Cambridgeshire via a variety of mediums.

2.2.3 ***Communication and Wider System Working***

The Council works closely with wider system partners to ensure that proactive management is undertaken via information sharing with system partners to support early identification of issues and partnership working is embedded in the contract management and quality monitoring process. This includes:

- Regular two-monthly meetings with CQC, alongside the Clinical Commissioning Group (CCG), local NHS providers, the police and fire brigade. The focus of these meetings are to discuss the management of existing providers of concern and highlight any new areas of concern, to ensure a multi-disciplinary response to supporting issues.
- A teleconference is held every 3 weeks with CQC, the CCG, Head of Safeguarding and the Head of Contracts, Brokerage and Quality Improvement where key provider concerns are discussed.
- Attendance at the quarterly Quality Surveillance Group chaired by NHE England

Intelligence from these forums is used to determine whether the level of provider support or intervention is appropriate.

In addition to this we engage regularly with providers and the wider system in the identification and management of issues, including:

- Quarterly locality forums
- Registered manager meetings
- CCG care home forums

The purpose of this engagement is to improve partnership working and information sharing about settings and to provide more informal opportunities where providers can raise concerns, asks questions and share best practise.

We work closely with the CCG's Care Home Support Team, which focuses on health based training and support to improve care home provision and prevent unnecessary hospital admissions. In addition, we distribute monthly newsletters and quarterly thematic information to providers providing links to good practice, training opportunities, education and advice. Wherever possible and appropriate this is linked to particular concerns or topics of interest, such as dementia week, the Public Health falls programme, CCG and community health programmes.

Managing and Communication of Concerns

The contract management and monitoring processes that are in place provide a good level of internal and partner communication of concerns.

When a provider suspension is in place, or there is media interest in any setting, the Head of Brokerage, Contracts and Quality Improvement and Head of Safeguarding will work with the CCC Communication Team to prepare a statement. Directors, the Chair

and Vice Chair of the Adults Committee will approve any communication, and this will be shared with the Adults Committee and relevant local Councillors.

The organisational concerns process will be in place for all suspended providers, part of which recommends the provider holds a meeting for residents and relatives which will be attended by CCC contract and operational staff.

2.3 OVERVIEW OF LOCAL QUALITY ISSUES

The below provides an overview of existing issues which are being managed by the Council:

- We have increased monitoring in place for 17 providers
- There are suspensions in place for 2 providers (one domiciliary care provider and one learning disability residential setting). This means that the provider cannot accept any new service users.
- There is 1 care home which has a CQC enforcement, which requires prior agreement for all new placements.
- 3 residential settings have recently been supported out of suspension and whilst increased monitoring continues on a reducing basis, there is evidence of sustained improvement.

Over the last 12 months, we have also had a number of provider failures and contract handbacks, including:

- 1 care home closure due to ongoing safeguarding concerns and failure to evidence improvement, despite intensive long term support.
- 1 care home closure as a result of the provider's own business decision. This was not related to any quality concerns.
- 1 domiciliary care provider has given notice on their contract. This provider was already receiving intensive support and was subject to suspension of new placements.
- In addition, we find that many providers, mainly in the domiciliary market, seek support for individual service users regarding provision, which in the main are due to changes in need, such that the provider is no longer able to meet. For example, female only or double up care is required and the provider does not have specific capacity available.

In all of these instances, the Council has worked closely with providers, individuals and their families to ensure a managed transition of their care to alternative providers.

Management of local quality issues and provider concerns, provides us with an ongoing opportunity to take learning to improve our future management of quality. Learning to date has enabled us to identify a number of areas where we have made improvements to processes, including:

- The transition to a more commercial proactive contract management model, which includes standardised monitoring and discussions about transparent business models with providers. Annual uplifts are now only considered with

evidence of relevant financial information and contract monitoring will link this financial transparency with evidence of investment in staff and property.

- We are looking at commissioning training for students and building a bank of staff to be available for seasonal work to help manage and respond to the flow and hand back issues we experience during the holiday season.
- We have reviewed the process for managing concerns at an organisational level, which has provided a formal escalation route that is supportive but challenges organisational improvement from a multi-agency perspective.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The following bullet points set out details of implications identified by officers:

- Good quality, effective and appropriate services are provided to adults which are personalised and deliver care in the right setting at the right time supporting a good quality of life for people.

3.2 Thriving places for people to live

The following bullet points set out details of implications identified by officers:

- Ensuring people have access to the most appropriate services in their communities

3.3 The best start for Cambridgeshire's Children

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category

4.4 Equality and Diversity Implications

There are no significant implications within this category

4.5 Engagement and Communications Implications

There are no significant implications within this category

4.6 Localism and Local Member Involvement

There are no significant implications within this category

4.7 Public Health Implications

There are no significant implications within this category

DEEP DIVES DO NOT REQUIRE SIGN OFF

Source Documents	Location
Care Quality Commission State of Care Report 2017/18	https://www.cqc.org.uk/publications/major-report/state-care
BBC News Report, 'Where not to live if you want a good care home'	https://www.bbc.co.uk/news/health-49667856
CQC Local Area Profile – Cambridgeshire	https://drive.google.com/file/d/1eLDZ9wrykG9hNz678P1a0odLjXkAhrEp/view
Cambridgeshire County Council and Peterborough City Council Joint Market Position Statement	https://www.cambridgeshire.gov.uk/residents/working-together-children-families-and-adults/strategies-policies-and-plans/adult-social-care-market-position-statement/

ADULTS POSITIVE CHALLENGE PROGRESS REPORT

To: **Adults Committee**

Meeting Date: **7 November 2019**

From: **Service Director - Adults and Safeguarding**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **The Committee is asked to review progress to date on the delivery of the Adult Positive Challenge Programme**

Recommendation: **The Committee is asked to review progress to date on the 19/20 Adult Positive Challenge Programme and use this report to inform consideration of the business case for the 20/21 programme when it is presented to December Committee.**

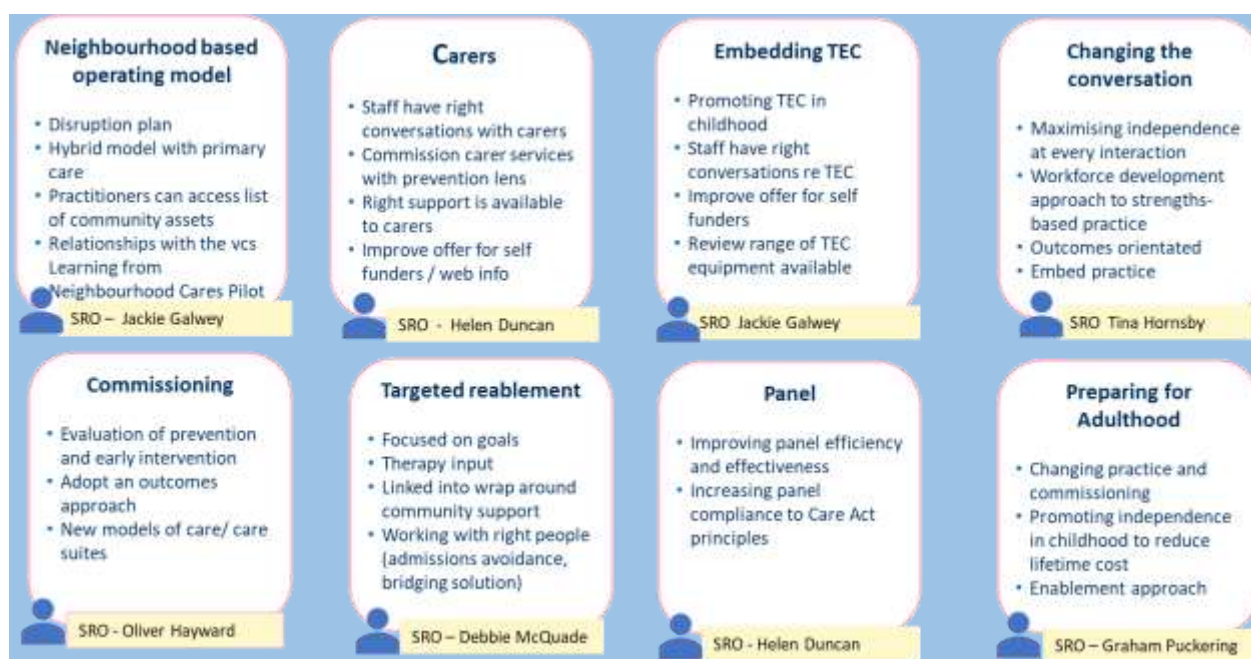
<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Tina Hornsby	Names:	Councillor Anna Baily / Cllr M Howell
Post:	Head of Integration	Post:	Chair/Vice-Chair
Email:	Tina.hornsby@cambridgeshire.gov.uk	Email:	Anna.bailey@cambridgeshire.gov.uk
Tel:	01480 376338	Tel:	01223 706398

1. BACKGROUND

- 1.1 The Adult's Positive Challenge (APC) Programme vision outlines that by 2023, local people will drive the delivery of care, health and wellbeing in their neighbourhoods, whilst delivering a financially sustainable service. This will enable a neighbourhood approach which supports more people to live independent and fulfilling lives for longer.

The programme has an overall target of delivering £3.8 million of cumulative financial impact per year which is a mix of savings and cost avoidance each year.

- 1.2 The Adults Positive Challenge (APC) Programme initially had eight workstreams in order to deliver the overall change, outcomes and financial benefits;



Not all of the workstreams were intended to deliver direct financial benefits, as some workstreams are enablers and over the last few months the areas most likely to generate cost avoidance have emerged. The following report highlights key achievements of the programme during 2019/20 and outlines the high level thinking on potential areas of focus for 2021/21.

2. MAIN ISSUES

- 2.1 The Delivery Confidence Assessment for the Programme in CCC is assessed as Amber, which means good progress has been made but the programme is slightly off track to deliver the full £3.8m financial benefits as planned. However, there are a number of risks and issues that the team are managing to ensure the Programme is put back on track and details are provided in this paper.

Overall the programme has evidenced a total of £786,000 in Cost Avoidance between April and August 2019 from the key workstreams that have been reported to the Adults Committee, e.g. Embedding TEC, Reablement and Carers. Cost avoidance through 'Changing The Conversation' is also being tracked through and is expected to evidence a further financial

impact. Programme impact is monitored via trajectory approach which includes ‘top down’ care costs combined with ‘bottom up’ activity and flow trajectories and workstream level benefit tracking.

2.2 Top Down Impact tracking.

The graph below illustrates the current overall report budget position for Adult Social Care

CCC - Financial Trajectory

Forecast spend for the year, as reported each month – to be on target, APCP should meet the APCP Baseline amount. This is higher than the budget due to opening pressures not in control of the programme. We adjust out changes due to price increases.

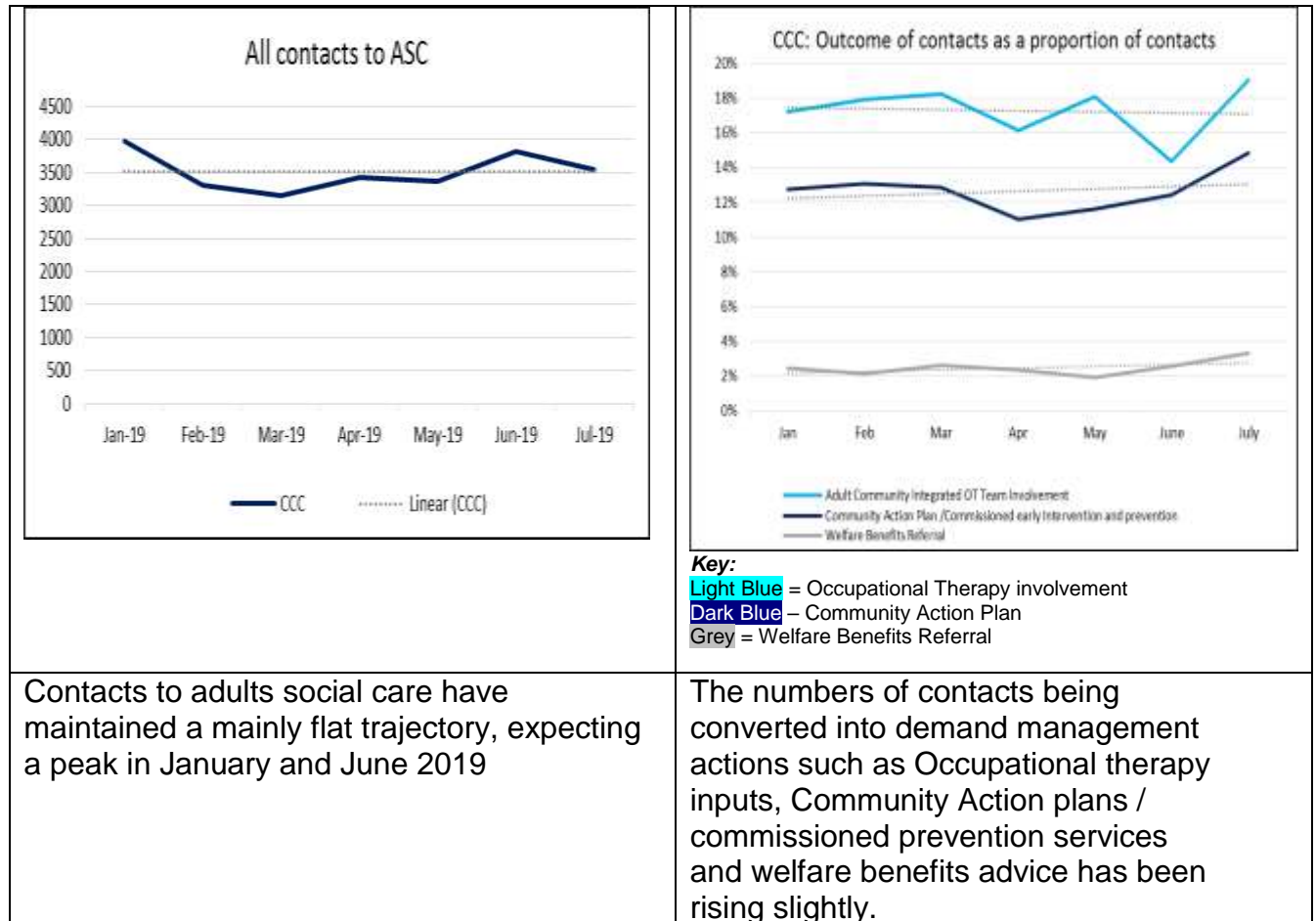


The red line is the overall projected spend including pricing pressures outside of the control of the programme. The blue line shows where spend which can be impacted by the Adult Positive Challenge Programme sits against the target expected to be achieved, the blue dotted line. So we can see that spend is around £560K over the target position for the Programme as a whole.

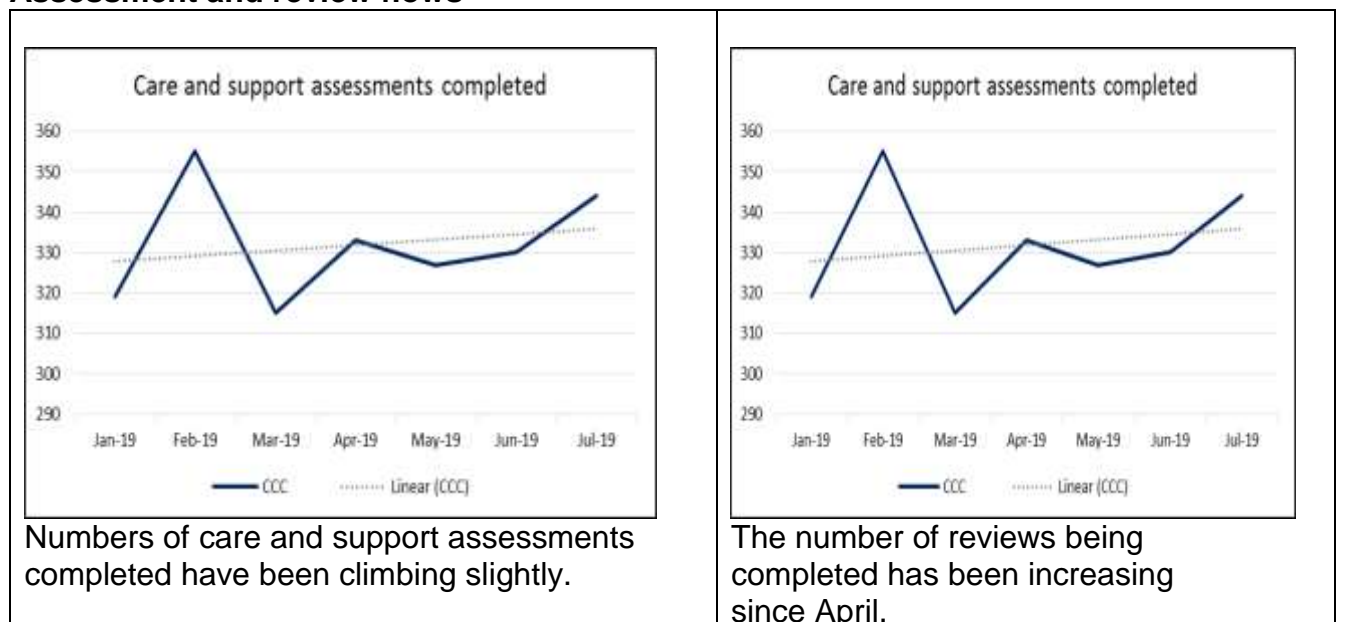
2.3 Tracking of activity flows

Alongside tracking of spend there are a range of key activity flows which are tracked to check for demand management impact.

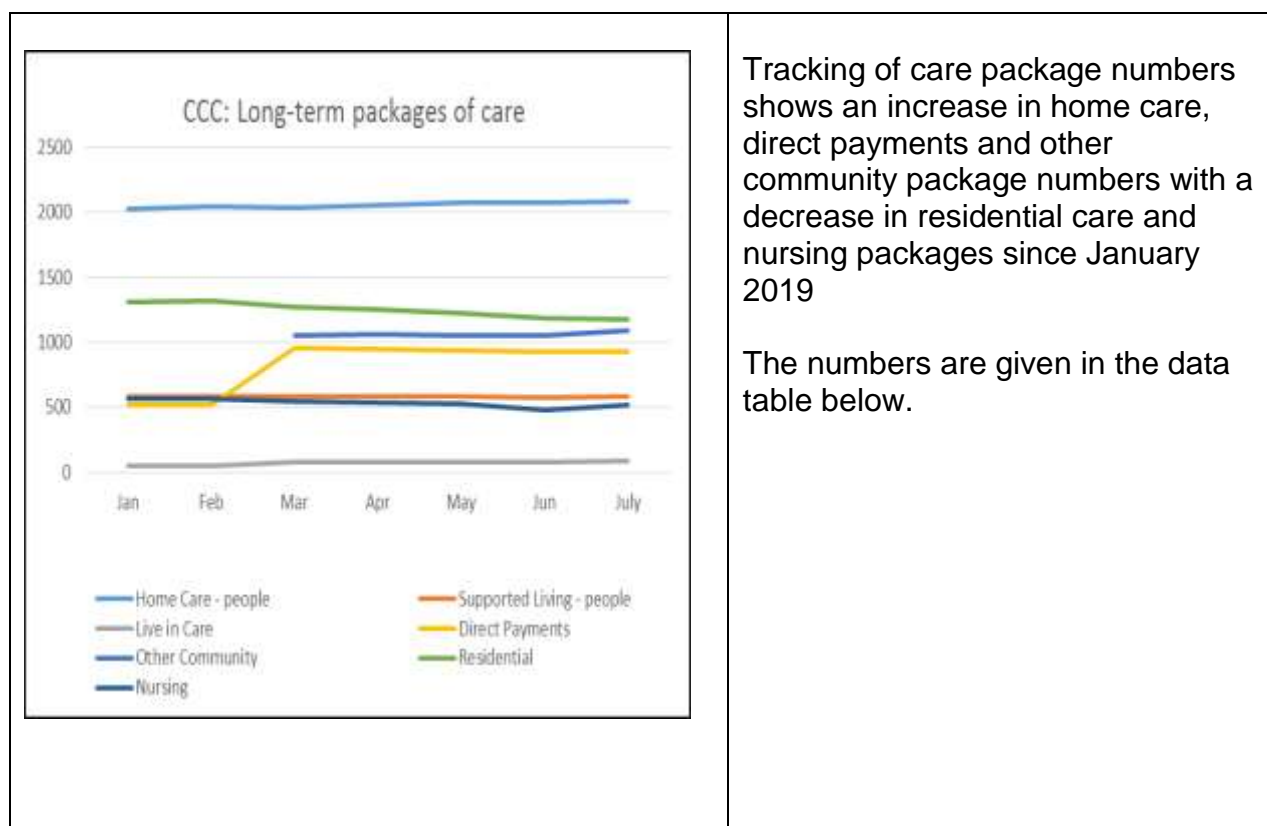
Tier One and Contact flows



Assessment and review flows



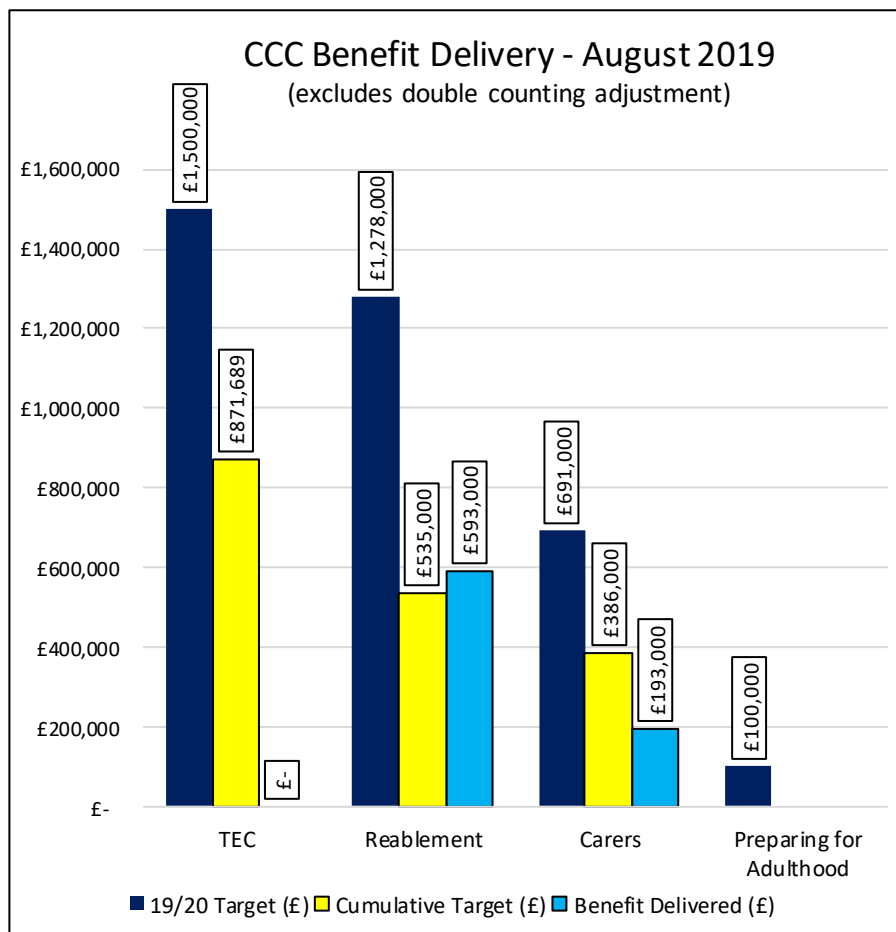
Long Term Package activity flows



CCC	Outcome /	Jan	Feb	Mar	Apr	May	Jun	July
	Home Care - people	2029	2048	2038	2053	2074	2074	2080
	Supported Living - people	582	580	584	586	584	579	582
	Live in Care	52	54	80	80	79	80	85
	Direct Payments	518	517	954	947	940	930	926
	Other Community			1051	1061	1051	1054	1089
	Residential	1314	1315	1272	1248	1220	1188	1176
	Nursing	563	565	542	535	522	475	516

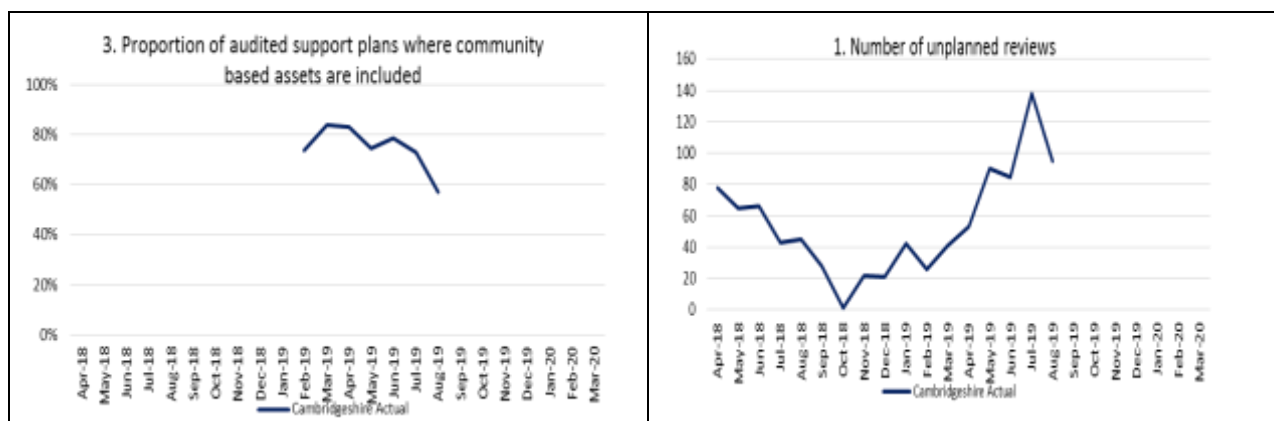
2.4 Workstream level impact tracking

The graph below illustrates how we are tracking progress against financial targets year to date:



Progress is also tracked at workstream level against other desired using Key Performance Indicators (KPIs) and delivery milestones. This shows that TEC and Carers are currently under target and Reablement slightly over. The following tables summarise the progress achieved on the key delivery work streams as at end September 2019 and explain progress in more detail and factors impacting on each workstream.

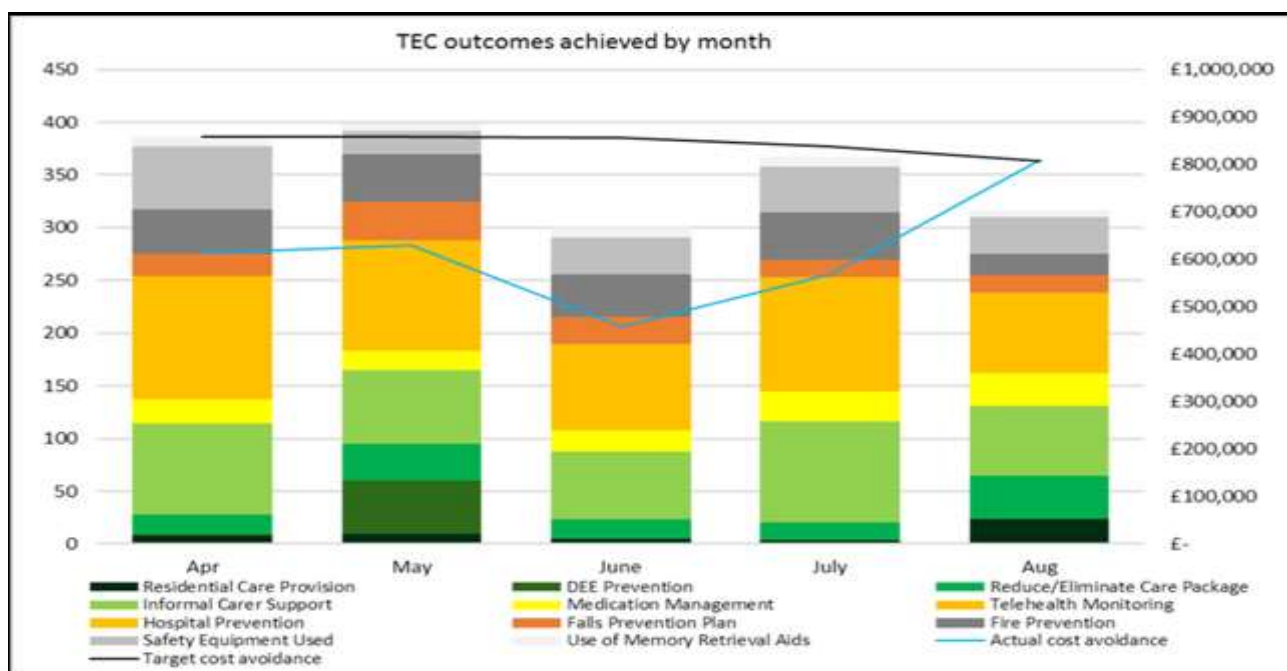
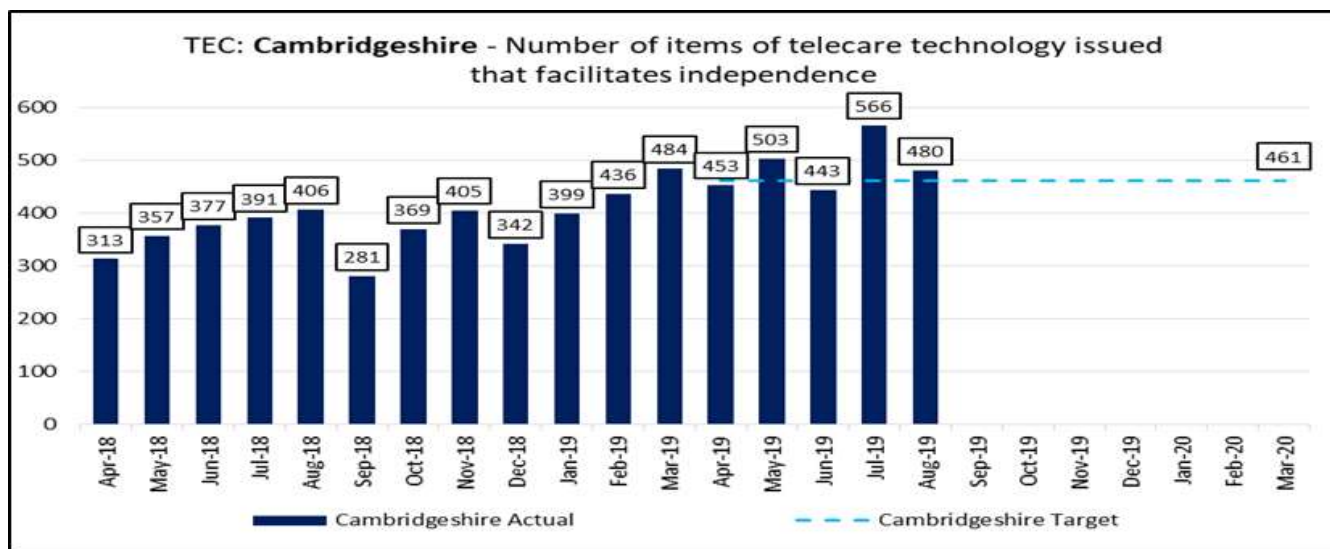
2.2 Changing the Conversation



The above graphs track the percentage team manager audits carried out monthly which evidence the inclusion of a community asset within the care and support plan. Although there is good evidence of strengths and asset based conversations happening in the case records, the audits show that this is not always translated into noting community assets in care and support plans. The second graph tracks the number of reviews recorded as being unplanned. The growth from October relates to the fact that MOSAIC captures this data better than the previous system and we expect to see the figure stabilise after 12 months when the full year review cycle is completed, at which time we will have a more stable baseline to track against. This work stream doesn't have a specific cost avoidance target in 19/20 but we will have learnt throughout the year and will have a specific target for 20/21.

KPI and Financial Update	Deliverables
<p>The overall number of reviews completed down in August due to annual leave. Peak in unplanned reviews in July caused by Provider Notice of Termination. The increase from October reflects data migration to Mosaic</p> <p>Some exploration is being done in CCC to apply a proxy savings/cost avoidance figure to cases reporting that CtC made a difference.</p> <p>Managers log tracking impact every other month – if pattern emerges this can be fed in to overall cost avoidance</p> <p>More emphasis on identifying community networks and assets would improve outcomes – this is a focus area for 20/21.</p>	<p>Workshops and huddle support provided to all key teams, with Learning Disability Partnership underway now. Change Champions in post to concentrate of leading to business as usual.</p> <p>Further promotion is required to improve outcomes using community based assets and messages to be reinforced at Reviews workshop 23/9 via Change Champion in huddles; using visual prompts; identifying case studies for newsletters</p> <p>Practice guidance on proportionate reviews is being finalised.</p> <p>Website content and key publications reproduced using MINDSPACE behavioural science</p>
Issues	Risks
<p>Mosaic migration impacting reporting capability for both activity and finance metrics.</p> <p>Limited capacity to carry out reviews in Cambridgeshire business case being developed.</p> <p>CCC had a provider hand back over 100 cases which lead to an increase in unplanned reviews and a loss of capacity for planned reviews.</p>	<p>Finance data migrations issues impact ability to track financial impact of case activity if there is a lag for recording financial data.</p>

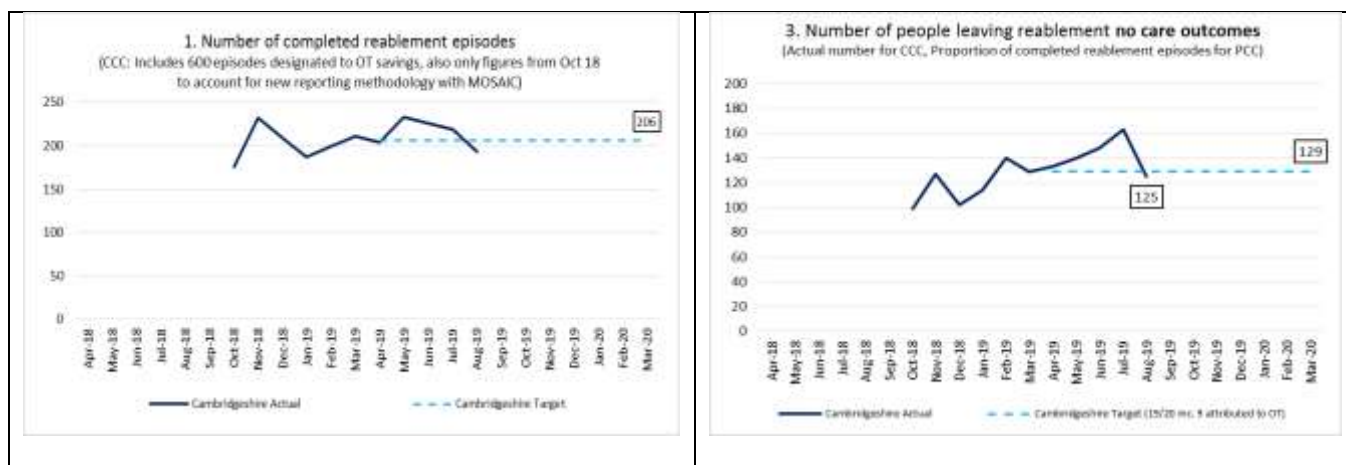
2.3 Technology Enabled Care



The graph above shows the full cost avoidance breakdown for TEC. The blue line represents the value achieved in 19/20 and the black line represents the target. The colours in the columns represent the type of cost avoided. In August the target was hit due to the difference in blend of avoidance. Previous months are being reviewed to ensure not undercount of cost avoidance categories.

KPI and Financial Update	Deliverables
<p>Referrals and TEC installations are up The cost avoidance tracked through 19/20 had not been as high as 18/19, even though significantly up on 17/18</p> <p>The savings modelling was reviewed by the team and the original savings target was based on the incorrect baseline, so the target has been updated resulting in a lower savings target.</p> <p>The data shows lower than expected savings from Apr-Aug, which the team are investigating and have initially found that there may have been an issue recording interventions that resulted in savings. The team are continuing this investigation but meanwhile, savings hit the target in Aug and appears to be on an upward trajectory.</p>	<p>TEC First and Falls training delivered widely in CCC Additional capacity was established in the TEC Team and is driving forward the changes.</p> <p>Data analysis is continuing to focus current activity and support priority setting and planning for the next phase. Clearer understanding emerging as to what TEC interventions are most effective, which will help the team prioritise their work to focus on activities that have the greatest impact on savings and outcomes.</p> <p>New milestone plan approved Financial validation is currently underway to pull out best practice case studies and areas of high cost avoidance to share with operational teams.</p> <p>TEC Team Level Dashboards have been designed to measure and monitor team performance and will be trialled in CCC to help improve accountability, engagement and further improve performance.</p>
Issues	Risks
<p>Importance of full buy in to the TEC First approach by front line staff and managers- this is increasing as time goes on and examples of successful change being shared.</p> <p>The team have designed the Team Level Dashboards to increase buy in and case reviews will be undertaken to highlight teams that are under and over performing on TEC, which can then be targeted. Plus teams and managers are encouraged to attend 'huddles' to share good practice.</p>	<p>Increased pressure on Community Equipment and TEC budgets, being mitigated through business cases for sustainable funding</p> <p>Pace and extent of culture change may not be sufficient given engagement of practitioners. Particular work is needed on the role of managers in promoting TEC.</p>

2.4 Reablement

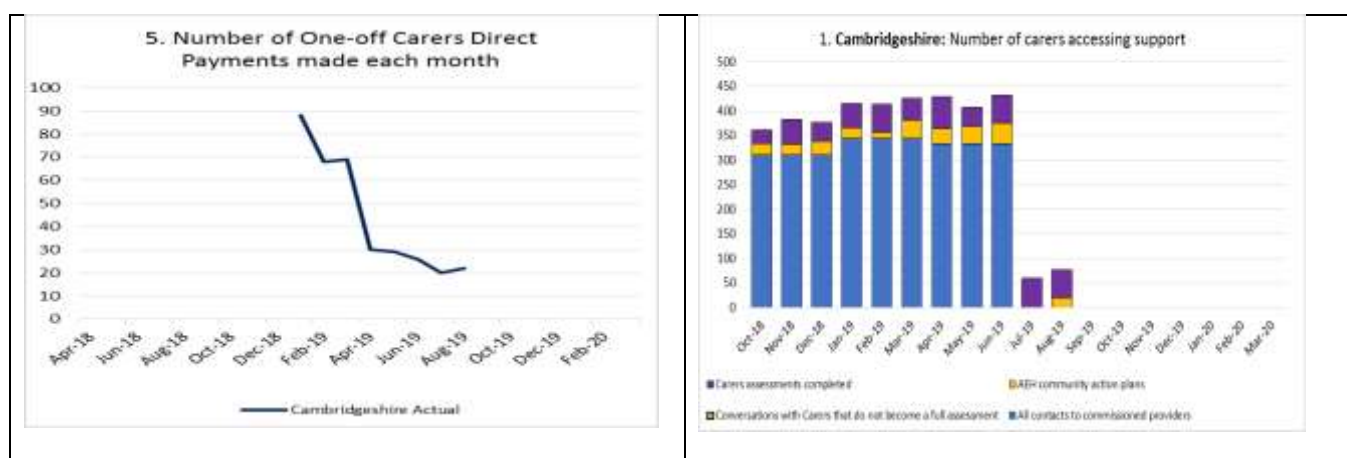


The number of reablement episodes has been above target in all months other than August as has the number leaving reablement with no long term care needs. The reason for this is pressures on home care in the school holiday period due to less staff being available and

increased requirement for Reablement to cover gaps in home care called 'bridging'.

KPI and Financial Update	Deliverables
<p>Financially on target</p> <p>Decrease in the number of Reablement episodes due to leave and higher mainstream packages-</p> <p>A decrease in episodes has resulted in below target number of people leaving with no care outcomes (although this is proportionally above target), which the team are investigating.</p>	<p>Revised specification for Reablement developed and additional management capacity introduced.</p> <p>Workshop to map pathway through Reablement completed</p> <p>Initial findings from pathway workshop have highlighted key areas / opportunities to explore.</p> <p>Implementing a mobile working solution for reablement support workers.</p>
Issues	Risks
<p>Reduced capacity in the Reablement team</p> <p>Reablement continuing to cover gaps in main stream home care (bridging)</p> <p>The Reablement service recognises the opportunities to target services where there deliver the best overall outcomes.</p> <p>Market failure (particularly in rural areas), which is increasing bridging and reducing community assets that take some of the pressure off Reablement.</p>	<p>Costs will continue to rise and savings reduced</p> <p>The market will rely on Reablement to pick up hard to place packages more and more and the Reablement team will do more bridging to fill the gap.</p> <p>Bridging is unsustainable and puts Reablement service under even more pressure, leading to core work suffering and worse outcomes for individuals</p>

2.5 Carers



Graph one illustrated the reduction in the use of default direct payments. Graph two illustrates the number of assessments and community action plans undertaken, carers commissioned support (the blue section of the column) is updated quarterly when data is received from commissioned providers. Shortly data captured around conversation with carers outside of assessment and community action plans will be added to the tracking.

KPI and Financial Update	Deliverables
Savings against the overall Carers Direct Payment in CCC budget are on track to deliver target. These are weighted to the start of the financial year to reflect	Carers Statutory Assessment function and resource returned to the Council in April 2019.

<p>underspend on direct payments in the last financial year.</p> <p>Cost avoidance is harder to track but a review has provided some evidence that the interventions are making a difference. The financial impact modelling is still being undertaken and is expected to yield an agreed figure. Once this figure is understood the programme will consider the options to addressing any shortfall</p>	<p>Carers triage step is now live on Mosaic which will enable conversations with carers that do not go on to assessment to be captured and reported- these messages are being reinforced at individual team meetings.</p> <p>Carers workshops rolled out and ongoing training via LGSS refined to ensure the focus is on the conversation with the carer.</p> <p>Carers commissioned contract going out to tender at the end of September with projected go live date of August 2020</p>
Issues	Risks
<p>We have just put in place the method of recording conversations with carers where a solution was found without the need for an assessment. As we will be counting this for the first time it might take a few months before we can see any pattern around increase and impact.</p> <p>It has been difficult to unpick the relationship between the interventions and benefits and provide the evidence that the targets are on track- the team continue to work on demonstrating the financial impact and cost avoidance achieved.</p>	<p>Carers commissioned tender is delayed due to the complexities of integrated working with health partners.</p> <p>There is a risk this could delay delivery of some benefits.</p> <p>Risk that there is a shortfall in provision in the support commissioned in light of CCG funding withdrawal</p>

2.6 Preparing For Adulthood

KPI and Financial Update	Deliverables
<p>Workstream is less developed than others in terms of scope- completed case audit to confirm where the opportunities are for cost avoidance and confirm KPIs</p> <p>In process of mapping out possible financial and non-financial benefits.</p>	<p>CCC Case Reviews in progress</p> <p>Shared Care data analysed to look for opportunities to reduce cost and how this could be applied to adults</p> <p>Producing action plan and rough estimate of financial / non-financial benefits in 2019/20 and what is possible in 2020/21.</p> <p>Where we are confident in the potential to deliver £100k in savings or cost avoidance, some of this benefit might be aligned to children's budgets.</p>
Issues	Risks
<p>Operational capacity</p> <p>Connectivity / dependencies need clarification</p> <p>Communication and engagement (internal and external)</p> <p>Work cuts across directorates and other agencies (health and education) and third parties.</p> <p>Difficult to quantify benefits as complex service</p>	<p>Double-counting of financial benefits with children's services</p> <p>Savings or activities within other projects could have a detrimental impact on adults or other projects</p> <p>Some current services reinforce reliance on services rather than encouraging better outcomes for the individual and their carer</p>

2.7 Other Workstreams

Neighbourhoods

The main focus for this workstream has been the delivery and evaluation of the Neighbourhood Cares pilots and managing the transition and transfer of learning, principles and approach into the Think Communities Programme and the STP work on Integrated Neighbourhoods. There were no specific savings attached to this as the move towards a neighbourhood based approach is a key enabler for the programme. The two Neighbourhood Cares pilot areas have been used as test beds for much of the innovation in APC and provided an opportunity to fast track progress followed by wide roll out across the county.

Panels

This workstream is an enabler to ensure that panels support the approach and are compliant with the Care Act in respect of being a forum for complex case discussion and review. A report containing interim findings has been produced and development of a recommended approach is currently underway. Whilst still in progress, the recommendations will propose a phased approach which. In the short term the focus will be on developing a more consistent and efficient panel process, empowering practitioners to continue to expand the use strengths based conversation and collect meaningful data to inform the APC trajectory and data. It is envisaged this will ultimately lead to a more targeted approach to quality assurance in the longer term.

Commissioning

Training in outcome based commissioning was undertaken by commissioners. Mapping of early intervention and prevention commissioning was carried out which can inform further work on the community offer / tier one offer. There has been a significant amount of commissioning activity embedded in the workstreams it supports. Going forward it is anticipated there will not be a separate workstream reflecting the joint nature of the whole programme.

2.8 Investment Plan as at September 2019

APC are currently forecasting a pressure on the investment spend because of the complexity of the work and originally underestimating the level of support needed from IMPOWER to get the programme up and running. In addition the estimated costs of the Reablement mobile working solution are higher than originally expected, which has created a financial pressure on the Programme.

The programme is scrutinising the current spend with a view to managing the pressure as far as possible and also analysing the spend needed for future years as a part of the business planning process for 20/21 which is due to come back to Committee in December.

Investment plan and benefit delivered

	Investment Description	Budget (£k)	Benefit delivered.
Programme expenditure			
	Subject Matter Expertise (Joint CCC/PCC Contract is 1 year plus option for 1 more year) £888k is CCC share (74%) of the contract cost for 1 year	888	IMPOWER have supported services to transfer to a more effective approach to demand management. Helping with the design and implementation of the model; they have used Edgework and behavioural insights to identify opportunities to further improve performance, implemented changes and supported the adoption of those changes, via workshops and huddle support resulting in costs reducing and outcomes for individuals improving
	Programme Manager £188k over 2 years	188	The PM established governance arrangements and proportionately applied tools and techniques to effectively manage the Programme. Confidence in the Programme has grown and the post holder actively manages key stakeholder relationships across CCC and PCC and across directorates.
	Enabler Support	44	Business Intelligence resource to track impact of the programme via service flows, work stream KPIs and benefits capture – whilst internal resource is found this support has been led by Impower.
TEC Workstream			
	Double Up OTs (2) 1 year	90	Two OTs focussing on double up or potential double up packages, strength based conversations and assessment for TEC and equipment – the number of double-up packages have reduced
	4 posts (P1x1 and SO1x3) 1 year	147	Additional capacity in the TEC team supporting the 30% increase in both TEC referrals and TEC issued each month
	Increase Equipment Budget	180	There has been a 30% increase in the average monthly amount of TEC issued.
	Lifeline Project	39	Use expertise from Telecare Services Association to undertake exploratory work, to identify opportunities for shared contracts across District Council boundaries and a report is due the end of Oct to share the exploratory work and recommendations for next steps.
Changing the Conversation			
	Review Team extension	300	The promoting wellbeing team has completed 240 reviews applying the changing the conversation approach in the first six months of 2019/20.
	Change Champion x2 1 year	100	One change champion started in August the 2 nd is due to start in November. The change champion that has started is already making an impact and identifying opportunities to further improve performance, which is likely to increase once the second change champion starts. Support the transition into business as usual
Reablement			
	OT Manager 1 year	40	Individual appointed to ensure the effective coordination of Occupational Therapists in the delivery of Reablement will support delivery of financial savings
	Total Mobile Working	577	Total Mobile will provide 230 support workers access to their schedules of work remotely without them having to call into the office every morning. This will improve effectiveness, efficiency and communication resulting in reduced operational costs and improved productivity. The 1 st phase starts 21 Nov with mobile phones loaded with the software being rolled out starting with Ely. 2 nd phase Feb when systems are integrated.
Carers Support			
	Review Assessors x3	70	Due to difficulties recruiting there are only two assessors in post, undertaking reviews of carers from the back log of reviews due when the service transferred back to the council.
	TOTAL	2,663	

2.9 How will we increase the impact of the programme for 20/21

The opportunities to increase the impact of the programme in 2020/21 consist of three elements,

1. Embedding what we have done in 19/20 to receive a full year maximised benefit in 21/20
2. Enhancing the existing work streams scope to have a wider impact
3. Delivery of new initiatives and approaches.

Overview of 2020/21 opportunities



Based on experience so far there are a number of common themes and activities that cut across workstreams, which have an impact on how we embed and enhance Adult Positive Challenge's impact.

In addition the programme team have explored the scope of the programme, which has resulted in new work activities, so the table below summarises the current thinking a potential work streams.

A more detailed report on the business case for the 2020/21 delivery is scheduled to be shared with Committee in December 2019.

Workstream	Outcomes / Deliverables
Preparing for Adulthood	<ul style="list-style-type: none"> TBC following diagnostic stage
TEC	<p>A tailored and focussed TEC offer for different client groups that supports innovation with TEC.</p> <ul style="list-style-type: none"> TEC with providers Focussed use of TEC in LD, MH, Supported living and at transition Digital and TEC strategy Process for identifying, trialling and launching new TEC LD safe places TEC trial – potential for wider rollout
Short Term Support	<ul style="list-style-type: none"> Reablement offer in MH Role of and pathways to MH Maximising the impact of OTs Review of adaptations pathways and approach Review of Tier 2 offer & outcomes achieved Falls Prevention
Community Offer	<p>A mapped out Tier 1 offer with partners and providers who are positive messengers in promoting independence.</p> <ul style="list-style-type: none"> Revisit findings and recommendations in SER Tier 1 communication and engagement strategy inc. marketing of Tier 1 offer (inc build your circles) Review of Tier 1 contracts Tier 1 messaging about ASC e.g. websites Supporting providers to signpost to Tier 1 rather than into ASC Strengthen links with VCS Tier 1 provider contracts and outcomes – setting expectations in new contacts and contract revisions for existing contracts Role of care homes in supporting the community Parish and neighbourhood community schemes e.g. North Peterborough good neighbour scheme Optimising role of community navigator Messaging about expectations through children's & families channels
Changing the Conversation	<p>A whole ASC system that is confident in having strengths based conversations.</p> <ul style="list-style-type: none"> CtC for Tier 1 partners and providers CtC at Hospital Discharge CtC with Housing CtC focus on LD reviews CtC with MH teams CtC with Business Support, Contact Centre, Contracts & Commissioning and Brokerage CTC around transport. CTC with brokerage.
Carers	<ul style="list-style-type: none"> Focus on MH carers Defining and communicating carers offer Training for carers Recommissioning of carers contract PH health trainers for carers Linking to other partners carers groups.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

There are no significant implications for this priority.

3.2 Thriving places for people to live

See wording under 3.1 above

3.3 The best start for Cambridgeshire's Children

See wording under 3.1 above

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category

4.4 Equality and Diversity Implications

There are no significant implications within this category

4.5 Engagement and Communications Implications

There are no significant implications within this category

4.6 Localism and Local Member Involvement

There are no significant implications within this category

4.7 Public Health Implications

There are no significant implications within this category

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	N/A
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	N/A

Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
None	

PEOPLE & COMMUNITIES RISK REGISTER

To: **Adults Committee**

Meeting Date: **10 November 2019**

From: **Service Director, Adults & Safeguarding**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: **To provide an annual update of the current People and Communities Risk Register**

Recommendation: **The Committee is asked to note and comment on the people and communities risk register**

<i>Officer contact:</i>		<i>Member contacts:</i>	
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1. BACKGROUND

- 1.1 Cambridgeshire County Council have a corporate risk register and this is reported to the Audit and Accounts Committee as part of Performance report and reviewed annually at the General Purposes Committee.
- 1.2 In addition to the Corporate Risk Register, People and Communities have their own risk register which highlights the key strategic risks across People and Communities and links to the corporate risk register.
- 1.3 As a County Council, the Risk Appetite for all risks has been set at 16 (4 Likelihood / 4 Consequence), this will indicate that any risk at this level or above will need to be reassessed in terms of its tolerance level and any additional mitigating actions may need to be introduced to further minimise the risk. In some cases, the risk may need to remain for a short-period of time until the mitigating actions take effect.

2. MAIN ISSUES

- 2.1 The People and Communities Risk Register contains the main strategic risks from across the whole Directorate which are reported to each of the relevant Committees (Children and Young People, Adults and Communities & Partnership) on an annual basis and can be seen in Appendix 1. It has been agreed to incorporate the 'Cultural and Community Services' risks in the main P&C Risk Register and these have now been added.
- 2.2 The Risk Register is regularly reviewed on a 6-weekly basis by People & Communities Senior Management and discussed bi-monthly at their Management Team meetings. The areas of interest for Adults Committee would be:
 - 1. Financial Pressures
 - 2. Recruitment of our workforce
 - 3. IT in terms of Mosaic and the link to the Finance Assessment Service
 - 4. Provider quality and stability of the market
- 2.3 Overall, the strategic risks set out last year have been reviewed with a more strategic and high level focus on the key areas and risks affecting People and Communities the most. There has been more emphasis on recruitment and retention of social care workforce across both Adults and Children's and a greater focus on market capacity and quality meeting need and demand, particularly within Adults services.
- 2.4 The People and Communities Risk Register is reviewed by Senior Officers on a monthly basis and there is also a mechanism which captures and monitors more operational risks across People and Communities.
- 2.6 The County Council also has a Corporate Risk Register which is presented regularly to Audit and Accounts Committee.

3. BREXIT Risk Management

- 3.1 Sue Grace, Director for Customer and Digital Services is now the Brexit lead for Cambridgeshire County Council and Peterborough City Council. Sue is already the Joint Management Team's representative on the Cambridgeshire and Peterborough

Local Resilience Forum, a key forum for Brexit planning across the public and voluntary sector. Sue is working with colleagues to review and update the work of the County Council's Brexit taskforce.

Work on the Brexit impact assessment continues and there is good progress across all areas, with no significant concerns.

A copy of the latest published Brexit impact assessment is attached to this report and committee members might be particularly interested in the following:

Ref	Category	Potential Impacts
BX3	Supplies	Limited availability of medical drugs
BX4	Workforce	Complications on rights and status of EU citizens and workers- reduction in CCC/PCC workforce, especially in hard to fill roles such as in Adult Social Care, Children's Social Care, Education
BX5	Workforce	Reduction in workforce in services that are commissioned by CCC and PCC, such as care workers, cleaners, security staff, construction
BX6	Recruitment	Changes to rules for recruiting staff from outside the UK

Colleagues across the Council will continue to work together and with partners to mitigate the impact of these risks. The impact assessment is regularly being reviewed and the latest version is due to be presented to Audit and Accounts Committee in November.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

4.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

There are no significant implications within this category.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

There are no significant implications within this category.

5.5 Engagement and Communications Implications

There are no significant implications within this category.

5.6 Localism and Local Member Involvement

There are no significant implications within this category.

5.7 Public Health Implications

There are no significant implications within this category.

This is a monitoring report and does not require relevant sign off

Source Documents	Location
Cambridgeshire County Council Corporate Risk Register BREXIT Impact Assessment	tom.barden@cambridgeshire.gov.uk

APPENDIX 1: People & Communities Risk Register

Likelihood	5					
	4			4 11	7 15 24	
	3			9 17 22	1 3 5 8 12 14 18 19 20	2 16
	2		13 21	10	6 23	
	1					
		1	2	3	4	5
Consequence						

Please note the numbers in the square boxes relates to the relevant risk number (not the risk score).

Risk #	Risk	Triggers	Residual Risk Level	Control
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CCC People and Communities

1	Children and young people do not reach their potential (educational attainment)	1. The attainment gap between vulnerable groups of CYP and their peers of school age are below targets identified in P&C performance dashboard 2. End of key stage 2 and 4 attainment targets are below those identified in the P&C performance dashboard 3. Percentage of 16-19 years old who are NEET increases as identified in P&C performance board)	12	1. Good governance of Accelerating Achievement and School Improvement strategies and action plans, checking progress and challenging performance, involving executive and service management
				2. Cambridgeshire School Improvement Board focused on securing improvements in educational outcomes in schools by ensuring all parts of the school system working together
				3. Effective monitoring, challenge, intervention and support of school and setting
				4. Develop all children's services to include educational achievement as a key outcome
				5. 18-25 team supports care leavers to remain in education or helps them find employment or training
				6. A joint approach to support and promote good mental health for CYP has been developed with and for schools and a programme is in place which is supported by Learning, E&P, Public Health and voluntary partners
				7. Provides support and guidance to schools to support the stability of educational placements and transition to post 16 for LAC
				8. Cambridgeshire School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together.
				9. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable
2	Failure of information and data systems, particularly with the implementation of MOSAIC in Adults and LiquidLogic in children's.	1. Amount of time P&C Business Systems (Social Care, Ed Case Management) are working and available (uptime) is below Service Level Agreement (SLA) levels 2 System availability due to infrastructure issues (network, end-user devices, SAN etc.) is below SLA levels. 3 Amount of time data-sharing with partners is impossible as a result of system failure. 4. ONE - Quality of system and sustainability of demand of Service especially SEND 5. ERP- Reports from providers of late	15	1. Individual Services Business Continuity Plans.
				2. LGSS IT Disaster Recovery Plan
				3. LGSS IT service resilience measures (backup data centre, network re-routing).
				4. Version upgrades to incorporate latest product functionality
				5. Training for P&C Business systems prior to use
				6. Information sharing agreement

Risk #	Risk	Triggers	Residual Risk Level	Control
		payments or no payments Reports from services that have processed and progressed payments, but still no further actions taken from ERP		<p>7. Backup systems for mobile working</p> <p>8. Back-up systems for P&C Business Systems</p> <p>9. Corporate (Information Governance Team) monitor data handling and security position and improvements</p> <p>10. Robust MOSAIC programme has been established and a clear plan for implementation is in place</p> <p>11. Robust implementation programme for LL includes risk control.</p>
3	Failure of the Council's arrangements for safeguarding vulnerable children and adults	<p>Children's Social Care:</p> <p>1. Children's social care caseloads are too high in some areas</p> <p>2. Some over optimism in relation to risk period posed by Parents</p> <p>3. Serious case review is triggered</p> <p>Adult Social Care (Inc. OPMH)</p> <p>1. Care homes, supported living or home care agency suspended due to (safeguarding investigation</p> <p>2. Outcomes of reported safeguarding concerns reveals negative practice</p> <p>3. Increase in a notification of a concern</p> <p>4. Decreased resource within adults MASH and/or Locality Teams</p> <p>5. Lack of Resource in Contracts</p>	12	<p>1. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity</p> <p>2. Move to non-caseloading team Managers has increased oversight and challenge. Skilled and experienced safeguarding leads and their managers.</p> <p>3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p> <p>4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews and safeguarding Adult Reviews</p> <p>5. Multi Agency Safeguarding Hub (MASH) for both Adults and Children supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.</p> <p>6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance</p> <p>7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.</p> <p>7a Clear 'People in Position of Trust' policy and guidance in relation to Adults</p> <p>8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission</p> <p>9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services</p>

Risk #	Risk	Triggers	Residual Risk Level	Control
				<p>10. Coordinated work between multi-agency partners for both Adults and Childrens. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards</p> <p>9. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities</p> <p>11. Caseloads are reducing as the move away from the Unit model to specialist teams becomes embedded. Oversight & challenge from QA Service and the Local Safeguarding Board</p> <p>12. Jointly funded packages of support</p>
4	Failure to adequately deliver the financial assessment service sitting outside of Operations	<p>1. The number of complaints increase</p> <p>2. Continually incorrect invoicing</p> <p>3. inaccurate data and information</p>	12	<p>1. Conversations underway to transfer the service back to Operations within P&C – linked to the risk around MOSAIC</p>
5	Failure to attract or retain a sufficient People and Communities workforce	<p>1. Spend on agency staff within social care workforce is above target as identified by Strategic Recruitment and Workforce Development Board</p> <p>2. High turnover of social care staff as identified by Strategic Recruitment and Workforce Development Board</p> <p>3. High vacancy rates of identified key social care roles as identified by Strategic Recruitment and Workforce Development Board</p> <p>4. Cost of living in Cambridge City is high leading to issues for recruitment and retention</p>	12	<p>1. Extensive range of qualifications and training available to staff to enhance capability and aid retention</p> <p>2. Increased use of statistical data to shape activity relating to recruitment and retention</p> <p>3. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.</p> <p>4. Review potential recruitment and retention approaches in hard to recruit to parts of Children's Services</p> <p>5. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.</p> <p>6. Improved benefits and recognition schemes in place</p> <p>7. Recruitment and retention programme has been agreed</p>
6	Failure to work within regulation and/or regulatory frameworks	<p>1. Poor inspection and/or ombudsman results</p> <p>2. Higher number of successful legal challenges to our actions/decisions</p> <p>3. Low assurance from internal audit</p>	8	<p>1. LGSS legal team robust and up to date with appropriate legislation.</p> <p>2. Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards</p> <p>3. Inspection information and advice handbook available which is continually updated</p> <p>4. Code of Corporate Governance</p> <p>5. Community impact assessments required for key decisions</p> <p>6. Programme Boards for legislative change (e.g. Care Act Programme Board)</p>

Risk #	Risk	Triggers	Residual Risk Level	Control
				7. Training for frontline staff on new legislation 8. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate 9. P&C have made arrangements for preparing within Inspections 10. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection 11. Review the results of the Adults Service User survey
7	Financial Pressures in People & Communities	<p>There is a risk across the whole P&C, including Childrens, Adults, Mental Health, Public Health to deliver and manage budgets and make savings.</p> <p>It is recognized that key partners are also under significant financial strain, which may impact on P&C if demand management is not managed or increases.</p> <p>High Needs Block - demand continuing to exceed funding</p>	16	1. Early Help services are operating more effectively to meet demand 2. Review of SEND Provision and government's funding is being reviewed 3. Recruit alternatively qualified staff to support social workers, improved retention package 4. Delivery of the demand management programmes 5. Continue to raise with Central Government regarding additional funding required in Adults Services
8	Financial Pressures on service providers	There is a risk that changes to legislation such as the sleep-in ruling, pension obligations and rises in minimum wage, combined with rates the Local Authority are able to afford will result in providers withdrawing from the market.	12	1. Working with Providers to develop action plans
9	Increase in Homelessness across CCC	More individuals / families requesting support	9	1. Officer Task & Finish group has been developed as instructed by the Communities & Partnerships Committee 2. Committee receives a regular update and report 3. CCC Co-chairs the sub-region housing board
10	Increased prevalence of adolescent young people entering the criminal justice system.	1. Existing preventative activity does not meet the needs and behaviours of young people. 2. High demand for some crime types resulting in reduced levels of intervention from some of our partners.	6	1. Continued development of the shared services Youth Offending Service with Peterborough, ensuring best practice is shared and resources are flexed where they are most needed. 2. Development of the statutory youth justice board to ensure a system wide approach is taken to supporting adolescent young people. 3. Continued development of positive interventions, including National Citizen Service, to engage proactively with young people.
11	Insufficient availability and capacity of services at affordable rates	1.. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by P&C performance dashboard 2. Delayed transfers of care from hospital	12	1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups including adults and OP

Risk #	Risk	Triggers	Residual Risk Level	Control
		attributable to adult social care as identified by P&C performance dashboard 3. Home care pending list – people waiting for home care 4. Gap in alternative to care services 5. The BREXIT negotiations may impact on the care industry in terms of the workforce 6. Provider organisation report not having capacity to deliver services when we need them 7. Length of time services users wait for appropriate services 8. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses) 9. Increase in demand for interim beds for domiciliary care 10. Reablement capacity cannot be deployed for preventative place based work due to need to cover gaps or bridging for home care		3. Community resilience strategy details CCC vision for resilient communities 4. Directorate and P&C Performance Board monitors performance of service provision 5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market 6. Take flexible approach to managing costs of care 7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary 8. Capacity Overview Dashboard in place to capture market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace. 10. Development of a Home Care Action Plan 11. Regular engage with commissioners and providers to put action plans in place to resolve workforce issues 12. Robust Controlling and monitoring procedures 13. Active involvement by commissioners in articulating strategic needs to the market 14. Risk-based approach to in-contract financial monitoring 15. Continued work with VCS for preventative actions
12	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2. % LAC placed out of county and more than 20 miles from home as identified in P&C performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan	12	1. Regular monitoring of numbers, placements and length of time in placement by P&C management team and services to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities 5. P&C management team assess impacts and risks associated with managing down costs 6. Implementation of Family Safeguarding will reduce demand on child in care services as more children are enabled to remain safely within their families
13	Insufficient capacity to manage organisational	1. Staffing restructures result in loss of staff 2. Ageing workforce and succession planning	4	1. Resource focussed appropriately where needed to deliver savings.

Risk #	Risk	Triggers	Residual Risk Level	Control
	change	is challenging		<p>2. P&C Management Team review business plans and check that capacity is aligned correctly.</p> <p>3. Programme and project boards provide governance arrangements and escalation processes for any issues</p> <p>4. Commissioning work plans regularly reviewed by Management Team.</p> <p>5. P&C Management Team monitors achievement of savings on a monthly basis - including ensuring capacity is provided</p> <p>6. Transformation team in place and supporting the changes across the organisation</p> <p>7. Increased communications to staff of ongoing changes and how they can help influence</p> <p>8. Children's Services restructure is completed and implementation of Family Safeguarding will have minimal impact</p>
14	Meeting demand for school places and settings	<p>Failure to provide our legal requirement for every child of statutory school age to access a place and within a 'reasonable' distance from their home (less than 2 miles for 4 to 8 year olds and up to 3 miles for 9 to 16 year olds)</p> <p>Cut in Government funding for school places</p> <p>1.Demand on places outstrips sufficiency</p> <p>2. Failure of not having early years settings</p> <p>3. Funding is low in Cambridgeshire</p>	12	<p>1) The Education Organisation Plan is refreshed and published annually, taking account of the latest available demographic data and information on housing developments.</p> <p>2.) Sufficient resources identified in MTFP to support known requirements in the next 3 years if forecasts remain accurate</p> <p>3) Quality of relationship with schools means schools have over admitted to support the Council with bulge years</p> <p>4) On-going review of the Council's five year rolling programme of capital investment. Priority continues to be given to the identified basic need requirement for additional school places</p> <p>5) Annual School Capacity Review to the Department for Education (DfE) completed in a way which aims to maximise the Council's basic need funding allocation.</p> <p>6) Local and national lobbying (inc. ESFA capital funding options, inc. Free Schools)</p> <p>7) Close working with Admissions Team to identify demand for places resulting from families moving into and within Cambridgeshire</p>
15	MOSAIC Finance Module - a risk to the transition process for AFM	<p>1. MOSAIC system / modules are not working as they should which impacts on transfer from AFM system to MOSAIC</p> <p>2. Complaints and service user distress about inaccurate invoices</p> <p>Not enough capacity or resources not</p>	16	<p>1. Relocation of staff in Scott house has been completed and has helped to improve</p> <p>2. Delayed implementation to September – slow transition to moving the financial team function back in-house</p> <p>3. Increase Adults Finance Team staffing on a temporary basis to become part of MOSAIC project team</p>

Risk #	Risk	Triggers	Residual Risk Level	Control
		available to train staff adequately		4. Preparing a contingency plan 5. MOSAIC has its own Risk & Issue Log 6. A review of streamlining workflows and processes is underway
16	System Financial Challenges	Due to the financial challenges of the wider health system there is a risk that this may impact on timely processing of invoices by partner organisations.	15	Regular communication between finance, operations and management teams. Position monitored closely.
17	Partnership agreements with NHS are not agreed between partners or do not deliver what the Council needs	1. S75 with CCG for pooled budget for LDP has not been agreed (Pooled budget for LDP agreed until April 2020 – S75 for Mental Health social workers has been renewed for 1 year)	9	1. Discussions underway with CCG about the S75 for LDP now the pooled budget has been agreed until April 2020. 2. Work underway re review of HC costs to inform renewal of pooled budget post April 2020 3. BCF / iBCF (Better Care Fund) - programme of works is in development
18	Skills shortages in People & Communities	<p>There is a risk that the progress that has been made in relation to the recruitment of qualified social workers, team managers and senior officers slows down and the authority experiences a severe skill shortages again.</p> <p>Key NHS staff employed by CCC as part of the Learning Disability Partnership are in short supply (i.e.OT's, LD Nurses)</p> <p>The East of England memorandum on agency social worker charge rates is vulnerable at present as a number of authorities are seeking permission to exceed payment rates. Failure of this would increase likelihood of higher turnover among our employed staff</p>	12	1. Recruitment & Retention campaign 2. Apprenticeships for Social Care has been launched
19	Think Communities - Failure to deliver a transformed community resilience service	"There is a risk that failure to deliver a transformed community resilience service that directly impacts on demand management costs and service pressures.	12	1. Establishment and development of an integrated 'Think Communities' Strategy and plan 2. Demand Management Hub work being developed
20	Achieving the new Libraries Transformation Vision	1. Unable to achieve the expectations of the new vision 2. Insufficient funding 3. Community capacity 4. Partners are not on board with the vision	12	1. Work is progressing on the vision for 2021 2. Initial vision statement has been produced and will be developed further 3. Monthly Programme Board

Risk #	Risk	Triggers	Residual Risk Level	Control
				4. New Libraries Programme Board
21	Future Growth in Libraries	1. Insufficient funds received for new Libraries (from Section 106, CIL etc) 2. Insufficient model to bid for funds 3. Lack of project and contract management 4. Lack of partnership working	4	1. Library projects have own risk registers 2. Good project management with project plans 3. Community engagement - steering group with member participation 4. Comms plan in place 5. Financial plan in place 6. Working with the Transformation Team 7. Working with Strategic Assets Team 8. Oversight by the Assistant Director 9. Input from the legal team 10. Lessons learnt log
22	Passenger Transport (Risk Currently being reviewed in terms of Directorate it sits across)	1. Failure to provide public bus services that have been withdrawn by public transport companies 2. The Combined Authority bus review is not completed by April 2019 3. Community Transport Audit (HACT, FACT, ESACT) are not used to deliver mobility services 4. Funding is not available to replace commercial services that are deregistered.	9	Local transport plan - Section on Business Strategy Funding attached - budget monitoring procurement practices Quarterly meetings with main operators Work with operators to receive information about their plans at an early stage. Negotiate service provision for key journeys/ requirements. £1.5 million available annually to provide these types of service and if there is a new requirement funding can be diverted away from existing services where the need is assessed as being lower.
23	06. Successful delivery of The Library Presents programme (arts in libraries)	1. The aims set out in the Business Plan, and agreed by our external funder, Arts Council England, are not met.	8	1. Business Plan agreed, with targets for audience numbers, quality of programme, marketing in place, budget adhered to. 2. Quarterly Steering Group meetings and quarterly reports to Arts Council England 3. Regular reviews with staff team 4. Learning based on previous experience of this type of programme deployed 5. Access to Arts Council Relationship Manager on less formal basis encouraged

Risk #	Risk	Triggers	Residual Risk Level	Control
24	07. Failure to make an informed and timely decision on the Registration Service in Cambridge	01. Uninformed decision on where the Registration Service is going to be based in Cambridge 02. The Council is not aware of the requirements of the Registration Service including beyond the specification 03. The Service is unable to book ceremonies after September 2020	16	01. 2020 Project
				02. Registration Service Management Plan
				03. Customer communications

Appendix 2 – BREXIT Impact Assessment

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX1	Citizens Rights / Migration	Increase in community tensions causing damage to community cohesion, including potential rising tensions in schools	Likely	High	16	<p>Our programme board being led by the Service Director for Communities and Safety will lead on a Communications and Community Engagement strategy, working closely with community and faith groups to communicate Government information and messaging - particularly to highlight the EU settlement scheme to the voluntary and community sector and the wider public and the importance of EU and other non UK citizens in supporting the Cambridgeshire and Peterborough economy. Tension Monitoring Group and Hate Crime Task and Finish Group are closely monitoring the community tension situation. Reported hate crime for the month of February remains low with no notable cases relating to EU communities. Updated 02/04/19- The engagement strategy has been drafted and agreed with the delivery board. We have identified a Peterborough task and finish group to ensure local issues are being discussed and addressed. We are linking with other CSPs to ensure county join up. An exemption report have been submitted to recruit 1 x consultant for Peterborough to help with monitoring the take up of the EU settlement scheme and any community tensions and backlash. Trading Standards have issues a flyer to advise persons of pitfalls of fraud and scams relating to the EU settlement scheme, explaining how to report and to get help.</p> <p>- Hate crime reporting is largely stable - Fenland and Peterborough combined have seen 17 extra crimes but nothing specific Brexit related. Schools tension generally low, however an issue of far right extremism in a Wisbech School has been flagged and we are co-ordinating a multi partnership response to provide support. Additionally we are refreshing guidance to all schools on how to report and</p>	Possible	High	12

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						<p>address hate crime incidents.</p> <p>- A hate crime event was held on 3rd April at PARKA. Police and Council were invited to raise Brexit challenges and arrange avenues to report. Similar messages are being promoted through faith group contacts. A delivery plan is being developed to monitor and track individual activities.</p> <p>Update 10th May - Overall the situation for hate crime and EU communities remains stable. There have been a total of 5 incidents of swastika graffiti in parks / play areas around Peterborough. No particular pattern or link to EU has been identified. Risk assessment remains the same. The European elections will be held on 23rd May - National intelligence does not indicate a specific risk to Cambridgeshire, with no information coming through police lines / CTLP. Nationally awareness training linked to polling day is being considered in more high risk areas, but Cambridgeshire will not receive this due to the low threat assessment for our area. There is no indication of any new issues in schools, however we have met with Education leads to discuss improved reporting systems for schools.</p> <p>We are working to bring together county CSPs to track and monitor impact. Rob Hill is now chair of the CSP officer group and is working with officers to improve linkage.</p>			

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX2	Citizens Rights / Migration	Complications on rights and status of EU citizens and workers - impact on vulnerable people who may not understand requirements	Possible	High	12	<p>We will identify Looked After Children (LAC) and other vulnerable people who are EU citizens and support them to apply for settlement. Data cleansing for LAC is currently taking place to ensure that we can draw an accurate report from our records. We will engage with the community and voluntary sector, Cambridgeshire district councils and adjoining councils to support their work with vulnerable people. Our libraries will be available to assist people with online applications. Cohesion and Diversity Forum meeting has been held on 13 March and brought together 40 plus delegates including from EU communities (Polish, Lithuanian, Latvian, Slovakian, Italian, Portuguese, East Timorese (Portuguese) and others (Kenyan), as well as partner agencies (police, registration office, regulatory services from PCC, Healthwatch, Schools Partnership, FE colleges, voluntary sector, faith groups, Vivacity, Cross Keys Homes, cabinet member for Communities, Peterborough Racial Equality Council, Gladca, Nene Park Trust). The objective was to update the community about issues such as EU Settlement Scheme, hate crime and other local arrangements in preparation for Brexit. Report from the forum is being prepared and will be circulated soon.</p> <p>Update 02/04/19-on 13th March a diversity forum was held to discuss Brexit preparedness. This specifically was to advise what actions are underway from services to support migrant communities. Over 40 persons attended included from key EU Community groups (Poland / Lithuania / Latvia / Czech and Slovakia / Portugal / East Timor) and no EU migrant communities. The consultant role described in BX1 will also be working to identify hard to reach groups amongst EU resident and signpost them for support. Arrangements are being made to liaise with Rachel Talbot from citizen advice to ensure we are joined up in our approach to support migrant communities. We are waiting</p>	Possible	High	12

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						<p>update from the Home Office regarding the grant to assist the voluntary sector in supporting vulnerable persons. Business intelligence have provided details of care leavers and LAC children but the data needs significant cleansing which is underway. Current thinking is that there will be between 50 and 60 and children and young adults that will require input with regard to citizenship/settled status. Update 10th May - The looked after children part of this task has been reallocated to Children's Social Care to update Petr Torak is providing consultancy services to provide support for the EU settlement scheme, and provide assistance to persons seeking to apply for settled status. Romanian / Bulgarian/ Czechoslovakian and Guinea Bissau communities have been identified as hard to reach groups requiring targeted engagement. A leaflet has been circulated inviting persons to an event on 16th May at the Peterborough International Christian Centre to target these groups and others requiring support. This will include community groups / academies / GP practices / Housing Associations and other public service providers. We have identified 3 organisations who are offering paid services to assist with the public with applying- charging 25-100 per application. The Home Office have also announced funding for voluntary sector organisations to offer a support service. Update 11.06.19- a workshop for promoting community champions for EUSS was arranged in conjunction with Home Office on 16 May. Forty people including those from fourteen different community groups and service providers attended. The situation regarding hate crime involving EU community is being monitored closely together with police. Whilst overall hate incidents are on an increase, there is no indication of any added targeting of the EU community. Voluntary sector grants for two Peterborough based organisations including GLADCA</p>			

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						and PARCA have been announced by Home Office. Local engagement with these organisations has commenced.			
BX3	Supplies	Limited availability of medicinal drugs	Possible	Very High	15	<p>We will prioritise national government and NHS led response (including prioritisation of medicine imports and extra six weeks of supply to overcome any import disruption) through local communication and engagement, particularly around the need for local people and health and social care providers not to stockpile medicine. The Cambridgeshire and Peterborough Local Health Resilience Partnership will have a focussed discussion on this risk at its January meeting.</p> <p>27/2/19 Update: local communications on national guidance has been sent to GPs and the local message to providers continues to be not to stockpile medication supplies. Local system and regional EU Preparedness Testing workshops were held in February and the supply of medicines was discussed in detail. National government and NHS led continuity plans will be prioritised and further detail on national continuity plans is awaited. Local system wide drug shortage group has been established and meets weekly to enable close oversight of medicines availability. An ongoing dialogue is in place with NRS, our community equipment supplier, who have assured business continuity plans in place. Update 22/3/2019 - Ministry of Housing Communities and Local Government (MHCLG) national Brexit Adult Social Care (ASC) event confirmed that the Department of Health and Social Care (DHSC) has been working alongside National Health Service England (NHSE) to ensure that social care is included within the</p>	Unlikely	High	8

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						contingency plans for medication. National contingency is an assured 6 week supply and working with pharmacies and drug companies to ensure stock. Public Health have written to providers to ensure contingency plans are in place for commissioned services.			
BX4	Workforce	Complications on rights and status of EU citizens and workers- reduction in CCC/PCC workforce, especially in hard to fill roles such as in Adult Social Care, Children's Social Care, Education	Likely	High	16	We highlighted to those eligible under the Pilot Phase 2 (Social Care Sector) the Settlement Scheme and how to apply. There will be further targeted work with EU Employees to encourage them to apply for settled status, and to determine if they require assistance. Information is being communicated via management teams to their staff about this process, as well as wider communication to reinforce information and messages using the Employers Toolkit published by the government. Messages to all employees about the Settlement Scheme will be communicated via various forms of internal media to inform and encourage applications to the Settlement Scheme. Will also be encouraging and monitoring completion of the ERP field to record nationality so that we can begin to target those that may need help with applying.	Possible	High	12
BX5	Workforce	Reduction in workforce in services that are commissioned by CCC and PCC, such as care workers, cleaners, security staff, construction	Very Likely	Very High	25	CCC & PCC will support central government advice to social care providers (encouraging business continuity plans and to support and advise their EU staff) by engaging in discussions with our providers about how they can encourage their employees to register and reassure them about any concerns they may have. Staff in the health and social care sector can apply for settled status now, and will be encouraged to do so. Update 7/3/19: CCC and PCC continue to have regular dialogue with providers:	Likely	High	16

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						<ul style="list-style-type: none"> Communicating the latest information regarding EU settlement to providers, to enable them to support their workforce with application information. Seeking assurance from providers that they have adequate business continuity plans in place. Ongoing dialogue with providers, including via existing provider forums, to ensure provider concerns and issues can be identified. <p>Communication was sent to all providers at the beginning of March requesting an update on business continuity plans. Update 22/3/19 - good response has been received from providers and business continuity planning is mixed. Continuing to work with providers to share good practice examples of business continuity plans. Limited concern regarding workforce is being communicated from providers and the waiving of the settlement application fee has been an assurance to one of their key concerns. Workforce will continue to be monitored as there may be a longer term impact on recruitment and drip feed exiting of staff if it becomes economically unviable to remain the UK due to the value of the pound. 04 July- Will Patten, Director of Commissioning, provided an update report to the Adults Committee "Adult Social Care Independent Sector - Labour (workforce) Market" which provides detailed information on the impact of Brexit on the supply of care staff. (Link to report is in cell- (i, 22) below)</p>			
BX6	Recruitment	Changes to rules for recruiting staff from outside the UK	Very Likely	Very High	25	Government is still consulting on elements of its new migration policy although this is likely to prioritise highly skilled workers and include an income threshold that may impact on our lower paid workers. PCC and CCC are engaging with the Home Office about the implications of these changes and will reflect these in our own planning and processes. CCC and PCC will look to maximise any	Likely	Very High	20

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						opportunities this presents us with in ongoing recruitment in priority areas.			
BX7	Finance / Funding	Reduction of income from business rates (for example, as a result of EU-owned businesses closing)	Unlikely	Low	4	Low rating of risk in six month timeframe but to be kept under review. Reviewed again in March 2019 and no change identified.	Unlikely	Low	4
BX8	Finance / Funding	Loss of EU funding for projects, or loss of government funding	Unlikely	Low	4	Government have guaranteed existing funding beyond six month timeframe for committed EU schemes. We will keep this issue under review. Reviewed again in March 2019 and no change identified.	Unlikely	Low	4
BX9	Finance / Funding	Pressures on budgets from other sectors, such as increase in cost of workforce in services that we commission, as well as cost of products and materials that we purchase	Very Likely	Very High	25	This is a knock-on impact for finance and mitigation will be dependent upon other parts of CCC & PCC's engagement with providers about how they can encourage their employees to register (and reassure them about any concerns they may have) and examine contract provisions and arrangements and review these as necessary. Strong interdependence with BX5.	Likely	High	16

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX10	Finance / Funding	General financial implications - for example, reduced value of the pound, demand placed on the national payments and banking systems, financial downturn, negative impact on the council pension scheme, implications for Council Tax, resultant poverty issues	Possible	High	12	Any surplus cash balances/investments managed in line with Council treasury management strategies. If institutions' credit ratings reduce, security to be ensured through cash investments with the Debt Management Office. Brexit factored into recent property valuations. Possible impact upon borrowing and pension scheme if UK seen as less favourable place for investments making UK gilts more expensive for Government Borrowing, and Pension Fund assets value reduce. No specific impact upon council tax receipts currently identified but will need to be monitored and central government informed if further support required. CCC & PCC have sought advice from external partners including the Council's external auditors and treasury management advisors and have been advised to keep a watching brief, as we will not know how the markets will react or the impact of that until more certainty is provided on the direction of Brexit. Update 02/04/19 - Single Farm payments - any effects from Brexit will have a disproportionate effect on our county due to the rural nature. There needs to be targeted to with the farm estate. For Peterborough the Parish Liaison officer has been asked to work with local parishes and make contact with NFU to understand if there is any local impact of concern.	Possible	High	12

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX11	Regulations / Legislation	Changes in legislation and/or regulations for food production/packaging, employment, procurement, competition law, equalities and rights, health and safety, crime and security, waste and recycling, and state aid. In the longer term- simplification of regulatory frameworks and increased flexibility	Unlikely	Med	6	Key parts of existing EU legislation to be transferred into UK law at least initially. CCC & PCC will ensure that systems are in place to administer these effectively. Meetings have taken place with key council staff to ensure legislative themes covering employment, competition law, waste, recycling, and procurement are already being considered under other categories of this document, and where not technical experts in those areas will highlight Brexit implications as appropriate to the Lead for BX11. Government have laid draft legislation to implement into UK law product safety and legal metrology legislation should there be a no deal Brexit. Support was provided in response to a request from the East of England Local Government Association (EELGA) to help identify priority legislation for implementation into UK law. Officer attended community cohesion forum on Brexit to handle business related queries. Government Depts. are producing some Service specific business legislative advice, where such businesses have been identified as being located with Cambridgeshire and Peterborough the council will endeavour to make them aware of the advice. 01/04/19-The Office of Product Safety and Standards (OPSS) are holding a conference call with Eastern Region Trading Standards representatives on the 04/04/19 to discuss EU Exit contingency planning. OPSS will make councils aware of the business queries they expect post Brexit. PCC will have a representative on the conference call. 09/05/19 - No additional updates. Gov departments have gone on a 'go-slow' not the deadline has moved.	Unlikely	Medium	6

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX12	Regulations / Legislation	Complications in the shipping of waste. Issues which arise leading to difficulty in collecting or treating household and municipal waste collected in the local authority area. E.g. Fuel supply, skilled labour availability, parts and technical support, recruitment of staff. County is predominantly responsible for waste treatment and is somewhat less exposed to the impacts of fuel supply, skilled drivers who may require leave to stay and/or have issues which could arise from passporting of drivers qualifications to operate HGV in UK. PCC and CCC have a common exposure to the implications of spare parts and technical support for their	Very Unlikely	Low	2	CCC & PCC waste provision not dependent upon the need to ship waste overseas. Risk will be monitored. Although neither council is a significant exporter of materials, accounting for some recycling which is subject to different restrictions, both as Waste Disposal Authority's (WDA) have ongoing dialogue with treatment partner organisations and have examined areas of service exposure. Separately PCC as a WDA has similar exposure to staff, fuel, employment and other related issues as might be expected of the district councils in the CCC area and this is also subject to dialogue with partners and a joint approach to mitigate potential impacts where this is possible.	Very Unlikely	Low	2

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
		respective waste treatment facilities as significant elements of the process equipment is sourced from European suppliers.							
BX13	Procurement	Reduced opportunity for accessing public sector contracts due to fewer procurement opportunities	Very Unlikely	Low	2	CCC & PCC contracts overwhelmingly let by UK companies so impact has been judged minimal. Risk will be monitored. Procurement are working with regional procurement teams and National Advisory Group to keep on top of any guidance or changes to procurement practices re Brexit.	Very Unlikely	Low	2
BX14	Devolution	Increase in devolved powers moving from Brussels to local government (unlikely in the first 6 months)	Unlikely	Low	4	Could be a positive factor and PCC and CCC have supported and will continue to support Local Government Association (LGA) lobbying efforts in this regard but even if these are successful, it would be unlikely to have an impact in the short term. Update 09/04/19- we note the publication of the Housing, Communities and Local Government Select Committee's report into Brexit and Local Government and are keen to understand if the Government is supportive of the recommendations of that committee. We believe there are a number of helpful short-term recommendations contained in the report that could be picked up quickly and we agree that it would be helpful if Government could set out its longer-term plans for further devolution and arrangements for the Shared Prosperity Fund once the UK has left the European Union as soon as possible.	Unlikely	Low	4

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX15	Transport	Potential shortage of fuel supplies would impact on staff travelling to deliver services, including school staff travelling to their workplace, and delivery of supplies for school lunches	Possible	Very High	15	CCC & PCC will review business continuity plans, and request commissioned services do likewise. PCC/CCC Resilience have also invited services to participate in an initial fuel survey to gain a better understanding of how fuel is used within each Council, this survey will be repeated in the lead up to the day of our exit from the EU to identify service which may need additional support and may be eligible to access fuel from designated filling stations under the National Emergency Plan for Fuel. In addition, national government arrangements are in place to address disruption to supply of fuel, with local arrangements overseen and managed by the Local Resilience Forum.	Possible	Very High	15
BX16	Transport	Transport problems due to the knock-on impact of border checks/barriers to trade	Possible	High	12	Highways England will lead response to any issues on trunk road network. Our Local Resilience Forum has plans in place to mitigate local transport disruption caused by any crisis situation.	Possible	High	12
BX17	Exchange of personal data and General Data Protection Regulations (GDPR)	Data cannot be exchanged with other organisations in the EU and EEA as well as non-EEA countries such as USA No-deal Brexit: the risk will be how the transfer of data from the EEA to the UK will be legitimized as there is very unlikely to be an adequacy decision in place from the EU to cover	Unlikely	High	8	EU legislation which governs Data Protection is being transferred into UK law, i.e. creation of UK GDPR, adequacy decisions and a replacement for the EU-US Privacy Shield. Information Commissioner has set out 6 steps which CCC and PCC will comply with including maintaining GDPR compliance, understanding transfers in and out of UK which apply to CCC and PCC, ensuring documentation is kept up to date with ongoing discussions with legal. No –deal Brexit: the mitigation is that these are very large companies with contracts with very large businesses and central/local government/public sector so it is unlikely to not be addressed by legislation or contracts. US Companies can reaffirm their commitment to the Privacy Shield which would be acceptable.	Unlikely	High	8

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
		the return of personal data. The issue will affect cloud storage such as Google, AWS and Microsoft based in Ireland where they are a processor of council data.							

ADULTS POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published on 1 October 2019
Updated on 10 October



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is five clear working days before the meeting.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log;
- Finance Report;
- Agenda Plan, and Appointments to Outside Bodies.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for reports	Agenda despatch date
07/11/19	Care Homes Purchasing Framework	A Thorp	2019/059	25/10/19	30/11/19
	+Learning Disability Partnership Baseline 2020/21 (Pool Budget Review)	M Darbar	Not applicable		
	Deep Dive – Quality of Social Care Provision (Care Providers)	C Black / W Patten	Not applicable		
	Adults Positive Challenge – Progress Report	C Black / T Hornsby	Not applicable		
	Annual Safeguarding Board Report	R Waite	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for reports	Agenda despatch date
	Risk Register	C Black	Not applicable		
12/12/19	Early Intervention and Prevention Re-procurement	G Hodgson	2019/070	29/11/19	04/12/19
	Business Planning	Tom Kelly / W Ogle-Welbourn	Not applicable		
	Full Evaluation of Neighbourhood Cares	L Tranham / C Black	Not applicable		
	Quarterly Performance Report	T Barden	Not applicable		
16/01/20	Housing Related Support (Adults)	O Hayward/S Ferguson	2020/005	03/01/20	08/01/20
	Charging Policy – Outcome of Consultation	C Black	2020/006		
	Adults Social Care - Service User Survey Feedback	H Duncan / C Black	Not applicable		
	Delayed Transfers of Care (DTOC) Progress Report	C Black	Not applicable		
	Service Directors Report Update - Adults & Safeguarding (includes Self-Assessment) Commissioning / Health / Financial	C Black/W Patten	Not applicable		
<i>13/02/20 Provisional date</i>				<i>31/01/20</i>	<i>05/02/20</i>
12/03/20	Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) Work Programme Update	F Davies	Not applicable	28/02/20	04/03/20
	Deep Dive - TBC	C Black / W Patten	Not applicable		
	Quarterly Performance Report	T Barden	Not applicable		
	Adults Positive Challenge – Progress Report	C Black / T Hornsby	Not applicable		
<i>23/04/20 Provisional date</i>				<i>09/04/20</i>	<i>15/04/20</i>

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for reports	Agenda despatch date
21/05/20	Deep Dive - TBC	C Black / W Patten	Not applicable	08/05/20	13/05/20
	Adults Positive Challenge – Progress Report	C Black / T Hornsby	Not applicable		

To be programmed:

Adults Committee Training Plan 2019/20

Agenda Item: 10

Below is an outline of dates and topics for potential training committee sessions and visits. The preference would be to organise training and visits prior to Committee meetings and utilising existing Reserve Committee dates:

Suggested Dates	Timings	Topic	Presenter	Location	Audience	Notes
July / August 2019		Adults Positive Challenge	TBC	TBC	All Members	
September 2019		An overview of Adults Social Care Finance	Stephen Howarth	Shire Hall	All Members	
October 2019 and April 2020 (utilise April reserve meeting)		A service-users journey Induction to early intervention and prevention: <ul style="list-style-type: none"> - Assisted Technology (ATT) - Adults Early Help - Sensory Services - Reablement 	Jackie Galwey	Various	All Members	
October 2019 (Possibly Member Seminar)		An overview of Mental Health	TBC	Shire Hall	All Members	
November 2019		Commissioning Services – what services are commissioned and how our services are commissioned across People & Communities	Gary Jones / Oliver Hayward	Shire Hall	All Members	
November 2019 (Possibly Member Seminar)		An overview of the Adults Social Care	Jackie Galwey	TBC	All Adults Members	

Suggested Dates	Timings	Topic	Presenter	Location	Audience	Notes
February 2020		Safeguarding: - Overview of safeguarding - Visit to the Multi-agency Safeguarding Hub (MASH)	Helen Duncan	Chord Park	All Adult Members	
On request		Introduction to Learning Disability / Physical Disability	Tracey Gurney	TBA	Please contact Lesley Hart to arrange a visit or for further information.	
		An overview of the Council's work in relation to Carers	Helen Duncan	TBA		
		Neighbourhood cares	Louise Tranham	TBA		
		Counting Every Adult	Tom Tallon	TBA		
		Learning Disability Provider Services	Emily Wheeler	TBA		
		Discharge Planning Team	Social Worker	TBA		

Reserve Committee dates for 2019/20

- April
- June

- August
- February

GLOSSARY OF TERMS / TEAMS ACROSS ADULTS & COMMISSIONING

More information on these services can be found on the Cambridgeshire County Council Website:

<https://www.cambridgeshire.gov.uk/residents/adults/>

ABBREVIATION/TERM	NAME	DESCRIPTION
COMMON TERMS USED IN ADULTS SERVICES		
Care Plan	Care and Support Plan	A Care and Support plan are agreements that are made between service users, their family, carers and the health professionals that are responsible for the service user's care.
Care Package	Care Package	A care package is a combination of services put together to meet a service user's assessed needs as part of a care plan arising from a single assessment or a review.
DTOC	Delayed Transfer of Care	These are when service users have a delay with transferring them into their most appropriate care (I,e, this could be from hospital back home with a care plan or to a care home perhaps)
KEY TEAMS		
AEH	Adults Early Help Services	This service triages requests for help for vulnerable adults to determine the most appropriate support which may be required
ATT	Assisted Technology Team	ATT help service users to use technology to assist them with living as independently as possible
ASC	Adults Social Care	This service assesses the needs for the most vulnerable adults and provides the necessary services required
Commissioning	Commissioning Services	This service provides a framework to procure, contract and monitor services the Council contract with to provide services such as care homes etc.
Discharge Planning Team	Discharge Planning Team	This team works with Hospital staff to help determine the best care package / care plan for individuals being discharged from hospital back home or an appropriate placement elsewhere
LDP	Learning Disability Partnership	The LDP supports adults with learning disabilities to live as independently as possible
MASH	Multi-agency Safeguarding Hub	This is a team of multi-agency professionals (i.e. health, Social Care, Police etc) who work together to assess the safeguarding concerns which have been reported
MCA DOLs Team	Mental Capacity Act Deprivation of Liberty Safeguards (DOLS)	When people are unable to make decisions for themselves, due to their mental capacity, they may be seen as being 'deprived of their liberty'. In these situations, the person deprived of their liberty must have their human rights safeguarded like anyone else in society. This is when the DOLS team gets involved to run some independent checks to provide protection for vulnerable

ABBREVIATION/TERM	NAME	DESCRIPTION
		people who are accommodated in hospitals or care homes who are unable to no longer consent to their care or treatment.
PD	Physical Disabilities	PD team helps to support adults with physical disabilities to live as independently as possible
Provider Services	Provider Services	Provider Services are key providers of care which might include residential homes, care homes, day services etc
Reablement	Reablement	The reablement team works together with service-users, usually after a health set-back and over a short-period of time (6 weeks) to help with everyday activities and encourages service users to develop the confidence and skills to carry out these activities themselves and to continue to live at home
Sensory Services	Sensory Services	Sensory Services provides services to service users who are visually impaired, deaf, hard of hearing and those who have combined hearing and sight loss