

ADULTS COMMITTEE: MINUTES

Date: Thursday 18th October 2018

Time: 2.00pm to 5.00pm

Present: Councillors A Bailey (Chairwoman), A Costello, S Crawford, J French, N Harrison, D Giles, M Goldsack, M Howell (Vice-Chairman), and G Wilson.

Apologies: Councillor D Wells

114. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies received from Councillor Wells. No declarations of interest received.

The Chairwoman welcomed Councillor Goldsack as the new Committee member replacing Councillor Cuffley.

115. MINUTES FROM THE MEETING HELD ON 6TH SEPTEMBER AND ACTION LOG

It was resolved to approve the minutes of the 6th September 2018 as a correct record, and to note the action log and updates at the meeting.

116. PETITIONS AND PUBLIC QUESTIONS

No petitions were received. One question was received from a member of the public. The question and written answer can be found at appendix 1 of these minutes.

117. ALIGNMENT OF EXTRA CARE CONTRACT

The Committee considered a report on the alignment of extra care contracts.

Cambridgeshire County Council and Peterborough City Council worked collaboratively to review 16 extra care schemes in Cambridgeshire and 5 in Peterborough. Tendering multiple contracts was resource intensive. In recent years a number of contracts had been tendered together, thereby reducing overall procurement costs.

Both Authorities had different approaches to the type of service that they tendered so had reviewed the services across the piece and developed a visioning strategy, incorporating the learning from both authorities.

The work explored opportunities to co-locate other services that supported older people including day services. Developing the schemes as two-way local hubs, helped to embed extra care schemes as part of the community and demystified 'extra care' and promoted it as a natural choice for those who need additional care and support to live independently.

Work had been carried out to improve the information available on the Council website and a video was being developed in conjunction with other organisations.

Discussions were held with landlords on how they could work more collaboratively. Extensive consultation would be carried out with communities to understand their perception of extra care and how it could be improved for future generations. The work would also focus on future population growth.

In order to facilitate the work it was necessary to seek extensions for a number of extra care contracts with the aim being to align the Cambridgeshire County Council contract end dates into three groups, as set out in appendix A of the report.

During discussion members:

- Sought clarification on the definition of extra care to aid the discussion.
- Commented on the benefits of sharing the workload for both authorities and making the process more efficient.
- Highlighted that officers should keep the process of block retendering under review to ensure it was the most efficient process in the future.
- Sought clarification on the percentage of schemes that were rental and leasehold – The majority of current schemes were rental. There was one new scheme, two-thirds were leasehold and one-third rental which was a possible model for the future.
- Sought clarification that people could choose to take a personal budget and were not just required to use the on-site facilities, this was confirmed.
- Recommended that those on the Committee that had not been to an extra care facility visit one. Poppyfields was recommended as a good example of integration.
- Sought clarification that procurement were happy with the approach and that it had been checked for value for money. It was confirmed that the proposal had been approved by the Council's Procurement and Legal teams as set out on page 21 of the agenda papers.

The Committee requested that an update on the timings for the visioning strategy should come back to Committee, along with the project plan. **ACTION**

It was resolved unanimously to:

- a) agree the development of the joint extra care visioning strategy.
- b) to facilitate this work, agree the request for exemptions to align with Peterborough City Council (PCC) contract end dates.

118. MENTAL HEALTH RECOVERY AND INCLUSION SERVICE

The Committee considered a report on the outcome of the tender process for the Mental Health Recovery and Community Inclusion Service and the proposed re-

procurement exercise. The service was jointly commissioned with Peterborough City Council and the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG).

The procurement process was undertaken between March and July 2018 and 7 bids were received and evaluated. An award recommendation was made to Committee on 19th July 2018, which was approved and an Intention to Award notice was issued to the successful bidder.

Following the notice further feedback was requested by an unsuccessful bidder. A formal legal challenge to the outcome of the Contract Award was received on 31st July 2018. The standstill period between the Intention to Award Notice and Contract Award was extended in order for the challenge to be considered.

LGSS Law, LGSS Procurement and Cambridgeshire County Council Officers in consultation with its commissioning partners (the Cambridgeshire and Peterborough CCG and Peterborough City Council) considered the content of the challenge and concluded that it would be in the best interests of the Council to abandon the tender process. The legal challenge was withdrawn and disposed of giving the Council the opportunity to re-run the procurement exercise.

A formal notice of the abandonment of the tender was issued to all parties who had expressed an interest via Pro-Contract on 22nd August 2018.

All commissioning authorities (Cambridgeshire County Council, Peterborough City Council and Cambridgeshire and Peterborough CCG) were satisfied that the service specification to be procured would still fulfil the needs of Cambridgeshire residents, would meet long term demand and provide effective preventative services for people with mental health needs.

The recommendation was that the tender process be re-run with a different evaluation format to reduce, as far as possible, any further challenge.

It was recommended that the tender process be re-issued to the market in November 2018 with an anticipated contract start date of 1st July 2019.

A contract extension would be required for the Richmond Fellowship – Wellbeing, Prevention and Recovery Service, by way of an exemption in order to maintain current delivery prior to the new service contract start date.

Councillors sought clarity on the element of the process that had been challenged.

It was noted that one small part of the pricing element of the tender had been challenged but that as this was a confidential process this could not be discussed in the meeting.

Members sought further information regarding the successful challenge to the procurement process in order that they could be satisfied with the process. Assurance was sought by Members regarding how the Council could ensure it did not happen again. Officers undertook to provide a confidential briefing note regarding the process

and the challenge received. **ACTION**

It was noted that a full debrief around all of the aspects of the process had taken place. It was also clarified that the costs for this process had been borne by Cambridgeshire County Council.

Councillor Harrison proposed, seconded by Councillor Wilson that the recommendations be considered separately. On being put to the vote, the proposal was lost, 3 in favour, 5 against and 1 abstention.

The recommendations were put to the vote in block.

It was resolved by majority to:

- a) note the outcome of the current tender process for the Mental Health Recovery and Community Inclusion Service and the proposal for re-procurement.
- b) agree a further extension of up to 12 months by way of exemption for the current Recovery and Wellbeing service.
- c) delegate the approval of the Award of Tender to the Executive Director, People and Communities Directorate following outcome of the procurement process.

119. FINANCE AND PERFORMANCE REPORT – AUGUST 2018

The Committee received the August 2018 iteration of the Finance and Performance report. In presenting the report it was noted that People and Communities at the end of August forecasted an overall overspend of £6,240K. This was a worsening position from the previous month when the forecast overspend had been £4,690k.

Specifically for the lines relating to the Adults Committee, the forecast overspend was £331k.

As previously discussed at Adults Committee the major savings agenda continued with £99.2m of savings required across the Council between 2017 and 2022. The total planned savings for P&C in the 2018/19 financial year total £21,287k.

Although significant savings are expected to be made in 2018/19 across the directorate, Adults services continue to face demand and price pressures, particularly:

- In Older People's services where capacity demand for domiciliary and residential care was affecting prices.
- Through increased demand in the NHS and improved performance in reducing delays in transfers of care.
- In Learning Disability services, where the needs of a relatively static number of

service-users was increasing.

Of the performance indicators linked to Adults Committee there was one red indicator in relation to the proportion of adults with primary support reason of learning disability in paid employment (year to date). It was noted that item 11 on the agenda covered the review of the Learning Disability Employment Strategy and resulting action plan.

During discussion members:

- Sought clarification regarding Grant Funding and the level of funding that would be available. It was noted that the money in the current budget related to the Better Care Fund and had been relatively unchanged over the last few months. The Better Care Fund was a grant over three years targeted for investing in hospital discharge, adult social care pressures and working with the market to build sustainable capacity. The Council had used some of it to support Adult Social Care pressures. The funding expired at the end of 2021. Alternative ways to manage the pressures needed to be sought.
- Sought further information on the Hancock funding. It was noted that Cambridgeshire County Council had just received notification of a one-off payment of £2.32m from Government designed to help alleviate pressures on the NHS this winter through speedier patient discharges and therefore freeing up hospital beds. The letter had only just been received and no guidance had been received regarding timescales for use of the funding.

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

120. ADULTS COMMITTEE REVENUE PAPER – OCTOBER 2018

The Committee considered a report outlining the overview of the draft Business Plan Revenue Proposals for services that were in the remit of the Adults Committee.

The presenting officer provided an overview of the detailed proposals contained at pages 94 and 95 of the agenda papers.

During discussion members:

- Queried whether the proposed savings were realistic in relation to responding to the challenge. It was noted that all of the proposals were about providing better public services and achieving results for communities.
- Noted the table on page 91 of the agenda papers that showed that Cambridgeshire has the lowest spend on Adult Social Care for 2018/19, to its statistical neighbours. Attention was drawn to the level of spend per capita that demonstrated efficiency of the back office function in supporting front line services.
- Noted that the Council had lobbied Central Government regarding the Fairer Funding Formula and the outcome on this was due in September 2019.

It was resolved unanimously to:

- a) note the overview and context provided for the 2019-20 to 2023-24 Business Plan revenue proposals for the Service.
- b) comment on the draft revenue proposals that are within the remit of the Adults Committee for 2019-20 to 2023-24.

121. SERVICE COMMITTEE REVIEW OF ADULTS CAPITAL PROGRAMME – OCTOBER 2018

The Committee considered a report on the overview of the draft Business Plan Capital Programme for Adults Services.

It was noted that the plans remained unchanged from last year.

It was resolved unanimously to:

- a) note the overview and context provided for the 2019-20 Capital Programme for Adults Services.
- b) comment on the draft proposals for Adults' 2019-20 Capital Programme and endorse their development.

122. CAMBRIDGESHIRE AND PETERBOROUGH JOINT ADULT SOCIAL CARE MARKET POSITION STATEMENT

The Committee considered a report on the Cambridgeshire and Peterborough Adult Social Care Market Position Statement. The statement was a statutory requirement as set out in the Care Act 2014. The purpose of the statement was to provide information to social care providers (both existing and new) and stakeholders about the needs of adults, both now and future projected needs and to highlight the authority's direction of travel in how care and support would be commissioned and provided.

The statement highlighted key messages which included;

- An aging population required increased support
- Substantial budget pressures
- Building capacity in communities
- Supporting people as early as possible.

Once approved a launch event would be held in mid-November and the statement would be reviewed annually. The next version of the statement would be published on Cambridgeshire Insight and would be interactive.

The Committee in its discussion of the document:

- Highlighted the good work that had gone into producing the statement.

- Noted that the authority spent as much on adults with learning disabilities as it does on older people. It was noted that this was the case with other authorities and illustrated the particularly complex needs of people with learning disabilities.
- Queried the meaning of the number of packages with no offer. It was noted that this related to receiving no offers the first time the packages were distributed.
- Noted that further details on timescales for retendering would be provided in additional information available on the website.
- Requested an example of what was meant by building localised capacity. It was noted that one example of this was exploring micro enterprises, supporting people in communities to set up as a care provider in their own right. The Care Network had been granted funding from the Council's Innovate and Cultivate fund to take this forward. These individuals would have a professional status and salary and would receive the relevant training.

It was resolved unanimously to:

approve the Cambridgeshire and Peterborough Adult Social Care Market Position Statement.

123. LEARNING DISABILITY EMPLOYMENT STRATEGY UPDATE

The Committee received a report that provided an update regarding the Cambridgeshire Employment Strategy and Action Plan for people with learning disabilities and/or autism.

The report updated the Committee on the work to date and plans to meet the actions set out in the strategy, which focussed on increasing the number of adults with a learning disability and/or autism in employment.

The Strategy was developed as a result of adults with a learning disability and/or autism informing the authority that they wanted to secure employment as well as the need to improve Cambridgeshire performance in this area. Paid employment was beneficial for people in terms of a higher income, better health outcomes and improved self-esteem and social interaction. The Strategy considered the barriers to employment and proposed ways to overcome these.

The target number of adults with a learning disability and/or autism to be in employment was 6% and was expected, with the investment set out in the report, to be achieved.

Work had been ongoing with local employers to seek paid employment for individuals.

In discussing the report members;

- Highlighted the design hack as a good piece of work and noted that a co-creation group had been created as a result of the work.

- Queried why the statistics did not include the number of individuals in voluntary positions. It was noted that this was a statutory return and that it had been recognised that workplace learning should be recorded.
- Noted that the Switch Project in relation to a garden centre had been offered and was being investigated. Issues around transport had been looked into.
- Noted that there were barriers in relation to engagement with employers that needed to be overcome and that referrals needed to be made correctly.
- Noted the authority's work with FACET and Eddies in March and the service level agreement with March Community Centre and Café.
- Queried the ESIF bid as this was European Funding. It was noted that transformation funding could be used as an alternative option
- Requested that the action plan be updated as many of the actions had been completed. **ACTION**
- Highlighted the need to do further work with FE Colleges and strengthen relationships further. **ACTION**
- Requested more case studies with a particular focus on smaller communities be included within future reports. It was noted that case studies were provided frequently in a monthly update on progress. Members requested to be included in the updates. **ACTION**
- Noted that work was ongoing with HR regarding recruitment, including communication and support in completing application forms.
- Highlighted that as a 'Double Tick' employer the Council should promote it further. **ACTION**
- Noted that the Adult Learning Skills team were offering traineeships.
- Requested for information to be added to the Finance and Performance report in relation to progress in this area in relation to the numbers not yet reviewed. **ACTION**
- Requested more information on how this would affect peoples' care package costs. **ACTION**
- Highlighted the need to do more work on transitioning from voluntary to paid employment. It was noted that the authority were keen to work with the Department of Work and Pensions on this and were looking to hold workshops to explain what could happen in terms of benefits. It was noted that this would be included in the action plan. **ACTION**
- Requested that discussions took place across People and Communities and with

Communities and Partnerships Committee and Children and Young People's Committee regarding how barriers to employment be addressed and include the outcomes of the discussions in the action plan. **ACTION**

It was resolved unanimously to:

note the contents of the update, progress made and plans for the future.

124. CARE HOME DEVELOPMENT

The Committee considered a report that provided an update relating to the commissioning strategy to address the shortfall in care home beds within Cambridgeshire and sought approval to extend two contracts for short term, respite and interim bed capacity.

The Council commenced a review of care home provision in Cambridgeshire in November 2017 which aimed to increase the capacity of affordable, sustainable high quality care home provision across the county. Through this review, a shortfall of 150 quality, affordable beds which could be directly commissioned by the Council was identified.

Since November 2017, commissioning sought to address the shortfall identified through:

- Extending the current block contract by 39 beds which had addressed the shortfall of Residential Dementia Care Home Beds within the Cambridge City area for the remainder of the contract.
- Developed a medium term approach to tender an additional block contract for long term beds within East Cambridgeshire, Huntingdonshire and South Cambridgeshire that would aim to target the ongoing shortfall of 111 beds by May 2019.
- Made significant progress with the competitive dialogue process aimed at procuring a strategic partner to design, build and run a number of Care Homes on Council owned land under a lease arrangement. This programme would target both the current and future shortfall of beds as well as introduce a number of high quality beds to the self-funder market through an ongoing build programme. The contract would be awarded to a strategic partner in May 2019, with an initial build site identified as part of the procurement process.

New models of care were being explored in partnership with District Councils through incorporating the use of 'care suites' into commissioning arrangements wherever it was appropriate to do so. This would include engaging with existing providers to convert current provision into care suites where appropriate to do so and in consultation with residents.

The Committee in discussion of the report:

- Queried the statutory risk implications and noted that these contracts were historically low risk and that there was only a slight risk to the Council.
- Queried whether 'Virtual Care Homes' had been considered and noted that this had been explored with an existing provider but was not considered to be value for money. Members, noted that the Council had offered to work with the provider to develop the model further.
- Noted that the extensions to the contracts had been discussed at the Commercial Board on 6th September 2018.

It was resolved unanimously to:

- 1) approve an extension of 12 months for two short term, respite and interim contracts.
- 2) approve current commissioning approaches to addressing the remaining shortfall of care home beds within Cambridgeshire.
- 3) approve the incorporation of care suites into existing models of commissioning where appropriate.

125. APPOINTMENTS TO OUTSIDE BODIES, PARTNERSHIP LIAISON AND ADVISORY GROUPS, AND INTERNAL ADVISORY GROUPS AND PANELS

None.

126. ADULTS COMMITTEE TRAINING PLAN 18/19

In discussion of the training plan members noted the quality of the Mental Health training session and that the subsequent on line training for prevention of suicides was very good. The training was recommended by Committee for Council staff.

It was resolved to note the training plan.

127. ADULTS COMMITTEE AGENDA PLAN

It was resolved to note the Agenda Plan.

Appendix B

Questions for Adults Committee 18th October 2018

Question: “As our local hospital has one of the highest numbers of Delayed Transfers of Care in the country, what is the county council doing to address this as it already takes months to source permanent care for the elderly in Cambridge, there is a shortage of carers and an inability to recruit them, and also one of the company's you are using is CQC rated as Inadequate and needs improvement and is causing safeguarding issues.

And finally as winter is coming do you have any extra provision for care in the community.”

1. Actions to address current levels of Delayed Transfers of Care and challenges in sourcing permanent care for the elderly in Cambridge

Increasing levels of hospital admission and the need to reduce current numbers of delayed transfers of care is a national issue, and one which Cambridge is working as a system to address. The health and social care system is hugely reliant on the provision of homecare given that it enables people to remain safely in their own homes for as long as possible, and supports the facilitation of timely hospital discharge. Growing demand for homecare support has placed significant pressure on capacity within the independent homecare market within Cambridgeshire.

Since April 2017, there has been a 12.5% increase in the number of homecare hours delivered, totalling 450,000 per month. The Council also funds the second highest hourly rate in the region. Despite this, a shortfall in capacity remains. Building capacity within the home care sector is a long term challenge, but to date the Council has undertaken the following:

- **Implementation of a new approach to contracting homecare** which aimed to attract an increased number of providers to work with the Council through development of a more flexible contract arrangement, and provides the market with the opportunity to the work with the Council every three months. It also allows for a combination of smaller and larger providers to operate within the County. This has been successful in increasing the existing provider base by 53 providers.
- **Investment in an Occupational Therapy Team** to introduce moving and handling techniques and technology which enables packages delivered by two carers to be delivered by one, thereby maximising an individual's independence and ensuring best use of available homecare capacity.
- **Investment in an urgent, short term homecare service** for up to 6 weeks where capacity cannot be found within the mainstream market. This enables individuals to return home from hospital with the support required thereby preventing delay due to homecare capacity pressures.
- **Development of the brokerage function** to support not only those with a funded care package but also individuals who may be self-funding their care and support

requirements. The brokerage team take a proactive approach to managing available capacity in a timely manner both within the community and on discharge from hospital.

Current operational practice and provision is also being transformed to ensure the Council is working with health partners to achieve maximum efficiency in order to avoid delays on discharge from hospital. This has included:

- Integrated Discharge Team- multi disciplinary health and social care team in each hospital working together to ensure timely discharge
- Admission avoidance work- making sure that if we can prevent a hospital admission we do so with our partners
- Significant investment in expanding the Council's in house Reablement Service to enable it to deliver homecare packages as 'provider of last resort' when this cannot be sourced from the independent sector. This is particularly important in avoiding delays on discharge from hospital.

However, there are also longer term challenges which the Council are also working to address. These mainly relate to recruitment and retention challenges in which the impact of Brexit must be considered; the high cost of living and low unemployment rates within Cambridgeshire and market competition within the retail and restaurant sector. The Council are working with our local health partners and regional networks, the Combined Authority, and ADASS to develop robust workforce development initiatives that aim to encourage growth in capacity within the homecare sector. Alternative approaches to delivering homecare are also being explored.

2. Quality of Homecare Provision

The Council has a statutory responsibility to manage the quality and sustainability of the social care market. Recently, following CQC inspection, a homecare provider currently commissioned by the Council has received a rating of 'Requires Improvement.' The Council, along with the CCG, are working in close partnership with the provider in question to address key shortfalls in quality through provision and implementation of a robust improvement plan. The improvement plan not only focuses on delivering the changes required, but also aims to ensure these changes are sustained and embedded as standard organisational practice in order to safeguard the needs of individuals receiving this service on an ongoing basis.

3. Extra provision to support care in the community this winter

Additional provision to support care in the community this winter is also being explored, and approaches centred on the following areas are currently under review:

- Additional short term, urgent domiciliary care capacity to expand on the service outlined above for a temporary period of time to support an increase in demand over winter
- Increased involvement of the third and voluntary sector to support delivery of 'non-registered' support activities. This could be anything from house clearances and deep cleaning of property to enable someone to return home safely to financial support and advice.
- Further investment in Reablement as 'provider of last resort'

Chairwoman